



# Fiscal Year 2025 (“FY25”) Reconciliation Action Plan



## Overview

- As part of our commitment to Reconciliation, we've developed the FY25 Reconciliation Action Plan (the “Action Plan”) which will help establish ICBC’s longer-term Reconciliation strategy.
- The Action Plan directly responds to the recommendations from the Union of British Columbia Indian Chiefs (“UBCIC”) Road to Reconciliation discussion paper and Two Worlds Consulting (“TWC”) Reconciliation Framework report. See Attachments “B” and “C” for both reports.
- In addition, we are proposing new recommendations to enable the success of the Action Plan and upcoming plans.
- The Action Plan identifies advancing 18 commitments, achievable within existing resources, which are already underway and/or will be started in FY25. As we continue to learn and expand our capabilities, the plan may evolve.





# ICBC's Journey to Reconciliation

## External actions (not a complete list)

**2007** — The United Nations Declaration on the Rights of Indigenous Peoples (“UNDRIP”) was adopted by the United Nations General Assembly on September 13, 2007. Canada did not officially endorse the Declaration until May 10, 2016.

**2008** — The Truth and Reconciliation Commission of Canada (“TRC”) was established.

**2015** — The TRC published its final report with 94 Calls to Action, with two (#57 and #92) that applied directly to ICBC.

**2019** — British Columbia passed the Declaration Act. It was the first province in Canada to pass legislation implementing UNDRIP.

**2021** — Canada passed the Declaration Act on June 21, 2021.

## ICBC actions (not a complete list)

**2016** — ICBC implemented Employee Resource Groups (“ERGs”), including an Indigenous Peoples ERG.

**2021** — UBCIC published the Road to Reconciliation paper. Reconciliation Roadmap approved in July by Board.

**2022** — ICBC publicly acknowledged its role as a Crown corporation in perpetuating the marginalization of Indigenous Peoples in B.C.

**2022** — ICBC hired TWC to engage with Indigenous and non-Indigenous employees, ICBC board members and external Indigenous organizations and associations to produce a Reconciliation framework.

**2023** — ICBC created an Indigenous Relations department and presented a draft action plan to the board.





## ICBC has made progress on actions to support ongoing Reconciliation.

Some key achievements are:

Indigenous community outreach	Graduated Licensing Program redesign
Introduced 5 paid annual days of cultural leave for Indigenous employees to attend ceremonial, cultural and spiritual events	Ability to request gender-specific examiners for road tests
As part of the Respectful Acknowledgement Program in Lheidli T'enneh First Nation territory, posted a plaque in the ICBC Prince George office	Expanded the definition of “family” for Indigenous employees accessing bereavement leave
Worked with Service BC on Mobile Outreach for rural and remote Indigenous communities	External consultants delivered initial Indigenous awareness training to a preliminary audience of select ICBC employees.

In FY24, ICBC began work on the Action Plan.





# ICBC is committed to advancing meaningful Reconciliation

Aligned with ICBC's mandate as a Crown corporation and its **purpose of moving everyone in British Columbia forward**, ICBC's Action Plan is committed to directly responding to recommendations put forward by:

- **UBCIC** Road to Reconciliation discussion paper on driver licensing ([top priority](#))
- **TWC** Reconciliation Framework report

In addition, ICBC is proposing **new recommendations** to enable the success of the Action Plan and future action plans.

**By implementing the Action Plan, ICBC is advancing 18 commitments to Indigenous Peoples and communities aligning to these four pillars:**

## The four pillars

1. **Demonstrate our accountability and commitment to ongoing Reconciliation**
2. **Improve accessibility of our products and services**
3. **Develop relationships and partnerships**
4. **Build Indigenous awareness and representation among ICBC employees**



# FY2025 Reconciliation Action plan

Improving our service for and renewing our relationships with Indigenous Peoples

## Guiding Pillar

**Demonstrate our accountability and commitment to ongoing Reconciliation.**

## Supporting Commitments

- Manage and establish governance for the Reconciliation Action Plan.
- Establish an Indigenous Advisory Council for ongoing guidance on the Reconciliation Action Plan.
- Define the vision and responsibilities of the Indigenous Relations department.
- Develop our long-term Reconciliation strategy.

## Guiding Pillar

**Improve accessibility of our products and services.**

## Supporting Commitments

- Develop a policy to ensure traditional Indigenous health treatments are eligible under ICBC's recovery benefits.
- Develop an Indigenous communications plan for all ICBC services.
- Create priority driver spaces in road test locations that serve remote Indigenous communities.
- Implement Mobile Driver Licensing Service pilot and plan future phases.
- Install kiosks in driver licensing agent offices to improve delivery of learner's licence testing.

## Guiding Pillar

**Develop relationships and partnerships.**

## Supporting Commitments

- Develop a preliminary plan for including two names on ICBC issued cards in support of government's broader inclusive ID goals.
- Develop a plan to engage Indigenous voices in the development and improvement of policies and procedures.
- Support RoadSafetyBC in updating their customer letters with accessible and culturally appropriate languages.
- Review ICBC websites and customer communication materials for accessible and culturally appropriate language.
- Grow our understanding of Indigenous customer experiences.
- Develop and implement a social impact procurement plan to support supplier diversity.

## Guiding Pillar

**Build Indigenous awareness and representation among ICBC employees.**

## Supporting Commitments

- Develop and implement Indigenous Awareness and Cultural Safety training for ICBC employees.
- Develop a formalized Indigenous employee recruitment strategy.
- Develop a formalized Indigenous employee retention strategy.

# Risks and mitigations in delivering the Action Plan



## Competing priorities

### The identification of new Reconciliation priorities outside of this FY25 Action Plan

- As we learn more, we may have to update and reprioritize elements of the Reconciliation plan if ICBC lacks capacity to deliver on them. Ongoing monitoring of the Action Plan will identify these risks.



## Capacity and capability challenges intensified by high number of changes, and this work being relatively new to ICBC

### Workload and role of the Indigenous Relations Department needs to be further developed

- Working with Human Resources (“HR”) to develop a service delivery model that supports enterprise-wide Reconciliation efforts.

### A lack of employee knowledge about Reconciliation may cause some resistance to change

- For all employees, we can increase awareness of Reconciliation and comfort level through communications, cultural training and greater awareness and clarity of the support available from the Indigenous Relations department.

### Further clarity around ICBC’s partnership with the Indigenous Advisory Council

- The Terms of Reference will define the responsibilities of council members regarding their role and how we will work together based on mutual respect and trust. The council will provide feedback and advice, but it is not a decision-making body.



# Reconciliation Action Plan

## Pillar #1

Demonstrate our accountability and commitment to ongoing Reconciliation

## Commitments

1. Develop and manage a centralized Reconciliation Action Plan (“Action Plan”)
2. Establish and evolve an Indigenous Advisory Council
3. Define the vision and capabilities required of the Indigenous Relations department to enable success for Reconciliation at ICBC
4. Develop an ICBC long-term strategy for Reconciliation to help guide future goals and plans



# 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	Success measures	Future FY26
<p>Demonstrate ICBC's commitment and accountability to Reconciliation by acting on the recommendations from the UBCIC Road to Reconciliation Discussion Paper and TWC Framework toward meaningful change</p> <p><b>Supports TWC Recommendation #11</b></p>	<p><b>1. Develop and manage a centralized Reconciliation Action Plan ('Action Plan')</b></p> <ul style="list-style-type: none"> <li>1.1 Develop the Action Plan working with the Indigenous Advisory Council for ELT and board approval in <b>Q1 FY25</b></li> <li>1.2 Establish an ongoing monitoring and reporting mechanism for the Action Plan including internal governance and inclusion of the Indigenous Advisory Board by <b>Q2 FY25</b></li> <li>1.3 Develop FY26 Action Plan by <b>Q4 FY25</b> to continue implementation of the recommendations</li> </ul>	<p>Customer Experience &amp; Public Affairs (sponsor)</p> <p>Indigenous Relations (lead)</p>	<p>Development of Action Plan used to guide planning and implementation of recommendations in FY25</p>	<p>Execute on FY26 Action Plan</p>
<p>Ensure Indigenous representation in the governance and monitoring of the action plan and the future strategy</p> <p><b>Supports TWC Recommendation #1</b></p>	<p><b>2. Establish and evolve an Indigenous Advisory Council</b></p> <ul style="list-style-type: none"> <li>2.1 Create Terms of Reference to provide clarity on the purpose, role of members and ongoing cadence of communication by <b>Q1 FY25</b></li> <li>2.2 Ensure a full membership of the Indigenous Advisory Council by <b>Q2 FY25</b></li> </ul>	<p>Customer Experience &amp; Public Affairs (sponsor)</p> <p>Indigenous Relations (lead)</p>	<p>Full membership on the Indigenous Advisory Council with Terms of Reference</p>	<p>Evolve membership</p>

# 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	Success measures	Future FY26
<p>Indigenous Relations Department is set up for success to support the Reconciliation Action Plan</p>	<p><b>3. A clear mandate to determine capacity and capabilities within the Indigenous Relations Dept</b></p> <ul style="list-style-type: none"> <li>3.1 Define the vision of the Indigenous Relations department to enable success for Reconciliation at ICBC by <b>Q3 FY25</b></li> <li>3.2 Develop a plan for a service delivery model to ensure capabilities and capacity is in place to support the efforts enterprise-wide by <b>Q4 FY25</b> Note: dependent on endorsement of long-term strategy</li> </ul>	<p>Customer Experience &amp; Public Affairs (sponsor)</p> <p>Indigenous Relations (lead) with support from HR</p>	<p>Identification of key roles and responsibilities and communication to all areas of the business</p>	<p>Ensure capacity and capability in place by FY26</p>
<p>Build a meaningful and inclusive Reconciliation strategy to support our mandate of working towards lasting and meaningful Reconciliation by supporting the economic development and wellbeing of Indigenous Peoples</p>	<p><b>4. Develop a long-term ICBC strategy for Reconciliation to help guide future Reconciliation plans</b></p> <ul style="list-style-type: none"> <li>4.1 Develop a long-term Reconciliation strategy to support ICBC's strategic goal of "Advancing Reconciliation with Indigenous Peoples" by FY26</li> </ul>	<p>Customer Experience &amp; Public Affairs and Operations (sponsor)</p> <p>Indigenous Relations (lead), with support from the Office of Strategic Management</p>	<p>ELT approved Reconciliation strategy</p>	<p>Develop the Reconciliation strategy</p>

# Reconciliation Action Plan

## Pillar #2

### Improve accessibility of our products and services

#### Commitments

5. Develop an ICBC policy to ensure Indigenous traditional based health treatments are eligible and can be processed through ICBC Claims
6. Develop a communications plan for all ICBC services for Indigenous Peoples
7. Improve accessibility of **driver road testing** for remote Indigenous communities
8. Improve accessibility of Driver Licensing Services for remote Indigenous communities through **mobile DL Services**
9. Improve accessibility of Driver Licensing Services for remote Indigenous communities by **implementing kiosks at Driver Licensing Agents**

## 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	Success measures	Future FY26
<p>Improved access to traditional health care treatments for Indigenous Peoples</p> <p><b>Supports TWC Recommendation #9</b></p>	<p><b>5. Develop an ICBC policy to ensure traditional Indigenous health treatments are eligible for coverage and can be processed through ICBC Claims</b></p> <ul style="list-style-type: none"> <li>5.1 Through internal and external engagement, understand the current barriers and solution options for access to treatment by <b>Q4 FY25</b></li> <li>5.2 Determine an approach and solution for creating a new policy and procedure to support informed coverage decisions and enable the appropriate payment methods for Indigenous healthcare treatments by <b>Q4 FY25</b></li> </ul>	<p>Enhanced Care (sponsor)</p> <p>Claims Program and Strategy (ECC) (lead)</p>	<p>Development and implementation of formal policy to guide ICBC claims approvals of traditional Indigenous healthcare treatments within 24 months</p>	<p>Implement approved solution</p> <p>Implement a change management plan with Indigenous communities to socialize policy and/or procedure changes</p>
<p>Effective communication with Indigenous communities regarding ICBC's products and services</p> <p><b>Supports TWC Recommendation #6</b></p>	<p><b>6. Develop a communications plan for <u>all ICBC services</u> for Indigenous Peoples</b></p> <ul style="list-style-type: none"> <li>6.1 Begin building a communications plan by identifying lead and working group members, setting up basic communication governance, and offering Indigenous training to the team by <b>Q4FY25</b></li> <li>6.2 Build a plan to identify existing core communication materials for ICBC's customers and assess the methods that we use to communicate (for example: website, written, etc.) by <b>Q4FY25</b></li> </ul>	<p>Customer Experience &amp; Public Affairs (sponsor)</p> <p>Supported by <b>all</b> business units and Indigenous Relations</p>	<p>Develop and begin implementation of a phased communication plan within 24 months</p> <p>Engage with Indigenous Nations to evaluate effectiveness of communications plan 24 months after implementation</p>	<p>Further develop communications plan for future years</p> <p>Develop a style guide for a consistent approach to engagement with Indigenous Peoples</p>

## Improve accessibility of our products and services – Driver Licensing 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	Success measures	Future FY26
<p>Improved accessibility of driver licensing services for remote Indigenous Communities</p> <p><b>Supports TWC Recommendation #7</b></p>	<p><b>7. Improve accessibility of <u>driver road testing</u> for remote Indigenous communities</b></p> <ul style="list-style-type: none"> <li>7.1 Continue to evolve the plan to improve road test accessibility that includes creating capacity by providing priority testing spaces for Indigenous communities by <b>Q4 FY25</b></li> <li>7.2 Continue to improve the communication of the plan to Indigenous communities on road test availability by <b>Q4 FY25</b></li> </ul> <p><b>Supports UBCIC Recommendation #2</b></p>	<p>Customer Operations (sponsor)</p> <p>Driver Licensing Customer Services (lead)</p>	<p>Creation of a process to allow priority testing for Indigenous Peoples</p>	<p>Implement the plan to increase accessibility of available road tests</p>
	<p><b>8. Improve accessibility of driver licensing services (DL) for remote Indigenous communities through <u>mobile DL services</u></b></p> <ul style="list-style-type: none"> <li>8.1 <b>Pilot:</b> Implement the Mobile Driver Licence Office at Malahat First Nations by <b>Q1 FY25</b></li> <li>8.2 <b>Gather feedback from customers / communities and learnings</b> from the pilot to inform future roll-outs and adjust plan as necessary</li> <li>8.3 <b>Phase 1:</b> Implement future phases of the service from ICBC starting <b>Q2 FY25</b> based on Nations that have requested through communication with Community Liaison.</li> <li>8.4 <b>Future phases (TBD)</b> – Requires further input from all Nations and UBCIC</li> </ul>	<p>Customer Operations (sponsor)</p> <p>Driver Licensing Customer Services (lead)</p>	<p>Complete roll-out of Mobile DL Office</p>	<p>Future phases based on consultation with all Nations and UBCIC (TBD)</p>
	<p><b>9. Improve accessibility of driver licensing services for remote Indigenous communities through <u>driver licensing agents</u></b></p> <ul style="list-style-type: none"> <li><b>9.1</b> ICBC will administer consistent delivery of class 7L tests through computer kiosks in all driver licensing agents' offices. The remaining 31 kiosks will be implemented in <b>FY25</b>.</li> </ul> <p><b>Supports UBCIC Recommendation #6</b></p>	<p>Customer Operations (sponsor)</p> <p>Driver Licensing Customer Services (lead)</p>	<p>Complete installation of 31 kiosks</p>	<p>TBD</p>

# Reconciliation Action Plan

## Pillar #3

### Develop relationships and partnerships

#### Commitments

10. Develop a plan to address the Government directive of allowing two names on ICBC-issued cards
11. Develop a plan to engage Indigenous voices in the development and improvement of policies and procedures
12. Ensure accessible and culturally appropriate language is used on ICBC communications to Indigenous Peoples — driver licensing letters
13. Ensure accessible and culturally appropriate language is used on ICBC communications to Indigenous Peoples
14. Work to better understand and improve Indigenous customer experiences
15. Develop and implement a social impact procurement plan that promotes supplier diversity and removes barriers for Indigenous Peoples

### 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	Success measures	Future FY26
<p>Providing people with the ability to use their Indigenous name for official identity documents</p> <p><b>Supports TWC Recommendation #10</b></p>	<p><b>10. Develop a plan to address the government directive of allowing two names on ICBC issued cards.</b></p> <ul style="list-style-type: none"> <li>10.1 Based on government direction provided in FY24, ICBC will work directly with government partners to identify an interim solution to enable two names on identification documents.</li> <li>10.2 ICBC to undertake a discovery process for the interim solution to understand the costs and impacts on ICBC's systems and processes. Develop an implementation plan by <b>Q4 FY25</b></li> <li>10.3 ICBC to undertake a discovery process to accommodate government's technical standard in all our systems, as it relates to the long-term goal in <b>FY25</b></li> </ul>	<p>Operations and Customer Operations (co-sponsors)</p> <p>Driver Licensing Strategy &amp; Programs (lead)</p>	<p>Allow two names on identification (Services Card, DL, BCID) within three years (government timeline)</p>	<p>Begin implementation of the plan in FY26</p>
<p>Improved ICBC policies and procedures from an Indigenous perspective</p> <p><b>Supports TWC Recommendation #12</b></p>	<p><b>11. Develop a plan to engage Indigenous voices in the development and improvement of policies and procedures</b></p> <ul style="list-style-type: none"> <li>11.1 Identify opportunities and prioritize existing policies (for example: driver earning book) which require changes by <b>Q4 FY25</b>.</li> <li>11.2 Develop a framework / process to ensure Indigenization of new policies and procedures as they are being developed by <b>Q4 FY25</b>.</li> </ul>	<p>Customer Experience &amp; Public Affairs (sponsor)</p> <p>Indigenous Relations (lead)</p>	<p>Within one year, identify opportunities and develop a framework</p> <p>Within two years, implement prioritized framework</p>	<p>Implementation of Action Plan in FY26</p>

### 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	Success measures	Future FY26
<p>Improved communication using culturally appropriate language for Indigenous Peoples in DL customer letters</p> <p><b>Supports UBCIC Recommendation #16</b></p>	<p><b>12. Ensure accessible and culturally appropriate language is used on ICBC communications to Indigenous Peoples — RoadSafetyBC letters</b></p> <ul style="list-style-type: none"> <li>12.1 ICBC will support the review and revision RoadSafetyBC customer letters to the public, as required, to better meet accessibility standards and ensure use of language that is culturally appropriate by <b>Q3 FY 25</b>.</li> </ul>	<p>Customer Operations (sponsor)</p> <p>Driver Licensing Customer Services (lead)</p>	<p>Meet B.C. government reporting requirements as it relates to DL by updating all identified letters by Q3 FY25</p>	<p>N/A</p>
<p>Ensuring culturally appropriate language is used by ICBC with Indigenous Peoples</p> <p><b>Supports UBCIC Recommendation #35</b></p>	<p><b>13. Ensure accessible and culturally appropriate language is used on ICBC communications to Indigenous Peoples.</b></p> <ul style="list-style-type: none"> <li>13.1 Conduct a current state assessment reviewing language of ICBC websites and other customer communication materials (with an emphasis on DL materials) by <b>Q4 FY25</b></li> <li>13.2 Develop a plan to address gaps in current materials and ensure future communications are using appropriate language in customer communications by <b>Q2 FY26</b></li> </ul>	<p>Customer Experience &amp; Public Affairs (sponsor)</p> <p>Supported by Indigenous Relations Dept and core business areas</p>	<p>Deliver current state assessment by Q4 FY25</p>	<p>Implementation of plan in FY26</p>



### 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	Success measures	Future FY26
<ul style="list-style-type: none"> <li>A better understanding of Indigenous Peoples customer experience when interacting with ICBC's products and services</li> </ul> <p><b>Supports TWC Recommendation #8</b></p>	<p><b>14. Work to better understand and improve Indigenous customer experiences</b></p> <ul style="list-style-type: none"> <li>14.1 Continue collecting and begin analyzing the baseline data from the Voice of Customer (VOC) programs pertaining to Insurance, Claims and Driver Licensing to better understand the customer experience of those who have self-identified as Indigenous. Evaluate opportunities to leverage operational data to better understand Indigenous experiences by <b>Q4 FY25</b></li> </ul>	<p>Customer Experience &amp; Public Affairs (sponsor)</p> <p>Customer Experience (Matt Cox)</p>	<p>Deliver plan by Q4 FY25</p>	<p>Develop a training plan for employees to better understand Indigenous research, data and analysis best practices.</p> <p>Develop a communications plan to engage with Indigenous Peoples about our data and insights and how they will inform our CX roadmap.</p>

### 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	Success measures	Future FY26
<p>Establish better access for Indigenous businesses to provide goods and services to ICBC</p>	<p><b>15. Develop and implement a social impact procurement (SIP) plan that promotes supplier diversity and removes barriers for Indigenous Peoples</b></p> <p>Alignment of communication, practice and governance</p> <ul style="list-style-type: none"> <li>15.1 Update ICBC's internal and external commitment language to be culturally appropriate (policy, contracts and ICBC website) by <b>Q2 FY25</b></li> <li>15.2 Address and adjust specific language in solicitation, programs and contract documents to be culturally appropriate by <b>Q4 FY25</b></li> <li>15.3 Understand the background of our suppliers by <b>Q4 FY25</b></li> </ul> <p>Make it easier for underrepresented groups to join and increase representation</p> <ul style="list-style-type: none"> <li>15.4 Simplify the supplier intake process and code of conduct by <b>Q4 FY25</b></li> <li>15.5 Identify contracts and companies and then direct award by <b>Q4 FY25</b></li> </ul>	<p>People, Culture &amp; Sustainability (sponsor)</p> <p>Strategic Supply Management (lead) with support from Diversity, Equity &amp; Inclusion</p>	<p>Increase number of Indigenous suppliers</p> <p>Identify and target five direct awards (spend-dependent)</p>	<p>Engagement with external SIP groups</p> <p>Targeted supplier connections</p>

# Reconciliation Action Plan

## Pillar #4

### Building Indigenous awareness and representation among ICBC employees

#### Commitments

16. Develop and implement an Indigenous Awareness and Cultural Safety Training plan for ICBC employees
17. Develop a formalized Indigenous employee recruitment strategy
18. Develop a formalized Indigenous employee retention strategy

# 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	Success measures	Future FY26
<p>An educated ICBC workforce on Indigenous awareness and cultural safety</p> <p><b>Supports UBCIC Recommendation #1</b></p> <p><b>Supports TWC Recommendation #4</b></p>	<p><b>16. Develop and implement an Indigenous Awareness and Cultural Safety Training plan for ICBC employees</b></p> <ul style="list-style-type: none"> <li>16.1 Develop the Indigenous Awareness and Cultural Safety Training by <b>Q2 FY25</b></li> <li>16.2 First training cohort, which will prioritize ICBC frontline DL employees and driver licensing agents, to begin in <b>Q3 FY25</b> and continue throughout FY26, FY27 and FY28</li> </ul>	<p>People, Culture &amp; Sustainability (sponsor)</p> <p>Talent Programs/Talent Development Programs (lead)</p>	<p>Launch training course Q2 FY25</p> <p>Percent of employees trained within 12 months of launch — target 50%</p>	<p>Continue training ICBC employees in FY26 — target 75% of ICBC employees</p>
<p>A more diverse workforce with Indigenous representation</p> <p><b>Supports TWC Recommendation #5</b></p>	<p><b>17. Develop a formalized Indigenous employee recruitment strategy</b></p> <ul style="list-style-type: none"> <li>17.1 Develop a formalized Indigenous recruitment strategy (e.g., community partnerships, ACCESS, MNBC, etc.) by <b>Q1 FY25</b></li> <li>17.2 Develop recruitment targets and measures for leaders and employees for all departments — <b>timing TBD</b></li> <li>17.3 Develop annual audit requirements to measure progress of recruitment strategy by <b>Q1 FY25</b></li> </ul>	<p>People, Culture &amp; Sustainability (sponsor)</p> <p>Talent Programs (lead)</p>	<p>Implement recruitment strategy by Q4 FY25</p> <p>Increase overall Indigenous representation at ICBC (report quarterly via ELT)</p>	<p>Monitor performance of the recruitment strategy</p>
<p>Provide access to jobs, training and educational opportunities for ICBC Indigenous employees</p> <p><b>Supports TWC Recommendation #5</b></p>	<ul style="list-style-type: none"> <li><b>Develop a formalized Indigenous employee retention strategy</b></li> <li>18.1 Develop a formalized retention strategy which includes: <ul style="list-style-type: none"> <li>Annual audit requirements to measure progress</li> <li>Identifying opportunities for Indigenous staff to be promoted to more senior roles by <b>Q4 FY25</b></li> </ul> </li> <li>18.2 Develop retention programs for partner hires (for example: ACCESS, etc.) by <b>Q2 FY25</b></li> <li>18.3 Create development programs for Indigenous professionals by <b>Q4 FY26</b></li> </ul>	<p>People, Culture &amp; Sustainability (sponsor)</p> <p>Talent Programs/Talent Development Programs (lead)</p>	<p>Implement retention strategy by Q4 FY25</p>	<p>Monitor performance of retention strategy</p> <p>Create development programs</p>