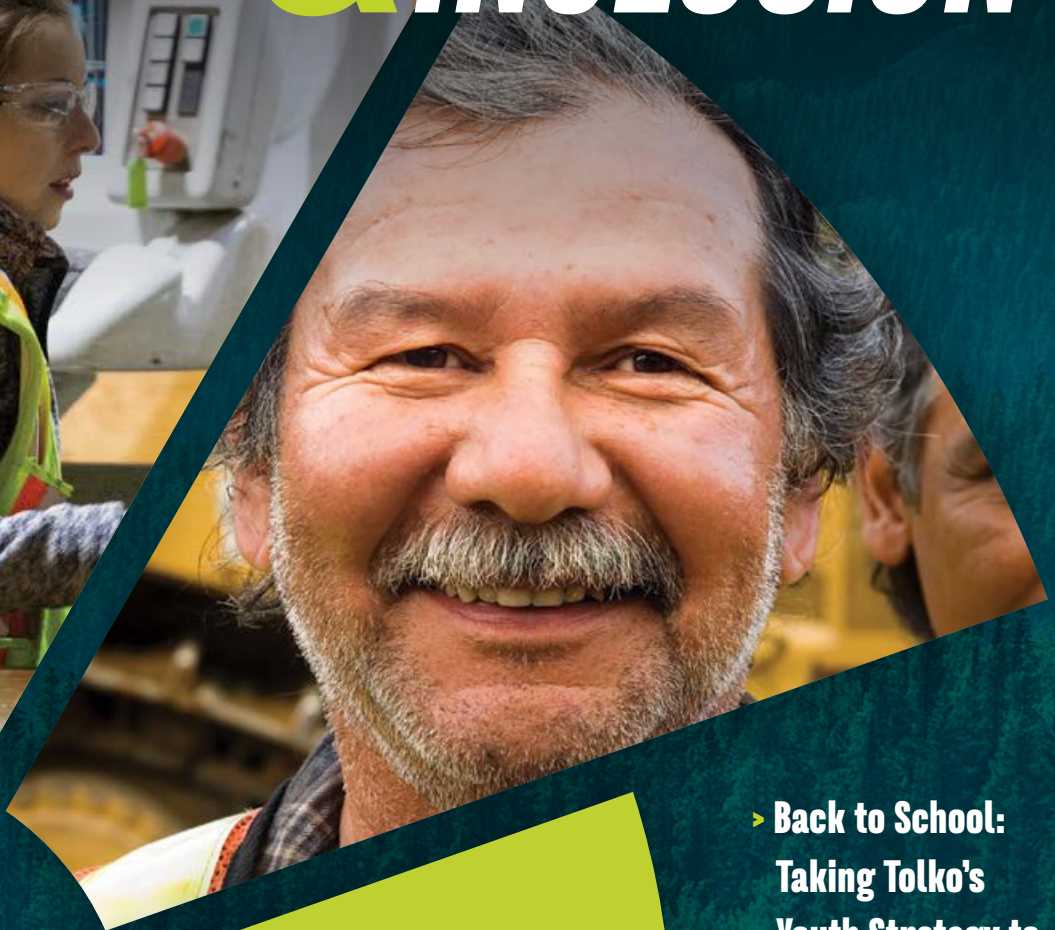


DIVERSITY & INCLUSION

Newsletter – Winter 2019



> **FINDING A
NEW
PATH
FORWARD**

**TRUE.
TRUSTED.
TOLKO.**

- > **Back to School:
Taking Tolko's
Youth Strategy to
the Classroom**
- > **Shall We Dine?**
- > **n-gen Training**
- > **DISC: Looking
Ahead to 2019**

TOLKO

MESSAGE FROM TANYA WICK

EXECUTIVE SPONSOR



When we started our Diversity and Inclusion Strategy just over two years ago, we had a vision but were unsure how far it could go. I've always had a passion for ensuring workplaces are equitable in their treatment of women and other under-represented groups. My team and I are inspired by the idea of building a more inclusive workplace where all employees can thrive. This vision, combined with a lot of hard work and incredible support from our Leadership Team and employees across the company, has come to life. Today, Tolko is seen as the company leading the charge for change in the forest industry.

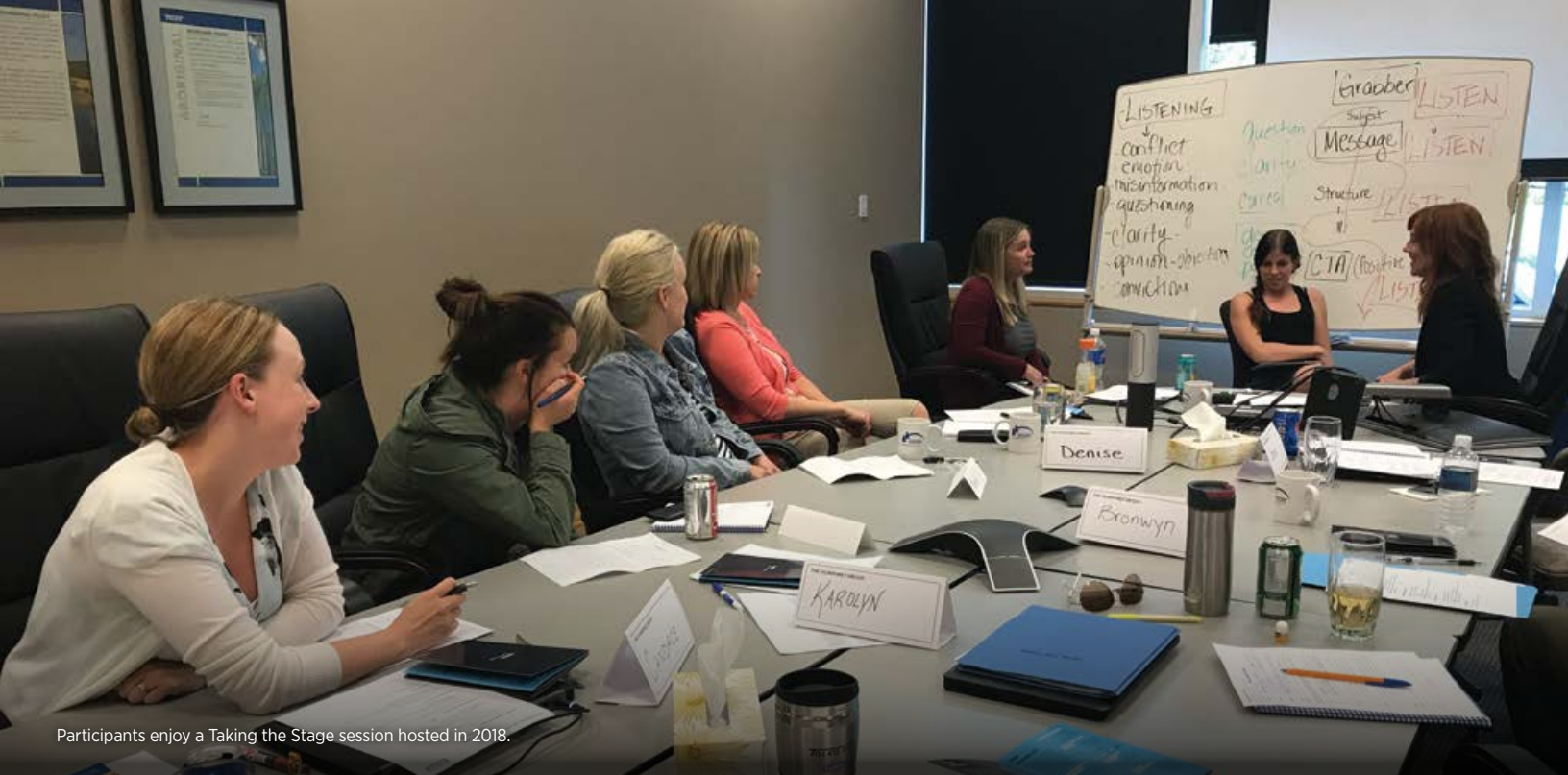
As we launch into 2019, let's pause to acknowledge what we've achieved together so far.

In 2018, we completed our gender audit and will have the results soon, allowing us to review and refresh our strategy. We developed the Leadership Impact for Women Program, which has been successfully piloted and will be rolled out across the organization

this year. We reviewed work practices, delivered Unconscious Bias training, increased our presence in schools, formed a number of post-secondary partnerships, and the list goes on.

I was also humbled to be honoured with the first FPAC Women in Forestry Award of Excellence in 2018. The award may have my name on it, but this recognition is absolutely for our team effort. From the Leadership Team, who have shown unwavering support, to our people team, to the Diversity and Inclusion Steering Committee; everyone we've engaged has taken this on with enthusiasm and energy.

This year, I will be an active participant on the Canadian Institute of Forestry's (CIF) National Steering Committee for Gender Equality in Canada's Forest Sector. The Committee was struck in the fall, and we have already had our first meeting. It's an inspiring group of people, and we've set ambitious goals for ourselves that



Participants enjoy a Taking the Stage session hosted in 2018.

include demonstrating to other sectors what can be done and identifying barriers that can be eliminated across industries. Other goals include developing recommendations for how to draw the best and brightest to the industry, devising ways to secure industry-wide commitments on progressing women in forestry, developing a practical approach that is seen as a necessary business strategy, and securing equal opportunities for success for both men and women in the industry.

In addition to the CIF Committee work, our Tolko team is working on a number of initiatives to keep moving our Diversity and Inclusion Strategy forward. With the support of our new Diversity and Inclusion Advisor, we will implement our mentorship program pilot and launch both an Indigenous Awareness Training program and a Diversity and Inclusion Module that will be part of our Supervisor Development Framework. We'll continue to strengthen our partnerships

with secondary and post-secondary institutes to highlight career opportunities in the forest industry. We'll also be participating in our second Gender Equality Week.

There's so much happening, and we're always adding new initiatives. We've come so far in such a short time, and in 2019, we will continue to build on that momentum. Our long-term goal is to establish a culture where diversity and inclusion are embedded in everything we do.

I hope you enjoy this edition of the Diversity and Inclusion Newsletter. Please follow me on LinkedIn for my regular updates: www.linkedin.com/in/tanya-wick.

Sincerely,

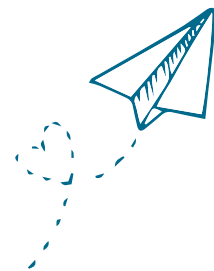
Tanya Wick

Tanya Wick, Vice President
People and Services



BACK TO SCHOOL

HEATHER PRESS TAKES TOLKO'S YOUTH STRATEGY TO THE CLASSROOM



“Nerve-wracking” is the reply we get when we ask Heather Press what it’s like to deliver a presentation to a class full of teenagers. And Heather, a Project Manager with Tolko’s HR team, would know. She recently spent a few hours in class with a group of Grade 10 students at a high school in Vernon talking to them about Tolko and the forest industry.

“Being present in schools is part of our long-term strategy to create awareness of the industry with young people,” says Heather. “It’s also one more way we can stay connected with our employees, their families, and our communities.”



Photo: Heather Press, Project Manager

So, what do you tell a group of teenagers about Tolko? Well, according to Heather, a lot!

“While we’re there, we talk about the fact there are many opportunities in forestry, including opportunities for local employment,” says Heather. “We also tell them a bit about how Tolko invests in people and communities for the long term and, of course, we talk to them about forestry being sustainable and green.”

From the response of the students, it seems like a winning strategy.

“We called this event ‘Talk to Tolko,’” says Heather. “Students worked in groups and visited ‘stations’ hosted by Tolko employees from various parts of the business. They asked questions and learned about the kinds of job opportunities that are available. Afterwards, we asked the students what comes to mind when you think of Tolko. They said our values, community, and environmental sustainability, which I thought was great. I think we nailed it!”

Heather says the work is necessary and wouldn’t be possible without the help of Tolko employees, school district administrators, career counsellors, and teachers.

“We have a demographic challenge ahead, and we’re working hard to raise our profile to make sure we have people in the pipeline to fill these positions,” she says. “We’re thankful everyone in the school system is open to working with us to make presentations like these, and like the Open



House recently held in Meadow Lake with Grade 12 students, possible.”

Heather says the Youth Strategy is but one pillar of Tolko’s overall Diversity and Inclusion Strategy.

“We also continue to develop and implement attraction, retention, and development strategies specific to under-represented groups, including women and Indigenous Peoples,” says Heather.

“At the same time, we’re providing training to support



a diverse and inclusive workplace for all employees.”

For Heather, the work is worth the effort.

“I honestly don’t think there’s more rewarding work,” she continues. “You get to meet people and help them discover fulfilling careers. Is there anything better?”

Read more from Heather on the work of the Diversity and Inclusion Committee on pg. 12.



> COMMITTEE PROFILE *TESS HILLARD*



Tess Hillard has been a Credit Specialist at Vernon Office for 13-plus years and in her time with Tolko, she has seen the highs and lows of the industry. Today, she feels Tolko is in a good place, a stronger place,

one made even better by its focus on diversity and inclusion. When Tess was presented with the opportunity to serve on the Diversity and Inclusion Committee, she eagerly accepted.

For Tess, being a part of the committee gives her the chance to make a lasting difference at the company. She believes the most important work of the committee is raising awareness. “I believe most people do not choose to be biased. By raising awareness, we create an opportunity for a mental shift in people that will lead to change,”

she says. “I look forward to a time where we see our differences as something to celebrate, to be honored and shared rather than holding us back. Diversity and inclusion is not about removing differences, it is about ensuring those differences do not create barriers for growth.”

For Tess, the real opportunity for women, in particular, is to address their own internal barriers to success.

“Many women have internal barriers, unconscious biases if you will, that cause them to limit themselves,” she says. “I grew up with these biases in my own mind and that caused me to limit my growth. I hope the work of the committee will allow others to discover and overcome their self-imposed limitations. When a woman can put aside her own internal biases, she can really set herself up for success.”



SHALL WE DINE?

MEADOW LAKE OSB HOST WOMEN IN THE WORKPLACE LUNCHEON

Lana Brander, Manufacturing Controller, is not one to miss an opportunity to improve communications at Meadow Lake, particularly when it relates to her role as a diversity and inclusion ambassador. So, when she was asked to manage the schedule for an upcoming visit by President and CEO Brad Thorlakson and Vice President, Strand-based Business, Jim Baskerville, she saw an opportunity.

"It occurred to me that many of the women here rarely get an opportunity to meet and engage with the Senior Leadership Team while they are on site," says Lana. "With diversity and inclusion being top of mind right now, I thought it was time they had that chance. When the agenda was drafted, a 'Women in the Workplace Luncheon' was added."

The draft agenda was sent to Plant Manager Trevor Brander for approval and he enthusiastically

supported the idea. "We want to make sure we're bringing different voices to the table," says Trevor. "New ideas, different points of view are significant business opportunities; I would even say they can be a competitive advantage. We want to make sure we're putting the ideas forward, and giving the people behind them an opportunity to share."

With the luncheon firmly on the agenda, the call went out to women at the mill and they responded in spades. Almost 20 women expressed an interest in attending the luncheon.

"We were really impressed with the level of interest," says Lana. "Women from a wide variety of roles across all levels of the organization from leadership, maintenance, and production signed up to attend. It was great!"



A lively discussion during the Meadow Lake Women in the Workplace Luncheon



On a sunny day in October, the group gathered in the large boardroom in the Meadow Lake offices. From all reports, a lot of ground was covered.

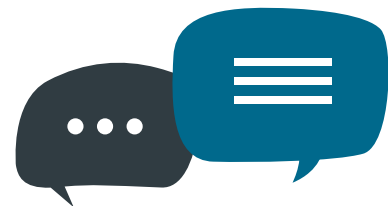
The meeting started with a round-table discussion about everyone's backgrounds and their history with the company. President and CEO Brad Thorlakson then spoke about his desire to support women in leadership and his personal history with strong women in his life, particularly his grandmother Jemma who played a significant role in Tolko's early success.

"My grandmother was a strong woman whose influence can be seen today in our values," says Brad. "Together, she and my grandfather worked to get the business off the ground, to see their children educated, and to make sure they treated everyone they worked with fairly. She was a big influence on all our lives."

Brad also discussed how diversity in our workplace is a competitive advantage that will have a significant impact on the future of leadership at Tolko and beyond.

"We were happy to hear Brad say the company wants more diversity in higher management

“Diversity in our workplace is a competitive advantage that will have a significant impact on the future of leadership.”



positions," says Crystal Ironstand, who has worked at Meadow Lake from day one and was also the first female electrical apprentice at the mill. "Everyone was appreciative of how supportive he was and how he encouraged us to connect with supervisors/managers on-site and aggressively pursue our development plan if we are interested in career growth."

The group also discussed Vice President, People and Services, Tanya Wick's work inside and outside the company to support women, and Tolko's goal

of becoming the employer of choice.

Brianne Coones, a Payroll Administrator at the site, says she was impressed with the openness of the meeting. "All of the attendees were very willing to answer our questions," she says. "It was very apparent that the drive

to improve diversity and inclusion across the company is something that Brad and other leaders across the company support wholeheartedly. It was great to hear that."

And what did Brianne ask Brad? "I asked him 'What inspires him?' and he responded by saying, 'watching employees grow and succeed,' which was also great to hear."

> N-GEN TRAINING

THE A-Z OF WORKING WITH MULTIPLE GENERATIONS IN OUR WORKPLACE

Are you a gen-Z or a gen-X or perhaps a traditionalist? If you don't know or aren't really into all the talk of different generations and their workforce participation, you might want to stop and think twice. While

most industries are still very traditional, things are changing. In fact, right now with five generations in the workplace — each with a distinct set of motivating factors that impact how and why they come to work every day — it's more important than ever to understand the impact of different generations on the workplace.

WHICH GENERATION ARE YOU?

TRADITIONALISTS 1922 - 1945

BABY BOOMERS 1946 - 1964

GEN X 1965 - 1980

MILLENNIALS 1981 - 1995

GEN Z 1996 - 2012

We recently invited Giselle Kovary to the Vernon Office to speak on the topic. Giselle is the president and co-founder of n-gen People Performance Inc. She has more than 20 years experience

in learning and development and is a sought-after resource for her expertise in understanding different generations and their approach to work.

According to Giselle, the key to improving collaboration and delivering better business results is understanding what motivates different generations.





Giselle and some of Tolko's n-gen employees.

“Each generation possesses a unique identity that translates into different behaviours,” says Giselle. “Looking at groups from a generational perspective can help us understand these behaviours from a big-picture, macro level. We can then use this information to establish policies and programs to attract and retain a variety of people across generations.”

Giselle also says that having multiple generations in the workplace is also another form of diversity.

“Each different generation is shaped by events that

occur throughout their lifetime,” she says. “Socio-historical events bind people together and help them identify into groups. Each group brings a diversity of approaches, skills, and ideas to the table.

“To create a truly collaborative, well-functioning team, we need to find common ground while respecting each other’s differences. We must also recognize that the tactics used to engage one generation may not work on another. The key to the future is designing a workplace that supports employee success in a variety of ways.”

MAXIMIZING TEAM COLLABORATION & INCLUSION

Some tips for creating an environment where multiple generations can work together:

- 1.** Leverage the expertise of your experienced employees.
- 2.** Establish team communication protocols around the frequency, medium, response times, and level of involvement of various team members.
- 3.** Allow each team member to identify how they can contribute to team goals.
- 4.** Encourage team debate. Be open and willing to explore new ideas.
- 5.** Create opportunities for knowledge transfer between experienced and young workers.

FINDING A NEW PATH FORWARD



Scot Durward Helps Tolko Forge a New Relationship with our Indigenous Communities

Scot Durward, Tolko's HR Manager, Operations & Woodlands, is committed to helping the company find new ways to work with and relate to its employees and communities. Since 2015, that commitment has included exploring what the recommendations from the Truth and Reconciliation Commission mean for Tolko and the many Indigenous communities we work with across B.C., Alberta, and Saskatchewan.

We recently sat with Scot to talk to him about this work and what it means for Tolko and to him.

Tell us when you first became interested in the work around Indigenous communities, particularly around Truth and Reconciliation?

When the Truth and Reconciliation Commission released their report in 2015, it contained 94 recommendations (Calls to Action). Recommendation #92 called on the corporate sector and leadership to adopt the United Nations Declaration on the Rights of Indigenous People as a reconciliation framework. It also called for meaningful consultation, long term sustainable



Truth and
Reconciliation
Commission of Canada

WHAT IS THE TRUTH AND RECONCILIATION COMMISSION?

In June 2008, the TRC was established to document the history and lasting impacts of the Canadian Indian residential school system on Indigenous students and their families.

In June 2015, the TRC released an Executive Summary of its findings along with 94 calls to action to advance reconciliation between the Canadian people and Indigenous Peoples.

The Calls to Action can be found at www.aadnc-aandc.gc.ca/eng/1524494530110/1524494579700 and cover topics from child welfare to justice to commemoration.



Tom Hoffman, Manager, External and Stakeholder Relations with members of the North Peace Tribal Council (NPTC).

opportunities from economic development projects as well as education and training for managers on the history of Indigenous people.

Right there and then, I started thinking about what that meant to me personally and how Tolko would participate in that process.

What does your work around Truth and Reconciliation mean for Tolko in the short term?

In the short term, we have a responsibility to consider the right time to provide education for management and staff on the history of Indigenous Peoples and the impact of their relationship with Canada and the Canadian people on their culture.

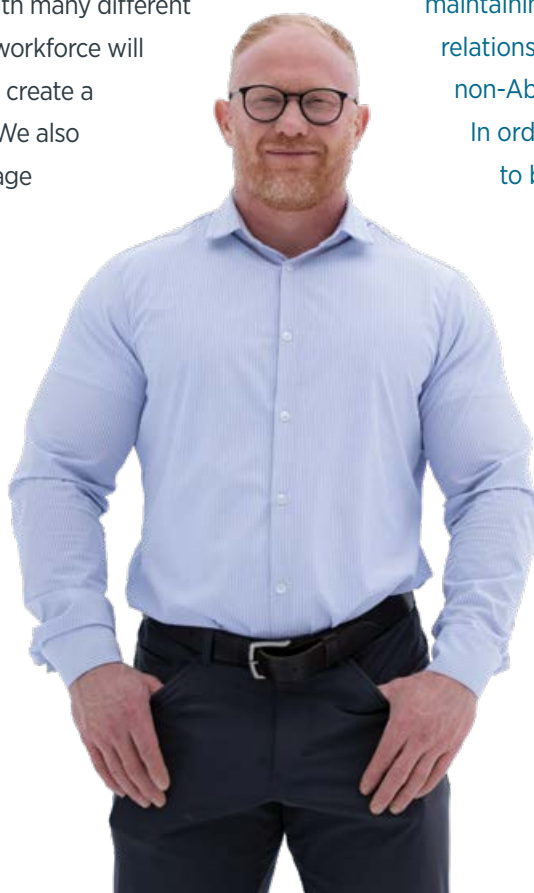
How will this impact Tolko's future?

Working with Indigenous communities will result in long-term economic opportunities through partnerships and employment for Indigenous people. Also, as you know, diversity is important to us. We want to develop a workforce with many different voices and skill sets. A diverse workforce will give us a competitive edge and create a culture that invites innovation. We also know that companies that engage their Indigenous workforce tend to be more successful.

What is the area that you think will be most impacted? Woodlands? Stakeholder relations?

There isn't one area of the company that won't be involved in this process.

Photo: Scot Durward, Manager, HR Operations & Woodlands



We all have a part to play in this process both professionally and personally. Ultimately, Call to Action #92 is about creating a sense of cultural safety in our workplace for everyone. If we adopt, it means we will better understand and respect each other, which will allow us to work together more effectively.

Where do you see Tolko in a year with this work?

I'd like us to be a leader across the forest products sector and beyond. It will be a competitive advantage for Tolko to participate in this process. In five years, I'd like to see us recognized as having made a significant contribution to the process of Canadian reconciliation. Through this work, we continue to make Tolko an exciting, rewarding, and culturally safe place to work.

WHAT DOES RECONCILIATION MEAN? THE TRC DEFINITION OF RECONCILIATION IS:

"...Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour."

(Source: Honouring the Truth, Reconciling for the Future Summary of the Final Report of the Truth and Reconciliation Commission of Canada, The Truth and Reconciliation Commission of Canada, 2015, p. 6)

➤ MAKING A DIFFERENCE:

DIVERSITY AND INCLUSION STEERING COMMITTEE LEVERAGING MOMENTUM IN 2019

Heather Press is passionate about creating inclusive environments. When she's not in schools talking to young people about career opportunities in the forest industry, she's working with the Diversity and Inclusion Steering Committee to drive change at the grassroots level.

It's demanding at times, but she is honoured to be engaged in work that makes a difference.

"It's rewarding to be part of such an important cultural shift," she says. "You can see that conversations are changing, thought-provoking questions are being asked, and actions are being implemented that are making a difference."

Heather is proud of the Committee.

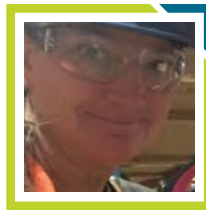
"We're an engaged and committed team," she says. "None of us are experts in diversity and inclusion, but we continue to learn together. We're proof

that diversity of thought, while sometimes challenging, results in better outcomes."

In 2019, the Committee will be supporting the development of a new Diversity and Inclusion training module to supplement existing Supervisor Development Framework (SDF) modules. The group will also be working on identifying and developing at least one new diversity and inclusion champion in each of our locations. Finally, the group remains committed to providing recommendations for training and development resources at Tolko. "We're all really excited about 2019," says Heather.

"The work we are doing is being noticed. We're being recognized as a diversity and inclusion leader in our industry," she says. "We also get feedback through our recruitment strategies that candidates are drawn to us because of our efforts to support a more diverse and inclusive work environment."

Have questions or interested in becoming a member of the Diversity and Inclusion Steering Committee? Speak to your manager or the nearest D&I Committee member or contact Heather at: DISC@tolko.com.



> MYTH BUSTING

TACKLING DIVERSITY MYTHS

“Diversity is asking someone to the party. Inclusion is asking them to dance.”

As we work to create a diverse and inclusive workplace, it's important to tackle some of the common misconceptions (myths) surrounding the topic. This edition, we tackle the myth of who is really responsible for diversity and inclusion efforts across the company.

MYTH: *DIVERSITY AND INCLUSION IS THE RESPONSIBILITY OF OUR HR TEAM. NO, JUST LIKE SAFETY, INCLUSION IS EVERYONE'S RESPONSIBILITY.*

We all (leaders, managers, supervisors, and employees) play a significant role in creating a workplace where everyone feels safe and valued for their contributions. We all have a shared responsibility to respect the people we work with and to make an effort to include them in our workplace activities.

> HELP YOURSELF

WAYS TO MANAGE YOUR CAREER AT TOLKO

You're a great employee. You do your job well, you've got great ideas, and your work is top notch, but you feel like you're not getting where you want to go. So, what do you do? Well, here are some tips and resources to help you make the most of your career at Tolko.

TIPS

1. Watch for upcoming training courses: tnet.tolko.com/es/estraining/SitePages/Home.aspx
2. Visit the Greenest Workforce homepage and explore available student opportunities: thegreenestworkforce.ca/index.php/en/home
3. Have career conversations with your manager; come prepared with what you want to achieve.
4. Ask your manager and your peers about areas where you can improve.

> IN THEIR OWN WORDS

UNCONSCIOUS BIAS TRAINING HAVING A BIG IMPACT ON PARTICIPANTS

With more than a year under our belt since we introduced the Unconscious Bias training in 2017, the program is having a big impact on the organization. To demonstrate how the training is changing the perception of bias in the business, we reached out to participants and asked them to tell us, in their own words, what the training has meant to them.

“Unconscious Bias training opened my mind to the fact that we all have some level of inherent bias which we are unaware of and act upon. The key is to identify those biases up front and not let them interfere with how you interact with people on a daily basis.”

“*The training helped me to become more aware of situations where my own unconscious bias may influence my decisions.*”

“*We all have unconscious biases but learning how to recognize and understand them can enrich our personal and professional lives by bringing us into contact with individuals who broaden our perspective and understanding of the world.*”

“I think I will be more effective when recruiting because of the training. I will make a conscious effort to look beyond quick judgments and recognize when my own biases may be influencing my decisions.”

NUMBERS:

To date, more than 40 managers, the Executive Team, and members of the Diversity and Inclusion Steering Committee have been through the training.

GOALS:

The training is designed to help people understand and identify their unconscious biases, provide tools to adjust automatic patterns of thinking, and take personal responsibility for practicing inclusive behaviour.

PLAN:

Training will continue across the organization throughout 2019.

DIVERSITY & INCLUSION *DATES OF NOTE*

FEBRUARY 2019

- 18** Family Day
- 27** Pink Shirt Day

MARCH 2019

WOMEN'S HISTORY MONTH

- 8** International Women's Day
- 17** International Day Against Homophobia and Transphobia
- 21** United Nations International Day for the Elimination of Racial Discrimination

APRIL 2019

- 2** Equal Pay Day
- 17** Equality Day, Canada

MAY 2019

- 6 - 12** Mental Health Week, Canada
- 21** United Nations World Day for Cultural Diversity for Dialogue and Development

JUNE 2019

LGBT PRIDE MONTH

- 21** National Indigenous Peoples Day
- 27** Multiculturalism Day, Canada

AUGUST 2019

- 12** United Nations International Youth Day
- 26** Women's Equality Day

SEPTEMBER 2019

- 22 - 28** National Forest Week
- 23 - 27** Gender Equality Week
- 30** Orange Shirt Day

FEEDBACK

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

TRUE. TRUSTED. TOLKO.

TOLKO