

CANADIAN TIRE CORPORATION
DIVERSITY, INCLUSION & BELONGING
2025 YEAR IN REVIEW

Here, *Welcome* Means More.



THERE'S A PLACE
FOR YOU HERE.

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acknowledgment **OF PEOPLES AND LANDS**

At Canadian Tire Corporation (CTC), We Are Here to Make Life in Canada Better. Recognizing and honouring the original stewards of the lands and waterways we call home is an essential part of this commitment.

Our head office, located in what is currently known as Toronto, is covered by Treaty 13, signed with the Mississaugas of the Credit, and the Williams Treaties, signed with multiple Mississauga and Chippewa bands. This location is situated on the traditional territory of the Anishinaabeg, Huron-Wendat, and the Haudenosaunee Nations. Long before Canada was a country, strong nations and cultures existed here – and they continue to exist. The lands on which we operate, in what is currently known as Canada, have been the site of human activity for approximately 15,000 years. Today, they continue to be home to many First Nations, Inuit, and Métis communities from across Turtle Island, also known as North America.

We at CTC are grateful to operate on these lands and waterways, which provide us the space and means to create welcoming environments and add value to the lives of Canadians. This gratitude strengthens our commitment to ongoing reconciliation—promoting awareness, education, and community support as we move forward together.



Our journey towards reconciliation has been shaped by the guidance and partnership of Indigenous leaders from across Turtle Island. We are deeply grateful for their knowledge, wisdom, and collaboration. We are proud to work with many Elders and Indigenous organizations, including the First Peoples Group, the Gord Downie & Chanie Wenjack Fund, and Rise Consulting. Together, we strive to build and sustain relationships rooted in respect, dignity, trust, and cooperation.

In 2025, CTC's support for truth and reconciliation came to life through collaboration and key initiatives, including our support for the Orange Jersey Project, our virtual learning and reflection opportunities for all employees, and deepening our commitment to the Oshki Wupoowane | The Blanket Fund.

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 previously outlined, we used the following definition for the employees, customers and communities that our work supports:

PEOPLE FACING SYSTEMIC BARRIERS

People who experience barriers to equal access, opportunity and resources, and unequal or inequitable access to the labour market, due to disadvantage and/or discrimination caused by systemic policies and practices. Examples of discrimination or disadvantage can include attitudinal, historic, social and environmental barriers that are based on characteristics such as, but not limited to, sex, age, ethnicity, disability, gender identity, gender expression, race, sexual orientation and creed. Given the interconnected nature of social identities such as race, class and gender, some people can experience overlapping and interdependent systems of discrimination or disadvantage

PSYCHOLOGICAL PROTECTION

A climate where workers feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job, or their career.



scope

When we talk about CTC employees throughout this report, we're referring to those who work for CTC and all the entities controlled by it, including our corporately-owned stores, Canadian Tire Bank (CTB) and CT REIT. Employees of Canadian Tire associate dealers, franchisees and agents fall outside of this definition.



OPENING *Messages*

Five years into our Diversity, Inclusion and Belonging (DIB) journey, it's only become clearer: a culture of belonging is a competitive edge.

Our work since 2021 to infuse belonging into everything we do has come to differentiate us as an employer of choice, and has engendered trust with our customers. We don't take any of that for granted.

This year's report documents how we continued to learn and grow together. We've kept measuring our progress and gathering feedback on what gaps still need to be closed, including by launching a first-ever employee focus group to increase psychological safety in our workplaces and a new customer focus group to help improve the accessibility of some of our product offerings.

As we work together in 2026 to build a stronger and more resilient CTC, we are staying true to our core value that inclusion is a must. We know that when every employee feels truly welcome and included, it gives them the confidence to speak up and share their best ideas. It fosters fresh perspectives, drives innovation and contributes to a high-performance culture.

This past year brought significant change and uncertainty. We know it wasn't easy. DIB isn't separate from this reality; in fact, it's central to it. In times of uncertainty, DIB efforts help build and maintain trust with employees, customers and communities, show how we care for each other, and sustain our progress through difficult periods.

I want to close by expressing my sincere gratitude for our team members' commitment, candour and continued engagement with us, even in a year when our collective energy was stretched. We're committed to building a culture where you feel valued, supported and able to grow. As we work together to help Make Life in Canada Better for all, we deeply appreciate your passion, energy and trust in us.

As we work together to Make Life in Canada Better for all, we deeply appreciate our employees passion, energy and trust in us.



Bob Hakeem

Executive
Vice President
& Chief Human
Resources
Officer



OPENING *Messages*

Our DIB journey is moving into a new horizon.

The first step of our journey when we started this work five years ago was to build the cultural foundation and infrastructure that would allow us to make inclusion central to everything we do. That has been crucial to making the journey sustainable.

Now, with a solid foundation under our feet, we're scaling and sharpening our focus.

Here's how we're working to help increase inclusion and belonging:

Internally, we're scaling the systems and structures that advance inclusion across the enterprise. This includes strengthening our Employee Inclusion Networks (EINs) and business unit DIB Committees with the funding and support they need to expand their reach, deepen engagement, and activate programming that reflects the diversity of our workforce. We're also enhancing our data collection to better understand employee experiences across segments, and increasing our focus on middle-manager engagement to ensure inclusive leadership is embedded at every level.

Alongside this work, we continue advancing systemic change initiatives—such as reconciliation, gender equity, and racial inclusion—to build long-term foundations for a more equitable workplace. Courses and other educational opportunities equip managers and employees with the inclusive skills they need to support this progress. Together, these efforts further embed inclusion into how we do business and work with each other—ensuring everyone feels empowered to speak up, contribute their unique perspectives, and help us succeed as a team.

Externally, we're deepening our partnerships and launching new ones with organizations that help us dismantle systemic barriers to inclusion and make positive change across Canada. Our Brand Purpose to help Make Life Better in Canada isn't just words on a page: we want customers, employees and community members from all walks of life to feel represented, celebrated, truly welcome and able to succeed.

Our team has been deeply moved to see employees become enthusiastic participants on this journey. We couldn't do this work without a committed network of change agents all across CTC; your creativity and wholehearted support for our DIB Strategy are sparking change in the organization and for our customers and communities.

We look forward to further partnership with our employees in the year ahead.



Abhishek Sarathy

Associate
Vice President,
Diversity, Inclusion
and Belonging &
Employer Brand



HERE, *welcome* MEANS MORE



Whatever language you say it in, welcome is one of the most Canadian words we have: **warm, human and unmistakably ours.**

bienvenue 欢迎
welcome ਸਵਾਗਤ ਹੈ
bienvenida

At CTC, welcome is more than a greeting.

It's a deliberate and long-term commitment to a culture that makes every employee and every customer feel like they belong. It's something we're collectively building together, that shines through our actions, our decisions, and how we show up for each other.

It's a continuation and strengthening of our People Promise:



**THERE'S A PLACE
FOR YOU HERE.**

This report is an annual tradition that keeps us accountable to our employees and shares our culture of belonging with prospective talent. In the pages that follow we've documented the progress we made in 2025 toward building a workplace our employees are proud to grow in that reflects the communities we serve and the country we call home. We've also spotlighted the passionate employees who are opening doors, creating possibility, and moving our company forward.

Our eight True North DIB Priorities, explored in detail on page 9, will guide our efforts in the years ahead as we continue our work to increase inclusion within CTC and collaborate with external organizations to advance equity, reconciliation and meaningful action across the communities we serve. We'll also continue to seek feedback from our employees and customers to identify areas for improvement.

Through this work, **welcome can become a catalyst for change**, not just within our organization but across Canada.

FROM PILLARS TO PLACES

We're evolving how we tell our DIB story. In the past five years, we've worked to embed DIB into our teams, operations, customer experiences, and community partnerships, rather than treating it as a series of standalone initiatives.

We've reshaped this year's report to reflect how DIB and systemic change are lived and felt across the organization and beyond. We hope this change will make the work feel more tangible and help employees see how their individual actions contribute to our collective progress.

This document is organized into **four chapters, or places:**

- 1 A Place To Grow:** How we're empowering our employees to build skills that will make them inclusive and empathetic colleagues and leaders
- 2 A Place We Build Together** The employee networks at CTC that help us to bring our DIB strategy to life across the organization
- 3 A Place To Experience Better** How we're making inclusion a central part of the customer experience
- 4 A Place To Drive Change** Our partnerships with allies and external organizations that help us scale our impact



OUR PROGRESS & *Momentum*



Our vision is to be an organization where every team member feels like they belong, and where diversity, inclusion and equity are the heart of all that we do.

Since 2021, we've built a strong and sustainable foundation to cultivate belonging at CTC. Our formal DIB plan keeps us accountable to measurable targets, and our cultural infrastructure of DIB Committees and EINs helps to make inclusion felt in every corner of the organization. DIB brings our Brand Purpose, We Are Here to Make Life in Canada Better, to life by fostering a high-performance culture and enabling inclusive customer experiences.

We engaged Anima Leadership, experts in diversity, equity and inclusion training and consulting, in 2025 to assess our organization's DIB maturity. The Anima team held employee focus groups, interviewed human resources leaders and reviewed our employee experience documentation. Their findings are shaping our DIB 2.0 strategy, or what we're calling our True North DIB Priorities.

Here are the key wins Anima identified from 2021 to 2025, the first phase of this journey:

Strong and visible corporate commitment to DIB, showing up in our enterprise strategy and employees' lived experience.

Leadership's support for our EINs and DIB Committees recognized and appreciated by employees.

Representative marketing, inclusive brand narratives and investment in women's sport are shaping a more inclusive customer experience and reinforcing employee pride in CTC.

Sustained executive-level support for DIB initiatives demonstrating to employees that inclusion is a core value, not a short-term priority.

Consistent employee listening sessions and engagement data, and transparent Environmental, Social, and Governance and DIB reporting.

Our established performance-management framework emphasizes values-based leadership and ongoing feedback.



These strengths position CTC as an organization with credible intent, trusted infrastructure, and a strong foundation from which to deepen equity and belonging across the enterprise.



highlights FROM 2025



New learning resources for employees and managers on topics including Indigenous relations and inclusive leadership practices.



Invested in our Distribution Centre DIB Committees to help them **amplify their impact**.

Partnered with Centre for Addiction and Mental Health on psychological safety listening sessions with employees.



5,000 customers

responded to our second-annual sentiment survey on customer belonging, generating useful insights on CTC's DIB initiatives.

National Day for Truth and Reconciliation event **ATTENDED BY 1,000+ employees**

Hosted sharing circles with employees to gather their feedback on what we can do to advance purposeful reconciliation.



Canadian Tire Bank **consulted customers with visible and invisible disabilities about their experiences and expectations** around the accessibility of our products and services.



\$1-MILLION

guaranteed annual donation to the Gord Downie & Chanie Wenjack Foundation's The Blanket Fund as part of expanded partnership.

hundreds OF EMPLOYEES ENGAGED by events hosted by Employee Inclusion Networks and the DIB team throughout the year.



Multiple new product innovations across our banners, including the first phase of inclusive sizing practices at Mark's, new hockey gear designed specifically for women and accessible kayaking equipment.

Became a supporter of Tennis Canada's Women's High-Performance Accelerator initiative as part of our multi-million dollar Women's Sport Initiative, to allocate **50 per cent of our sponsorship dollars to women's sports by 2026**.



We're proud to have been acknowledged for these efforts in the past year:

► RECOGNIZED

Canada's Best Diversity Employers 2025

Canadian Tire selected in acknowledgment of outstanding workplace diversity and inclusion achievements.



► HONOURED

The Globe and Mail's Women Lead Here 2025 benchmark

CT REIT was recognized in the annual benchmark for making a difference in gender diversity in executive positions.





OUR PROGRESS & *Momentum* CONTINUED

In 2025, CTC launched True North, a four-year transformative growth strategy that places customers at the core and supports more integrated and agile ways of working. As the Company continues to evolve how it serves customers and works together, diversity, inclusion and belonging remain enablers of this transformation. In support of True North, we refreshed our DIB approach to introduce eight DIB Priorities that guide our progress and momentum across the year ahead.



MOVE THE DIAL ON GENDER EQUITY

We're continuing our gender equity strategy, part of our Diverse Workforce Plan, to improve the representation, promotion and retention of women employees.

STANDARDIZE INCLUSIVE RECRUITMENT, SELECTION & ADVANCEMENT PRACTICES

We're developing consistent processes for inclusive recruitment.

ELEVATE EMPLOYEE INCLUSION NETWORKS & DIB COMMITTEES

Our networks and committees are crucial to driving a sense of connectedness, culture and community at CTC. We'll continue to support them with tools, funding and other resources so they can support our DIB strategy.

DEEPEN DATA COLLECTION OF EMPLOYEE DEMOGRAPHICS

What gets measured gets managed. We're collecting employee and job candidate demographic data to better understand what systemic barriers we need to address, and improve representation and career advancement for underrepresented groups.

ENABLE MIDDLE MANAGERS AS DRIVERS OF BELONGING

We see middle managers as powerful agents of change. We're equipping them with training that creates a shared understanding of their responsibilities, and establishing frameworks that hold them accountable to shared expectations.

ENGAGE IN PURPOSEFUL RECONCILIATION

As part of our ongoing commitment to reconciliation with Indigenous Peoples, we're working to achieve the Bronze level in the Partnership Accreditation in Indigenous Relations program offered by the Canadian Council for Indigenous Business. The program verifies a company's initiatives and outcomes across the performance areas of leadership actions, employment, business development, and community relationships.

EQUIP EMPLOYEES TO SCALE INCLUSIVE CUSTOMER EXPERIENCES

We'll continue to seek customer feedback on their experience of belonging with CTC. We'll also work with our customer-facing employees in our corporate stores to ensure they take an equity lens to their interactions with customers. Both of these actions will help foster a stronger sense of loyalty and brand trust with our customers.

STRENGTHEN RACIAL INCLUSION

We're taking an intersectional lens to our programming, to remove barriers for racialized employees, and help ensure all identities experience belonging here.



1

A PLACE TO *grow*



A PLACE TO *grow*

A welcoming culture is one that creates the optimal conditions for all of our team members to develop, contribute and succeed. We've deployed a series of learning opportunities and customized programming that help our people build inclusive skills, strengthen their leadership capabilities and grow with confidence. We see these programs and modules as a fulfillment of our People Promise: There's a Place for You Here. And when everyone is empowered to develop themselves, it creates more trust and engagement among colleagues, enabling a high-performance culture.

LEVEL-UP, POWERED BY [fe·mi·nuity]

Now offered for the third year, this introductory course helps employees understand foundational DIB concepts and practices, and apply them in their roles at CTC.

This year's participants completed seven mini-modules that: help teach them to recognize bias at work and how to address it when they see it; improve their understanding of their own and others' identities and systems of privilege and power; demonstrate how to make meaningful apologies; and build their confidence as inclusive leaders.

30+ BUSINESS UNIT DIB COMMITTEES *across CTC*



are rolling out DIB Level-UP individual and group training programs for their teams

RETAIL EMPLOYEE TRAINING

We launched the Retail Employee Training module in 2024 for store staff. It helps retail store employees build essential DIB knowledge, skills and tools to foster a more inclusive workplace and customer experience. The module shares practical actions employees can take to reduce discrimination and strengthen inclusion across retail stores. To date, the program has been completed by:

99.4%
of ProHockeyLife employees



91.3%
of Mark's/L'Equiper employees



Learning and evolving through employee listening.

Throughout 2025, we conducted targeted, high-frequency employee pulse surveys that provided real-time insights during a period of transformation. These insights informed decisions related to team experiences as we undertook major organizational change, return-to-office implementation, and the adoption of new ways of working. In 2026, we will launch an enhanced enterprise-wide listening program aligned with our refreshed culture model to ensure employee feedback continues to inform meaningful action.



INDIGENOUS HISTORY MONTH LEARNING SESSION

In June, we worked with our partner Rise Consulting, an Indigenous-owned consultancy committed to advancing Truth and Reconciliation in Canada, on this webinar to help educate employees on developing long-lasting, respectful and reciprocal relationships with First Nations and Indigenous communities, and how Indigenous leadership is an essential part of achieving business goals.

BELONGING BOOTCAMP

Launched in 2025, these sessions are hosted throughout the year for our DIB change agents — employees within the organization who are actively engaged in our DIB programming — to give them the skills and tools to shape inclusive narratives and inspire others within CTC.

In our inaugural session in April, participants learned about how a strong personal brand can help them make an impact and advance change through the organization. They were given practical tools to help them define and build their brand and to share their stories with others.

In June, inclusive leadership coach and change management consultant Adrienne Yiu dove deep into the stress and emotional toll of uncertainty, and shared tips for leaders to handle periods of ambiguity with greater self-awareness and confidence.

We also hosted optional one-hour drop-in “Belonging Bootcamp Lab” sessions in the summer months, where employees could reflect and practice the skills they’ve been learning through hands-on activities.



GUIDES FOR PEOPLE LEADERS

In 2025, we launched a series of guides for our people leaders covering how they can help cultivate belonging for Muslim employees during Ramadan, Jewish employees during the High Holy Days, and all employees during the pre-holidays year-end rush. Each guide was developed in close consultation with employees from the communities represented. We also teamed up with our EINs to put together a guide for managers focused on the month of October and its many days of significance, including Latin American Heritage Month, World Menopause Month and Genderfluid Visibility Week.

OUR year end guide



It was a year marked by significant change at CTC, and punctuated by an extremely busy December as we all worked toward meeting year-end goals. The holidays, while joyful, can also be freighted with grief or isolation for some employees. Those conditions, taken together, increase the likelihood of employees experiencing burnout. Our year-end guide aimed to give managers practical tips for supporting their teams, and resources they could share.



2

A PLACE TO *build together*



A PLACE TO *build together*

Welcome is a collective effort. It's developed and maintained through our everyday experiences, relationships and cultural rituals. At CTC, we've built a cultural infrastructure of regular touchpoints for employee feedback and enthusiastic employee-led networks and committees that increase support for our DIB initiatives and foster inclusion all across the enterprise.



Supporting EINs to foster belonging.

Our ten EINs are a central part of the employee experience at CTC. These volunteer, employee-led groups gather colleagues and allies together around shared cultures, identities and experiences. Their events and campaigns are building internal communities, advancing important conversations, and encouraging advocacy and allyship across CTC.

Our EINs also share important insights with us that help us understand the diverse needs and experiences of our employees, customers and communities. These networks are crucial to the success of both our Diverse Workforce Plan and our organizational DIB strategy.

THE ASIAN CANADIAN PACIFIC ISLANDER NETWORK (ACPI)

Purpose: Raising awareness of and celebrating ACPI culture by advocating for all aspects of ACPI identities to be seen, heard and embraced.

2025 achievements:

- Rung in the Lunar New Year with a January celebration event attended by more than 250 employees.
- Partnered with South Asians at the Tire for an event where employees learned how to make spring rolls & chaat in May.
- Hosted an executive panel discussion to cap off Asian Heritage Month in June, moderated by CTC's Chief Information and Technology Officer, Rex Lee and attended by more than 100 employees. The panel featured John Yip, CEO & President of SE Health, and Jeremy Pee, Co-Founder of Thri5 and ex-CTO/CDO of Marks & Spencer, who discussed the lessons they've learned in their careers and the obstacles they've overcome to achieve success.





THE BLACK EMPLOYEE NETWORK (BEN)

Purpose: Creating a safe space for the equitable advancement of Black employees of all identities across CTC.

2025 achievement:

- The DIB team, in consultation with BEN, brought a group of CTC employees to volunteer with the Jamaican Canadian Association's Hurricane Melissa Relief Effort for the Jamaican and other Caribbean communities. Employees pitched in to sort and pack items, welcome donations throughout the day, prepare paperwork, and load pallets and trolleys with boxes for shipping.



FAMILIES @ THE TIRE

Purpose: Giving working parents from all backgrounds and family structures a safe space for learning opportunities and fun, and providing resources to help support diverse family experiences.

2025 achievements:

- More than 30 families joined the Kids Fun Hour in April.
- Hosted an intimate maternity and parental leave social in June.
- Hosted a fun-filled PA day activity in November for employees' children or family members at Retail City. 60 kids aged 6 to 10 got to test out the hottest new toys, watch a magic show and enjoy a delicious pizza lunch.
- Provided numerous contests and giveaways to families throughout the year, including Mother's Day, Father's Day, tickets to Motorsport events, Summer Fun giveaways, Santa Claus parade exclusive access tickets and 12 Days of Cheer toy giveaways.
- Supported the DIB Team by hosting the 2025 Take Your Kids to Work Day for grade 9 students in November.



PRISM

Purpose: Educating CTC employees on the 2SLGBTQIA+ community and celebrating those across the organization who help make a difference on behalf of the queer community.

2025 achievements:

- Hosted a fireside chat with You Can Play, an organization dedicated to 2SLGBTQIA+ inclusion in athletics.
- Held a two-day drop-in event at a cafe in our head office building for employees to celebrate Pride and sign the Pride Banner.
- Collaborated with CTC and Oxford Properties to host the Oxford Patio party during Pride with performances by drag queens, games, and food for attendees.
- Hosted a November film screening for the short film Pink Light and a fireside chat with Harrison Browne, a Canadian actor, former professional hockey player and the author of Let Us Play: Winning the Battle for Gender Diverse Athletes.





SOUTH ASIANS AT THE TIRE (SA@TT)

Purpose: Celebrating diversity, growth and development, and providing mentorship to all South Asian employees at CTC.

2025 achievements:

- 40 employees powered up their computers for the SA@TT's virtual Indian movie-themed Bingo event in October.



THE INDIGENOUS PEOPLES EMPLOYEE NETWORK (TIPEN)

Purpose: Promoting the growth, understanding and awareness of Indigenous employees and allies by helping to create a safe space for members to collaborate, share and accept one another.

2025 achievements:

- Partnered with Rise Consulting to host an Indigenous History Month webinar on building long-lasting and respectful relationships with Indigenous communities.
- Hosted a study group for employees participating in the 4 Seasons of Reconciliation course, a series of online modules for learning about Indigenous history and culture in Canada offered by First Nations University of Canada and Reconciliation Education.



THE WOMEN'S LEADERSHIP NETWORK

Purpose: Providing an open and informal network for women to feel supported and engaged at work, fostering strong female leadership and using mentorship to help increase engagement and belonging.

2025 achievement:

- To mark International Women's Day, brought together more than 400 employees for a panel discussion with panelists Alana Carter (professional race car driver), Sarah Guest, PartSource Area Sales Manager, and Shannon Spano, Wakefield Canada VP of Sales, around the theme of accelerating action for gender equality.

MENTAL HEALTH MATTERS @ CTC (MHM)

Purpose: Creating a culture of support for intersectional mental health at CTC, and normalizing and encouraging conversations about mental health challenges.

2025 achievements:

- Hosted an executive fireside chat with Sean Stokes, Vice-President, Automotive Parts & Tech at PartSource, and Paul Draffin, Chief Supply Chain Officer, who spoke candidly about their own experiences with mental health, how those challenges have shown up in their lives and careers, and strategies for managing them effectively.
- The group's monthly Join the Conversation sessions fostered a safe space for employees to talk and learn about various mental health topics, including navigating an onslaught of bad news in society, loneliness and isolation, talking to kids about difficult topics, managing anxiety during change and handling grief and loss.



LATINX AND HISPANIC NETWORK AT THE TIRE (LAHNAT)

Purpose: Recognizing the heritage, culture and achievements of the Latin American and Hispanic community across Canada, and helping to create a welcoming environment for Latinx and Hispanic employees.

2025 achievements:

- Attended a Latin American heritage event hosted by Oxford Properties that taught participants about two Mexican folk traditions: lotería, a traditional game of chance, and milagritos, small heart-shaped charms that bridge cultural traditions and personal experience.



EN-ABLE

Purpose: Cultivating an inclusive and accessible environment for persons with disabilities, providing support for employee caregivers, and promoting education for allies and people leaders across the organization.

2025 achievements:

- Teamed up with MHM, SA@TT and WLN to host a fireside chat with Sumeet Khanna, Microsoft Canada Chief Operating Officer, about intersect-ability, or how various identities interact with being a person with disabilities, and the importance of creating an inclusive society where everyone can thrive. The conversation was part of an ongoing Intersect-Ability series that navigates the challenges, accomplishments, and lived experiences of persons with disabilities and caregivers across various identities.



- Brought out more than 240 employees to celebrate Red Shirt Day, a day of action for accessibility. A panel discussion in Toronto with employees who have direct and/or caregiver experience highlighted the CTC Accessibility Strategy to come, and a fireside chat with Chris Richardson at the Oakville campus discussed the impacts of disabilities to both personal and professional environments.
- Worked with MHM to host the Learn N' How! event in October, an educational discussion with experts from the Canadian National Institute for the Blind about guide dogs and their impact on accessibility. The event was hosted across four CTC campuses, bringing out 200 employees.



Investing in our business resource groups to raise DIB awareness.

Having an organizational belonging strategy is one thing. Scaling it up across a range of work environments — from the corporate office to our retail stores to our distribution centre floors — is another. Our Business Resource Groups play a huge role in making it happen.

The committees are employee-led and sponsored by a senior leader. The committees develop action plans each year to help continue fostering belonging and inclusion within their business unit, ensuring they remain relevant to how their teams work. Their passion and efforts are crucial to helping to ensure that employees all across the organization feel that they belong at CTC.



SHINING A LIGHT ON accessibility

Multiple DIB Committees, including for the Contact Centre and Store Planning and Design teams, held learning sessions on accessibility and visible or invisible disabilities.

HOSTING discussion GROUPS

The Store Sales, Operations and Dealer Relations DIB Committee held group discussions for its field team employees going through the Level-UP diversity, inclusion and belonging introductory course.



SHAKING THE mental health stigma

Numerous committees hosted events to help reduce the stigma around talking about mental health and fostering an empathetic and supportive culture. They also shared available CTC resources and tips to help people cope through challenging times.



Supporting THE COMMUNITY



The Internal Audit Services DIB Committee arranged a team volunteer day for a Jumpstart event at Trails Youth Initiative, an organization that runs programming for vulnerable youth. Many youth helped by the program face systemic barriers to success. The Store Planning and Design DIB Committee held a holiday food drive to support their local community.

Improving engagement and satisfaction at our Distribution Centres.

To ensure our DIB efforts reach all employees, we focused on our Distribution Centres (DCs) in 2025. We designed DC DIB Committee Guidelines and a DC DIB Toolkit tailored to the unique realities of DC work environments—such as shift work, varying operational demands, and limited access to traditional engagement channels. These resources were developed to help address gaps identified in last year's eVoice Employee Engagement survey, particularly around employees' feelings of career opportunity and whether their work environment is diverse and inclusive.

DIB Committees at our DCs play a key role in building belonging by designing and activating programs that reflect the needs of their teams. This year, their primary goal was to strengthen engagement and overall satisfaction among DC employees.

Here's how our guidelines helped:



1

What we heard from our DC teams is that they wanted greater clarity around committee roles, more practical templates for activations, and dedicated budgets to support meaningful programming. These insights highlighted common challenges DIB Committees face, from resource gaps to uncertainty around goals, and shaped the supports we developed to help them bring their work to life.

2

We provided guidance on effective communication, to keep DIB initiatives top of mind with all team members. Our DC DIB Committees are using digital and physical channels, from sharing DIB Digest slides on TV screens to promoting events and celebrating employees at shift huddles and on bulletin boards. The DIB Team also attends DC town halls and provides tailored learning sessions at the DCs.

3

We shared tips for how to measure the impact of activations. Our DC DIB Committees now track employee participation and collect employee feedback on a monthly basis through 3-2-1 feedback surveys, which are complemented by our annual eVoice Employee Engagement survey results.

4

Our DC DIB Toolkit helps committees reach more employees, whether to share a micro-learning moment or get their thoughts on a past event. This toolkit includes TV slide templates, meeting agendas, surveys and micro-learning resources.

We expect these changes will empower our DC DIB Committees to scale their impact and continue to foster inclusion and belonging in their workspaces.





2025 DIB AWARD *winners*



INNOVATIVE INCLUSION AWARD

This award acknowledges team members who've contributed creative ideas or solutions to move DIB and EIN initiatives forward.

Angela Bujold

Manager, Supply Chain Automation and Asset Management

Meagan Petrie

Manager, Yard Operations and Fleet Services

Jennifer Gerling

Customer Service Representative

CUSTOMER BELONGING AWARD

This award recognizes employees who've made an effort to create positive customer experiences by encouraging belonging and community.

Eva Salem

SVP, Marketing and Brand Management

Every quarter, our Rewards & Recognition Volunteer Committee highlights employees who demonstrate exceptional commitment to advancing belonging and inclusion. This recognition helps elevate these change agents as visible role models who inspire others across the organization.

OUTSTANDING CHANGE AGENT AWARD

This award recognizes individuals whose leadership, initiative or support has played an outsized role in advancing our DIB goals.

Claire Armstrong

Senior Consultant, Brand and Programs

Sikander Ghaffar

Manager, Crossborder Transportation

Tanisha Singh

Audit Portfolio Manager, Information Technology

SUPPORTIVE ALLY AWARD

This award acknowledges employees who have been important allies to an ERG or DIB committee.

Sarah Heppinstall

VP, Design, Construction & Facilities

Mark Luey

Manager, Marketing Operations

NATIONAL DAY FOR *truth & reconciliation*

More than 1,000 CTC employees came together in-person or virtually to honour the National Day for Truth and Reconciliation.

We partnered with TIPEN to put together a moving and enriching event, with remarks from featured speaker Theron Black from the Honouring Traditions and Reconciliation Society about the myths and challenges faced by Indigenous Peoples and their organizations when trying to engage in reconciliation, and how employees and companies like CTC can help to dismantle those barriers and adopt Indigenous ways of knowing and being. Our partners at Rise Consulting shared more about our ongoing reconciliation journey and plans for the future, including our work toward achieving the Partnership Accreditation in Indigenous Relations from the Canadian Council of Indigenous Business.

"We have been doing reconciliation for a number of years now. The western outside world needs to come up and meet us there. Be part of our ceremonies. Those are things that we will really like to share."

Theron Black
Honouring Traditions and Reconciliation Society



NATIONAL TRUTH AND RECONCILIATION DAY AT OUR DISTRIBUTION CENTRES

The DIB and Community Impact teams distributed orange shirts to all employees for the first time in 2025, including sending 5,000 shirts to distribution centres across the country. DC DIB Committees also shared information with employees about the significance of the day, so they could learn and reflect.

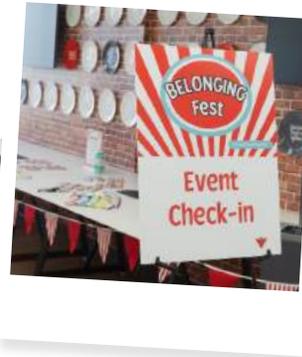
POPPY CONTEST FOR INDIGENOUS VETERANS DAY

On Remembrance Day and Indigenous Veterans Day, CTC employees were invited to honour the bravery and sacrifice of Indigenous veterans by participating in a draw for locally handcrafted beaded poppies. The poppies were sent directly to the home offices of 50 randomly selected employees, helping to amplify Indigenous artistry and creating a moment of reflection, gratitude and remembrance.



belonging FEST

With a Food Bazaar stacked with Indigenous, Caribbean, Neo-Asian and South Asian cuisines; live Cuban salsa, Bollywood, Kathak and Giddha performances; the Humans of CTC Exhibit and even therapy dogs, Belonging Fest 2025 was one for the books. The inaugural pilot event was an exciting day of connection and celebration, showcasing many of the cultures that make up our CTC community, and reinforcing a sense of belonging as employees transitioned back to the office.



Almost 300
EMPLOYEES
attended
Belonging Fest



SUPPORTING PSYCHOLOGICAL SAFETY AND BELONGING AT CTC

Working to strengthen psychological safety and fostering a sense of belonging is a central component of our approach to DIB.

Research has shown that when people feel comfortable contributing ideas and bringing their full selves to work, it improves innovation, collaboration and a sense of trust — all the building blocks of a high-performance culture.

In 2025, we worked with the Centre for Addiction and Mental Health to conduct an in-depth review of our current practices, policies, programs and initiatives that influence how employees experience safety, inclusion and belonging at work. The partnership also included virtual focus groups with employees. Because people's sense of psychological safety and belonging in the workplace can vary based on their identity and lived experience, we sought to better understand employees' perspectives and experiences. We shared the findings from these consultations with our people leaders to support them in helping to cultivate a culture of psychological safety and belonging on their teams.

ADVANCING RECONCILIATION AT CTC

One of our True North DIB priorities is to work towards achieving the Canadian Council of Indigenous Businesses' Partnership Accreditation in Indigenous Relations certification, which we're doing with assistance from our partner Rise Consulting, an Indigenous-owned consulting firm. As part of this work, we invited our employees to join a series of sharing circles in October and November to share their perspectives on Indigenous relations and what actions CTC can take to support reconciliation.

OBSIDI®

NEW PARTNERSHIP TO SUPPORT INCLUSIVE HIRING

In 2025, we strengthened our commitment to inclusive hiring through a partnership with Obsidi®, the largest career navigation system connecting employers to a highly skilled network of 120,000+ technology professionals and allies across North America. Obsidi® will help us expand access to experienced Black talent, increasing visibility of career opportunities, and fostering sustained engagement within more inclusive talent pools.



EQUITY SEQUENCE® CONTINUES TO BUILD INCLUSIVE DECISION-MAKING

As part of our ongoing commitment to advancing equity at CTC, we continued offering **Equity Sequence® training** this year. This evidence based training, developed by Tidal Equality, equips teams with five practical questions they can apply right away to identify and reduce bias in everyday decisions—helping shift inclusion efforts from intent to action across policies, products and processes.

Supporting this work, Maricruz Rodriguez, Manager, DIB, became a certified Equity Sequence® facilitator in 2025. This certification strengthens our internal capability to deliver this impactful training and embed equity focused, actionable practices into how we work, enabling more consistent and equitable outcomes across the organization.



BELONGING BULLETIN SUPPORTS SHARED ACCOUNTABILITY FOR INCLUSION

To further embed belonging into how we work, we continued to equip employees and leaders to act as agents of change through targeted communications. The Belonging Bulletin newsletter and our Viva Engage page served as key platforms to share insights, resources and examples that help teams integrate inclusion into everyday business practices.

Together, these channels reinforced shared accountability for belonging across CTC—spark conversations, amplify diverse perspectives and provide practical guidance that supports meaningful, inclusive action at every level of the organization.



better data collection FOR SELF-IDENTIFICATION DEMOGRAPHIC QUESTIONS COMING IN 2026

As part of our DIB Strategy, we have invited employees to answer self-identification demographic questions on a voluntary basis since 2021. Having this data helps us better understand our workforce diversity and identify any systemic barriers that need to be dismantled. We've used this data to develop inclusive programs, policies and practices that help all employees grow and thrive here.

As of 2026, employees will be able to share this information through the Workday platform. Previously, we were asking these questions through our annual employee engagement surveys; we believe this switch will help us design even better programs, support employees in more meaningful ways and more effectively measure our progress on diversity and inclusion, as we'll now be able to intersect self-identification questions with other workforce insights.



3

A PLACE TO EXPERIENCE *better*



A PLACE TO EXPERIENCE *better*

Our DIB strategy extends well beyond the workplace to the experiences we create for our customers. We continue to host listening forums with customers and use what we learn to make our products, services and customer interactions more representative and inclusive.



Insights from our customer belonging survey.

As a proudly Canadian company, we want to make sure we reflect the diversity of this country, and that all of our customers feel valued, empowered and truly welcome. As we increase representation in our brand campaigns and encourage our employees to find innovative ways to infuse inclusion into our product line-up and the broader customer experience, we want to hear from our customers about how those efforts are landing — and what they want to see next. In addition to running our customer sentiment survey for a second year, we hosted deeper discussions with a select group of respondents to understand what makes them feel welcome.



5,000
customers
responded to our
sentiment survey.

Here's what
we heard:



▶ BELONGING MATTERS

Nearly **7 in 10** customers say experiencing a sense of belonging is important to them when shopping.



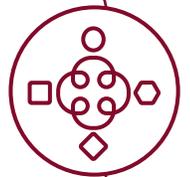
▶ SIGNIFIERS OF BELONGING

Customers said inclusive products, cultural representation in advertising and branding, accessibility features and respectful staff interactions are powerful drivers of connection to a store.



▶ CLOSING THE GAPS

While many customers recognized and appreciated CTC's wide range of inclusive practices, they highlighted opportunities for us to expand our culturally relevant products, improve the accessibility of our stores and products, and further strengthen representation in our advertising.



About **60%** of respondents have stopped shopping at a retailer due to poor DIB practices, up 5% from 2024.



Increasing accessibility at Canadian Tire Bank.

Accessibility is central to inclusion, from how our customers enter and navigate our stores, to how they interact with our website and mobile apps to their experience with our products and services. This year we hosted our first ever interactive online forum with Canadian Tire Bank (CTB) customers with visible and invisible disabilities, to learn about their experiences and expectations.



WHAT WE HEARD

CTB customers felt generally satisfied with the organization's accessibility efforts, but they want to see better app usability, simplified digital experiences and more personalized support. They also shared some best practices from other organizations, including proactive assistance, clear communication and intuitive design. Their valuable insights are already starting to inform how we improve accessibility for customers.



accessibility-focused **CREDIT CARD DESIGN CHANGES COMING IN 2026!**



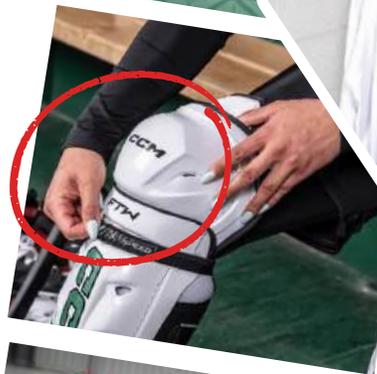
CTB's credit cards are getting a sprucing up in 2026 as part of our commitment to improving the customer experience. These cards, which will be offered to new customers and rolled out to existing customers as they renew their cards, will have a larger font size for critical information and better colour contrast to make them easier to read. Some details, like the expiry date and CVC, are being reorganized into a stacked layout, which should simplify card navigation. CTB is also removing the signature panel and other unnecessary elements, but these changes won't impact our high security standards.

expanding **OUR INCLUSIVE PRODUCT OFFERINGS**

'SHRINK IT AND PINK IT' NO MORE

Sports equipment tailored to women and girls can help them see themselves in the game.

Following on our work in 2024 to begin stocking protective hockey gear from Sherwood Women's Design, one of the only women-led lines in the world, in 2025, our SportChek and Pro Hockey Life banners began selling CCM's Jetspeed FTW women's line of hockey merchandise, the first-ever line of head-to-toe hockey equipment that's designed specifically for the female anatomy. The line ranges from young girls donning their first jersey to elite professional athletes, and includes length-optimized hockey sticks, skates with a narrower heel lock and anatomically correct shape, and a customized fit for protective gear.



Ongoing Support FOR WOMEN'S SPORTS

If you can see it,
you can be it.

CTC is investing in programs and partnerships to help elevate female athletes across Canada and beyond, to inspire the next generation of women and girls in sport.

As women's sports experience an exciting boom of new leagues and the expansion of existing ones, we're proud to carry the jerseys and apparel for many of them in SportChek stores, **including:**



CTC ran advertising campaigns all throughout the PWHL season, including during the playoffs and the 2025–26 puck drop, and launched a campaign with CCM to send a contest winner and a guest to a Canadian PWHL home opener game.

CTC also ran several other advertising campaigns promoting women in sports, with the WNBA Canada, Northern Super League and Women's Para Hockey of Canada.



The Professional Women's Hockey League

Redefining professional hockey for women and capturing the hearts of hockey fans old and new across North America.



Northern Super League, Canada's new professional women's soccer league

Empowering our female soccer players to compete at the highest level.



Toronto Tempo

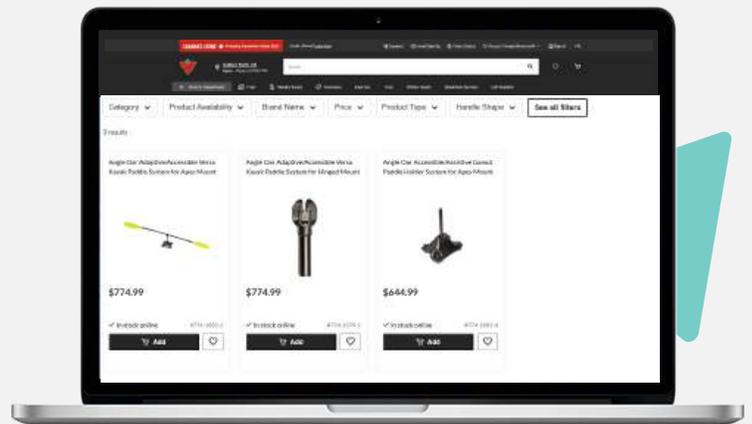
Set to join the Women's National Basketball Association next season and bring world-class women's basketball to Canadian courts.



MAKING KAYAKING ACCESSIBLE FOR EVERYONE

As part of our ongoing effort to help improve accessibility for our customers, Canadian Tire stores began offering four new adaptive paddling systems in 2025.

The paddles are designed for people with limited torso or leg mobility due to disability or injury, as well as older adults who may have reduced strength or range of motion in their chest and arms. They have a hinged mount support that attaches to the kayak to handle the weight of the paddle, reducing stress on the torso, back, shoulders, elbows and wrists — helping to ensure people of all ages and abilities can enjoy the water.



INCLUSIVE SIZING AND PRICING FOR MULTIPLE CLOTHING LINES

This year Mark's rolled out the first phase of its inclusive sizing strategy for its Denver Hayes and Wind River labels. Menswear under both of these apparel lines was expanded to size 3XL, which is now considered a regular size and distributed the same as sizes S to 2XL. Womenswear sizing for both labels was expanded to XXS and 2XL.

Mark's also established inclusive pricing across all of menswear: **clothing sizes 3XL to 5XL now have the same retail price as sizes S to 2XL.**

BETTER FITTING PERSONAL PROTECTIVE EQUIPMENT

Women entering the skilled trades workforce have historically had to wear men's attire. This year Mark's continued to build and roll out new women's workwear styles to help ensure women joining the trades have better-fitting personal protective equipment.

Understanding the changing demographics of Canada's blue-collar workforce, Mark's also increased its buying in smaller sizes for men's workwear clothing and footwear to help provide more options to Canadians coming from countries where they're shorter or smaller-framed.



CELEBRATING HOLIDAYS

In 2025, Party City worked with multiple influencers to showcase the many cultural holidays celebrated in Canada, including around Lunar New Year, Eid and Diwali.



inclusive MARKETING CAMPAIGNS

CTC worked with the Canoo app and the Institute of Canadian Citizenship on the My Great Canadian Camping Adventure campaign, which launched automotive and SportChek offers for newcomers to Canada.



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A PLACE TO *drive change*



A PLACE TO *drive change*

We're steadfast in our commitment to help drive systemic change in the communities we serve, now and in the future. Through our partnerships with external organizations, we aim to help create a more welcoming country that supports everyone.

EXPANDED PARTNERSHIP WITH GORD DOWNIE & CHANIE WENJACK FUND

As part of our continued commitment to reconciliation, in 2025 we expanded our partnership with the Gord Downie & Chanie Wenjack Fund (DWF). This year we acquired the intellectual property of the Hudson's Bay Company (HBC), including the Point Blanket. We've promised to donate 100 percent of the corporation's net proceeds from Point Blanket sales, and a guaranteed minimum of \$1 million annually, to supporting the DWF's Oshki Wupoowane | The Blanket Fund.

The Blanket Fund is a national initiative that supports Indigenous and Indigenous-led cultural, artistic and educational projects and organizations. The Blanket Fund launched in 2022 as part of HBC's truth and reconciliation journey; its name comes from the complex history of the Point Blanket, both a well-known Canadian emblem and a symbol of the harms of colonization.

CTC's donations will go toward two grant streams that support Indigenous-led initiatives:

Capacity Building Grants: multi-year funding support for grassroots Indigenous organizations looking to take the next step in their growth.

Reconciliation Action Grants: funding for one-time projects and events in communities across Canada that connect Indigenous and non-Indigenous peoples through culture, arts and education.

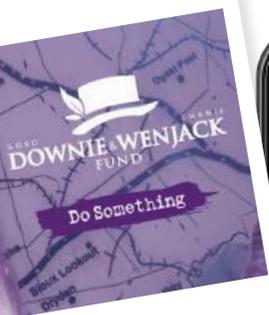


BRINGING ACCESSIBILITY TO THE BASKETBALL COURT

Canadian Tire Jumpstart Charities marked its 20th anniversary by opening a fully accessible basketball court in Scarborough, Ontario. The courts were built as part of Jumpstart's Inclusive Play Project with support from Canadian Tire Associate Dealers across the Greater Toronto and Hamilton Area.

They have:

- Wheelchair-friendly court surfaces
- High-contrast court markings for players with visual impairments
- Wheelchair-accessible spectator seating, accessible tables, shared seating areas
- A fully accessible pathway to the courts and double-wide entryways



celebrating 20 YEARS WITH FREE GAME DAY EVENTS ACROSS CANADA



On February 22nd, Jumpstart kicked off its 20th anniversary celebrations with “Game Day,” the largest public-facing single-day event in its history. The free family festival welcomed thousands of parents, children, and community members across Toronto, Montreal, and Calgary.

The event offered youth of all abilities and skill levels the opportunity to try new activities, enjoy entertainment such as face-painting and balloon art, and form new friendships while parents watched on.

The spirit of Game Day extended to over 150 community partners across multiple provinces, with community organizations hosting their own events, engaging with local media, and showcasing their programming to their communities.



MAKING SPORTS EQUIPMENT RENTALS FREE AND ACCESSIBLE

Jumpstart teamed up with the City of Ottawa and Equip Sport to build community and make physical activity more accessible through free sports equipment rentals available in 50 parks across Ottawa. Residents can rent basketballs, volleyballs, frisbees, and more from lockers at each park by using an app. Jumpstart has also installed these lockers in Surrey, B.C., and is exploring expansion to other Canadian cities.

Jumpstart founder and chair emerita Martha Billes was awarded the Order of Sport in October 2025, marking her induction into Canada’s Sports Hall of Fame. This award recognizes and celebrates her extraordinary leadership in making sport more accessible, affordable, and equitable, and her incredible milestone of scaling Jumpstart’s impact to 4 million children.



GETTING CANADIANS TO THINK BEYOND THE GAME

In 2025, Jumpstart launched a digital series featuring roundtable conversations and athlete vignettes filmed at community organizations across Canada. The series brings together community leaders, youth sport researchers, and our beloved Canadian athletes to discuss critical topics in youth sport, including the power of community and gender equity. It amplifies the voices of those who work with youth daily while highlighting the lifelong benefits kids have when getting early access to sport and play.



PLAY TO LEAD PROGRAM EXPANDS TO THREE NEW CITIES

Jumpstart brought its **Play to Lead** program to cohorts in three new cities in 2025 — Vancouver, B.C., Saskatoon, Saskatchewan, and Calgary, Alberta — a significant expansion as part of its ongoing commitment to support girls in sport and empower the next generation of confident sports leaders. Play to Lead brings together female athletes and their coaches for an in-person summit where they can strengthen their leadership skills and make connections. After the summit, participants get access to sport leadership pathways where they can put their learnings into use, and long-term access to the Play to Lead alumni community.



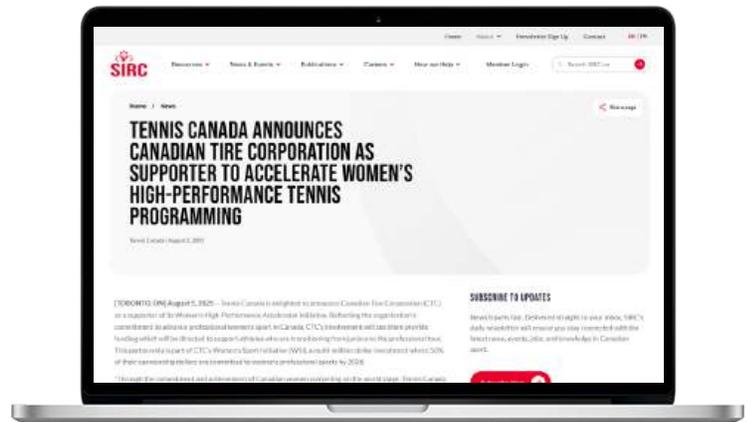
SUPPORTING WOMEN IN SPORT

In 2025, CTC proudly became a supporter of Tennis Canada's Women's High-Performance Accelerator initiative, which fast-tracks the development of elite-level athletes and coaches with investments in elite training environments, competition and training strategies, mentorship, sport science expertise and sport medicine and wellness.

CTC's funds will be put specifically toward supporting emerging Canadian athletes transitioning from the junior level to the professional tour.

The partnership is part of our Women's Sport Initiative, a multi-million-dollar commitment to allocate at least 50 per cent of our sponsorship dollars to women's professional sports by 2026.

By helping to create more equitable opportunities in professional sport, we hope to bring the next generation of female athletes from the playground to the professional stage.



ADVERTISING TRAINING FOR BIPOC TALENT

CTC was the inaugural industry partner for Publicis Groupe Canada and POV Film's Advertising Training Program for young BIPOC creatives. The program's first cohort, made up of advertising, media and communication professionals between the ages of 18 and 30, participated in a live pitch challenge for representatives of CTC.

The program is meant to help nurture the next generation of advertising professionals from underrepresented communities, equip them with the tools, knowledge and mentorship to succeed in the industry, and help reduce systemic barriers to building a career in advertising.

CONTINUED SOLIDARITY WITH 2SLGBTQIA+ EMPLOYEES, CUSTOMERS AND COMMUNITY MEMBERS

CTC stepped in to support the Toronto Pride Parade with **\$25,000** in in-kind donations, co-funded by our Community Impact and DIB teams. **More than 100 CTC employees and guests marched in the Toronto Pride Parade** for the third year in a row, and **more than 50 employees and guests marched at the Calgary Pride Parade** for the second year in a row.



getting the WORD OUT

We believe that an important part of driving change outside of our organization is sharing our journey with the broader business community. This year, Abhishek Sarathy, Associate Vice President, Diversity, Inclusion and Belonging & Employer Brand, spoke at numerous industry conferences to showcase how inclusion and belonging help contribute to an innovative, high-performance culture and employee value proposition.

FUTURE OF WORK CANADA CONFERENCE

Abhishek spoke about incorporating diversity, equity and inclusion into our enterprise-wide learning and development programs.

THINK BIGGER SUMMIT

At a time when DEI programming is increasingly on the chopping block at other organizations, he shared how DIB is driving real business outcomes at CTC.

TALENT ACQUISITION & EMPLOYEE EXPERIENCE INSTITUTE CANADA

Abhishek discussed CTC's journey to weave inclusion and belonging into the fabric of the organization.

REIMAGINING INCLUSIVE CAREER DEVELOPMENT

During this gender equity roundtable, he spoke about actionable solutions for improving equity and inclusion in the workforce, particularly for Indigenous, Black and racialized women.

WELLBEING AT WORK SUMMIT

Abhishek spoke about how employee well-being has become a strategic priority at CTC, and the role of trust and data in addressing and advancing well-being from an equity standpoint.

HR MANAGEMENT INSTITUTE OF CANADA

Abhishek moderated a panel on strategies for maintaining DEI efforts at a time when the landscape has become more challenging, and highlighted the importance of DEI to business success.

LOOKING *ahead*

Belonging and inclusion are a powerful engine for business growth, and a differentiator for employees and prospective talent.

They're essential to our Brand Purpose –

We Are Here to Make Life in Canada Better.

Amid widespread rollback of DEI initiatives and progress, we believe it's important to continue advancing diversity, equity, inclusion and belonging for our employees, customers and communities.

Looking forward to 2026, we plan to maintain our momentum by nurturing our network of change agents here at CTC and strengthening our valued relationships with stakeholders, customers and communities and building on the work that's already underway across the organization.

As we begin the second phase of our DIB journey, **we have our eyes on the next horizon.**



Mandi Crespo (she/her)
Manager, Accessibility Consulting
BDO Canada



THERE'S A PLACE
FOR YOU HERE.