



Corporate Social Responsibility Report 2018



Improving lives. Improving business.



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Corporate profile

Morneau Shepell is the leading provider of technology-enabled HR services that deliver an integrated approach to well-being through our cloud-based platform. Our focus is providing everything our clients need to support the mental, physical, social and financial well-being of their people. By improving lives, we improve business. Our approach spans services in employee and family assistance, health and wellness, recognition, pension and benefits administration, retirement and benefits consulting, actuarial and investment services. Morneau Shepell employs almost 5,000 employees who work with some 24,000 client organizations that use our services in 162 countries. Morneau Shepell is a publicly traded company on the Toronto Stock Exchange (TSX: MSI).

Our purpose

Improving lives. Improving business.



Our vision To optimize the health and productivity of people – the heart of every successful organization

Introduction

We are pleased to publish our first Corporate Social Responsibility Report. While this marks the publication of our inaugural report, our commitment to responsible business conduct, the well-being of our employees, our communities and the environment is longstanding. This 2018 report chronicles our company-wide performance in those areas of corporate social responsibility (CSR) that intersect with our business. Our goal is to provide our stakeholders with both a better understanding of how we conduct our business and a transparent account of our performance over the past year. We have elected to report on those key areas of environmental, social and governance (ESG) performance that are most important to our business and to our stakeholders. We have also identified those areas where we know there is more work to be done. We invite you to explore the pages of this report and see how our evolving CSR program is advancing our purpose “Improving Lives. Improving Business.”

Performance overview

CSR Governance

- Expanded our CSR program with adoption of a new Morneau Shepell [Human Rights Policy](#) and new [Environmental Policy](#)
- Established a new senior management level ESG Committee as a cross-functional advisory and oversight body to facilitate CSR program development and reporting
- Proceeded with the publication of an inaugural *2018 Corporate Social Responsibility Report*
- Strengthened CSR governance by expanding the mandate of the Board of Directors for oversight of Morneau Shepell’s CSR program, performance and reporting
- Ranked 28 out of 242 companies in *The Globe and Mail* corporate governance rankings. The company received a score of 91 out of 100 points, reflecting its corporate governance strengths including commitment to ethical conduct, diversity and accountability

Social

- Implemented a Board *Diversity Policy*, and set a target in the policy of maintaining at least 30 per cent women and 30 per cent men on the Board
- Exceeded Board diversity targets, with women making up 3 out of 9, or 33 per cent of the Board members. In addition, more than 40 per cent of the Board are women or racial or ethnic minorities
- Achieved gender diversity of 33 per cent women and 65 per cent men at the executive level, higher than Canada’s top publicly-traded companies with an average of 9.4 percent women in the C-Suite
- Established a CEO-sponsored Inclusion and Diversity Council in early 2019, comprised of executives and senior leaders from across the enterprise to advance our inclusion and diversity strategy across the Company
- Strengthened employee engagement program introducing a continuous listening approach using more frequent pulse surveys
- Offered free trauma counselling to anyone who needed support living in communities affected by crisis. Our bilingual crisis hotline was available for 11 major North American trauma events, five in Canada and six in the United States
- Updated our community contributions program to focus on total well-being, better aligning with Morneau Shepell’s business strategy

Social (continued)

- Continued our support for the United Nations High Commissioner for Refugees (UNHCR) by funding the Morneau Shepell Secondary School for Girls in the Kakuma refugee camp in Kenya

Environment

- Maintained record of compliance across our operations with zero incidents of non-compliance with environmental laws and regulations and zero fines and non-monetary sanctions
- Launched a “Green Team” initiative to engage employees and advance our environmental awareness and conservation program
- Introduced a *Green Procurement Program and Policy* across the Company
- Advanced our program of paper reduction, achieving a 42 per cent reduction in the volume of paper used at our corporate office from 2017 to 2018

About this report

This 2018 *Corporate Social Responsibility Report* reflects all the entities reported in Morneau Shepell’s Financial Statements dated December 31, 2018. As this is our first CSR report, we have elected not to report in accordance with the Global Reporting Initiative (GRI) standards. In the preparation of this report, however, we have looked to the GRI principles of balance, transparency and completeness and to the GRI Standards for guidance in key areas of performance.

This report is a companion to Morneau Shepell’s **Annual Report**, **Management Information Circular** and **Annual Information Form**.



Message from the President and CEO

The CSR Opportunity: Our commitment to improving well-being

We are pleased to publish our first *Corporate Social Responsibility Report*, a milestone for our company that reflects our corporate values in the well-being market space. As a responsible corporate citizen, the concept of well-being fully permeates our business today, evident in our workplace culture that supports the total health of our employees, our community investment initiatives, and our commitment to environmental sustainability – the well-being of the planet itself.

Contributing to the well-being of people is ultimately the purpose driving our business forward, which is: improving lives, improving business. By helping our clients improve the mental, physical, financial and social well-being of

their employees, we improve workplace engagement and productivity and also contribute to people’s lives beyond work and the well-being of their families and communities.

In this report on our 2018 CSR-related activities, we review key areas of our workplace culture, environmental performance, community investments and corporate governance. Our company is on a continual journey to strengthen the governance of our CSR initiatives and improve our operating practices. While this journey is far from complete, we’re proud of what we have achieved over the years.



Along with a broad range of local and regional initiatives outlined in this report, we support a number of important community initiatives including:

- **Canadian Olympic Committee (COC)** - We are the Mental Health Partner for the COC, and are an official supporter and founding partner of *Game Plan* that provides mental health services to Canadian Olympic athletes.
- **Centre for Addiction and Mental Health (CAMH)** - In partnership with CAMH, we launched *150 Leading Canadians for Mental Health*. This national program celebrated 150 individuals from across Canada who changed the course of mental illness through research, philanthropy, advocacy, social change or inspiration.
- **Community trauma support** - Our community disaster rapid response teams provide invaluable assistance and specialized counselling to communities impacted by traumatic events. Donated by Morneau Shepell, our free trauma support work dates back to 9/11 and includes Haiti's earthquake, the Slave Lake and Fort McMurray fires, the Calgary floods, the Lac-Mégantic train derailment and the Québec City mosque shooting. In 2018, we opened up our bilingual crisis hotline in response to 11 major North American trauma events.
- **Kakuma project** - We have a longstanding commitment to the United Nations High Commissioner for Refugees to provide educational support for the girls and young women in the Kakuma Refugee Camp in northwestern Kenya, which is home to about 180,000 people. We provide funding for the Morneau Shepell Secondary School for Girls, a badly needed resource in a challenging social context.



The future of our company will involve a deepening of our commitment to CSR. In our uncertain and hyper-connected world, corporate leaders are on the front lines of pressing social and economic issues in areas such as cybersecurity, data privacy, human rights, gender parity and procurement practices. For our part, as a world leader in employee well-being solutions, we can positively contribute to the conversation on two issues specifically. The first is the new mental health epidemic arising from the stresses of contemporary life and in the workplace that increase anxiety and isolation. The second is to help provide secure retirement income to support financial well-being, a struggle facing so many today.

In 2019, we will continue to strengthen our reporting to evolving CSR standards while updating our management systems and operating practices for compliance with those standards. Our long-term focus will ultimately involve aligning our CSR strategies to global principles for responsible corporate citizenship in a changing world beset by complex challenges - but also new opportunities to contribute to the well-being of people, organizations and communities.

Stephen Liptrap
President and CEO
April 10, 2019

How we work

Corporate social responsibility is fundamental to our business and central to our brand values. Our purpose “Improving Lives. Improving Business.” is the foundation of our business strategy, which alongside our vision, guides us in everything we do. We also look to our values that define the way we interact with our clients, each other and our broader stakeholder community. Together, these elements define Morneau Shepell’s way of doing business, drive our strategy, and set the standards for our behaviour, CSR programs and performance.

Our approach

Our approach to CSR is reflected in every aspect of our business, including:

- **Ethical conduct** - Adherence to our [Code of Business Conduct and Ethics](#) from the Board of Directors through to the front-line employee.
- **Governance** - A strong governance framework that is aligned with evolving expectations for corporate governance, including CSR.
- **Our products** - Our portfolio of products and services to help our clients and their people, contributing positively to individual well-being, business productivity, and community.
- **Responsible procurement** - An evolving framework and program of responsible procurement through our supply chain management practices, procurement standards and green purchasing program.
- **Employee experience** - A people strategy focused on a great employee experience through the work we do, our workplace policies and programs, and fundamental commitment to respect human rights.
- **Community partnerships** - A contribution to communities that includes strategic partnerships, donations, volunteerism to support the social prosperity and health of communities and to help people in crisis situations.
- **Environmental stewardship** - A priority focus on the environment, with a specific focus on managing our own behaviours and employee engagement to address those areas within our control such as waste minimization, responsible consumption and conservation initiatives.
- **Compliance** - A strong track record of responsible business conduct and compliance in all areas including business conduct, environment, health and safety regulations, and labour laws.
- **Thought leadership** - An ongoing commitment to contributing to and supporting research in critical areas of total well-being — physical and mental health, social wellness, and financial well-being. Examples include our joint sponsorship of the [Employee Recommended Workplace Awards](#), our annual mental health research presented at our Employers Connect events across Canada, and our annual [Human Resources Trends reports](#).

Ethics and integrity

Morneau Shepell's [Code of Business Conduct and Ethics](#) is the foundation of responsible and ethical business conduct for the Company. It sets out the basic principles to guide all of us — directors, officers, managers and employees in the conduct of our business dealings globally, including:

- Compliance with the law
- Avoiding conflicts of interest
- Anti-corruption
- Prohibition of improper payments to domestic and foreign government officials

The Code also entrenches our commitment to ensuring that our employees are treated with dignity, protected from discrimination and harassment, and provided a healthy and safe work environment. It plays an important role in minimizing risks of corruption, bribery and preventing discrimination – all of which are essential to our CSR program and performance.

From the Board of Directors to front-line employees, everyone at Morneau Shepell is required to read and affirm their commitment to the Code annually. The results are reported by Management to the Board.

Our Whistleblower Policy provides employees with a confidential complaint procedure to report

suspected violations of the Code, as well as other policies including our Human Rights Policy, through a third-party hot-line (via internet or by phone) without fear of retaliation or reprisal. Our General Counsel receives confidential reports pertaining to all concerns and complaints, which are reported to the Audit Committee of the Board. Directors, officers and all employees are expected to communicate with supervisors, managers, or other appropriate personnel about suspected illegal or unethical behaviour and, when in doubt, make inquiries about the best course of action in a particular situation.

CSR governance and management

For Morneau Shepell, our corporate governance practices are guided by our goal of ensuring a high level of accountability to all our stakeholders including our clients, employees, investors and our communities.

At the executive level, leadership of CSR is the responsibility of the Executive Vice President and Chief Client Officer and responsibility for overseeing the development and execution of our CSR program and reporting resides with the Senior Vice President, Marketing and Communications.

Our Board of Directors is comprised of nine directors, and except for the Chief Executive Officer, our Board is 100 per cent independent. In 2018, Morneau Shepell

was ranked 28 out of 242 companies in *The Globe and Mail's* corporate governance rankings. The company received a score of 91 out of 100 points, reflecting its corporate governance strengths and commitment to ethical conduct, diversity and accountability.

In 2019, we strengthened governance pertaining to CSR by expanding the mandate of the Board of Directors to include oversight of Morneau Shepell's CSR program, performance and reporting.

ESG Committee

In early 2019, we established a new senior management level ESG Committee as a cross-

functional advisory and oversight body to facilitate CSR program implementation and reporting. The Committee has played a lead role in establishing a more robust policy framework in the areas of human rights, environment and green procurement.

To learn more about Corporate Governance at Morneau Shepell, read the [Management Information Circular](#)

Managing environmental, social and governance risks

We assess and manage ESG risks through Morneau Shepell's enterprise risk management (ERM) program. A standardized risk management process, it provides the tools needed to identify and analyze potential risks and mitigate potential situations that might jeopardize a project or service. Our four-stage process includes: risk identification, risk categorization, risk mitigation and risk tracking. Extensive checklists are used to identify potential areas of risk.

Information systems are an integral part of Morneau Shepell's business and the products and services we offer to our clients. We rely on these systems to maintain accurate, accessible and secure records. In the course of delivering our products and services, we collect and use sensitive personal and financial information pertaining to our corporate, institutional and government clients, as well as individual users. The collection, use and protection of such information is governed by data privacy laws in multiple jurisdictions, including the General Data Protection Regulation in the United Kingdom. To mitigate the potential risks associated with cybersecurity, we invest in technology and security initiatives to better identify and address potential vulnerabilities including annual third-party internal and external assessments, third party code reviews, data monitoring and assessments. Morneau Shepell is continually improving its security testing capabilities of

its internal teams. In addition, we continue to increase employee awareness of our security policies and procedures through ongoing communications and privacy and security training. We require our service providers that have access to sensitive data to adopt similar measures through security agreements.

Given the nature of our business, the risks arising relating to health and safety, the environment and our social licence to conduct business are considered to be low.

To learn more about our enterprise-wide risk management, see our [Annual Report, Management's Discussion and Analysis on Risk Factors](#).

Data privacy and cybersecurity

Morneau Shepell is committed to protecting the confidentiality, security and accuracy of the personal information of our clients and their people, as well as of our employees. The management and protection of personal information is fundamental to the services we offer. As stewards of personal information for many people, we adhere to a strict [Privacy Policy](#), which provides clear guidance across the core areas of:

- Data collection, use and disclosure
- Consent regarding the use of personal data



- Safeguards used in the protection of personal information
- Use by and disclosure to Third Parties
- Privacy and the Internet
- Personal Health Information, including Employee Support Solutions and Absence Management Services
- Accuracy and Access to personal information collected by the Company
- Enforcement, Amendments and Privacy concerns, addressed under the leadership of our Morneau Shepell's Privacy Officer

Our Privacy Policy was last updated in 2018 and is reviewed annually. Responsibility for adherence to our *Privacy Policy* and practices resides with our Privacy Officer and falls within the mandate of the Board.

The security of the personal information entrusted in our care is our most important priority. When we are made aware of a suspected data or privacy breach, we follow our data incident readiness and response protocol to manage the issue. This involves, where applicable, internal investigations (using internal and external resources as required), assessments, mitigation strategies and potential remediation steps to mitigate the issue from happening in the future. This may also include, notifying clients, impacted individuals and certain privacy commissioners and regulatory agencies. We also indicate on our applicable user terms and our Privacy Policy that our policies may change from time to time, which enables us to stay current on privacy matters by keeping our policy updated and the security of personal information a top priority.

Morneau Shepell has not experienced any breaches that it would consider material in nature.

To measure and ensure compliance with the Policy, we use a self-assessment approach to verify that the policy accurately reflects our practices, meets our corporate guiding principles of privacy and protection of personal information, and keeps pace with evolving regulatory and societal expectations for personal privacy. It is our policy to comply with the privacy legislation of each jurisdiction where we provide our services. Morneau Shepell will only collect, use and disclose personal information from individuals with their consent and will use only for the purposes we disclose to such individuals, or as otherwise required or permitted by law.

Clients who have any concerns about their personal information can write directly to the Privacy Officer.

Our Advanced Cybersecurity Learning Platform is a cornerstone of Morneau Shepell's cybersecurity risk management program. Each month, every Morneau Shepell employee is required to complete and pass online cybersecurity training in order to preserve individual access to our IT network. 100 per cent compliance is required. We have a policy restricting the transmission of personal employee or client information via email.

To learn more about material risks, see the [Annual Report, Management's Discussion and Analysis on Risk Factors](#).



Cybersecurity training, which consists of a video and online training modules, is required monthly of all Morneau Shepell employees.

Responsible procurement

As a leading company providing critical services to a broad range of public and private sector clients, and their employees, it is essential that our suppliers and contractors share our values for ethical and responsible business conduct. In turn, as a company supplying important services to our clients and their people, it is critical that we meet the high standards that they require of us in order to do business with them. All of our vendor contracts require all suppliers

doing business with Morneau Shepell to adhere to all applicable laws.

In early 2019, we also introduced a *Green Procurement Program and Policy* to integrate environmental considerations into all purchasing decisions. The new program provides a clear framework and guidelines to advance sustainable procurement across the Company. Working with our internal procurement teams, our employees and our suppliers, we will be rolling out this program throughout the upcoming year.

Alongside our green procurement initiative, we are working to strengthen our supply chain management program, with the implementation of a Supplier Code of Conduct, vendor risk management and supporting due diligence program in 2020.

To learn more, see [Advancing green procurement](#).

Human rights

Protection and respect for human rights is a fundamental tenet of Morneau Shepell. In 2019, the Board of Directors adopted our new [Human Rights Policy](#) articulating our enduring support for the respect and protection of human rights.

The new Policy embeds our commitment to providing a working environment that is free of any form of harassment or discrimination based on applicable laws and other Human Rights legislation wherever we have a presence, and guiding principles, including the [UN Guiding Principles on Business and Human Rights](#). It reaffirms our respect for the dignity of every person and our firm obligation to providing equal opportunities in the workplace to enable every person to contribute fully. We also value the protection of human rights within the communities in which we operate.

The Policy provides all of our employees and contractors, as well as third parties (i.e. clients, service providers and suppliers to Morneau Shepell) with guidelines and clear expectations for behaviour in the workplace as it relates to an individual's basic and fundamental right to be free from harassment and discrimination. Discrimination, whether intentional or not, is prohibited on grounds such as race, ethnicity, political affiliation, religion, gender, sexual orientation, age, marital and family status or disability.

We expect every employee to share in the responsibility to maintain a work environment that reflects respect for human rights and is free from all discrimination and harassment. The Policy also applies to Morneau Shepell in our capacity as a service provider to our clients and their employees. At the same time, we will encourage service providers

working with us to uphold these principles and urge them to adopt similar policies within their own business.

We take any complaint pertaining to human rights seriously and will investigate any complaint formally or informally depending upon the circumstances. The Policy also includes a mechanism for reporting complaints or grievances, without fear of reprisal. Suspected policy violations can also be reported via the Whistleblower Policy.

As we look ahead, we will be developing a three-year human rights strategy to support the implementation of our human rights program and measure our progress.

Our new [Human Rights Policy](#) is available on our website.

Stakeholder engagement

Our stakeholders represent a broad range of communities who are impacted by the actions that we take, and whose actions may in turn impact us. In the course of our day-to-day business, we engage with our stakeholders in our capacity as an employer, through the products and services we offer, as a publicly traded company and corresponding interactions with investors, and as an engaged citizen.

Our key stakeholders include:

- Employees, current and prospective
- Clients, current and prospective
- Employee/individual end users of our services such as Employee Assistance Programs
- Affiliate network, including independent counsellors and other professionals and service providers to whom we refer services
- Shareholders/investors
- Regulators and elected officials
- Financial community
- Strategic partners such as resellers of our services and the academic and research communities
- Suppliers and service providers to Morneau Shepell
- Communities, including charitable groups and community partners

Our relationships and interactions with many of our stakeholders are well documented throughout the report.

For information on our **Shareholder engagement** program, see Shareholder Engagement in the **Management Information Circular**.



Employee Recommended Workplace Awards: Advancing workplace health and productivity

We are strongly committed to improving the health and productivity of workplaces in the communities where we operate. One example of this commitment is the Employee Recommended Workplace Awards that we launched in 2016 in conjunction with *The Globe and Mail*, Canada's biggest national newspaper. The Awards program builds awareness of best practices in employee well-being, engaging employees and providing organizations with a way to benchmark their performance. They stand apart from other top employer/workplace awards as the only award of its kind to have winners determined by the organization's own employees. Employees are asked to complete a short confidential survey, from which they receive a personal assessment identifying potential areas for improvement across all elements of total well-being – physical, mental, work and life. Participating organizations

also receive a summary report on the health of their workforce, identifying areas of strength and opportunities for improvement. The awards recognize those organizations for excellence in achieving a healthy, engaged and productive workforce.

Participation sends a message to employees that their employer is dedicated to helping improve their health and looking to better understand the issues facing their employees. "The Employee Recommended Workplace Award recipients are excellent examples of industry-leading organizations that recognize the importance of employee well-being in achieving the best business results. They have placed a priority on their people and built strong workplace cultures and programs that support the physical, mental, work and life health of their employees. In return, their people have recognized them as being the



“Our goal here was to validate our health and safety, and mental health initiatives that we have at our company, this gave us a good opportunity to benchmark ourselves against other companies. We’re in a fairly high-stress industry, so we need to ensure that our employees have good strong methods to communicate stress or workplace overload so that we can deal with those issues, but that brought to light the fact that some people are suffering some mental health issues and it allowed us to put in place some corrective actions for those.”

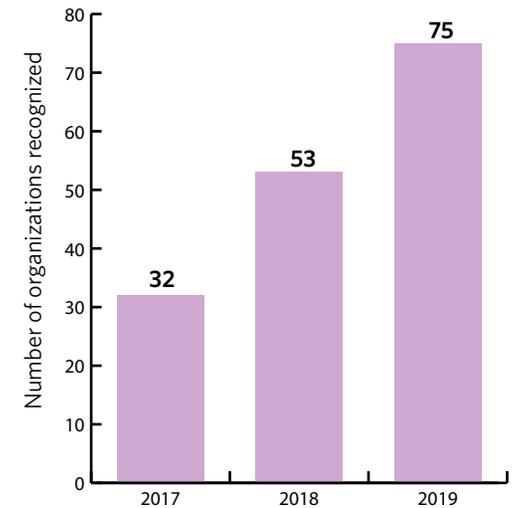
Steve Loftus, Innovative Automation Inc., 2018 Winner of Employee Recommended Workplace Award: Privately owned, mid-sized organization. (Pictured above right with Randal Phillips, Executive Vice President and Chief Client Officer, Morneau Shepell).

top places to work in Canada,” said Stephen Liptrap, President and Chief Executive Officer, Morneau Shepell.

Since Morneau Shepell began the program, the number of organizations recognized as Employee Recommended Workplaces has continued to grow, from 32 in 2017, 53 in 2018, and 75 companies in 2019 representing privately owned, publicly traded, not-for-profit and government. Regular participation is becoming an important tool for organizations to measure and track the impact of HR programs by reviewing where employees have progressed and areas that need improvement. Taken together, this data allows organizations to analyze the impact of employees’ total health on their long-term sustainability and overall success.

For employer participants, the benefits of participation have been positive from strengthening open communication in the workplace, identifying areas where employees need additional support and increasing overall employee engagement. In parallel, more than 25,000 employees have also participated in the survey, bringing them valuable feedback and support recommendations to improve personal health and well-being both on and off the job.

Organizations recognized by the Employee Recommended Workplace Award program



To learn more about the recipients of the Employee Recommended Workplace Award, visit the web site.

[2017 Winners](#)

[2018 Winners](#)

[2019 Winners](#)

Our workplace

Morneau Shepell's business success depends upon the success of our employees. As an employer, we provide our almost 5,000 employees with meaningful work, opportunities for professional and personal growth and to be part of a talented team of people who care. Our goal is to deliver a great employment experience. In turn, we rely on our employees to live our values, support our purpose and advance our business strategy.

Our approach

Morneau Shepell's purpose, "Improving lives. Improving business.", inspires our employees to find meaning in their work every day. While it distinguishes our Company in the marketplace, it is also a "rallying cry" among our workforce for both the work they do and their pride in their work. Our values guide the way we interact with each other, our clients and our communities underscoring our commitment to a respectful and caring workplace, innovation and entrepreneurial spirit. These core elements are fundamental to our employee experience.

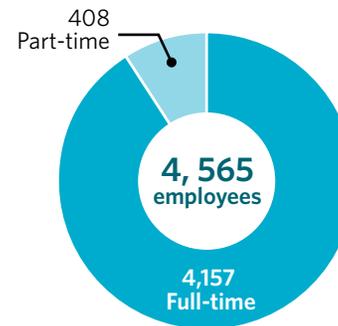
A great employee experience is the foundation of our people strategy. Our *Employee Value Proposition* commits us to having:

- Work that matters
- A place to experience more
- Talented people who care

To deliver on our promise, we work actively to foster a culture of openness, inclusion, belonging and mutual respect.

We ensure that our workplace policies, supporting programs and

2018 Workforce overview (as of December 31, 2018)



practices support the well-being of every Morneau Shepell employee, keeping pace with the evolving needs and expectations of today's workforce.

Our *Code of Business Conduct and Ethics*, together with our *Respectful Workplace Policy and Program* articulate our commitment to ethical and respectful conduct across our global operations. Our *Respectful Workplace Policy and Program* details our commitment to a workplace free from bullying, harassment and discrimination and where the safety, dignity and self-esteem of everyone is respected. Our *Occupational Health and Safety Policy* embeds our commitment to employee health

and safety. We expect all of our employees to support these policies, to report issues through confidential mechanisms without reprisal, and for Morneau Shepell managers to respond accordingly.

Our Chief Human Resources Officer, a member of the Morneau Shepell executive team, leads our corporate-wide people strategy. Human resources (HR) programs are managed through our four "Centres of Excellence" spanning the keys areas of:

- Total rewards
- Talent management and development
- Talent acquisition
- Shared services, including employee relations

While HR is a centralized function at Morneau Shepell, HR business partners are assigned to work closely with each of our lines of business (LOB). HR partners provide expertise on talent matters and ensure that our HR policies and programs are applied universally across the organization, balancing the unique needs of each Morneau Shepell business unit.

Performance highlights

- Proceeded with the integration of the LifeWorks business of approximately 500 employees into Morneau Shepell, following acquisition in July 2018
- Integrated approximately 100 employees from Prudential Retirement into our workforce, following the client win of Prudential Retirement in Q3 2018
- Successfully renewed our Healthy Enterprise – Elite Certification in Québec
- Held five all-employee town halls during the year, hosted by the CEO and executive leadership
- Established a CEO-sponsored Inclusion and Diversity Council in early 2019, comprised of executives and senior leaders from across the enterprise to advance our inclusion and diversity strategy across the Company
- Launched a “Green Team” initiative to engage employees and advance our environmental awareness and conservation program
- Strengthened employee engagement program introducing a continuous listening approach using more frequent pulse surveys. By monitoring employee engagement more frequently, we are able to act more quickly to continuously improve our employees’ experiences
- Implemented the LifeWorks platform across our workforce

Future focus

As we move forward with the evolution of our CSR program, we will be advancing our work in key areas to strengthen management systems, measurement and enhance performance reporting. This includes:

- Strengthening our CSR reporting in the areas of employee engagement and training focused on expanding the scope, disclosure and improving the quality of data

Supporting a positive employee experience

As an industry leader in the employee well-being space, we provide our employees with access to HR tools and solutions, and workplace practices to enhance productivity and support employee well-being.

Our *Core Working and Flexible Work Arrangement Policy* and guidelines, introduced in 2017, enables employees to opt for flexible work hours and telecommuting options designed to help them achieve better work-life integration. Our goal is to continue to support client services, stakeholders and internal teams in business continuity while ensuring our employees have the benefits of a flexible workplace and work-life balance.

As the largest employee and family assistance program (EFAP) provider globally, we understand the important relationship between employee well-being and business productivity. We provide our employees and their families with the same access to EFAP support, which we deliver to our clients. These resources support our employees and their families in improving their total well-being with services covering mental, physical, social and financial well-being. Employees have access to a broad range of counselling services, support services, and physical health services. Our employees’ high utilization of these services (>50 per cent) relative to the market average (11 to 12 per cent) is indicative of their value and is a point of pride for our organization. All full-time employees, and those part-time employees working 22.5 hours or more, are eligible for comprehensive health and dental coverage.

Retirement savings plans are also available to help employees in achieving their financial well-being by meeting their financial security goals and retirement plans.

Engaging our employees

Providing a great employee experience is a strategic business priority for Morneau Shepell. We know that engaged employees are more likely to be highly productive and show greater resiliency. Across the company, leaders are accountable for employee engagement and are empowered to make the decisions to increase engagement in their teams.

Understanding the level of engagement across Morneau Shepell means listening to the voices of our employees. It also means understanding our strengths as an employer and addressing our shortcomings. We strive to engage our workforce by fostering a culture of openness together with our program of proactive employee outreach, supported by our CEO who is personally committed to meeting directly Morneau Shepell employees to the greatest extent possible. Key initiatives include:

- **CEO breakfast meetings** – Our CEO holds regular face-to-face breakfast meetings with employees across our lines of business. Employees are invited to share their perspectives freely, without their supervisors in the room, on a range of topics with the CEO. In turn, our CEO helps employees see the critical connection between our purpose, values and corporate business strategy.
- **CEO all-employee calls** – In 2018, our CEO and executive team hosted five all-employee teleconferences. In the spirit



Employees at our Toronto, Don Mills office share breakfast and perspectives about our business with President and CEO Stephen Liptrap.



Morneau Shepell employees in our Québec City office gather to participate in an all-employee call in November 2018.



Employees based in our Montréal regional office attend a Town Hall session with Morneau Shepell's President and CEO Stephen Liptrap in November 2018.

of openness and transparency, and creating a culture in which employees feel comfortable speaking up, employees have access to a mechanism to ask real time, unfiltered questions visible to their colleagues and air issues of importance to them. Post-call surveys provide all participants with a chance to provide feedback. Overall, employees value the opportunity to hear about the business, strategy, client wins and to engage with the CEO, Chief Financial Officer, Chief Human Resources Officer and other leaders.

- **Regional town halls** – Engaging employees across our regional offices is important. Over the past two years, our CEO has participated in regional town halls in all five of our North American regions.

- **Employee engagement surveys** – We launched our first employee engagement survey in 2009, first biennially and then annually. In 2018, we moved to a more frequent “pulse surveying” approach enabling us to seek employee input more regularly. Given the pace of change, pulse surveys also enable better tracking of emerging engagement issues and improve our ability to address them quickly. Surveys are conducted by an expert third-party provider, ensuring employee confidentiality, and offer us opportunities to benchmark performance against a global database. Over the past four years, employee participation in our enterprise wide - surveys has averaged in the mid to high 80 per cent, higher than the global benchmark. These results inform our HR strategy and workplace initiatives. For more information, see the overview of our most recent employee engagement survey.
- **New employee surveys** – Starting a new job is among the most stressful experiences facing people in the workplace. To help make sure that new hires are settling into their new roles, we carry out 30/60/90-day surveys facilitating our ability to address questions and eliminate issues early in their Morneau Shepell career.

Employee engagement survey

Results of our most recent pulse survey (February 2019) underscore areas of strength and employee satisfaction in the following areas: employees feeling comfortable being themselves at work, feeling cared about, satisfaction with their work teams and receiving helpful feedback, from their managers.

At the enterprise level, we are also focused on opportunities for improvement. For example, one of the findings in a recent survey was that employees felt we could do more to enhance their experience in areas such as employee recognition

and strengthening change communication and management. To address these areas, we launched the LifeWorks app across the company and its recognition feature is being widely used. We are also working to enhance internal communication

at the departmental and the LOB level, as well as corporately. Since the app was launched, there have been 62,276 employee recognitions and re-recognitions, an average of 494 employee recognitions per day.

Advancing inclusion and diversity

As a global company, serving clients in more than 160 countries, Morneau Shepell embraces an inclusive workplace culture, in which the diversity of our global workforce is fully leveraged to support a great employee and client experience. We recognize the importance of diversity from the Board level, and at all levels of the organization, to ensure we understand the needs of our global client base. Our commitment to diversity and inclusion helps us attract talent and fosters innovation. In 2018, the majority of our employees indicated that they “feel a sense of belonging” at Morneau Shepell and “feel cared about as a person” at work, both measures of an inclusive workplace culture. Furthermore, in our most current pulse survey employees gave us top scores on “I feel comfortable being myself at work”, a new item on our survey. Building upon this foundation, we continue to foster inclusivity and advance our diversity program across the organization through a number of important initiatives.

Board diversity

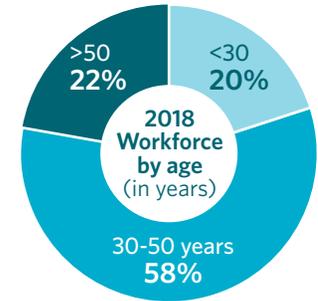
The Board continues to make diversity in gender, ethnicity, age, sexual orientation, religion, career experience and geographic location a priority when considering Director candidates. When executing the Company’s strategy, the Board believes it is imperative to leverage individual differences that reflect the diverse background and demographics of our clients, employees and other stakeholders.

In March 2018, the Governance Committee embedded the Board’s commitment to diversity in a Board *Diversity Policy* and set a target in the policy of maintaining at least 30 per cent women and 30 per cent men on the Board. To help advance this commitment, Morneau Shepell joined the [30% Club Canada](#) in 2018. The Chair of the Board and the Chair of the Governance Committee is a woman. Three of the eight Independent Directors named on the proxy are women, making up 38 per cent of the Independent Board members, and in total, three of the nine Directors are women representing 33 per cent of the Board. In addition, more than 40 per cent of the Board are women or racial or ethnic minorities.

2018 diversity metrics



Chair of Board of Directors is a woman



Employee population — 2,954 women / 1,611 men



Board of Directors — 3 women / 6 men



Executive Leadership Team — 4 women / 8 men



Senior leaders (VP and SVP) — 50 women / 75 men

Executive team diversity

In alignment with our Board of Directors, diversity is embedded into our executive talent management processes. While Morneau Shepell does not set a target for women in executive positions, when the CEO and the Board are seeking executive candidates to build a high performing leadership team, consideration is given to experience, skills and qualifications required for the role as well as different dimensions of diversity, including gender, ethnicity, age, religion, sexual orientation, and experiences. Currently, women comprise 33 per cent (four out of 12) of the executive leadership team roles. This number is substantially higher than Canada's top 100 publicly-traded companies with an average of 9.4 per cent women in the C-Suite (based on research by Catalyst).

Inclusion and Diversity Council

In early 2019, we established a CEO-sponsored Inclusion and Diversity Council. Comprised of senior leaders from across all business units and regions. The Council's mandate is to oversee the creation and execution of a comprehensive multi-year inclusion and diversity strategy and execution plan. The Council is chaired by Rita Fridella, Executive Vice President and President of our LifeWorks line of business.

For additional information, on Board and executive diversity, read the [Management Information Circular](#).

Celebrating International Women's Day across Morneau Shepell



Halifax, Canada.



Chicago, United States.



Toronto, Canada.



Melbourne, Australia.

Human capital development

Providing our employees with opportunities for development and personal growth is essential to a great employee experience, attracting and retaining an engaged workforce and overall business productivity.

All Morneau Shepell employees participate in regular performance discussions. Together with their manager, every employee sets a development plan and identifies performance objectives. Our review process provides our employees with formal and informal opportunities for regular feedback on how they are progressing against their specific development and performance objectives. Our performance review process provides managers and their direct reports with a mechanism to share perspectives about individual performance and to help align development objectives with individual career aspirations and business needs. In 2018, 92 per cent of our permanent employees report they have had a formal performance review/discussion in the past year.

From our front-line contact centre employees to our executive leaders, we also offer a wide range of learning opportunities in English and French to enhance skills and deliver our services and products to our clients. Among the training and development programs available to employees, we offer:

- **Skillport** – an online e-learning tool with modules on core topics such as communication, time/change/project management, customer service, finance, presentation, business strategy, big data, available to all Morneau Shepell employees.

- **Workplace Learning Solutions (WLS) workshops** – developed for and available to our clients and their employees, WLS courses are also made available to Morneau Shepell employees to develop skills in critical areas of time management, conflict management mental health, stress management, and resiliency. Over 450 employees participated in these voluntary WLS workshops in 2018.
- **Inside Morneau Shepell webinars** – a webinar series to build knowledge about new products and services across the enterprise.
- **Building Clients for Life** – Developed for people in strategic client relationship development roles, this program is designed to strengthen capability of partnering with our clients and building enduring client relationships. Some of our senior leaders are program champions, facilitating peer group discussion on key program topics.

Leadership and management training

Training our managers, leaders and high-potential employees is a strategic focus of our development program. We work closely with our people to help them develop the professional as well as the leadership and managerial skills necessary for them to be successful. Talent discussions with high-potential employees support the development of individual development plans to help meet career objectives while aligning with corporate needs. Our HR team delivers a broad range of management and professional training programs, including leadership

and management skills training, peer-to-peer learning, and tools to help our people deliver outstanding client experiences.

Supporting continuing education

We offer employees a continuous learning environment. We encourage and celebrate our employees' success in achieving their goals. Alongside the formal training and development initiatives, we actively support continuing education for employees. Among the programs supported, we assist new graduates early in their careers by helping them complete their actuarial examinations by providing preparation time to study and financial support to cover exam fees. We also offer a similar level of support to employees pursuing their Certified Financial Analyst (CFA) certification and their Certified Employee Benefit Specialist (CEBS) designation.

Our counsellors are provided with additional support to support training and education. Full-time counsellors are allocated five days (paid) for training; three days for Learning/Line Link courses and any other management run training, and an additional two days to use for training relevant to their work as an EAP counsellor. For part-time employees, the allotted days are prorated for their days worked per week.



Engaging employees through community and culture

Meeting the needs of today's workforce requires top employers to do more to enrich employees' lives beyond the work itself.

Employees want to fulfill higher needs at work that go well beyond a paycheck: to be a better person by contributing to society and having confidence that their values and beliefs are aligned with their colleagues and those of their employer. In tandem, improving employee engagement remains a top priority for leading employers¹. To meet these mutually reinforcing needs, our British Columbia regional office created a new employee committee dedicated to increasing community engagement and strengthening internal culture.

Launched early in 2018, the Community and Culture Committee embarked on its plan to advance three clear goals:

- To increase employee engagement;
- To help employees feel more connected to our business; and
- To advance Morneau Shepell's goal of being a preferred place to work.

Comprised of six engaged employee leaders, committee members represent a cross-section of employee roles and lines of businesses. Together, they are driving

a range of initiatives to enhance and improve what they consider to already be a great workplace.

To meet these objectives, our Community and Culture Committee designed a program to advance total employee health across all four pillars of physical health, mental health, work and life. Intended to be inclusive for, and appealing to all employees, first year initiatives included:

- A four-part Diversity and Inclusion speaker series. Feature presentations spanned important topics including: gender diversity and unconscious bias; women in leadership; local indigenous history; and a talk on mental health, mindfulness, resiliency and benevolence by Dr. Georges Sabongui.
- A women in leadership program to fund the participation of two emerging women leaders in the Minerva Foundation's *Women Leading the Way*[™] program. The successful applicants will complete a workplace project as part of the program to sustain the values learned.

Looking ahead, the Committee is exploring opportunities for community outreach, building upon a strong track record of employee-community involvement on initiatives such as United Way, as well as support for other charities and fundraising events. While current initiatives will continue to be important, greater opportunities for team work, experiential learning through hands-on service and engagement in the community will play a new role.

¹ As reported in Morneau Shepell's *Human Resources Trends for 2019*, p. .3

Advancing safety and well-being

Employee health and safety is a core component of our CSR program and performance.

Our commitment to the safety and the well-being of our employees is reflected in our policies, workplace practices, and health and wellness programs we offer to our employees.

Our *Occupational Health and Safety Policy* confirms our commitment to health and safety across the Company. Our goal is to provide and maintain a safe and healthy work environment for all our employees in compliance with legislative requirements and industry standards.

While oversight of health and safety and our Health and Safety Committee for our Canadian sites resides with Morneau Shepell's Director, Total Rewards, employee health and safety is a responsibility shared equally by everyone — managers and employees. Supervisors are responsible for ensuring the work environment is safe for their employees. In turn, every colleague must ensure their own safety by working in compliance with both the law and our internal work practices and procedures. At the same time, every employee has the right to refuse to perform tasks without penalty if they perceive the environment to be unsafe. First aid teams and kits are available at all our offices. In the event of medical or safety emergencies, we rely on community emergency services. While the well-being of our employees is paramount, safety risks associated with our business are very low. As a result, we do not require formal enterprise-wide mechanisms in place to track safety performance pertaining to workplace injuries.

Alongside safety, employee health is a priority. This means ensuring that our workplaces are accessible for employees and that our facilities and workstations are ergonomically sound. To address concerns about sensitivities to scented products, we also support a scent-free environment.

Improving well-being through LifeWorks

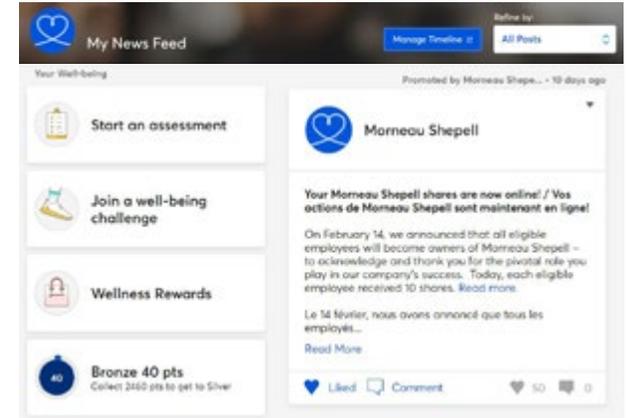
While traditional employee assistance programs (EAPs), accessible by telephone and face-to-face counselling have played an important role in providing support to people, new digital tools are now being introduced. For today's workplace, digital EAP tools like LifeWorks are more in step with the realities of today's workforce, offering accessible support across all areas of well-being, mental, physical, social and financial health.

In November 2018 we extended our LifeWorks app to Morneau Shepell employees to support their total well-being. A mobile-first platform, LifeWorks provides our employees with 24/7 counselling and online well-being resources. LifeWorks includes tools to support:

- **Physical and mental well-being:** Snackable content and contests ranging from content to support people in improving in such areas as their sleep



habits; increasing their daily steps; and practising mindfulness.



The LifeWorks digital EAP tool offers employees with accessible support across all areas of well-being.

- **Social well-being:** An innovative social media platform to share achievements, compliments and help employees feel better recognized for their contributions for a job well done.
- **Financial well-being:** Access to resources to support financial planning and also access to an innovative “perks and savings” program, which provides discount coupons for a range of products and services.

By January 2019, 62 per cent of Morneau Shepell employees were using LifeWorks, with many people opting to use the recognition component specifically.



Local health services providers participated in a Mission Santé sponsored health fair for employees.



Mission Santé: Achieving Healthy Enterprise - Elite recertification in Québec

We have a wide range of workplace health initiatives across the company that are set up and run by our management in our various offices. Among the leading examples is the participation of our Montréal and Québec City offices in the Healthy Enterprise certification program sponsored by the Bureau de normalization du Québec (BNQ). In fact, in 2018, Morneau Shepell renewed its [Healthy Enterprise - Elite Certification](#) with the BNQ. Aligned with our commitment to total employee health and well-being, the certification recognizes Québec businesses of all kinds that promote healthy employee lifestyles, a healthy workplace and ongoing improvements in individual health.

Morneau Shepell was first certified in 2011 and, since then, we have been meeting the BNQ's Healthy Enterprise requirements and recertifying annually. To help support recertification and develop and lead our employee health and wellness program, our Québec region relies upon our employee - based "Mission Santé" committee. Its mission is to advance employee health and wellness through the four spheres of action linked to the Healthy Enterprise Certification, including: healthy lifestyle; work-life balance; a safe and healthy work environment; and management practices in support of health and well-being.

To help ensure that all health-related programming would be meaningful for employees while meeting the BNQ healthy enterprise standard, employees participated in a "Generation Flex" survey. The results helped guide the design of Mission Santé's workplace health program across four focus areas. An innovative and wide-range of events were held throughout 2018 across each focus area, including:

- **Healthy lifestyle** - To support employee interest in improving their physical health, we introduced a series of sporting events such as cycling event, fitness training, as well as a health fair, and a popular monthly walking program.



Montréal office employees participating in a Healthy Enterprise fitness event.

- Work-life balance** – To support employee interest in total health, we brought a unique range of information sessions and services to the workplace, including a seminar on hypnotherapy, a webinar on Employee Assistance Programs, as well as an introduction to the benefits of aromatherapy. We held a range of seminars on topics such as depression, mental health and time management.
- Healthy work environment** – To enhance employee well-being, including health and safety in the workplace, we introduced a range of initiatives including workstation ergonomic consultations for employees. An employee panel comprised of people who had faced and overcome difficult personal challenges shared their experiences and strategies for success with fellow employees. To help alleviate workplace stress, a “NeuroSpa” was established as a relaxation retreat for employees during the day.

- Management practices** – To help those employees who were looking for help to increase their personal productivity and effectiveness in the workplace, we held a series of training seminars across a range of topics throughout the year including stress relief and provided a session on coaching tools.

In total, Mission Santé delivered 24 healthy workplace initiatives across the Québec region in 2018. We assessed each initiative for employee participation rate and level of employee satisfaction against internal goals. While some events achieved participation rates as high as 80 per cent or more, increasing employee participation and engagement remains an ongoing goal. Alongside the initiatives and events, Mission Santé also developed an updated *Health, Safety and Well-Being Policy*, embedding the region’s commitment to total employee health for years to come. At the end of the year, the complete program was audited by BNQ and Healthy Enterprise – Elite recertification achieved.



As part of the Mission Santé program, fruit days encouraged healthy eating.

Going forward in 2019, Mission Santé is looking to build on the program’s success to date with a range of innovative initiatives to engage employees thus advancing total health and well-being.

Supporting communities

Community development is essential to our values, our brand and our business. Through our corporate citizenship program, Morneau Shepell has a track record of contributing to the social and economic prosperity of our regions, with a focus on improving social well-being in those communities where we have a presence.

Our approach

Our corporate citizenship program is multi-faceted providing a broad range of support through strategic partnerships, employee volunteerism, and monetary and in-kind donations. In 2017 and 2018, we carried out a review of our donations program with the aim of strengthening the connection between Morneau Shepell's business strategy and the societal needs of today and into the future.

Drawing upon our core business strengths, our strategy is focused on all aspects of well-being — physical, mental, social and financial.

Responsibility for our community program resides with our Executive Vice President and Chief Client Officer who is accountable for our community and donations strategy and corporate program. At the local and regional level, a broad range of local community initiatives are the responsibility of Morneau Shepell's Regional Leaders.

Performance highlights

- Updated our community contributions program to focus on total well-being, better aligning with Morneau Shepell's business strategy
- Partnered with CAMH to launch 150 Leading Canadians for Mental Health
- Continued to support our partnership with the United Nations High Commissioner for Refugees (UNHCR) and the Morneau Shepell Secondary School for Girls (Kakuma)
- Renewed our commitment to the UNHCR to support Kakuma through to 2020
- Opened our free crisis hotline to provide community crisis/emergency trauma support to people affected by 11 significant emergencies, five in Canada and six in the United States

Future focus

- Review spending commitments against industry best practices and confirm target
- Launch employee community days in 2019



Canadian Olympic athletes (from left) Laurence Vincent-Lapointe, Maxime, Chloé, Justine Dufour-Lapointe and Roseline Filion attend our Montréal client event.



Members of Fort McMurray mobile Trauma response team assisting during the July 2016 fires.



Together with CAMH, we celebrated 43 Difference Makers from Ontario who were honoured as part of the 150 Leading Canadians for Mental Health.

Community initiatives

Alongside a broad range of local and regional community initiatives our corporate partnerships and core programs include:

- Canadian Olympic Committee (COC)** – Morneau Shepell is the Mental Health Partner for the COC, and an official supporter and founding partner of the *Game Plan* program, providing a suite of mental health services to athletes. *Game Plan*, which is also supported by the Canadian Paralympic Committee (CPC), Canadian Olympic and Paralympic Sport Institute Network (COPSI Network), has a goal to provide Canadian athletes with resources for life beyond sport. This initiative takes a proactive approach to total athlete wellness. It is designed to alleviate life's common stressors and distractors, allowing athletes and coaches to focus on performing when it matters most.
- Centre for Addiction and Mental Health (CAMH)** – In partnership with CAMH, Morneau Shepell partnered to honour the 150 Leading Canadians for Mental Health. A national program, 150 Leading Canadians for Mental Health celebrated the achievements of those individuals from across Canada who changed the course of mental illness through research, philanthropy, advocacy, social change or inspiration. To learn more, see [150 Leading Canadians for Mental Health: A Partnership with CAMH](#).
- Community trauma support** – In times of traumatic events and natural disaster, Morneau Shepell's Community Disaster Rapid Response Team donated invaluable assistance and specialized counselling to communities impacted by traumatic events. Our commitment to providing free trauma support is longstanding, dating back to 9/11, Haiti's earthquake, the Slave Lake fires, Fort McMurray fires, the Calgary floods, Lac-Mégantic train derailment and the Québec City mosque shooting.

In 2018, we opened up our bilingual crisis hotline in response to 11 major North American trauma events, five in Canada and six in the United States. Every effort is made to promote the availability of counselling support through traditional and social media, communications to city officials, as well as Morneau Shepell clients and employees. Our trauma teams offered assistance to those affected by tragic events including:

Canada

- Humboldt Broncos bus crash in Humboldt, Saskatchewan
- Wildfires in British Columbia
- Shooting in Fredericton, New Brunswick
- Danforth shooting, Toronto, Ontario
- Yonge and Finch van attack, Toronto, Ontario

United States

- School shooting, Santa Fe, Texas
 - Wildfires in California (August and November)
 - Squirrel Hill shooting in Pittsburgh, Pennsylvania
 - Shooting, Thousand Oaks, California
 - Hospital shooting, Chicago, Illinois
- **Kakuma project** - Morneau Shepell has a longstanding commitment to the United Nations High Commissioner for Refugees to provide support for the girls and young women in the Kakuma Refugee Camp. To learn more about our flagship community initiative, see ***The Kakuma Project: Improving Lives Through Education.***

The Kakuma project: Improving lives through education

Located in northwestern Kenya, the Kakuma Refugee Camp and settlement is home to about 180,000 people who have been displaced from their homes. The population is young with approximately 75 per cent of the people living there under the age of 25. While the Kenyan government allows refugees access to the 21 primary and five secondary schools available, they are overcrowded, resources inequitable and gender parity a challenge.

Our relationship with the Kakuma Camp began in 2010 with a clear goal to help address inequities in education with a focus on the training and education for girls and women. Since our involvement began, we have enhanced resources and access to learning through two flagship projects, the *Community Technology Access Centre* (CTA) and the *Morneau Shepell Secondary School for Girls*. Together, these initiatives are contributing to the advancement of the UN Sustainable Development Goals (SDGs) 4 Quality Education and 5 Gender Equality.



Morneau Shepell Secondary School for Girls: Advancing the lives of young women

It is widely reported that girls hold the key to a better world and that with education, women will produce positive outcomes that improve the livelihoods of many. For girls and young women living in sub-Saharan Africa, systemic cultural and socio-economic barriers continue to prevent them from accessing the primary and post-secondary education they need. In the Kakuma Camp, the average gross enrolment rate for girls is 4 per cent compared with 21 per cent for refugee boys at the secondary school level. With too few

schools, overcrowding and a population of over 80,000 school-age refugee children, many thousands of students especially girls are unable to go to school where gender parity is a particular challenge.

To address this inequity, the *Morneau Shepell Secondary School for Girls* is advancing the education of young women in the Kakuma camp who would not otherwise have opportunities to learn. Developed in partnership with the United Nations High Commissioner for Refugees (UNHCR), with financial support from Morneau Shepell, the school has become a centre of excellence for girls who show academic promise.

“I have found peace in such a way that I am able to interact with my fellow students who are from different communities. We share our ideas in school. In Morneau Shepell is where I am trained to be the future leader of tomorrow. ”

Esther Nyakong, Student — [Watch Refugee girls beat the odds with education in Kenya](#)

Opened in 2014, today the school is home to 352 girls, representing 15 per cent of the total secondary school female enrolment in the Kakuma Camp. A multi-faith, multi-ethnic student body, the girls are selected based primarily on academic excellence, plus vulnerability, with 10 per cent of the spots for the local community. In the field, the day-to-day operation of the school rests with the Windle Trust and its team of 18 teachers, including eight women, and a staff of 20.



Since its inception, 216 young women have completed and graduated from the Morneau Shepell school.

As the largest corporate donor to the UNHCR, Morneau Shepell is committed to providing CAD \$1.375 million over five years. Alongside our corporate support, employee engagement and volunteerism play an invaluable role in supporting the school. Through direct payroll deductions and participation in additional fundraising events, including an annual corporate golf tournament and marathon, employees are directly supporting the UNHCR in Kakuma. Over the past seven years, our employees have contributed \$305,000 in funds to support Kakuma, which has been gift matched by the company.

The school is having a positive impact on the young girls in attendance as well as the host communities in the Turkana West sub-county. In 2018, the school

produced the strongest results of all schools in Kakuma and the entire Turkana West sub-county where the school is located. With consistently high academic performance, the Morneau Shepell School was recognized as the best school in the 2018 Kenya Certificate of Secondary Education, exceeding 12 other secondary schools in the Turkana West sub-county (including schools in the refugee and host communities). Positive outcomes include:

- A 400 per cent increase in the number of girls graduating from primary schools, up from 423 in 2014 to 1,690 in 2018
- Higher number of applications for school placement reflecting both the reputation of the school as safe and conducive, and its value as a



Students at the Morneau Shepell school working in the science lab.



Many nationalities and faiths live and study at the school.

“When the school opened in 2014, only 423 girls graduated from primary education. In four years, that number has quadrupled to 1,690. Demand for admission has surged, with five times the number of applications than the School has spaces available. Not only more girls are schooled, but the quality of the education they receive means that for the past two years, the School has produced the top-performing student in the county.

Your investment in refugee girls’ education has a direct impact on themselves and their communities: you are helping pave the path to a brighter future for these young women, bolstering their opportunities for economic and career advancement, and also shaping the next generation of leaders.”

Jean-Nicolas Beuze, UNHCR Canada Representative

life-changing opportunity for students. In 2018, there were 458 applications for 90 form one spots and increase of 22.5 per cent since 2017

- Superior academic performance as measured by the higher number of girls achieving university grade results, increasing from two in 2016 and five in 2017, to 13 in 2018
- Produced the top student in the Turkana West sub-county for two consecutive years (2017 and 2018)

Since its inception, 216 young women have completed and graduated from the Morneau Shepell school. With each year of operation, more and more Morneau Shepell graduates are qualifying for post-secondary education and being awarded scholarships. In 2018, two Morneau Shepell graduates began their studies at a university in Ontario.

All photos (this page and previous) courtesy UNHCR

Community Technology Access Centre (CTA)

The CTA opened in 2012. Our first Kakuma project, the CTA’s goal is to impart quality information technology (IT) skills to refugee students and to enhance livelihoods through digital literacy. Since 2012, over 3,700 students have received training at the CTA and many have gone on to secure jobs in the Camp attributed to their computer skills. In 2018, the Kenyan

government recognized the CTA and it is now registered under the Kenyan Ministry of Education through the Technical and Vocational Education and Training Authority – a state corporation established under the Technical and

Vocational Education and Training Authority Act. With this accreditation, the CTA now offers market-driven courses in IT including two streams of computer training and a government certified “Craft Certificate”. Alongside the IT programs, adult education is an important part of the Centre’s work. In 2018, there were 448 adults, 368 men and 80 women, enrolled in programs to advance English literacy as well as trades such as plumbing and electrical. Through these initiatives, the CTA is helping refugees develop the skills they need for meaningful employment and building capacity at Kakuma.



Partnering with CivicAction – MindsMatter/ SoutienBienÊtre

Workplace mental health is an important issue for business leaders across Canada. As reported by Toronto-based CivicAction in late 2016, the Canadian Mental Health Association indicates that 32 per cent of Canadian business leaders are taking action to address workplace mental health. At the same time, another 42 per cent of business leaders indicated that while interested in addressing workplace mental health, they hadn't taken action due in part to lack of knowledge, time and resources.

In the Greater Toronto and Hamilton Area (GTHA), research carried out locally by Morneau Shepell, the Canadian Centre for Economic Analysis and CivicAction indicated that an estimated 50 per cent of the GTHA workforce had experienced a mental health issue. The study also

revealed that current mental health issues could cost an estimated \$17 billion in lost productivity across the region over the next decade.

To help address this area of local need, Morneau Shepell, in collaboration with a group of employers, people with lived experience, and mental health experts, joined forces with CivicAction to develop the MindsMatter/SoutienBienÊtre program.

MindsMatter taps into employers' desire to better support the mental well-being of their employees, and gives them an easy way to take the first or next step. The program offers employers of any size or sector a free [online assessment tool](#) to help them assess what they are currently doing to support workplace mental health, and how they can do more, with links to examples and other resources. Since the program launched in December 2016, close to 1,000 organizations from across Canada have taken the assessment, and have the actions they need to benefit up to two million employees.



(left to right) Rupert Duchesne, Co-Chair, CivicAction Mental Health in the Workplace Champions Council; Paula Allen, Vice President, Research and Integrative Solutions, Morneau Shepell and Co-Chair, CivicAction Mental Health in the Workplace Champions Council; Sevaun Palvetzian, CEO, CivicAction; Jeremiah Brown, Canadian Olympian; Cameron Fowler, President, North American Personal & Business Banking, BMO Financial Group and CivicAction Board member; Richard Wiltshire, Head of Customer Success, Sales Solutions, North America, LinkedIn.

“Morneau Shepell and its leaders have been incredible champions in the creation and success of our workplace mental health program. Their expertise, stellar reputation, and network in this area have helped us gain traction with employers beyond our wildest expectations. Our collective efforts are helping make a commitment to mental health the new norm in workplaces across Canada.”

Sevaun Palvetzian, Chief Executive Officer, CivicAction

As part of our ongoing commitment to MindsMatter, Morneau Shepell's Vice President of Research and Integrative Solutions, Paula Allen is the Co-Chair of CivicActions' *Mental Health in the Workplace Champions Council*. Comprised of senior and rising leaders with a shared interest in workplace mental health, the Council provides ongoing advice and perspectives to champion the MindsMatter program and make GTHA workplaces world-renowned for supporting people's mental well-being.



Random Acts of Kindness (RAK) are a mainstay of the Humanitarian Committee's work in the area of community outreach.

LifeWorks Humanitarian Committee: Making a difference at the grassroots

In the aftermath of one of 2017's devastating hurricanes that hit the southern United States, LifeWorks' employees wanted to help. They volunteered, raised money and stepped up to help a family whose lives had been torn apart by natural disaster. Making a difference in the lives of others was gratifying and a source of inspiration for wanting to do more. For those that participated, this act of kindness laid the groundwork for a company-wide Humanitarian Committee.

Created by and driven by LifeWorks' employees, the Humanitarian Committee is comprised of energetic volunteers seeking opportunities to make a positive impact beyond their workplace. Their goal is straightforward: to promote kindness through humanitarian initiatives.

While the Humanitarian Committee is global, with representation in Canada, the United States and the United Kingdom, contributing to the local communities where employees live and work is the priority. Supported by the company with an annual budget of \$10,000, funding decisions are made collectively by all 21 members of the Committee with the goal of stretching every dollar to maximize impact and bringing benefits to as many people as possible.

Random Acts of Kindness (RAK) are a mainstay of the Humanitarian Committee's work in the area of community outreach. In 2018, RAK events took place in Québec, California, Minnesota, Pennsylvania and Florida. For each event, committee volunteers and their families go out into the community to distribute healthy snacks, gift cards for food, money and water to vulnerable people living in and around low-income neighbourhoods and homeless shelters. The Committee estimates that approximately 500 people have benefitted from RAKs in 2018. During its first full year, the Humanitarian Committee also supported a broad range of other initiatives, including:

- Financial support to "Send a Kid to Camp" across six specialized summer camps in the U.K., the U.S. and Canada

- 200 “Back to School” backpacks filled with school supplies to six organizations throughout Canada, the U.S. and the U.K. for distribution to children in need
- Donations of “Toys for Tots” as well as various food banks and homeless shelters. Gift cards were also purchased for distribution to the needy by members of the Committee
- 25 personal hygiene items to Women’s Resource Centre, SafeHouse
- Monetary contributions to help support a range of causes important to Committee members, including Sickle Cell Disease and an International School in Spain organizing a humanitarian trip to help orphans in India

Partnering with University of Montréal: Understanding workplace health and wellness

Workplace health and wellness is fundamental to business productivity, to employee well-being and to the well-being of society. Of critical importance to our business, Morneau Shepell works with a range of organizations and institutions to advance leading research in the critical area of employee health and wellness. In 2017, we partnered with the Université de Montréal to support a five-year study on holistic wellness in the workplace. Known as the *Workplace Health and Wellness Observatory (OSMET)*, this project brings workplace health and wellness data together with best practices to better understand how factors such as the workplace, family and community, and individual characteristics affect employee health and wellness. Each year, OSMET is monitoring 5,000 employees and 100 businesses over a five-year period. Priority issue areas will include mental health (i.e. psychological distress, depression and burnout) and physical health (i.e. obesity, cardiovascular health, muscular-skeletal health and work-related cancers). The results will improve our knowledge of those factors within and outside of the workplace that foster employee health and wellness. Over the longer-term, these findings will support the development of science-based prevention programs and interventions to reduce employee absenteeism and lead to productivity gains both in the workplace and the economy.



150 Leading Canadians for Mental Health: A partnership with CAMH

As a leader in workplace mental health, Morneau Shepell has been creating strategies to help organizations develop more psychologically healthy workplaces for over 30 years.

In this work, we have worked closely with Canada’s Centre for Addiction and Mental Health (CAMH). Driven by shared values and the common goal to raise awareness and advance conversations around mental health, Morneau Shepell partnered with CAMH in a joint effort to celebrate **150 Leading Canadians for Mental Health**.

Inspired by Canada’s 150th anniversary, we set out to honour 150 Canadians whose contributions have changed the course of mental health. The 150 Leading Canadians program was supported by a national committee comprising leading advocates and experts in the field, including Morneau Shepell’s President and CEO Stephen Liptrap, who together played an instrumental role in advancing the initiative.

Morneau Shepell’s President and CEO, Stephen Liptrap, addresses the honorees at the Ontario celebration of Difference Makers: 150 Leading Canadians for Mental Health.

Canadians were invited to nominate someone who has made a difference through research, philanthropy, advocacy, social change or inspiration at a local or national level. In total, over 3,700 names were put forward across the country, exceeding expectations and underscoring the importance of mental health and addictions to Canadians.



"We can't talk about health without talking about mental health. I know we've come really far in changing the perception of mental illness, but we still have a long way to go. Difference Makers sparked an important conversation and gave me hope that we're moving in the right direction. I was truly honoured to be a part of it."

Asante Haughton, Difference Maker

By the end of the year, 150 Leading Canadians for Mental Health with 150 different stories were selected and honoured at five cross-Canada celebration events. As the Presenting Partner, Morneau Shepell played a leading role in the program, hosting regional events and providing support for the Thinkers Symposium. For a complete list of the 150 Leading Canadians for Mental Health, visit the [web site](#).

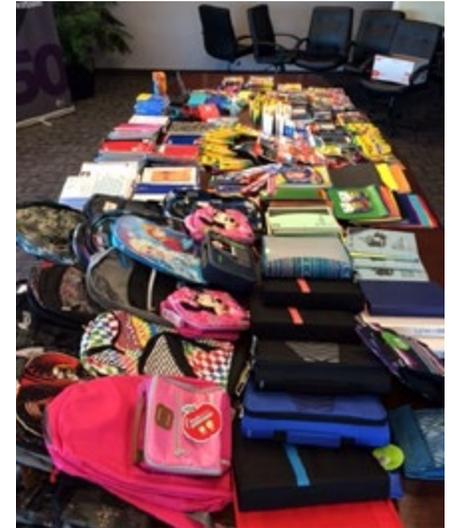
The CAMH Difference Makers Symposium was held in May 2018, drawing several thousand people from across Canada in person and on-line to continue the conversation around mental health. Together for a day of dialogue, symposium participants included thought leaders, mental health champions, service innovators and people with lived experience with mental illness. A panel discussion broadcast on Facebook and a cross-Canadian Twitter conversation engaged new audiences through social media and attracted over 30.8 million media impressions.

The Symposium concluded with five action items to help advance the mental health movement and keep the national conversation going forward.

Supporting the Halifax community: Morneau Shepell Employee Charity Committee

For over 15 years, the team at Morneau Shepell's Halifax office has been supporting local and national charities at the grassroots. Through a range of employee driven fundraising events, such as "snack shacks" and employee draws, the Charity Committee raises money to provide needed financial support to a variety of charitable organizations. Alongside monetary support, the Charity Committee also collects donated goods to share with local charities such as personal items for shelters, school supplies for kids in need, and other items as the need arises.

The Charity Committee tallies the monies raised and distributes support throughout the year. The committee determines recipients in a range of ways: responding to calls for help when emergencies arise, such as the Fort McMurray fires; seeking employee input via an office poll; or, ongoing support for a local charitable cause, many of which are regular recipients of the committee's sustained support. Among the recipients, the Charity Committee has been supporting the local foodbank, Feed Nova Scotia since 2006. Support has also been provided to over 40 charities, including various sectors of the Canadian Cancer Society, Hope for Wildlife, the Nova Scotia SPCA, local shelters and more.



Among the many initiatives supported by Morneau Shepell's Halifax-based Employee Charity Committee funds were raised to provide school supplies for children attending a local elementary school.

Since 2006, the employee-sponsored Charity Committee has raised over \$33,000 plus in-kind donations in support of the Halifax community and other national initiatives. Employee engagement, volunteerism and pride in our employees' contribution to community is at the heart of the Charity Committee's success.

CAMH Gifts of Light

Morneau Shepell has a strong relationship with the Centre for Addiction and Mental Health (CAMH). As the largest Employee and Family Assistance Program (EFAP) provider in Canada, Morneau Shepell and the work of our LifeWorks by Morneau Shepell team is closely connected to CAMH, particularly in the mental health space.

When our large account management team was exploring opportunities to give back to the community, supporting CAMH's "Gifts of Light" initiative was the perfect fit. A unique and important program, Gifts of Light provides simple but essential items to people who turn to CAMH at times of crisis, need help and often have no support system. From emergency kits of personal items to pajamas and slippers, as well as services such as haircuts and dental visits, these gifts provide comfort and essentials to CAMH patients who would otherwise have nothing. For two consecutive years, our team has donated its time and collective energy to assembling hundreds of the Gifts of Light packages. CAMH ensures that every patient receives a gift. While at CAMH, our team also toured the facility and gained a first-hand appreciation of CAMH's work and patient support, and how they serve the community. Helping the Gifts



of Light program to support the clients of CAMH in their recovery is important and the team is proud to support it. Plans are already underway for our volunteers to return in 2019.

Morneau Shepell's Large Account Management Team, LifeWorks line of business donated its time to support the CAMH "Gifts of Light" program for the second consecutive year.

(left to right); Harwinder Ahluwalia, Wendy Murdock, Sarah Goodman, David Seagrave. Missing from photo (as they were helping to deliver the gifts to another location), Ross Taylor, Colleen Pinney, Jo-Anne Ramos, Sue Elliott, Heidi Gill, Sharon Clements Absent: Greg Schneider, Jillian Snider, Linda Macinnis-Sedge, Claude Bourque.

Environmental stewardship

As a responsible corporate citizen, we are mindful of our responsibility to the ecological well-being of the planet on which we all live. Across our business, we are committed to minimizing the environmental impacts arising from our business activities and making a positive contribution to the environment. Together with our employees, we are working to embrace new opportunities for conservation and embed sustainability practices into our business strategy and daily operations.

Our approach

Environmental stewardship is a core element of Morneau Shepell's CSR strategy.

In early 2019, we embarked on a program to formalize our environmental commitments, embedding sustainability into our culture and keeping pace with stakeholder expectations. On March 6, 2019 our Board of Directors approved our [Environmental Policy](#). Our new policy articulates our environmental priorities with a specific focus on: managing our own behaviours; embracing new opportunities for conservation; strengthening engagement; and integrating environmental and sustainability considerations into our day-to-day business conduct.

Minimizing our environmental footprint is a strategic objective of our environmental program. To advance our goals, we focus on those areas where our business operations and the environment intersect, including:

- **Facilities** - Our offices and call centres are located in buildings where we are a tenant, where we are reliant upon the available infrastructure to manage our impacts, such as conserving energy and participating in recycling and composting programs. While Morneau Shepell does not own any property, we strive to locate in [LEED-certified](#) and [BOMA BEST](#) facilities, to the extent possible. In 2018, approximately 10 per cent of our 167 offices/facilities were located in LEED® and/or BOMA BEST buildings.
- **Paper** - Paper use is a primary focus of our responsible consumption and waste management program. Through a two-sided printing program along with a printer removal program, we are focused on a push to paperless. As part of our procurement program, we only purchase Forest Stewardship Council (FSC) certified paper with a high percentage of recycled content. Read [Becoming paperless](#).
- **Reduce and divert waste** - Reducing the volume of waste we generate plays an important role in minimizing our environmental footprint. Although we have not set publicly available waste reduction targets, we encourage all members of the Morneau Shepell community to minimize waste by re-using materials and reducing the total waste produced. We are working to eliminate single-use plastics and removing paper coffee cups from all of our buildings. Given the nature of our business, products and services, we do not use or produce any hazardous materials. We also divert approximately 8,000 lbs. of waste from landfills annually through donations of large volumes of e-waste, used office equipment and supplies to churches and schools.
- **Responsible procurement** - To drive sustainable procurement practices, we have developed a *Green Procurement Program and Policy* to be rolled out in 2019. This program will guide our purchasing decisions and move towards sustainability. See [Advancing green procurement](#).

- **Employee engagement** - Creating a culture of sustainability depends upon successfully engaging employees on the environment across our organization. While some of our offices already have established employee - environmental initiatives in place, our “Green Team” initiative will help build employee awareness through stewardship and conservation programs, contributing to improved employee environmental practices both at work and at home.

Responsibility for environmental strategy resides in two areas of the Company specifically the Chief Financial Officer who has oversight of Morneau Shepell facilities and the Chief Client Officer who has oversight for community initiatives.

Performance highlights

- Received Board approval for our new [Environmental Policy](#)
- Maintained record of compliance across our operations with zero incidents of non-compliance with environmental laws and regulations and zero fines and non-monetary sanctions
- Reduced paper consumption at our corporate office by 436,000 sheets in 2018, a 42 per cent reduction over the volume of paper used in 2017
- Advanced our program of printer removal to reduce paper consumption and lower cost
- Embarked on an initiative to eliminate single-use plastics, including water bottles and disposable cutlery
- Introduced a *Green Procurement Program and Policy* to apply across the Company
- Launched our “Green Team” workplace initiative to engage employees on environmental matters and advance our waste reduction and conservation program
- Introduced Notice and Access in 2018, as permitted by Canadian Securities Administrators. This means Shareholders will receive a notice, which provides information on how to access the Company’s Circular online and how to request a paper copy of it. Adopting Notice and Access allows us to reduce printing and mailing costs consistent with our sustainability strategy

Future focus

- Roll-out our *Environmental Policy* and *Green Procurement Program and Policy* across the company
- Advance the development of a company-wide formal *Environmental Management System* for implementation in 2020
- Identify energy use and greenhouse gas (GHG) reduction opportunities
- Embed sustainability into our culture through our “Green Team” employee engagement program and introduce measures to better track our environmental footprint and the effectiveness of our conservation initiatives
- Extend our printer optimization program to Morneau Shepell offices beyond the Greater Toronto Area

Advancing green procurement

Sustainable procurement is an integral part of Morneau Shepell's commitment to the environment. To help us better integrate environmental considerations into our purchasing decisions, we introduced a *Green Procurement Program and Policy* in early 2019. The new program has two primary goals:

- To encourage the purchase and use of materials, products, and services that best align with Morneau Shepell's environmental, social, community, performance, and financial goals
- To ensure that Morneau Shepell's purchasing practices make positive contributions to social and environmental systems, to align Morneau Shepell's purchases with its corporate citizenship goals

The *Green Procurement Program and Policy* outlines our commitment to green procurement and provides a clear framework and guidelines to advance sustainable procurement processes across all types of products used by Morneau Shepell. Purchasing decisions will be aligned to demonstrate our commitment to people, working environment and community, and, demonstrate leadership in green building. At the same time, they must meet our expectations for best value for money, supported by supply arrangements that provide the best possible combination of quality, suitability, sustainability, and delivery terms.

Our objective is to promote conservation and sustainability, while also reducing our overall contribution to:

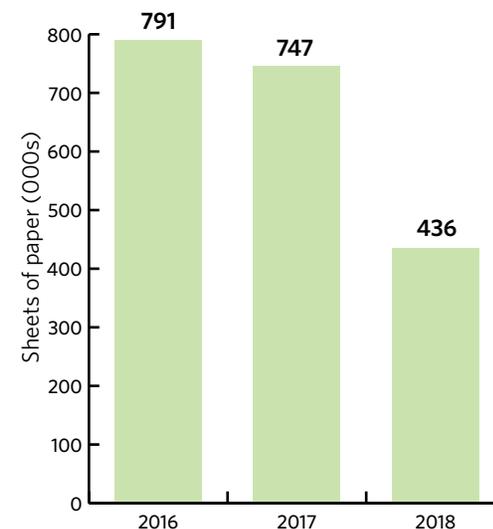
- solid and liquid waste
- airborne pollutants, including greenhouse gases (GHGs), Volatile Organic Compounds (VOCs) and chlorofluorocarbons (CFCs)
- energy consumption
- resource depletion
- hazardous materials

As we move forward with implementation, our procurement team will be learning more about green product choices, their positive impacts and how to maintain environmentally safe conditions in our facilities. The new procurement guidelines include a broad range of "green attributes" for consideration in purchasing decisions beginning with the "3Rs" of reduce, reuse, and recycle. A checklist of additional green considerations spans a broad range of criteria including local purchasing, percentage of recycled content, environmentally-certified products (e.g. Eco-Logo or Green Seal Certification, Forest Stewardship Council, Energy Star etc.) and renewable resource alternatives. Helping our procurement teams understand what to purchase and determining the attributes of a green product in the decision-making process will be essential to advancing our green procurement program in the year ahead.

Becoming paperless

Reducing paper consumption is a core component of Morneau Shepell's environmental program. Our Board of Directors has been leading the way in working in a paperless environment. Since April 2013, materials provided to the Board have been distributed digitally and reviewed in an online environment to keep paper use at a minimum. Driven by a strategic business initiative to drive efficiency, we set out to better understand our overall paper consumption, including end use and the role of printers. The results revealed annual paper consumption of approximately 4 million sheets of paper from our corporate office, representing some 1,600 pine trees, and about 40 million litres of water used. In parallel, approximately 80 per cent of the paper being printed was shredded. Armed

Corporate office paper reduction





“Reducing the amount of paper we print goes beyond eliminating printers, it requires each and every employee to adjust their own behaviours and daily work practices to support a corporate-wide cultural shift away from paper to working effectively in a digital world.”

Nancy Purdy, Manager Office Services, Morneau Shepell

with this information, we are implementing a strategy to immediately reduce paper and energy consumption and to drive change in employee behaviours relating to paper use and printing. Priority initiatives include:

- Keeping high-use, high-quality printers and more energy efficient printers, while decommissioning the number of low volume printers and shredders with a goal of reducing energy consumption and paper consumption
- Using only FSC-certified papers with >50 per cent recycled content, including post-consumer, and eliminating all higher-end papers
- Printing the latest version of documents when legally required, refraining from printing drafts
- Changing our attitude about printing by moving away from a “printing mindset”, and encouraging employees to “think twice” before printing
- Raising consciousness pertaining to the environmental impacts of paper consumption and modelling sustainable behaviours
- Advocating for paperless meetings, using laptops and driving digital document review as the new “norm”

While there is more work to be done, our shift to a more mindful approach to printing is already making a positive impact. From 2017 to 2018, we achieved a 42 per cent reduction in paper consumption, and a 45 per cent reduction since 2016. While formal targets have not

yet been set, we are on track to achieve a 25 per cent reduction in the volume of paper used by 2021. With an initial focus on printer use at our Greater Toronto Area offices, we expect to be expanding the program across all of our sites by 2021.

Green team



Environmental stewardship is important to our business and to our employees. While Morneau Shepell is already taking action to manage and reduce our environmental footprint, we know that we have a greater opportunity to make a bigger impact and a real difference. To achieve that end, in February 2019, we launched a company-wide “Green Team” environmental initiative.

Our Green Team goal is to manage our impact on the environment, promote environmental awareness and conservation, and advance sustainability across the Company. At the outset, our primary focus will be on introducing activities to increase our awareness of our environment and encourage responsible consumption — print less, consume less energy, conserve water and create less waste. While corporate initiatives to save energy and resources are underway, our employees will play a pivotal role by refraining from unnecessary printing, advocating for paperless meetings, and turning off lights.

To drive the program and support engagement, we will be relying on local “Green team champions” at our regional offices to lead local environmental initiatives and audits to establish a benchmark, and measure future success.

Addressing climate change

As a member of civil society and business leader, we recognize that climate change is a pressing environmental issue and one where we, together with our employees, can make a contribution.

Reducing our energy use will be a first priority. It means looking for opportunities to work with our landlords, as they become more adept at tracking specific tenant energy use, and to align our operations with our energy reduction strategies. It means advancing our program of decommissioning under-used printers reducing the energy consumption of printers not being effectively used. It means better understanding how initiatives such as our employee telecommuting program and best practices in managing business travel can help us avoid and track future emissions.

By learning more about our energy use, we will be better able to identify the specific actions we need to take to conserve energy, avoid and reduce GHG emissions and identify realistic energy use and GHG reduction targets for our business.



Awards and recognitions

Morneau Shepell is honoured to have the opportunity to support the work of our clients and their employees. From time to time, our work and the services we offer are recognized for the contributions they make to the organizations we serve.

In 2018, we celebrated a range of client, employee and service achievements.



Staples Canada received the Benefits Canada, [2018 Workplace Benefits Award In the mental health category](#)



Ontario Power Generation received the Benefits Canada, [2018 Workplace Benefits Award in the absence management category](#)



Ontario Power Generation won the 2018 Corporate Award of Excellence from the [Employee Assistance Society of North America](#) [in recognition of its commitment to employee mental health as a critical component of organizational culture]



Morneau Shepell was recognized for the third consecutive year by the [Canadian HR Reporter 2018 Readers' Choice Awards](#). The award acknowledges the company as one of the top service providers in three categories: benefits and pension consultants, disability management consultations and EAP providers



Michel Arsenault, Morneau Shepell's Clinical Director, Ontario/Atlantic Canada and Digital Clinical Services, received the 2018 Leadership Award of Excellence from the [Employee Assistance Society of North America \(EASNA\)](#)

Morneau Shepell is the leading provider of technology-enabled HR services that deliver an integrated approach to well-being through our cloud-based platform. Our focus is providing everything our clients need to support the mental, physical, social and financial well-being of their people. By improving lives, we improve business. Our approach spans services in employee and family assistance, health and wellness, recognition, pension and benefits administration, retirement and benefits consulting, actuarial and investment services. Morneau Shepell employs almost 5,000 employees who work with some 24,000 client organizations that use our services in 162 countries. Morneau Shepell is a publicly traded company on the Toronto Stock Exchange (TSX: MSI).



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