



Corporate Social Responsibility Report 2019



We stand together
Unis et solidaires

Improving lives & communities

Improving lives. Improving business.

Introduction	2	How we work	13	Our workplace	23	Improving communities	40	Environmental stewardship	52	Awards and recognitions	58
Corporate profile	3	Our approach	14	Our approach	25	Our approach	42	Our approach	54		
Our purpose	4	Ethics and integrity	14	Performance highlights	26	Performance highlights	42	Performance highlights	55		
Our values	4	CSR governance and management	15	Future focus	27	Future focus	42	Future focus	55		
Our vision	4	Managing environmental, social and governance risk	18	Employee experience	27	Community initiatives	42	Advancing green procurement	55		
Performance overview	5	Responsible procurement	20	Advancing inclusion and diversity	28	Supporting communities at the grassroots	50	Making strides in paper reduction	56		
Message from President and CEO	6	Human rights	20	Human capital development	33			Understanding climate change	59		
		Stakeholder engagement	23	Advancing safety and wellbeing	35						
		Tax Governance	23								

About this report

This *2019 Corporate Responsibility Report* reflects all of the entities reporting in Morneau Shepell's Financial Statements dated December 31, 2019. Given the profound impact of the COVID-19 pandemic on society, combined with the timing of the publication of this report, we have also included disclosures pertaining to subsequent 2020 events affecting our Company. In the preparation of this report we have considered the Global Reporting Initiative (GRI) principles of balance, transparency and completeness and to the GRI Standards for guidance in select areas of performance. We anticipate reporting in accordance with the GRI Standards in future reports.

This report is a companion to Morneau Shepell's [2019 Annual Report](#), [Management Information Circular](#) and [Annual Information Form](#).

Introduction

We are pleased to publish this 2019 Corporate Social Responsibility Report, our second comprehensive report on our corporate social responsibility (CSR) activities. Published in the midst of the 2020 global COVID-19 pandemic, this report chronicles our company-wide performance over 2019 and the significant CSR initiatives underway in the first six months of 2020. In the spirit of transparency, our goal is to provide our stakeholders with insight into our evolving CSR strategy, our business conduct and our performance. Our report is focused in those areas of environmental, social and governance (ESG) performance that are most important to our business and our stakeholders. We have also identified those areas where there is more work to be done. We invite you to explore the pages of this report and to learn more about how our CSR program is advancing our purpose “**Improving lives. Improving business.**”

Corporate profile

Morneau Shepell is a leading provider of technology-enabled HR services that deliver an integrated approach to employee wellbeing through our cloud-based platform. Our focus is providing world-class solutions to our clients to support the mental, physical, social and financial wellbeing of their people. By improving lives, we improve business. Our approach spans services in employee and family assistance, health and wellness, workers' compensation and safety, absence and disability management, recognition, pension and benefits administration, retirement consulting, actuarial and investment services. Morneau Shepell employs approximately 6,000 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).

For more information, visit morneaushepell.com.

Morneau Shepell worldwide



~6,000

employees
worldwide

24,000

clients globally

162

Countries where
we service clients

\$890m

revenue in 2019

Our purpose

Improving lives. Improving business.

Our values



We value long-term relationships



We treat others the way we want to be treated



We are innovative and entrepreneurial

Our vision

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

Performance overview

CSR governance

Became a supporter of the **United Nations Global Compact** (UNGC) in August 2020, affirming our commitment to the Ten Principles of the UNGC spanning ethical conduct, environment, labour and anti-corruption



Further **strengthened CSR governance** assigning oversight of our CSR program to the Risk Committee of the Board of Directors to support regular governance of CSR

Curated **new online suite of Code of Business Conduct and Ethics training** focused on anti-corruption, anti-bribery, anti-harassment, privacy and data protection and human rights. This training will be mandatory for all employees and new hires starting in September 2020

Achieved a ranking of **seventh out of 224** and a total score of 96 out of 100 points in The Globe and Mail's annual corporate governance assessment reflecting the Company's strong governance framework

Updated our Environmental Policy and our Privacy Policy

Social

Developed and launched an Inclusion and Diversity strategy across the Company, which was sponsored by our CEO and Executive Committee

Continued to **exceed Board diversity targets**, with women representing three out of eight Directors (38 per cent) at December 31, 2019.

Reported **39 per cent women in global leadership team roles** and 27 per cent of executive officer roles in 2019, substantially higher than the 10 per cent reported for women working in the C-suite across Canada's 100 largest publicly traded companies in 2019

Rolled-out our **company-wide employee volunteerism program Improving 1 Billion Lives** providing employees with one paid day annually to contribute to wellbeing in the community

Launched the Morneau Shepell Mental Health Index™ across four geographies to understand the mental health impacts of the COVID-19 pandemic on working populations

Created and introduced **WellCan, a free collection of wellbeing resources for Canadians** during the COVID-19 pandemic

Established an Anti-Racism Task Force and **intensified our focus on addressing anti-black systemic racism** through tangible actions, and corporate pledges to the BlackNorth Initiative in Canada and the CEO Action Pledge in the United States

Further **invested on our own mental health and wellbeing reporting** and support to employees

Environment

Maintained **record of compliance with zero incidents of non-compliance with environmental laws** and regulations and zero fines and non-monetary sanctions across our operations

Approved amendments to the Morneau Shepell Environmental Policy to **strengthen provisions pertaining to environmental protection** and stakeholder engagement

Achieved a **12 per cent reduction in paper consumed over the 2017 baseline** through our corporate office paperless program

Eliminated all single-use plastics, including water bottles and disposable cutlery at our corporate office

Advanced our Green Team program engaging our workforce on environmental protection and conservation



Message from President and CEO

Improving lives and communities through challenging times

2019 was a solid year of progress from a CSR perspective in terms of environmental, social and governance performance. The highlights include our new governance framework for our CSR activities, an expanded Environmental Policy and related sustainability initiatives, and a continuing focus in community investments in areas such as mental health and education.

As the global leader in employee wellbeing, our business has a strong CSR orientation by definition, given our Company's purpose: improving lives, improving business. By helping our clients improve the total wellbeing of their people, we know their workforce will perform to their potential, and by doing that we deliver outcomes every organization seeks: productivity, talent retention, lower health and absence costs, a reduction in overall risk.

Concerning our COVID-19 response, above all else our priority was – and remains – protecting the health, safety and wellbeing of our people. We focused initially on the transition of our workforce to remote work and continuously provided communications, resources and guidance to managers in support of employee wellbeing and productivity. Our transformational

investments made in recent years in our business systems and employee development programs have together made our workforce flexible in ways that greatly contributed to our success in adapting to COVID-19.

We have become a signatory to the UN Global Compact, which involves a commitment to its “Ten Principles” that cover key areas of ethical conduct, human rights, labour rights and the environment.

I want to thank our people who, in the midst of pandemic lockdown and uncertainty, breathed life into our caring culture, enabling us to achieve record levels of employee engagement, above global benchmarks. Their work implementing our business continuity plan successfully transitioned our workforce to remote work and digital service delivery with minimum disruption to our operations. Furthermore, by ensuring business continuity from the early stages of the lockdown in effect across all our markets, we were a source of stability for our clients. We are achieving record client satisfaction scores with our Top 100 clients (representing 50 per cent of revenue) and our Top 400 clients (representing 75 per cent of revenue), as we continue to provide wellbeing services to their people and their families during an especially stressful and uncertain time.

Also noteworthy during this period were our contributions to the broader community. We launched *WellCan*, a national public-service initiative that provides free digital mental-health resources to all Canadians. In addition, we were selected by the Ontario and Manitoba provincial health authorities to provide our internet-based cognitive behavioural therapy solution, *AbilitiCBT™*, to provide free mental health support to people struggling to cope during the pandemic in both provinces.

Another major CSR development, this year, was the launch of the Morneau Shepell monthly Mental Health Index™ (MHI), that measures mental health levels in the employee population in four key jurisdictions (United States, Canada, the United Kingdom, and Australia) where we operate. The Index is positioned to become a truly global benchmark

and, in that capacity, support mental health strategies on a larger scale for the greater community good.

Our journey is far from complete with respect to our CSR objectives. Consistent with our growth aspirations as a global business, we have become a signatory to the UN Global Compact, which involves a commitment to its “**Ten Principles**” that cover key areas of ethical conduct, human rights, labour rights and the environment. We are also focused on addressing the complex issues with respect to inclusion, diversity and systemic anti-Black racism and discrimination in society.

To that end, we have pledged our support for two leading business initiatives – the **CEO Action Pledge** in the United States and the **BlackNorth Initiative** in Canada. We have also comprehensively expanded our internal action plans in this area with respect to how we evolve our own workforce culture. These issues warrant much more attention and, indeed, action by us in our business, and all stakeholders in the community and the economy, and an awareness that acts of racism are experienced as trauma significantly impacting societal mental health.

Looking ahead, we have embraced a far-reaching CSR objective, expressed as an adaptation of our purpose: to improve one billion lives. Today, we reach millions of people through our employee and family assistance programs, the pension plans we administrate, the health and retirement programs we manage, the volunteer work of our employees and our community investments. In the years ahead, we will improve many more lives. As we see it, improving one billion lives is an aspiration for the long term – a motivating dream – that we will keep working towards, day by day, year after year. We have a great foundation to build on.

Morneau Shepell is a company with a long track record of responsible and sustainable growth. It’s that long-term, consistent approach to delivering results that gives us the confidence that in the future we can touch and improve the lives of many more people and make a real difference in the world. During a time of crisis as our communities are experiencing today, companies like ours have a responsibility to step forward and do more. That is our commitment.

Stephen Liptrap, August 2020



Meeting the challenge: Morneau Shepell's pandemic response

The global COVID-19 pandemic is testing the resilience of people, companies and governments in all corners of the world. Every organization and every sector of the business community across all jurisdictions has been affected in some measure by the COVID-19 pandemic. In early 2020, we were monitoring the progression of COVID-19 and following the advice of public health authorities early in the outbreak.

Since the pandemic began, we have maintained business continuity enabling us to focus our strategy on three priorities:

- protecting the health, safety and wellbeing of our employees
- supporting the health, safety and wellbeing of our clients' employee and their families
- deploying resources and our expertise to help society cope with the socio-economic challenges of the pandemic

By the end of the second quarter of 2020, many regions have started to ease the restrictions in place for businesses. We continue to monitor the advice of health authorities, in support of our primary objectives, which are to protect and promote the health and wellbeing of our employees, clients and the general community. We have been successful in ensuring the continuity of our services through digital means, with 93 to 98 per cent of our employees working remotely during the pandemic.

The following provides an overview of our COVID-19 strategy since the beginning of 2020.

Maintaining business continuity

To address the evolving risk posed by COVID-19, Morneau Shepell we enacted our comprehensive Business Continuity Plan (BCP) and established a plan and crisis leadership team responsible for pandemic plan implementation. Our team is comprised of executive leadership and representation from each region, and each functional area in our organization including human resources, account management, clinical services, business operations, communications, facilities management, legal, risk and IT. Throughout our planning and preparedness activities, our

actions have been aligned to the level of threat, the level of impact and varying pandemic circumstances across our regions.

As the spread of COVID-19 advanced in North America, where the majority of our offices, clients and employees are located, we intensified our BCP. Our COVID crisis leadership team met daily for the first five months of the pandemic, and now meets twice a week to ensure that our crisis preparedness measures are nimble and responsive to meet an evolving situation. Weekly meetings are also conducted with the Executive Committee.

With about 1,500 employees (22 per cent) of our workforce working remotely prior to the escalation of the pandemic, we have been able to leverage existing IT infrastructure and flexible workplace policies to support our employees as they execute their roles under difficult circumstances. Since mid-March 2020, 93 to 98 per cent of our employees have been working remotely assisting in preventing the spread of COVID-19 and ensuring that our portfolio of products and essential services are available to our clients and their employees when they need them most.



The BCP addresses all aspects of our business from operational readiness and reliability, a robust and secure IT infrastructure, managing potential risks in our supply chain, a governance framework to help ensure accountability, information sharing and transparency, and, importantly, support for the health and wellbeing of our people.

[To learn more, and for the current status of our business continuity read the summary of our BCP.](#)

Protecting the health, safety and wellbeing of our workforce

The wellbeing of our employees is an ongoing priority and central to our pandemic response. With 93 per cent of our employees working remotely, comprehensive and regular communication has focused on employee wellbeing and engagement. Alongside the regular support provided to our employees, a series of new initiatives have been introduced across our workforce and the results are exceeding expectations. [To learn more, see Fostering employee wellbeing during a pandemic.](#)

Supporting health, safety and wellbeing of our clients and their people

Helping to ensure the wellbeing of the people we serve has been the driving force behind all of our actions in response to the COVID-19 pandemic. With significant experience managing the wide-scale impact of health-related pandemic issues (SARS and H5N1), Morneau Shepell applied its mental health expertise to maintaining and expanding services to our clients and their people with a focus on additional supports to build resiliency in the face of the COVID-19 pandemic.

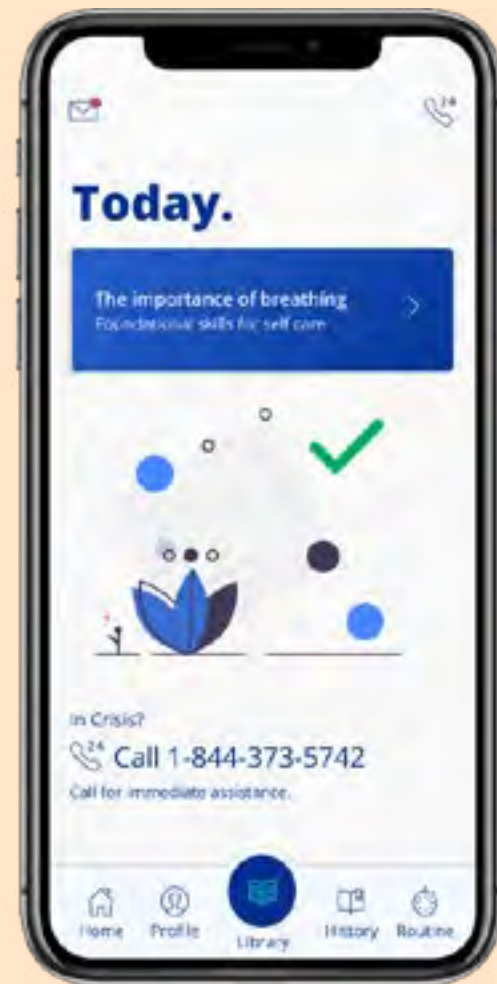
Alongside continued delivery of our essential services to our clients, such as Employee Family and Assistance Program (EFAP) counselling and AbilitiCBT™- internet-based cognitive behavioural therapy - we also developed new tools and resources to support the mental health of our clients and their people in the face of unprecedented disruption at work, at home and across broader society. As workplaces closed early in the pandemic, the

health and economic wellbeing of society has come under threat, changing daily norms. To accommodate pandemic realities, our clients and their people have faced a new set of challenges associated with working remotely, isolation, family pressures, job loss and financial stress, as well as overwhelming uncertainty and anxiety.

To address these challenging circumstances, our pandemic strategy is providing organizations and individuals with the information and support tools they need during this time of crisis. For example, we

remain the EFAP provider of choice by governments across Canada, with our pandemic training and iCBT solutions being especially topical to public services large and small.

For HR professionals, and through our website, webinars and client services, our goal has remained — to provide the necessary professional support, tools and services to help manage their business and support the health and safety of their workforce in a rapidly changing health and economic landscape. In addition to regular updates from the Company, our team launched a range of



initiatives to support client outreach to their employees on critical subjects, including:

- *Heartbeat Webinar Series for People Leaders* has had 4,850 registrants and 3,225 attended the live webinar



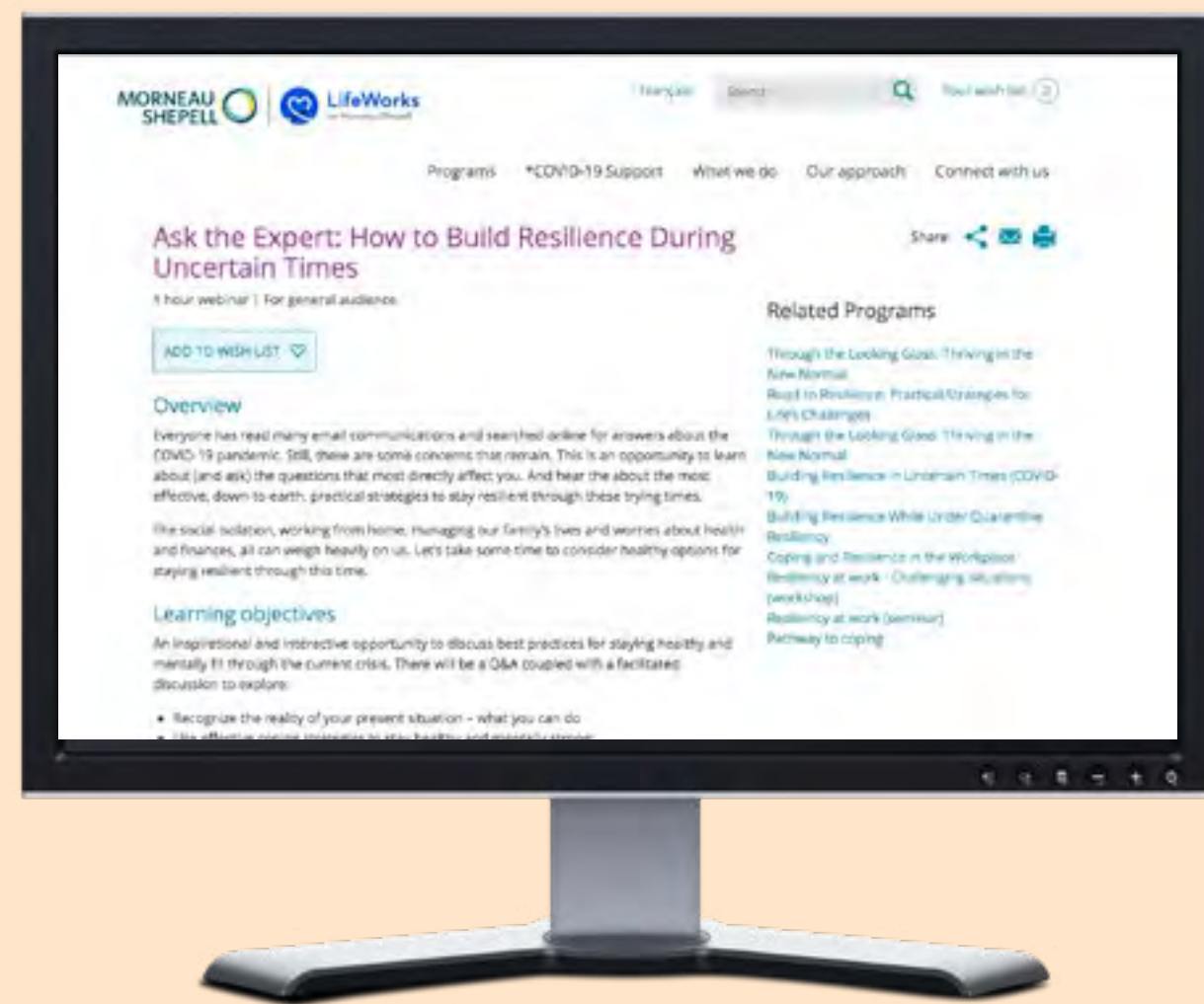
- Communications support for our clients to support their outreach efforts to employees including tips, articles and free webinars on protecting yourself and loved ones from COVID-19 and coping with the strain arising from COVID 19
- Employee and Family Assistance Program, including 24/7 telephonic, video, chat and digital access
- Vast library of online resources for coping with trauma, building resiliency, self-care, managing change, and more
- Manager consultations to support leaders in dealing with sensitive workplace situations
- Virtual Roundtable for our organizational clients, on a wide range of pertinent issues including managing group

“At the outset of the COVID-19 pandemic, Morneau Shepell’s pension administration technology platform was a key enabler to the success of our Business Continuity Plan (BCP), as well as the speed and efficiency of our BCP deployment. A seamless transition enabled 100 per cent of our staff to continue their work from home, with uninterrupted high service levels and mission critical functions and payments to over 100,000 pensioners who rely on us.”

Steven McCormick, Senior Vice President, Operations, Healthcare of Ontario Pension Plan (HOOPP)

investment in a pandemic to supporting employee mental health and health and safety issues

- Workplace Learning Solutions (WLS) digital webinars to support employee mental wellbeing through resilience including “*Building Resilience while under Quarantine*” and “*Building Resilience in Uncertain Times*” to address the realities of the COVID-19 pandemic as well as content specifically to support employees working remotely and managers leading remote teams.



- **First Access** a global support offering for unique needs and organizations who are not EFAP clients of LifeWorks by Morneau Shepell. First Access enables employees of organizations that do not have a formal EFAP in place to access support needed, including counselling and traumatic event support to address unique needs globally.

Deploying our resources and expertise to help society during the pandemic

The outbreak of COVID-19 has brought considerable stress for people, many of whom do not have access to the resources and tools they need to help them cope with the mental and physical strain of COVID-19. In the face of these challenges, the fear and anxiety can be overwhelming. We mobilized quickly applying our expertise in key areas of mental health and wellbeing and opening up resources to help individuals cope with the unprecedented stresses of the COVID-19 pandemic.

Toolkit for individuals

Soon after the pandemic began, our subject-matter experts developed an online resource **Toolkit for individuals** to help anyone looking for information and support in a time of crisis. Designed to help build resilience at the grassroots, the toolkit provides resources across a wide-range of topics to support total wellbeing including: information tips on protections from COVID-19, coping with the realities of the outbreak, physical distancing, talking with your children, working from home challenges, and for people leaders, managing a team during the COVID-19.

The Toolkit was made available to all our clients, as well as the general public, from our website. To date, over 30,000 distinct users have accessed the Toolkit and there have been over 8,000 engagements with users accessing the webinars to support wellbeing.

WellCan

We also created WellCan, which is bringing a new and free service offering of tools and resources to support Canadians in need, and who may not have the benefit of an employer sponsored Employee Assistance Program. [See WellCan: A community of support.](#)

AbilitiCBT™

We partnered with the governments of Manitoba and Ontario to deliver free internet-based Cognitive Behavioural Therapy to help residents over the age of 16 manage their anxiety, depression and anxiety symptoms during the pandemic. [See AbilitiCBT: a government-sponsored mental health program.](#)



WellCan: A community of support

COVID-19 has impacted nearly all aspects of everyday life and presents varying challenges to each person's health and wellbeing.

In response, Morneau Shepell created WellCan: a hub of mental health resources and tools to help Canadians develop coping strategies during these stressful times. WellCan has been enthusiastically supported by more than 50 corporate, community and public sector partners. It brings free wellbeing resources to help Canadians develop coping strategies and build resilience to deal with uncertainty throughout the pandemic.

WellCan's curated list of articles and toolkits are helping Canadians of all ages maintain positive mental, physical, social and financial wellbeing. They are aligned with Government of Canada and World Health Organization recommendations. Additional resources include a telehealth directory enables people to quickly locate support for any emerging health needs within their province, from self-care at home to determining when to see a doctor.



Lola17245, 2020-04-14

Fantastic source of support and resources...
Easy to use and a high quality of information
and support Canadians need right now.



MikeyMeish, 2020-04-07

Extremely Useful Resource
Very informative and useful tool.
Will recommend!!

Since WellCan launched on April 6, more than 15,000 people have visited the site. Over 5,000 people have downloaded the app, which is receiving an average rating of 4.6 out of 5 in reviews of the app.

"The topic of mental health has never been more crucial. At a time when we're seeing drastic changes worldwide, not just from the pandemic but also global civil unrest, the question of living well is at the forefront of everyone's mind."

Mark Henick, host of Living Well

Living Well podcasts

In July 2020, we launched our weekly podcast, Living Well. This introspective listening series comes at a time when the world is under more stress than ever before. Through an array of wellbeing topics, thought leaders and subject matter experts explore the physical, mental, social and financial aspects of living well with authentic and guided conversations.

The podcasts are hosted by internationally recognized mental health advocate and top TEDx speaker Mark Henick, and the weekly podcast episodes available for free on Apple iTunes, YouTube, Morneau Shepell's website, through the WellCan™ app and websites, and more.

"Now is the moment to have open discussions about what really matters as people manage situations they never expected. Each podcast will feature in-depth, one-on-one conversations between the host and featured guest and a panel discussion." – Mark Henick

To learn more and listen to the podcast click here
<https://livingwellpodcast.libsyn.com/>.



How we work

Morneau Shepell's commitment to corporate social responsibility is integral across all aspects our business. We are a purpose-driven company focused on "Improving Lives. Improving Business." and contributing to the wellbeing of our clients and their employees. Our purpose informs every part of our business strategy and the products and services we deliver. Our values shape our interactions with our people, our clients and our stakeholders. Together, these elements define Morneau Shepell's way of doing business, drive our strategy, and guide our behaviour, CSR programs and overall performance.

100%

Independent Board of Directors - excluding our CEO

7th

in *The Globe & Mail's* Annual Corporate Governance Assessment of 224 companies

13,500+

suppliers, providing services and products to Morneau Shepell annually

100%

employee sign-off on Code of Business Conduct and Ethics

11,000

respondents participate in our monthly Mental Health Index surveys

Our approach

Our approach to CSR is manifest in everything we do, including:

- **Ethical conduct** – Adherence to our Code of Business Conduct and Ethics from our Board of Directors through to the front-line employee
- **Governance** - A best-in-class corporate governance framework that meets evolving expectations for corporate governance, including CSR and management of environmental, social and governance (ESG) risk
- **Risk management** – an enterprise-wide risk management program to identify, analyze and mitigate potential risks, including ESG risks, to our business
- **Crisis management and business continuity** – a crisis response protocol to ensure critical products and services are available for our clients and their employees by mobilizing our cross-functional crisis leadership team and enacting the Morneau Shepell business continuity plan
- **Employee experience** – A people strategy that embodies human resources best practices, programs and policies and is directed to providing a great employee experience differentiated on total wellbeing and supporting our human rights commitments
- **Our products** – Our portfolio of products and essential services help our clients and their people and contribute positively to individual wellbeing, business productivity, and community

- **Responsible procurement** – A maturing management framework and program of responsible procurement through our Vendor Risk Management Program, procurement standards and green purchasing program
- **Community partnerships** – A strategy focused on improving communities by contributing to social and environmental wellbeing through strategic partnerships, access to resources and services in times of crisis, such as [WellCan](#), employee volunteerism, and donations
- **Environmental stewardship** – A company-wide framework to manage our behaviours and engage our employees in mitigating the environmental impacts in those areas where we can make a difference including waste reduction, responsible consumption, and conservation initiatives
- **Compliance** – A history of responsible business conduct and strong compliance record across all areas of CSR, including ethical conduct, anti-corruption, environment, health and safety regulations, and labour laws
- **Thought leadership** – Ongoing investment in and commitment to advancing research in critical areas of total wellbeing including physical, mental health, social wellness and financial wellbeing through our Total Wellbeing Index, Mental Health Index, our Employers Connect Workplace Mental Health Summits, our annual Human Resources Trends Reports and Workplace of the Future partnerships

Ethics and integrity

Morneau Shepell's [Code of Business Conduct and Ethics](#) is the foundation of responsible and ethical business conduct for our Company. It sets forth the basic principles to guide all of us — directors, officers, managers, employees and independent contractors— in the conduct of our business globally. A comprehensive framework, it includes:

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

The Code also embeds our commitment to ensuring that all of our employees and independent contractors are treated with dignity, protected from discrimination and harassment, and provided with a safe and healthy workplace. It plays a critical role in minimizing the risks of corruption and bribery and preventing discrimination.

From the Board of Directors to front-line employees, we require everyone at Morneau Shepell to read and reaffirm their commitment to the Code annually. Our General Counsel provides the highest level of executive oversight and results are reported by management to the Board.

The Company has zero tolerance for corrupt activities of any kind. Bribes or other improper or unauthorized payments, or acts that create the appearance of promising, offering, giving or authorizing such payments, are prohibited by our [Anti-Corruption and Bribery Policy](#). Company personnel are expected to adhere to both the

spirit and the letter of this Policy with respect to the Company's business anywhere in the world. There were zero substantiated incidents of non-compliance with The Code, including zero substantiated incidents of corruption and bribery in 2019.

Our **Whistleblower Policy** provides our employees with a confidential mechanism to report suspected violations of the Code, as well as other policies, including our Human Rights Policy through a third-party hotline (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. We expect all directors, officers, employees and independent contractors to communicate with supervisors, managers, or other appropriate personnel about suspected illegal or unethical behaviour and, when in doubt, to make inquiries about the best course of action in that situation. In 2019, we reported that 100 per cent of Morneau Shepell employees signed-off on The Code.

In the fourth quarter 2020, we plan to launch a new online compliance training program across our global workforce. This training is focused across important core areas including, privacy and data protection, anti-bribery, and anti-harassment. The online Code training also includes specific training pertaining to human rights.

Political donations

As a company we do not donate to any political party and/or individual candidates, and while we cannot and will not interfere in the democratic right of any of our employees supporting their preferred candidates or parties, we require them to abide by all relevant regulations and legislation in addition to ensuring their actions to do not impact the reputation of the Company or impede its operations.

CSR governance and management

Morneau Shepell's corporate governance practices ensure a high level of accountability to all of our stakeholders — our clients, employees, investors, regulators, and our communities.

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

At December 31, 2019, our Board of Directors was comprised of eight directors. Seven directors are independent, and except for the Chief Executive Officer, the board is 100 per cent independent. To learn more about the composition of our Board and independence, [see our 2020 Management Information Circular](#).

In 2019, Morneau Shepell was among the top Canadian companies and trusts in *The Globe and Mail's* annual corporate governance assessment achieving a ranking of 7th out of 224 and a total score of 96 out of 100 points, a marked increase from the 28th place ranking and a score of 91 in 2018. The increase reflects the companies' ongoing commitment to a strong corporate governance framework, ethical conduct, diversity and accountability.

In March 2020, we further strengthened CSR governance assigning oversight of our CSR program to the Risk Committee of the Board to support regular governance of CSR. Review of Morneau Shepell's CSR program will occur at a minimum annually and as material developments arise. Going forward, the

updated governance framework with help ensure that ESG risks are accounted for in the same manner as all other business risks.

Performance against specific measures of CSR performance are not linked to compensation presently.

On May 8, 2020, we held our first virtual Morneau Shepell Annual and Special Meeting of Shareholders enabling us to engage with our shareholders in the face of strict COVID-19 physical restrictions, while protecting the wellbeing of our employees, executives, our Board of Directors and our investors.

[To learn more, see news release.](#)

ESG Committee

Our ESG Committee plays a key role in the evolution of our CSR strategy. Established in 2019, the ESG Committee is comprised of senior level management representing legal, human resources, environment and facilities, data security, communications and marketing as well as community donations. As a functional advisory and oversight body, its mandate is to facilitate Morneau Shepell's CSR program implementation and reporting. During its first year, the ESG Committee was responsible for strengthening our CSR policy framework in important areas of human rights, environment and green procurement and drove the publication of the Company's first CSR report. The Committee played a lead role in Morneau Shepell's decision to support the [United Nations Global Compact](#) beginning in 2020.

Wellbeing is much broader than safety, and more specific than acting in the best interest of a group. While Bill C-97 currently applies only to organizations covered by the CBCA, it signals a clear direction across all sectors of today's economy.

Wellbeing and governance

On June 21, 2019 Bill C-97 became law in Canada bringing new disclosure obligation for companies under the Canada Business Corporations Act (CBCA) with respect to wellbeing, in section 172.2:

The directors of a prescribed corporation shall place before the shareholders, at every annual meeting, the prescribed information respecting the wellbeing of employees, retirees and pensioners.

This new legislation is a significant step in recognizing the critical importance of employees and it continues a clear direction in the laws governing corporations.

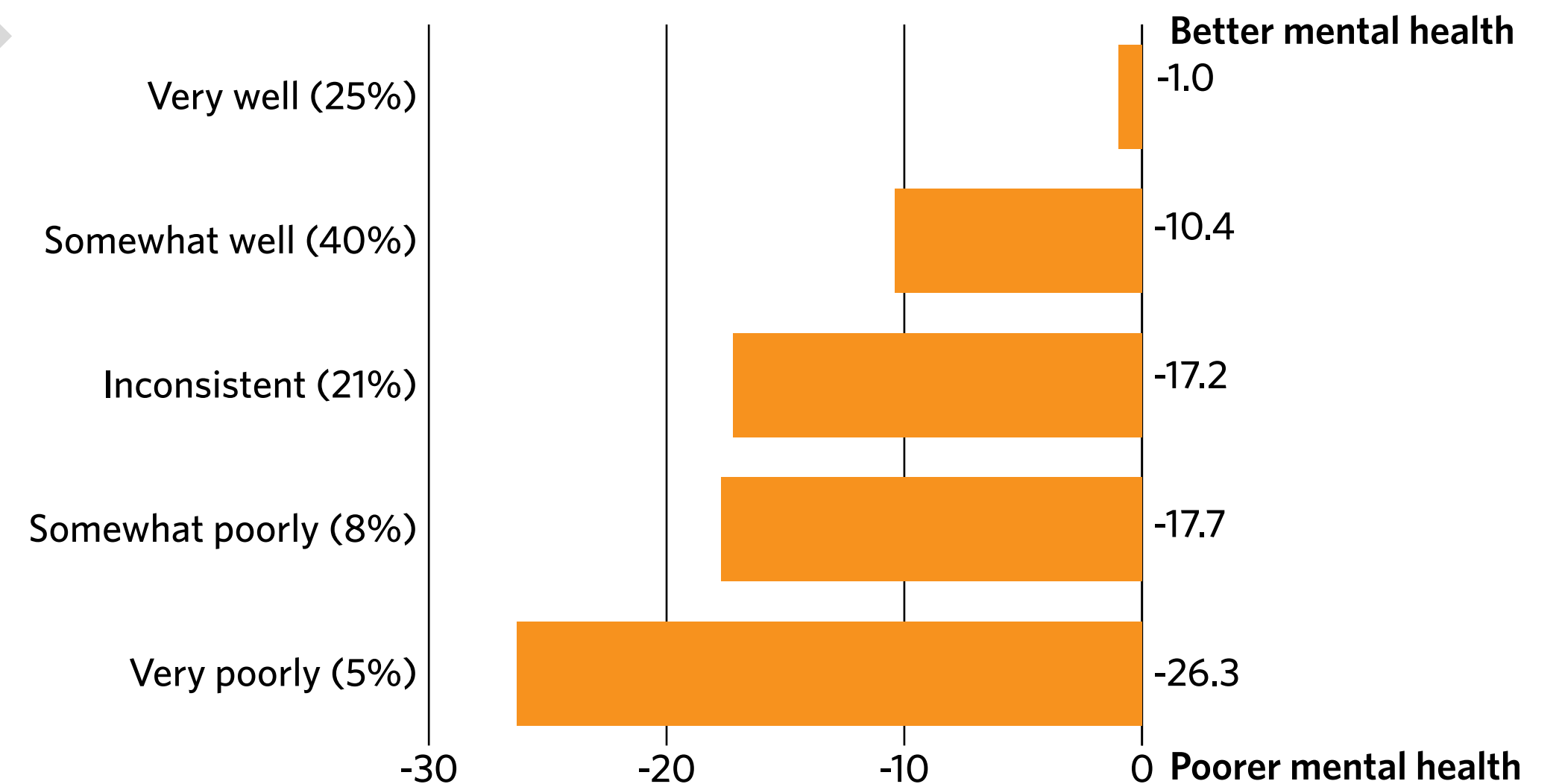
On October 1, 2020 the government has planned to launch public consultations on the proposed regulations. The consultation is for feedback on proposals for regulations to provide the details needed for these statutory amendments. Morneau Shepell plans to participate in these consultations to ensure our perspective and extensive experience in this sector are brought to bear in these discussions.

Duty of care specifically concerning employees is not new. On June 20, 2008 the Supreme Court of Canada held that the best interests of the corporation include a broad range of stakeholders, including employees. Canada's *Occupational Health and Safety Act* is, and has been, very clear that directors and officers of a corporation must act reasonably to ensure the safety of its workers. Wellbeing is much broader than safety, and more specific than acting in the best interest of a group. While Bill C-97 currently applies only to organizations covered by the CBCA, it signals a clear direction across all sectors of today's economy.

Since the COVID-19 pandemic began, the importance of employee wellbeing has never been more relevant, and the role of employers has never been clearer. Morneau Shepell's Mental Health Index™ has shown the significant negative impact of the pandemic on the working population. In April 2020, the decline in mental health, which is reflected by an MHI score of -12, indicates that the mental health of Canadians was similar to that of the most distressed one per cent of the population in 2019. As importantly, we see that the mental health of employees who indicate that their employers invest well in supporting the mental health of employees, fared significantly better than those whose employers either did not invest, or provided inconsistent support. These findings are similar in the United States, the United Kingdom and Australia, as well as Canada.

In addition to Bill C-97, there has been increasing investor as well as broad stakeholder attention on the S (Social) performance measures in ESG (Environment, Social and Governance). Social measures reflect an organizations actions and outcomes regarding stakeholders. These stakeholders include employees and include organizations' attention to employee physical and mental health and wellbeing. [To learn more, see Benchmarking wellbeing and mental health at Morneau Shepell.](#)

Mental Health Index™ by employer support of mental health needs - June 2020 Canada



Wellbeing leadership: Introducing the Mental Health Index™ and Total Wellbeing Index

Employee wellbeing plays a critical role in organizational performance. A healthy and happy workforce is more productive, while a workforce facing mental health challenges is less so. To help businesses and governments better understand the state of mental health, Morneau Shepell established the Mental Health Index (MHI). Launched in April 2020, the MHI is an essential measure of the mental wellbeing of the representative working population based on a monthly survey in each of four geographies.

The MHI compares key measures of current mental health status and changes over time against the benchmark results collected from 2017 to 2019. Surveying the same people each month, every MHI report includes three components.



Mental Health Index

Measuring change compared to the benchmark for mental health and risk.



Mental Stress Change Score

Measuring the level of reported mental stress compared to the prior month.



Spotlight

Exploring current issues that impact the community mental health, which has included the COVID-19 pandemic and the increased awareness of anti-Black racism

Launched in the early months of the pandemic, the MHI results have underscored that the COVID-19 pandemic is not only an infectious disease issue but is a bona fide mental health crisis as working people face great uncertainty, disruption, loss and anxiety. As new and emerging issues challenge society, during this pandemic period and in a post-COVID-19 world, the MHI will help us understand how the mental health of working populations are affected and the vital connection between overall health and work productivity. The increases and decreases in the MHI are intended to help organizations predict the costs and productivity risks and inform investments in mental health supports by both business and government. Read the Mental Health Index reports.

Our Total Wellbeing Index¹ (TWI) is also providing additional insights and tailored data for our organizational clients on the wellbeing of their respective workforce. The TWI is a

¹ The TWI was preceded by Morneau Shepell's Total Health Index (THI).



The MHI surveys the same population of working adults across four regions

comprehensive measure of total wellbeing and includes sub-scores in the areas of mental, physical, social, and financial health. The results and associated sub-scores can help and be highly predictive of disability absence.

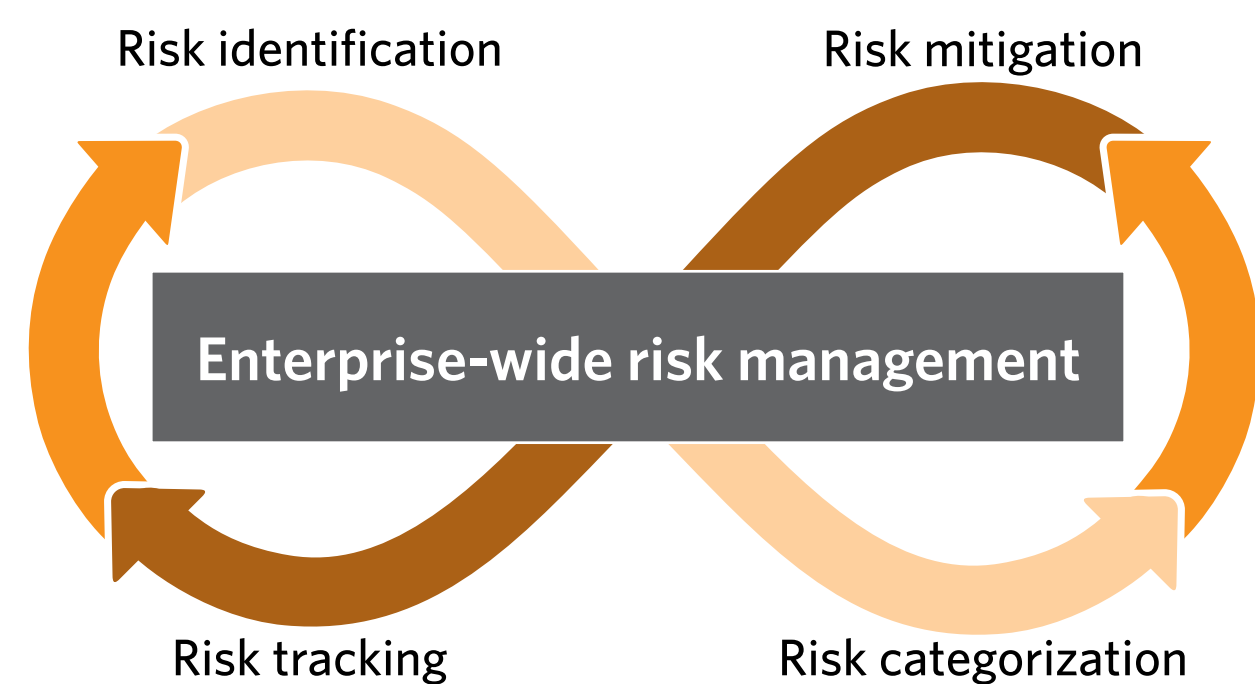
[See Benchmarking total wellbeing and mental health at Morneau Shepell.](#)

Managing environmental, social and governance risk

We assess and manage ESG risks through Morneau Shepell's enterprise risk management (ERM) program. A standardized risk management process, the ERM provides the tools required to identify and analyze potential risks and mitigate potential situations that could potentially jeopardize a project or service.

Our process consists of four stages: risk identification, risk categorization, risk mitigation and tracking. Extensive checklists are used to identify potential areas of risk. In early 2020, we strengthened our company-wide risk management framework to better meet the needs associated with overall growth as a company, to provide more support to our Lines of Business and strengthen overall due diligence.

Morneau Shepell's management Risk Committee meets quarterly to review, amongst other items, the Risk Report prepared by internal stakeholders. A Risk Report is also presented to the Risk Committee of the Board quarterly.



Ensuring the integrity, reliability and security of information technology (IT) systems is integral to Morneau Shepell's business and the products and services we offer to our clients. As part of our Business Continuity Plan, we also review and assure that our IT systems are robust, able to support the need for remote work and the added load to client facing or service delivery technology.

As we deliver our products and services to our clients, 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 data is governed by data privacy laws in multiple jurisdictions, including PIPEDA and other legislation governing the protection of personal health information in Canada, HIPAA in the United States and the General Data Protection Regulation in the United Kingdom.

To mitigate potential risks associated with information systems, notably 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. We are continually improving our security testing capabilities across our internal teams. Employee awareness on security policies and procedures is a priority and employee training on privacy and security is conducted regularly. See Data privacy and cybersecurity.

Given the nature of Morneau Shepell's business, traditional areas of ESG risk such as health and safety, labour, environment, and community continue to be low.

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

Accelerated launch of a new digital workplace

Late in 2019, we announced an initiative to launch Morneau Shepell's digital workplace platform to all employees. Our goal was to enable our people to do their best work, increase our productivity, enhance security and facilitate collaboration. Moving all of our businesses and our users to Microsoft's Office 365 technology platform was the cornerstone of the project, including introducing leading collaboration tools like Microsoft Teams, while eliminating and streamlining technologies. Plans were in place for an incremental roll-out the new digital workplace over the course of 2020.

With the declaration of the coronavirus global pandemic in early March, and our decision to require all employees to work remotely from mid-March, we accelerated the implementation of Office 365 and Microsoft Teams support the company-wide transition to remote working. We compressed our original technology implementation, training, communications and change management timeline from roughly six months to a matter of six weeks with extraordinary employee adoption rates. Building upon our flexible work culture, the new digital workplace has played an important role in supporting best-in-class business continuity throughout COVID-19 pandemic and enabling 93 to 98 per cent of our employees to securely work from home.

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, and our own employees. The management and protection of personal information is fundamental to the services we offer and trust in our business. 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 Morneau's Shepell's Privacy Officer

Morneau Shepell takes its responsibility to secure clients' confidential and private data very seriously. In order to ensure compliance with our controls and continually improve, we engage third party experts to regularly perform assessments and audits of our privacy and security programs. Our security program has been designed to align with the ISO 27001 standards and NIST frameworks. Annually, our external auditors conduct System and

Organization Controls (SOC) Audits covering security, availability and confidentiality controls for our main client-facing systems.

Reviewed annually, we updated and strengthened the comprehensiveness of our Privacy Policy in 2020 to better align our policy and corporate standards across the multiple jurisdictions where we do business. Responsibility for adherence to our Privacy Policy and practices resides with our Privacy Officer and falls within the mandate of the Board of Directors.

The security of the personal information entrusted to our care is critically important. While Morneau Shepell has not experienced any data breaches that have materially impacted our clients, their people, or our ability to provide services, we have strict protocols and procedures in place to manage the issue if a suspected data or privacy breach should occur.

Our data incidence readiness and response protocol, where applicable, consists of internal investigations, (using both internal and third-party resources, as required), assessments, mitigation strategies and potential remediation steps to reduce risk of an incident occurring in the future. Depending upon the circumstance, we may also take steps to notify our clients and impacted individuals in a timely manner, alongside relevant privacy commissioners and regulatory agencies of a suspected breach. 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.

To track and ensure compliance with our [Privacy Policy](#), we annually conduct a self-assessment 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 increasingly stringent 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 with appropriate consent and will only use the information for the purposes disclosed or as otherwise required or permitted by law. Clients who have any concerns pertaining to their personal information, can write directly to Morneau Shepell's Privacy Officer.

Our security program has been designed to align with the ISO 27001 standards and NIST frameworks.

Employee training

Our Advanced Cybersecurity Learning Platform is essential to our management of cybersecurity risk. Every month, all Morneau Shepell employees are required to complete and pass an online cybersecurity training in order to preserve their individual access to our IT network. We require 100 per cent compliance of all employees, including a zero-tolerance policy for missing the training. We are rolling out additional privacy and data protection training to all employees as part of our Code of Conduct training in September 2020.

Responsible procurement

We expect our suppliers and contractors to share our values for ethical and responsible business conduct. In turn, as a company supplying valued services to our clients and their people, it is critical that we meet the high standards for supplier due diligence that they require of Morneau Shepell in order for us to do business with them. All of our vendor contracts require every vendor to work with us to comply with all applicable laws.

We are on track with the enhancement of our vendor risk management program beginning with a governance framework to ensure oversight and accountability and roll-out a new Supplier Code of Conduct in late 2020.

We launched our Green Procurement Program and Policy in 2018. Rolled out across the Company, the new program provides a clear framework and guidelines to advance sustainable procurement and integrates environmental consideration into all purchasing decisions.

With over 13,500 suppliers providing services and products to Morneau Shepell, vendor risk management across our supply chain is critically important. We are on track with the enhancement of our vendor risk management program beginning with a governance framework to ensure oversight and accountability and roll-out a new Supplier Code of Conduct in late 2020.

The strengthened program and due diligence process will follow a “check-list” approach to address areas of risk across our supply chain including anti-corruption and bribery compliance, security, high-risk, privacy and sanctions list. Encouraging inclusion and diversity in our supply chain practices, we will also endeavour to include small and socio-economically diverse suppliers in sourcing subcontracting activities and will also request our vendors to include the same where possible. To be phased in over the next 12 to 24 months, the program will be launched initially for approximately 65 of Morneau Shepell’s top tier, critical vendors who have access to our systems or our data.

Human rights

Protection and respect for human rights is a fundamental tenet of Morneau Shepell. Our **Human Rights Policy**, adopted in 2019, articulates our corporate commitment for the respect and protection of human rights. It entrenches our commitment to providing a work environment that is free from any form of harassment or discrimination based on applicable laws and other Human Rights legislation wherever we have a presence, and the **UN Guiding Principles on Business and Human Rights**. The policy reaffirms our respect for the dignity of every person and to ensuring that employees have access to equal opportunities in the workplace to contribute fully.

The Policy provides all of our employees and contractors, as well as third parties, including clients, service providers and suppliers to the Company, with guidelines and clear expectations for behaviour in the workplace to be free from harassment and

discrimination. Our policy prohibits discrimination, whether intentional or not, on the grounds of race, ethnicity, political affiliation, religion, gender, sexual orientation, age, marital and family status or disability.

Our employees share in the responsibility to help us maintain a work environment that reflects respect for human rights and is free from all discrimination and harassment. A Protecting Human Rights course is being included in our online Code training.

This Policy also applies to Morneau Shepell in our capacity as a service provider to our clients and their employees. In turn, we will encourage service providers working with us to uphold these principles and urge them to adopt similar policies in their own business. As specified in the Policy, a mechanism for reporting suspected violations of the policy, complaints and/or grievances, without fear of reprisal is through our Whistleblower Policy.

In 2020, Morneau Shepell joined the United Nations Global Compact.

In 2020, Morneau Shepell joined the United Nations Global Compact and affirmed our support for the **Ten Principles of the Global Compact**, strengthening our commitment to uphold and respect the protection of international proclaimed human rights, including the Universal Declaration of Human Rights, and to ensure that our activities do not contribute to any human rights abuses.



Connecting employers to tackle mental health

Workplace mental health is critical to employees and to the overall success of any organization. A complex issue with very real business, societal and personal impacts, employee wellbeing and mental health continued to dominate our Employers Connect summits over the past year.

Celebrating its ninth season, our Employers Connect summits provide attendees with first-hand insight into Morneau Shepell's research, access to Morneau Shepell subject experts and provides HR professionals with an opportunity to share best practices with like-minded peers and Morneau Shepell clients.

The 2020 Employers Connect summit series drew over 750 business leaders from across Canada who learned about our latest research on workplace wellbeing and gained insight on how organizations

can support their employees' physical, mental, social and financial wellbeing. This year participants heard insights from Morneau Shepell's 2019 global employee survey. The findings revealed that more than three quarters (77 per cent) of Canadian employees would consider leaving their current organization for the same pay if their new workplace offered better support for their personal wellbeing. When analyzing the extent to which compensation affected the decision to leave, the majority (60 per cent) of employees claimed to

Morneau Shepell's Senior Vice President, Research, Analytics and Innovation, Paula Allen, delivers the research findings from the 2019 Employers Connect survey. Guest speakers include Monica Mielnik, Senior Consultant, Workplace Mental Health, Bell Canada (centre) and Jennifer Roberts, Director, Marketing Strategy and Research Consulting, Sklar Wilton & Associates (right).

still be more likely to leave their current employer if they were offered less money but better support for personal wellbeing.

For the first time, the annual research included employees in the United States, the United Kingdom and Australia. Across all geographies, employees ranked mental health as a top factor in their overall wellbeing, rising above physical health and personal health. Employees also cited their employers' support for mental health as critical to how they view their workplace; in each country, close to three quarters of employees (76 per cent in Canada, 71 per cent in the United States, 69 per cent in the United Kingdom and 70 per cent Australia) said the way an organization supports mental health was a key factor when deciding whether to stay with their current organization. The results revealed the risk of higher turnover for organizations that do not invest in employee mental health.

"As workplaces evolve, employees are recognizing the importance of their own wellbeing and turning to their employers for support. We are encouraged by the increased interest from organizations to provide their employees with access to employee and family assistance programs, internet-cognitive behavioural therapy and digital meditation – to name a few examples. At the same time employees are telling us there is room

for improvement and that they are more likely to work for an organization that focuses on its wellbeing offering," Paula Allen, senior vice-president of research, analytics and innovation. "We are grateful to everyone who attended our Employers Connect events and encourage employers to continue these important discussions throughout the year."

Post-event surveys undertaken following each summit underscore the impact and value of Employers Connect for access to Morneau Shepell experts, access to the latest research and guest speakers sharing their insights and experiences.

Summits were held from January through to February 2020 in Vancouver, Calgary, Edmonton, Toronto, Ottawa, Montréal, Quebec City and Halifax. In October 2019, we hosted three summits in Australia in Melbourne, Brisbane and Sydney. Employers Connect panels included representatives from Bell Canada, Sklar Wilton & Associates, Deloitte, a physician and two Canadian Olympians who shared their experiences and expertise and boost awareness about the impacts of health and wellbeing in the workplace.

To read more about the research, see [Employers Connect Workplace Mental Health Summit](#).

"The quotes (simple is not easy, knowing is not doing) are motivating and understanding the links between our human hardwiring, today's pressures and impact on mental wellbeing was enlightening. Having the Morneau survey cover US & UK increases the value of the survey conclusions."

— Calgary Summit attendee

"Good insight from the survey report. Interesting to see the correlation with diversity and inclusion and well as collaboration in general. Very logical connection but refreshing to see the link communicated."

— Ottawa Summit attendee

"The information/data showing the benefits of introducing mental health supports to the employer (i.e. ROI, etc). The analytics, data around the ROI of wellness, and in particular Mental Health. Information shared about how to build a business case. This will be useful in advocating for programs and policies with management."

— Toronto Summit attendee

Stakeholder engagement

Our business activities intersect with a broad range of stakeholders who are impacted by the actions we take, and whose actions also have the potential to impact us. As an employer, a supplier of critical products and services, as a publicly traded company, and as a member of civil society, we engage with a range of stakeholders, both corporately and individually, including:

- 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/elected officials
- Financial community
- Strategic partners (academic and research community, resellers of our services)
- Suppliers and service providers to Morneau Shepell
- Communities including charitable groups and community partners

Morneau Shepell and its Board believes that engaging and communicating directly with Shareholders and other stakeholders is important for providing timely and meaningful feedback. Management, the Chair of the Board and the Chair of the

HR Committee have met with various corporate governance stakeholders and Shareholders. These meetings often involve a dialogue on a variety of topics, including executive compensation issues, various corporate governance matters, disclosure practices, shareholder engagement, risk management and corporate operating results. The Chair of the Board and the Chair of the HR Committee held meetings in 2019 with Shareholders, including the Alberta Investment Management Corporation, and the Canadian Coalition for Good Governance to discuss executive compensation and governance (including ESG) issues.

We provide insight into our stakeholder relationships and interactions throughout this report.

Tax Governance

With a presence in 12 countries either directly or through joint venture businesses, Morneau Shepell is subject to various taxes, as determined by the laws where we operate. As in all areas of our business, Morneau Shepell is committed to compliance with both the letter and spirit of the laws and regulations regarding taxation.

The Audit Committee of the Board has oversight of Morneau Shepell's financial reporting, including the review of tax and tax planning matters that are material to the financial statements. Our approach to tax governance includes these key elements:

- Complying with all applicable tax laws, rules and regulations
- Executing on our financial tax obligations based on the relevant economic factors of our business in each jurisdiction
- Effectively managing risks related to taxation

- Working cooperatively and transparently with government authorities
- Seeking the expert advice of legal and accounting taxation experts on tax matters, as required

Morneau Shepell follows the Organization for Economic Development and Cooperation (OECD) Guidelines and all relevant tax codes. We work transparently with Canada Revenue Agency and other tax authorities as required.

Taxes we pay

Morneau Shepell pays corporate income taxes, as well as various taxes incurred in our business operations. Given that the majority of our business resides in Canada and the United States, 96.4 per cent of our taxes were paid in these two jurisdictions. In 2019, we paid total taxes of \$4.045 million and our effective tax rate was 33.4 per cent.

Taxes we collect

On behalf of the governments in the jurisdictions where we operate, Morneau Shepell collects a range of taxes such as employee payroll taxes and sales taxes. We do this in compliance with the law.

Transparency

Morneau Shepell pays and collects taxes in Canada and the United States. As the majority of our taxes are paid in Canada, we do not report on a country-by country basis. For additional information about taxes paid, see our [2019 Annual Report, Management's Discussion and Analysis and Financial Statements and Notes](#).

Our workplace

An engaged and vital Morneau Shepell workforce is essential to our success. With approximately 6,000 employees across our global workforce, we want to provide our people with meaningful work, opportunities for learning and development and to be part of a team dedicated to our clients and their people. Supporting the wellbeing of every Morneau Shepell employee is an ongoing priority, and one which has taken on even greater significance as the COVID-19 pandemic profoundly impacts our workplaces, our people, and society at large.

Our goal remains — to deliver a great employee experience differentiated on total wellbeing while looking to our employees to live our values, support our purpose and advance our business strategy.

89%

Employee adoption
rate with our
LifeWorks platform

6

pulse surveys
conducted to
gauge employee
engagement

>93%

of total workforce
working remotely
during pandemic

39%

global leadership
team roles held
by women

50%

Board of Directors
are women and/
or racial/ethnic
minorities

Our approach

We strive to embrace best-in-class human resources (HR) programs and initiatives across the Company. Our people strategy, updated in 2019, is focused on five people priorities, which together, are driving our business strategy forward, including:

- **Delivering an employee experience rooted in total wellbeing** that is reflective of our brand so that our employees feel well, cared for, and ready to perform at their best
- **Engaging and developing our people** including making employee engagement, attraction and development a priority focus of every Moreau Shepell leader
- **Making Morneau Shepell's products and services best-in-class** and leveraging our own products to design great employee experiences that make us role models for our clients
- **Building a strong foundation for global growth by investing in technology** for efficiency including simplifying core HR process and modernizing policies to support our people and our business
- **Modernizing the way we work** with a focus on ways of working, communicating and collaborating that foster breakout performance

As we roll out our people strategy over the next two years, we are measuring and tracking our progress against a range of key metrics, including Employee Engagement Survey scores, New Hire Experience Scores, Total Wellbeing Assessment results, Turnover, employee mental health compared to global MHI benchmarks in areas and key metrics related to our employees'

use and satisfaction with our own human capital products and services and employee share ownership. [See Benchmarking total wellbeing and mental health at Morneau Shepell](#)

2019 Morneau Shepell workforce overview

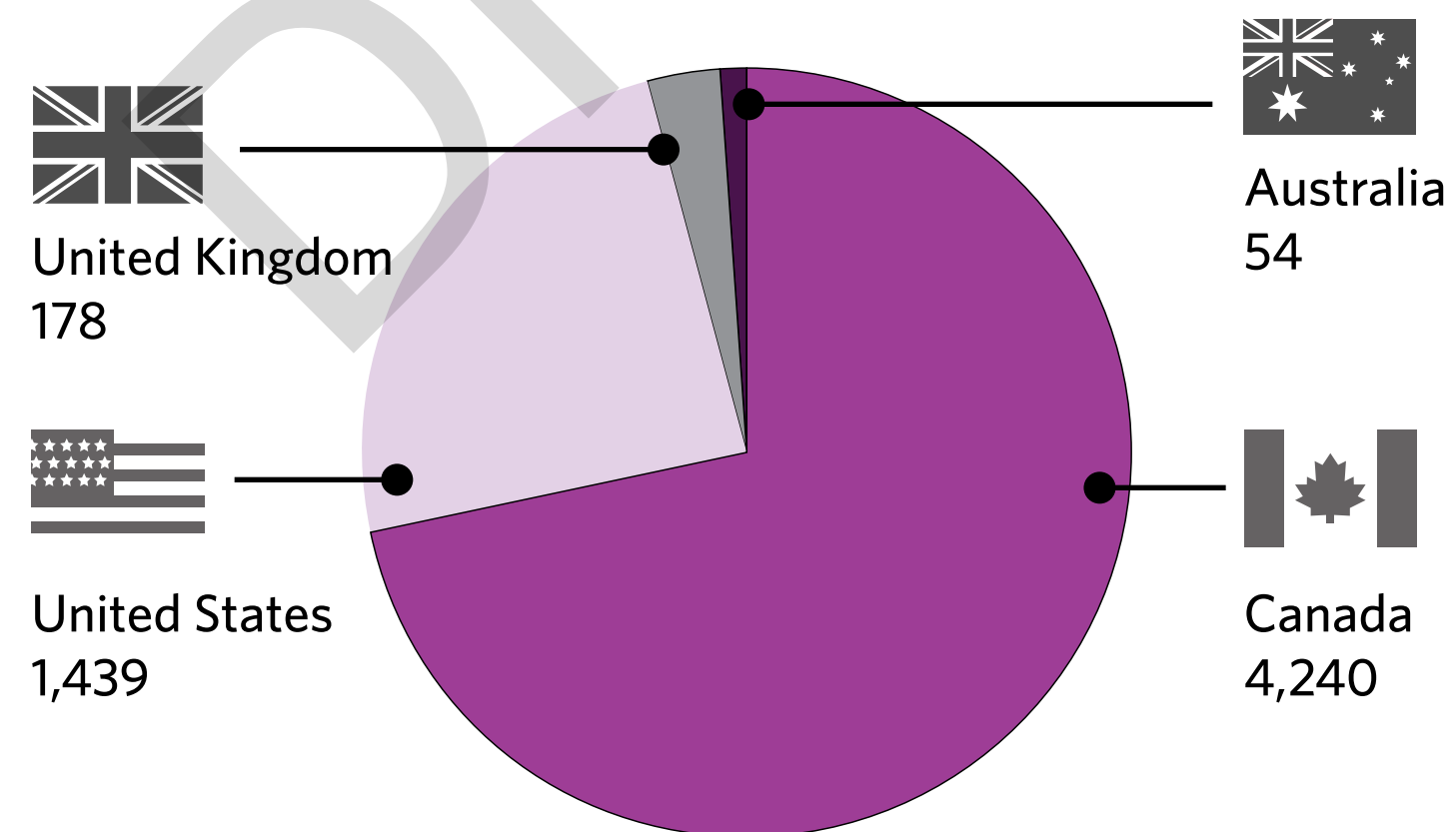
(As of December 31, 2019)



5,292 Full-time (FT) 691 Part-time (PT) **Total 5,911**

2019 Morneau Shepell workforce by country

(As of December 31, 2019)



We look to our framework of workplace policies, sustaining programs and practices to support the wellbeing of every Morneau Shepell employee. This foundation enables us to meet the evolving needs and expectations of today's workforce. Together, with our COVID-19 strategy and initiatives, this framework continues to serve us well as we have transitioned to new realities of the pandemic workplace.

Our *Code of Business Conduct and Ethics*, together with our Respectful Workplace Policy articulate our commitment to ethical and respectful conduct across our global operations. Our *Respectful Workplace Policy* embodies our commitment to a workplace free from bullying, harassment and discrimination and where the safety of everyone is respected. Our *Occupational Health and Safety Policy* embeds our commitment to employee health and safety. All of our employees are expected to support these policies, to report issues and complaints through our confidential reporting mechanism, including the Whistleblower Policy, without reprisal and for Morneau Shepell leaders to respond accordingly.

Our Chief Human Resources Officer is a member of the Morneau Shepell Executive Team and leads our company-wide people strategy. While human resources is a centralized corporate function at Morneau Shepell, our HR business partners work with each Line of Business (LOBs) to ensure that corporate policies and programs are applied universally across the Company in a manner that recognizes the unique needs of each LOB and the characteristics of their workforce.

Performance highlights

We introduced an updated People Strategy focused on five priorities to embrace best-in-class HR practices across Morneau Shepell's workforce. Highlights include:

Employee experience

- Unveiled a company-wide Total Employee Wellbeing Strategy building upon the four pillars of wellbeing and identifying areas of action for 2020 and beyond
- Initiated a wellbeing learning series in early 2020 using our Workplace Learning Solutions Training and covering topics ranging from financial wellbeing to ergonomics
- Developed and launched a sustainable enterprise-wide Inclusion and Diversity strategy and plan for the Company. In June 2020, we intensified our strategic focus to addressing anti-Black systemic racism through immediate, concrete actions
- Established an Inclusion and Diversity Council, comprised of senior leaders representing our various lines of business and regions, and chaired by a member of the Executive Committee, to lead the development and implementation of an Inclusion and Diversity strategy, and in early 2020, formed an Anti-Racism Task Force

Engaging and developing our people

- Conducted six pulse surveys across our workforce (January 2019 to June 2020) showing a measurable improvement in employee engagement scores, with notable gains in April



CEO Stephen Liptrap (middle) and U.S. Region Lead Carey McKenzie (far right) join colleagues from our St Petersburg, Florida, office to celebrate our community volunteer program in January 2020.

and June 2020 attributed to the efficacy of our workplace pandemic strategy and bringing our scores above our survey provider's global benchmark. [See Measuring Employee Engagement](#)

- Supported by our CEO, we held regular Virtual CEO/employee small group meetings including bi-weekly sessions, and Global Leadership Team calls which included a standing item on return to work.
- Held four CEO all-employee calls townhalls/webinars in 2019 providing a mechanism for employees to ask transparent, unfiltered questions. In the first six months of 2020, during the COVID-19 pandemic, the CEO also hosted three all-employee webinars and this increased frequency is continuing throughout 2020. Dozens of regional and business forums as well as virtual town halls to keep our employees across all of our LOBs and regions informed have also been held.

- Launched our new eLearning platform "Percipio" to deliver a broad range of training content for employees and leaders
- Launched an employee community volunteer program Improving 1 Billion Lives providing employees with one paid day per year to contribute to the wellbeing of their community
- Continued our new Green Team program to foster employee awareness of environmental issues and steps to conservation in the workplace and at home, reducing our overall environmental footprint. [See Green Teams.](#)

Leveraging our products and services

- Supported a significant number of employees through our LifeWorks mobile platform and EFAP services. LifeWorks engagement rates increased to 89 per cent in January 2020 compared with 62 per cent for the same period in 2019. EFAP participation remain significantly above the market average.
- Enhanced North American employee benefits through COVID-19 including access to AblilitiCBT™, CareNow, AvaFinance, LIFT session fitness platform for physical wellbeing through LifeWorks as well as access to a range of Workplace Learning Solutions webinars and resources
- Launched our Total Wellbeing Audit Tool and then launched the Total Wellbeing Index survey. This provided employees participating with customized reports on their overall wellbeing and suggested actions to take to address their leading health risks. At an enterprise level the aggregate data enabled us to monitor the wellbeing of our workforce and respond with targeted actions to improve leading health risk indicators.

Building a strong foundation for global growth

- Conducted a review of Morneau Shepell policies and curated a suite of compliance training to strengthen alignment across our Company and all geographies
- Affirmed our commitment to the International Labour Organization (ILO) core conventions, including freedom of association, through our support of the United Nations Global Compact



Modernizing the way we work

- Accelerated the launch of Microsoft Teams to facilitate the successful transition to a digital workplace
- Initiated the implementation of Workday, a new human capital management system to bring greater consistency in employee experience across the Company. Through Workday, we are streamlining our technology platform; digitizing the employee and manager experience and enhancing tools to better manage our global talent pool.

Future focus

As we move forward with our CSR program, we will continue to focus on enhancing our management systems, measurement and performance across our workforce.

- Implement year two of the Morneau Shepell people strategy
- Continue implementation of our new human capital management system Workday and to support transition to our new Toronto head office
- Advance implementation of Morneau Shepell's Inclusion & Diversity Strategy, including progressing our 16-point plan developed by our Anti-Racism Taskforce. [See We stand together: Addressing racial injustice and inequality](#)
- Launch mandatory anti-harassment and anti-racism bias training across the Company
- Continue to implement our employee Wellbeing strategy with adaptations to support a virtual workforce

Employee experience

A central pillar of our people strategy, our goal is to embrace best-in-class human resources practices and deliver an employee experience differentiated on total wellbeing. As an industry leader in the total wellbeing space, we understand the important relationship between a positive employee experience and business productivity. As role models for our clients, we strive to provide our people with an employee experience that advances total wellbeing so that employees feel well, cared

for and ready to perform at their best. Our commitment to supporting flexible work arrangements is part of our approach to wellbeing at work. We also strive to support our employees as they balance the responsibilities of family and work providing opportunities for dependent care including maternity/parental leave and eldercare. Given the multiple jurisdictions where we have a presence, arrangements to support dependent care vary across the Company. Employees have access to a broad range of counselling services, support services and physical health services. Our people have access to telephone and face-to-face counselling through our traditional employee assistance programs (EFAP), digital mental health support through AbilitiCBT™ and access to LifeWorks, our mobile-first digital platform to foster total wellbeing.

LifeWorks adoption rates among our employees reached over 89 per cent in 2019 and, in the first six months of 2020, had increased to 92 per cent. Our employees are leveraging our LifeWorks platform to support their total wellbeing including participation in initiatives such as "Step Up for Kakuma" enable our people to support physical wellbeing while positively impacting the lives of others.

To support our employees during the COVID-19 pandemic, we provided additional resources to support total wellbeing including COVID-AbilitiCBT as well as enhanced benefits such as CareNow and special supports for working from home such as ergonomics training and other perks. [See Employee wellbeing amid the COVID-19 pandemic.](#)

Finally, all full-time employees, as well as part-time employees working 22.5 hours or more, are also eligible for comprehensive

health and dental coverage. We also offer retirement savings plans to help employees achieve their financial wellbeing by meeting their financial security goals and retirement plans.

Supporting a remote workforce

We continue to adapt our workplace practices to match the evolving needs of a contemporary workforce, recognizing the vital connection between work-life balance, total wellbeing and overall productivity. We know that flexibility is highly valued by our employees. Our Core Working and Flexible Work Arrangement Policy and guidelines, enables our people to opt for flexible work hours and telecommuting options that meet their individual lifestyle and family needs. Our continued commitment to flexibility has meant that our foundation of policies, practices and systems needed to support a remote workforce were well-established, tested and workable as we headed into the COVID-19 pandemic and corresponding pivot to a remote workforce. At any point during the pandemic, 93 to 98 per cent of our workforce has been working from home. Our flexible culture has enabled us to support client services stakeholders and internal teams in business continuity while ensuring our employees continued to derive the benefits of flexibility and work-life balance, and meeting the added requirements of a totally virtual workforce.

See Accelerated launch of a new digital workplace.

Advancing inclusion and diversity

As a global, total wellbeing company servicing clients in over 160 countries, it is imperative that our workforce reflects the diversity of our clients and our communities. Our business relies upon a diverse workforce that not only reflects, but also understands the needs of our global client base and their people. When workplaces are free from discrimination; micro-aggressions and where progress is made in eliminating unconscious biases, employees will be able to expend the mental energy required to perform at their best. Inclusion and diversity (I&D) are also essential in attracting and retaining the best talent and to ensuring we continue to innovate and grow. Our business success depends upon a culture of inclusion and diversity where the voice of every employee is heard and their contributions respected, valued and recognized.

We made significant progress advancing our I&D strategy and program over the past 18 months. In 2019, we established a corporate Inclusion and Diversity Council (“I&D Council”), developed a new I&D strategy for the Company, while maintaining above-average gender diversity rates at all levels of Morneau Shepell. Then, in 2020, following the murder of Black American George Floyd and a worldwide call to address systemic anti-Black racism, we expanded our I&D strategy to intensify our work in this critical area.

Morneau Shepell Inclusion and Diversity Council



Nigel Branker,
Executive Sponsor
Health & Productivity
Solutions



Kate MacDonald
MS 100 &
Ontario Region Leader



Jason Billard
MS 100 &
West Region Leader



Carey McKenzie
Administrative
Solutions



Élise Dallain
Administrative
Solutions



Tejash (TJ) Modi
Retirement Solutions



Lynn Pyke
LifeWorks



Paula Allen
Research Analytics &
Innovation



Sherri Look Yan
Administrative
Solutions

Morneau Shepell's inclusion and diversity (I&D) strategy

We advanced our commitment to I&D with the introduction of a corporate I&D strategy and accompanying three-year plan in 2019. Our I&D mandate commits us to support the wellbeing of our people, clients and communities by embracing our uniqueness as individuals and ensuring everyone belongs. Through our new I&D strategy, we aim to:



Have an inclusive **workplace** where differences in backgrounds, perspectives and experiences are invited and valued



Have a **workforce** that is as diverse as the clients we serve and sensitive to diverse client values and needs



Be a leader in the market in inclusive practices that foster employee wellbeing, improve lives and improve business



Be recognized by our clients and communities in which we work as valuable partners in creating a more inclusive world

We will achieve the above by:

- Mobilizing leaders and ensuring accountability for fostering an inclusive culture for employees
- Creating awareness and learning opportunities for all employees globally
- Ensure our policies, programs and processes foster inclusion

Collaborating and partnering with clients and community groups

From the inception of the I&D Council, to the development of the new I&D strategy and plan, there have been several notable accomplishments over the past eighteen months. Among them, we:

- Secured a high-level of commitment and engagement for Morneau Shepell's I&D strategy from the CEO and Executive Committee, which was subsequently presented by Executive Committee members to the Board of Directors, who also are committed to their role in this plan.
- Built employee awareness of the I&D Council and its mandate across the organization and shared the strategy and plan with all levels in the organization, including the Board of Directors.
- Expanded the work of the I&D Council to advance our enterprise-wide plan to fight racial injustice and inequality. [See We stand together: Addressing racial injustice and inequality.](#)
- Leveraged our Employee Engagement survey to solicit employee perspectives on our performance in relation to I&D at Morneau Shepell. Morneau Shepell has consistently scored "at or above benchmark" with an employee pulse survey score of 81 for "At Morneau Shepell I am treated with respect and dignity" a key measure of an inclusive culture. Employee insights have informed refinements to our I&D strategy and plan and helped shape our actions to fight racial injustice.

We also participated in the McKinsey *Women Matter Study* and conducted a review of gender representation across Morneau Shepell. Key findings indicated that: representation of women across Morneau Shepell's pipeline exceeds sector and

"When it comes to gender diversity, we are above benchmark, but we know there is more we can do to refine promotion processes for senior roles and strengthen the overall diversity of external candidates for new positions."

I&D Council Chair, Nigel Branker

organizational benchmarks; that there is no meaningful disparity between internal promotion of men and women into leadership positions; and, that hiring externally for leadership positions can also offer additional opportunities to advance I&D, including:

- Reviewed and refined our senior leader promotion process and embedded diversity in our senior leader talent review and succession process.
- Put forward two executives from Morneau Shepell as mentors for the Women in Governance's Mentoring program. These executives will act as mentors to women outside of Morneau Shepell seeking to advance their careers to the next level.
- Provided opportunity for women at Morneau Shepell to participate in the Women in Governance's Mentoring program.
- Developed a corporate-wide I&D training plan. Execution of the plan will begin with the Executive Leadership Team and our Global Leadership Team (GLT) and will be followed by mandatory training for all people leaders, employees and new hires. Training will cover topics of anti-racism, anti-harassment, unconscious bias, allyship and inclusive leadership.

- Began work to better understand the representation of our workforce across all geographies and lines of businesses so that we may better identify and work to close gaps, if any, in representation and in employee experience.
- Launched a suite of training modules, developed by our Workplace Learning Solutions team, focused on anti-racism, allyship and inclusive leadership

Identified meaningful opportunities to support and advance I&D in the broader community through partnerships and pledges including participation in Civic Action’s HireNext Employer initiative aimed at becoming a more inclusive youth-employer, the United Way of Greater Toronto’s Inclusive Local Economic Opportunity (ILEO) initiative. And, corporately, through our commitments to the BlackNorth Initiative and CEO Action for Diversity and Inclusion. [Read **We stand together: Addressing racial injustice and Inequality.**](#)



CEO ACTION FOR DIVERSITY & INCLUSION

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. The Board believes it is imperative when executing the Company’s strategy to leverage individual differences that reflect the diverse background and demographics of Morneau Shepell’s clients, employees and other stakeholders.

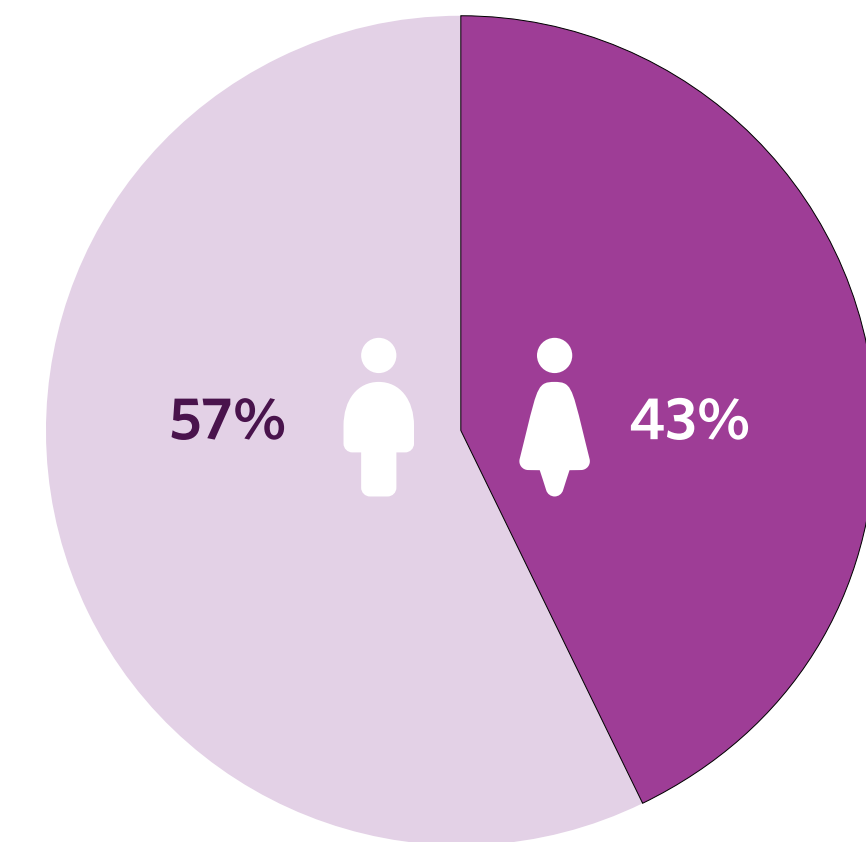
The Board’s *Diversity Policy* embeds its commitment to diversity and establishes a target of maintaining at least 30 per cent women and 30 per cent men on the Board. Morneau Shepell is also a member of the 30 per cent Club Canada. The Chair of the Board and the Chair of the Governance Committee is a woman. As of December 31, 2019, three of our seven Independent Directors are women, making up 43 per cent of the Independent Board members, and in total, three of the eight Directors are women representing 38 per cent of the Board. In addition, 50 per cent of the Board are women or racial or ethnic minorities.

Global Leadership Team diversity

In alignment with our Board, diversity is embedded into our executive officer and senior leader global talent management processes. Our goal is to maintain at least 30 per cent women and 30 per cent men on the GLT. When the CEO and the Board actively seek out potential executive officer leadership 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.

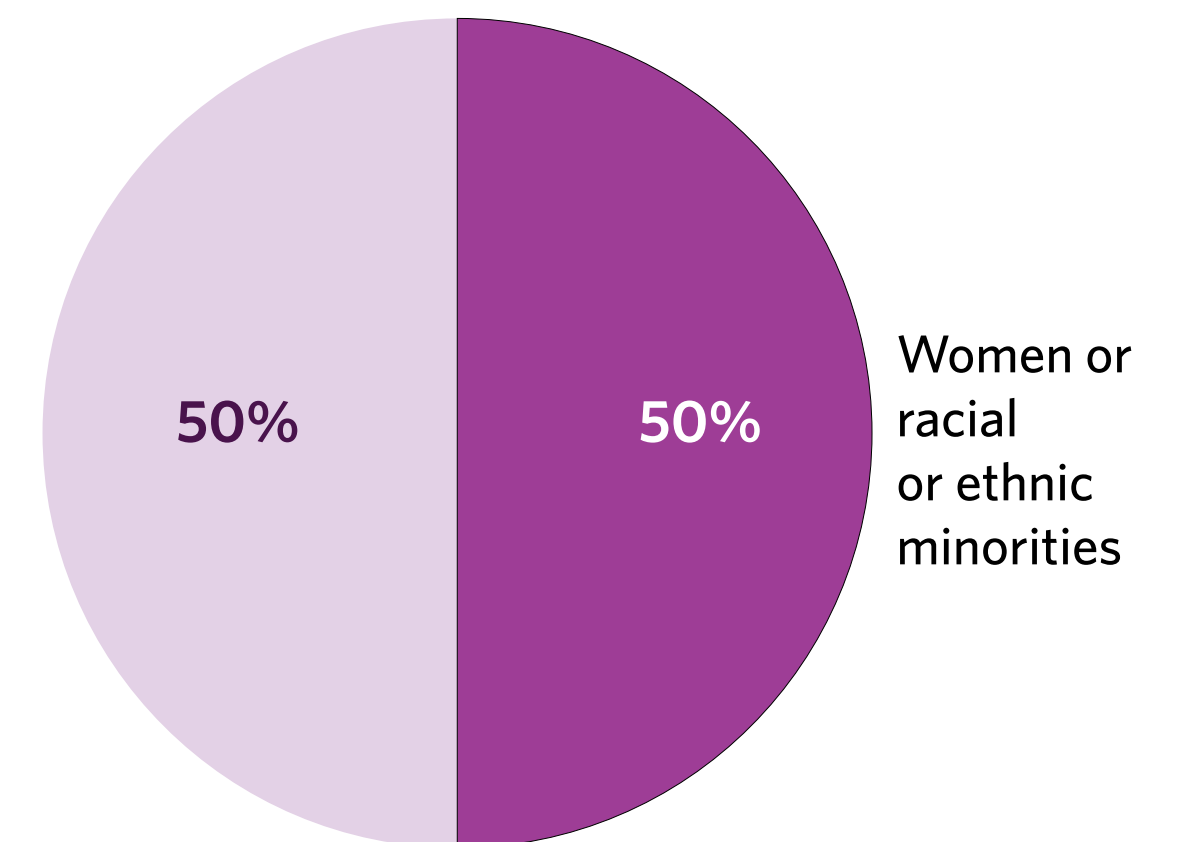
Gender split of Independent Board Directors

(As of December 31, 2019)



Board of Directors diversity

(As of December 31, 2019)

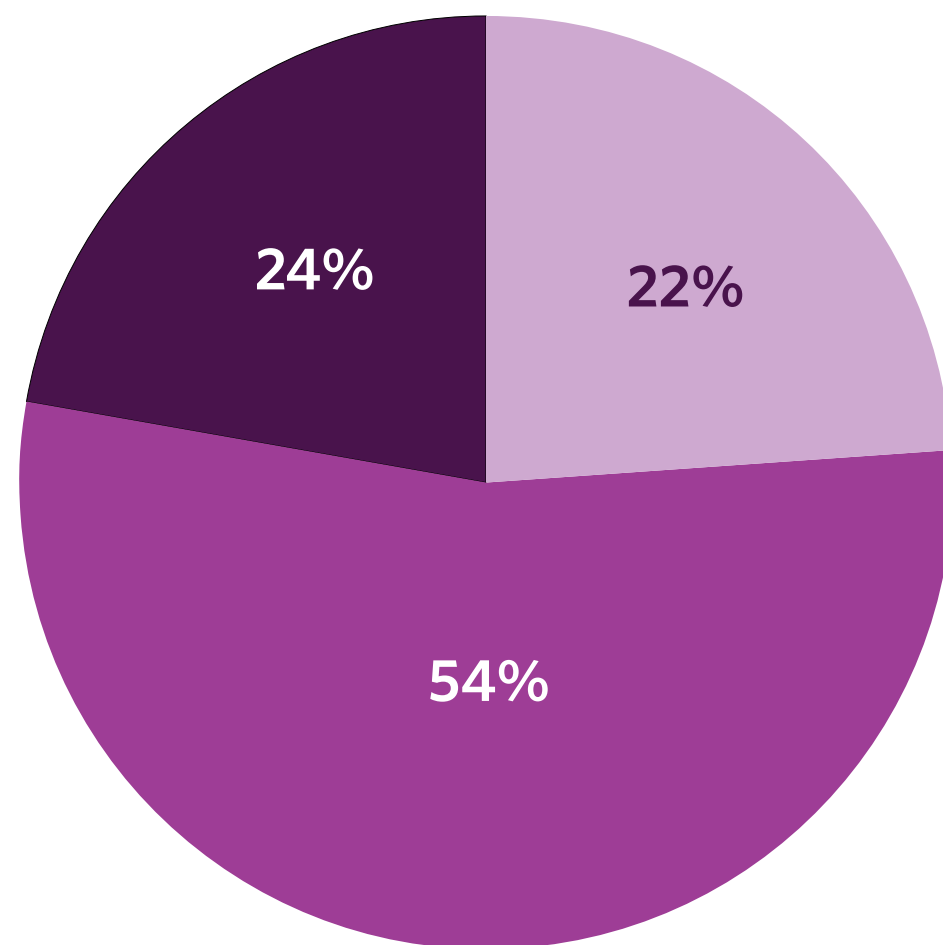


Gender diversity

As of December 31, 2019, women comprised 39 per cent of global leadership team roles and 27 per cent (3/11) of executive officer roles, which is substantially higher than the 10 per cent reported for women working in the C-suite across Canada's 100 largest publicly traded corporations (based on research by Catalyst). Gender diversity among our global leaders also remained high in 2019 at 39 per cent women, exceeding our target of 30 per cent, and significantly higher than 29 per cent recorded for senior management roles globally in 2019. (based on research by Catalyst).

2019 Workplace Diversity by age

(As of December 31, 2019)

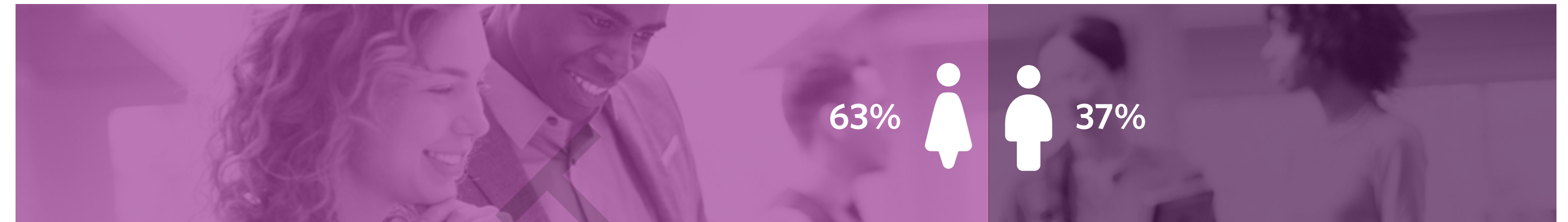


■ <30 years of age
 ■ 30-50 years of age
 ■ > 50

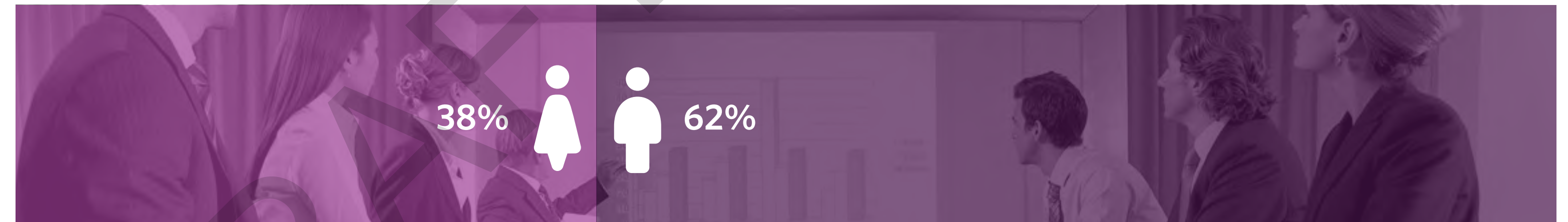
2019 Gender Diversity

(As of December 31, 2019)

Employee population



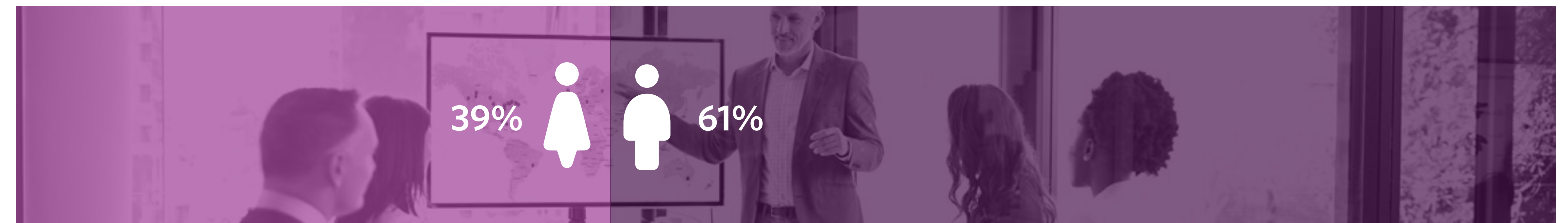
Board of Directors




Executive Leadership



Global Leadership (EVP, VP and SVP)





We stand together
Unis et solidaires
Addressing
racial injustice
and inequality

The May 2020 murder of Black American George Floyd in the hands of police raised international attention and sparked a global movement to end the killings of Black men and women, and eliminate anti-Black racism, discrimination and systemic inequality.

For Morneau Shepell, our first step has been to take a look at our own behaviours and to understand the perceptions and experiences of our employees. Acts of racism are experienced as trauma and have a significant impact on mental health. We mobilized immediately to support our employees setting up small group trauma counselling sessions and manager coaching sessions, both of which will continue to be provided as needed. By the end of June 2020, over 40 sessions, attended by more than 500 employees, including those dedicated to our Black employees, had been held. Employees will continue to have access to our EFAP resources for support.

In early June, our CEO and other senior leaders, also held over 35 listening sessions with colleagues to listen to deep, honest and sometimes uncomfortable feedback on our employees' experiences. In parallel, we took the opportunity presented by our June 2020 employee engagement survey to seek employee input with respect to diversity, inclusion and belonging.

We received over 2,400 comments on this question underscoring the importance of having and maintaining an inclusive and supporting work environment and informing our enterprise-wide strategy to support a culture of zero tolerance for racism. The result is a clear set of actions and initiatives integrated across all aspects of our business, proposed by our employees and backed by executive commitment. Our employees want to be more involved in this area and we are committed

to expanding their involvement globally. Some of these actions were already in our I&D strategy and plan and have been accelerated, such as our program of mandatory anti-racism training, and others are new.

We created a new Anti-racism Task Force (within our I&D Council). The Task Force will coordinate employee feedback and Morneau Shepell's immediate response and commitments for action.

From our Board of Directors to our executive leadership team, we have also reaffirmed to our people, our clients and our community that eradicating racism is fundamental to our strategy.

We have taken steps to embed this commitment beginning with the CEO Action Pledge in the United States and to the BlackNorth Initiative in Canada. We plan to invest in organizations that support Black and BIPOC communities and recognize and celebrate diverse community events and occasions like Black History Month. We will also build upon our expertise in the mental health and wellbeing space to explore the development of client-oriented I&D programs that bring to light the tremendous impact of racism on mental health and wellbeing.

As our strategy unfolds, and under the leadership of our Anti-Racism Task Force, our goal is to report back to our internal and external stakeholders on our progress in the implementation these commitments.

Human capital development

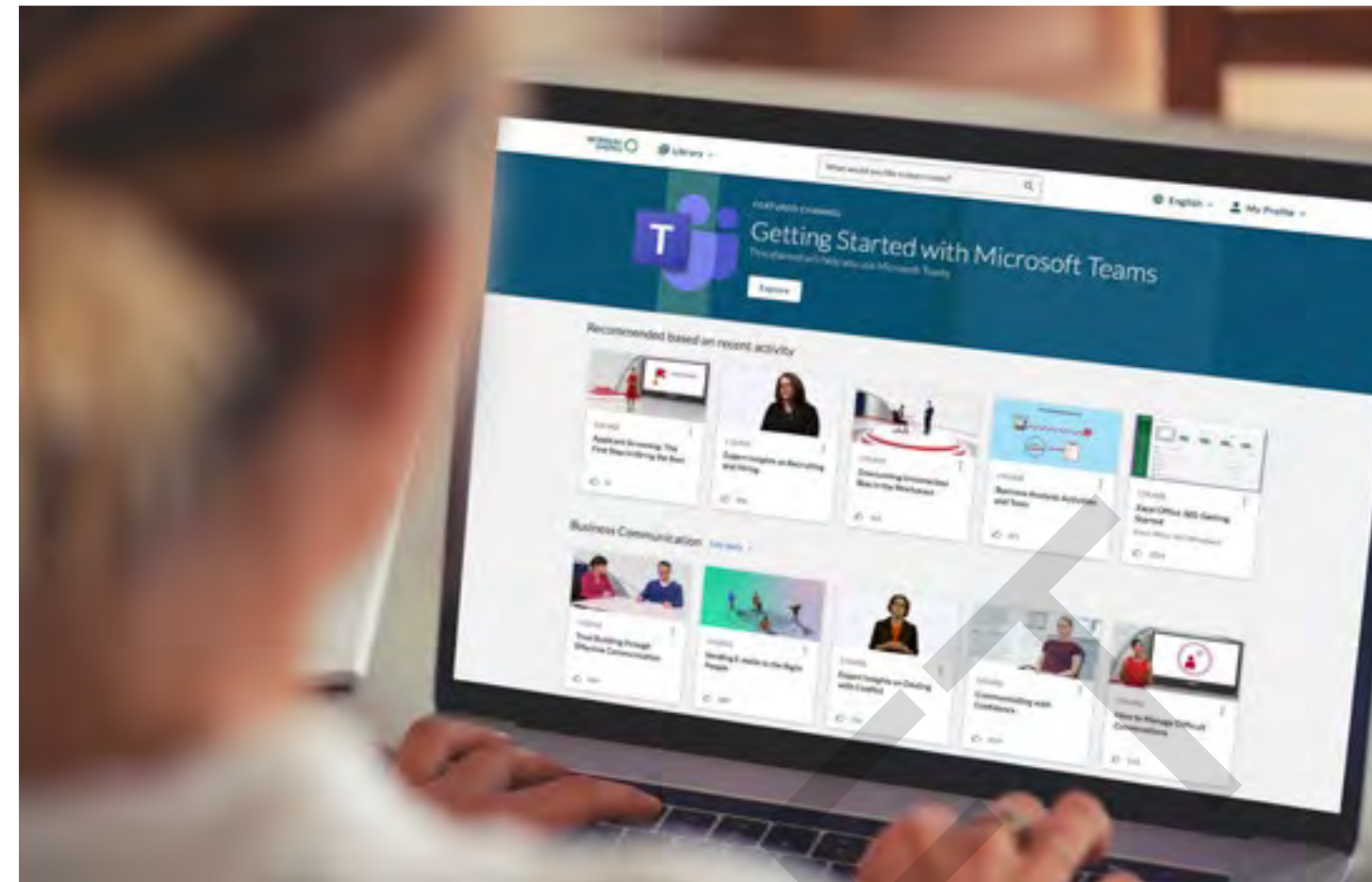
Successful businesses rely upon the ongoing development of a skilled and engaged workforce. One of the five priorities of our people strategy, we offer opportunities for learning and personal growth and urge every people leader to make the attraction, engagement and development of talent every leader's priority.

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 feedback on how they are progressing against their specific development and performance objectives. For managers, and their direct reports, the review process provides a mechanism to share perspectives about individual performance and to seek alignment across development objectives, individual career aspirations and business needs. In 2019, 91 per cent of our permanent employees report that they have had a formal performance review/discussion in the past year.

In 2019, we continued to offer our face-to-face training and development and advanced our online virtual training in all areas of wellbeing, significantly increasing employee participation in eLearning. In 2020, we also worked to ensure that training and professional development opportunities were promoted and encouraged while our people worked remotely transitioning to a virtual platform when feasible. Key elements include:

eLearning

In late 2019, we launched Percipio a new enhanced eLearning platform across the Company, replacing our previous tool.



Percipio's new state-of-the-art platform offers employees a broad range of topics, learning modules and "bite size" learning, making it a more powerful development tool. Through an engaging interface, employees select from hundreds of online courses, across a range of topics including IT, sales and managerial skills, offered over multiple channels. Since Percipio was launched in November 2019, the number of employee-users has increased from 342 in the first two months, to a total of 2,388 by June 2020, exceeding the total number of users during the full year 2019.

Workplace Learning Solutions (WLS) workshops

Morneau Shepell's WLS workshops are developed for our clients and their employees, and each year a selection is made available to all Morneau Shepell employees. Aligned with our people strategy, the WLS seminars provide resources to support all aspects of wellbeing, including financial. WLS provides workshops to develop important skills in the areas of time management, conflict management, mental health, stress management and

resiliency. In 2019, over 960 employees participated in some 1,450 hours of training, more than double the 450 employees who attended in 2018 reflecting the increased level of interest and importance in WLS topics across our workforce. During the COVID-19 pandemic, we have offered additional webinars to support our people as they work remotely, such as Working Mobile, Building Resilience in Uncertain Times (COVID-19), Managing Remote Teams, Road to Resilience: Practical Life Strategies for Life's Challenges, Ergonomics and Wellness for working from home and WLS. The sessions were well attended with 200 to 400 employees participating in each, and employee feedback through our COVID-19 employee survey shows that access to these sessions was highly appreciated.

Leadership and management training

Developing our leaders is a core component of our People Strategy. We work closely with our leaders, managers and high-potential employees to provide them with the professional training, managerial skills and development tools they need to be successful. Development discussions with rising leaders help identify individual development plans to align with career objectives while meeting corporate needs. A broad range of programs are offered including leadership and management skills training, leadership coaching, assessments, peer-to-peer learning, and tools to help our leaders deliver outstanding client and employee experiences. For example, we delivered 757 hours of "Box of Crayons" training in coaching skills to over 100 new people leaders in 2019, helping them develop and grow to be effective leaders of people within our Company. We also conducted our New Manager Training program, which leverages

peer learning groups to support training. In 2020, we also provided additional support for our GLT, across our LOBs, who participated in a Leading in Times of Uncertainty session.

Supporting continuing education

We strive to create a work environment that supports continuous learning. Alongside the formal training and development programs offered in the workplace, many employees are seeking opportunities for professional accreditation, advanced education and to keep abreast of developments in their respective professional fields. Among the programs we support, in 2019, we assisted 395 employees complete a total of 48,424 training hours to advance their actuarial careers helping them complete their examinations, meet required preparation time and provide financial support to cover fees. A similar level of support is also offered to employees pursuing other similar certifications such as the Certified Financial Analyst (CFA) and Certified Employee Benefit Specialist Designation (CEBS).

Our team of counsellors have access to a range of training and education programs to keep current and up-to-date with research, best practices and skills. Full-time EAP counsellors are provided with five-days (paid) training; three-days for Learning/Line Link courses and any management run training, and an additional two-days to use for training to support their EAP roles. Part-time counsellors are provided with days relative to their days worked each week.

Measuring employee engagement

Regular pulse surveys conducted in 2019 showed steady improvements in employee engagement scores over 2018, gains that were sustained through to mid 2020.

Our overall engagement score has increased seven (7) points since we began our continuous listening approach in October of 2018, bringing us above the global benchmark. The June 2020 survey showed continuing strengths, in key areas, including:

- Wellbeing (no benchmark)
- Communication (above benchmark)
- Being treated with respect and dignity (above benchmark)
- Meaningful work (above benchmark)
- Collaboration (above benchmark), and
- Confidence in leadership (above benchmark)

Several initiatives have contributed to the incremental improvement in employee engagement scores over the past 18 months. Our updated People Strategy, with an enhanced priority focus on total employee wellbeing, is contributing to measurable higher levels of engagement and positive impact on productivity. Essential to our strategy, leaders at all levels are taking accountability for employee engagement, supported by a strong continuous listening strategy, which includes investment in technology which enables fast, meaningful action to be taken on employee feedback globally. We also granted common shares to all Morneau Shepell employees transforming our workplace from a “workforce of employees” into a “workforce of shareholders.”

Improving 1BillionLives: Engaging employees through volunteerism

Employees across Morneau Shepell are applying their energy, time and talents to improving wellbeing beyond the workplace and in their local communities. Through our new community days employee volunteer program, “Improving 1BillionLives”, we are offering eligible employees one full-day or two half-days annually to volunteer at a not-for-profit organization of their choice. The personal benefits from participating in volunteer work are well-documented including improved physical and mental health and reduced stress. Alongside the program’s contribution to employee wellbeing, community days are giving our people an opportunity to make a meaningful contribution to the lives of others in their communities. COVID-19 restrictions were put in place shortly after the program launched in early 2020 impacting the ability for employees to safely participate in the program. As the threat of COVID-19 subsides, we anticipate that our employees will help us move one step closer to our broad CSR objective to improve the lives of one billion people by 2025.



Over the past 12 months, we also introduced two new enterprise-wide initiatives giving employees opportunities to contribute beyond the scope of their daily work. On the environment, our “Green Team” initiative is empowering employees to be stewards of the environments, helping generate ideas to reduce the Company’s environmental footprint and advance awareness. In the community, our new employee volunteerism program “Improving1BillionLives” is providing all employees with a day of paid work to support wellbeing in their community.

The onset of the global COVID-19 pandemic and Morneau Shepell’s response has also influenced employee perceptions. We also carried out pulse surveys in April and June 2020 as our employees faced unprecedented challenges in their work life, transitioning to work-from-home, isolation and coping with the work-life balance pressures and overall anxieties arising from the pandemic. The results demonstrate strong scores in key areas of care for employee wellbeing, communication and respect. The highest scores are in:

- My manager takes a genuine interest in my wellbeing
- My manager communicates effectively
- I know what I should be focusing on right now
- At Morneau Shepell I am treated with respect

Advancing safety and wellbeing

Employee health and safety is a core component of our CSR program and performance. Our policies, workplace practices and health and wellness programs are the foundation of our approach to the safety and wellbeing of our employees. The global COVID-19 pandemic has heightened our focus on the physical and mental health of our employees. We have taken significant precautions to protect our people and to mitigate the spread of COVID-19 in our workplace, successfully preventing a widespread outbreak in our workforce in 2020.

Our **Occupational Health and Safety Policy** embeds our commitment to health and safety across the Company. Our goal is to provide and maintain a safe and health work environment for all of our employees while meeting the industry standards, compliance and legislative requirements in every jurisdiction where we have a presence. While Supervisors are accountable for ensuring that the work environment is safe for everyone, our employees and managers share equally in the daily responsibility for health and safety. As in all areas of our business, we expect every employee to comply with the law as well as Morneau Shepell’s work practices, policies and procedures. At any time, our employees have the right to refuse to perform tasks without penalty if they perceive the environment to be unsafe. First aid teams and kits are available in all of our offices. In case of a medical or safety emergency we rely on community emergency services. The safety risks associated with our business are very low. As a result, we do not have formal company-wide mechanisms to track safety performance and workplace injuries.

However, there were zero reported material incidents of non-compliance pertaining to health and safety in 2019.

Alongside safety, safeguarding and advancing the health and wellbeing of our employees is a priority.

In 2019, as part of our wellbeing strategy and effort to making wellbeing more accessible, we extended our Abiliti Cognitive Behavioural Therapy, AbilitiCBT™ paramedical coverage to our employees, as well as pharmaco-genetic testing to support an employees’ treating physician with information on the most effective prescriptions for our employees.

We ensure that the accessibility of all workplaces and that our facilities and workspaces meet the ergonomic needs of our people. We also support a scent-free environment across our offices.

To learn more, see [Advancing total employee wellbeing.](#)

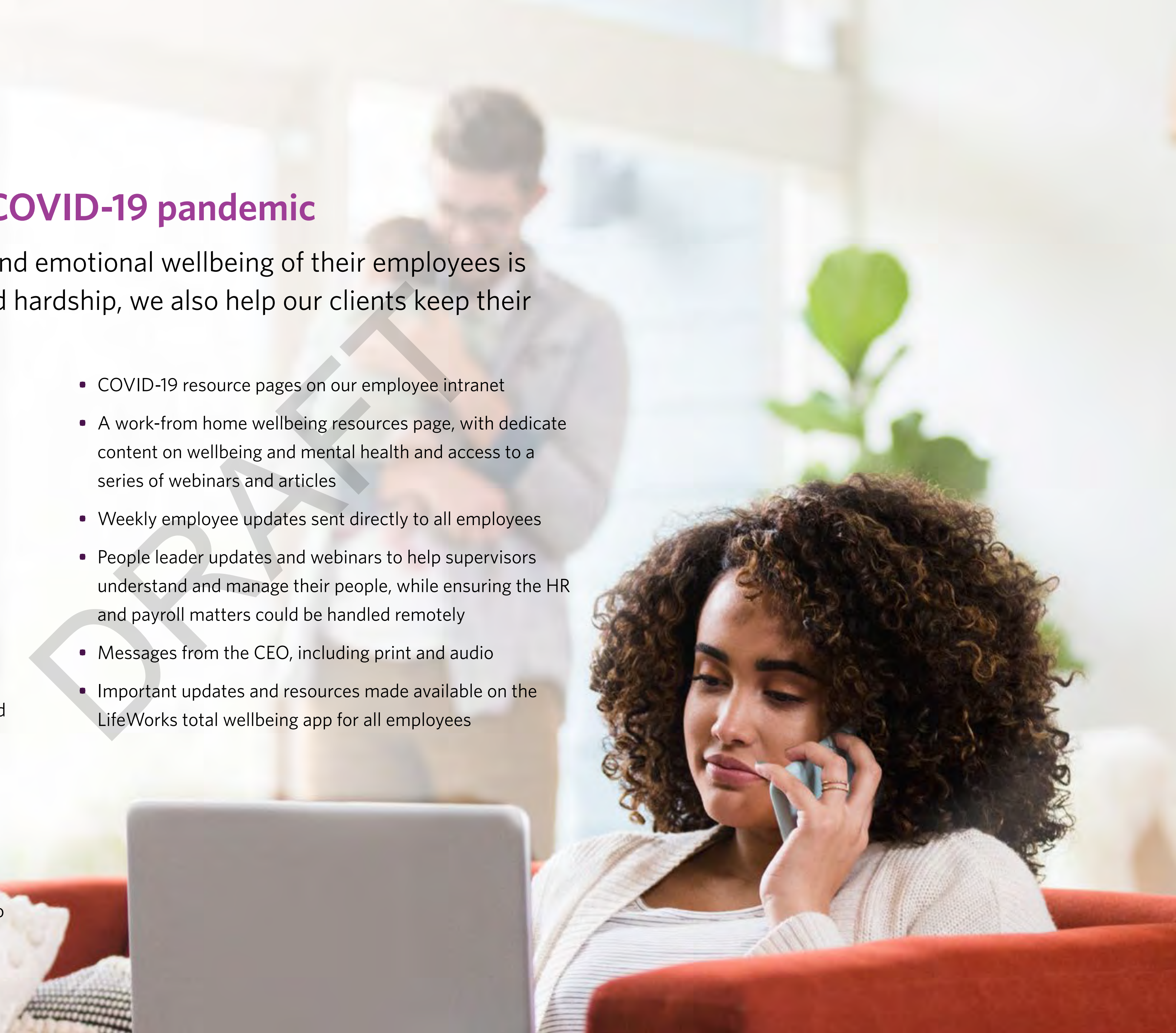
Employee wellbeing amid the COVID-19 pandemic

Helping our clients support the financial and emotional wellbeing of their employees is core to our business. In times of crises and hardship, we also help our clients keep their workforces supported and focused.

As COVID-19 hit, and the impacts were being felt by all of us, we took multiple pages from our external playbook to keep our global staff on track. While the wellbeing of our people is an ongoing priority, the impact of COVID-19 on society's collective health and wealth, has put the spotlight even more on the importance of the emotional and physical wellbeing of employees and the need for extending employee access to AbilitiCBT and telehealth services.

Spanning four continents, our approximately 6,000 employees enjoy the mental health and emotional trauma support, among other human resources and wellbeing services that we also provide to our clients. Throughout the pandemic, we have relied on our products and services, in tandem with an extensive employee outreach and communication strategy, to support employee wellbeing. Together, they have played an invaluable role in supporting our people throughout the COVID-19 pandemic. With 97 per cent of our people working from home by late March 2020, juggling work-life balance, supporting our colleagues took on even greater importance. We reached out to our employees through a range of channels, including:

- COVID-19 resource pages on our employee intranet
- A work-from home wellbeing resources page, with dedicated content on wellbeing and mental health and access to a series of webinars and articles
- Weekly employee updates sent directly to all employees
- People leader updates and webinars to help supervisors understand and manage their people, while ensuring the HR and payroll matters could be handled remotely
- Messages from the CEO, including print and audio
- Important updates and resources made available on the LifeWorks total wellbeing app for all employees



April 2020, we took the pulse of our workforce as they coped with the impacts of the COVID-19 pandemic at work and at home. The results demonstrated high levels of engagement and support.

COVID-19 June 2020 Pulse Survey Results

Morneau Shepell is doing a good job communicating with employees



I feel well supported by Morneau Shepell at this time



Morneau Shepell takes a genuine interest in employees' wellbeing



I have the resources I need to do my job



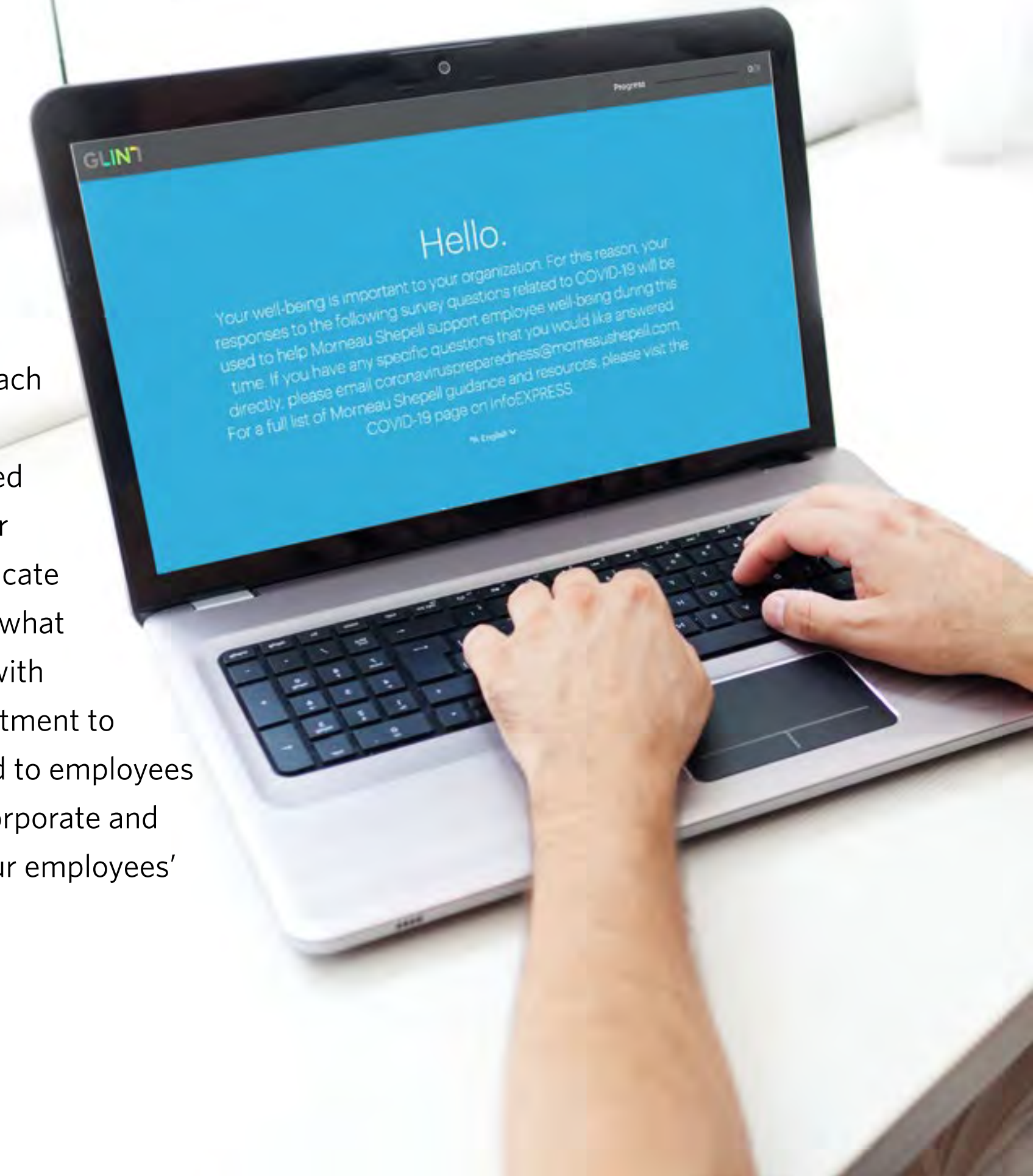
Morneau Shepell is doing a good job helping employees feel connected to one another



A top priority has been breaking down the barriers that can make COVID-19 imposed isolation difficult on multiple levels for our employees accustomed to congenial face-to-face interactions with colleagues. To that end, through LifeWorks, employees are able to share their own stories, in aid of keeping the human element at the forefront of their interactions. Employees also participated in a Morneau Shepell Moves Step Campaign to promote physical activity. In May, we ran an internal Mental Health Month campaign across all of our internal channels.

A top priority has been breaking down the barriers that can make COVID-19 imposed isolation difficult on multiple levels for our employees accustomed to congenial face-to-face interactions with colleagues.

Our employee survey conducted in June 2020, underscores the measurable positive impact of our employee outreach initiatives on employee engagement. Despite the changes to our working model, overall engagement scores increased by five (5) points from June of the previous year, and up seven (7) points since we began our continuous listening approach in October 2018 bringing us to above the Glint Global Benchmark. Our highest scores pertained to management. Employees indicated that their managers care about their wellbeing, communicate with them effectively, that they understand what is expected of them, and feel they are treated with respect and dignity. In keeping with our commitment to transparency, survey results are communicated to employees and actions continue to be taken both at the corporate and team levels to maintain and further enhance our employees' experience.



Advancing total employee wellbeing



Morneau Shepell's wellbeing strategy is a cornerstone of our commitment to providing a great employee experience. We want to ensure that our Company is in the forefront in total wellbeing – treating our people in the same way we want our clients to treat their employees.

Aligned with our goal to lead by example, we embarked on the development of a comprehensive wellbeing strategy for our employees. Our ultimate vision is to ensure that Morneau Shepell's workplace enables and encourages every employee to be well.

Our wellness strategy spans four pillars of wellbeing:

- **Social**- Strong social relationships in your life at work, in your personal life and the community
- **Physical** – Good health and enough energy to get things done
- **Mental** – Being resilient and taking care of your mental health
- **Financial**- Effectively managing one finances

Launched across the Company in late 2019, our goal is to keep our employees well by advancing four key objectives, including:

- **Education and awareness** – enhancing knowledge around the pillars of wellbeing to build understanding across our workforce and to ensure that wellbeing is valued by all.
- **Policies, practices and programs** – leading the market in practices that support and foster employee wellbeing

- **Leadership** – enable our leaders to support, sponsor and demonstrate by example overall wellbeing
- **Living our brand** – ensuring that our actions internally are consistent with our external wellbeing brand

We have made progress in advancing our strategy across the Company. For example, leveraging technology and virtual tools through the LifeWorks platform, our employees can access resources on different aspects of total wellbeing across a range of topics such as “Eat Well, Live Well”, “Budgeting and Net Worth” and “Road to Resilience: Practical Strategies for Life's Challenges.” Our Virtual Learning Series is also a focal point of our total wellbeing strategy whereby employees have access to live webinars on various topics related to the four pillars of wellbeing strategy. Other initiatives to support the four pillars include:

- Shared our most recent (2019) Employers Connect research across our workforce boosting awareness around mental health issues and employee perceptions and priorities around total wellbeing.

- Work to increase employee participation in our Employee Share Purchase Plan allowing employees with less than one year of service with Morneau Shepell to participate.
- Held a step-up challenge in April 2020 as part of our COVID-19 program to encourage our people to keep moving. Building upon the success of our Step Up for Kakuma initiative (see below). Over 500 employees participated connecting online with colleagues and logging millions of steps in teams and individually.

For our leaders, we are putting in place metrics to track and measure performance. We look to our Total Wellbeing Index and Mental Health Index, as well as changes to our Glint pulse surveys, to better evaluate leader performance as it pertains to support for employee wellbeing and to understand regional differences across our workforce. While there is more work to be done, we are gratified with the progress to date, as evidenced by high scores on wellbeing in our employee engagement survey, and are tracking the positive impacts on our workforce. [See Benchmarking total wellbeing and mental health at Morneau Shepell](#)

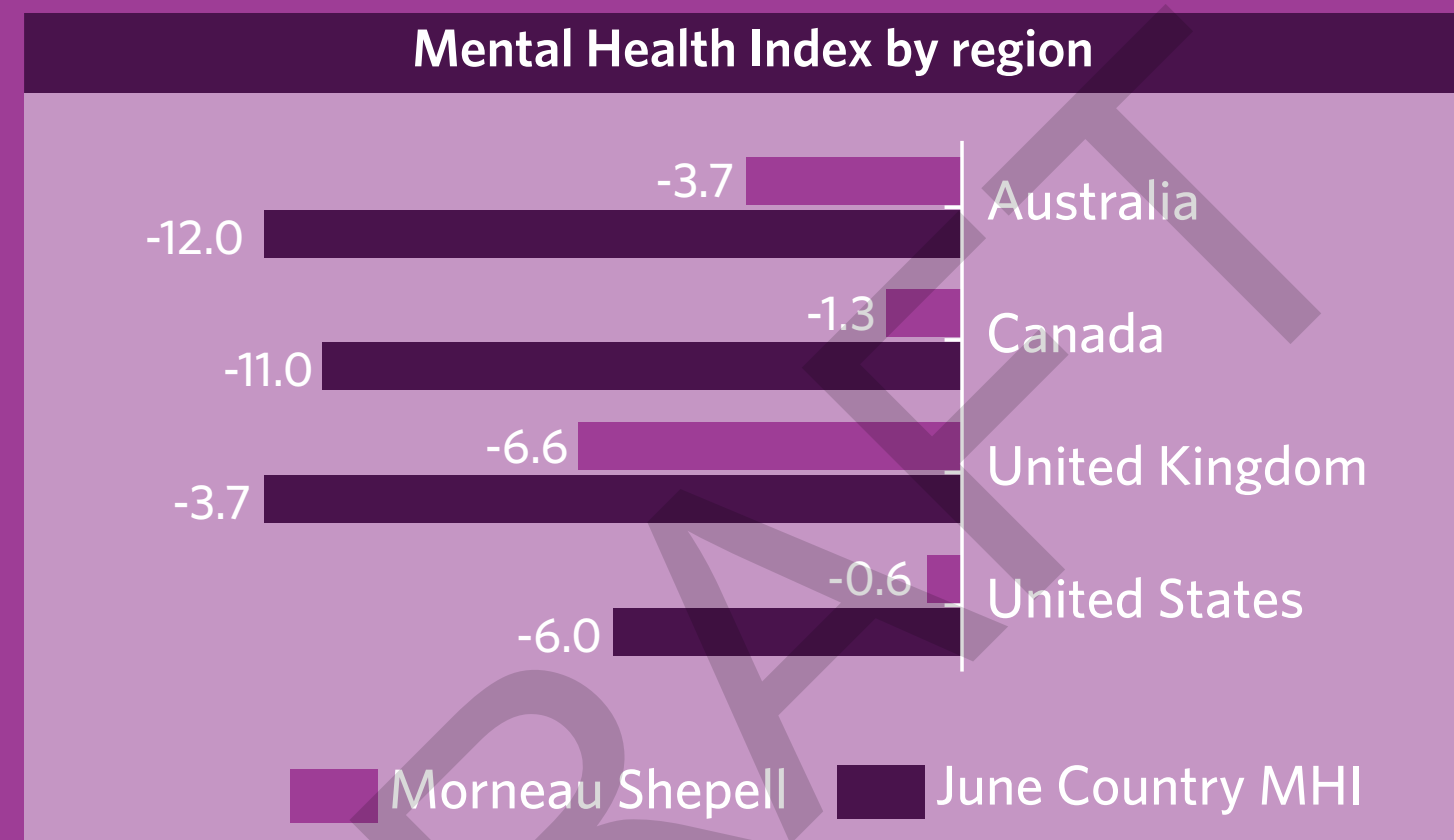
Benchmarking total wellbeing and mental health at Morneau Shepell

Employee health and wellbeing is central to our vision and our business strategy, and an important social performance measure for Morneau Shepell. With Canada's Bill C-97 now in place, while we are not a federally-regulated business and thereby not required to report on the wellbeing of our employees, we believe it is a critical measure of social performance.

To measure our performance, we look to our TWI¹ assessment to measure the total wellbeing of our workforce, and together with benchmarking against the MHI beginning in 2020, we are also tracking the impact of the COVID-19 pandemic on our people. The results are helping us better understand and mitigate emerging risks to total wellbeing across our workforce and, are informing social reporting to our shareholders. [See Wellbeing leadership: Introducing the Mental Health Index™ and Total Wellbeing Index.](#)

While traditional lagging measures such as employee absenteeism, disability rates and health costs are indicators of workforce health, in recent years, we have identified leading indicators through the TWI as proactive measures of total wellbeing. Both the TWI and MHI are providing us with consistent and standardized tools to benchmark across the four pillars of our wellbeing strategy – mental, physical, social and the financial health of our people across the Company.

Total Wellbeing Index scores		
Key scores	Morneau Shepell 2020	Benchmark
Total wellbeing	74	71
Productivity score	82	80
Work impact	74	68



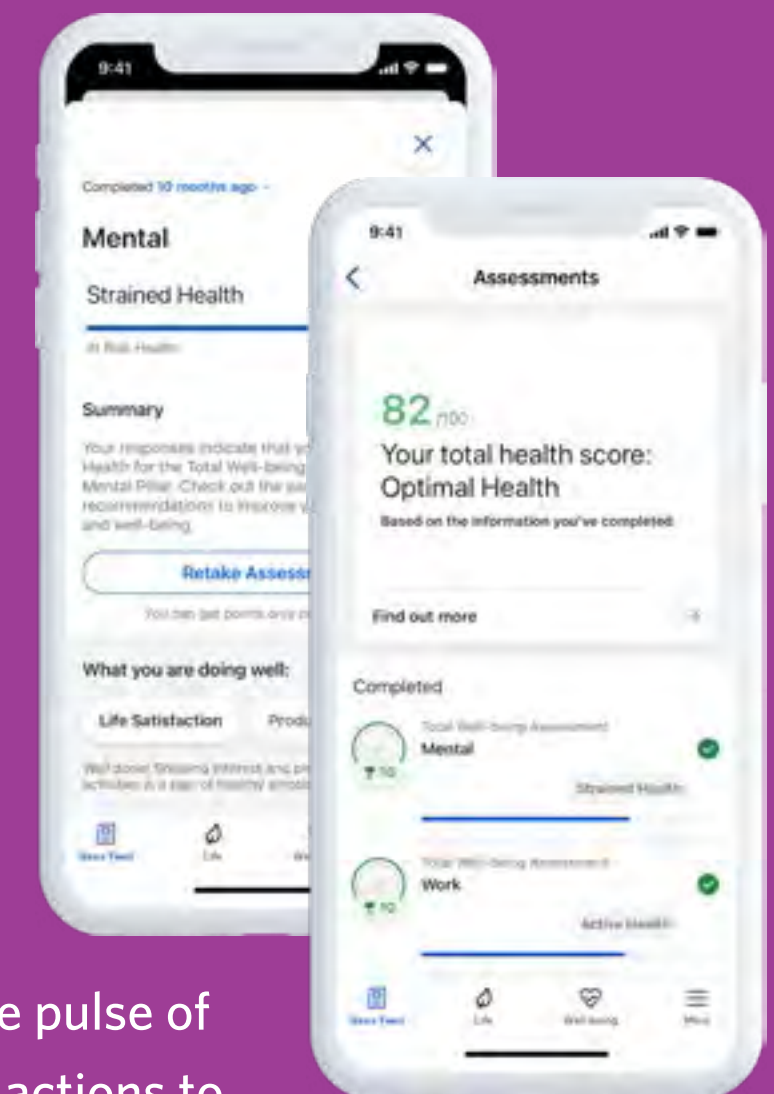
The results to date, show that while our June 2020 MHI scores were below the pre-2020 benchmark, the decline was much less significant than the regional MHI scores during the same period. For the TWI assessment, Morneau Shepell's June 2020 scores relative to 2019 are particularly favourable, including a two-point increase over the prior year, and above the high-performance benchmark for most measures.

While the data from the MHI and TWI show favourably for Morneau Shepell, these assessments have offered insights into areas of opportunity and emerging risks including the impact of COVID-19 on employees' health risks over the prior year.

For example, as a professional services company with the majority of people working at a desk, the TWI results have shown a significant rise in sedentary behaviours as a risk to overall health as people work from home during the pandemic.

For those employees who are engaging with the individual Total Wellbeing Assessment (TWA) through LifeWorks, the assessment is helping them manage the specific risks they are facing by providing real-time, anytime support and action plans to help them mitigate the risks to overall health, and health and disability issues relating to musculo-skeletal issues conditions.

At an enterprise-wide level, tracking these scores through the TWI will continue to help us take the pulse of our people, inform our strategy and actions to support our people and to address emerging risks before they impact the wellbeing of our workforce, business productivity and the health of our Company. Learn about our wellbeing strategy, [see Advancing total employee wellbeing.](#)



¹ The TWI was preceded by Morneau Shepell's Total Health Index (THI).



Caption TBD



Caption TBD



Caption TBD

Stepping up for Kakuma

Introduced in Summer 2019, LifeWorks, Kakuma and lots of walking came together as part of a new initiative “Step up for Kakuma.” Employees across the Company were challenged to walk 10,000 steps in exchange for a Morneau Shepell donation of \$1 per day to support our partnership with the United Nations High Commissioner for Refugees and give back to the Morneau Shepell Secondary School for Girls located in the Kakuma Refugee Camp in Kenya. [To learn more, read The Kakuma Project: improving lives of young women and girls through education.](#)

This challenge provided an opportunity for employees to experience and engage with our LifeWorks platform in a whole new way, highlighting the platform’s capabilities in creating

opportunities to build community and making wellbeing activities at work fun and purposeful.

Over the course of one month, 556 Morneau Shepell steppers walked a total of 119,520,462 steps and raised \$24,000 for the Morneau Shepell Secondary School for Girls that will be used towards books, solar panels and the operating costs of the school. Their participation also contributed to helping girls of Kakuma to further their education.

With a high level of participation and positive feedback, including almost 94 per cent of participants indicating that they would recommend it to others, plans are underway to run a second “Step Up for Kakuma” challenge in 2020.

“The Step-Up Challenge has had a positive impact on me personally. It’s not only been amazing for my mental and physical wellbeing, but it’s created a new a great new habit... running! After 30 days of morning runs and different routes, I’m hooked! And better yet, it’s all to support the Morneau Shepell Secondary School for Girls!”

Step Challenge Participant


















Hey Steppers, **556** of you have walked with us a total of **119,520,462 steps** for **30 days!**

Hé les marcheurs, **556** d’entre vous ont marché avec nous un total de **119 520 462 pas** sur une période de 30 jours!

Individuals Personnes

	Patrick Henry	1,444,415 steps
	Katarzyna Dzieza	1,117,377 steps
	Normand Robert	974,688 steps

Teams Équipes

 Lord of the PElds Avg 941,303 steps	 Dan Charlton	 Sarah Szoros	 Michael Frazee			
 MSWalkers Avg 610,203 steps	 Katarzyna Dzieza	 Katarzyna Kulecien	 Nathalie Timmermann	 Frankie Martin	 Anaisa Brenner	
 In it for the Money Avg 511,037 steps	 Lynne Mack	 Silvia Corwell	 Bethan Gray	 Steven Hall	 Ben Richards	 Meghan Reilly

Improving communities

Contributing to the wellbeing of communities is core to our values, our brand and our business. We do so through our corporate citizenship program and inherent focus on the social and economic prosperity of our regions and local communities where our employees, our clients, and their people live and work.

16

trauma and events supported by Morneau Shepell's crisis response teams

13

communities affected by Australian bushfires given free Morneau Shepell in-person psychological support in 2019-2020

290

graduates from the Morneau Shepell Secondary School for Girls in Kenya since opening

6

years since Morneau Shepell established a school for girls in the Kakuma refugee camp

Our approach

We take a multi-faceted approach to our community engagement with a strategic focus on all aspects of community wellbeing and a particular focus on mental health. From strategic corporate partnerships, employee volunteerism, grassroots projects and initiatives, as well as monetary and in-kind donations, Morneau Shepell contributes broadly in our regions and in the local community.

In late 2019, and building upon our purpose, we advanced our corporate citizenship program to deliver support across all areas of total wellbeing — physical, mental, social and financial – along our path of improving 1 billion lives.

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

Performance highlights

- Focused our community contributions program and new partnerships to support the wellbeing of Canadians during the COVID-19 pandemic providing free access to and extending the reach of Morneau Shepell's products and services
- Strengthened our corporate citizenship program with a strategic focus on mental health for children, youth and vulnerable groups

- Initiated our company wide *Improving1Billion Lives* employee volunteerism program to engage employees in contributing their time in their community at the grassroots
- Continued to support our partnership with the United Nations High Commissioner for Refugees (UNHCR) and the Morneau Shepell Secondary School for Girls (Kakuma)
- Opened our free crisis hotline to provide community crisis/emergency trauma support to people affected by 16 significant emergencies, nine in Canada, three in the United States, one in both the Bahamas and Australia over the past 18 months
- Became a signatory to the United Way of Greater Toronto's Inclusive Economic Opportunity Initiative (ILEO) to advance economic prosperity in the Greater Toronto Area (GTA)

Future focus

- Enhance measurement of community support including community impacts, the number of people reached, employee and community participation rates, and number of Morneau Shepell employee volunteer hours

Community initiatives

Our community program includes several corporate partnerships and programs as well as a diverse mix of local and regional community initiatives. Over the past 18 months, our corporate initiatives include:

WellCan

We created WellCan to provide free mental health support to Canadians during the COVID-19 pandemic. Available via the web site and the mobile app, WellCan provides a range of curated articles and toolkits to help Canadians of all ages maintain positive mental, physical, social and financial wellbeing. The resources available are aligned with Government of Canada and World Health Organization recommendations. [Learn more, read WellCan: A community of support.](#)

Together, and only together, will we get through this.



WellCan provides all Canadians with the support to navigate the challenges brought on by COVID-19, to build resiliency and to develop healthy coping mechanisms for the future. The mobile app and website, created by Morneau Shepell, offer everyone easy access to an extensive range of free resources to support their mental health available at wellcan.ca and mobile app stores. Thank you to all the organizations that have come together to support this initiative.

AbilitiCBT government partnerships

We partnered with the Manitoba and Ontario governments to deliver, free internet-based Cognitive Behavioural Therapy to help residents over the age of 16 manage their anxiety, depression and anxiety symptoms during the COVID-19 pandemic. [To learn more, read AbilitiCBT: A government-sponsored mental health program.](#)

- **Supporting Jack.org and Be There**

Suicide is the leading health-related cause of death for young people in Canada and Jack.org and is working to do something about it. Jack.org is “Canada’s only charity training and empowering young leaders to revolutionize mental health.” In keeping with our focus on wellbeing and mental health support, Morneau Shepell became a supporting partner of jack.org’s Be There campaign in mid 2019. Aimed at youth, notably university and college students, Be There provides resources to young people who want to be able to provide the right support to friends and peers facing mental health challenges. To learn more, see [Be There for Mental Health: A partnership with jack.org.](#)



- **Kakuma project**

We maintained our long-standing commitment to the United Nations High Commissioner for Refugees (UNHCR) to provide support for the girls and young women living in the Kakuma Refugee Camp. To learn more about this initiative over the past year, see [The Kakuma Project: Improving lives of young women and girls through education.](#)



- **Canadian Olympic Committee**

We continued our relationship with the Canadian Olympic Committee (COC) as the Official Mental Health Partner to Canada’s Olympic Team. Morneau Shepell is a supporter and founding partner of Game Plan, an initiative that provides mental health services to athletes. Game Plan takes a holistic approach to training and performance both during and after a career in sport. Through this partnership, athletes have access to Morneau Shepell’s EFAP and mental health expertise and, in turn, allows us to give back to the Canada’s amateur sports community. Our partnership with the COC has provided support during the 2016 Olympic Games in Rio, the 2018 Winter Olympics in Pyeongchang and the upcoming Olympic Games in Tokyo, postponed until 2021 due to the global pandemic. Morneau Shepell has provided EFAP support to hundreds of Canadian athletes during its five-year partnership. Our support will continue leading up to the rescheduled Tokyo 2021 games.

- **Supporting the Inclusive Local Opportunity Initiative**

Advancing economic prosperity is a shared responsibility across all sectors of society – private, public, community and labour. With a specific focus on the Greater Toronto Area, Morneau Shepell became a signatory to the United Way of Greater Toronto’s Inclusive Local Economic Opportunity (ILEO) initiative in early 2020. Through collaboration across all sectors, the ILEO initiative’s goal is to reduce poverty by fostering public and private investment in GTA neighbourhoods. For Morneau Shepell this means looking for opportunities within our normal business practices to advance and support inclusive economic opportunities through a range of means including local procurement and enhancing supplier diversity.

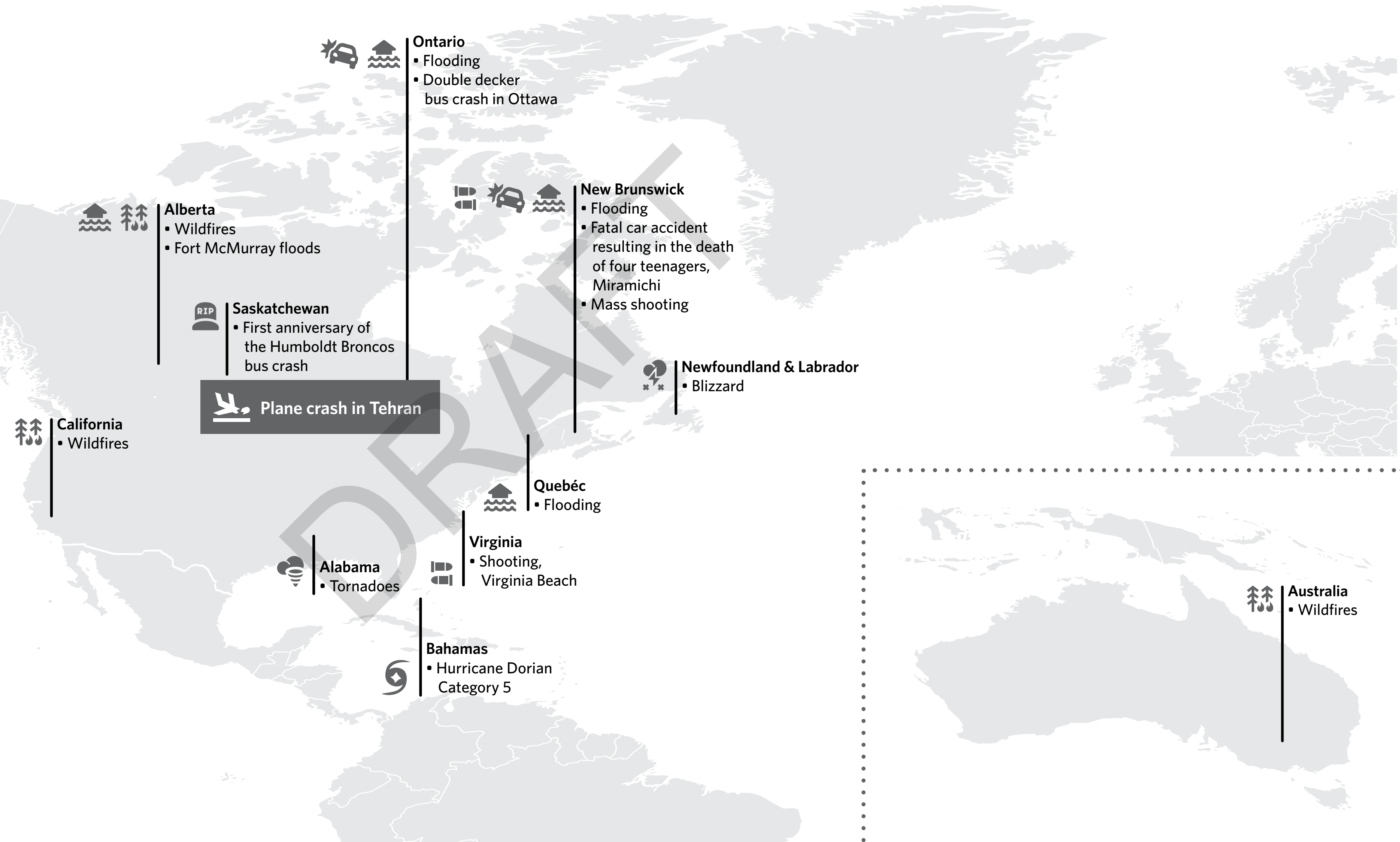
- **Future of Work and Learning Coalition**

We joined together with Communitech, and a coalition of like-minded public and private organizations and post-secondary institutions to help Canadian workplaces and communities adapt to technological change. Known as the “Future of Work and Learning Coalition”, the partnership is focused on change management processes. Through research and initiatives in areas such as skills adoption, employee training and building healthy workplaces, the goal is to become a hub for workplace best practices. For Morneau Shepell, this is an important opportunity for sharing best practices and contribute our expert perspectives on total wellbeing and productivity for the betterment of workplaces and communities. To learn more, see [Communitech: Future of Work and Learning.](#)

• **Community trauma support**

We continued our trauma support program and donation of assistance via specialized counselling to communities impacted by natural disasters and traumatic events. We first began donating trauma support when 9/11 shocked the world. Since then, we have opened up our crisis lines and dispatched our on-site trauma team as the need arises.

We opened up our bilingual crisis hotline in response to 12 significant emergencies, seven in Canada, three in the United States, one in each of the Bahamas and Australia in 2019. By June 2020, we had opened up our crisis lines to two events in Canada. We use every available means, including clients and employees, local officials, and traditional and social media channels, to promote the availability of counselling support for those in need. Over the past 18 months, our trauma teams offered assistance to those affected by XX tragic events.





Young people across Canada are confronting the realities of mental health — at school, at home, and among their friends. Jack.org is leading the charge, as Canada’s only charity that is training and empowering young leaders to revolutionize mental health.

Be There for mental health: A partnership with Jack.org

Since being founded in 2010, Jack.org has quickly grown its presence to every single province and territory in Canada and is showing no signs of slowing down. Through its key programs, [Jack Talks](#), [Jack Chapters](#), [Jack Summits](#), [Be There](#), and [Do Something](#), Jack.org fuels thousands of young leaders as they identify and dismantle barriers to positive mental health and provide young people in Canada with the mental health knowledge and skills they need to take care of their own mental health and look out for one another.

Our partnership with [Jack.org](#) and its Be There program began in 2019. As a provider of EAP services to faculty, staff, and students at several post-secondary institutions, Morneau Shepell is well aware of the challenges and difficulties young people face in the current “anxiety epidemic”.

Be There has quickly proved to be an invaluable mental health resource having won two [Webby Awards](#), naming it the “Top Health Website” in the world in 2020, and recently partnering with Lady Gaga’s Born This Way Foundation to fuel its reach, development, and impact across North America.

Be There aims to educate and empower young people so that they learn how to best “be there” for their peers in times of need. The resource gives people access to engaging and comprehensive content (e.g. videos, articles, personal stories, etc.) to effectively educate users. The resource is built around “5 Golden Rules” to best support someone who may be struggling with their mental health: Say What You See, Show You Care, Hear Them Out, Know Your Role, and Connect To Help.

Be There is already making a tremendous difference, reaching young people who may be struggling with their mental health as well as their support network trying to help them. Since the resource launched in May 2019, Be There is resonating and, as of June 2020, the website has garnered over 340,000 unique visitors, and over 3.1 million digital engagements (Facebook and Instagram) extending the reach, awareness, and impact of BeThere.

“The response we’ve seen from young people around Be There has been incredible. Over 140,000 people have used the resource in 2020 alone, and 75 percent of users feel more confident after using Be There in their ability to support a loved one through a mental health struggle. Be There has already begun to transform mental health in Canada, and Jack.org depends on the support of companies like Morneau Shepell to do this work. We’re grateful for their leadership in mental health support across Canada and especially for making Be There possible.”

Eric Windeler, Founder and Executive Director, Jack.org

AbilitiCARES: Raising public awareness



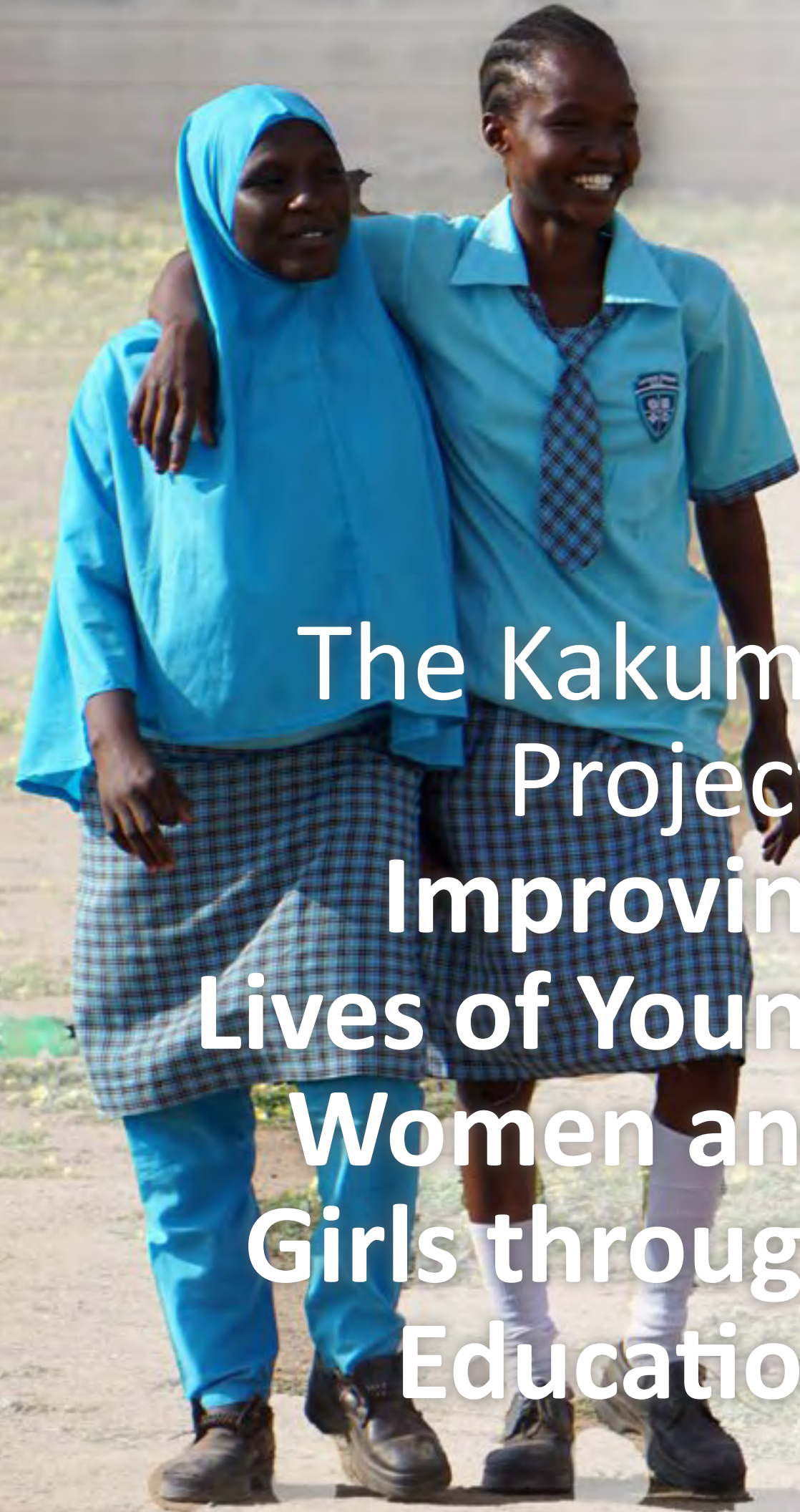
To support our AbilitiCBT partnerships in Ontario and Manitoba, we launched a program to raise public awareness about free and easy access to AbilitiCBT to support mental health. Through social media, we extended the reach of AbilitiCBT to Ontarians and Manitobans generating over 1.5 million impressions and over 27,000 visits to the web site in the first two months. Public feedback received underscores the important role of accessible, online and user-friendly mental health tools in helping individuals develop the coping strategies they need to support mental health and wellbeing in the face of pandemic.

AbilitiCBT: A government-sponsored mental health program

As the mental health impacts of the residents of the COVID-19 pandemic were becoming more apparent, decision makers turned their attention to providing people with the resources needed to help them cope with the disruption, uncertainties and anxieties they faced. With the majority of Canadians living under social pandemic restrictions, Morneau Shepell partnered with the governments of Ontario and Manitoba to provide our internet-based Cognitive Behavioural Therapy (CBT) to residents. Our AbilitiCBT™ program addresses anxiety, depression and anxiety symptoms related to the uniquely challenging aspects of pandemics: uncertainty, isolation, caring for family and community members, information overload and stress management.

The program is guided by professional therapists who are trained to support and ask precise questions to guide people through the program's modules. In keeping with our strategic focus on mental health and overall wellbeing, these partnerships enable us to offer accessible mental health supports to Ontarians and Manitobans in a way that is meaningful and convenient.





The Kakuma Project: Improving Lives of Young Women and Girls through Education

The “Kakuma Project” has been part of the cultural fabric of our company for over ten years. Our relationship with Kakuma began in early 2010, and our goal has remained steadfast — to advance the education and training opportunities for the young people living in the Kakuma Refugee Camp. Today, through our partnership with the United Nations High Commissioner for Refugees (UNHCR), this connection has grown and is a source of pride across the Company.

Our involvement with the UNHCR began with our first project, to support the development of a Community Technology Access (CTA) Centre, with its focus on training and enhancing digital skills among refugee students. Our support for the Morneau Shepell Secondary School for Girls followed.

Together with our employees, Morneau Shepell’s support of these two initiatives is making a meaningful contribution to improving the lives of those young people living in Kakuma directly and indirectly contributing to the UN Sustainable Development Goals (SDGs) of Zero Hunger, Good Health and Wellbeing, Quality Education, Gender Equality, Decent Work and Economic Growth, Reduced Inequalities, and Partnership for the Goals.



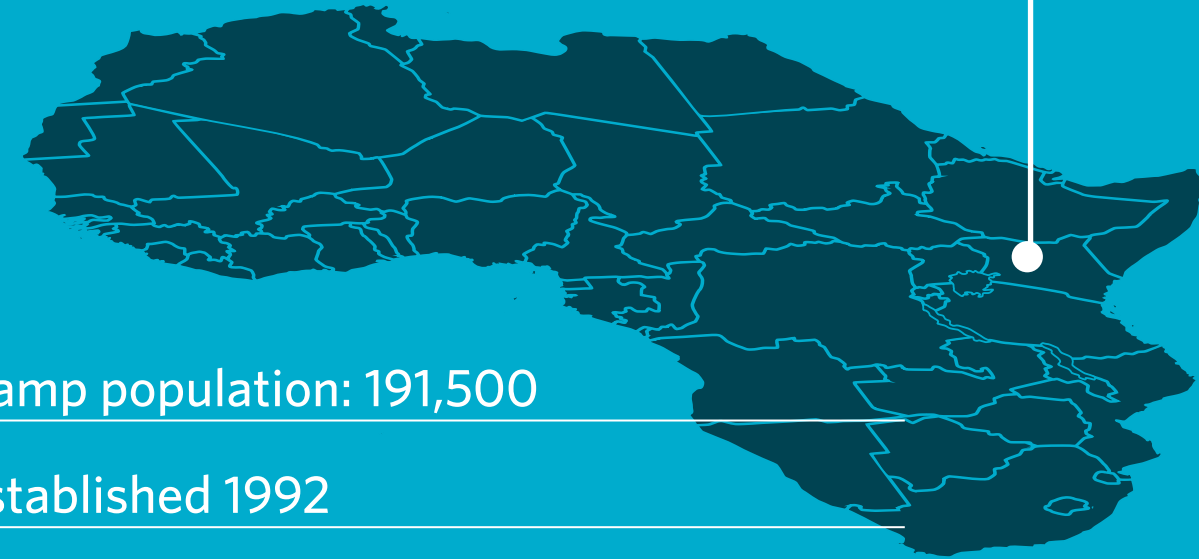
Morneau Shepell’s Kakuma Hope wins International Corporate Citizenship Film Festival

Morneau Shepell’s Kakuma Hope film received the top prize in the medium-company category of the International Corporate Citizenship Film Festival (ICCF) in April 2020. The film features the inspirational stories of the young women attending the Morneau Shepell Secondary School for Girls and their hope of furthering their education in order to make a difference in the world. Organized by The Boston College Center for Corporate Citizenship, the ICCF is the largest film festival in the world directed exclusively to celebrating the work and storytelling of corporate responsibility professionals, their companies and programs. The film’s creative director is Caroline True. The film was also an official selection in the 2020 NYC Short Documentary Film Festival and 2020 Oxford International Short Film Festival. [To learn more, click here to watch Kakuma Hope.](#)



Kakuma Refugee Camp

Location: Northwestern Kenya



Camp population: 191,500

Established 1992

Status: Refugees/asylum seekers

Countries of origin for camp population

- South Sudan
- Somalia
- Democratic Republic of Congo

Number of schools serving the region:

- 26 Primary
- 7 Secondary

Avg class size 100+ students per class

Estimated student population 85,000

Morneau Shepell Secondary School for Girls

Gender parity is a real challenge for the young women living in the Kakuma camp. Confronted with socio-economic and cultural barriers to their education and wellbeing, the Morneau Shepell Secondary School for Girls represents an important step in addressing the systemic inequity in quality education for girls living in sub-Saharan Africa.

During 2019, 346 girls were enrolled at the school, representing 10.8 per cent of the total cohort of girls enrolled in seven secondary schools in the Kakuma camp and surrounding settlement. The School is making a measurable difference in providing access to quality education to young women that would otherwise not be within their reach. Developed in partnership with the UNHCR with financial support from Morneau Shepell in 2014, the school has become a centre of excellence and empowerment for those girls that show academic promise. Comprised of a multi-faith, multi-ethnic student body, students are chosen based on their academic record, degree of vulnerability, including 20 spots which are reserved for girls living in the local catchment area. Daily operation of the school is in the hands of the Windle Trust and a team of 18 teachers, including eight women and a supporting staff of 20 people.

“As partners for over a decade, we see how it’s in the culture of Morneau Shepell to do good domestically and internationally. Your support of refugee girls and sustained investments in their education make a positive difference in their lives, creating resilient and independent women. Through the Morneau Shepell Secondary School for Girls, refugees are given the keys to education where they can unlock opportunities, notably post-secondary education, economic advancement and new livelihoods.”

Rema Jamous Imesis, UNHCR Canada Representative



Our partnership with the UNHCR Morneau Shepell's is multi-faceted. As the largest corporate donor to UNHCR Canada, Morneau Shepell has contributed \$1.375 million over the past five years to support the secondary school. The "Kakuma Project" also resonates across the Company and among our people, inspiring and engaging our employees in helping the Kakuma girls overcome systemic disadvantages. Through direct payroll deductions and participation in fundraising events, such as a golf tournament and marathons, employees are contributing their time and money directly to support the UNHCR's work in Kakuma.

For the third consecutive year, the Morneau Shepell school produced the highest academic results of all the schools in the Kakuma camp and the entire Turkana West sub-county. The school has also been the overall best school in 2018 and 2019. Positive impacts beyond the school community itself and across the broader Kakuma community, include:

- Inspiring a generation of primary school students to complete their studies. Since 2014, the number of female primary school graduates has risen by 414 per cent, from 423 in 2014 to 2,200 girls in 2019
- Continuing to receive high numbers of applications for admission to the Morneau Shepell school, from 458 spots for form one in 2018 to 346 spots in 2019. Since the school opened, a total of 2,448 students have applied to attend
- Producing the top student in the Turkana West sub-county for the third consecutive year
- Delivering exceptional academic results quantified by the steady increase in the number of students qualifying for university admission

In 2019, 74 girls graduated from the Morneau Shepell school bringing the total number of graduates to 290 since the school began.

With the support of scholarships, some graduates are advancing their post-secondary education, including six women studying at universities and colleges in Africa, ten at the University of Toronto, and 14 studying at universities in Canada. Building upon the academic progress of the students and to encourage leading students to stay on the continent, the construction of the Turkana West University campus in Kakuma is ongoing.

"I want to be a journalist in future simply because, back in our country there's few journalists. I want to know everything that is taking place in South Sudan to be known by the whole world. Girl child rights, it's not considered there, so I want to work on that."

"I want to help a billion people to have a good future."

"Success is not about money, or fame, or the big house, it's about becoming the best version of yourself. You fall many times on your road to success, but the most important thing is that to get back up, get back up stronger and wiser than before and create a mindset that does not allow you to quit."

Morneau Shepell school secondary students



Supporting communities at the grassroots

Morneau Shepell's employees are contributing to their communities at the grass roots. Alongside their interest in and support for corporate projects and partnerships, and a high level of participation in programs such as Kakuma across our 25 offices, our employees are contributing to improving lives for people and the environment both in and beyond the workplace.

Each of Morneau Shepell's regional and local offices are active and engaged members of their local communities. The focus is grassroots the local community — helping friends and neighbours — contributing to a unique set of programs focused on local circumstances and community needs. While local teams have supported too many initiatives to report in detail, they are united by common themes and by our shared values.



Colleagues from Quebec gave of their time to serve meals at Café Rencontre. Every day, more than 250 meals are served to people in need.

Improving the lives of vulnerable people

In every community there are people living with disadvantages, who need more help than others. For a host of reasons; systemic poverty, job loss, homelessness, victims of violence, domestic circumstances, poor mental and physical health, children and women, and societal prejudice, there are people who are more vulnerable than others. Morneau Shepell employees are making a difference in the lives of vulnerable individuals who need more support than others. Across the Company, we participated in a range of community activities in 2019, including:

- Local food bank and meal program support including extensive volunteer, food collection and fundraising in support of local food drives through fundraising, purchases of food for donation and hands-on volunteering across many of our offices, including St. Petersburg, Florida, Salt Lake City, Utah, Chicago, Illinois, Pittsburgh, Pennsylvania, Nova Scotia as well as employees in Canada individually and through LifeWorks
- United Way including fundraising through payroll deductions and special events to raise monies and build awareness
- Habitat for Humanity with a focus on homebuilding, painting and landscaping to help provide essential housing to people without
- Specialized programs for children through a broad range of programs providing cash, personal items and school supplies and in-kind support to improve circumstances for children living in poverty and others in need, such as kids those entering foster care



Morneau Shepell St. Petersburg team cleaning up ... TBD



ABOVE: Leann Hommel & Bridgette Pierce collecting food for the Greater Pittsburg



TOP RIGHT: Morneau Shepell Team hits the ground in the Bahamas to provide trauma support



RIGHT: Bridgette Pierce donating Turkey at City Mission of Pittsburgh

Australia Wildfires: LifeWorks Melbourne takes support to the people

Bushfires have been causing damage and devastation to the Australian landscape and eco-system for decades. A fact of life in Australia, made worse by rising temperatures and drought-like conditions, the recent 2019-2020 bushfire season was among the worst that the country has faced. Millions of acres were devastated, the loss of Australian wildlife unprecedented and many people were forced to leave their homes.



Faced with a crisis of historic proportion, Morneau Shepell's LifeWorks team in Melbourne, Australia mobilized to help. Beginning in November 2019, we began offering our Community Support Program in New South Wales and Queensland through LifeWorks' Connect telephone counselling team and affiliate provider network, offering free crisis counselling to help individuals cope with the

trauma, loss and uncertainty brought by the devastating bushfires. Given the positive reception and high volume of requests for counselling help, LifeWorks expanded its Community Support Program nationally to anyone needing emotional and mental health support due to the bushfires.

Alongside the national Crisis Line support, in early January, our Melbourne team deployed four large self-sufficient camper vans to offer in-person support to 13 bushfire affected communities across New South Wales and Victoria. As the fires continued to rage, the LifeWorks Mobile Support Centres visited areas in proximity to the fires offering face-to-face support to people living in those areas, their families and emergency services personnel as well as giving a daily invitation to attend group conversations around psychological support and first response.

The Mobile Support team stayed on the road for over two weeks and met with community residents, volunteers and first responders.

"By being in the field, we can try to help those people that are still dealing with the trauma of the moment, and we know that crises or traumatic events can trigger overwhelming emotional responses which can undermine healthy communities and social relationships at home and at work,"

[need name/LifeWorks Melbourne person]. "

Our goal was to provide on-site support more than potentially immediate counselling, and to remind people that they have access to 24/7 tele- health options, printed materials, and an ability to access our LifeWorks' Wellbeing portals."

Partnering with HEADWAY Building mentally healthy workplaces



With unprecedented rates of mental illness in society and the workplace, many of us have worked alongside of a colleague suffering from mental health such as depression and anxiety.

For the people at Toronto-based Sklar Wilton & Associates, the strain of severe depression became far too real when, after three years of illness, they sadly lost their founder, leader and friend, Luke Sklar to suicide in 2018. A successful entrepreneur, Marketing Hall of Legends inductee, community leader and loving family man, Luke was a mentor and positive force — in short, a superstar.

Born out of a desire to honour their beloved founder, the committed people at Sklar Wilton channelled their grief and collective energy to exploring opportunities to help tackle workplace mental health. The result is “Headway”, a new “Canada-wide initiative designed to support healthy minds at

work.” Headway is focused on inspiring business leaders to take the next step to advance mental health best practices in their workplaces.

For Morneau Shepell, partnership with the #Headway movement, providing both expertise in workplace mental health and financial support, has been a natural fit. Morneau Shepell’s research underscores the compelling business case for C-suite and corporate engagement focused on mental health. In Canada alone, the business costs associated with mental illness are staggering, exceeding \$50 billion dollars per year, and costing Canadian companies approximately \$1,500 per employee annually. Alongside the undeniable social and personal impacts, the financial and productivity loss arising from mental health is significant.

Headway was launched in May 2019. Close to 500 business professionals and colleagues attended the Toronto kick-off event and, since then, many have made a personal pledge to support healthy minds at work. A unique event leveraging humour and

“The emotional draw and energy from Headway has been rewarding. The very human and relatable approach Headway has taken to raising awareness around best practices has been remarkable in how it has drawn such a positive response. It speaks to the legacy that Luke left us; help others succeed and truly care.”

Jennifer Roberts, Director, Marketing Strategy and Research Consulting, Sklar Wilton & Associates.

featuring Canadian improv comic Colin Mochrie and Canadian sportscaster Michael Landsberg, workplace scenarios were played out and a panel of experts, including Morneau Shepell’s Senior Vice President, Research, Analytics and Innovation, Paula Allen, shared their insights on how workplace situations could be handled better.

Participating companies have access to important tools such as the Headway Healthy Minds Resource Roadmap, research and access to a dedicated LinkedIn group. Within the first year, over 100 senior leaders of Canadian companies have now joined the movement and taken the “Headway pledge” bringing Headway to life by sharing stories and taking action. Morneau Shepell sits on the Headway steering committee, along with other corporate leaders.

Environmental stewardship

15%

of our Offices
located in LEED
Certified/BOMA
BEST facilities

30%

reduction in printers
across our Greater
Toronto Area offices

890,000

litres of water saved through
paper reduction

As a responsible corporate citizen, environmental stewardship is core to our values and our business. For Morneau Shepell, this means understanding and minimizing the impacts arising from our daily business activities, while working proactively to protect the environment. It also means building awareness among our people so that they can contribute positively to the ecological wellbeing of our planet through environmental conservation at work and at home. We continue to embed sustainability practices into our business strategy, daily operations and business strategy.

Our approach

Environmental stewardship is fundamental to our CSR strategy. Over the past year, we took significant steps to strengthen our CSR governance with specific initiatives to enhance Morneau Shepell's policy framework relating to the environment. Approved in March 2019, and amended in April 2020, our [Environmental Policy](#) articulates our environmental priorities and underscores our commitment: to manage our own behaviours; identify, pursue and promote opportunities for efficient use of and conservation of water and energy; strengthen opportunities for stakeholder engagement and to inform environmental priorities; and embed environmental protection and sustainability factors across our business.

With our decision to join the United Nations Global Compact, and support for the Ten Principles of the UNGC, we have further strengthened our commitment to environmental protection

With our decision to join the United Nations Global Compact, and support for the Ten Principles of the UNGC, we have further strengthened our commitment to environmental protection including support for the precautionary principle.

Reducing our environmental footprint is a strategic objective of our CSR program. While our environmental footprint is relatively

low, especially when compared to more industrial sectors, our environmental program is focused on those areas where our business and the environment meet, specifically:

Facilities - Our offices and call centres are located in buildings where we are a tenant, and we rely upon the available infrastructure to manage and measure our impacts, notably energy consumption, participation on waste reduction programs such as recycling and composting. While Morneau Shepell does not own property, we strive to locate in buildings that are LEED®-certified and BOMA BEST facilities, to the greatest extent possible. In 2019, 12 per cent of our 155 offices/facilities were located in LEED® and/or BOMA BEST buildings. In early 2020, we announced the relocation of our Toronto corporate headquarters to a LEED® Platinum Certified facility, which will bring the percentage of LEED®-certified/BOMA BEST space to approximately 15 per cent.

Employee engagement - We look to our employees to assist in advancing our environmental program and conservation efforts. Our "Green Team" program, provides a framework for our employees to build awareness and identify opportunities for energy conservation and waste reduction, as well as new workplace practices to minimize our environmental footprint. [To learn more about employee engagement, see Green Teams: making a difference on the front line.](#)

Paper - Paper use is a primary focus of our responsible consumption and waste management program. By reducing the number of printers and mandating two-sided printing, we

are making strides in our push to become paperless. As part of our green procurement program, we only purchase Forest Stewardship Council (FSC) certified paper with a high percentage of recycled content. [To learn more, see Making strides in paper reduction.](#)

Reduce and divert waste - Lowering the volume of waste we generate plays an important role in minimizing our environmental footprint. While we do not set publicly available waste reduction targets, we expect our employees to contribute to our waste reduction efforts by re-using materials and reducing the total waste generated. We eliminated single-use plastics, including replacing bottled water with reverse osmosis filtered water and removed paper coffee cups from all of our offices and call centres. Used coffee pod products are collected by the vendor and recycled. Given the nature of our business, products and services, we do not use, or generate any hazardous materials.

Responsible procurement - Our Green Procurement Program and Policy is the cornerstone of our responsible procurement program. Rolled out in 2019, the program provides a clear framework and guidelines to advance sustainable procurement processes for all types of products used by Morneau Shepell. [To learn more, see Advancing green procurement.](#)

Performance highlights

- Maintained record of compliance with zero material incidents of non-compliance with environmental laws and regulations and zero fines and non-monetary sanctions across our operations
- Rolled out the Morneau Shepell Environmental Policy and the Green Procurement Program and Policy across the Company
- Approved amendments to the Environmental Policy further strengthening our commitment to environmental protection and two-way stakeholder engagement pertaining to environmental matters
- Reduced paper consumption at our corporate office by 340,000 sheets in 2019, representing a 12 per cent reduction over the 2017 baseline
- Advanced our Green Team initiative to embed sustainability into our culture and to engage employees in reducing our environmental footprint, including establishing a team of 36 employees as program ambassadors
- Completed an audit of major Morneau Shepell offices, meeting spaces and lunchrooms as part of the Green Team program to improve enterprise-wide environmental stewardship
- Continued to reduce the number of printers across our Greater Toronto Area offices, removing 10 more units bringing the total reduction to 30 per cent
- Completely eliminated all single-use plastics, including water bottles and disposable cutlery at Morneau Shepell operations

- Initiated the expansion of the printer reduction program to other offices and facilities, in line with the terms of existing contracts
- Completed an initial review of the CDP climate response pertaining to our sector and determined a path forward for CDP disclosure anticipated in 2022

Future focus

- Identify the resources needed to support the development of a formal Environmental Management System focused on material environmental issues facing the Company
- Work through Green Teams to advance waste minimization and conservation strategies across our facilities
- Initiate reporting on energy and GHG emissions to the CDP, expected in 2022

Advancing green procurement

We introduced our Green Procurement Program and Policy in early 2019. Our goals are twofold: to encourage the purchasing of goods and services that are the most aligned with our Company's business and ESG goals; and to ensure that our purchasing practices contribute positively to social and environmental systems in support of our objective of Improving 1 billion lives.

The Green Procurement Policy and Program embeds our commitment to green procurement and provides an enterprise-wide framework and guidelines to encourage sustainable procurement across the Company. We expect procurement

decisions that are consistent with our commitment to people, working environment and community, and demonstrate leadership in green building. In parallel, our purchasing practices and decisions must continue to reflect the ideal combination of quality, suitability, sustainability and delivery terms.

As we continue to promote sustainability across our supply chain, we are reducing our contribution to:

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

Our new procurement guidelines identify a broad range of "green attributes" including consideration of the "3Rs", reusability, recyclability and reducing waste in purchasing decisions. A checklist of environmental considerations spanning a broad range of criteria include locally purchased items, percentage of recycled content, environmentally certified products, such as Eco-Logo or Green Seal Certification, FSC (Forest Stewardship Council), and Energy Star and sourcing renewable resource alternatives.

Since the program and policy were approved, we have completed the roll out the internal policy across the Company. Looking ahead to Q4, 2020 and early 2021, we expect to broaden our reach, engaging with vendors on environmental criteria as part of our green procurement program and enterprise-wide vendor risk management program.

Making strides in paper reduction

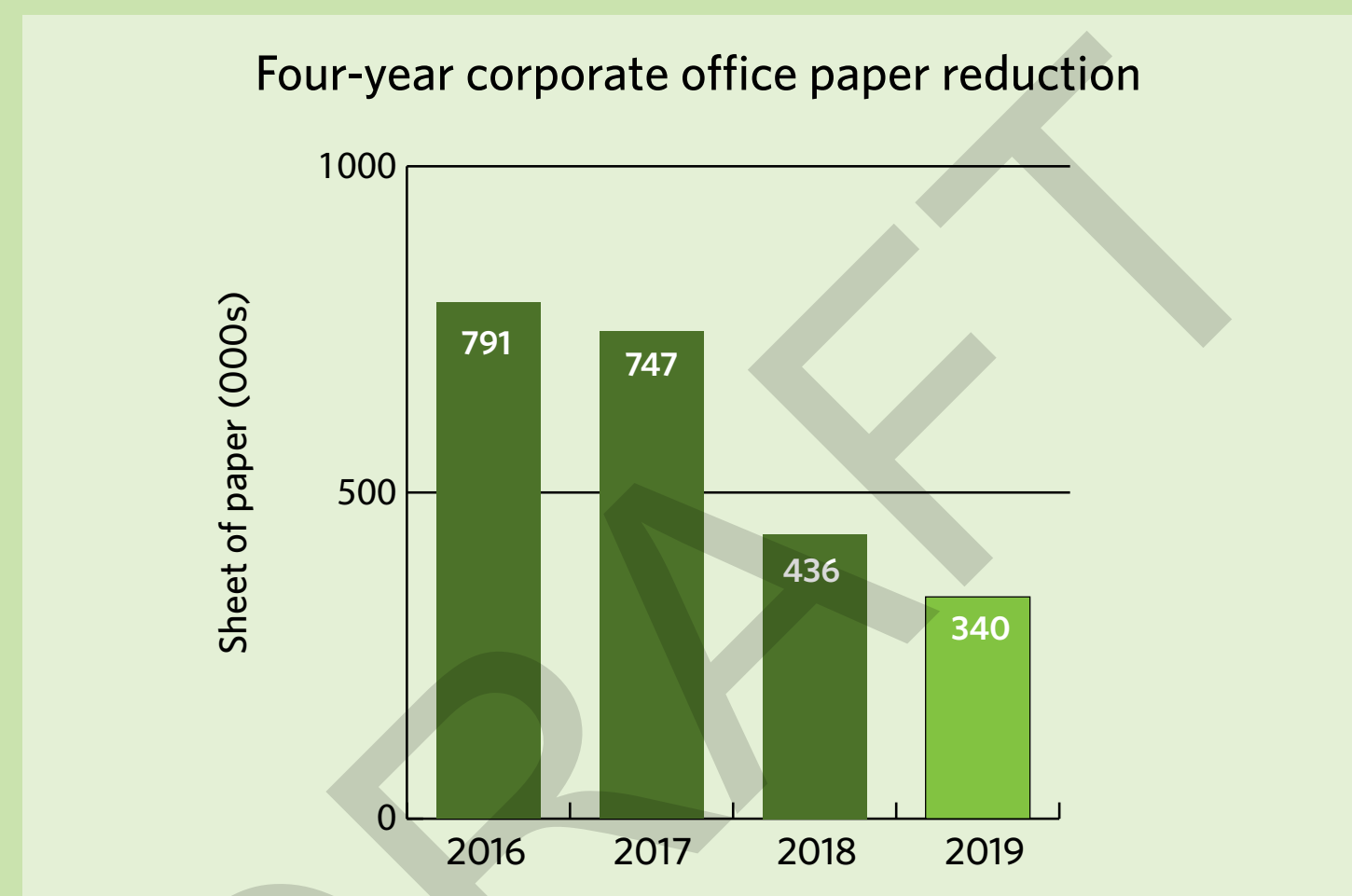
Our paper reduction program is an essential part of our environmental program. Aligned with our strategic business initiative to enhance efficiency, we set out to understand how paper is consumed including end use and the role of printers.

As previously reported, the results revealed that, at our corporate office alone, we consumed approximately four million sheets of paper annually and about 80 per cent of the paper used was being shredded.

Since the paper use review was completed in 2016, we continue to reduce overall paper consumption corporately. Through changes to office infrastructure and moving toward a “print-free culture” to change employee behaviours through a range of initiatives, including our “Go Green” initiative, we have achieved further reductions in paper use over the past year.

To support our paper reduction program, we continue to focus on priority initiatives including:

- Optimizing printer efficiency using only high-quality, energy efficient printers while phasing out low volume and less efficient printers and shredders with the goal of reducing energy use and paper consumption
- Using only FSC-certified papers with > 50 per cent recycled content including post-consumer content, and eliminating higher-end papers
- Adjusting print protocols to print only final documents, legal documents and refraining from printing drafts

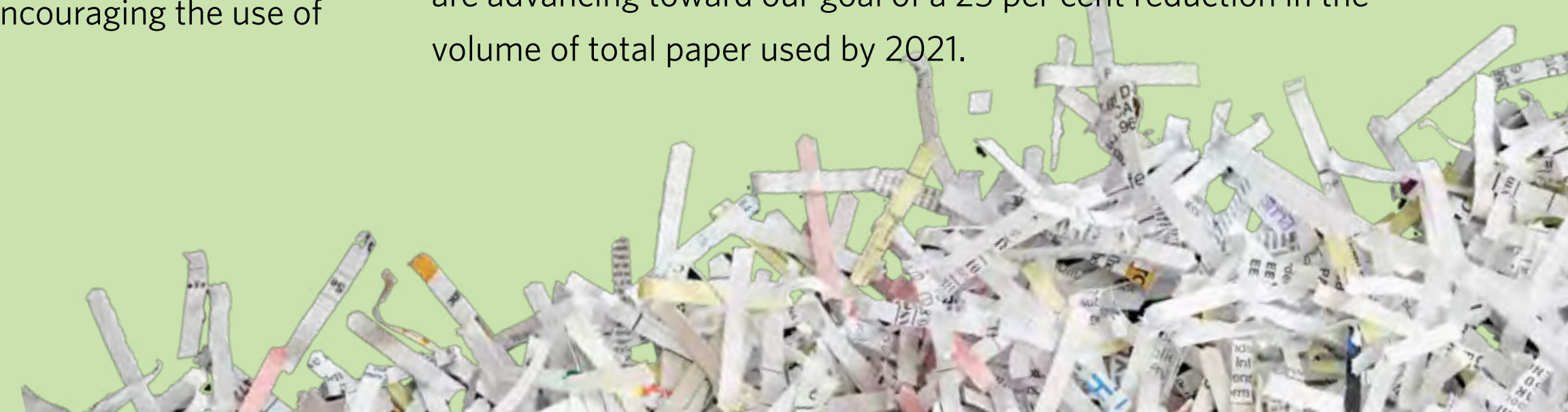


- Continuing to promote a culture of “thinking twice” before printing
- Building a culture of sustainability through our Green Team initiative and raising awareness of the environmental impacts of paper consumption and modelling sustainable behaviours
- Promoting digital document review and encouraging the use of laptops to support paperless meetings

We made good progress in advancing our paper reduction program over the past year. To begin, we removed ten additional printers from our Greater Toronto Area (GTA) offices during year and delivered a 22 per cent reduction in paper consumption reducing overall corporate consumption by 340,000 sheets in 2019 representing approximately 20 trees and 128,700 litres of water saved. Since the program began, paper consumption across our Greater Toronto Area offices has been reduced by 2,314,000 sheets or 57 per cent, representing approximately 139 trees and over 890,000 litres of water.¹ In the first half of 2020, we have achieved further reductions of approximately 250,000 sheets of paper, an additional 15 per cent decrease, due in large part by a reduction in the volume of printing as employees continue to work remotely during the COVID-19 pandemic.

Looking to 2021, we are expanding our paper reduction program across our major offices including our strategy of optimizing printer availability and efficiency as contracts come up for renewal. While Morneau Shepell has not set formal targets, we are advancing toward our goal of a 25 per cent reduction in the volume of total paper used by 2021.

¹ Paper Calculator, Environmental Paper Network <https://environmentalpaper.org/>





Green teams: Improving lives through environmental stewardship

A core element of our CSR program and objective of Improving 1 Billion Lives, our Green Team program is focused on improving lives through environmental stewardship. Launched in February 2019, the Green Team initiative is designed to manage our impacts on the environment, promote environmental awareness and conservation, and advance sustainability company wide.

Over the first year, we have focussed on introducing programs and activities to increase our awareness of our environment and encourage responsible consumption. We know that by making small changes like — printing less, consuming less energy, conserving water and creating less waste — we can have a positive impact.

Our Green Team program is being led by 36 employee volunteers, from different Morneau Shepell regions, who are serving as “Green Team Champions” and together are increasing environmental awareness through engagement.

To date, the Green Team has completed an audit of Morneau Shepell’s major offices, representing 15 out of 39 offices, including meeting spaces and lunchrooms. The audit results identified opportunities where we can improve our office environments with a focus on strengthening waste reduction and conservation, including:

- Increase the number of blue recycling bins, missing in 50 per cent of cubicle workspaces and 60 per cent of offices
- Expand composting availability in lunchrooms, while limited to those buildings providing access to municipal composting programs
- Increase the presence of plants missing from 86 per cent of Morneau Shepell lunchrooms
- Encourage employees to bring their own utensils and plates to use in lunchrooms to help eliminate disposable cutlery and plates
- Improve lunchroom signage to support better recycling practices across the Company
- Add recycling bins across the majority of washroom facilities

GoGreen



Morneau Shepell's "GoGreen" campaign, is building employee awareness and encouraging employee participation across five themes.

To advance these initiatives, an action plan has been developed to work with office managers and landlords to increase visibility of, and access to recycling and waste minimization efforts. To date, we have increased the distribution of blue bins and garbage cans to 100 per cent in cubicles, as well as lunchrooms and washrooms. Each local Green Team Champion is responsible for addressing each audit finding on a location-by-location basis.

Our employees can also play a pivotal role in supporting overall conservation of resources, including energy and water. Morneau Shepell's "GoGreen" campaign, is building employee awareness and encouraging employee participation across five themes.

- **Lights Out** – Encouraging employees to consume less energy at the office and at home
- **Go Paperless** – Supporting our enterprise paper reduction program by building a paperless culture
- **Save Water** – Conserving water such as not leaving taps running at home and at work
- **Feed the soil** – Encouraging waste reduction via composting where feasible in the workplace and at home
- **Waste Wise** – Creating less waste such as reusable water bottles and lunch bags, and bringing utensils

Using our LifeWorks platform, employees are encouraged to recognize and reward fellow employees who have carried out

a green team activity with a new "Improving 1 billion Lives" LifeWorks badge. Through LifeWorks, employees have access to environmental "Tips of the Week" and, in turn, are encouraged to share their ideas with their fellow employees for environmental action.

To date, a broad range of activities are underway across the Company, including, a "Don't Refuse, Why not Reuse?" a book lending program and battery drive. Programs under exploration include public transit pass program for employees, purchasing carbon offsets for business travel, increased access to video conferencing, and more vegan-friendly meal options available in Morneau Shepell commissaries.

Understanding climate change

As a business leader and a responsible corporate citizen, we recognize that climate change is one of the defining issues of our time. As average temperatures increase globally, and extreme weather events are more frequent, addressing climate change requires a collective across all sectors of society. For Morneau Shepell, we have a responsibility to understand how our Company, together with our employees, can best contribute to addressing climate change for our business and our stakeholders. In turn, we also need to understand how climate change may potentially impact our business and how we can prepare for and mitigate the potential risks associated with climate change.

Morneau Shepell's energy footprint depends upon the location of our offices and facilities. Our greenhouse gas emissions (GHG) are directly related to the means of electricity generation of provided by the local utilities where we work. For example, our Greater Toronto Area facilities are powered by electricity generated from renewable, low-carbon sources hydro-electric and nuclear sources where the GHG emissions are low. With no control over the source of energy to power our facilities, our focus is energy reduction and we look for opportunities to work with our landlords, as they become more adept at tracking specific energy use and to align our operations with our energy reduction strategies. While tracking and reporting our energy use and GHG emissions specific to these facilities is not feasible currently, we expect to be able to report on both of these metrics following our 2020 move to our new corporate office location.

We also look to our printer optimization program to lower our energy use. In 2019, we removed ten additional printers from our GTA facilities in support of our paper reduction and energy reduction program. Our "Go Green" initiatives are also raising employee awareness of energy conservation measures at work and at home. We are also working to understand how our flexible workplace policies and workplace telecommuting are helping.

With increasing investor interest in corporate disclosure pertaining to climate change, we carried out preliminary review of the CDP climate response in early 2020. The CDP is aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures. While there is more work to be done, Morneau Shepell expects to partially respond to the CDP beginning in 2022.

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 2019 and early 2020, we celebrated the following achievements.



Eight of our clients were selected as finalists at the 2019 Workplace Benefits Awards and three winners

(Scotiabank, Franklin Templeton Investments Canada and WSP Canada Inc.)

Received the Canadian HR Reporter 2019 Reader's Choice Awards as the leading human resources provider for the fourth consecutive year

LifeWorks® by Morneau Shepell receives three Digital Health Awards from the Health Information Resource Centre including the Gold award for Best Mobile Digital Health Resource.

Two of LifeWork's wellbeing campaigns -- *Dr. Martens: Rebel Soles* and *Canadian Nuclear Laboratories: Total wellbeing starts with safety* - won Merit awards for Digital Health Media. Both campaigns showcase improvements to total wellbeing experienced by these organizations and their employees as a result of the wellbeing features and treatment options available through the LifeWorks desktop portal and mobile app.

Morneau Shepell is a leading provider of technology-enabled HR services that deliver an integrated approach to employee wellbeing through our cloud-based platform. Our focus is providing world-class solutions to our clients to support the mental, physical, social and financial wellbeing of their people. By improving lives, we improve business. Our approach spans services in employee and family assistance, health and wellness, workers' compensation and safety, absence and disability management, recognition, pension and benefits administration, retirement consulting, actuarial and investment services. Morneau Shepell employs approximately 6,000 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).

DRAFT



Email@Morneau_Shepell



@Morneau_Shepell



Morneau Shepell

