DIVERSITY AND INCLUSION Newsletter - Winter 2018 > WWSC Becomes DISC > Tolko 'Takes the Pledge' **Overcoming Unconscious Bias** Creating Futures for Youth > Learnings from 'Taking the Stage' OLKO

> GENDER DIVERSITY AT TOLKO GROWS INTO DIVERSITY AND INCLUSION

2017 marked the year Tolko's Women in the Workplace Steering Committee was established as part of our three-year strategic plan to achieve gender diversity goals.

"The focus in 2017 was to build awareness," says Heather Press, Committee Chair. "As awareness started to grow, conversations on gender diversity evolved to broader discussions about diversity and inclusion."

As a result, she adds, in 2018, people at Tolko will start to hear more about diversity and inclusion in our organization. However, we will continue to implement our Women in the Workplace strategy, which includes a three-year roadmap.

"We're looking forward to maintaining the positive momentum of 2017," says Heather, "as the newlynamed committee works to continue to build an engaged and diverse workforce of highly skilled people to deliver on our business strategy."



Diversity and Inclusion Mandate

Our three-year goal at Tolko is to:

- Understand the importance of diversity and inclusion for business success
- Move toward an integrated approach to diversity and inclusion
- Champion diversity and inclusion throughout the organization

The purpose of the Committee is to:

- Support the strategy by taking an advocacy role and actively supporting initiatives
- Support the development and implementation of action plans
- Provide feedback, guidance and recommendations
- Be a visible change leader



> TOLKO 'TAKES THE PLEDGE'

If you want to create change, sometimes you need to look at where you are and find a new path forward. On Oct. 20, that's what CEO Brad Thorlakson was doing as he added his name to the Minerva Diversity Pledge, steering the company toward a more inclusive and diverse future.

"We are committed to building a more diverse and inclusive workplace at Tolko," says Brad. "Supporting the Minerva Foundation and signing the Diversity Pledge is another step toward demonstrating our commitment. Embracing the principles of this pledge will help our business thrive and our communities to grow stronger."

Minerva BC is a registered, non-profit charitable organization that supports women and girls throughout the province to gain the confidence and skills they need to reach their leadership potential. Minerva elevates the visibility, influence and contribution of women to change the face of leadership in BC.

Minerva Diversity Pledge

As business leaders in British Columbia, we are committed to the principles of diversity in all facets of our organizations. We recognize that while much has been said, too little has been done to make the presence of women in leadership a reality in business and industry.

Therefore, we pledge to act individually, on behalf of our company, together with others in our supply chain, and in partnership with The Minerva Foundation, to create opportunities that support women's advancement and leadership in our organizations and in our communities.

We recognize words without action will not change the face of leadership and thus, where consistent with our fiduciary responsibilities, we support this statement of commitment.



I will ensure resources are dedicated to and guided by the following principles:

- **Principle 1**: Gender diversity is a strategic priority for our company and a known objective within our workforce.
- Principle 2: Regulatory standards for the representation of women in our executive board and senior leadership ranks are treated as the minimum requirement.
- **Principle 3**: Management policies and practices supporting gender diversity are in place making the advancement of women visible, measurable and sustainable in our company.

- Principle 4: Best practices and benchmarks in the advancement of women are sought out and actively championed in the BC business and economic sector where our company operates.
- **Principle 5**: Our company actively supports

 workplace and pre-career development

 programs for young women.
- **Principle 6**: Gender diversity initiatives and progress within our company are reported annually in regulatory and voluntary stakeholder disclosure.
- **Principle 7**: Our company actively champions private sector efforts to increase the pace and progress of women in leadership by sharing what we learn.

President and CEO, Brad Thorlakson, is joined by Tina Strehlke, Interim CEO, Minerva, as he signs the Minerva Diversity Pledge solidifying Tolko's commitment to creating diversity in all aspects of our business.

> OVERCOMING UNCONSCIOUS BIAS

As part of our commitment, the steering committee and the Leadership Team attended Unconscious Bias training. Using case studies, judgement exercises, videos and group activities, participants worked to increase awareness of their unconscious biases as well as recognize them in others. Understanding the impact of biases, practical techniques to mitigate them and the benefits of inclusive behaviour were some of the key learnings.

Committee member Judy Johnston is doing her part to shift the Tolko culture.

Question: What do you feel is your most important learning from the training?

Judy: How rampant biases are that people don't even realize they have. Simply adjusting our adjectives can change the tone of our messages. We are now not salesmen or women... let's just be traders.

Question: How has the training changed you?

Judy: The training has me thinking before speaking in a great way, and speaking out when a bias is spoken.

Question: Are you seeing changes within your team?

Judy: Yes! My team has a heightened sensitivity to biases and using language to disrupt the biases. Again, often times just leaving out an adjective that is unnecessary. I call my team on their biases and they on mine. This training should be for everyone.

Great segue Judy! As an ongoing part of the diversity and inclusion strategy, and with the endorsement of the Leadership Team, we continue to invest in our people by integrating Unconscious Bias training into Tolko's learning and development programs. Stay tuned for opportunities to develop these skills in 2018.



CREATING FUTURES FOR YOUTH

Making dreams come true... that's what Saskatchewan Polytechnic does. How? By helping Indigenous students achieve their educational and career goals. And Tolko has partnered with them to create an Indigenous Activity Book to promote Indigenous youth entering skilled trades.

Recognizing that Indigenous youth, on average, will drop out of high school by Grade 10, the activity book promotes continued education and career development. The book highlights career options and role models in featured trades encouraging students to stay in school and pursue a postsecondary education. Over 25,000 copies of this book have been distributed to inner city schools with high Indigenous populations, elementary and high schools on First Nations in Saskatchewan, and at career fairs.

"Through Tolko's Innovation Fund, we were able to provide financial support to Sask Polytech for the development, design, and distribution of the activity book," says Scot Durward, HR Manager, Operations and Woodlands. "Tolko is currently sourcing applicants from these programs and recognizes this organization as an industry leader in the province in terms of Indigenous inclusion."

Sask Polytech is Saskatchewan's primary public institution for post-secondary technical education and skills training, recognized nationally and internationally for their expertise and innovation. Their programs include business, forestry, manufacturing, technology, and technical training for trades.





The Indigenous Activity Book produced in partnership with Saskatchewan Polytechnic. http://saskpolytech.ca/student-services/support/indigenous/indigenous-activity-book.aspx



"If I can go home every night knowing what I did that day helped in any way, small or big, I will be happy."

- Conner LaPointe

"The resources have helped me to become a better person, have encouraged me and taught me a lot of people are involved in my success."

- Chelsea Murray

ROLE MODELS

These Indigenous students have seen lots. Listen to them, they are wise.

Who makes you proud? Why?

ōki ehiyaw kiskinwāmākanak kwayask mistahi kēkwāy kē-pēwāpātamwak, nitōtawikwāw, kwayask iyinisiwak. nitōtamwak otācimowināwāw. awina kāmamīciyisk, tanīki.





CONNER LAPOINTE

Hometown: Saskatoon, SK

Program: Instrumentation Engineering Technology - diploma

Before Conner started the Instrumentation Engineering Technology program, he had to complete a few prerequisites in the Adult Education program.

"It was really good for me because I could work full-time and still take classes at night. The transition to postsecondary was seamless, thanks to Sask Polytech," says Conner.

Conner, a Métis man, says one of the best parts of attending Sask Polytech is the friendships he's been able to build with his classmates.

When he reflects on his time at Sask Polytech, Conner says some of the most important lessons he's learned is to appreciate the low times as much as the high times.

CHELSEA MURRAY

Hometown: Binscarth, MB

Program: Carpentry - applied certificate

When the going gets tough, Chelsea gets going. But, she says, she can't take all the credit.

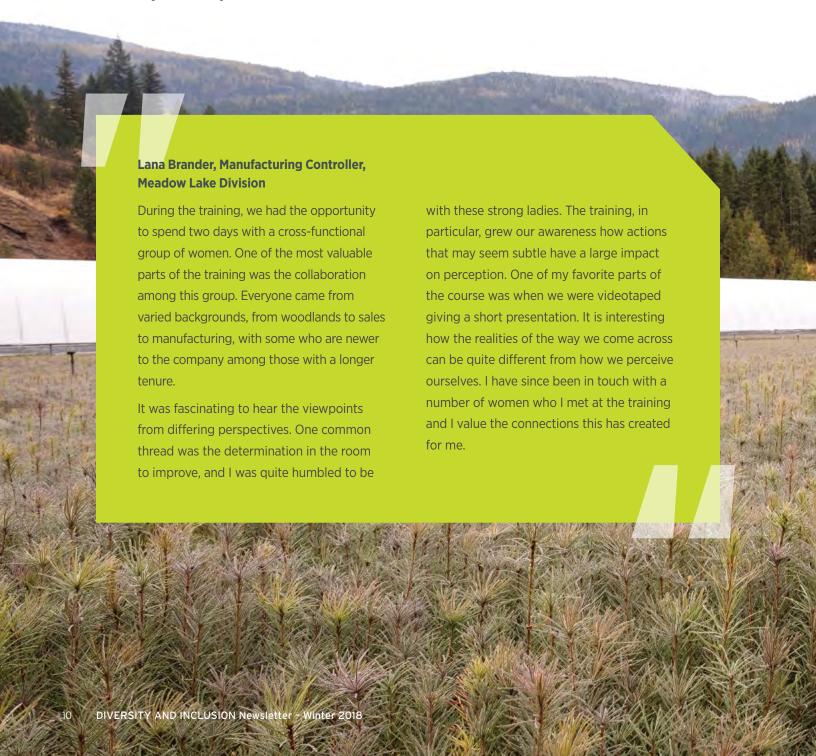
"I was scared and going through a lot of personal issues when I first started school. Everyone pulled together to help me get settled and on my way and inspired me to succeed in this program," says Chelsea, a Métis woman.

She says the support she received from her instructors and her classmates helped her find confidence to push through and achieve her goals. She also says she accessed a variety of services available to her on campus to help her overcome barriers to success.

"The resources have helped me to become a better person, have encouraged me and taught me a lot of people are involved in my success," she says.

> LEARNINGS FROM 'TAKING THE STAGE'

Taking the Stage is a two-day training program for women to learn to speak with courage and confidence so they can be seen as leaders. You may remember from our last newsletter that 13 women completed the first session. In September, the group completed the second session. Here is what they had to say:



Sari Cox, Maintenance Supervisor/Planner, Lavington Division

Taking the Stage was an invigorating journey through critical steps that will make me a more effective leader. I was awakened to habits that cloud my messages and discovered how tools like leader scripts, presence and brand will ensure that my ideas reach the audience that needs to hear them. In my role as Maintenance Planner, these

are vital skills. I work with production and maintenance personnel, each of whom has their own issues that need to be addressed. When I draw everyone together I need to ensure meaningful dialogue that results in an effective plan. My newly acquired skills will allow me to continue improving this process.

Weijie Wang, Quality Control Supervisor, Lakeview Division

The course was an eye-opening experience to recognize behaviors that undermine leadership. It has given me lots of insight into who I am, how I come across to others, and how I can effectively make the audience hear my voice. I came out of it with specific tools that can be easily incorporated in my life to strengthen my leadership and move forward in my career.

Plans are in the works to offer another session in 2018. "I enjoyed participating in this training and watching each person learn how to unlock the power of her voice and speak with a confident presence," says Tanya Wick, VP People and Services. "Offering this training to others at Tolko is just one more step in our commitment to support women in our workplace."



Administrative Assistant, High Level

Laureen Wouters has a long and successful career with Tolko High Level Division. She's worked with about 11 plant managers and has seen it all, or at least she thought she had seen it all. In the past year, she has seen something new at Tolko, something that's inspired her and given her hope for the next generation of women.

"I've been with Tolko for 21 years and when I started there really wasn't much opportunity for women to rise through the ranks in operations," she says. "You worked on the administrative side and that was that. Over time, of course, more women have made their way into the mill but, until recently, they were the exception and working in operations was not something that was actively encouraged. Now, I see the company talking about women and diversity in a very encouraging manner and it's exciting to see the possibility that exists now at Tolko for young

women who are getting started and for those who are in the middle of building their careers."

While Laureen is happy for everyone who will benefit from the work of the Diversity and Inclusion group, she wishes she had been offered more opportunities in her own career.

"It would have been nice to have a mentor, to have someone to share with and to support you." But now that she sees where Tolko is going, she's doing her best to give back to those she works with by acting in a mentorship role herself.

"People say I am the historian here, they come to me to know what's happened, to get the context of the organization. I have a lot of knowledge and wisdom and I am happy to share it with those just getting started so the path will be easier for them."

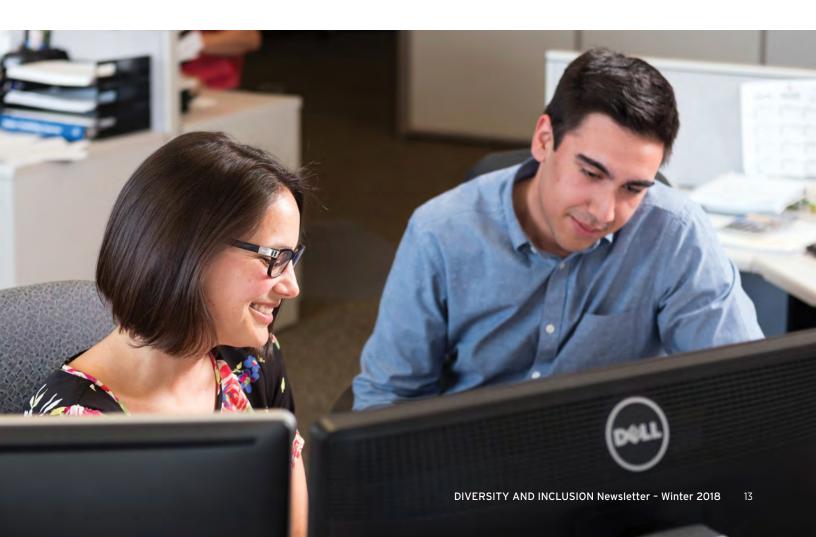
> MYTH BUSTING

"But, I don't have any unconscious biases."

Relax, we all have biases. We receive 11 million bits of information every moment but the human brain can only consciously process 40 bits. To manage this, our brain automatically sorts information and reaches conclusions without our awareness. This is what is referred to as unconscious bias. Factors that contribute to unconscious bias include:

- Visible identity (gender, race, age etc.)
- Stress, including frustration, anger or fatigue
- Time constraints
- Lack of good information

We can't eliminate our biases, but by becoming aware of them, we can help reduce negative biases both in our workplaces and in our communities.



> CALL FOR MEMBERS

DO YOU WANT TO SHAPE THE FUTURE OF DIVERSITY AND INCLUSION AT TOLKO?

The Diversity and Inclusion Steering Committee is seeking new members interested in playing an active role in contributing to Tolko's approach to diversity and inclusion.

We are looking for members from various departments and divisions to bring their unique perspective to the table. The term begins in April 2018. If you'd like to add your voice to the committee, please contact Heather Press at heather.press@tolko.com.

CONTEST

Last Issue's Contest Winners!

Three winners were selected in a random draw of the correct submissions to the question in the last issue:

Question: What percentage of women comprise

Tolko's workforce?

Answer: 11%

Winners:

1. Brianne Coones – Tolko stainless steel water bottle

2. Terri Hanson - Tolko moleskin notebook

3. Trish Thompson – Tolko moleskin notebook



New Contest!

Let's turn the lens onto our own Unconscious Bias. Are there any words or phrases that we can change to make them more inclusive? We'll give you a clue as to how the game works — just one — salesmen or women. We should use trader instead.

Now it's your turn. What can we change? Come up with the best suggestion and we'll send you some swag. Send your suggestions to womens.strategy@tolko.com



FEEDBACK

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

TRUE. TRUSTED. TOLKO.

