

INCLUSION IS A MUST

2023 Diversity, Inclusion & Belonging Year-in-Review

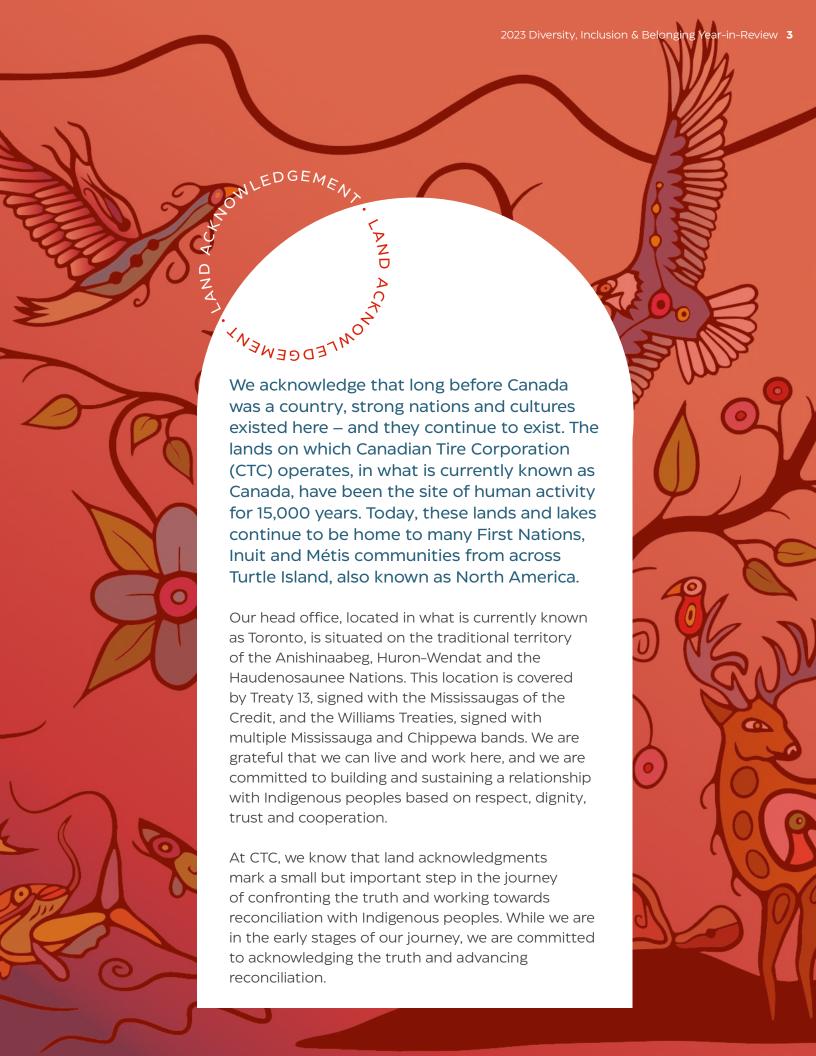
Canadian Tire Corporation



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OPENING MESSAGES



Bob Hakeem Executive Vice President and Chief Human Resources Officer



Fostering a culture of belonging is a journey. Never static. Always evolving and changing. At CTC, we are here to make life in Canada better. This extends to our people, as well as the customers and communities we serve. Building belonging and infusing inclusion and diversity into everything we do is central to our brand promise and our corporate strategy.

Across the country, we're excited about our momentum. We can see the different ways that focusing on diversity, inclusion and belonging (DIB) is enhancing creativity and innovation right across our business. By bringing together people from various backgrounds, experiences and perspectives and offering safe, inclusive workplaces, we're growing diverse teams capable of generating unique ideas and solutions. In the future, this will allow us to cater to a broader range of customers than ever before. Because inclusive environments promote open dialogue and encourage individuals to contribute, our people can make better decisions every day. Prioritizing diversity and inclusion will not only help us expand our market reach; doing so will also allow us to attract and retain diverse top talent, build on our core values and deliver on our brand purpose.

These outcomes are good for all of us. What's more, they are mile-markers on the road to increasingly inclusive organizations, workplaces and markets. That's exactly what we want to foster. By empowering one person to achieve their full potential here at CTC, we hope to influence change that positively impacts even more people. By enabling our teams to serve our diverse range of customers through an inclusive lens, we hope to create a sense of inclusion in homes and communities across the country. This is what it means to make life in Canada better.

Thank you for walking with us on the path forward. At CTC. inclusion is a must. This year-in-review snapshot is a testament to the progress we can make by committing to continuously assessing where we stand — and taking action together.



Letecia Rose Vice President. **Diversity, Inclusion and Belonging**



When individuals feel empowered, they take ownership. This principle underpins our DIB focus here at CTC. We are on a journey to belonging. We are also committed to empowering and enabling every individual within our organization to own that journey alongside leadership and unleash progress through individual and collective action. However, what does that mean from day to day?

We embrace the idea that inclusion is a must. We encourage our employees to lead DIB initiatives because we believe when individuals have the freedom to initiate grassroots efforts, incredible progress unfolds. We engage with our people, amplify their voices and help them feel more connected to our mission and values. This sparks action. And we dedicate ourselves to continually assessing and strengthening opportunities for sharing knowledge, learning and collaborating. By making diversity and inclusion a priority in this way, we are creating an environment where our people can confidently become advocates for sustainable change, influencing their peers, teams and leaders to embrace DIB.

As we reflect on the progress made, I am amazed by what we've accomplished. More than anything, I am moved and inspired by the ways our people have come together around the idea of belonging and leaned in with functional teams to make a lasting impact. Here at CTC, belonging isn't a concept that's pushed down from the top. It is a celebrated principle that our people are defining and living through every interaction, decision, innovation and experience.

This report is more than a summary of what one organization has achieved. It is a nod to the collective impact that our more than 34,000 employees have made in creating a place where colleagues, customers and communities can feel they belong. This is the story not of a business, but of the people who bring a business to life.

Thank you for being a part of our journey to belonging.



DEFINITIONS

Language matters. Although the terms diversity, inclusion, equity and belonging have become commonplace, they can have different meanings depending on the space and context in which they are used.



To create a shared understanding of these terms. CTC defines each as follows:

Diversity:

The representation of the visible and non-visible ways in which people may differ.

Inclusion:

The participation and integration of different perspectives, views and ideas.

Equity:

Ensuring that people have access to opportunities and resources that meet their needs.

Belonging:

An environment that fosters individual authenticity and common purpose to unlock engagement and performance. In addition to the terms outlined above, below are other concepts used at CTC, and their definitions:

Intersectionality:

The interconnected nature of social identities such as race, class and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

Equity-deserving communities:

Communities that experience barriers to equal access, opportunities and resources due to disadvantage and/or discrimination caused by systemic policies and practices. Examples include attitudinal, historic, social and environmental barriers based on characteristics that are not limited to sex, age, ethnicity, disability, economic status, gender identity, gender expression, nationality, race, sexual orientation and creed.

Equity-seeking communities:

Groups that experience social disadvantage and discrimination that impede their participation in the labour market.

Underrepresented communities:

Individuals and communities which have unequal and inequitable access to the labour market, resulting in lower representation in the workforce.



About DIB at CTC

At CTC, we're on a journey to weave diversity into the very fabric of our organization and culture. How are we embracing the belief that inclusion is a must?

Over the last four years, we've laid the building blocks of a strategic, actionable and measurable DIB strategy. Our plan is rooted in a clear change management framework (i.e., Awareness, Desire, Knowledge, Ability and Reinforcement – ADKAR) and guided by the Global Diversity Equity & Inclusion Benchmarks (GDEIB). By leveraging these frameworks, we're gradually empowering everyone at CTC to lead the way in our journey to belonging while following best practices.

This approach has empowered us to affect meaningful change across our workforce and within our culture. It is yielding meaningful progress and results. Still, this is only the beginning. We've honed a long-term vision for DIB.

Building on our Brand Purpose of Making Life in Canada Better, we want to create positive change by focusing on four strategic pillars:

- **▶** Concentrate on people
- **▶** Build a connected culture
- Reflect on customers
- ► Invest in communities

Why four pillars? Focusing on only one or two of these critical areas prevents that audience from experiencing the full benefits of our DIB work. By contrast, when equity, diversity and inclusion are addressed equally, organizations like ours can experience true belonging.

This is how we'll become an optimal space in which our people feel genuinely seen, heard and accepted as they are and, in turn, positioned to achieve their full potential and drive innovation within their teams.

Now, we're building on internal progress made to start integrating larger-scale DIB change across customers and communities. By focusing on the people we serve, and creating equitable opportunities across Canada, we will amplify our impact and create a greater sense of belonging overall.

What does progress look like?

In 2023, we set out to achieve specific DIB outcomes:



People

▶ Increase overall diversity across the enterprise



Culture

▶ Increase sense of belonging and inclusion measured by the annual DIB Survey



Customers

▶ Increase retailspecific offerings to promote inclusive shopping experiences



Communities

▶ Increase collaboration with DIB learning and talent community partners

We reached a number of key milestones along the way:



Launched

2023 DIB Survey to assess current state of diversity and inclusion at CTC



Rolled out

Inclusive Leadership Assessments to understand our leaders' abilities to create inclusive work environments



Expanded

Employee-led change by training volunteers across the organization to facilitate DIB discussions, create community and foster inclusion



Supported

Intersectional employee resource group (ERG) activities to cultivate inclusion and retention of employees from equity-deserving communities



Empowered

DIB Committee Network to create helpful resources that enabled teams to act on DIB Survey results



Facilitated

New strategic talent alignments to diversify our workforce and develop internal talent



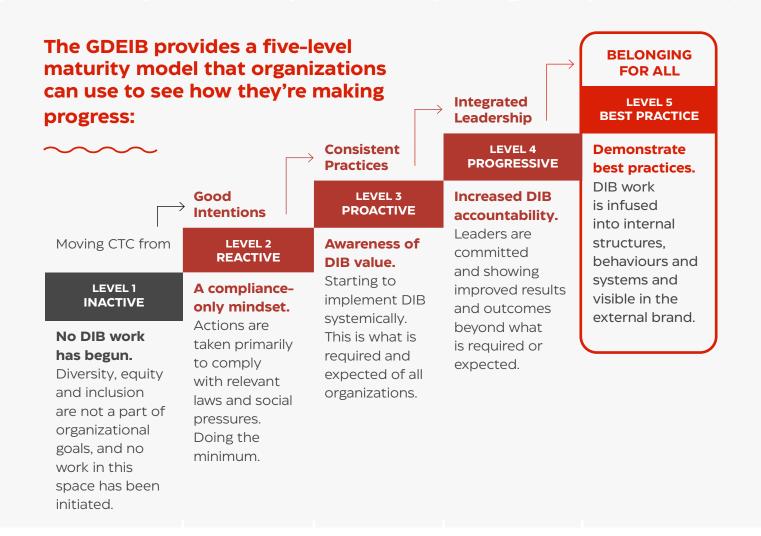
Developed

Additional DIB learning resources to offer even more workshops, e-Learning and events across CTC

Adopting benchmarks to guide progress

More and more CTC leaders, employees and teams are getting involved in DIB at CTC. Since formalizing our strategy, we've seen people from all levels and parts of the organization come forward to help create a greater sense of belonging as we drive business outcomes.

To continue embedding best practices at the heart of our operations and culture, we've now adopted the Global Diversity Equity & Inclusion Renchmarks (GDFIR). Launched by The Centre for Global Inclusion in 2006, the GDEIB was updated in 2021 in partnership with 112 leading experts. Today, the GDEIB represents the most comprehensive maturity model and standards-setting framework in the DIB space. It offers us tangible, best-in-class benchmarks we can track against over time. And that counts for a lot. How so?



At CTC, we're using the GDEIB to identify a clear and compelling vision of our future**state DIB practices.** With that in mind, the GDEIB also helps us assess where we stand today; set short- and long-term goals and outcomes; engage our people to champion,

design and implement DIB practices; and measure progress in line with industry leaders. Over time, our efforts will enable a shift from HR-led to organization-led practices, and from being compliance-based to prioritizing belonging for all, across every aspect of our business.

DRAWING ON DATA TO INFORM NEXT STEPS

Numbers and insights empower us to take meaningful steps forward.

In 2023, we expanded our DIB momentum by continuing to measure our progress and creating new channels to socialize data and results. This helps us track against the GDEIB framework and spot additional opportunities for positive change at CTC.

What does our data tell us?

In 2023, we sought insight through:

DIB Survey

Every year, we measure employee diversity and DIB sentiment through an independent, third-party partner that collects insights on demographics and belonging.

WHY?

- ▶ Understand current scores (especially among small populations)
- ▶ Identify trends
- Adjust strategy

Key Focus Area	Metric	2023	2022
General	DIB Survey participation rate	59%	53%
Increasing diversity and embedding inclusion across the enterprise	Women employee representation	51%	53%
	2SLGBTQIA+ employee representation	7%	7%
	Visible minority employee representation	23%	20%
	Indigenous employee representation	4%	3%
	Disabled employee representation	8%	7%
	Women senior leadership representation ¹	35%	32%
Cultivating greater belonging	Belonging score	76	77
	Inclusion score	82	78
	Authenticity score	84	82
	Career opportunities score	80	79
	Manager support score	85	84
	Non-discrimination score	83	81

59%

Voluntary participation rate among full- and parttime employees at CTC and subsidiaries (not including Helly Hansen)

↑ 6%

Increase in survey participation year-over-year, with goals of additional engagement growth in 2024

^{1.} Senior leadership at CTC refers to leaders of the organization responsible for operations, profitability, significant Business Units and functional oversight at the SVP, EVP and C-suite levels.

The real value of this data is our ability to act on it. In 2023, we socialized the survey results with a broader audience in the spirit of building trust and connecting transparency with action. How?

Two-way engagement activities

- Meetings with Senior Leaders and members of the DIB Committee Network to review the results of the DIB survey and support tone from the top, facilitate conversations and design interventions
- ► Inclusive leadership assessment exercise (coupled with survey results and insights) for leaders to explore areas for improvement as well as strengths in creating inclusive workplaces
- Store manager meetings to provide fully bilingual survey result overviews across retail locations

Additional internal communications

- Poster campaign rolled out at retail locations via store managers to create awareness about the survey results
- ▶ Printed reports distributed across CTC campuses and digitally available on CTC employee intranet site to inspire action
- Video campaign (shared via internal social media) and digital CTC campus screens featuring leaders and employees from corporate, contact centre, retail and distribution centre work environments sharing their survey results to engage employees
- ► Online portal and resource toolkits leaders can use to socialize results and potential actions within teams



DIB Town Hall

Bringing together employees from coast to coast to coast and across the enterprise, we hosted the DIB Town Hall in February 2023.

WHY?

- ► Engage folks in this year's DIB priorities, provide an overview of progress made
- Offer actionable takeaways to champion DIB
- ► Provide insight through our first-ever DIB Year-in-Review



Internal report for all employees, featuring highlights from the 2023 DIB survey

"The group took [Courageous Conversations] a step further by creating training materials that equip teams with the necessary tools to engage in meaningful conversations about these topics. These materials include discussions on reallife examples and practical guidance to navigate specific situations. By providing these resources, the committee aims to continue to foster an inclusive and supportive environment throughout the IT organization."

- IT DIB Committee Network Member

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Courageous Commitment Sessions

Continuing our long-standing commitment to debriefing survey results within teams, we hosted facilitated Courageous Commitment workshops that enable leaders to share inclusion metrics with their teams, and then co-create tangible solutions for improvement and change.

WHY?

- ▶ Provide leaders with coaching
- Offer comprehensive toolkits to support team conversations
- Address inclusion concerns raised by employees
- Create a culture of transparency that values employee voices

"The Courageous Commitments on the DIB Survey results helped us recognize our strengths and gather ideas on how to improve as a team and as individuals. It helped to form a sub-committee within our group to drive DIB-related activities and reach the goals as identified from our Courageous Conversations, within an achievable and realistic timeline."

Internal Audit Services DIB Committee
 Network Member



Mathison Inclusive Leadership Assessment

In 2023, we offered leaders the opportunity to participate in the Mathison Inclusive Leadership Assessment to gain a deeper understanding of their strengths and weaknesses in the DIB space. Following the assessment, we provided them with tools for shifting behaviour, improving employee sentiment and increasing representation, and encouraged them to share learnings with their teams.

With the support of this third-party leadership process, we assessed our people on their ability to build diverse teams and strong relationships, promote an inclusive environment, use inclusive communication and manage conflict. Leaders:

- Completed self-assessments of inclusive leadership practices
- Received dashboards of tailored insights and recommendations
- ▶ Reviewed and debriefed results with the DIB team
- Connected with a library of resources and insights

WHY?

- ▶ Help leaders understand their leadership practices and employee experiences
- ► Provide tools to improve survey scores and create more inclusive environments for employees

100%

of executive leaders who report to our **CEO** participated, attending multiple gatherings to learn about, take and debrief on inclusive leadership assessment report results



IMPLEMENTING A DIVERSE WORKFORCE PLAN

It evolves and grows over time.



For that reason, we've created and implemented our Diverse Workforce Plan. The plan embeds high-impact talent management practices, creates an attractive work environment and engages employees in career advancement pipelines. This helps us to continuously attract, retain and develop diverse top talent. We want CTC to be a desirable place for our people to innovate, learn and grow; one in which our people know inclusion is a must within our ways of operating and collaborating. The Diverse Workforce Plan helps us bring these qualities to life every day.

What does our Diverse Workforce Plan look like?

Attracting and acquiring diverse talent

Employees attend the 2023

Team D

Employee Resource Groups Fair

What gets measured gets managed. At CTC, we use organizational metrics to assess the current state of representation within our organization. Employee diversity data insights are collected and analyzed as to inform our talent management and succession planning, and support the needs of individuals seeking equitable opportunities and representation in the workforce.

IN 2023, WE EXPANDED OUR ABILITY TO ATTRACT DIVERSE TALENT BY:

Enhancing existing strategic talent alignments

- ▶ Pride at Work Canada
- ► Toronto Region Immigrant Employment Council (TRIEC)
- auticon
- ► North York Harvest Food Bank Leadership in Logistics Program
- ▶ The Gord Downie & Chanie Wenjack Fund (DWF)

Building new strategic talent alignments

- ► Ascend Canada
- Jumpstart Refugee Talent
- Isempower
- ► Rogers Cybersecure Catalyst
- ▶ NPower Canada



Pride at Work Canada PRIDEATWORK.CA

Organizational focus: Fostering mutual support between the organized labour movement and the 2SLGBTQIA+ community for social and economic justice. Promoting and supporting inclusivity and fairness for all in the workplace, regardless of sexual orientation, gender identity or gender expression.

CTC collaboration: Previously, CTC has consulted Pride at Work to inform our DIB strategy around 2SLGBTQIA+ employee programming and our PRISM ERG. In 2023, we integrated Pride at Work's job board into our Workday platform, and shared video content with new employer brand messaging.



North York Harvest Food Bank Leadership in Logistics NORTHYORKHARVEST.COM/ **LEADERSHIPINLOGISTICS**

Organizational focus: Enabling people with meaningful work opportunities as part of a focused advocacy strategy and long-term solutions to eliminate food insecurity and poverty in the community.

CTC collaboration: Since 2021, CTC has had a front-row seat in the development of this pilot program. Building on this foundation, in 2023

we identified potential employees to provide

training and certifications. culminating in a potential full-time role at one of our CTC distribution centres (postprogram completion).



participate in the Leadership in Logistics program



Organizational focus: Leveraging the unique strengths of neurodivergent talent and adults on the autism spectrum by employing them as IT and compliance consultants, and providing a work environment that is conscious of their needs.

CTC collaboration: After successfully hiring placements from auticon in previous years, we explored additional consulting, training and placement services in 2023 to see how we can grow our partnership in the years ahead.



Toronto Region **Immigrant Employment Council** (TRIEC) TRIEC.CA

Organizational focus: Bringing leaders together from across sectors to create and champion solutions and resources that better integrate skilled immigrations into the local labour market. Members represent employers, educational institutions, community organizations and all three levels of government.

CTC collaboration: In 2023, we built on existing professional development programs for newcomer employees and managers to explore additional hiring fairs, job boards, placements, outreach activities and events.



Rogers Cybersecure Catalyst CYBERSECURECATALYST.CA

Organizational focus: Empowering people from diverse backgrounds to launch new careers in cybersecurity through a sevenmonth-long rapid development workforce program.

CTC collaboration: In 2023. CTC initiated conversations around graduate placements, outreach activities and events.



The Gord Downie & Chanie Wenjack Fund (DWF) **DOWNIEWENJACK.CA**

Organizational focus: Improving the lives of Indigenous people by building awareness. education and connections between all peoples in Canada.

CTC collaboration: Over several years, DWF was instrumental in the design, development and unveiling of our Legacy space in the CTC Toronto office. Since opening in 2022, the Legacy space provides a safe, welcoming physical place where our employees can learn about, reflect on and honour Indigenous cultures, creating a culture where Indigenous culture is celebrated and Indigenous talent feels welcome. In 2023, we leveraged their expertise to provide strategic guidance on improving supplier diversity with Indigenous vendors and gain insight on our ongoing efforts and approach to reconciliation.



Ascend Canada ASCENDLEADERSHIP.CA

Organizational focus: Advancing Pan-Asian professionals in the workplace by building a community to initiate change. Developing, elevating and empowering Asian Pacific Islander leaders of the future.

CTC collaboration: Since first partnering in 2023, CTC has drawn on

Ascend consultations to shape our DIB strategy for Pan-Asian employee programming and support our ERGs. In 2023, we expanded those consultations to explore campus **▼** Employees attend the recruitment 2023 Ascend Conference opportunities.



Jumpstart Refugee Talent JUMPSTARTREFUGEE.CA

Organizational focus: Assisting refugees with finding employment in their respective professional fields. Connecting skilled refugees with employers, mentors and other resources to help them restart their careers in Canada.

CTC collaboration: In 2023, our Mark's talent acquisition team attended the 2023 Toronto Refugee Hiring Event, and Sport Chek representatives attended the Greater Moncton Refugee Hiring Event. We're continuing to explore opportunities around job boards, placements, outreach activities and other events.



Isempower ISEMPOWER.COM

Organizational focus: Helping international students build meaningful careers with organizations, universities and colleges across Canada.

CTC collaboration: In 2023, our Mark's, Sport Chek and CTC Campus programs attended retail career fairs hosted by Isempower, in addition to exploring collaborations around job boards and information sessions.



NPower Canada NPOWERCANADA.CA

Organizational focus: Providing free technical and professional training, job placement and post-hire support to young adults from equitydeserving groups.

CTC collaboration: In 2023, we held consultations with NPower around graduate placement opportunities within CTC.

AT CTC, WE'RE CONTINUOUSLY **EVOLVING HOW WE ATTRACT** AND ACQUIRE TALENT WITH DIB IN MIND.



New in 2023:



THERE'S A PLACE FOR YOU HERE CAMPAIGN

Through compelling storytelling, this video series captures and shares our employees' diverse and authentic perspectives on the connections between us, and the spirit of belonging at CTC.



FOCUS ON STORIES OF BELONGING BLOG SERIES

By sharing insight drawn directly from our people across the organization, we're showcasing how our employees play pivotal parts in driving diversity and inclusion across our workplaces.

Retaining talent and building inclusive career experiences

At CTC, we're committed to attracting and retaining top diverse talent by taking holistic actions across the employee journey. This entails a continuous investment in building and evolving the employee experience to ensure everyone feels a sense of belonging and knows their experience and perspective matters.

IN 2023, OUR FOCUS ON DIVERSE TALENT RETENTION CAME TO LIFE THROUGH THREE STREAMS:



Establishing networks for ongoing connection



Equipping people leaders with tools to create inclusive work environments



Providing networking opportunities for talent from across business units

At CTC, our ERGs play a starring role in talent retention. These voluntary, employee-led groups are foundational in the employee engagement experience across the organization. By building internal communities that share cultures, identities and experiences, the ERGs foster meaningful dialogue that encourages

participation, understanding and advocacy across the organization. Overall, ERGs provide important insight into the breadth and intricacies of the diversity found across our organization and the communities we serve. Their stories tell our story.

The development of ERGs across CTC is a key component of our Diverse Workplace Plan, as we know that these groups represent a safe space of belonging that is attractive to prospective employees, and central to the day-to-day experience of our current employees. The insights we gain from ERGs also help us foster robust pools of diverse talent and develop intentional leadership pipelines throughout the organization.



TIPEN members and **Grandmother Kim Wheatley speak** at the 2023 National Day for Truth and Reconciliation event

At CTC, our 10 ERGs promote:





Employee retention



Through these vital ERG networks, employees are encouraged to work collaboratively, strategically and creatively while applying an intersectional lens to everything they do.

On the following pages (19 to 28) are examples of the passionate work and powerful change our ERG groups generate:





THE INDIGENOUS **PEOPLES EMPLOYEE NETWORK (TIPEN)**

Promotes growth, understanding and awareness of Indigenous employees and allies by creating a safe space for members to collaborate, share and accept one another.

2023 Landmark moments

Hosting CTC's third enterprise-wide event for the National Day for Truth and Reconciliation with guest speakers Candace Linklater, Founder of Relentless Indigenous Woman, and Grandmother Kim Wheatley, who shared:

"Reconciliation is not charity work. It's about creating this spiritual balance of the spirit and intent of treaties and settler-Indigenous relationships." - Candace Linklater

"I don't think you get to call yourself an ally. I think you have to earn it, and you don't need to announce it if you truly are. We will know, we will know because you're walking your talk." - Grandmother Kim Wheatlev

In 2023, TIPEN also invited employees to join them for a wearable cultural art experience of Métis Sash Weaving in October. Employees had the opportunity to create their own finger-woven bracelet and try their hand at the loom while immersing themselves in the history and cultural importance of the Métis Sash.

In Lindsey's words:

"We're incorporating learning opportunities to engage people around meaningful reconciliation. We're creating change by meeting people wherever they are on that path."

- Lindsey Robertson, Product Manager & Chair of The Indigenous Peoples Employee Network



PRISM

Educates internal audiences on the 2SLGBTQIA+ community; celebrates those across the organization making a difference in promoting the queer community.

2023 Landmark moments

Increasing CTC's presence at the Toronto Pride Parade two-fold, with more than 200 marchers in 2023. Plus, expanding efforts to support CTC's first appearance at Calgary Pride celebrations.

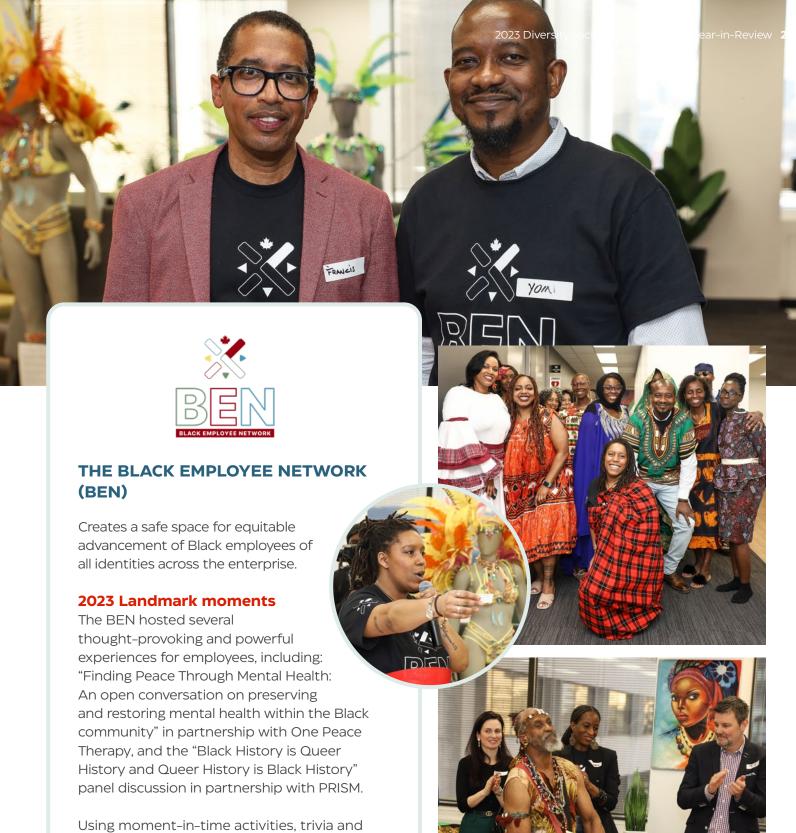
Working alongside partners at Canada's 2SLGBTQIA+ Chamber of Commerce and Pride at Work, PRISM championed equitable and inclusive practices and supported colleagues in overcoming barriers all year long. Through ongoing events and learning opportunities, PRISM encourages CTC employees to join them in support of 2SLGBTQIA+ causes in opposition to rising intolerance, violence and hate.

In James' words:

"All the work we're doing now makes me feel like I can be who I am — not who someone else wants me to be."

- James Clark, Chair, PRISM Employee Resource Group & Category Business Manager





BEN hosts the 2023 Black

History Month celebration event

Using moment-in-time activities, trivia and engaging educational content, BEN promotes and fosters authentic conversations across the organization. Complementing these year-round activities, BEN led Black History Month across CTC by celebrating the Black community's history and culture through a series of live events (including learning opportunities, musical performances and more) in February 2023.





FAMILIES @ THE TIRE

Provides working parents from different backgrounds and family structures with a safe space for fun and educational support. Also offers resources to support diverse family experiences.

Families @ the Tire hosted CTC employees and guests for a family and friends skating event in March to emphasize networking in a fun and inclusive environment. The group also joined fellow ERG communities to promote the importance of building bridges and striking a balance between personal and professional life. The collaboration highlighted the importance of recognizing the intersectionality in our lived experiences.







SOUTH **ASIANS @ THE** TIRE (SAATT)

Celebrates diversity, growth and development and provides mentorship to all South Asian employees with a shared goal of making a difference across the organization.

2023 Landmark moments

With a focus on sharing meaningful experiences, SAATT invited Dr. Sandeep Banerjee for a speaking event dedicated to understanding the impacts of colonialism and migration in the South Asian diaspora. In celebration of Asian Heritage Month, SAATT also hosted employees at the "The Big, Fat South Asian Wedding" event – an evening of food and fun traditionally experienced at pre-wedding parties across the South Asian diaspora. SAATT regularly collaborates with WLN and ACPI ERGs to host awareness-building events and celebrate the many facets of South Asian culture.





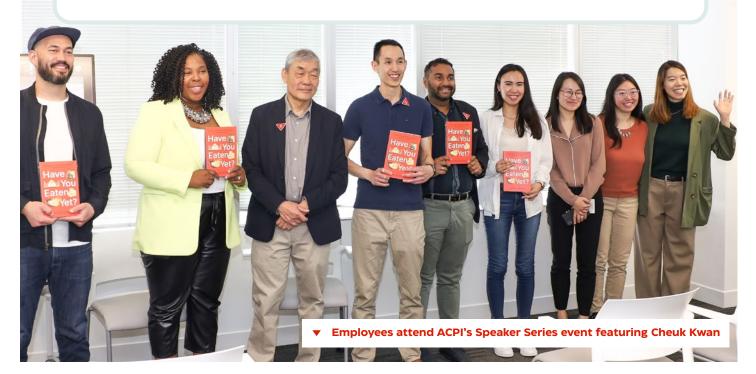


THE ASIAN CANADIAN PACIFIC **ISLANDER NETWORK (ACPI)**

Raises awareness and celebrates ACPI culture by fostering belonging and advocating for every aspect of ACPI identities to be seen, heard and embraced.

2023 Landmark moments

ACPI hosted a number of experiential events for CTC employes, including a mochi-making workshop that explored the traditional techniques and history of the sweet delicacy, as well as a speaker series on Chinese food around the world. The ACPI also partnered with its executive sponsor Rex Lee (Chief Information at Technology Officer) to launch a career showcase that offered employees career insight, experiences and takeaways. The ACPI also partnered with WLN and South Asians @ The Tire to celebrate Asian Heritage Month and shine the spotlight on Asian women championing change at CTC.



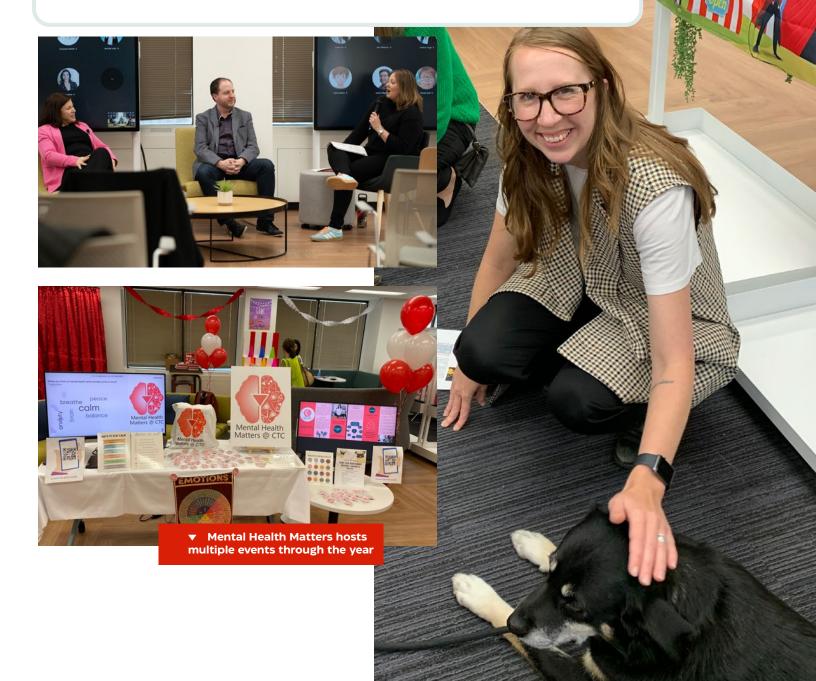


MENTAL HEALTH MATTERS @ CTC

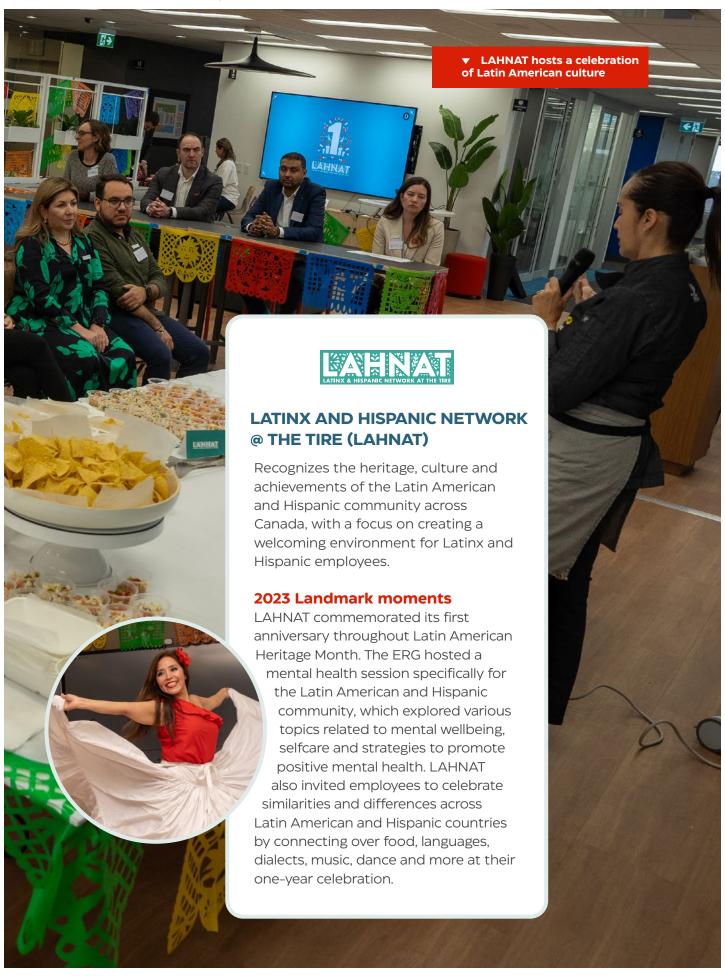
Focuses on creating a culture of support for intersectional mental health at CTC, where conversations about mental health challenges are normalized and encouraged.

2023 Landmark moments

Mental Health Matters @ CTC invited employees to join them for a hybrid fireside chat with a focus on the importance of mental health. Senior leaders contributed to the conversation by sharing their personal perspectives and experiences. The ERG also marked its first anniversary through an inclusive celebration of World Mental Health Day.







As an organization, we realize the impact our ERGs have, and reinforce their purposeful work with enterprise-wide initiatives, resources and support.

The DIB Success Team plays a crucial role in supporting the success of the ERGs program. Our DIB Success Team volunteers join one of four working streams to liaise between the DIB Team (which sits in HR) and the ERGs, directly supporting their mission and goals.



Employees attend the 2023 Employee Resource Groups Fair



Administration

Oversee the consolidated schedule of events and initiatives hosted by ERGs and the DIB team, while ensuring alignment with all parties



Professional development

Offer workshops, training sessions and resources to ERG leaders and volunteers: liaise with ERG leaders to determine professional development needs, curate resources and opportunities accordingly; measure impact



Volunteer and advocate management

Communicate volunteer opportunities and grow volunteer base; develop and manage intake process for volunteers; provide volunteer aid to support ERG and DIB events and initiatives, as needed (intake forms, surveys, event planning)

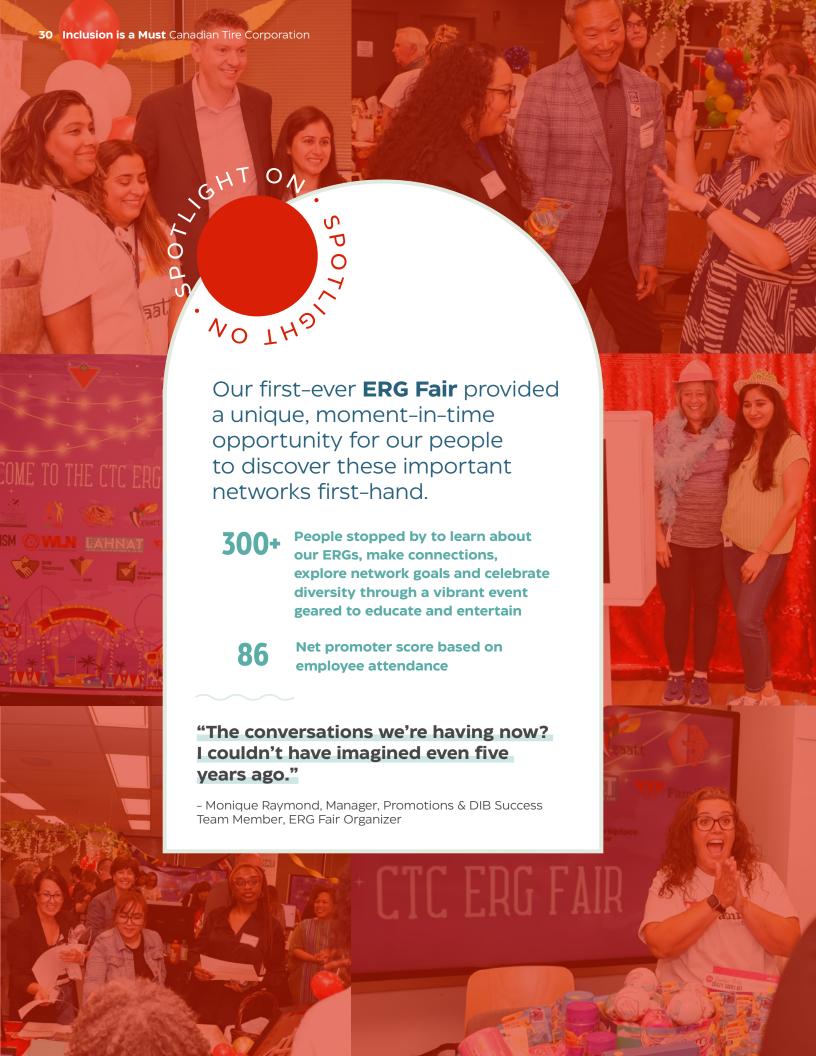


Rewards and recognition

Manage recognition program for volunteers; create and execute the quarterly program that recognizes employees championing DIB



Together in 2023, the DIB **Success Team rolled out** many initiatives that built belonging and supported overall talent retention.



In 2023, we launched a Quarterly **DIB Awards program to recognize** employee commitment and dedication to advancing our goals of belonging and inclusion for all in the workplace.

Winners were chosen based on change driven, support provided and energy/engagement contributed around DIB and ERG initiatives.

Employees were recognized in the inaugural program year



Scott Dowding SENIOR VICE PRESIDENT. **FINANCIAL PLANNING & ANALYSIS**

Allyship Category Award Winner for being a supportive ally to an ERG or DIB Committee

Why? Read more about Scott's commitment to DIB in the "Recognizing Change Champions at **CTC**" section of this report.

> Raphael Puente ASSOCIATE MANAGER, CONVENIENCE

Breakthrough Category Award Winner for doing something that hasn't been done before, and stepping forward with a brave new idea

Why? Raphael is always eager to share new ideas and suggestions. Expanding on land acknowledgments in unique ways, he has personalized the way we honour the lands where we operate to include the land where we are born. Raphael is deeply invested in evolving our efforts to be ever more inclusive.

Wendy Chevrette **SUPERVISOR**

Behind the Scenes (BTS) Category Award Winner for putting in efforts to move along the DIB and ERG platforms

Why? Wendy is known as a genuinely inclusive and compassionate person. She inspires our DIB working group to ensure inclusion and equity are always front and centre at work. Ready to help anyone, anywhere, anytime, Wendy is a committed volunteer who earns the respect of everyone she encounters.



Jonathan Cheung SENIOR OCCUPATIONAL HEALTH & SAFETY CONSULTANT

ERG Category Award Winner for going above and beyond to solicit ERG engagement

Why? Jonathan has actively supported, engaged with, and participated, in DIB events at CTC for a several years. He's always happy to share his knowledge and insight about the important work our ERGs accomplish. Jonathan encourages people across the organization to attend ACPI celebrations. like Lunar New Year or our panel discussion with Cheuk Kwan. He shines the spotlight on ACPI history and culture to encourage learning.



Tiffany Cheng SENIOR FINANCIAL ANALYST

Volunteer Category Award Winner for dedicating time and energy to DIB Initiatives

Why? Tiffany supports ERGs right across the board, servings as a strong presence and resounding supporter. Women's Leadership Ambassador who organizes events for the WLN, Tiffany operates as a dot-connector who proactively shares information about DIB initiatives. She is eager to help folks get involved and engage with DIB platforms.



Sami Kurani SENIOR MARKET ANALYST

Volunteer Category Award Winner for dedicating time and energy to DIB Initiatives

Why? Sami has been an amazingly energized and engaged member of our VP Team DIB Committee since its formation in 2022. Organizing events about bringing our authentic selves to work, Sami plans activities around workplace and unconscious bias. Sami is a proactive proponent for DIB who tackles any task or role in the spirit of strengthening CTC culture.



Kristen Ngai SENIOR FINANCIAL ANALYST

Behind the Scenes (BTS) Category Award Winner for putting in efforts to move along the DIB and ERG platforms

Why? Kristen is a change agent who takes on new roles to spur progress. She created committees to take our Asian Heritage Month celebration to the next level. Inspiring others through her contributions, Kristen is an active volunteer always looking for new ways to positively influence our DIB culture.



Calum Farrell SENIOR FINANCIAL ANALYST

Allyship Category Award Winner for being a supportive ally to an ERG or DIB Committee

Why? Calum is a tremendous ally in our efforts to make inclusion a must here at CTC. A key contributor to kicking off the Canadian Tire Retail Financial Planning & Analysis Team's journey, Calum organized and led working sessions on empathy and equity in the workplace. He is a volunteer who looks to motivate others to embark on their own DIB journey and sees his privilege as a chance to ensure others feel a sense of belonging.



Victor Aire MANAGER, STRATEGIC PROJECT INTEGRATION

ERG Category Award Winner for going above and beyond to solicit ERG engagement

Why? Victor proactively seeks out ways to grow ERG participation and engagement across CTC's functional business units. Consistently supporting causes where he can make a positive impact, Victor is quick to participate in activities, including fireside chats on International Women's Day. Action-oriented, he is ready and willing to organize new committees that deepen employee engagement. Victor recently became the Co-Chair of our BEN ERG, focusing on growing the BEN membership and allyship.







Every year, we seek to recognize a wide range of diverse events and celebrations that expand our definition of inclusion. In 2023, that once again included our enterprise-wide Remembrance **Day Commemoration Event.**

Collaborating with a CTC employee who is also a veteran, we hosted a thought-provoking conversation with women in the Canadian Armed Forces. The discussion focused on belonging and the military's new inclusive doctrine, "Trusted to Serve."

1,100+

Employees attended this virtual session – our largest DIB event of the year



A Conversation between Letecia Rose, Vice President, Diversity, Inclusion and Belonging, and Canadian Armed Forces' Master Warrant Officer Groves, Lieutenant Hammer, Warrant Officer Lysight, Sargeant Heffernan, Sargeant Moore, Corporal Reeder, and Corporal Sauvé.

Developing talent in an organization where inclusion is a must

Growth is an intentional process which requires employees and leaders to have an active role in shaping an organization's resources and pathways through authentic feedback. At CTC, we've introduced an annual DIB survey to collect employee sentiment and insights to inform our strategy. Using this data, we can connect employees across CTC with valuable resources, including leadership development, management skill-building and networking workshops.

IN 2023. WE DEEPENED OUR COMMITMENT TO DEVELOPING DIVERSE TALENT BY OFFERING THE FOLLOWING PROGRAMS AND OPPORTUNITIES:

Toronto Region Immigrant Employment Council (TRIEC) Career Advancement for Immigrant Professionals

As an engagement partner of TRIEC, CTC was tapped to participate in the Career Advancement for Professionals (CAIP) program. Newcomer IT employees and managers had access to the program, with staff learning how to advance their CTC careers while managers acquired skills to create inclusive work environments.

> **Employees participated in this** 36 **TRIEC program in 2023**

"My driving force is to help others, and find win-win opportunities. It would be great to help others benefit from the TRIEC program, so I want to know: how can I help?"



- René Sandino, Technical Product Manager Data Science Platforms & Career Advancement for Immigrant Professionals (CAIP) Program participant



CivicMatch

The CivicMatch program identifies emerging leaders across the enterprise and provides them with mentorship, networking and coaching opportunities. Through the power of reciprocal learning mentorship sessions, we strive to help employees overcome obstacles and realize their full potential. The CivicMatch program also serves as an opportunity for employees to connect across teams and build their own network and social capital.

> **Employees participated in the 39 CivicMatch program in 2023**

"CivicMatch works because it's practical and relatable. It connects people across levels to ensure every story and person is heard, valued and empowered with clear resources to make meaningful progress."

- Jon Turco, Founder and Co-Chair, EN-ABLE Employee Resource Group, CivicMatch program participant & Associate Manager, Loyalty Products

Connected Leaders Academy

In coordination with McKinsey, CTC employees who self-identify as Black, Asian or Latinx/ Hispanic have the opportunity to participate in the Connected Leaders Academy. Geared towards creating new learning opportunities for these communities, the Connected Leaders Academy offers three different development programs:

- Management Accelerator Program (16-week program with a focus on leadership and management skills)
- Executive Leadership Program (12-week development program with a focus on tackling real-work challenges)
- Leadership Essentials Program (12-week program to help employees hone core skills of business acumen, as well as team and self-leadership)
 - **Employees enrolled to** 22 participate in the Management **Accelerator Program.**
 - **Employees enrolled to** participate in the Executive **Leadership Program.**
 - **Employees enrolled to 79** participate in the Leadership **Essentials Program.**

The Art of Leadership for Women Conference

AT CTC. we're proud to provide women with access to The Art of Leadership for Women Conference. A one-day event, the conference features keynote addresses from world-

renowned speakers who address the most critical issues confronting women leaders today. At CTC, access to this conference was made possible through the generous sponsorship of Jane Nakamachi, Senior Vice President, Business Architecture.

EADERSHIP

Employees attended this 15 event in Toronto and Calgary, combined.

"I'm accessing education and assignments that go beyond technical skills: through programs like the Academy, I'm empowering myself with leadership skills to grow."

- Chandra Narra, Project Manager, Supply Chain Projects & Connected Leaders Academy program participant



MOVING THE DIAL ON GENDER

We recognize the importance and impact of gender equity.

2023 Diversity, Inclusion & Belonging Year-in-Review 37

▼ Employees attend a HeARTwork Framework session

As we continue to move forward across all aspects of the DIB space, we are dedicated to concentrating efforts to propel gender progress across CTC and in the communities we serve. Informed by thoughtful data collection and analysis, our gender equity strategy seeks to understand and address gender-based challenges and develop resources to support the advancement of women.

What does gender equity look like?

Conscious Economics' **HeARTwork Framework**

At CTC, we are corporate champions of this national not-for-profit and supporters of their dedication to fostering economic dialogue in Canada.

As a new, solutions-driven framework,
HeARTwork provided diverse women with
guidance on identifying and addressing
intersectional barriers in the workplace.
Complementing this work, HeARTwork also
provides leaders with insights on supporting and
enhancing the unique perspectives of diverse
women in their organizations.

Catalyst Focus Groups

In partnership with Catalyst, we're launching a frontline workers' survey to better understand the barriers women face across their career path.

Through data collection, Catalyst enables organizations to understand the experience and perspective of women in frontline roles. At CTC, we were proud to include frontline employees from retail and financial services in the 2023 pilot program.

2023 McKinsey & Lean In Women in the Workplace Report

Guided by our partners at McKinsey, CTC was able to garner valuable insight and data from women across the organization.

The largest study on the state of women in North America, this provides companies with insights and tools that we can use to advance gender diversity in the workplace.

ADDRESSING PIPELINE GAPS

Data collection is essential to understanding gaps and opportunities for improvement.

Fuelled by insights from our workforce data, CTC introduced the Diversity Development Program for Women in Leadership pilot program in 2023.

With a focus on women in **Director**, **Associate Vice President** and Vice President roles, this program deepens and expands leadership capabilities; creates clear and actionable development plans to build readiness for future opportunities at CTC; and strengthens connections with fellow women leaders and key stakeholders within the company.







The work and advocacy of our **WLN ERG** enables women to show up for each other in many ways. From supporting professional development to recognizing one another's achievements and helping women expand their networks: the group actively empowers women to succeed.

In 2023, accomplishments included:

- Offering the Forward Together mentorship program for employees to participate as both mentees and mentors.
- ► Leading the nomination process for Brittany Straitton, Vice President, Forecasting & Replenishment, as one of Canada's Top 100 Most Powerful Women (a list to which she was successfully named).
- Managing CTC's International Women's Day campaign, including an event and workplace campaign focused on the theme **Embracing Equity**, the theme for International Women's Day 2023.
- ► Hosting educational events on how to be an ally towards women, advocating for yourself at work, de-stigmatizing menopause in the workplace and other important topics.



Celebrating those driving positive change helps inspire others to take action. Through our Change Champions program, we recognize senior executives who are leading by example, and encouraging others to apply a DIB lens to the way they work.

Who is moving us forward on our journey to belonging?

ERG Executive Sponsorship Program

How is this team making inclusion a must?

Established to bridge the gap between CTC leadership and our ERG programs, the ERG Executive Sponsorship Program is a volunteer position held by a senior leader. Those chosen are matched with, and support, a specific ERG for one year. These individuals coach, celebrate and motivate ERGs to succeed by digging deep into their group's goals, offering support and creating collaboration opportunities among ERGs. Above all? They lead by example, creating psychologically safe workplaces, advocating for ERG policies and updates and empowering ERGs to think creatively and innovatively about employee engagement.





How is Aayaz making inclusion a must?

Aayaz provides platforms and new avenues for ERG expansion day over day, and year over year. He has played a huge part in ensuring our ERGs are featured at internal town halls so these important groups can build awareness and celebrate progress with employees from across business units. He promotes partnerships with the DIB community outside of CTC, too. For example, Aayaz spearheaded CTC joining Ascend Canada as a Gold Sponsor. He is also committed to supporting top talent within marginalized groups, as well as sponsoring and mentoring women leaders and employees (some of whom have gone on to be honoured as Women's Executive Network (WXN) Top 100 Most Powerful Women in Canada, among other distinctions).





How is Jane making inclusion a must?

Trusted ally and sounding board to our DIB leadership team, Jane has participated in CTC's CivicMatch program twice, and continues to offer remarkable support to employees she's met at every stage of her journey. You will find Jane participating in events like our DIB learning forum, sharing insight into CTC's Better Connected Strategy, mentoring colleagues, coaching peers and so much more.



How is Scott making inclusion a must?

Invaluable supporter of our SAATT ERG, Scott goes above and beyond as an executive sponsor. He is always willing to lend his time to those within the ERG. Scott takes part in the CivicMatch program, forming lasting relationships with team members from equity-deserving groups, sponsoring employees with quarterly coaching and mentoring sessions and opening his door to anyone who wants to talk about their career or development. Scott is also committed to fostering an inclusive culture within his team by building a diverse senior leadership team in Finance. During the year, he hosts multiple learning and education sessions across his employee base, all focused on building inclusivity and belonging. Scott also implements blind recruitment processes within his own hiring decisions to help eliminate unconscious bias.



At CTC, we believe that a culture of belonging evolves over time.

Drawing on data collected from our DIB Survey, we are always capturing insights about how we can better support employees along their learning journey. By providing learning programs and engagement opportunities that advance DIB goals, we can help our employees understand why and how inclusion is a must. This internal work is complemented by resources provided by community learning partnerships and organizations.

DIB Speakers' Spotlight

Our growing roster of external speakers helps CTC teams source ideas and recommendations to support internal DIB learning. Speakers and facilitators included on this curated list encourage employees to challenge status quo thinking, champion acceptance and embrace equity and equality.

Page views so far, and counting.

Building Connections Session – PartSource Roadshow

Initially offered to employees in Ottawa, Burlington and Calgary, these sessions provided participants with a unique opportunity to understand unconscious bias, make connections to help address those biases and lean on one another to learn inclusive practices. In 2023:

Employees participated in this workshop

92% Participants who were satisfied or extremely satisfied with the overall experience

Participants who said the session was valuable

In participants' words:

"I loved that we were given ways to connect with customers. I wish I would have known this when I first started as a parts pro."

- PartSource Team Member

Unconscious Bias Workshop

As we strive to combat unconscious bias in all areas of CTC, we offer these workshops to help our team members understand the impact of bias on hiring processes and decision-making. These high-impact sessions have now evolved into train-the-trainer workshops, complete with toolkits that equip leaders across CTC with team-focused inclusion strategies. In 2023:

> **Corporate employees and** 34 store managers participated in this workshop

People downloaded our bias-in-a-box toolkit

In participants' words:

"The session was very interesting and gave me an understanding of the types of bias that exist. I learned more about myself during this session. I didn't realize I fell under some common biases."

- Connected Retail Team Member

"The workshop model of asking questions and having people participate by answering instead of complex breakout group exercises made the session a lot more enjoyable. Giving people the chance to read materials during the session without having to feel the stress of presenting again made it very enjoyable, and the real-life examples were key. Well done."

- Connected Retail Team Member



Exploring Identity, Privilege and Intersectionality Workshop

At this interactive coffee chat, we explore the puzzle pieces that intersect to make us who we are. Participants gain a better understanding of themselves and others by reflecting on selfidentity, joining identity-mapping activities and contributing to peer conversations. In 2023:

> **Employees participated** in this workshop

In participants' words:

"[This] was a fantastic experience. Challenging people to define their identity is a very interesting exercise, and it really made me think pretty deeply about who I am. Understanding my identity helps me be more empathetic to everyone around me, because I believe it helps me understand others better. I am not one who likes to be uncomfortable in my own skin, but have realized I have to be if I want to learn and understand just about anything better. I would recommend this workshop to everyone at CTC. it was a great experience."

- Angus Brabant (He/Him), Team Lead Issue Resolution, Store Support Central, Canadian Tire Retail

Inclusive Hiring Workshop

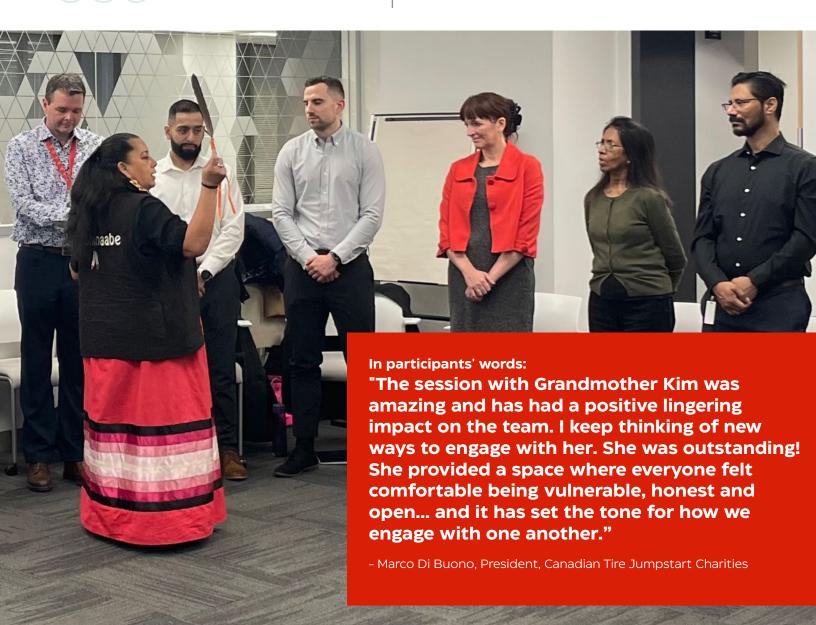
This year, the DIB Team and Talent Acquisition Design Team collaborated to curate and build resources to promote inclusive hiring. The workshop created was delivered to teams across the organization — from general merchandise to human resources to digital strategy. Content covered best practices for building more diverse teams, the role of the hiring manager, inclusive job postings, equitable interviews and evaluations as well as general tools for ensuring hiring processes are as inclusive as possible. In 2023:

> **Employees participated** in this workshop

Indigenous Cultural Training for Jumpstart

Building on TIPEN's momentum, we worked with Grandmother Kim to provide Jumpstart employees with a set of tools for building and maintaining relationships and engaging with First Nations, Métis and Inuit communities. An Ojibwe Anishinaabe grandmother from the Shawanaga First Nation, Grandmother Kim uses a series of scenarios and activities to help participants learn about the challenges facing Indigenous communities and provides guidance on how to become effective allies. In 2023:

> **Employees attended 33** the workshop



Courageous Conversations Foundations Training Session

Responding to enterprise-wide interest, CTC hosted our first-ever, in-person Courageous Conversations Foundations Training session in 2023. These one-day events familiarize participants with tools to engage, sustain and deepen dialogues about race. Employees also had the opportunity to expand on their learning and share feedback through follow-up coffee chats. Participants who completed the session were invited to join CTC's DIB Facilitators' Network — a group that now facilitates Courageous Conversations across the organization. In 2023:

> **Employees participated in** 140 these two training sessions

Participants joined the DIB 88 Facilitators' Network as a result of this training session

Pronoun Pins Program Expansion

Since launching this program in 2022, thousands of employees have embraced wearing a pronoun pin as a way of creating a more inclusive environment for members of 2SLGBTQIA+ communities. By sharing our pronouns and encouraging others to do the same, we can live by our core values of making inclusion a must and taking personal responsibility while promoting a sense of belonging for all.

Employees have ordered a 2,300+ pin since we launched the program in 2022

In participants' words:

"Through the Courageous Conversations framework, I've learned that it's okay to call out our own bias. In fact.

it's our responsibility. When we become aware of our bias, we can counteract it. It's one thing to have diverse teams; it's another if

people still don't feel they belong. We change that one conversation at a time."

- Fiona Ellis, Associate Vice President. Dealer Development & Learning and member of the **DIB Facilitators Network**

In participants' words:

"I received my pronoun pin a few weeks ago and wanted to say thank you. I took a picture and sent it to my family to say, 'How cool is it that our company is doing this?!' and it started a very honest, positive and educational conversation among us. If that was the goal when this idea of pronoun pins was introduced. vou achieved it with me and my family. Thank you for that. I will wear my pin with pride."

- Erin Cleaver (she/her), Payroll Consultant



Equity Sequence Program

Created by Tidal Equality, the Equity Sequence Framework is a new approach to diversity, equity and inclusion. We launched the program in 2023, starting with our network of DIB changemakers and champions. Now, we're piloting this actionbased tool with our Jumpstart team, as well as various DIB committees across the organization.

Retail-Specific Training

This year, our DIB Team partnered with Mark's Retail Learning Team to design a custom DIB retail curriculum for frontline retail employees across CTC.

- Mark's Leadership Accelerator Program (LAP) & ULead Training Included? DIB 101; inclusive hiring best practices; exploring identity and privilege; unconscious bias
- ► Launching in 2024: Inclusion 101 Training for Mark's Retail Employees **Included?** Making inclusion a must; unconscious bias; knowledge, tools and skills to foster inclusion and drive belonging among retail customers, teammates and communities served
- Sport Chek Conference

Included? Reflections on times of exclusion and ways to create a more inclusive environment for all



Level-Up Program

Launched in 2023, CTC partnered with Feminuity to create our first-ever, customized DIB e-Learning program. The course includes seven bite-sized modules covering foundational DIB concepts such as: bias, belonging and identity; reconciliation; and inclusive language. The course is available to employees through the internal Workday learning platform. In 2023:

Employees participated 166 in the course

In participants' words:

"The Level-Up Course was a highlight, as it helped me learn new concepts, gain clarity on the common CTC DIB approach and feel more closely connected to the team. Our team engaged in seven 30-minute in-person/hybrid discussions that allowed us to discuss concepts and ideas on how we can hold each other and the team accountable for advancing DIB at CTC."

- Gabriela Mercer, Manager, Omni Strategy & Planning

Inclusive Event Planning Checklist

To help our CTC teams host events that are accessible to all, we've introduced a toolkit to inform and guide employees. From choosing an inclusive location to drafting communications, the checklist highlights all the ways our team members can apply an equitable lens when planning events.

Equitable Return to Office Guide

As the majority of CTC employees transitioned to a hybrid working model in 2023, we launched a guide to support leaders in developing equitable return to office expectations and plans. The guide focuses on the importance of flexibility and safety, as well as accommodations, self-care and awareness of microaggressions.

DIB Consultations

Across the enterprise, we encourage employees to focus on belonging. Through consultations with leaders, individuals and DIB committees, we spearheaded purposeful conversations on a range of DIB topics. That included a range of tactical ways to make inclusion a must, such as creating learning roadmaps, training around specific workshop topics, curating DIB learning resources, coaching folks ahead of a Courageous Commitment or Courageous Conversation session and more. In 2023:

> **Consultations were held to** 90 create a positive ripple effect of DIB progress

DIB Learning Forum

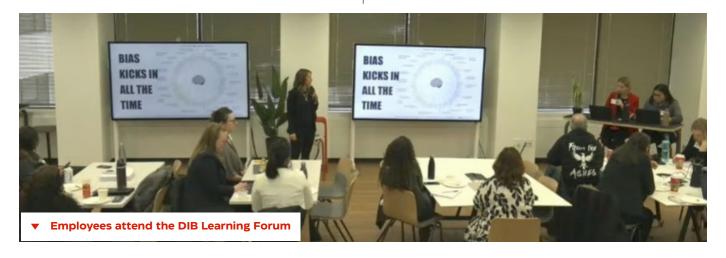
This hybrid professional development and learning session for DIB champions, volunteers and allies was designed to help participants scale efforts around building belonging. During the event, we helped participants expand their DIB toolkit with knowledge, abilities and self-care that will enable additional change going forward. In 2023:

102 Employees attended this event

In participants' words:

"That was fantastic training! **Excellent line-up of presenters.** This practical course provides a methodology that is easy to implement. We can drive meaningful improvements to the process by involving those who are directly impacted by the actions considered. Having this training available and rolled out helps us as a corporation become better informed and more inclusive. I highly recommend this training session for both personal and professional development as we reimagine the future!"

- Wendy Chevrette, Supervisor, Corporate Customer Relations. Canadian Tire Financial Services



INTEGRATING BELONGING INTO OUR WAYS OF WORKING

Continuing our journey as an organization, we recognize that our DIB strategy must be reflected in how we do business in Canadian communities. By applying a DIB lens to the way we work, and how we contribute to the communities we serve, we're building a sense of belonging and delivering on our Brand Promise to Make Life in Canada Better.

Across CTC, our DIB Committee Network includes 27 subcommittees and 84 representatives drawn from across the enterprise. These business resource groups seek to integrate DIB at every level of our organization.

Our DIB committees collaborate with CTC teams to take action and drive DIB progress. This takes shape in all kinds of seemingly small decisions that are creating an outsize impact on our people, as well as the customers and communities we serve.

What activations have our committees brought to life?



New name badges enable our people at Mark's and L'Équipeur to share preferred first names, pronouns or spoken languages.



Pronoun features on

Microsoft Teams mean employees can now use this feature in solidarity with the 2SLGBTQIA+ community.



Over 982 employees subscribed to our newly launched Belonging Bulletin, a monthly email newsletter that provides info and resources around DIB initiatives.



More than 3,000 views of our DIB intranet site to date show our people are tapping into DIB resources, learning, events and information to build belonging.





In our contact centre, the DIB Committee

focuses on educational communications, using storytelling to feature our own employees. In 2023, the team hosted a wellattended session on mental health. where two employees courageously shared their experiences with generalized anxiety disorder, and the mental health impacts associated with caregiving and grief. This is one way the Contact Centre is working to reduce stigma and bias, while creating safe spaces for sharing.



Canadian Tire Riverview

joined the Moncton Pride parade for the first time in 2023, winning the Best Participant Award and bringing joy and a message of inclusion to thousands of spectators — and store staff, more than half of whom identify as 2SLGBTQIA+.



Market insights

gathered within the South Asian community at CTC (through the South Asians @ the Tire ERG) are helping inform our product assortment, highlight future opportunities and promote customer growth.



Braille-enabled **MASTER Chef microwaves**

are now available at Canadian Tire, making everyday activities easier and more accessible for blind and visually impaired customers.



Partnerships with Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC)

are helping us build supplier diversity programs, toolkits, training sessions and best practices so we can deepen our working and business relationships with diverse suppliers.



Monthly one-hour "safe" discussions

provide 10 to 12 analysts with a unique chance to sit down with a Canadian Tire Bank vice president, ask informal questions, create connections and build a sense of belonging.



Engaging and interactive microaggression training sessions

led by our Automotive Merchandising DIB Committee empower people across this group with ways to identify and counteract seemingly small but deeply influential moments in the course of the work day.



Building on post-pandemic feedback about driving connection and engagement, our Automotive Merchandising DIB committee brought together 120 colleagues at a Halloween-themed town hall event featuring inclusive costumes, innovative ideas (like plant-based bags) and more.



Formed in May 2023, our new Internal Audit DIB Committee

was created to promote a culture of inclusion, equity and belonging across the group. From facilitating Courageous Conversations to holding unconscious bias workshops, this group is embedding DIB at the heart of operations.



Quarterly DIB Sessions

offer Financial Planning & Analysis employees chances to engage with guest speakers, group learning and intimate workshops grounded in discussions around psychological safety and inclusion at work.

EXTENDING INTERNAL **EFFORTS TO POSITIVELY IMPACT OUR COMMUNITIES**

We want to build a spirit of belonging at work and across the communities that our colleagues and customers call home.

That's why we focus on identifying amazing opportunities to partner with community groups, dismantle barriers and build up inclusion beyond the scope of our own organization - and make inclusion a must among an even bigger population.

What does that look like?

Teaming with Treat Accessibly to serve and support people with disabilities

A grassroots movement, Treat Accessibly exists to create accessible trick-or-treating and inclusive Halloween experiences, tools and resources for people with disabilities, and their families. We were proud to sponsor the first Treat Accessibly Halloween Village in Toronto. These accessible, curbside trick-or-treat experiences aim to encourage local communities to make Halloween accessible for everybody, so that any child, of any ability, can experience a traditional Halloween. In 2023:

11,610

Guests visited nine Treat Accessibly Halloween Villages made possible by CTC

Supporting newcomers to Canada in meeting critical needs

At CTC, our Brand Purpose is to Make Life in Canada Better. Through product and inkind support, we bring that purpose to life for newcomers as they settle in, acquire the necessities to thrive here and experience all that Canada has to offer. This past year, that included a Halloween-themed event specifically for Afghan families, which we hosted with Little Canada. Through the Community Changemakers program, employees also volunteered to attend a Little Canada Citizenship Ceremony to welcome new Canadians into the community. In 2023:

> **New Canadians celebrated** at the citizenship ceremony CTC sponsored

Partnering with the Saskatchewan **Indian Institute of Technologies (SIIT)** to support growth

Governed by First Nations, the Institute provides adult learners with academic, vocational and technical training, as well as services and support for employment and career growth. And we're happy to play a part in bringing these programs to life with in-kind support for new tradespeople through the SIIT learning community and career centres and more.

Sponsoring the Canadian Tire Collaboration Space

Empowering grassroots, Indigenous entrepreneurship and innovation as part of PAWÂCIKÊWIKAMIK: The Innovation Collective. this is the first incubator/accelerator at an accredited Indigenous post-secondary institution in Canada. This dedicated space on the Saskatoon campus also includes an original art piece by Audrey Armstrong of Thunderchild First Nation.



Making inclusion a must goes beyond CTC. As we strive to Make Life in Canada Better, we are committed to championing courageous conversations outside of our organization and creating partnerships with other groups that share our values. By leading through example and encouraging Canadians to join us, we believe that we can reinforce that inclusion is a must.

How is CTC furthering the DIB dialogue?

As we drive change, we recognize the importance of sharing our learnings, insights and opportunities with fellow business leaders and colleagues.

In 2023, CTC leaders contributed to the following conversations:

How to Build Engaging DEI Programs That Deliver Positive Business Outcomes Panel Discussion

Letecia Rose, Vice President, Diversity, Inclusion & Belonging, joined market leaders in this deep dive into DIB return on investment. Panelists also touched on common challenges organizations face in using DIB budgets effectively; and strategies for building cost-efficient DIB programs that deliver positive business outcomes.

WHERE ELSE DID LETECIA FURTHER THE DIB DIALOGUE IN 2023?

- ► **SGM Conference 2023:** A discussion on the value of DIB in the workplace and the importance of meaningful strategy to ensure employees and customers feel seen, valued and connected.
- ➤ Annual Canadian Equity, Diversity and Inclusion Summit by WXN: Joined by fellow women leaders, Letecia and panelists explored the world of ERGs and shared best practices on building safe spaces for uncomfortable conversations.
- ► KPMG International Women's Day Event: In recognition of International Women's Day, keynote speakers discussed the importance of embracing equity.

- ► Canadian Lawyer ESG Summit: Alongside fellow panelists, Letecia contributed to the conversation around the importance of combating structural discrimination, enhancing diversity at all levels of an organization and practical strategies for achieving goals.
- ► Catalyst Honours Conference: Looking to the future, the panel discussion focused on ways we can move beyond diversity and toward racial equity.
- ► HR Management Institute Canada -**Inclusive Excellence:** Letecia and fellow panelists focused on fostering authentic diversity, equity and inclusion within organizations.
- WXN Presents "Triumphant Legends: The Journey to Wholehearted Living": Accompanied by fellow women leaders, Letecia contributed to the discussion around letting go of what holds us back and balancing personal and professional journeys.

Following Letecia's example, a growing list of leaders at CTC have dedicated their time and expertise to keep the conversation going. In 2023, CTC leaders have shown up again and again to discuss why Inclusion is a Must. By joining the conversation across all levels, we're maintaining momentum, nurturing partnerships and demonstrating our committed to achieving belonging for all.

The following CTC leaders contributed to DIB conversations in 2023:

Legacy Spaces: A Path Toward Reconciliation for Businesses Panel Discussion

Abhishek Sarathy, Associate Vice President, Diversity, Inclusion & Belonging, joined fellow panelists to explore the reconciliation journey from a corporate perspective, and contributed insight to how CTC is answering calls to action from the Truth and Reconciliation Commission of Canada.

WHERE ELSE DID ABHISHEK FURTHER **THE DIB DIALOGUE IN 2023?**

► TRIEC Inclusion Summit panel discussion: Conversation featuring employers that participated in the Career Advancement for Immigrant Professionals (CAIP) pilot program.

Black in Canada Panel Discussion

Racheal Awe, Vice President & Chief of Staff, Office of the CEO, joined this high-profile discussion to raise awareness of best practices in achieving a work environment where individuals can live their full potential.



Impact of Technological Evolution on Professionals – Asian Heritage Month Event Virtual Panel

Rex Lee, Chief Information & Technology Officer, joined this Ascend Canada panel on the ways technology is impacting us as professionals, through the lens of Pan-Asian leaders who drive business transformation and innovation.

WHERE ELSE DID REX FURTHER **THE DIB DIALOGUE IN 2023?**

- MLSE Asian Heritage Month panel discussion: Inspiring conversation among Asian senior leaders
- Amazon Asian Heritage Month: Breaking the Glass Ceiling: Fireside chat with Asian trailblazers
- ACPI Career Showcase with Rex Lee: Internal CTC event as part of Asian Heritage Month
- ► Bell Impact of Technological Evolution of Professionals: Panel conversation on inclusion in the technology sector

World Autism Month with auticon Panel Discussion

Monika Callin, Associate Vice President, IT Financial Management, Service Asset and Configuration Management & ServiceNow and Edwin Tam, Manager, Service Asset & Configuration Management, participated in this interview-style panel to share learnings drawn from working with autistic colleagues.

Women in STEM Mentorship Panel

Linda Siksna, Senior Vice President, Technology Operations & Platforms, shared her experience in science, technology, engineering and math (STEM), answered questions and participated in student mentorship conversations about her career journey.

Ontario Society of Professional Engineers' Engineering Conference

Katy Kwong, Associate Vice President, Supply Chain Technology, joined a panel discussion to share her experiences and insights on effective inclusive leadership and the importance of leading with a DIB lens.



RELATIONSHIPS MATTER

At CTC, we take personal responsibility for making DIB a priority in everything we do. Among the many teams driving change across the organization, the teams listed below have been instrumental in the creation of this year-inreview report:

Communications

Jenna Anderson MANAGER. INTERNAL **COMMUNICATIONS**

Cristina Cattana **ADVISOR. EMPLOYEE COMMUNICATIONS**

Meiline Chow MANAGER. TRANSLATIONS

Meghann Cox MANAGER, EXTERNAL COMMUNICATIONS

Michelle Ghandour ASSOCIATE VICE PRESIDENT. **EMPLOYEE COMMUNICATION**

Damilola Onime **ADVISOR, INTERNAL COMMUNICATIONS**

Jessica Sims ASSOCIATE VICE PRESIDENT. **CORPORATE COMMUNICATIONS**

Environmental. Social. and Governance (ESG)

Lindsay Colley ASSOCIATE VICE PRESIDENT. **ESG STRATEGY & INTEGRATION**

Julian Harmsen MANAGER. ESG STRATEGY AND **BUSINESS INTEGRATION**

Internal Audit

Rebecca Bridel AUDIT PORTFOLIO MANAGER

Investor Relations

Karen Keves **HEAD OF INVESTOR RELATIONS**

Tom Tran ASSOCIATE VICE PRESIDENT. **INVESTOR RELATIONS**

Talent Acquisition

Claire Armstrong SENIOR CONSULTANT, TALENT **ACQUISITION DESIGN**

Emily Dias DIRECTOR. TALENT ACQUISITION DESIGN

Meaghan O'Brien MANAGER, EMPLOYER BRAND



Legal

Daniel Hunter **LEGAL COUNSEL IV**

Paras Patel **MANAGER, ESG LEGAL & ADVISORY**

Jordan Schwartz ASSOCIATE VICE PRESIDENT. **LEGAL COUNSEL AND ASSISTANT CORPORATE SECRETARY**

Human Resources (HR)

Jessica Armstrong **VICE PRESIDENT, HUMAN RESOURCES BUSINESS PARTNER**

Sabrina Caruso VICE PRESIDENT, HUMAN **RESOURCES TRANSFORMATION**

Christopher Gray **VICE PRESIDENT. CULTURE &** ORGANIZATION DESIGN

Bob Hakeem EXECUTIVE VICE PRESIDENT AND CHIEF HUMAN RESOURCES OFFICER

Ryan Thompson **VICE PRESIDENT, HUMAN RESOURCES SYSTEMS AND OPERATIONS**

Executive ESG Council

Jim Christie **EXECUTIVE VICE PRESIDENT.** CTC

Gregory Craig EXECUTIVE VICE PRESIDENT & CHIEF FINANCE OFFICER

Lisa Damiani **EXECUTIVE VICE PRESIDENT** AND GENERAL COUNSEL

Paul Draffin **CHIEF SUPPLY CHAIN OFFICER**

Bob Hakeem **EXECUTIVE VICE PRESIDENT AND CHIEF HUMAN RESOURCES OFFICER**

Greg Hicks PRESIDENT & CHIEF EXECUTIVE OFFICER

Karen Keyes **HEAD OF INVESTOR RELATIONS**

Jane Nakamachi SENIOR VICE PRESIDENT, **BUSINESS ARCHITECTURE**

Susan O'Brien **EXECUTIVE VICE PRESIDENT AND CHIEF BRAND & CUSTOMER OFFICER**

Eva Salem SENIOR VICE PRESIDENT. **MARKETING & BRAND**

Dan Tinkler SENIOR VICE PRESIDENT, **FINANCE AND CHIEF RISK OFFICER**

Employee Resource Groups

Jessica Barrett SPACE PLAN MANAGER. **SEASONAL. AUTO & VISUAL MERCHANDISE AND CO-CHAIR OF FAMILIES @ THE TIRE**

James Clark CATEGORY BUSINESS MANAGER. **KITCHEN APPLIANCES AND CHAIR OF PRISM**

Veronica Escutia MANAGER. MULTIMEDIA **CREATIVE PRODUCTION & CO-CHAIR OF THE LATINX AND HISPANIC NETWORK @ THE TIRE**

Sheri Fletcher ASSOCIATE VICE PRESIDENT. **PARTY CITY MERCHANDISE AND CO-CHAIR OF THE WOMEN'S LEADERSHIP NETWORK**

Brenda Heatlev **MANAGER. ESG STRATEGY AND** INTEGRATION AND CHAIR OF **MENTAL HEALTH MATTERS @ CTC**

Keia Johansson MANAGER. IN-STORE EXPERIENCE AND CO-CHAIR OF EN-ABLE

Slavica Kacarevic **VICE PRESIDENT. SEASONAL** AND GARDENING AND CO-CHAIR OF THE WOMEN'S LEADERSHIP **NETWORK**

Nanette Kita **ADVISOR, TRANSLATION AND CO-CHAIR OF THE BLACK EMPLOYEES NETWORK**

Tanya MacIntosh MANAGER, KEY ACCOUNT **SOLUTIONS AND CO-CHAIR OF** THE INDIGENOUS PEOPLES **EMPLOYEE NETWORK**

Leslev McCabe ASSOCIATE VICE PRESIDENT. **CAPABILITY ACTIVATION AND CO-CHAIR OF FAMILIES @ THE TIRE**

Yvonne Ng **CATEGORY BUSINESS MANAGER** AND CO-CHAIR OF THE ASIAN CANADIAN PACIFIC ISLANDER NETWORK

Kristen Ngai SENIOR FINANCIAL ANALYST AND CO-CHAIR OF THE ASIAN CANADIAN PACIFIC ISLANDER **NETWORK**

Lindsev Robertson PRODUCT MANAGER AND CHAIR OF THE INDIGENOUS PEOPLES **EMPLOYEE NETWORK**

Tamara Sakota VICE PRESIDENT, PLAYING AND **CO-CHAIR OF THE WOMEN'S** LEADERSHIP NETWORK



Cory Silva **CATEGORY PLANNING MANAGER** AND CO-CHAIR OF MENTAL **HEALTH MATTERS @ CTC**

Nurin Thawer ASSOCIATE VICE PRESIDENT, STRATEGY AND INTEGRATION. AND CHAIR OF SOUTH ASIANS AT THE TIRE

Jon Turco **ASSOCIATE MANAGER. LOYALTY** PRODUCTS, AND CHAIR OF **EN-ABLE**

Angela Urbano **MANAGER, POP DESIGN AND CO-CHAIR OF THE WOMEN'S LEADERSHIP NETWORK**

Veronica Velazquez PRODUCT OWNER. ECOMMERCE STORE FULFILLMENT **EXPERIENCE AND CO-CHAIR** OF THE LATINX AND HISPANIC **NETWORK @ THE TIRE**

Francis Williams SENIOR LEARNING CONSULTANT AND CHAIR OF THE BLACK **EMPLOYEES NETWORK**

Diversity, Inclusion and Belonging (DIB)

Cassie Anton MANAGER. DIB LEARNING DESIGN

Maryam Chaudhary STUDENT, DIB SPECIALIST Adriana Ferrari STUDENT. DIB SPECIALIST

Debora Jesus **MANAGER, DIB CONTENT &** COMMUNICATIONS

Thao Kennedy MANAGER. DIB EMPLOYEE **ENGAGEMENT**

Maricruz Rodriguez SENIOR CONSULTANT. DIB LEARNING EXPERIENCE

Letecia Rose **VICE PRESIDENT, DIVERSITY, INCLUSION AND BELONGING**

Abhishek Sarathy ASSOCIATE VICE PRESIDENT, **DIB STRATEGY & INTEGRATION**





Formalizing our DIB strategy. Creating frameworks for success. Redoubling our commitment to governance through measurement and reporting. Setting out with the intention to reinforce that inclusion is a must strategically, tactically and operationally. Each of these milestones has moved us forward on our journey to belonging over the last three years. All of this has been made possible by our people.

At CTC, our team members are dedicated to fostering a more inclusive workplace. Moreover, they have embraced this mission and made it their own. Remarkable, employee-led initiatives are enhancing our understanding of diversity, increasing representation across teams and creating a stronger sense of belonging for all. Our employees shape our internal culture, positively impacting business outcomes and creating a more inclusive world for colleagues, customers and communities. We are incredibly grateful for every effort, idea and action.

Now, let's move forward together.

In 2024, we remain steadfast in our efforts to amplify DIB in the external market. This commitment means prioritizing diversity and inclusion through our customer interactions in order to tailor solutions to diverse needs and expectations. By engaging in meaningful conversations with our customers, we will actively seek out different perspectives, value individual experiences and incorporate more feedback into our decisions and strategy. We believe this valuable insight will help us improve our products and services to better meet the needs of those we serve.

Our people – and allies, just like you – play a critical role in driving this powerful shift on the path toward greater diversity and inclusion. Thank you for your unwavering dedication to this journey. Let's move forward with reinvigorated enthusiasm to embark on an exciting next chapter of customer-focused diversity and inclusion.



LET'S MAKE LIFE IN CANADA **BETTER BY** REINFORCING THAT INCLUSION IS A MUST.

*The Inclusion is a Must Canadian Tire Corporation 2023 Diversity, Inclusion & Belonging Year-in-Review contains trade names, trademarks and service marks of CTC and other organizations, all of which are the property of their respective owners. Solely for convenience, the trade names, trademarks and service marks referred to herein appear without the * or TM symbol. This report is inclusive of the activities and outcomes of CTC and all entities throughout the 2023 fiscal year (January 1 to December 30). Unless otherwise indicated, information in this report should be read as applying to that period. Where relevant and appropriate, we have also included stories and achievements from Canadian Tire Jumpstart Charities, dealers, franchises and agents.

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LEARN MORE ABOUT OUR DIB EFFORTS