Fiscal Year 2027 (“FY27”) Reconciliation Action Plan

FY2027 Reconciliation Action Plan

Improving our services for and renewing our relationships with Indigenous Peoples

Guiding Pillar

Demonstrate our accountability and commitment to ongoing Reconciliation.

Supporting Commitments

1. Implement Reconciliation Action Plan.
2. Complete draft multi-year strategic action plan to support our 2031 Meaningful Reconciliation corporate goal.
3. Implement operational activities to support Meaningful Reconciliation.
4. Increase awareness of our commitment to support Meaningful Reconciliation.

Guiding Pillar

Improve accessibility of our products and services.

Supporting Commitments

5. Advance Indigenous Traditional Healing Policy.
6. Improve communications with Indigenous Peoples.
7. Improve accessibility of Insurance Services for Indigenous customers.
8. Improve accessibility of Driver Licensing services for Indigenous customers.
9. Improve road safety in Indigenous communities.
10. Improve accessibility for customers denied services due to outstanding amounts, with special consideration given to the compounding factors that may affect Indigenous customers.

Guiding Pillar

Develop relationships and partnerships.

Supporting Commitments

11. Include Indigenous perspectives in our policies and procedures.
12. Ensure accessible and culturally-appropriate language in our communications.
13. Enhance understanding and improve Indigenous customer experiences.
14. Grow Indigenous supplier participation through our Social Impact Procurement Plan.
15. Develop a plan to issue ID cards with both Indigenous name and alternate spelling of the name in support of government's broader inclusive ID goals.

Guiding Pillar

Build Indigenous awareness and representation among ICBC employees.

Supporting Commitments

16. Advance Indigenous cultural capacity through training.
17. Increase Indigenous employee representation.
18. Improve Indigenous employees' sense of belonging.

Find out more about our Reconciliation Action Plan at icbc.com/reconciliation
Share your thoughts and feedback by emailing IndigenousRelations@icbc.com

Reconciliation Action Plan

Pillar #1

Demonstrate our accountability and commitment to ongoing Reconciliation

Commitments

- Implement Reconciliation Action Plan.
- Complete draft multi-year strategic action plan to support our 2031 Meaningful Reconciliation corporate goal.
- Implement operational activities to support Meaningful Reconciliation.
- Increase awareness of our commitment to support Meaningful Reconciliation.

1 Demonstrate our accountability and commitment to ongoing Reconciliation

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Demonstrate ICBC's commitment and accountability to Reconciliation through stewardship of the Reconciliation Action Plan with mindful reflection, learning, and long-term responsible action.	**1. Implement Reconciliation Action Plan** 1.1 **Maintain ongoing monitoring and reflection process** for the Action Plan including internal governance and inclusion of the Indigenous Advisory Council throughout FY27 1.2 **Develop FY28 Action Plan** to support the next phase of our Reconciliation journey, aligned with the multi-year strategic goals by the end of Q4	Customer Experience & Corporate Affairs (sponsor) Indigenous Relations (lead)	Implementation of commitments in FY27
Build a meaningful and inclusive Reconciliation strategy to support our mandate as a Crown Corp of moving people who live in British Columbia forward by supporting the economic development and well-being of Indigenous Peoples	**2. Complete draft multi-year strategic action plan to support our 2031 Meaningful Reconciliation corporate goal.** 2.1 **Finalize external engagement plan** by the end of Q1. 2.2 **Complete internal working group sessions** by the end of Q1. 2.3 **Draft the internal-facing component** of the multi-year strategic action plan by the end of Q2. 2.4 **Begin implementation of external engagement plan** with Indigenous communities, service organizations, and Traditional Knowledge Keepers by the end of Q2. 2.5 Integrate internal and external engagement findings and **complete draft multi-year strategic action plan** by the end of Q4.	Customer Experience & Corporate Affairs (sponsor) Indigenous Relations (lead)	Draft multi-year strategic action plan complete

1 Demonstrate our accountability and commitment to ongoing Reconciliation

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Demonstration of Meaningful Reconciliation through operational process development and intentional relationship building.	**3. Implement operational activities to support Meaningful Reconciliation** 3.1 **Develop and begin implementation of internal Indigenous community engagement approach** • Implement Customer Relationship Management software to support better relationship building through effective info sharing internally (Jambo) by the end of Q2 • Establish a procedure for communicating electronically with Indigenous communities consistently and thoughtfully by the end of Q3 • Facilitate Indigenous Community Services monthly logistics meetings and quarterly strategic meetings across areas of the business throughout FY27 • Support Organizational Learning with training for employees going into community throughout FY27 3.2 **Establish a process to support customers and business areas** with Indigenous customer escalations • Create document summarizing Indigenous customer escalations by the end of Q1 3.3 **Initiate and build relationship** in community throughout FY27 • Focus first on building relationship with xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh Úxwumixw (Squamish), and səl̓ilw̓ətaɬ (Tsleil-Waututh) • Sustain and continue strengthening existing relationships 3.4 **Complete socialization** of Indigenous Relations team and areas of work by the end of Q4	Customer Experience & Corporate Affairs (sponsor) Indigenous Relations (lead)	Established a known process for consistent community engagement Intentional relationship building through time in community Education for employees about the services provided by Indigenous Relations team.

1 Demonstrate our accountability and commitment to ongoing Reconciliation

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Increase awareness with employees and the public of ICBC's commitment to supporting Reconciliation	**4. Increase awareness of our commitment to support Meaningful Reconciliation** 4.1 **Employee Facing** • Continue to build employee understanding and receptiveness to Reconciliation by sharing stories about the work underway at ICBC, how it supports Indigenous Peoples and communities, and why this work is important to ICBC's purpose, values and corporate strategy throughout FY27 4.2 **Public Facing** • Continue to generate awareness of ICBC's work to support Reconciliation in order to demonstrate accountability. Focus and timing agreed to in partnership with Indigenous Relations team throughout FY27 • Develop an adaptable approach to community event materials to support more consistent engagement across teams throughout FY27	Customer Experience & Corporate Affairs (sponsor) Marketing & Communications (leads)	Employee understanding and engagement measured through interaction with internal website content Reach and tone of public engagement with Reconciliation content, with coverage and comments predominately neutral or supportive across channels. Fewer last-minute request for community event handouts. Increased awareness among all teams attending community events of available resources, reflected in consistent use of approved material.

Reconciliation Action Plan

Pillar #2

Improve accessibility of our products and services

Commitments

- Advance Indigenous Traditional Healing Policy.
- Improve communications with Indigenous Peoples.
- Improve accessibility of Insurance Services for Indigenous customers.
- Improve accessibility of Driver Licensing Services for Indigenous customers.
- Improve road safety in Indigenous communities.
- Improve accessibility for customers denied services due to outstanding amounts, with special consideration given to the compounding factors that may affect Indigenous customers.

2 Improve accessibility of our products and services

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Improved access to traditional health care treatments for Indigenous Peoples	**5. Advance Indigenous Traditional Healing Policy** 5.1 **Improve awareness and understanding internally while continuing to monitor and evolve the existing policy** • Schedule and deliver additional Claims training on Traditional Healing Policy for Enhanced Care Operations staff by the end of Q1 • Continue to obtain feedback from operations and other relevant partners to identify and work through barriers to access throughout FY27 • Continue to monitor policy use through existing pathways throughout FY27 5.2 **Improve awareness in community** by strengthening relationships with Indigenous partners and communities to support appropriate recovery pathways. • Collaborate with internal teams to explore other avenues to increase awareness of the Indigenous Traditional healing policy with Indigenous customers by the end of Q1 • Continue engagement of Indigenous Relations team to align with external engagement plan once it has been developed, by the end of Q2 • Continue exploration of opportunities to build partnerships with health authorities including First Nations Health Authority and Indigenous Health authority departments throughout FY27	Enhanced Care (sponsor) Claims Program and Strategy (lead)	Increased uptake of the Indigenous Traditional healing policy among Enhanced Care staff and Indigenous customers. Ongoing engagement with Indigenous partners in alignment with external engagement strategy developed as part of multi-year strategic action plan. .

2 Improve accessibility of our products and services

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Clear, culturally appropriate and accessible communication with Indigenous customers about ICBC's products and services.	**6. Improve communications with Indigenous Peoples** 6.1 **Driver Licensing** • Evaluate results from first campaign to increase awareness of key driver licensing services to Indigenous audiences by the end of Q1 • Refine and launch long-term assets (e.g. AdWords, Friendship Centre posters) to support awareness of key driver licensing services to Indigenous audiences by the end of Q3 6.2 **Enhanced Care Coverage** • Develop approach to increase awareness with Indigenous audiences of Indigenous Traditional Healing policy included in Enhanced Care by the end of Q2 • Launch first asset(s) to support increased awareness of Indigenous Traditional Healing policy by the end of Q4. 6.3 **Overarching** • Sponsor and have presence at Indigenous Fashion Week to highlight helpful services available to Indigenous audiences by the end of Q3. • Expand ICBC's Indigenous artwork program with three artists including ensuring representation from each major British Columbia region by the end of Q4	Customer Experience & Corporate Affairs (sponsor) Marketing & Communications (lead)	Campaign performance data (e.g. reach and impressions) provided by vendors and shared with internal teams Improved campaigns based on what worked, with updates made along the way Increased awareness of Indigenous Traditional Healing policy

2 Improve accessibility of our products and services

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Improved accessibility to insurance products and services for Indigenous customers.	**7. Improve accessibility of Insurance Services for Indigenous customers** 7.1 **Participate in monthly Indigenous Community Services meeting** to align continued engagement with Indigenous communities throughout FY27 7.2 Work with Indigenous Community Outreach and Indigenous Relations teams to **understand barriers to accessing insurance products and services** by the end of Q2. 7.3 **Communicate available access pathways** to rural and remote Indigenous communities working with Marketing & Communications by the end of Q4 7.4 **Explore leveraging the pre-existing Indigenous customer dedicated phone line** for Driver Licensing to support Insurance services accessibility by the end of Q4 • Deepen employee understanding of the unique challenges faced by remote communities through training and support. 7.5 **Assess and confirm the effectiveness of the proposed accessibility improvements** using request-tracking data in Autoplan Sales by the end of Q4	Insurance (sponsor) Insurance Sales & Distribution (lead)	Prepared to launch a dedicated phone line and systematically track call volumes and call types. Leverage call data to refine and enhance services to better meet client needs. Clear articulation of barriers and alignment with internal standards and integrated into Insurance planning

2 Improve accessibility of our products and services

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Improved accessibility of driver licensing (DL) services for remote Indigenous communities	**8. Improve accessibility of Driver Licensing Services for Indigenous customers** 8.1 **Improve delivery of driver licensing (DL) services** • Enhance Indigenous Community Outreach (ICO) dashboard features by the end of Q4 • Maintain existing relationships throughout FY27 • Expand ICO program to provide more communities with mobile DL services by the end of Q4. • Build post-visit feedback loop with communities to evaluate effectiveness by the end of Q4. • Post-engagement, review recommendations/ideas from community for additional services by the end of Q4 8.2 **Improve awareness of driver licensing (DL) services** • Develop evaluation criteria for DL communications through engagement with Indigenous communities, in partnership with Indigenous Relations by the end of Q2 • Ensure tools are meeting the needs of the communities through partnership with Marketing & Communications throughout FY27 • Develop timeline for DL presence on icbc.com/reconciliation website by the end of Q4 • Enhance Driver Licensing Agents newsletter expanding feedback channels from DLA employees to ICO and DL teams by the end of Q1 • ICO team will seek continuous opportunities for community members/leaders to provide feedback on DL services through preferred channels of communication with documented plan in place by the end of Q3	Claims & Driver Licensing (sponsor) Driver Licensing Customer Services (lead)	Integration of feedback from Indigenous communities Increased requests for community visits General awareness of ICBC's Indigenous Community Outreach (ICO) team presence in community Attend 45 communities in FY27 (new and repeat visits)

2 Improve accessibility of our products and services

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Support road safety in Indigenous communities	**9. Improve road safety in Indigenous communities** 9.1 **Complete a high-level review of road safety challenges** experienced by Indigenous communities and identify recommendations to guide respectful, engagement by the end of Q1 9.2 **Begin engagement with identified communities** to promote the Indigenous Road Safety Program and invite community direction on participation and next steps by the end of Q3 9.3 **Facilitate implementation of road safety improvements** in Indigenous communities through partnership and advocacy with road authority partners by the end of Q4	Insurance (sponsor) Road Safety & Policy Programs (lead)	Shared program with the identified Indigenous communities, and initial engagement started. Established new partnerships with Indigenous communities Received engagement feedback from Indigenous partners

2 Improve accessibility of our products and services

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Insurance and Driver Licensing products and services are made available to more Indigenous customers needing these products to support the economic development and well-being of Indigenous Peoples.	**10. Improve accessibility for customers denied services due to outstanding amounts, with special consideration given to the compounding factors that may affect Indigenous customers** 10.1 **Finalize the Refuse to Issue (RTI) policy and program** that reflect barriers and challenges for customers, with special consideration given to the compounding factors that Indigenous customers face by the end of Q3 10.2 **Update language in letters** sent to customers to ensure respectful and inclusive language using the *Writing with Respect* guide by the end of Q2 10.3 **Meet with new collection partner** (Collect) to discuss challenges and barriers that Indigenous customers may experience when owing debt by the end of Q2 10.4 **Create a communication and outreach plan** for customers with amounts owing by the end of Q3	Customer Contact Centres, People & Culture (Sponsor) Customer Contact Centres (lead)	Policy and program finalized. Communication and outreach plan developed. Communication and outreach plan shared with internal teams and Indigenous Communities.

Reconciliation Action Plan

Pillar #3

Develop relationships and partnerships

Commitments

- Include Indigenous perspectives in our policies and procedures.
- Ensure accessible and culturally-appropriate language in our communications.
- Enhance understanding and improve Indigenous customer experiences.
- Grow Indigenous supplier participation through our Social Impact Procurement Plan.
- Develop a plan to issue ID cards with both Indigenous name and alternate spelling of the name in support of government’s broader inclusive ID goals.

3 Develop relationships and partnerships

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Build a meaningful and inclusive Reconciliation strategy to support our mandate as a Crown Corp of moving people who live in British Columbia forward by supporting the economic development and well-being of Indigenous Peoples	**11. Include Indigenous perspectives policies and procedures** 11.1 **Existing policies:** • Work with Finance to update FY28 operational budget to include funding for honorariums by the end of Q3 • Work with Insurance and Digital Content to begin review of insurance content by the end of Q1 11.2 **New Policies:** • Work with DEIA to implement New Policies Protocol framework for all new policies, in a phased approach. This incorporates Indigenous Gender Based Analysis + (IGBA+) by the end of Q2 11.3 **Wise Practices for Relationship-building in Indigenous Communities:** • Review and amend Wise Practices document with new Senior Advisor by the end of Q1 • Further circulate Wise Practices document by the end of Q3	Customer Experience & Corporate Affairs (sponsor) Indigenous Relations (lead)	Wise practices document socialized further New policy protocol framework approved and socialized Budget updates shared in advance of final budget decisions and approval

3 Develop relationships and partnerships

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Accessible and culturally-appropriate language is consistently used across icbc.com	**12. Ensure accessible and culturally-appropriate language in ICBC communications** 12.1 **Writing with respect: Guidelines for writing to and for Indigenous Peoples** • Complete annual update of guide and inform employees of key changes by the end of Q3 12.2 **Claims section of icbc.com** • Complete review and update by end of Q1 • Identify supporting Claims documents on icbc.com for business area review by the end of Q1 12.3 **Road Safety section of icbc.com** • Complete review and update by the end of Q2 • Identify supporting Road Safety documents on icbc.com for business area review by the end of Q2 12.4 **Careers section of icbc.com** • Complete review and update by the end of Q3 • Identify supporting Careers documents on icbc.com for business area review by the end of Q3 12.5 **Vehicle Registration section of icbc.com** • Complete review and update by the end of Q4 • Identify supporting Vehicle Registration documents on icbc.com for business area review by the end Q4 12.6 **Confirm whether any remaining web content or documents require review** and identify next-phase of priorities by the end of Q4	Customer Experience & Corporate Affairs (sponsor) Marketing & Communications (lead)	Scheduled web content reviews and updates completed on time, aligned to the quarterly plan. Application of the "Writing with Respect" guidelines reflected in web content updates. Remaining content requiring review identified

3 Develop relationships and partnerships

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
A better understanding of Indigenous customer experience when interacting with ICBC's products and services	**13. Enhance understanding and improve Indigenous customer experiences** 13.1 **Continue collection of post-transactional surveys** to improve understanding of Indigenous experiences; provide related annual update to the business to allow for consideration during strategic and divisional planning throughout FY27 and beyond. 13.2 **Implement standard processes to review prioritized services** to apply an Indigenous perspective and improve inclusivity by the end of Q1**.** 13.3 **Monitor corporate initiative funding processes** to ensure they are successful in prompting business to consider Indigenous perspectives early and throughout their work and involving the Indigenous Relations team where appropriate throughout Q4.	Customer Experience & Corporate Affairs (sponsor) Customer Experience (lead)	Annual update to leadership in claims, driver licensing, insurance, and contact centres. Annual review demonstrates initiatives are following new governance process and including Indigenous perspectives.

3 Develop relationships and partnerships

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Establish better access for Indigenous businesses to provide goods and services to ICBC	**14. Grow Indigenous supplier participation through the Social Impact Procurement Plan** 14.1 **Increase the number of Indigenous suppliers in ICBC's purchasing network** • Update the Indigenous supplier directory for ICBC throughout FY27 (quarterly updates). • Gather information on Indigenous-owned companies during ongoing vendor management checkpoints throughout FY27. • Operationalize the new Indigenous Procurement Policy to support the growth of Indigenous suppliers in ICBC's vendor network by the end of Q2. • Continuously work collaboratively with Indigenous Relations team when engaging the market involving Indigenous-owned businesses throughout Q4. • Incorporate monthly reporting of internal and external value and quantity of Indigenous vendors and use data to identify new opportunities throughout FY27. • Target 6 contract awards annually with Indigenous vendors by the end of Q4.	Legal and Corporate Services (sponsor) Strategic Supply Management (lead)	Increase number of Indigenous suppliers Identify and direct award 15 contracts to Indigenous suppliers, including 6 annual contracts awarded.

3 Develop relationships and partnerships

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
Recognizing and supporting reclaimed Indigenous names on official identity documents	**15. Develop a plan to issue ID cards with both Indigenous name and alternate spelling of the name in support of government's broader inclusive ID goals** 15.1 **Re-engage full project team** and re-estimate/plan work by the end of Q1 15.2 **Final government business requirements confirmed** by Ministry of Citizens' Services (CITZ), informed by Indigenous Consultation and Cooperation process, received by the end of Q1 15.3 **Combine Card Redesign project and work with Veridos** to determine placement options for second name on ICBC issued cards through to the end of Q2 (TBC) 15.4 **Finalize business solution and process design** by the end of Q3 (TBC)	Claims & Driver Licensing (sponsor) Driver Licensing Strategy & Programs (lead)	Project re-estimated and re-planned Development work begins and is on track to new planning targets Developed plans for ICBC interest-holder engagement, change management and training

Reconciliation Action Plan

Pillar #4

Building Indigenous awareness and representation among ICBC employees

Commitments

- Advance Indigenous cultural capacity through training.
- Increase Indigenous employee representation.
- Improve Indigenous employees’ sense of belonging.

4 Building Indigenous awareness and representation among ICBC Employees

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
All employees demonstrate understanding of Indigenous awareness and cultural sensitivity. Indigenous customers experience empathetic, inclusive, responsive, quality customer interactions.	**16. Advance Indigenous cultural capacity through training** 16.1 **Training for frontline employees** in engaging with Indigenous customers • Complete design and development and begin implementation by the end of Q2 16.2 **Cultural Safety training for teams that go into Indigenous communities** • Continue and complete implementation by the end of Q2 • Transition program into sustainment by the end of Q4 16.3 **Indigenous Awareness and Cultural Safety training** • Complete delivery to all employees by the end of Q4 and move to sustainment for FY28 16.4 **Building Cultural Safety: Indigenous Awareness for Leaders training** • Complete delivery to all people leaders by the end of Q4 and move to sustainment for FY28	Customer Contact Centres, People & Culture (Sponsor) Talent Programs / Talent Development Programs (lead)	Implemented training for frontline employees Implemented training for community-facing teams Indigenous Awareness + Cultural Safety training program transitioned to sustainment Training delivered to all employees

4 Building Indigenous awareness and representation among ICBC Employees

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
A workforce that more adequately reflects the province in which we serve.	**17. Increase Indigenous employee representation** 17.1 **Enhance pathways into ICBC for all skill levels** by strengthening relationships with partners (post-secondary, Friendship Centres, ACCESS, PLATO, and others) and using other sourcing mechanisms (examples: networking, events, job fairs, outreach, social media) throughout FY27 17.2 **Develop process to connect with Indigenous candidates and employees** to better understand their recruitment experience by end of Q2	Customer Contact Centres, People & Culture (Sponsor) Talent Programs / Talent Development Programs (lead)	Stories or themes from Indigenous candidates describing their experience Proportion of external hires who self-identify as Indigenous Indicators of relationship quality with partners 0.5% increase in Indigenous representation in FY27 (to 3.5% year-end)

4 Building Indigenous awareness and representation among ICBC Employees

What we'll look like	Activities we'll do in the next 12 months	How we'll know we're on track	
Outcomes	**Commitments**	**Lead**	**Impact measures**
A workplace where Indigenous identity is honoured, and employees feel deeply valued while supporting meaningful career growth.	**18. Improve Indigenous employees' sense of belonging** 18.1 **Develop project plan** with clear accountability and delivery timelines by the end of Q1 18.2 **Belonging and Cultural Safety** • Create a specialized Indigenous onboarding pathway • Introduce trauma informed learning to HR practitioners 18.3 **Career Pathways and Development** • Specific resume and interview prep supports • Aspiring Leaders development program • Job Evaluation for Indigenous specific roles 18.4 **Holistic Wellness & Cultural Supports** • Improve navigation to culturally informed supports • Introduce specialized mental health resources for Indigenous employees by the end of Q1 18.5 **Reduce Systemic Barriers** • Develop a quarterly dashboard showing retention, complaints and mobility trends • Begin applying Indigenous considerations to all HR policy reviews 18.6 **Leadership Capability and Accountability** • Develop an onboarding guide for leaders welcoming Indigenous employees • Define leader expectations (what culturally safe leadership looks like at ICBC) and integrate into leader competencies and leadership goal 18.7 Expand and evaluate the Indigenous career development program to enhance participation, impact, and sustainability by the end of Q4, as informed by the belonging strategy	Customer Contact Centres, People & Culture (Sponsor) Talent Programs / Talent Development Programs (lead)	Complete project plan Embedded culturally safe practices Identified stories or themes from Indigenous employees describing their experience Review use of Indigenous art/vendor options for anniversary gifts Review use of reports for specialized mental health resources.