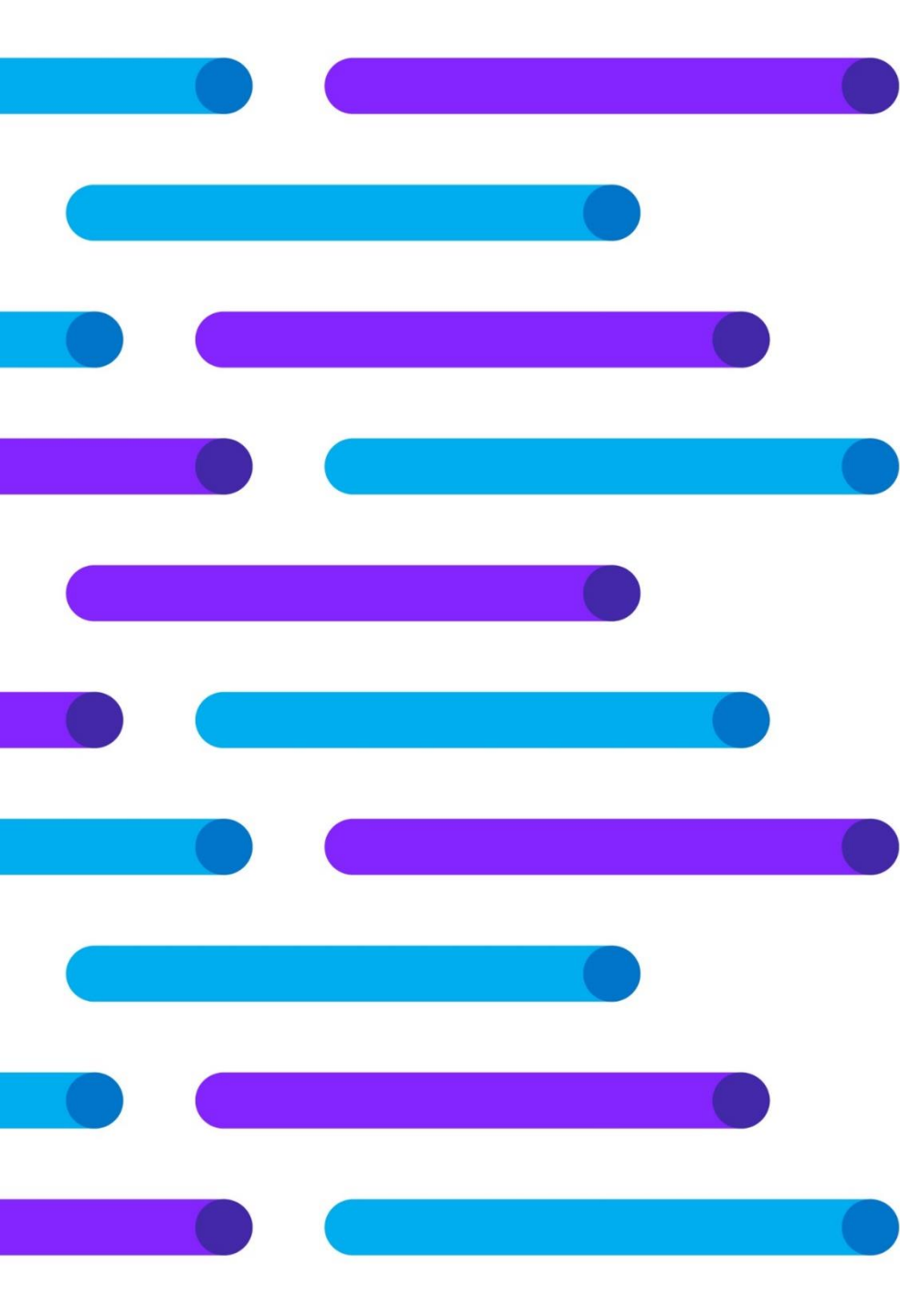




Fiscal Year 2026 (“FY26”) Reconciliation Action Plan



FY2026 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

- Implement our Reconciliation Action Plan.
- Develop our multi-year strategic action plan to support ICBC's 2031 Meaningful Reconciliation goal.
- Create a plan to raise awareness of ICBC's Reconciliation work externally and internally.

Guiding Pillar

Improve accessibility of our products and services.

Supporting Commitments

- Support Indigenous communities by identifying transportation safety challenges, providing technical expertise, and partnering to implement Road Safety Program improvements.
- Evolve the policy to ensure Traditional Indigenous health treatments are eligible under ICBC's recovery benefits.
- Implement a communications plan to share ICBC services clearly and respectfully with Indigenous communities.
- Develop a plan to identify and begin removing barriers to insurance access in Indigenous communities.
- Improve accessibility of Driver Licensing Services for Indigenous customers
- Improve accessibility for Indigenous customers denied services due to outstanding amounts.

Guiding Pillar

Develop relationships and partnerships.

Supporting Commitments

- Ensure communications are accessible and culturally appropriate using ICBC's Writing with Respect guide.
- Develop a plan to issue cards with both Indigenous name and alternate spelling of the name in support of government's broader inclusive ID goals.
- Include Indigenous perspectives in new and updated ICBC policies.
- Grow Indigenous supplier participation through the Social Impact Procurement Plan.
- Enhance understanding and improve Indigenous customer experiences.

Guiding Pillar

Build Indigenous awareness and representation among ICBC employees.

Supporting Commitments

- Deliver Indigenous Awareness and Cultural Safety training across the organization and develop enhanced training programs.
- Strengthen Indigenous hiring and retention strategies.

Reconciliation Action Plan

Pillar #1

Demonstrate our accountability and commitment to ongoing Reconciliation

Commitments

- Implement our Reconciliation Action Plan.
- Develop our multi-year strategic action plan to support ICBC's 2031 Meaningful Reconciliation goal.
- Create a plan to raise awareness of ICBC's Reconciliation work externally and internally.

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 FY27
Demonstrate ICBC's commitment and accountability to Meaningful Reconciliation Supports Two Worlds Consulting (TWC) Recommendation # 2 and 11	1. Implement our Reconciliation Action Plan 1.1 Maintain ongoing monitoring and reporting mechanism for the Action Plan including internal governance and inclusion of the Indigenous Advisory Council by end of Q4 FY26 1.2 Develop FY27 Action Plan to continue implementation of the recommendations by end of Q4 FY26	Customer Experience & Public Affairs (sponsor) Indigenous Relations (lead)	Implementation of commitments in FY26	Execute on FY27+ Action Plan
Build a meaningful and inclusive Reconciliation strategy to support our mandate as a Crown Corp of moving all British Columbians forward by supporting the economic development and well-being of Indigenous Peoples	2. Complete foundational work to develop a multi-year Action Plan to support ICBC's 2031 corporate goal of Meaningful Reconciliation 2.1 Complete internal engagement with diverse business areas and employees by end of Q3 FY26 2.2 Draft principles integrating learnings to inform a future multi-year plan by end of Q3 FY26 2.3 Design external engagement plan by end of Q4 FY26 with implementation of external engagement with Indigenous communities, service organizations and Knowledge Keepers in FY27+	Customer Experience, Public Affairs & Finance (co-sponsors) Indigenous Relations (lead) with support from Office of Strategy Management	Internal engagement activities complete External engagement plan complete	External engagement activities complete Develop multi-year strategic action plan

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 FY27+
Increase awareness with employees and the public of ICBC's commitment to supporting Reconciliation Supports TWC Recommendation #11	3. Develop a marketing and communications plan to guide how ICBC will annually raise awareness with ICBC employees and the public of ICBC's work to support Reconciliation 3.1 Draft marketing and communications plan approved by Indigenous Relations team, VP CEPA and shared with Indigenous Advisory Council by end of Q3 FY26 3.2 Produce Reconciliation Action Update that outlines progress and is distributed to Indigenous communities and organizations that ICBC has relationships with and published on ICBC website by the end of Q4 FY26	Customer Experience & Public Affairs (sponsor) Indigenous Relations and Marketing/ Communications (co-leads)	Approved Marketing and Communications plan Distributed Reconciliation Action Plan Update	Implementation of the plan Regular distribution of Reconciliation Action Plan Update

Reconciliation Action Plan

Pillar #2

Improve accessibility of our products and services

Commitments

- Support Indigenous communities by identifying transportation safety challenges, providing technical expertise, and partnering to implement Road Safety Program improvements.
- Evolve the policy to ensure traditional Indigenous health treatments are eligible under ICBC's recovery benefits.
- Implement a communications plan to share ICBC services clearly and respectfully with Indigenous communities.
- Develop a plan to identify and begin removing barriers to insurance access in Indigenous communities.
- Improve accessibility of Driver Licensing Services for Indigenous customers.
- Improve accessibility for Indigenous customers denied services due to outstanding amounts.

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 FY27
Build knowledge and capacity for future work to support road safety in Indigenous communities	4. Build knowledge and capacity for future work to support road safety in Indigenous communities 4.1 Complete high-level review of the transportation and safety challenges for Indigenous communities and provide recommendations to overcome challenges by end of Q4 FY26 4.2 Hire qualified Engineer to support work in Indigenous communities by Q2 FY26 4.3 Provide road safety technical expertise and resources for Indigenous communities Q4 FY26 4.4 Facilitate implementation of road safety improvements in Indigenous communities through partnership and advocacy with road authority partners Q4 FY26	Insurance (sponsor) Road Safety Policy & Programs (lead)	Successful hiring of a suitable RS Engineer for the Road Improvement Program. Completion of training to support outreach for Indigenous communities. Number of projects and interactions with Indigenous or small communities.	Dependent on the success of program and need to increase resources to satisfy demand for services.

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 FY27
Improved access to traditional health care treatments for Indigenous Peoples Supports TWC Recommendation #9	5. Develop an ICBC policy to ensure Indigenous Traditional wellness and healing treatments are eligible for coverage and can be processed through ICBC claims Monitor use and evolve Interim Indigenous Traditional healing policy 5.1 Development and completion of Enhanced Care Specific Indigenous Awareness Training for all employees in addition to the corporate wide Indigenous training ongoing throughout FY26 and beyond 5.2 Policy utilization including identifying customers who identify as Indigenous and policy socialization throughout FY26 and beyond Implement a change management plan with Indigenous communities to socialize policy and/or procedure changes 5.3 Engagement to support community outreach and policy support throughout FY26 and beyond 5.4 Outreach to identified Indigenous Communities to inform policy and change management plan by end of Q4 FY26	Enhanced Care (sponsor) Claims Program and Strategy (lead)	Recommendations established regarding interim Indigenous Traditional healing policy Implementation of change management plan	Implement permanent policy and procedure

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 FY27
Effective communication with Indigenous communities with regards to ICBC's products and services Supports TWC Recommendation #6	6. Refine and begin implementing communications plan for <u>all ICBC services</u> for Indigenous Peoples 6.1 Begin implementation of communications plan by raising awareness of key driver licensing services to Indigenous audiences. - Material in place to communicate services provided by DL Indigenous Community Outreach team by end of Q2 FY26 - Develop material for general Indigenous Community Outreach by end of Q3 FY26 - Targeted paid advertising to support DL services in market by end of Q3 FY26 - Continue to improve road test availability awareness Driver Licensing Agent locations by end of Q2 FY26 - Evolve DL presence on ICBC Indigenous Relations page by end of Q4 FY26 - Establish a quarterly newsletter for Driver Licensing Agents highlighting activities that support Reconciliation by end of Q2 FY26 6.2 Launch first phase of digital art program featuring emerging Indigenous artists. - Two artists in place by end of Q4 FY26	Customer Experience & Public Affairs (sponsor) Marketing/Communication s and Driver Licensing (co-leads)	Material in place to support remote community outreach / mobile Increase awareness of ICBC presence in communities Targeted paid advertising to support DL services in market Two artists in place	Further develop communications plan by defining approach for how ICBC will promote insurance services to Indigenous Peoples. Conduct engagement with Indigenous communities to evaluate effectiveness of driver licensing communications.

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 FY27
Improved accessibility to insurance products and services for remote Indigenous communities Supports TWC Recommendation #7	7. Develop a plan to provide better access to insurance products and services for remote Indigenous communities. 7.1 Through internal research understand the current barriers to insurance products and services by end of Q2 FY26 7.2 Identify interim solution options and prioritize opportunities to improve access to products and services to provide better access to insurance by end of Q4 FY26 and prepare for participation in external engagement in FY27 to validate and evolve solution options	Insurance (sponsor) Insurance Sales & Distribution (lead)	Prepared for community engagement Prioritized interim solution options Within two years implement accessibility plan	Ensure future process/procedure updates/changes consider impacts to Indigenous communities Investigate product development to better serve Indigenous communities

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 FY27
Improved accessibility of Driver Licensing (DL) Services for remote Indigenous Communities Supports TWC Recommendation #7	8. Driver Road Testing 8.1 Explore opportunities to add additional routes to remote Indigenous communities and build four routes by end of Q4 FY26 Mobile Driver Licensing Services: Refine Indigenous Community Outreach (ICO) model 8.2 Seek feedback to better understand community needs to inform resourcing needs by throughout FY26 and use data collected to date to inform resourcing needs for FY27 by Q3 FY26 8.3 Complete ICO dashboard to begin to identify Key Performance Indicators (KPI) and success measures by end of Q1 FY26 8.4 Secure permanent Indigenous Community Outreach (ICO) team members by end of Q2 FY26 Improve awareness and delivery of Driver Licensing Services 8.5 Evolve DL's understanding of Indigenous customer needs using Marketing/Communications' outreach toolkit in communities, documenting requests made directly to ICO team and by tracking requests received in DL contact centre throughout FY26 8.6 Evolve DL presence on ICBC Indigenous Relations website by Q4 FY26	Customer Operations (sponsor) Driver Licensing Customer Services (lead)	Four routes created in new locations Requests tracked to inform strategy for future years planning KPI's and ELT dashboard established General awareness of ICBC's DL team presence in community	Stabilize resources to provide consistent and reliable services; whereby an Indigenous customer can access DL services in the same manner that exists today for ICBC DLO's, ServiceBC and Driver Licensing Agents

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 FY27
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.	16. Develop policies to improve accessibility to Insurance and licensing products and services for Indigenous customers with refuse-to-issue (RTI) amounts owing. 16.1 Identify interim solution options to improve communication and resolve files towards issuance of licensing and insurance when debt is owed by end of FY26 Q3 FY26. 16.2 Meet with partners within Indigenous communities to understand current barriers and challenges by the end of Q3 FY26 16.3 Meet with external partners to discuss challenges and programs creating barriers and challenges by the end of Q4 FY26 16.4 Establish a policy and a program that puts learnings into actions that reflect barriers and challenges Indigenous Peoples face in dealing with debt situations by the end of Q4 FY26	Finance (Sponsor) Financial Accounts Services (Co-Leads)	Policy and program established and ready to be implemented.	Implement and share a communication and outreach plan to share ICBC policy clearly and respectfully with Indigenous communities

Reconciliation Action Plan

Pillar #3

Develop relationships and partnerships

Commitments

- Ensure communications are accessible and culturally appropriate using ICBC's Writing with Respect guide.
- Develop a plan to issue cards with both Indigenous name and alternate spelling of the name in support of government's broader inclusive ID goals.
- Include Indigenous perspectives in new and updated ICBC policies.
- Grow Indigenous supplier participation through the Social Impact Procurement Plan.
- Enhance understanding and improve Indigenous customer experiences.

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 FY27
Ensuring culturally appropriate language is used by ICBC with Indigenous Peoples	9. Ensure accessible and culturally appropriate language is used on ICBC communications to Indigenous Peoples 9.1 Roll out <i>Writing with respect: Guidelines for writing to and for Indigenous Peoples</i> to all employees by end of Q3 FY26 9.2 Complete review and update of driver licensing section of icbc.com and prioritized driver licensing publications and forms collaborating with UBCIC sub working group by end of Q2 FY26 9.3 Develop governance approach draft to ensure ongoing content is inclusive and culturally appropriate by end of Q3 FY26 9.4 Begin updating Insurance content by end of Q4 FY26 9.5 Support review and revision of remaining Road Safety BC customer letters (30) to the public, as required, to better meet accessibility standards and ensure use of language that is culturally appropriate by end of Q2 FY26 9.6 Two Driver Licensing Support Services (DLSS) teams (Licensing Unit and Violation Ticket Unit) will update all correspondence by end Q3 FY26 and remaining DLSS teams by end of Q4 FY26 in preparation for FY27 updates	Customer Experience & Public Affairs (sponsor) Marketing Communications and Driver Licensing (co-leads)	Writing guide available to all employees Driver licensing content updated Governance approach drafted Review of Insurance content started	Complete update of Insurance content Begin updating Claims content

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 FY27
Providing people with the ability to use Indigenous name for official identity documents Supports TWC Recommendation #10	10. Develop a plan to issue cards with both Indigenous name and alternate spelling of the name in support of government's broader inclusive ID goals 10.1 Pursue Government funding for Shared Priority Project by end of Q1 FY26 10.2 Final business solution confirmed by Ministry of Citizens' Services (CITZ) and because of Indigenous Consultation and Cooperation process by end of Q2 FY26 10.3 Work with external technology partner to determine placement options for second name on ICBC issued cards through to Q2 FY26 10.4 Finalize business requirements and process design by end of Q2 FY26 10.5 Begin systems development and design by end of Q2 FY26	Operations and Customer Operations (co-sponsors) Driver Licensing Strategy & Programs (lead)	Secured funding in place for the implementation phase Confirmed solution requirements received from (CITZ) Building the solution	Continue to work with CITZ to support government policy on Indigenous names Complete Solution Development & testing Change Management and training Implementation

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 FY27+
Build a meaningful and inclusive Reconciliation strategy to support our mandate as a Crown Corp of moving all British Columbians forward by supporting the economic development and well-being of Indigenous Peoples Supports TWC Recommendation #12	11. Develop a plan to involve Indigenous voices in the development and improvement of policies and procedures Existing Policies: 11.1 Identify opportunities and prioritize existing policies (e.g. Driver Learning Book) which require changes by end of Q1 FY26 11.2 Implement prioritized policy changes identified in the initial phase by end of Q4 FY26 New Policies: 11.3 Develop a framework / process to ensure Indigenization of new policies and procedures as they are developed by end of Q1 FY26 11.4 Work with DEI to implement New Policies Protocol framework for all new policies, in a phased approach. This incorporates Indigenous Gender Based Analysis + (IGBA+) by end of Q4 FY26 Wise Practices for Relationship building in Indigenous Communities 11.5 Creation of Wise Practices document for relationship building in Indigenous Communities by end of Q1 FY26 11.6 Review and amendment of document by end of Q3 FY26	Customer Experience & Public Affairs (sponsor) Indigenous Relations (lead)	Wise practices for relationship building in Indigenous communities created and socialized New policy protocol framework approved and socialized Existing Policies List prioritized and approved; with prioritized policies amended	Existing Policies List annual review and prioritization New Policies Protocol framework will continue beyond FY27 with multiple phases (IGBA+)

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 FY27
Establish better access for Indigenous businesses to provide goods and services to ICBC	12. Implement the Social Impact Procurement Plan to increase Indigenous representation in ICBC's supplier network, support the growth of Indigenous groups, and ensure easy access for Indigenous suppliers through process improvements Increase the number of Indigenous suppliers in ICBC's purchasing network 12.1 Update the Indigenous supplier directory for ICBC throughout FY26 12.2 Gather information on Indigenous-owned companies during ongoing vendor management checkpoints throughout FY26 12.3 Target 15 awards with Indigenous vendors by end of Q4 FY26 12.4 Incorporate monthly reporting of internal and external value and quantity of Indigenous vendors and use data to identify new opportunities throughout FY26 Increase the number of contracts awarded to Indigenous suppliers within ICBC 12.4 Using category management to find opportunities for economic Reconciliation procurement events throughout FY26 12.5 Connect/build relationships with government agencies, crown corps, and collaborate with external social organizations throughout FY26	People, Culture & Sustainability (sponsor) Strategic Supply Management (lead)	Increase number of Indigenous suppliers Identify and target 15 direct award contracts to Indigenous suppliers.	Continued focus on growth of Indigenous suppliers within ICBC's supplier ecosystem

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 FY27
A better understanding of Indigenous Peoples customer experience when interacting with ICBC's products and services Supports TWC Recommendation #8	13. Work to better understand and improve Indigenous customer experiences • 13.1 Continue collection to improve understanding of Indigenous experiences through post-transactional surveys Q4 FY26 and beyond • 13.2 Establish standard processes to review prioritized services to apply an Indigenous perspective and improve inclusivity by end of Q3 FY26 • 13.3 Support other Reconciliation commitments gather insights and deliver improved Indigenous experiences (as required)	Customer Experience & Public Affairs (sponsor) Customer Experience (lead)	Continue with data collection without disruption Have a standard review process approved	Implement the review process to all prioritized services

Reconciliation Action Plan

Pillar #4

Building Indigenous awareness and representation among ICBC employees

Commitments

- Deliver Indigenous Awareness and Cultural Safety training across the organization and develop enhanced training programs.
- Strengthen Indigenous hiring and retention strategies.

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 FY27
An educated ICBC workforce on Indigenous awareness and cultural safety Supports TWC Recommendation #4	14. Deliver Indigenous Awareness and Cultural Safety training to ICBC employees and Driver Licensing Agents Deliver Indigenous Awareness and Cultural Safety training for ICBC employees 14.1 Continue training ICBC employees in FY26 14.2 Explore with BC Public Service Agency the use of their web-based tool for future recurrent training Develop a training program for all customer-facing employees that provides practical considerations for engaging with Indigenous customers 14.3 Identify the learning approach by end of Q4 FY26 and begin development of module to prepare for delivery in FY27 Develop and implement a Specialized Cultural Safety training for teams that go into the community 14.4 Develop the Specialized Cultural Safety Training for employees that go into community by end of Q3 FY26 14.5 Begin delivery of Specialized Cultural Safety Training by end of Q4 FY26	People, Culture & Sustainability (sponsor) Talent Programs / Talent Development Programs (lead)	50% of employees participate in the Indigenous Awareness and Cultural Safety training workshop in FY26 Employees that go into community have begun training by end of FY26 Learning approach defined for customer-facing employees	75% of employees participate in the Indigenous Awareness and Cultural Safety training workshop in FY26 Sustainment plan developed for all Indigenous education programs including Indigenous Awareness and Cultural Safety training Customer-facing module developed and begin implementation

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 FY27
A more diverse workforce with Indigenous representation that provides access to jobs, training and educational opportunities for ICBC Indigenous employees Supports TWC Recommendation #5	15. Continue implementation of the Indigenous employee retention and recruitment strategies Recruitment 15.1 Continue to monitor progress against the annual increase in representation based on Workforce Insights analytics, with the goal of ICBC's Indigenous representation more closely resembling British Columbia through to end of Q4 FY26 15.2 Partner with Retention and Indigenous Relations team to build annual Welcoming Ceremony for newly hired Indigenous employees by end of Q3 FY26 15.3 Continue to build supportive resources for external applicants, candidates and hiring leaders through to end of Q4 FY26 Retention 15.4 Develop a formalized Indigenous retention strategy that considers all aspects of the employee experience (e.g., belonging, leadership awareness, Indigenous career development, policies and programs) by end of Q4 FY26 15.5 Continue to deliver and refine welcome programs for Indigenous new hires, including partner hires (e.g. ACCESS) through to Q4 FY26 15.6 Define annual audit requirements to measure progress by end of Q3 FY26 15.7 Create development programs to promote career growth for Indigenous employees into professional roles by end of Q4 FY26	People, Culture & Sustainability (sponsor) Talent Programs / Talent Development Programs (lead)	Achieve FY26 Representation of Indigenous employees' through hiring and self-identification Strong relationships with community partners (1 in each major region we hire into) Complete Welcoming Ceremony Enhance leader abilities to support Indigenous employees Indigenous Retention strategy in place Program and upskilling in place to support career growth for Indigenous Peoples into more senior roles	Establish hiring targets that are achievable and steadily increase our internal Indigenous populations to more closely resemble British Columbia's. Continue to evolve our partnerships with employment organizations for planned, supported hiring cohorts.