



RUBIN REPORT: TAKING ACTION, SHIFTING CULTURE

TO:	Board of Directors
MEETING:	June 21 st – 22 nd , 2016
FROM:	Josée Girard, Vice-President, People and Culture
PURPOSE:	Update on implementation of the Rubin action plan; complaints and resolution dashboard; creating a healthy and thriving workplace culture; and, next steps
DATE:	May 25 th , 2016



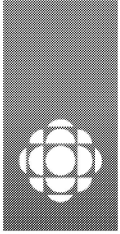
SIGNIFICANT POINTS

- Just over a year ago, we publicly released the Rubin report and set out to promote a more respectful and psychologically healthy, safe and supportive work environment.
- The nine recommendations in the report were grouped into five categories for action planning: Policy renewal, training, workplace investigations and data, surveys and spot audits, and reporting channels and support.
- We have since made significant progress on all the elements of our year-one action plan.
- We are responding to complaints with renewed discipline and rigor, and learning from the data to improve prevention and early resolution.
- Beyond the action plan, we have also integrated principles of psychological well-being in many aspects of our people and culture programs to create additional positive impact.
- While some specific recommendations require more work, the past year's achievements have set a strong foundation for what's next: a broader conversation around culture with a clear focus on a healthy climate to support the well being of all employees.



INITIAL RESPONSE TO 9 RECOMMENDATIONS

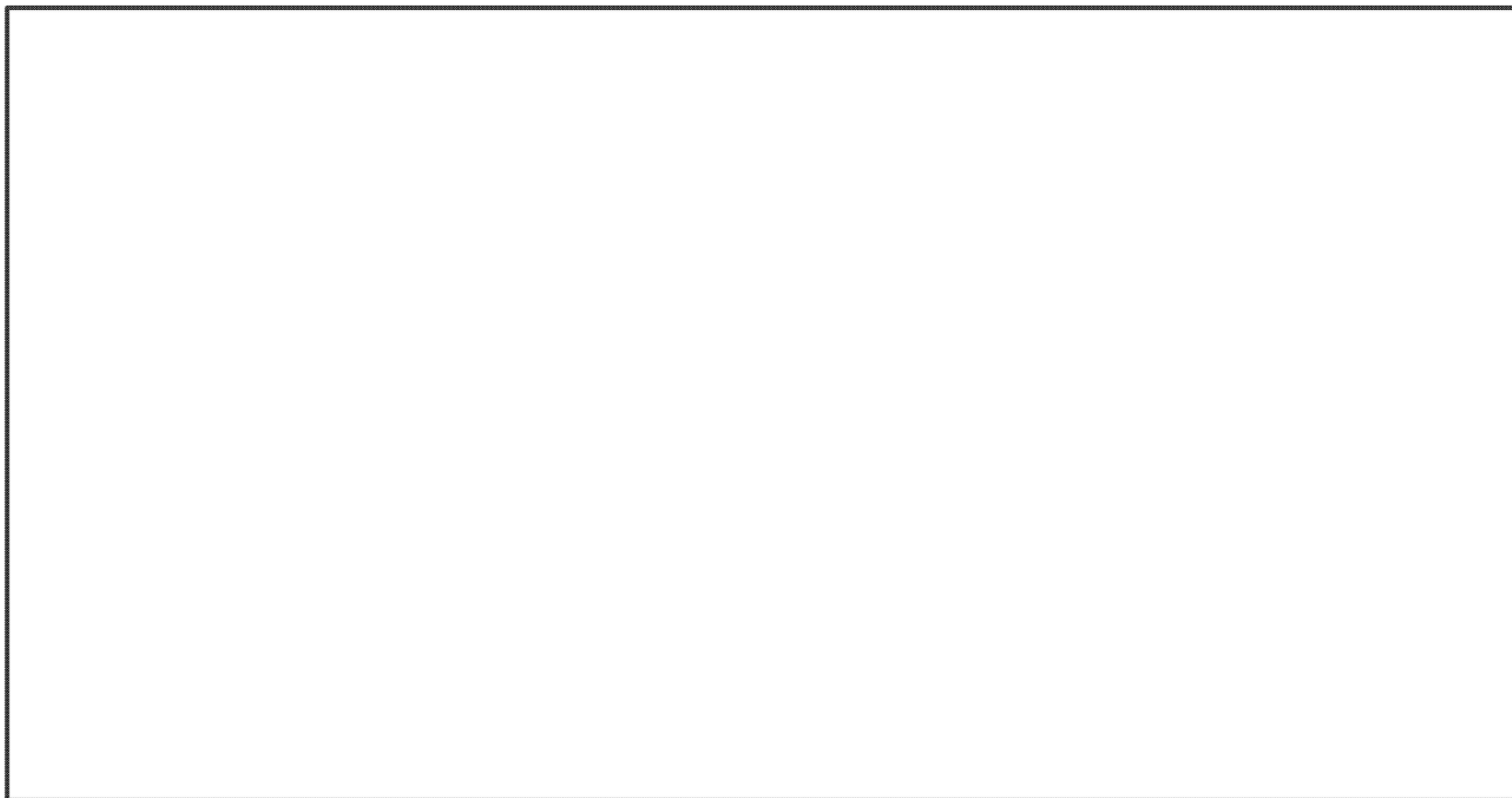
Action Category	Original Recommendation	Planned 2015-16	Planned 2016-17	Status
Policy Renewal	R1 Policy			
Training	R2 Training			
	R7 Executive Producer Role			
	R8 Respect Competencies			
	R9 Young / Vulnerable Employees			
Surveys and Spot Audits	R3 Surveys and Spot Audits			
Reporting Channels and Support	R4 Hotline			
	R6 Ombudsperson			
Investigations / Data	R5 Investigation / Data			



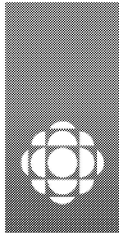
COMPLAINTS DASHBOARD



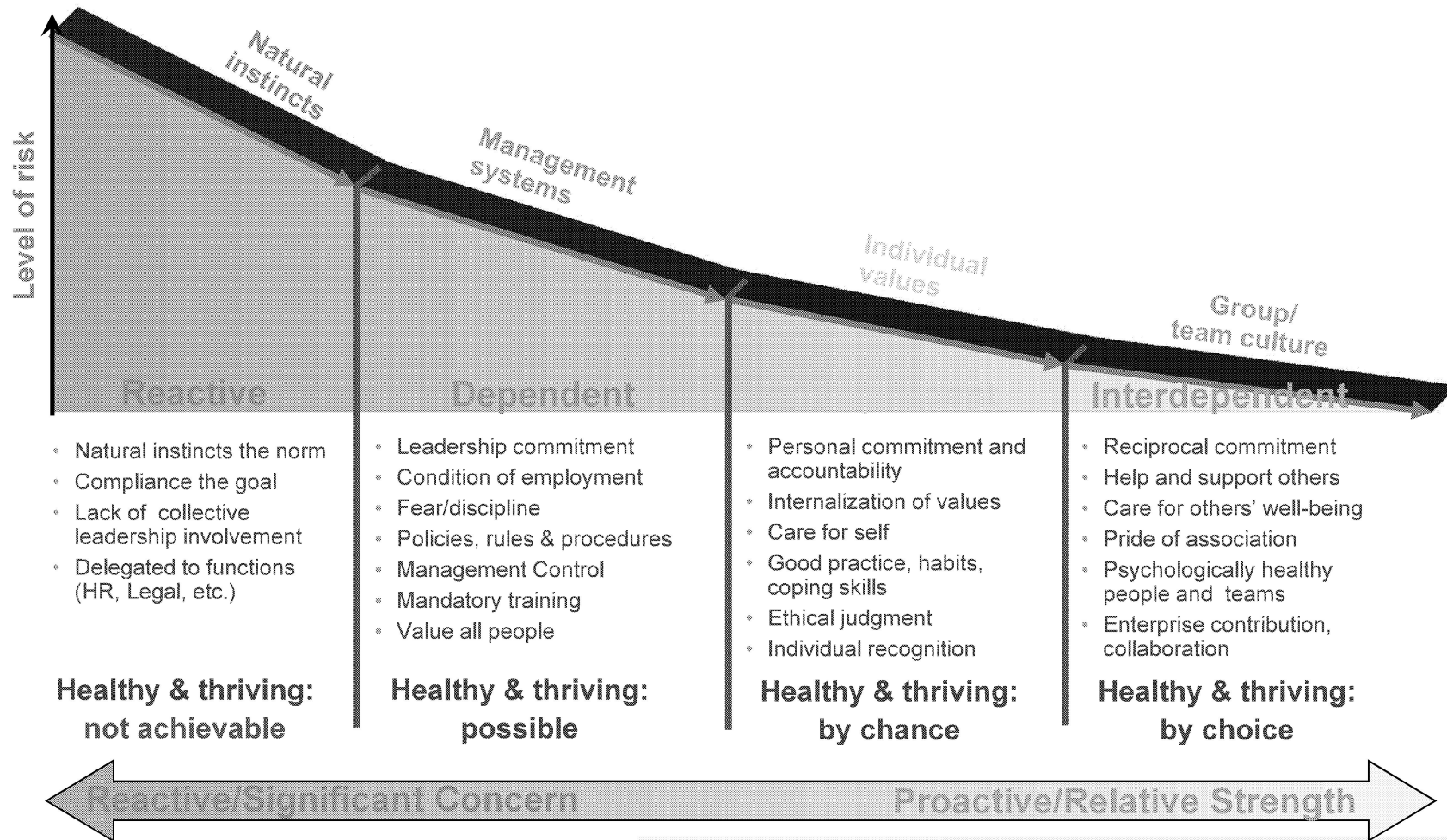
LOOKING AHEAD: MULTI-YEAR FOCUS ON CULTURE CHANGE



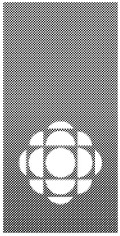
Source:



LOOKING AHEAD: CULTURE CHANGE REQUIRES FOCUSED EFFORT & TIME



Source: Bradley Curve from Dupont



LOOKING AHEAD: KEY MILESTONES

Development of our culture change initiative is just beginning. The outcome we are striving for is a healthy culture where employees can thrive. To that end, we have outlined some key next steps for our journey:

- Align our senior leaders around a common understanding of the culture change we need to create.

- Create an enterprise wide working group that includes representation from our unions.
 - Initial meeting with unions completed in May
- Develop a roadmap with clear deliverables and KPIs to progress the maturity of the culture and create sustainable change.
- Embed culture change goals in all aspects of our integrated talent management strategy to ensure full alignment across all of our people programs.