

DIVERSITY & INCLUSION

Newsletter – Fall 2018



- › Diversity And Inclusion: Why Is It Important?
- › Women In Forestry
- › The Long Game: Investing In Youth
- › Imagine A Scholarship For Blogging
- › Tolko Recognized For Its Diversity & Inclusion Achievements

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➤ MESSAGE FROM TANYA WICK EXECUTIVE SPONSOR



As we honoured Canada's first Gender Equality Week in September, many of us naturally paused to reflect on how far we've come.

As a nation, it was only 90 years ago (October 18, 1929 to be exact!) that women were declared "persons" under Canadian law. This victory is largely thanks to five persistent, brave and remarkable Alberta women. Since that time, we have taken many steps to treating women equitably at work, but it took another 86 years after that historic declaration for Canada to have its first gender-balanced cabinet.


As a company, we have made strides, too. From 2016 to 2018 we increased our female employee population by 43 percent (moving from 11 percent to 15.8 percent in 2018). Engagement of women employees has also increased, exceeding the company's targets. We have been recognized externally — through award nominations, and speaking and committee participation requests — as others take notice of what's happening at Tolko.

And so much is happening! Over the past couple of years, we have launched training for women in leadership, both through in-person sessions and a webinar series. We also delivered unconscious bias training to all of Tolko's leadership to deepen understanding and support those with hiring responsibilities.

For me, watching our CEO sign the Minerva Foundation Pledge last spring was unforgettable. The first principle of the pledge is that gender diversity is a strategic priority for our company and a known objective within our workforce. Our commitment to this principle allows us to publicly affirm our belief that building diversity is quite simply the right thing to do for the success of our business.

Creating a diverse workforce is in the best interests of Tolko as we face the future. An engaged and dynamic workforce will help us reach and exceed our goals as a company, draw the best and brightest to our workforce to meet our demographic challenge, and foster innovative ideas to move the industry forward. As a leader in forest





products, Tolko has a responsibility not only to our company but to our industry. We must be the pace-setters in all aspects of our business. Diversity is a huge part of how we will succeed.

As Tolko's executive sponsor for Diversity and Inclusion, I want to reaffirm that commitment to you. We have only just begun this journey together. In this issue, you will be introduced to new committee members bringing their ideas and energy to many projects. You'll learn about additional training opportunities, and see an overview of Tolko's Gender Equality Journey, which details the actions taken and planned to ensure women continue to grow and advance at Tolko. Though we have come such a long way, there is further to go. You can count on Tolko to continue to make a difference.

Michelle

> DIVERSITY AND INCLUSION: WHY IS IT IMPORTANT?

How does Tolko become the forestry employer of choice with an engaged and diverse workforce of people working together, whether it's in one of our mills, or finance or IT?

"One of the ways is by building a diverse workforce and an inclusive work environment regardless of gender, age or ethnicity," explains Heather Press, Chair of the Diversity and Inclusion Steering Committee. The committee is a working committee whose purpose is to raise awareness and promote diversity of thought, experience and expertise throughout Tolko.

THANK YOU TO LEE FRIBERG

A big thank you to Lee Friberg for his insights and contributions as a key member of the committee during its first year. We will miss Lee's practical reasoning and natural curiosity as we explored ways to raise awareness of diversity and inclusion at Tolko.

The committee:

- Supports Tolko's strategy by taking an advocacy role and actively supporting initiatives that promote diversity and inclusion;
- Promotes ideas and events to further the spirit of diversity and inclusion;
- Explores and brings forward recommendations to remove barriers to diversity and inclusion; and
- Practices behaviours that model an inclusive workforce.



NEW COMMITTEE MEMBERS

The committee welcomes four new members to their team: Tess Hillard from Vernon, Bryan Myers from High Prairie, and Allie Affleck and Rachel Telfer from Tolko's Okanagan Woodlands team.

"I'm most excited for continued change in workplace culture," says Allie about why she has joined the committee. "By using education and awareness, we can continue to work together to move Tolko toward a more diverse work environment."

"I look forward to a time when we can look at our differences as something to celebrate, be honoured and shared rather than holding us back," says Tess. "Diversity and inclusion is not about removing differences, it is about ensuring those differences do not create barriers for growth."



➤ WOMEN IN FORESTRY

After discovering that women in forestry still encounter many challenges and barriers in their careers, coupled with Tolko's desire to be the forestry employer of choice, an employee committee was formed, and programs were developed to enhance leadership skills for women.

Under the leadership of Tanya Wick, Executive Sponsor, Taking the Stage and the Women in Leadership webinar series are just two examples.

"Since participating in Taking the Stage, I have built up the courage and confidence to speak in public," says Bronwyn Dunphy, Human Resources Business Partner in High Prairie. "The Leader's Script – a template used to structure messages – and other techniques are easily implemented in our day-to-day life, and they have a major impact on our presence, resulting in a more effective and influential communication style."

"It really pushed us as a group to get out of our comfort zones," says Kara Mills, an Optimization Specialist from the Lakeview Division. "In the Women in Leadership program, the speaker is incredible, making the subject matter very relatable and easy to use," she says, adding that the program "has created a lot of thoughtful conversations and a sense of community. It truly makes me proud to be a part of a company that recognizes the value of diversity."

In addition to programs to enhance women's leadership skills, training has been developed by Human Resources in a number of areas to support building a diverse and inclusive culture at Tolko.



> UNCONSCIOUS BIAS

Without us even knowing it, the human brain inherently sorts information and reaches conclusions: Is she too young to be a manager? Is he too old to be on the floor? Our brains also try to draw us to people who have similar interests and we position outsiders as outsiders. Together, those perceptions can lead to biased decisions and negative workplace behaviour. "Awareness and knowledge of our unconscious biases is the first

step toward a more diverse workplace, and the foundation for an inclusive environment at Tolko," says Heather Press, Chair, Diversity and Inclusion Steering Committee, adding the training is part of Tolko's company-wide strategy.

Managers in the Southern Interior attended the training in Vernon in September, with additional sessions being planned for later this year and early 2019.

> A MULTI-GENERATIONAL WORKFORCE

Meeting Tolko's goal of attracting, retaining and developing a workforce that's diverse and inclusive also means supporting an increasingly multi-generational workforce.

Human Resources team members recently took part in the pilot training session, 'How to get, keep and grow a multi-generational workforce.'

"We're not preparing for a multi-generational workforce—we already have one," says Heather Press, Diversity and Inclusion Committee Chair and Project Manager at Tolko. "We have more millennials than baby boomers

now at Tolko; a fundamental reason why we need to focus on understanding generational differences." Managers are now participating in boot camps while younger employees will be supported through courses like Navigating the Business Environment, which will be offered in the Southern Interior of BC in 2018 and other locations in 2019.



➤ AN INNOVATIVE WAY TO SUPPORT OUR INDIGENOUS WORKFORCE



Pictured above, from left to right: Terry Igel of Bowman Employment Services, Rod Paulson of Tolko, new employee J.R. Hutt, Dustin Armstrong and Evan Bisson of Tolko, Clorinda Sasakamoose of ATEC and Aaron Dyck of Bowman Employment Services.

Our new Indigenous Employment program in Kamloops, BC, is developing members of our Indigenous communities for jobs at our Heffley Creek plywood plant.

Tolko partnered with the Aboriginal Training and Employment Centre (ATEC) and Bowman Employment Services to pilot the program.

Five candidates participated in four weeks of essential skills and job readiness training, facilitated by Bowman, before taking job-specific training onsite at Heffley Creek.

"In just a few short months, the five participants have become valued employees who are engaged, motivated and committed to working safely," says Dustin Armstrong, HR Business Partner, Heffley Creek Division.

LEARN MORE ABOUT DIVERSITY AND INCLUSION

TOLKO'S LEARNING RESOURCE CENTRE

To create a diverse and inclusive workplace, Tolko recognizes that we need to educate ourselves, build internal awareness and provide relevant training. Supervisors now have access to updated diversity and inclusion materials through the Learning Resource Centre. New courses include: Diversity, Retaining Employees, Team Management, Ethics at Work and Global Collaboration.

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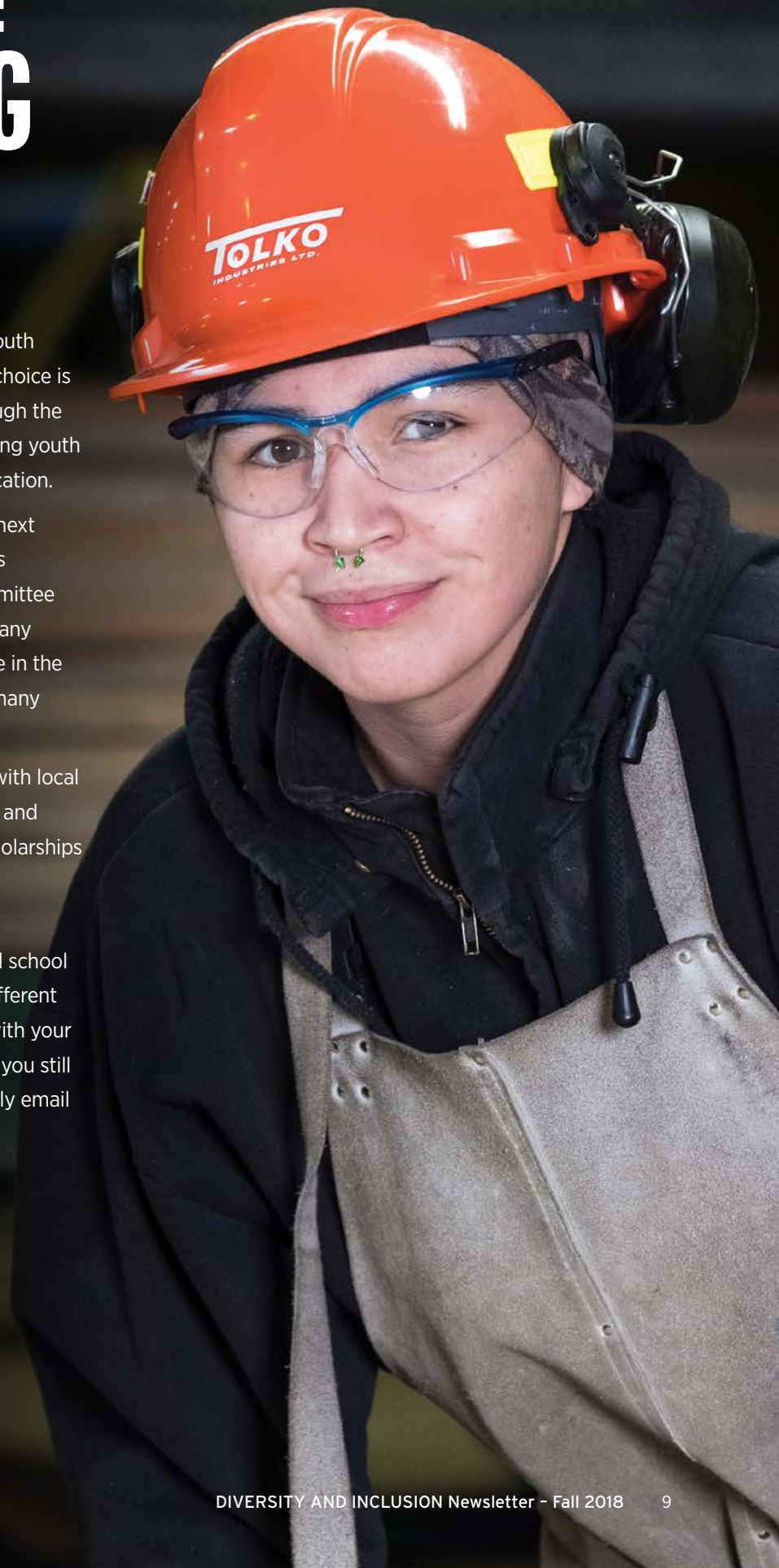
> THE LONG GAME: INVESTING IN YOUTH

At Tolko, we think long term. Investing in youth now to promote forestry as a good career choice is playing a long game, but it's worth it. Through the Tolko scholarship program, we are supporting youth interested in pursuing post-secondary education.

"Giving back to families by supporting the next generation of employees is rewarding," says Heather Press, Diversity and Inclusion Committee Chair. "Over the years, we have provided many scholarships to students, most of whom live in the communities where we live and work and many recipients have parents working at Tolko."

Heather explains that Tolko has partnered with local school districts in British Columbia, Alberta and Saskatchewan to administer two \$1000 scholarships in each of our divisions.

So, how does someone apply for a Tolko scholarship? Start by talking with your local school counselor, as each location has a slightly different application process and deadline. Or, talk with your local Human Resources Business Partner. If you still don't have answers to your questions, simply email scholarships@tolko.com



➤ IMAGINE A SCHOLARSHIP FOR BLOGGING

Jessica Rempel can solve a Rubik's Cube puzzle in 90 seconds. She also has an aptitude for numbers, was recently married, and is about to run her first half-marathon. She can list off some of the best places to eat, hike and stay in the Okanagan, which has been her home since she moved to BC from Gillingham, Man. when she was six years old.

Those are just some of things you can learn about Jessica, 23, who has been sharing insightful information about herself, her work, and her observations on her blog at www.thegreenestworkforce.ca.

Jessica's blog is a result of her being named one of 10 winners of the Forest Production Association of Canada's (FPAC) Green Dream Scholarship. The scholarship recognizes and celebrates selected interns who work for an FPAC member company.

In May, Jessica began an eight-month internship as a Control Systems student at Tolko's Armstrong Division. Her internship was the result of Jessica's enrolment in third-year mechanical engineering studies and the co-op program at UBC Okanagan.

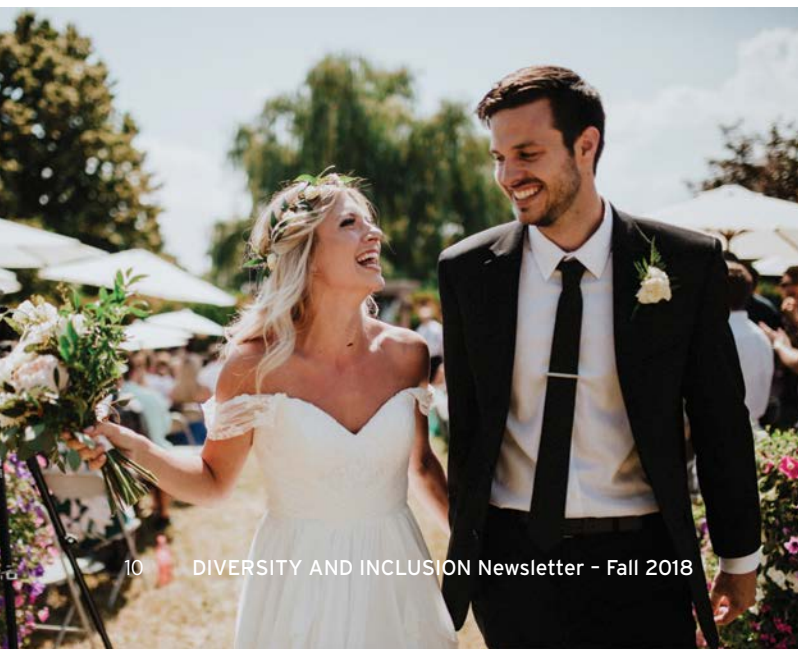
Her aptitude for mechanics and passion for technology also helped her secure the position.

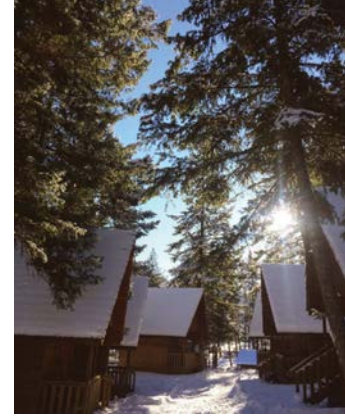
With the help of a GoPro camera awarded to her by the Green Dream Scholarship, Jessica has so far posted seven out of the 8-10 required blog articles to receive \$1,000 in scholarship funds.

"It was through Tolko that I learned about the scholarship. They helped me apply for it and have given me the incentive by matching the scholarship money," says Jessica.

Since her internship began, Jessica, who has never worked in a mill or in the forestry industry before, has been assisting Armstrong Control Systems Specialist, Dwayne Bueckert, in making sure autonomous mill operations run smoothly and efficiently.

"I have learned more about controls than I ever could have from a classroom. I get to do coding,





prototyping, and research into new technologies,” says Jessica. “I love the technology I get to work with and every day I’m challenged to learn something new. My days typically consist of researching, troubleshooting, designing, and writing logic. We’re also always introducing new technologies to make sure we are on the cutting edge of manufacturing.”

Jessica and Dwayne have also been working on an ongoing innovations project to install new technology to position one of the pneumatic (air) cylinders at the Armstrong mill.

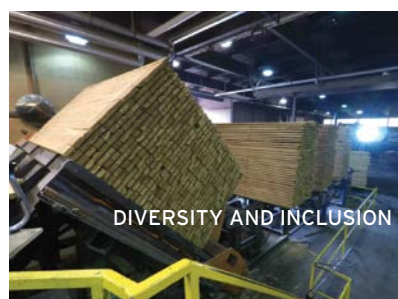
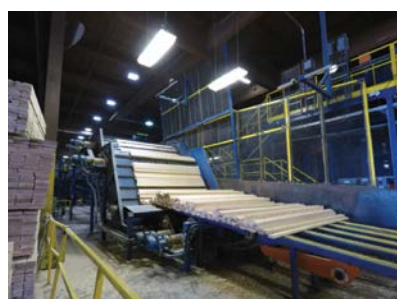
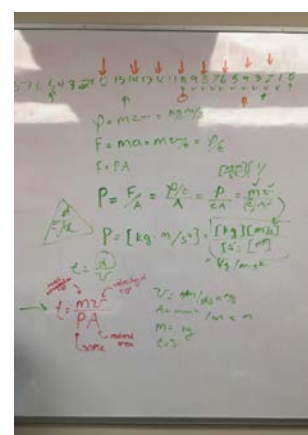
“It’s up and running now and was the culmination of four months of work,” says Jessica, who has written about the experience in one of her most recent blog posts.

“I have absolutely loved what I have been doing here. The work experience that I have received is

beyond anything I have ever done in a co-op. I’ve also loved the opportunity to share what I have been doing on the blog. I have had a lot of people through FPAC say they have been reading it. Out of the 10 scholarship winners who are writing the blogs, I am the only one in this sort of position working in control systems, so it’s been great sharing that experience.”

With her internship wrapping up at the end in December, Jessica plans to use both the Green Dream and matching Tolko scholarship money to complete her final year of schooling.

“Come January, I will be full-time back at school to finish my degree in engineering. I’ve loved my experience working at Tolko and I certainly would consider a future working with them again if the opportunity should ever come up.”



> PROFILE



Nadia Beck

Forest Technician, Woodlands

Feeling at Home at Tolko

As a smaller-framed female in the forestry industry, Nadia Beck came to prefer doing job interviews over the phone.

“Sometimes in this industry, I’ve felt like I was being judged, but I don’t feel like that was the case with Tolko,” says Nadia, a BC Woodlands Forest Technician. “I think I had a strong interview and it paid off!”

She had already been planning a move to Vernon when she came across the job at Tolko in March 2014.

“Before coming to Vernon, I heard great things about Tolko from other people in the industry.”

Nadia says she felt encouraged to apply because of the role itself—the diversity of the work without having to stay in camps.

“I like that I was offered the opportunity to work in various aspects of developmental forestry versus being a specialist,” says Nadia, adding the pay and benefits were also a draw.

Now that she’s been in the role for four years and seven months, she says she appreciates the variety of the role and working toward the goals of her team.

“I like the opportunities I’m being given to work in various aspects of forestry. I also like being a part of change and helping move our crew forward.”

As for challenges, Nadia says working with various personalities has led her to take workplace communication training.

“I try to listen before I speak, and I try to understand the other person’s point of view.”

Looking to her future with Tolko, she says she’s aware of opportunities for advancement and support to reach those goals.

To other women considering a non-traditional role at Tolko, Nadia says: “I would reach out to other females already in the role. They’ve been through a lot of what you’re going through and can help you.”

THE JOURNEY HAS STARTED: HOP ON BOARD

Journeys start with the conscious choice to change.

This year, Canada celebrated its first ever Gender Equality Week, Sept. 23 – 29, and Tolko, in partnership with Canfor, West Fraser and Resolute joined the journey together to drive the conversation forward.

In conjunction with the federal government's initiative, we showcased women across our industry who are actively changing the face of forestry, working as maintenance supervisors, engineers, tradespeople, foresters and more.

We know there is still a lot of work to be done by our companies to improve gender equality, and we are united in our commitment to do it. Whether it be career progression opportunities, pay equity, mentorship or work-life balance, these are the things that form the foundation for our companies to build truly diverse and inclusive workplaces.

During the week, the stories we featured were shared across our social media channels and on TNet. We hope you saw them. If you missed them, they are posted to journeyforequality.com.

TOLKO'S GENDER EQUALITY JOURNEY



> TOLKO RECOGNIZED FOR DIVERSITY & INCLUSION ACHIEVEMENTS

As part of Tolko's value of respect and its goal of becoming a forestry employer of choice, Diversity & Inclusion has become a way of doing business. Now Tolko is being recognized for those efforts.

The numbers say it all: In 2017, almost 63 per cent of new Tolko hires were millennials, nearly 8 per cent self-identified as Indigenous, and women were on their way to making up 16 per cent of Tolko's workforce (up from 11 per cent in 2016).

For all it does to create a diverse and inclusive workplace for people of all ages, genders and backgrounds, Tolko has been selected as a finalist for the Canadian HR Awards' Mercer Award for Excellence in Diversity and Inclusion.

"We've worked hard to support this strategy and ensure real change happens," says Tanya Wick, Vice President, People and Services. "We're proud to be recognized for an approach that's so important to Tolko."

The Mercer Award recognizes an organization with diversity and inclusion at the heart of its business, and with programs for women, members of visible minorities, persons with disabilities, Aboriginal peoples and the LGBTI community.

In its submission, Tolko's HR team highlighted specific initiatives and actions that have focused on gender and generational diversity as well as Indigenous inclusion.

For promoting gender diversity, in addition to female-friendly PPE at all sites, dialogue for Tolko women through a LinkedIn group and dedicated

training, Tolko provides a respectful workplace. It also includes its process for handling complaints and the promotion of pay equity and advancement opportunities.

As part of Tolko's strategy to attract and retain youth, the company highlighted its student scholarships, youth employment partnerships, and programs supporting at-risk youth.

Tolko's Indigenous inclusion was demonstrated in the submission through its student bursaries, the development of an award-winning activity book to introduce Indigenous youth to trades careers, an Indigenous employment program partnership and the High Prairie joint-venture project that created 20 jobs for local band members.

The submission also highlighted how diversity and inclusion is a way of doing business for Tolko, from the language used in all our communication, including policies, training materials and talent management practices—all as part of Tolko's value of respect and its goal of becoming a forestry employer of choice.

"Our submission really demonstrated how, as part of Tolko's commitment to creating a diverse and inclusive workplace, we are educating ourselves, building internal awareness and providing relevant training to employees," says Tanya.



By The Numbers

- In 2016, women made up 11% of Tolko's workforce. As of July 2018, we have increased to nearly 16%
- Female engagement has continued to improve, increasing 4 points between the 2015 and 2018 engagement surveys
- 7.8% of new hires self-identified as Indigenous in 2017: 67.5% as First Nations, 30% as Metis and 2.5% did not specify
- 62.8% of our new hires were millennials in 2017



FEEDBACK

Questions, suggestions or comments about Diversity and Inclusion can be directed to our confidential e-mail: DISC@tolko.com.

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