

# Culture & Belonging Report Canada



# Our Call to Action

HUB's journey has been emblematic of what makes HUB so special – the autonomy, creativity, and entrepreneurial spirit of our local offices and local teams, matched with the power of HUB's company-wide resources. Our EMT is committed to Culture & Belonging at HUB International.

For the last several years, HUB President and CEO, Marc Cohen, and the HUB leadership team have been working on a strategic assessment of and authentic path forward for HUB's Culture & Belonging journey.

These efforts saw great acceleration with the addition of Kevin Bradley as the company's Vice President of Culture & Belonging. At HUB, we know that for efforts to be sustainable, it must be woven into our business practices, our talent/people practices, and our community engagement.

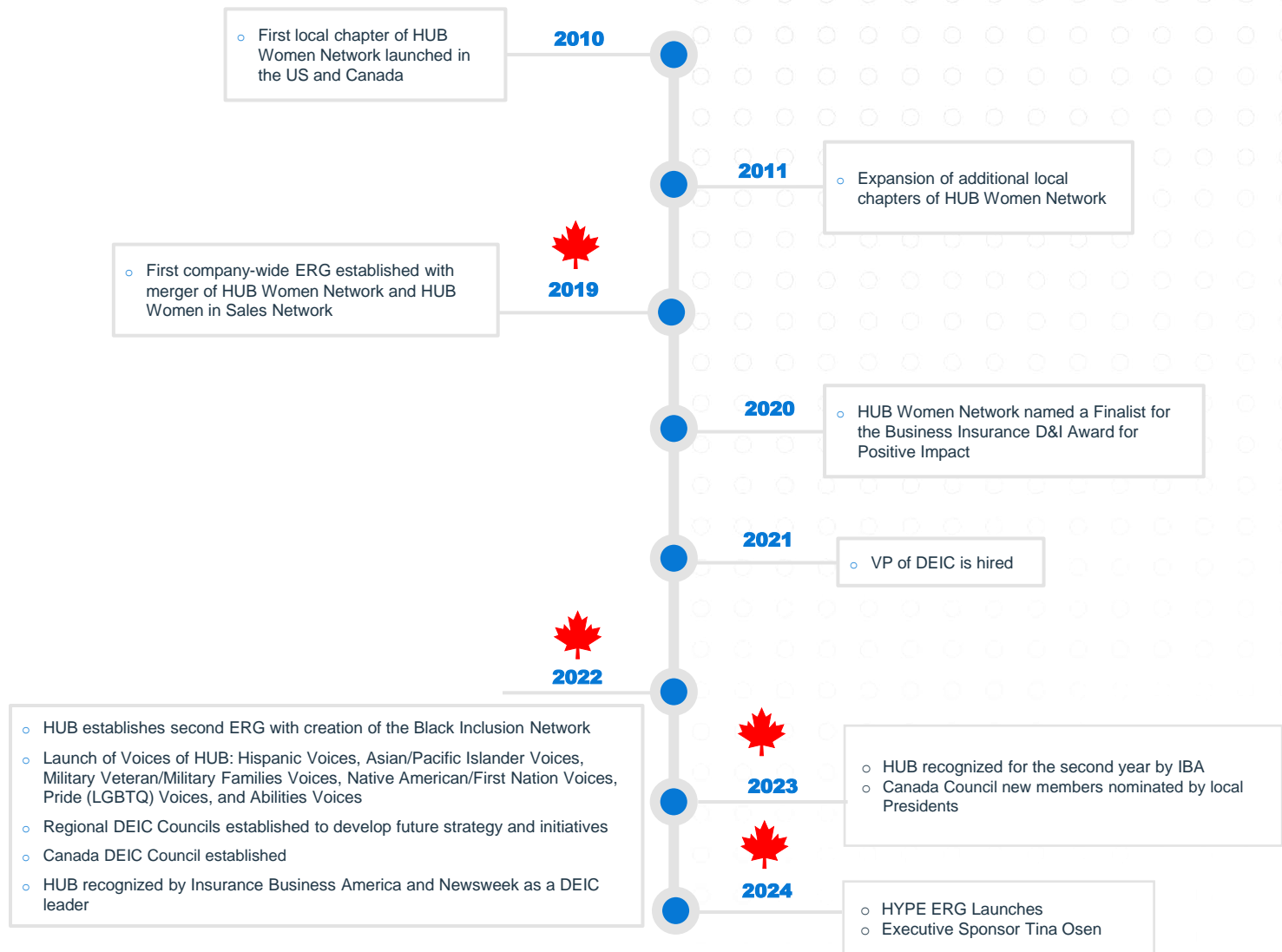


**“While HUB is only one piece in a much larger puzzle, we must do our part to continue to live our culture and actively lead in a way where all HUB employees feel this is a place where they belong. By educating ourselves and fostering a supportive environment, we can ensure that HUB is living up to its values. It is no surprise that I’m hearing conversations across our organization about employees embracing this message and taking steps to ensure that our actions are sustainable.”**

**- Marc Cohen**  
***HUB President & CEO***

# HUB Canada

## Culture & Belonging Journey



# Sustaining Our Momentum

In 2021, we developed a sustainable, interwoven Culture & Belonging strategy by focusing on three key components:

## Talent

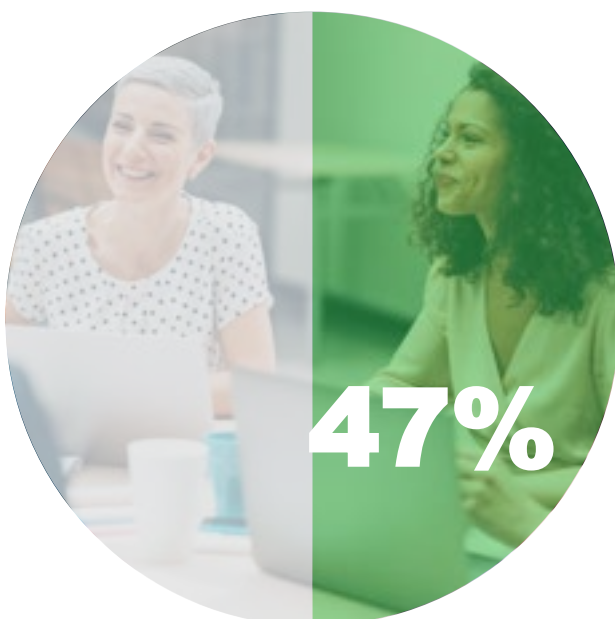
We are committed to recruiting and attracting the best diverse teams and talent.

## Community

We are continuously enhancing our culture of inclusion and belonging.

## Culture

We place a diverse lens on our efforts in making a societal impact.



In 2023, **47%** of the women in HUB's workforce held leadership positions

# Sustaining Our Momentum (Continued)

## Our additional efforts to date include:

- The creation of our company-wide resource page that includes manager tips on how to lead in an inclusive manner, archived webinars and podcasts hosted by our ERGs and Voices Groups, and a link to all these groups individual resource pages
- The launch of a curriculum with coursework on civility, belonging, unconscious bias, being an ally and other relevant topics on our online learning platform
- Embedding principles of belonging into our talent/people practices (from the candidate experience and onboarding, through performance management, leadership, and more)
- Measuring employee experience through engagement survey results with specific questions on Culture and Belonging
- Our ERGs and Voices Groups hosting numerous awareness raising and informative webinars and podcasts
- Kicking off Heritage Month and other Culture & Belonging- related recognition events that are delivered by ERGs and Voices teams through planning and executing the events in collaboration with stakeholder departments
- Semi-Annual in-person and Quarterly virtual meetings which are held with leadership from ERGs, Voices Groups, and Inclusion Councils to ensure collaboration, cooperation between the groups and intersectionality of topics are considered
- Participating in industry and cross-industry consortiums
- Aligning to HUB's core business through partnerships and sponsorships of key organizations to have better access to niche markets
- Leveraging our employee groups to identify potential candidate sources





# Our Employee Resource & Voices Groups



**Abilities  
Voices**



**HUB Black Inclusion  
Network**



**Indigenous  
Voices**



**Asian & Pacific  
Islander Voices**



**HUB Women  
Network**



**Military Veterans  
& Military Families  
Voices**



**Hispanic  
Voices**



**HYPE**  
HUB's Young Professional Enrichment  
Voices Group



**PRIDE  
Voices**



# Canada Culture & Belonging Highlights



Activity	Purpose	Frequency
Canada Council	<ul style="list-style-type: none"> <li>Presidents nominate leaders from their regions to collectively represent Canada</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
National Webinars	<ul style="list-style-type: none"> <li>Quarterly learning and education webinars for all employees featuring guest speakers led by Canada Inclusion Council members</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly/Annually</li> </ul>
Learning Modules	<ul style="list-style-type: none"> <li>Provide learning opportunities through the HUB Curriculum with the Inclusion Council</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>
In-Person Events	<ul style="list-style-type: none"> <li>Employees engagement and participation in several activities across the country such as: Business Pride Conference, Thrive Youth, CABIP Summer Social, Nature Force Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Frequently</li> </ul>
Council Quarterly Meetings	<ul style="list-style-type: none"> <li>Amplify communication and education awareness in the regions</li> <li>ERG/Voices Spotlights</li> <li>Status update with Council Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Monthly Council Leadership Team Huddles	<ul style="list-style-type: none"> <li>Monthly huddles to collaborate as one Council</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>
End of Year Brainstorming Session	<ul style="list-style-type: none"> <li>Look back on previous year successes and opportunities</li> <li>Plan for the upcoming year</li> <li>Align with Canadian national Talent initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>

# HUB Canada Inclusion Council



## Council Plan

Create a HUB Canada plan with nationally focused learning and education initiatives to support regional execution and in alignment with Canadian priorities and the overall HUB Culture and Belonging strategy

## Council Members

We are excited to establish this Council comprised of cross-functional leadership talent from across Canadian regions

## Initial Steps/Plan to establish the Canada Council

- Identify co-chairs from our business and HR to lead Council
- President nominations for Council members to collectively represent all Canadian regions
- Identify leaders for work streams to support our key pillars: Talent, Culture & Community
- Partner with HUB Vice President, Culture and Belonging to ensure alignment with corporate strategy while establishing HUB Canada deliverables for regional execution to support employee engagement, learning and education
- Identify current work underway and existing best practices across Canadian regions to ensure we are leveraging and lifting local and established partnerships to a national level and connecting with our communities

## Council Expectations

- Members to provide frequent communication updates on efforts to their Presidents, HR Leads, EMT and regional leadership teams
- On-going feedback/ideas to ensure efforts are meaningful to our employees
- Amplify communication and promote information and educational opportunities available from HUB ERG/Voices groups
- Connect employees to and promote engagement with current Employee Resources and Voices of HUB groups such as HUB Women Network, HUB Black Inclusion Network and the Voices of HUB groups
- Identify if there are local opportunities to partner with schools, career fairs and other talent channels
- Identify if there are local opportunities to engage communities through volunteerism and charitable giving
- Work with our teams and employees to make our efforts sustainable and part of who we are and what we do

## Current Resources

- Culture and Belonging Seismic Page
- Council Culture and Belonging Calendar



# Culture & Belonging= Sustained Success



## Abilities Voices

Assistive Tech Market in the U.S. is worth \$25 Billion



## Military Veterans & Military Families Voices

Veteran-owned businesses generate \$1.7 trillion annually in the U.S.



## Asian & Pacific Islander Voices

Asian Pacific Islanders make up 13% of all U.S. Business, 1 Trillion in Revenue



## PRIDE Voices

Queer-owned businesses contribute to \$1.7 Trillion to the U.S. Economy



## Hispanic Voices

Latinos make up 5 million businesses in the U.S. and contribute more than \$800 Billion, annually



## HUB Women Network

Women own about 20% of all businesses in the U.S., producing a total revenue of \$1.9 trillion dollars



## Indigenous Voices

Native American-owned businesses contribute \$33 billion to the U.S. economy



## HUB Black Inclusion Network

There are over 100,000 Black-owned businesses in the U.S., producing \$206 Billion in Revenue

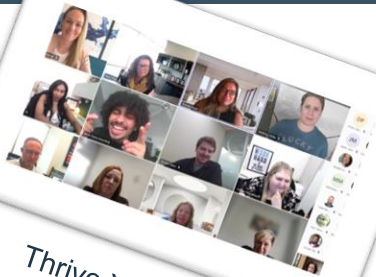


## HYPE

HUB's Young Professional Enrichment Voices Group

48% of Millennials and 62% of Gen Z has started or intended to start their own business

# Canada Inclusion Council



Thrive Youth-  
Beat Boxing



2024 Beach  
Clean Up



HUB Coastal  
Food Bank



Thrive Youth-  
Prairies



HUB-Earth  
Day



HUB Gives –  
HUB Canada  
West



Pink Shirt  
Day -  
Edmonton



Coastal  
Sleep Out  
In the Cold



Quebec



Tour de  
Cure



HUB  
Financial  
Baseball  
Game



Nature  
Force



SPGC  
Bocce  
Bash



Prairie  
Pride



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