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Vancouver, BC V5M 0A6

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www.bclc.com

VIA EMAIL

December 3, 2021

[applicant information]

Re: Request for Records: BCLC File 21-043

British Columbia Lottery Corporation (BCLC) writes further to your October 18, 2021 request under B.C.'s *Freedom of Information and Protection of Privacy Act* (FIPPA) and BCLC's letters dated October 18 and October 27, 2021.

You requested:

- "1. Records showing any training provided by BCLC to any of its employees on implicit bias, associated bias, unconscious bias, or implicit association test.
2. Copies of any training materials provided or delivered to BCLC employees on implicit bias, associated bias, unconscious bias, or implicit association test.
3. Records showing the cost of acquiring, developing, or delivering any training on implicit bias, associated bias, unconscious bias, or implicit association test"

BCLC is providing 92 pages of records in response to your request. Some information has been withheld from disclosure under sections 15, 17, 21 and 22 of FIPPA. An additional three pages of records have been withheld in their entirety under section 21 of FIPPA.

Please note that, as is apparent in the record, BCLC's delivery of unconscious bias training to its employees was done through two channels.

First, BCLC's people leaders were offered training provided to BCLC by a third-party consultant. This included 123 pages of stock training materials developed by that consultant and paid for by BCLC. These 123 pages do not form part of this request because, pursuant to section 3(1)(j) of FIPPA, they are not within the scope of FIPPA.

Second, all employees were offered unconscious bias training that was developed and delivered internally by BCLC employees. This training included presentations developed by BCLC and other materials that BCLC has available to it on a subscription basis.

It is not practicable to determine what percentage of the fees BCLC pays for those subscriptions is associated with the provision of unconscious bias training. To illustrate: among other things, each BCLC employee who took the training watched two LinkedIn Learning videos. LinkedIn Learning offers thousands of videos to those who subscribe, most of which do not deal with unconscious bias. It is not practicable to determine what portion of the subscription fees would cover these two videos. Similarly, it is not feasible to determine the number of hours and corresponding percentage of employees' salaries that are associated with the time it took them to develop and deliver this training.

Accordingly, although there are costs associated with the provision of the unconscious bias training that BCLC provided to its employees, BCLC is not able to provide you with a specific amount.

Below are the reasons for withholding information under each of the exceptions to disclosure noted above.

Section 15 (harm to law enforcement)

If disclosed, the information withheld under this section could harm the security of a system, including BCLC's computer and communication systems. BCLC has therefore withheld this information under section 15(1)(l) of FIPPA.

Section 17 (harm to the financial or economic interests of BCLC)

The information withheld under this section relates to a BCLC strategy dealing with the overall management of its personnel. This strategy has not yet been fully implemented nor made public. It is therefore being withheld under section 17(1)(c) of FIPPA. In addition, were some of the information withheld under this section to be disclosed, it would be harmful to BCLC's financial or economic interests because disclosure would reveal the private cell phone numbers of several BCLC employees, which could necessitate changing the numbers with an associated cost to BCLC.

Section 21 (harm to business interests of a third party)

The information withheld under this section consists of third-party commercial information that was provided, in confidence, to BCLC. Disclosure of this information could reasonably be expected to significantly harm the competitive position or the negotiating position of the third party, thereby harming the business interests of the third party.

Section 22 (harm to personal privacy)

The information withheld under this section consists of the signatures of BCLC employees and others. Disclosure of this information would be an unreasonable invasion of personal privacy because it could result in identity fraud. Additionally, other personal information has been withheld that would be an unreasonable invasion of personal privacy if disclosed.

The full text of sections 15, 17, 21 and 22 can be found at:
http://www.bclaws.ca/Recon/document/ID/freeside/96165_00

These records will be published a minimum of five business days after release at:
<https://corporate.bclc.com/who-we-are/corporate-reports/reports-disclosures.html>

If you have any questions or concerns regarding BCLC's processing of your request, please contact me at CPenkert@bclc.com, via mail or at (250) 852-5370.

[REMAINDER OF PAGE INTENTIONALLY BLANK]

Additionally, under section 52 of FIPPA, you may ask the Information and Privacy Commissioner to review this reply to your request for information. You have 30 business days from the receipt of this notice to request a review by writing to:

Office of the Information and Privacy Commissioner for British Columbia
P.O. Box 9038, Station Provincial Government
Victoria, BC V8W 9A4

T (250) 387-5629 F (250) 387-1696
Email info@oipc.bc.ca Online www.oipc.bc.ca

Sincerely,

[original signed by]

Christian Penkert
Senior Freedom of Information Analyst

Enclosure

From: [Alison King](#)
To: [Catharine Chang](#)
Subject: FW: FranklinCovey - Unconscious Bias Live Online Agenda
Date: June-02-20 1:27:56 PM
Attachments: [image001.jpg](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[UB Live Online Timed Outline 1 day .pdf](#)
[UB Live Online Timed Outline. 2 Day.pdf .pdf](#)

From: Maria Sandhu <MSandhu@bclc.com>
Sent: June-01-20 2:06 PM
To: Alison King <AKing@BCLC.com>
Subject: FW: FranklinCovey - Unconscious Bias Live Online Agenda

From: Chris Ho <Chris.Ho@franklincovey.com>
Sent: May-28-20 11:49 AM
To: Maria Sandhu <MSandhu@bclc.com>; Alison King <AKing@BCLC.com>
Subject: FranklinCovey - Unconscious Bias Live Online Agenda

Hi Maria and Alison, look forward to chatting in a bit.

Pauline Larkin wanted me to forward you two resources that show the agenda for our live online workshops.

Talk soon!

Chris



Chris Ho

Client Partner

FranklinCovey | Western Canada

o. 604.900.7986 c. 604.358.5978

chris.ho@FranklinCovey.com





UNCONSCIOUS BIAS

Understanding Bias to Unleash Potential™

LIVE ONLINE WORK SESSION TIMED OUTLINE: 2 DAY

SECTION	LEARNING OUTCOMES- After this work session, participants will be able to:
Day 1	
INTRODUCTION 9:00 AM- 10:15 AM (1 hour 15 minutes)	<ul style="list-style-type: none"> Describe what bias is and the impact it has on performance for individuals and organizations Identify the impact of bias in their personal and professional lives
BREAK 10:15AM -10:30 AM	
Identify Bias 10:30 AM- 11:45 AM (1 hour 15 minutes)	<ul style="list-style-type: none"> Recognize how personal identity influences, and is influenced by, biases Describe three common circumstances that cause the brain to take shortcuts Recognize common biases that show up in everyday situations and how they might hinder performance Commit to actions to notice biases that impact everyday decisions and behaviors
Day 2	
Cultivate Connection 9:00 AM- 10:15 AM (1 hour 15 minutes)	<ul style="list-style-type: none"> Recognize how one of the most prevalent biases, In-Group Bias, significantly impacts how we relate to one another Describe how empathy and curiosity work together to cultivate connection so we can see past bias and value one another Practice using empathy and curiosity to surface and explore bias. Conduct a professional-network audit Commit to actions that increase understanding of different points of view and their value
BREAK 10:15AM -10:30 AM	
CHOOSE COURAGE 10:30 AM- 11:45 AM (1 hour 15 minutes)	<ul style="list-style-type: none"> Practice courage skills around identifying and coping with bias, as well as being an ally and/or advocating to mitigate bias Practice applying courage skills to everyday bias situations at work. Commit to actions that address the biases that limit individual performance and the performance of others

From: [Maria Sandhu](#)
To: ["Chris Ho"](#)
Cc: [Alison King](#); [Catharine Chang](#); [Nicole Semenoff](#)
Subject: FW: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin
Date: June-11-20 11:32:23 PM
Attachments: [image001.jpg](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[FC Onsite and Live-Online - British Columbia Lottery Corporation Original Onsite and LiveOnline Agreement 2020.pdf](#)
[FC Order Form - British Columbia Lottery Corporation Original AAP - Open Enrollment Order Form June 2020.pdf](#)

Hi Chris,

Can you accept my email approval as I don't have technology at home to print and scan them?

FC Order Form - You have my approval.

FC Onsite and Live Online - this one we have to revise as I like to include 2 additional sessions with instructor cost (any discount you can offer will be greatly appreciated!)

Here is proposed schedule

Session	Date	Attendees	Who
Session 1 (PILOT)	End of June (TBD)	35	Leaders plus D&I Committee
Session 2	July 14	35	Leaders plus D&I Committee
Session 3	July 16	35	Leaders
Session 4	July 21	35	Leaders
Session 5	July 28	35	Leaders
Session 6	July 30	40	Leaders
Total		214	

Just confirming that you need 15 days cancellation notice (are you able to me flexible here?)

Cancellation/Rescheduling Fees: Fifteen (15) calendar days' notice is required to cancel or reschedule the Services in the U.S. or Canada; for programs outside the U.S. and Canada, thirty (30) calendar days' notice is required. If Client provides less than the foregoing required notice, Client will be billed a cancellation fee of 75% or a rescheduling fee of 25% of the consultant fee to cover costs incurred by FranklinCovey, as well as any travel costs imposed on FranklinCovey as a result of such cancellation or rescheduling. With the exception of non-recoverable travel expenses, if any, Client will not be assessed a cancellation/rescheduling fee for onsite

Thank you so much Chris!

Maria

From: Chris Ho <Chris.Ho@franklincovey.com>

Sent: June-11-20 1:21 PM

To: Maria Sandhu <MSandhu@bclc.com>

Cc: Alison King <AKing@BCLC.com>; Catharine Chang <CGChang@bclc.com>; Nicole Semenoff <NSemenoff@BCLC.com>

Subject: RE: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Hi Maria,

I hope all is well, I know it's been a busy week!

Following up on the below, I have two agreements that will need to be signed to confirm our live online workshop on June 30th.

- **FC Onsite and Live Online:** This agreement confirms your next 4 workshops that will be live online. It will also show the difference between the consultant day credit/prepayment

s 21 and Pauline's consultant rate. Also the free consultant day that BCLC has will be applied to this June 30th workshop.

- **FC Order Form:** BCLC initially activated 25 learners on 3/1/2020 at the beginning of the term. To facilitate the additional learners for 6/30, attached is the order form to execute an additional 25 learners (min amount) for the All Access Pass. I have put the date for 6/30 however if you would like the learners to access the portal earlier than this, please let me know and I change the date.

After the workshop on 6/30, our team will invoice you for the fees pertaining the workshop, the corresponding credits that will offset this and your prepayment balance going forward.

If you have any questions please feel free to reach out!

Chris

Chris Ho | Client Partner
o. 604.900.7986 c. 604.358.5978
chris.ho@FranklinCovey.com

From: Chris Ho

Sent: Wednesday, June 10, 2020 2:20 PM

To: Maria Sandhu <MSandhu@bclc.com>

Cc: Alison King <AKing@BCLC.com>; Catharine Chang <CGChang@bclc.com>; Nicole Semenovoff <NSemenoff@BCLC.com>

Subject: RE: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Hi Maria,

It's great to hear that this initiative is now being looked at across the organization, in light of the what is happening around the world today.

Great, I will not ship any participant kits to you and will work with yourself and Nicole on how to access the digital materials through the All Access Pass. I'd like to schedule 2 calls in the next couple of weeks as we approach the June 30th workshop:

- 1) Can you suggest some times for a pre-call with Pauline Larkin and myself. Pauline will use this call to prepare for the workshop, understand who the audience is and learn how best to deliver a successful workshop to this group
- 2) Can you also suggest some times for a call with Diana Anderson (your Implementation Specialist) and myself so we can go over the All Access Pass, how to assign learners and how to access digital participant kits in advance of the workshop.

Thank you Maria, I am working on your updated agreement and hope to get this to you by tomorrow.

Chris

Chris Ho | Client Partner
o. 604.900.7986 c. 604.358.5978
chris.ho@FranklinCovey.com

From: Maria Sandhu <MSandhu@bclc.com>

Sent: Wednesday, June 10, 2020 10:57 AM

To: Chris Ho <Chris.Ho@franklincovey.com>

Cc: Alison King <AKing@BCLC.com>; Catharine Chang <CGChang@bclc.com>; Nicole Semenovoff <NSemenoff@BCLC.com>

Subject: RE: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Hi Chris,

Thank you for the detail email.

I hope to confirm the dates this week with the D&I committee. I am glad Pauline is giving us the first pick – thank you! Just so you know Unconscious Bias is becoming a top priority for executives based on what is happening in the US and currently they are working on communication to BCLC employees. There is a good chance that we will be asked to push the training to employees as well sooner than later.

I like the suggestion of using digital participant kits so we can use ^{s 21} to facilitate more sessions for leaders. With the 35 participants we will need at least 6 sessions for 220 licences.

Nicole Semenoff will be helping us with the registration process and sending the participants kits.

We may need to connect on this process soon

Thanks,

Maria

From: Chris Ho <Chris.Ho@franklincovey.com>

Sent: June-10-20 10:03 AM

To: Maria Sandhu <MSandhu@bclc.com>

Cc: Alison King <AKing@BCLC.com>; Catharine Chang <CGChang@bclc.com>

Subject: RE: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Hi Maria and team, really excited to get this going for BCLC.

Pauline Larkin is confirmed for June 30th. Pauline's July availability is as follows: 14,15,16, 21,22,23,28,29,30. She did recommend selecting the dates that work best for you as soon as possible as she will be involved with some major projects coming soon. She has given BCLC first pick before releasing her July availability!

I have a couple of follow up questions:

- Given we are switching to a live online format, I will be sending you a revised agreement (after confirming the below) with a couple of added online terms and conditions. This agreement will cover all 4 of the sessions that BCLC has prepaid so only one signature is needed unless an additional session over the 4th is requested.

- Would you be needing physical participant kits for this session on the 30th? If you do, we can ship them in either two ways

- o Send them to your office where you can re-distribute to your learners to their homes
 - or

- o We can ship them directly to your learners homes with an added cost of ^{s 21}

- If you do not want the physical kits, you can have all your learners access the digital participant kits (or you can email them out directly) via the All Access Pass Portal. BCLC has prepaid for 200 physical kits for ^{s 21} however you do not have to use this amount for the kits if you choose to go with digital kits. We can use the ^{s 21} credit towards an additional workshop, consultant fees or other services.

Thank you team, once you confirm the direction of the physical vs electronic kits, I will be able to work on the agreement to send your way for review and signatures.

Feel free to give me a call on my cell any time today if you have any questions and would like to chat on the phone.

Chris

Chris Ho | Client Partner

o. 604.900.7986 c. 604.358.5978

chris.ho@FranklinCovey.com

From: Maria Sandhu <MSandhu@bclc.com>

Sent: Tuesday, June 9, 2020 2:22 PM

To: Chris Ho <Chris.Ho@franklincovey.com>

Cc: Alison King <AKing@BCLC.com>; Catharine Chang <CGChang@bclc.com>

Subject: RE: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Hi Chris,

Can you please schedule Pauline for June 30th for the first session plus the support person. We are planning to invite 35 people (people leaders and members of D&I Committee)

Can you also provide her availability for July if we wanted to run few more sessions 3-4 sessions?

Do you need anything else from us?

Thanks,

Maria

From: Chris Ho <Chris.Ho@franklincovey.com>

Sent: June-08-20 11:13 AM

To: Maria Sandhu <MSandhu@bclc.com>

Subject: RE: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Hi Maria, sorry for the additional note, but I wanted to let you know June 24 is also booked for Pauline as well.

If you have any dates in mind feel free to let me know and I can place a hold on her calendar.

Chris

Chris Ho | Client Partner

o. 604.900.7986 c. 604.358.5978

chris.ho@FranklinCovey.com

From: Chris Ho

Sent: Monday, June 8, 2020 9:56 AM

To: Maria Sandhu <MSandhu@bclc.com>

Subject: RE: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Hi Maria, hope you had a great weekend!

Just a quick note to let you know that June 25th has been booked for Pauline in case you were looking at that day in your planning.

Thank you and chat soon,

Chris

Chris Ho | Client Partner

o. 604.900.7986 c. 604.358.5978

chris.ho@FranklinCovey.com

From: Maria Sandhu <MSandhu@bclc.com>

Sent: Monday, June 1, 2020 4:00 PM

To: Chris Ho <Chris.Ho@franklincovey.com>

Cc: Alison King <AKing@BCLC.com>

Subject: RE: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Sounds good, thanks!

From: Chris Ho <Chris.Ho@franklincovey.com>

Sent: June-01-20 3:54 PM

To: Maria Sandhu <MSandhu@bclc.com>

Cc: Alison King <AKing@BCLC.com>

Subject: RE: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Hi Maria, I'm glad ^{s 22}

Pauline's availability below, except for June 23 is still valid. The 23 is tentatively booked for her now. Once you've decided on a date (or close to), you can send me a note and I'll have Pauline hold the date before we finalize through paperwork.

Thank you Maria,

Chris

Chris Ho | Client Partner

o. 604.900.7986 c. 604.358.5978

chris.ho@FranklinCovey.com

From: Maria Sandhu <MSandhu@bclc.com>

Sent: Monday, June 1, 2020 3:00 PM

To: Chris Ho <Chris.Ho@franklincovey.com>

Cc: Alison King <AKing@BCLC.com>

Subject: [EXTERNAL] FranklinCovey - Follow Up - Pauline Larkin

Hi Chris,

^{s 22}

I talked to Alison and we are looking to start a leadership program with 35 people Max in June and I think a producer makes total sense (as per below) .

Can you confirm if the dates below are still open for Pauline?

Also her availability to facilitate in June are the following: June 15,22,23,24,29,30

Thanks so much,

Maria

From: Chris Ho <Chris.Ho@franklincovey.com>

Sent: May-28-20 1:04 PM

To: Maria Sandhu <MSandhu@bclc.com>

Subject: FranklinCovey - Follow Up - Pauline Larkin

Hi Maria, thank you so much for the call earlier, I hope it was helpful as we continue to shape our workshops for BCLC!

As a follow up, I chatted with Pauline and in her experience, a max classroom size would ideally be 35 people. This number of people along with the content of Unconscious Bias makes way for a successful, interactive workshop with teams.

I also wanted to let you know we now offer an optional producer for our live online sessions with a small fee, ^{s 21} . This person will be will help with technical issues while focusing on learner engagement, fielding the chat room and other services to assist with the consultant during the workshop. Pauline would highly recommend this option to improve and enhance the experience of the participants during the workshop.

That's it for now, as soon as you get an idea about June dates please let me know and I can put some holds on Pauline's calendar.

Thank you,

Chris



cid:image005.png@01D63F0C.3EBBF0B0

Chris Ho

Client Partner

FranklinCovey | Western Canada

o. 604.900.7986 c. 604.358.5978

chris.ho@FranklinCovey.com



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ALL ACCESS PASS® OPEN ENROLLMENT ORDER FORM

Client Organization: British Columbia Lottery Corporation
 Contact Person: Maria Sandhu
 Address: 2940 Virtual Way
 Vancouver, British Columbia V5M 0A6
 Telephone: (604) 225-6243
 Email: msandhu@bclc.com

This order form is hereby incorporated and made a part of the License Agreement between the parties dated 2/26/2020 .

Cohort License Information

Pass Type	License Start Date	License End Date	Number of Passholders	Final Net Price	Price Per Passholder
All Access Pass	6/30/2020	6/29/2021	25	CADs 21	CADs 21

Franklin Covey Canada, LTD

Signature: _____
 By: Melissa Sanchez
 Title: Client Service Coordinator

British Columbia Lottery Corporation

Signature: _____
 By: _____
 Title: _____
 Email: _____

Amendment Effective Date: _____

SERVICES AGREEMENT

This agreement is entered into as of the Effective Date by and between Franklin Covey Canada, LTD ("FranklinCovey") and the following organization (hereinafter referred to as "Client"):

Organization: British Columbia Lottery Corporation
Contact Person: Maria Sandhu
Address: 2940 Virtual Way
Vancouver, British Columbia V5M 0A6
Telephone: (604) 225-6243
Email Address: msandhu@bclc.com

EVENT LOGISTICS

Event	Date	Location	Consultant
Unconscious Bias Live-Online Session	6/30/2020	Virtual	Pauline Larkin
Unconscious Bias Live-Online Sessions	TBD	Virtual	Pauline Larkin
Unconscious Bias Live-Online Sessions	TBD	Virtual	Pauline Larkin
Unconscious Bias Live-Online Sessions	TBD	Virtual	Pauline Larkin

PRODUCTS AND SERVICES*

Products/Services	Quantity	Unit Price	Credit	Final Net Price
Producer Fee Live-Online Full Day	1	s 21	N/A	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	s 21	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	s 21	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	s 21	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	N/A	Complimentary

* Participant materials, whether pre-packaged or downloaded electronically, are required for each work session participant.

Terms and Conditions

Term: This Agreement shall commence on the Effective Date and continue for one (1) year.

Payment Terms: FranklinCovey shall invoice Client for all fees and costs associated with the products and services identified above (collectively, "Services"), including shipping and handling, applicable sales, use and GST taxes, and consultant's reasonable travel expenses, when applicable. All shipments are FOB shipping point. Client shall pay the invoiced amount within 30 days of the invoice date.

Cancellation/Rescheduling Fees: Fifteen (15) calendar days' notice is required to cancel or reschedule the Services in the U.S. or Canada; for programs outside the U.S. and Canada, thirty (30) calendar days' notice is required. If Client provides less than the foregoing required notice, Client will be billed a cancellation fee of 75% or a rescheduling fee of 25% of the consultant fee to cover costs incurred by FranklinCovey, as well as any travel costs imposed on FranklinCovey as a result of such cancellation or rescheduling. With the exception of non-recoverable travel expenses, if any, Client will not be assessed a cancellation/rescheduling fee for onsite

Services changed to live-online delivery on the same scheduled date. Client will not be assessed a cancellation/rescheduling fee for any Services canceled or rescheduled by FranklinCovey.

Facilities: Client shall be responsible for providing an appropriate room for onsite Services and to furnish the room with audio/visual equipment required by FranklinCovey, and all costs associated therewith.

Electronic Materials: In the event Client purchases electronic participant materials (“Electronic Materials”), FranklinCovey shall deliver the Electronic Materials by email attachment or internet download. Access to the Electronic Materials shall be limited to paid workshop participants only and personnel managing the Electronic Materials on behalf of such paid participants. No other use is granted. Client acknowledges and agrees it shall take all commercially and technologically practicable means to prevent the Electronic Materials from any misappropriation, misuse, or unauthorized use or access. Upon termination of the Agreement, Client shall destroy the Electronic Materials and discontinue their use.

Audio: Client is responsible for providing a conference line for live online Services, when needed. Such conference line is provided at Client’s sole cost and expense.

Copyright: FranklinCovey owns or controls all intellectual property rights, proprietary rights, and copyrights to all Services and materials provided for in this Agreement, and Client shall communicate the same to recipients of the Services (“Participants”). Client’s and/or Participants’ unauthorized use, reuse, copying, reproduction, recording, transmittal, modification, or revision of the Services and/or materials, if applicable, shall constitute a breach of this Agreement and/or federal copyright law. Any materials provided for herein are intended for personal use only by Participants and are not for resale, distribution to a third-party, file sharing, or public display. Nothing in this Agreement implies a grant of license for Client to use the concepts and materials outside the scope of the Agreement.

Recordings: Client shall not make or allow to be made any audio and/or video recordings of the Services. Client shall inform the audience and otherwise take reasonable actions to ensure that no recordings of the Services are made.

Substitution of Instructor: If for any reason the scheduled FranklinCovey consultant is unable to perform the Services, FranklinCovey will provide a substitute consultant or, at Client’s option, reschedule the Services. In the case of a cancellation or rescheduling by FranklinCovey, Client will not be charged a cancellation/rescheduling fee.

Returning Participant Materials: Participant materials shipped from and delivered to locations in the U.S. and Canada are eligible for refund if returned unused to FranklinCovey within thirty (30) days of purchase. Customized products are not accepted for return or exchange. Participant materials shipped from and delivered to locations outside the U.S. and Canada are not eligible for a refund.

Services Guarantee: FranklinCovey is committed to providing a quality experience for every participant. Should the Services fail to meet the Client’s expectations for any reason, the Client will not be invoiced.

Entire Agreement: This Agreement represents the entire understanding between the parties and supersedes all prior agreements, whether written or oral, relating to the subject matter hereof. In the event any terms contained in any subsequent purchase order (or similar document) sent or received in connection with this Agreement are inconsistent with the terms of this Agreement, the terms of the Agreement shall prevail.

Modification of Agreement: All amendments or modifications to this Agreement must be in writing signed by the parties hereto. The person executing this Agreement warrants that he/she has the authority to bind Client.

Force Majeure: Neither Client nor FranklinCovey shall be required to perform any term, condition, or covenant of this Agreement so long as such performance is delayed or prevented by acts of God, material or labor restriction by any governmental authority, civil riot, floods, hurricanes, or other natural disasters, or any other cause not reasonably within the control of Client or FranklinCovey.

Governing Law: This Agreement shall be governed in accordance with the laws of the Province of Ontario. In the event that any action is necessary to enforce the terms of this Agreement, the prevailing party shall be entitled to recover reasonable costs and attorneys’ fees, whether or not any suit is filed.

Client agrees to abide by the Terms and Conditions stated above.

Franklin Covey Canada, LTD s 22	British Columbia Lottery Corporation
Signature: _____	Signature: _____
By: <u>Melissa Sanchez</u>	By: _____
Title: <u>Client Service Coordinator</u>	Title: _____
Email: <u>melissa.sanchez@franklincovey.com</u>	Email: _____
	Effective Date: _____

In order to secure the date(s) for the Services as indicated above and ensure timely delivery of participant materials, the fully-executed Agreement must be returned to the client service coordinator via email within fifteen (15) days of receipt.

Christian Penkert

From: Maria Sandhu
Sent: June-11-20 11:14 PM
To: Alison King; Catharine Chang
Cc: Nicole Semenoff
Subject: RE: Individual contributors level 7+

Thank you so much for the data Alison!

I think we may have to include people managers only plus D&I for the total of 214 – see below

If we don't fill 214 seats then invite individual contributors.

I still need to purchase 2 more sessions^{s21} as we have reduced the class size to 35

I am planning to get back to Chris tomorrow with the below schedule to book the consultant's time.

Let me know if you have any concerns

Level	Count
People Managers	159
VP's + Directors	40
D&I members	12
T&D	3
Total	214
Individual Contributors 7+	38
Grand Total	252

Proposed Schedule

Session	Date	Attendees	Who
Session 1 (PILOT)	End of June (TBD)	35	Leaders plus D&I Committee (by invitation)
Session 2	July 14	35	Leaders
Session 3	July 16	35	Leaders
Session 4	July 21	35	Leaders
Session 5	July 28	35	Leaders
Session 6	July 30	40	Leaders
Total		214	

From: Alison King <AKing@BCLC.com>
Sent: June-11-20 5:45 PM
To: Catharine Chang <CGChang@bclc.com>; Maria Sandhu <MSandhu@bclc.com>
Subject: RE: Individual contributors level 7+

Ps. Maria there are team leads and assistant managers too, so need to think on your cut off.
Some data pulled recently + about 40 Directors and VP's.

Level	Number
Assistant Managers	13
Team Leads/Interim Managers	28
Managers	96
Senior Managers	22
TOTAL	159

From: Alison King

Sent: June-11-20 5:41 PM

To: Catharine Chang <CGChang@bcllc.com>; Maria Sandhu <MSandhu@bcllc.com>

Subject: Individual contributors level 7+

Fyi ... 38 individual contributors who are above level 7

Re: Unconscious bias and Manager program participants.

Preferred Name	Last Name	Job Title	Pay Range Name
Greg	Walker	Director Public Affairs	9
Karen	Geddes	Secondment - Manager, Strategic Projects	7
Kim	Christiansen	Agility Business Partner	7
Lee Anne	Davies	Change Management Consultant	7
Claire	Bennett	Sr Legal Counsel	8
Bob	Madill	Legal Counsel	7
Leon	Bresler	Sr Legal Counsel	8
Jennifer	Smith	Sr Legal Counsel	8
Andrew	Fraser	Business Continuity Manager	7
Mike	Hays	Strategic Advisor, Finance and Corporate Services	8
Chris	Carter	Corporate Secretary and Director of Governance	9
Jennifer	Gallaway	Interim Director, AML Response	7
Parveen	Dhillon	Risk Manager, ERM	7
Tricia	Turner	Risk Manager, ERM	7
Chris	Scott	Product Owner, Digital Experience Enablement	7
Sarah	Marshall	Data Governance Officer	7
Brendan	O'Mara	Product Owner, CRM	7
Catrin	Roberts	Business Architect	8
Keith	MacIntyre	Product Manager, Innovation	7
Andrew	Garnham	Business Architect	8
Denise	Francoeur	Agile Coach	7

Robert	Moonie	Technology Architect	7
Sean	Templeton	Project Manager	7
Corinne	Cross	Agile Coach	7
Craig	Ozubko	Product Owner, Platform Enablement	7
Elaine	Leung	Project Manager	7
Jennifer	Billingsley	Agile Coach	7
Ola	Haruna	Agile Coach	7
Debbie	Woldum	Project Manager	7
Mike	Dale	Data Architect	7
Mark	Flegel	Program Manager, Evergreen	7
Matthew	Rollo	Manager, Change	7
Steve	Hartley	Manager Lottery Software Services	7
Lisa	Lane	Agile Coach	7
Chris	Orr	Architect, Enterprise Application	7
Tara	Alexander	Project Manager	7
Jon	Chapman	Project Manager	7
Debbie	ODonnell	Business Technology Architect	7

Alison King

Manager Talent Development, People & Culture
 BCLC, 2940 Virtual Way, Vancouver, B.C., V5M 0A6
 T 604 228-3171 C s 17(1)

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Last year, more than \$1 billion generated by BCLC gambling activities went back into health care, education and community groups across B.C.

Christian Penkert

From: Nicole Semenoff
Sent: July-02-20 8:49 AM
To: Alison King; 'Chris Ho'; Maria Sandhu; Catharine Chang
Subject: RE: FranklinCovey - July 14th Proposed Time Agenda

Hi,

Yes I will include any house-keeping items in the invite, links and pre-reads.

Will put together and will be sending it all out on Monday – so please provide any details you would like included.

Cheers,
Nicole Semenoff

From: Alison King <AKing@BCLC.com>
Sent: July-02-20 8:43 AM
To: 'Chris Ho' <Chris.Ho@franklincovey.com>; Maria Sandhu <MSandhu@bclc.com>; Catharine Chang <CGChang@bclc.com>; Nicole Semenoff <NSemenoff@BCLC.com>
Subject: RE: FranklinCovey - July 14th Proposed Time Agenda

Hi,
We've been doing 30 minutes for sessions and it's fine. I did also just receive some feedback that it would be good to know it's a 30 minute lunch so that people can prepare their food earlier if necessary (and be quicker) ☺. Nicole – not sure if you have any messaging going out you could include that.
Alison

From: Chris Ho <Chris.Ho@franklincovey.com>
Sent: July-02-20 7:03 AM
To: Maria Sandhu <MSandhu@bclc.com>; Alison King <AKing@BCLC.com>; Catharine Chang <CGChang@bclc.com>; Nicole Semenoff <NSemenoff@BCLC.com>
Subject: FranklinCovey - July 14th Proposed Time Agenda

Hi BCLC,

s 22

. I hope you all enjoyed your Canada Day. In advance of our July 14th session, Pauline would like to confirm if the below schedule would work for the day (and the others?). We have found 30 minute breaks ideal and an hour lunch.

9 - 10.15. Introduction

10.15 -10.45 Break

10.45 - 12 Identify Bias

12 - 1 lunch

1 - 2.15 Cultivate Connection

2.15 - 2.45 Break

2.45 - 4 Choose Courage

Thank you,

Chris



Chris Ho

Client Partner

FranklinCovey | Western Canada

o. 604.900.7986 c. 604.358.5978

chris.ho@FranklinCovey.com



From: [Maria Sandhu](#)
To: [Paul McGowan](#); [Harleen Dastur-Randhawa](#); [Shailey A. Turner](#); [Chelsea Tuytens](#)
Cc: [Nicole Semenoff](#)
Subject: FW: BCLC Unconscious Bias Training – register now
Date: July-14-20 1:30:29 PM
Attachments: [Unconscious Bias Training for Leaders - Outline.pdf](#)

Hi Team,

Great news, since the Unconscious Bias training covers bias in recruitment I would like all of you to register for this training with the leaders instead of waiting for employee training so you have the understanding what they have been trained and support the process of the fair recruitment.

We still have spots available for July 16, 28, 30 and Aug 6

Register here: [Unconscious Bias Training](#)

Cheers,

Maria

From: DiversityInclusion

Sent: June-26-20 3:17 PM

Good Afternoon,

While BCLC as an organization is committed to addressing racism and discrimination in the workplace, part of the conversation needs to revolve around looking at our own thought processes and seeking to understand those around us. As such, I'm very pleased to share that BCLC will be launching our first phase of [unconscious bias training](#) this summer.

The training will be led by Franklin Covey, a consulting and training group that specializes in leadership development and organizational behaviour, and will take place virtually over the course of a full day. The focus will be on providing employees with the skills and knowledge to recognize bias in action and counter its potentially harmful effects. There are a limited number of spaces which will be reserved for people leaders (as well as range 7+ employees). I know many of you are very busy but I hope you will make the time to register and join myself and the rest of the executive team as we learn and grow.

Register here: [Unconscious Bias Training](#)

Session	Date	Participants
Session 1	July 14	Leaders and D&I Committee
Session 2	July 16	Leaders & Employees (Range 7+)
Session 3	July 21	Leaders & Employees (Range 7+)
Session 4	July 28	Leaders & Employees (Range 7+)
Session 5	July 30	Leaders & Employees (Range 7+)
Session 6	August 6	Leaders & Employees (Range 7+)

This is an extremely important topic and we will be looking at how we can deliver unconscious bias training to all employees in the fall. In the meantime, our People & Culture team is putting together some resources to support people leaders in talking to your teams about racism and diversity in the workplace. More information will be shared in the coming weeks.

Thank you,

Yabome Gilpin-Jackson

Chair and VP Sponsor, D&I committee.



UNCONSCIOUS BIAS

Understanding Bias to Unleash Potential™

LIVE ONLINE- TIMED OUTLINE 1 DAY

SECTION	LEARNING OUTCOMES- After this work session, participants will be able to:
INTRODUCTION 9:00 AM- 10:15 AM (1 hour 15 minutes)	<ul style="list-style-type: none"> Describe what bias is and the impact it has on performance for individuals and organizations Identify the impact of bias in their personal and professional lives
BREAK 10:15AM -10:30 AM	
Identify Bias 10:30 AM- 11:45 AM (1 hour 15 minutes)	<ul style="list-style-type: none"> Recognize how personal identity influences, and is influenced by, biases Describe three common circumstances that cause the brain to take shortcuts Recognize common biases that show up in everyday situations and how they might hinder performance Commit to actions to notice biases that impact everyday decisions and behaviors
LUNCH 11:45 AM–12:30 PM	
Cultivate Connection 12:30 PM- 1:45 PM (1 hour 15 minutes)	<ul style="list-style-type: none"> Recognize how one of the most prevalent biases, In-Group Bias, significantly impacts how we relate to one another Describe how empathy and curiosity work together to cultivate connection so we can see past bias and value one another Practice using empathy and curiosity to surface and explore bias. Conduct a professional-network audit Commit to actions that increase understanding of different points of view and their value
BREAK 1:45 PM-2:00 PM	
CHOOSE COURAGE 2:00 PM- 3:15 PM (1 hour 15 minutes)	<ul style="list-style-type: none"> Practice courage skills around identifying and coping with bias, as well as being an ally and/or advocating to mitigate bias Practice applying courage skills to everyday bias situations at work. Commit to actions that address the biases that limit individual performance and the performance of others

From: [Alison King](#)
To: [Jennifer May](#); [Catharine Chang](#)
Subject: FW: Unconscious Bias BCLC
Date: July-17-20 2:49:29 PM

Fyi .. food for thought re: VIA.

From: Alison King
Sent: July-17-20 2:48 PM
To: 'Pauline.Larkin@franklincovey.com' <Pauline.Larkin@franklincovey.com>
Subject: Unconscious Bias BCLC

Hi Pauline,

Thanks much for the session yesterday. ^{s 22}

. The content is really good – practical and memorable. I appreciated much where you referenced the Values in Action. Connections to the Values in Action and the content really come through for me after going through the course.

I can see this ^{s 22} but thought there were a few specific places where there are opportunities to draw a connection to a specific Value in Action and the content and wondering if this is something you could verbally add in (e.g. at the beginning of the section). This will help us to further reinforce our Values in Action (they are quite new) across BCLC, embed them in people's memories (repetition!) and most importantly provide the words with context. I've outlined some thoughts below.

Identify Bias

s 17(1)

Cultivate connection

s 17(1)

Choose courage

s 17(1)

On another note, aligned with the Values in Action, our business right now is talking about the following, which also align with this content. I share this just as an option if you are looking for a timely BCLC related topic to link to for discussion within the context of the content.

- OneBCLC – about decreasing silos and increasing collaboration – how does our bias about other groups or colleagues impact how we work with and if we involve them? How does our history/experience with BCLC help/hinder us from moving forward in a new way (someone made this great point at the session yesterday). (note: a large re-organization aligned to OneBCLC and P360 has just been initiated)
- P360 – about bringing in the customers voice to decision making (we had a great discussion on this at our session – how does our bias prevent us from listening to our customers and identifying their needs?)

Let me know if there are any questions!

Thanks again for a valuable session,

Alison

Alison King

Manager Talent Development, People & Culture

BCLC, 2940 Virtual Way, Vancouver, B.C., V5M 0A6

T 604 228-3171 C s 17(1)

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Last year, more than \$1 billion generated by BCLC gambling activities went back into health care, education and community groups across B.C.

From: [Alison King](#)
To: [Catharine Chang](#)
Subject: Fwd: Unconscious Bias Training Summary
Date: August-06-20 5:51:30 PM

FYI

s 15(1)(l)

Begin forwarded message:

From: Maria Sandhu <MSandhu@bcllc.com>
Date: August 6, 2020 at 5:33:32 PM PDT
To: Yabome Gilpin-Jackson <YGilpinJackson@bcllc.com>, Sandy Austin <SAustin@BCLC.com>
Cc: Alison King <AKing@BCLC.com>
Subject: Unconscious Bias Training Summary

Hi Yabome and Sandy,

In February we have purchased 220 licences to “ All Access Pass” - this means we have access to all Franklin Covey Courses including Unconscious Bias(UB)

As of today, we have completed 6 sessions of UB training for people managers, non-people managers in ranges 7+ and D&I committee members.

Participation summary in UB training:

<!--[if !supportLists]-->• <!--[endif]-->**194** took the class out of the 246 invited (79%)

<!--[if !supportLists]-->○ <!--[endif]-->151 people managers took the class out of the 194 invited (78%)

<!--[if !supportLists]-->○ <!--[endif]-->45 non-managers took the class out of the 52 invited (87%)

Outstanding:

<!--[if !supportLists]-->• <!--[endif]-->**43 people managers** did not take the training (vacations or had to cancel due to other priorities)

<!--[if !supportLists]-->○ <!--[endif]-->Managers: 37

<!--[if !supportLists]-->○ <!--[endif]-->Directors: 3 ^{s 22}

<!--[if !supportLists]-->○ <!--[endif]-->Executives 3 ^{s 22}

Next steps:

<!--[if !supportLists]-->1. <!--[endif]-->I am preparing options for UB training for all employees (~800 staff) to be delivered in the fall and hoping to review them with you next week.

<!--[if !supportLists]-->2. <!--[endif]-->43 outstanding people managers can be added to all employee training or we purchase one more class in Sept (if budget allows)

<!--[if !supportLists]-->3. <!--[endif]-->Next week we will look at options to deliver

the 5 week learning support series (includes short videos, articles, etc..) to reinforce the learnings from Franklin Covey

Overall, we are getting very positive feedback and many people contacted Sandy, myself, Nicole, Alison looking to take this training.

Let me know if you have any questions or like to see more data

Regards,

Maria

From: [BCLC Diversity & Inclusion](#)
To: [Tara Alexander](#); [Rob Annett](#); [Sandy Austin](#); [Bal Bains](#); [Sanam Bakhtiar](#); [Bal Bamra](#); [Mark Barber](#); [Justin Barbosa](#); [Ilana Baxter](#); [Michele Bedard](#); [Dan Beebe](#); [Marshall Behrns](#); [Claire Bennett](#); [Shirley Beveridge](#); [Jennifer Billingsley](#); [Richard Block](#); [Lalon Bolt](#); [Katelyn Boughton](#); [James Bowie](#); [Bill Boyd](#); [Dan Breakay](#); [Leon Bresler](#); [Bob Brett](#); [Tammy Brownlee](#); [Corrina Burton](#); [Paul Bystrowski](#); [Sibil Chan](#); [Catharine Chang](#); [Jon Chapman](#); [Lindsay Chiang](#); [Kim Christiansen](#); [Lilibeth Cojuangco](#); [Robert Connolly](#); [Victor Cox](#); [Corinne Cross](#); [Linda Cunningham](#); [Leanne Dalton](#); [Lee Anne Davies](#); [Pat Davis](#); [Kevin deBruyckere](#); [Joseph Depaulo](#); [Parveen Dhillon](#); [Lee Dodd](#); [Darlene Doricic](#); [Heather Downey](#); [Sara Eliesen](#); [Wendy Epp](#); [Cristine Estrada](#); [Maria Fadda](#); [Chris Fairclough](#); [James Falco](#); [Richard Fenster](#); [Darren Finch](#); [Shari Finlay](#); [Lisa Finley](#); [Lorne Finney](#); [Mark Flegel](#); [Aidan Flynn](#); [Gary Foster](#); [Denise Francoeur](#); [Richard Fraser](#); [Richard Frater](#); [Kris Gade](#); [Kristin Galan](#); [Angela Ganson](#); [Andrew Garnham](#); [Bruno Gatto](#); [Karen Geddes](#); [Lara Gerrits](#); [Yabome Gilpin-Jackson](#); [Lauren Goebel](#); [Katherina Gountas](#); [Arnaud Granoux](#); [Amy Grant](#); [Heather Grieve](#); [Stewart Groumoutis](#); [Jean Gruneberg](#); [Mark Gutknecht](#); [Kendra Hapke](#); [Kevin Hardy](#); [Ola Haruna](#); [Mike Hays](#); [Craig Henderson](#); [Katie Hensrud](#); [Janet Hobbs](#); [Steve Howard](#); [Maria Hum](#); [Jamie Humphrey](#); [Christy Innes](#); [Craig James](#); [Darren Jang](#); [Champa Jensen](#); [Denise N. Johnson](#); [Sydney Jones](#); [Cindy Kailly-Smith](#); [Rajin Kainth](#); [Heather Kennelly](#); [Alison King](#); [Allen Ko](#); [Ash Kosmadia](#); [Gina Kumpic-Coltellaro](#); [Don Lacey](#); [Jugdeep Lalli](#); [Martin Lampman](#); [Lisa Lane](#); [Brett Lawrence](#); [Joss LeChasseur](#); [Cherilyn Leffler](#); [Callie Leonard](#); [Jenny Leung](#); [Elaine Leung](#); [Ben Littlechild](#); [David Ma](#); [Keith MacIntyre](#); [Wendy MacKenzie](#); [Donnie MacLeod](#); [Sam Macmillan](#); [Tamara MacPherson](#); [Bob Madill](#); [Monica Magri](#); [Petroura Magriotidis](#); [Adrian Maisonneuve](#); [Shelly Markle](#); [Tanja Markovic](#); [Sarah Marshall](#); [Michael Martin](#); [Tom Maryschak](#); [Jennifer May](#); [Peter McDonald](#); [Emily McDonald](#); [Cassandra McGarvie](#); [Paul McGowan](#); [Kyle McKay](#); [Dean Mc Kerchar](#); [Heather McLeod](#); [Matt McNamara](#); [Jacqueline Mercier](#); [Brittney Miller](#); [Robert Moonie](#); [Tamara Morgan](#); [Gina Morin](#); [Andreas Mueller](#); [Jeff Mullan](#); [Jennie Mundy](#); [Sean Nickel](#); [Charlene Nielson](#); [Ted Ockenden](#); [Craig Ozubko](#); [Brian Pay](#); [Trevor Penner](#); [Garth Pieper](#); [Laura Piva-Babcock](#); [Happle Poonian](#); [Tamara Randall](#); [Todd Rende](#); [Catrin Roberts](#); [Laird Robinson](#); [Gord Ronmark](#); [Ian Rowe](#); [Amandeep Saini](#); [Maria Sandhu](#); [Marie-Noelle Savoie](#); [Nicole Semenoff](#); [Janice Sheldon](#); [Lana Shoji](#); [Jennifer M. Smith](#); [Mike Spoor](#); [Kim Steinbart](#); [Kevin Stewart](#); [Pamela Stracker](#); [Jennifer Sutherland](#); [Darryl Tateishi](#); [Cynki Taylor](#); [Peter ter Weeme](#); [Richard Thibault](#); [Daryl Tottenham](#); [Tricia Turner](#); [Shailey A. Turner](#); [Noah Turner](#); [Sarah Turtle](#); [Chelsea Tuytens](#); [Alex Tyszkiewicz](#); [Veronica Varhaug](#); [Greg Walker](#); [Tricia Warrington](#); [Michelle Webb](#); [Jamie Wiebe](#); [Jerry Williamson](#); [Michelle Wilson](#); [Debbie Woldum](#); [Gene Wong](#); [Peter Wright](#)
Subject: Introducing Jhana"s Reinforcement Track for Unconscious Bias
Date: August-27-20 8:37:46 AM

Hello All,

As part of your FranklinCovey All Access Pass activated when you took Unconscious Bias, valid for one year, you now also have access to Jhana.

What is Jhana?

Jhana is an online manager resource with content designed specifically to provide tips and answers to help you build skills and address hundreds of common management challenges and includes three learning tracks. To access Jhana, please ^{s 15(1)(l)}

Just follow the prompts provided ^{s 15(1)(l)} to create password and activate your account.

Starting on August 31st, you will begin to receive a series of emails to help reinforce what you learned in the Unconscious Bias program. ^{s 15(1)(l)} you will receive an action item to focus your energy on to practice applying what you have learned. ^{s 15(1)(l)}, you will receive applicable articles to add further depth and clarity. This process will repeat itself for the 5 week period of the track. You'll also begin receiving a weekly newsletter ^{s 15(1)(l)} with fresh, relevant management insight.

Once you have access to Jhana, you will be able update your subscription preferences at any time. If you do not wish to have access to Jhana, you can choose not to activate your account and unsubscribe from the email service. We highly recommend that you set up your account to have this valuable resource readily available to you.

If you have any questions, please reach out to Shailey Turner at SATurner@bclc.com.

Warmest regards,

Your BCLC Diversity & Inclusion Committee

Christian Penkert

From: Shailey A. Turner
Sent: January-25-21 10:31 AM
To: Maria Sandhu; Daphne Forsyth
Cc: Alison King; Catharine Chang
Subject: RE: Franklin Covey Unconscious Bias - class for people leaders
Attachments: FW: BCLC Unconscious Bias Training – register now; Unconscious Bias Training (calendar invite).ics

Morning!

I have the information ready to go for the calendar invite (invite verbiage and 3 attachments). I've also attached what looks like the initial communication sent from DI&B if this is needed.

Thank you ☺

Shailey Turner

People Recruitment Assistant, People & Culture
BCLC, 74 West Seymour Street, Kamloops, B.C. V2C 1E2
E: saturner@bclc.com T: 250-828-5915

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Last year, more than \$1.4 billion generated by BCLC gambling activities went back into health care, education and community groups across B.C.

From: Maria Sandhu <MSandhu@bclc.com>
Sent: January 22, 2021 3:26 PM
To: Daphne Forsyth <DForsyth@bclc.com>; Shailey A. Turner <SATurner@bclc.com>
Cc: Alison King <AKing@BCLC.com>; Catharine Chang <CGChang@bclc.com>
Subject: Franklin Covey Unconscious Bias - class for people leaders

Hi Daphne and Shailey,

Can I ask that you work together to coordinate one more class for the Feb 12 for UB training that we did last year with Franklin Covey?

Daphne – we have 54 managers that did not take the Unconscious Bias training, can you please create a registration in SF and use same content (that we use last year) for Feb 12th.

Shailey – can you gather the communication that needs to go out to the 54 managers including the privacy notice. Once they register we will need to send them the electronic kits and upload them into Jhana.

Please note 8 of 54 already have passes but still need to take the training.

Attach is the list of people that we need to invite to register
Hoping that by end of next week we will know who and how many people registered.

I happy to connect on teams if we need to discuss it further

Thanks,
Maria

Preferred	Last Name	Job Title	P	Supervisor Level	Is Fulltime	Regular/T	Location	Manager	Department Name	Division Name	Is Permanent	On A	Employment Status	Position	Updated
Pamela	Green	Senior Specialist, Finance Operations	6	Team Lead	Full Time	Permanent	Kamloops Off	Finley, Lisa	FCS - Finance Oper	Finance & Corporate	true	No	S 22		N
Candace	Hulbert	Manager, User Experience	7	Manager	Full Time	Permanent	Vancouver O	Persaud, Ryan	SPPE - User Exper	Social Purpose & Pla	true	No			N
Stephen	Michaud	Team Leader, Customer Support Centre	3	Team Lead	Part Time	Permanent	Kamloops Off	Hum, Maria	SPPE - Customer Su	Social Purpose & Pla	true	Yes			N
Allyson	Giles	Team Leader, Customer Support Centre	5	Team Lead	Full Time	Permanent	Kamloops Off	Hum, Maria	SPPE - Customer Su	Social Purpose & Pla	true	No			N
Laura	Galloway	Manager, Player Loyalty	7	Manager	Full Time	Permanent	Vancouver O	McDonald, Emily	SPPE - Loyalty Pro	Social Purpose & Pla	true	No			N
Heather	Black	Senior Manager, Lottery Products	8	Senior Manager	Full Time	Permanent	Vancouver O	Nielson, Charlene	OPS - Draw-based	Operations	true	No			N
Michelle	Finney	Team Leader, Customer Support Centre	5	Team Lead	Full Time	Permanent	Kamloops Off	Hum, Maria	SPPE - Customer Su	Social Purpose & Pla	true	No			N
Jessica	Van Hoogevest	General Counsel and Director Information Mana	9	Director	Full Time	Permanent	Vancouver O	Savoie, Marie-Noë	LCS - Legal Service	Legal, Compliance, S	true	No			N
Jody	Hays	Manager Accounts Payable & Payroll	7	Manager	Full Time	Permanent	Kamloops Off	Kerr, Alan	FCS - A/P & Payroll	Finance & Corporate	true	No			N
Alma	Klarich	Manager Decision Support	6	Manager	Full Time	Permanent	Kamloops Off	Osborne, Rod	FCS - Decision Supp	Finance & Corporate	true	Yes			N
Rachel	Desrosiers	UX Operations Lead	6	Team Lead	Full Time	Permanent	Vancouver O	Hulbert, Candace	SPPE - UX Operatic	Social Purpose & Pla	true	No			N
Tommy	Co	Team Lead, Inside Sales	5	Team Lead	Full Time	Permanent	Vancouver O	Johnson, Denise	OPS - Inside Sales	Operations	true	No			N
Rajdeep	Singh	Technology Innovation Lead	6	Team Lead	Full Time	Permanent	Kamloops Off	Goebel, Lauren	BT - Technology In	Business Technology	true	Yes			N
James	Haverstock	Senior Product Manager, Sports	6	Team Lead	Full Time	Permanent	Vancouver O	Paolini, Greg	OPS- Sports Produ	Operations	true	No			N
Miko	Pozzobon	Manager, Creative Services	7	Manager	Full Time	Permanent	Vancouver O	Bakhtiar, Sanam	SPPE - Creative Ser	Social Purpose & Pla	true	No			N
Sonja	Mandic	Manager, Internal Communications	7	Manager	Full Time	Permanent	Vancouver O	Piva-Babcock, Laur	SPPE - Communicat	Social Purpose & Pla	true	No			N
Alan	Kerr	Chief Financial Officer and VP, Corporate Servic	12	Vice President	Full Time	Permanent	Kamloops Off	Moore, Greg B	FCS - Finance & Co	Finance & Corporate	true	No			N
Lynda	Cavanaugh	President	CEO	CEO	Full Time	Temporary <	Vancouver O		CEO	Executive Services	true	No			N
Reg	Devick	Senior Specialist, Finance Operations	6	Team Lead	Full Time	Permanent	Kamloops Off	Hays, Jody	FCS - A/P & Payroll	Finance & Corporate	true	No			N
Luque	Wang	Manager, Marketing Technology and Data	7	Manager	Full Time	Permanent	Vancouver O	McDonald, Emily	SPPE - Enterprise	Social Purpose & Pla	true	No			N
Natasha	Gowda	Manager, Marketing Communications	7	Manager	Full Time	Permanent	Vancouver O	Kohut, Narissa	SPPE - Marketing C	Social Purpose & Pla	true	Yes			N
Jennifer	Barbosa	Director, Enterprise Risk Management Services	9	Director	Full Time	Permanent	Kamloops Off	Moore, Greg B	ERMS - Risk Advisor	Enterprise Risk Man	true	No			N
Patrice	Stashyn	Manager, Player Development	7	Manager	Full Time	Permanent	Vancouver O	McDonald, Emily	SPPE - Enterprise	Social Purpose & Pla	true	No			N
Anthony	Stahn	Capability Manager, Technical Assurance Digital	7	Manager	Full Time	Permanent	Kamloops Off	Gutknecht, Mark	BT - Technical Ass	Business Technology	true	No			N
David	Parry	Capability Manager, Data Services	7	Manager	Full Time	Permanent	Kamloops Off	Penner, Trevor	BT - Data	Business Technology	true	No			N
Hugh	Hall	Capability Manager, Technology Infrastructure	7	Manager	Full Time	Permanent	Kamloops Off	Lacey, Don	BT - Compute	Business Technology	true	No			N
Remi	Lord	Capability Manager, Service Management	7	Manager	Full Time	Permanent	Kamloops Off	Gutknecht, Mark	BT - Service Manag	Business Technology	true	No			N
Nathan	Kulczycki	Senior Manager, Lottery Infrastructure and Pro	8	Senior Manager	Full Time	Permanent	Vancouver O	Beebe, Dan	BT - Lottery Transf	Business Technology	true	No			N
Jennifer	Weatherhead	Manager Indirect Tax & Treasury	7	Manager	Full Time	Permanent	Kamloops Off	Webb, Michelle	FCS - Taxation & Ti	Finance & Corporate	true	No			N
Kaushal	Chauhan	Team Lead, Casino Staging and Support	6	Team Lead	Full Time	Permanent	Vancouver O	Soo, Steven	OPS - Staging and	Operations	true	No			N
Michele	Duncan	Manager, Business Development	7	Manager	Full Time	Permanent	Vancouver O	Nielson, Charlene	OPS - Business Dev	Operations	true	No			N
Gladys	Primeau	Category Manager, Instant	7	Manager	Full Time	Permanent	Vancouver O	Black, Heather	OPS - Instant Cate	Operations	true	No			N
Taylor	McLeod	Senior Manager, Lottery Operations and Support	8	Senior Manager	Full Time	Permanent	Vancouver O	James, Craig	OPS - Lottery Ope	Operations	true	No			N
Gurpreet	Basra	Manager, Business Operations	6	Assistant Manager	Full Time	Permanent	Grand Villa C	Lawrence, Brett	OPS - Gateway Gra	Operations	true	No			N
Frank	Jagas	RSG Regional Sales Manager	7	Professional	Full Time	Permanent	Vancouver O	Stracker, Pamela	OPS - RSG Sales	Operations	true	No			N
Ken	Bach	Regional Manager	7	Manager	Full Time	Permanent	Kamloops Off	Maryschak, Tom	OPS - Independent	Operations	true	No			N
Mark	Lane	Senior Manager, Cyber Security	8	Senior Manager	Full Time	Permanent	Kamloops Off	Sweeney, Kevin	LCS - Cyber Securi	Legal, Compliance, S	true	No			N
Rachel	Yuan	Manager Decision Support	7	Manager	Full Time	Permanent	Vancouver O	Osborne, Rod	FCS - Decision Supp	Finance & Corporate	true	No			N
Rod	Osborne	Senior Manager, Decision Support	8	Senior Manager	Full Time	Permanent	Kamloops Off	Taylor, Cynki	FCS - Decision Supp	Finance & Corporate	true	No			N
Brad	Desmarais	Chief Operating Officer	12	Vice President	Full Time	Permanent	Vancouver O	Moore, Greg B	OPS - Casino & Cor	Operations	true	No			N
Angelo	Di Liello	Manager, Key Accounts	7	Manager	Full Time	Permanent	Vancouver O	LeChasseur, Joss	OPS - Key Account	Operations	true	No			N
Lorenzo	Paragallo	Manager, Business Operations	6	Assistant Manager	Full Time	Permanent	Treasure Cov	Bach, Ken	OPS - Independent	Operations	true	No			N
Gurmit	Aujla	Director Audit Services	9	Director	Full Time	Permanent	Vancouver O	Moore, Greg B	AS - Audit Services	Audit Services	true	No			N
Kevin	Sweeney	Director, Security, Privacy and Compliance	9	Director	Full Time	Permanent	Kamloops Off	Savoie, Marie-Noë	LCS - Compliance &	Legal, Compliance, S	true	No			N
Scott	Baker	Manager, Information Security	7	Manager	Full Time	Permanent	Kamloops Off	Lane, Mark	LCS - Cyber Securi	Legal, Compliance, S	true	No			N
Trevor	Sharkey	Manager, Business Operations	6	Assistant Manager	Full Time	Permanent	Lake City Kel	Bach, Ken	OPS - Independent	Operations	true	No			N
Don	Chow	Manager, Business Operations	6	Assistant Manager	Full Time	Permanent	River Rock Ca	Bains, Bal	OPS - Great Canad	Operations	true	No			N
Ray	Palumbo	Manager, Business Operations	6	Assistant Manager	Full Time	Permanent	Edgewater Ca	Bach, Ken	OPS - Independent	Operations	true	No			N
Andrew	Williamson	Manager, GMS Operations	7	Manager	Full Time	Permanent	Kamloops Off	Pieper, Garth	OPS - GMS Operati	Operations	true	No			N
Suzanne	Rowley	Assistant Corporate Secretary/EA	6	Team Lead	Full Time	Permanent	Vancouver O	Moore, Greg B	ES - Executive Serv	Executive Services	true	No			N
Steven	Soo	Manager, Staging & Logistics	7	Manager	Full Time	Permanent	Vancouver O	Breakey, Dan	OPS - Staging & Su	Operations	true	No			N
Greg	Paolini	Manager, Enterprise Sports	7	Manager	Full Time	Permanent	Vancouver O	Groumoutis, Stewa	OPS - Business Dev	Operations	true	No			N
Ryan	Persaud	Director Business Intelligence	9												N
Ryan	MacDonald	Manager, Gaming Facilities Development	6												N

From: [Maria Sandhu](#)
To: [Catharine Chang](#)
Cc: [Alison King](#); [Shailey A. Turner](#); [Daphne Forsyth](#)
Subject: RE: BCLC Unconscious Bias Training - register now
Date: January-28-21 4:17:57 PM

Thank you so much, Catharine!

Maria

From: Catharine Chang <CGChang@bclc.com>
Sent: January-28-21 4:14 PM
To: Maria Sandhu <MSandhu@bclc.com>
Cc: Alison King <AKing@BCLC.com>; Shailey A. Turner <SATurner@bclc.com>; Daphne Forsyth <DForsyth@bclc.com>
Subject: RE: BCLC Unconscious Bias Training - register now

Hi Maria,

I'm planning on doing a push for 6 Critical Practices on Feb 17 which is for People Managers only so I can include this and send something out on Monday.

As for the Jhana passes – From the way the passes were released last summer – we are using the passes that didn't get used in each batch so they will be valid until July and not the full year.

Catharine Chang (she/her/hers) - PCC, CPHR

Senior Specialist, People Development

T 604 225 6276

From: Maria Sandhu <[MSandhu@bclc.com](#)>
Sent: January 28, 2021 3:09 PM
To: Catharine Chang <[CGChang@bclc.com](#)>
Cc: Alison King <[AKing@BCLC.com](#)>; Shailey A. Turner <[SATurner@bclc.com](#)>; Daphne Forsyth <[DForsyth@bclc.com](#)>
Subject: FW: BCLC Unconscious Bias Training - register now

Hi Catharine,

I was wondering if you could help us promote this training. So far, only 8 people registered. I was thinking if you could send it from yourself and encourage people to sign up, talk about the 1 year access to Jhana and what they can benefit from having this access (especially new managers)

We have limited seats and will close the registration as soon as we fill them. I think the max class will be 40.

Thoughts?

Maria

From: BCLC Diversity & Inclusion <DiversityInclusion@bclc.com>

Sent: January-25-21 4:11 PM

To: Pam Green <PamGreen@bclc.com>; Candace Wong <CWong@BCLC.com>; Stephen Michaud <SMichaud@bclc.com>; Allyson Giles <AGiles@bclc.com>; Laura Galloway <LGalloway@bclc.com>; Heather Black <HBlack@BCLC.com>; Michelle Finney <MFinney@bclc.com>; Jessica Van Hoogevest <JVanHoogevest@bclc.com>; Jody Hays <JHays@bclc.com>; Alma Klarich <AKlarich@BCLC.com>; Rachel Desrosiers <RDesrosiers@BCLC.com>; Tommy Co <TCo@bclc.com>; Rajdeep Singh <RSingh@BCLC.com>; James Haverstock <JHaverstock@BCLC.com>; Miko Pozzobon <MPozzobon@BCLC.com>; Sonja Mandic <SMandic@bclc.com>; Alan Kerr <AKerr@bclc.com>; Lynda Cavanaugh <LCavanaugh@bclc.com>; Reg Devick <RDevick@bclc.com>; Luque Wang <XLWang@bclc.com>; Natasha Gowda <NGowda@bclc.com>; Jennifer R. Barbosa <jrbarbosa@bclc.com>; Patrice Stashyn <PStashyn@bclc.com>; Anthony Stahn <ASTahn@bclc.com>; David Parry <DParry@BCLC.com>; Hugh Hall <HHall@bclc.com>; Remi Lord <RLord@bclc.com>; Nathan Kulczycki <NKulczycki@bclc.com>; Jennifer Weatherhead <JWeatherhead@BCLC.com>; Kaushal Chauhan <KChauhan@bclc.com>; Michele Duncan <MDuncan@bclc.com>; Gladys Primeau <GPrimeau@bclc.com>; Taylor McLeod <TMcLeod@bclc.com>; Gurpreet Basra <GBasra@BCLC.com>; Frank Jagas <FJagas@bclc.com>; Ken Bach <KBach@BCLC.com>; Mark Lane <MLane@BCLC.com>; Rachel Yuan <JYuan@BCLC.com>; Rod Osborne <ROsborne@BCLC.com>; Brad Desmarais <BDesmarais@bclc.com>; Angelo DiLiello <ADiLiello@BCLC.com>; Lorenzo Paragallo <LParagallo@bclc.com>; Gurmit Aujla <GAujla@BCLC.com>; Kevin Sweeney <KSweeney@BCLC.com>; Scott Baker <SBaker@BCLC.com>; Trevor Sharkey <tsharkey@bclc.com>; Don Chow <DChow@BCLC.com>; Ray Palumbo <RPalumbo@BCLC.com>; Andrew Williamson <AWilliamson@BCLC.com>; Suzanne Rowley <SRowley@bclc.com>; Steven Soo <ssoo@BCLC.com>; Greg Paolini <GPaolini@BCLC.com>; Ryan Persaud <RPersaud@bclc.com>; Ryan MacDonald <RMacDonald@bclc.com>

Cc: Maria Sandhu <MSandhu@bclc.com>; Daphne Forsyth <DForsyth@bclc.com>

Subject: BCLC Unconscious Bias Training - register now

Good afternoon,

While BCLC as an organization is committed to addressing racism and discrimination in the workplace, part of the conversation needs to revolve around looking at our own thought processes and seeking to understand those around us. As such, we are very pleased to share that BCLC will be offering an additional unconscious bias training session on February 12th

for new people managers as well as those who were unable to attend in the summer.

The training will be led by Franklin Covey, a consulting and training group that specializes in leadership development and organizational behaviour, and will take place virtually over the course of a full day. The focus will be on providing employees with the skills and knowledge to recognize bias in action and counter its potentially harmful effects. We know many of you are very busy but we hope you will make the time to register as this is a very important topic.

By registering for this session and accessing the Franklin Covey All Access Pass portal, you consent to your personal information being collected in accordance with the *Freedom of Information and Protection of Privacy Act*, British Columbia, and stored and accessed by Franklin Covey outside of Canada. Your personal information is your profile information, questionnaire responses and any follow-up survey information. The purpose of the storage of your personal information is to enable you to access and use the portal.

Register here: [Unconscious Bias Training](#)

If you have any questions regarding the registration process or the training please contact Shailey Turner at saturner@bclc.com.

On behalf of the DI&B Committee,

Shailey Turner

People Recruitment Assistant, People & Culture
BCLC, 74 West Seymour Street, Kamloops, B.C. V2C 1E2
E: saturner@bclc.com T: 250-828-5915

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Last year, more than \$1.4 billion generated by BCLC gambling activities went back into health care, education and community groups across B.C.

From: [Catharine Chang](#)
To: [Allyson Giles](#); [Alma Klarich](#); [Gurpreet Basra](#); [Laura Galloway](#); [Michelle Finney](#); [Patrice Stashyn](#); [Sonja Mandic](#); [Stephen Michaud](#)
Subject: FW: Reminder: Register for Upcoming Training for People Managers - Unconscious Bias Feb 12 | 6 Critical Practices Feb 17
Date: February-01-21 7:12:48 PM
Attachments: [Unconscious Bias Training for Leaders - Outline.pdf](#)

Hello!

If you're able to fit this into your calendar, I highly recommend taking advantage of this offering of Unconscious Bias, if you haven't already registered. As for 6 Critical Practices, we are doing that on February 4 as a cohort.

Let me know if you have any questions.
Catharine

Catharine Chang (she/her/hers) - PCC, CPHR

Senior Specialist, People Development

T 604 225 6276

From: Catharine Chang

Sent: February 1, 2021 7:09 PM

To: Pam Green <PamGreen@bclc.com>; Candace Wong <CWong@BCLC.com>; Stephen Michaud <SMichaud@bclc.com>; Allyson Giles <AGiles@bclc.com>; Laura Galloway <LGalloway@bclc.com>; Heather Black <HBlack@BCLC.com>; Michelle Finney <MFinney@bclc.com>; Jessica Van Hoogevest <JVanHoogevest@bclc.com>; Jody Hays <JHays@bclc.com>; Alma Klarich <AKlarich@bclc.com>; Rachel Desrosiers <rdesrosiers@bclc.com>; Tommy Co <TCo@bclc.com>; Rajdeep Singh <RSingh@BCLC.com>; James Haverstock <JHaverstock@BCLC.com>; Miko Pozzobon <MPozzobon@bclc.com>; Sonja Mandic <SMandic@bclc.com>; Alan Kerr <AKerr@bclc.com>; Lynda Cavanaugh <LCavanaugh@bclc.com>; Reg Devick <RDevick@bclc.com>; Luque Wang <XLWang@bclc.com>; Natasha Gowda <NGowda@bclc.com>; Jennifer R. Barbosa <jrbarbosa@bclc.com>; Patrice Stashyn <PStashyn@bclc.com>; Anthony Stahn <ASTahn@bclc.com>; David Parry <DParry@BCLC.com>; Hugh Hall <HHall@bclc.com>; Remi Lord <RLord@bclc.com>; Nathan Kulczycki <NKulczycki@bclc.com>; Jennifer Weatherhead <JWeatherhead@bclc.com>; Kaushal Chauhan <KChauhan@bclc.com>; Michele Duncan <MDuncan@bclc.com>; Gladys Primeau <GPrimeau@bclc.com>; Taylor McLeod <TMcLeod@bclc.com>; Gurpreet Basra <GBasra@BCLC.com>; Frank Jagas <FJagas@bclc.com>; Ken Bach <KBach@BCLC.com>; Mark Lane <MLane@BCLC.com>; Rachel Yuan <JYuan@BCLC.com>; Rod Osborne <ROsborne@BCLC.com>; Brad Desmarais <BDesmarais@bclc.com>; Angelo DiLiello <ADiLiello@bclc.com>; Lorenzo Paragallo <LParagallo@bclc.com>; Gurmit Aujla <GAujla@BCLC.com>; Kevin Sweeney <KSweeney@BCLC.com>; Scott Baker <SBaker@BCLC.com>; Trevor Sharkey <tsharkey@bclc.com>; Don Chow <DChow@BCLC.com>; Ray Palumbo <RPalumbo@BCLC.com>; Andrew Williamson <AWilliamson@BCLC.com>; Suzanne Rowley

<SRowley@bclc.com>; Steven Soo <SSoo@BCLC.com>; Greg Paolini <GPaolini@BCLC.com>; Ryan Persaud <RPersaud@bclc.com>; Ryan MacDonald <RMacDonald@bclc.com>

Cc: Maria Sandhu <MSandhu@bclc.com>; Alison King <AKing@BCLC.com>; Shailey A. Turner <SATurner@bclc.com>; Daphne Forsyth <DForsyth@bclc.com>

Subject: Reminder: Register for Upcoming Training for People Managers - Unconscious Bias Feb 12 | 6 Critical Practices Feb 17

Hello Everyone,

Thank you to those of you who have already registered for one or both of these sessions.

Please feel free to pass this along to other People Managers on your team.

We are offering two learning events in February specifically for People Managers. Both are full day courses on-line.

1. Unconscious Bias – Friday, February 12 - **Register here:** [Unconscious Bias Training](#)
2. 6 Critical Practices for Leading a Team – Wednesday, February 17 - **Register here:** [6 Critical Practices for Leading a Team](#)

*By registering for either one of these sessions and accessing the Franklin Covey All Access Pass** portal, you consent to your personal information being collected in accordance with the Freedom of Information and Protection of Privacy Act, British Columbia, and stored and accessed by Franklin Covey outside of Canada. Your personal information is your profile information, questionnaire responses and any follow-up survey information. The purpose of the storage of your personal information is to enable you to access and use the portal.*

***The Franklin Covey All Access Pass will also give you access to Franklin Covey's Learning Solutions and Jhana Manager Portal until July 2021.*

UNCONSCIOUS BIAS – FRIDAY, FEBRUARY 12

On January 25, BCLC Diversity and Inclusion emailed you about this offer of an additional Unconscious Bias training session on February 12th for new people managers and those who were unable to attend in the summer. The focus will be providing employees with the skills and knowledge to recognize bias in action and counter its potentially harmful effects. Since this course has been offered through open enrolment, it is not included in the People Manager Program being delivered in the current and upcoming cohorts. Attached is more detailed overview of the session.

Register here: [Unconscious Bias Training](#) - Please contact Shailey Turner at saturner@bclc.com with any question regarding this training.

6 CRITICAL PRACTICES OF LEADING A TEAM – WEDNESDAY, FEBRUARY 17

This is a new course being offered to People Managers beginning in February. Based on the Franklin Covey Program, this full day session covers the 6 Critical Practices of Leading a Team: (1) Develop a Leader's Mindset (2) Hold Regular One-on-Ones (3) Set up your Team to get Results (4) Create a Culture of Feedback (5) Lead Your Team through Change and (6) Manage your Time and Energy. While this course is part of the People Manager Program, we feel it is important to make this content available to all people managers now through

open enrolment so that you do not need to wait until you start the program with a cohort.

Register here: [6 Critical Practices for Leading a Team](#) – Please contact Catharine Chang at cgchang@bclc.com with questions regarding this training.

Please feel free to pass this along to other People Managers on your team.

We look forward to seeing you soon,
Catharine

Catharine Chang (she/her/hers) - PCC, CPHR

Senior Specialist, People Development, People & Culture
BCLC, 2940 Virtual Way, Vancouver, B.C. V5M 0A6
T 604 225 6276

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With every play, you're helping to support health care, education and community programs across B.C

From: [Andreas Mueller](#)
To: [Harleen Dastur-Randhawa](#); [Gabriel Barcante](#); [Catharine Chang](#); [Tommy Co](#); [Paul Coulter](#); [Uriah Freno](#); [Amit Karwal](#); [Francis Korkor](#); [Jordan Kozak](#); [Taylor Richard](#); [Matthew Zier-Vogel](#); [Steve Azpiri](#); [Xin Guo](#); [Julia Ludwar](#); [Bryan Morris](#); [Mark Shahinfar](#); [Saravanakumar Vasudevan](#)
Subject: April 6, 2021 UB workshop
Date: April-06-21 12:14:30 PM
Attachments: [Unconscious Bias Resources.docx](#)

Thank you very much for the great participation and feedback.

Attached you will find the resources as promised. Watch the video's and take the test.

Please spread the word that there is another workshop on April 28, 2021 for those that haven't taken it.

As always, please reach out anytime if you have any questions or recommendations.

Cheers,

Andreas Mueller (he/him)

Diversity, Inclusion & Belonging Coordinator, People & Culture

Social Purpose Ambassador

BCLC

553 Vees Drive, Penticton B.C V2A 7M5

T 250 300 7146

I would like to recognize and acknowledge the traditional territory of the 7 Nations of the BC Interior where we live, learn, collaborate and work together.

Unconscious Bias Resources

WATCH

Here are a couple short videos that show how pervasive unconscious bias can be, and how it can affect our lives. Grab a hankie!

Youtube Link(4 min): [Inclusion Starts With I](#)

Youtube Link(3 min): [All That We Share](#)

READ

Here are some online articles about how to recognize and minimize our own biases.

[How to check your unconscious biases](#)

[How to Reduce Unconscious Bias in the Workplace](#)

ASSESS

The link below will take you to Project Implicit, an initiative from Harvard University. There, you can take an Implicit Association Test to help you determine your own biases.

[Project Implicit](#)

ACT

Start a learning circle or community of practice. Talk to your people (in and outside BCLC) about how you notice bias popping up for you. Support each other in this journey of being the best humans we can be.

Christian Penkert

Subject: FW: Unconscious Bias Training
Location: Online - LiveClicks

Start: Tue 28/07/2020 9:00 AM
End: Tue 28/07/2020 4:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Shailey A. Turner

-----Original Appointment-----

From: Shailey A. Turner

Sent: July 21, 2020 10:27 AM

To: Shailey A. Turner; Rob Annett; Mark Barber; Jennifer Billingsley; Sibil Chan; Jon Chapman; Lindsay Chiang; Kim Christiansen; Corinne Cross; Linda Cunningham; Darlene Doricic; Cristine Estrada; Richard Fenster; Aidan Flynn; Richard Frater; Andrew Garnham; Kevin Hardy; Ola Haruna; Mike Hays; Darren Jang; Cindy Kailly-Smith; Ash Kosmadia; Lisa Lane; Brett Lawrence; Cherilyn Leffler; Callie Leonard; Keith MacIntyre; Monica Magri; Tanja Markovic; Matt McNamara; Jacqueline Mercier; Robert Moonie; Tamara Morgan; Happie Poonian; Maria Sandhu; Daryl Tottenham; Michelle Webb; Debbie Woldum; Kevin Stewart

Cc: Ben Verwey; Roy Morris; Michelle Dimond

Subject: Unconscious Bias Training

When: July 28, 2020 9:00 AM-4:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Online - LiveClicks

Good morning,

You will be receiving an email directly from Franklin Covey today. Please set up your access to their website within 96 hours of receiving the email.

This is to access their website and training materials. I have attached the Participant Guide, Practice Cards & Empathy Curiosity Cards. This is also accessible through their website.

By accessing the Franklin Covey All Access Pass portal, you consent to your personal information being collected in accordance with the *Freedom of Information and Protection of Privacy Act*, British Columbia, and stored and accessed by Franklin Covey outside of Canada. Your personal information is your profile information, questionnaire responses and any follow-up survey information. The purpose of the storage of your personal information is to enable you to access and use the portal.

Prior to participating in Franklin Covey training, you must accept the [Franklin Covey Privacy Policy](#). Please review the [Policy](#) so that you are fully informed.

Effective on the date you access the Franklin Covey All Access Pass portal, you agree to the above. Questions? Contact saturner@bclc.com.

If you are having any difficulties accessing the site and materials, please let me know as soon as possible.

Thank you,
Shailey Turner
On Behalf of the D&I Committee

Join Online:^{s 15(1)(l)}
to log into the work session.

Please plan to join 15 minutes early to give yourself enough time

Prior to the webinar you will need to complete the steps below:

Please visit the URL below to ensure compatibility:
^{s 15(1)(l)}

For an optimal experience we recommend using a wired connection (not wireless) and closing all other applications while participating in the webinar.

Most webinars contain videos, the audio from the videos will come through your computer. Please make sure you have speakers or earphones available.

On the day of the webinar you will need to complete the additional steps below:

Go to the meeting URL listed above and complete the required login fields.

After agreeing to the terms, click "Enter Meeting".

Connect to the audio using the call-in line and code listed above or by using the VoIP instructions below.

For VoIP:

Please ensure you have a good working headset with microphone and speakers.

Once logged into the LiveClicks session, confirm the microphone icon in the menu bar is green.

If it's grey, click the icon to connect your audio. Then, click the down-arrow next to the icon, click "Select Microphone" and ensure to select your correct microphone.

You can also use this menu to mute, disconnect, or adjust the volume of your microphone. Hint: clicking on the microphone icon while it's green will mute your microphone.

For technical support between 8 am and 7:30 pm ET, please call 888-868-1776. For questions outside these hours, please call 855-711-CARE (2273) or +011-801-817-8700.

Christian Penkert

From: Shailey A. Turner
Sent: October-20-21 3:01 PM
To: Maria Sandhu
Subject: FW: BCLC Unconscious Bias Training – register now
Attachments: Unconscious Bias Training for Leaders - Outline.pdf

Shailey Turner

People Recruitment Coordinator, People & Culture
BCLC, 74 West Seymour Street, Kamloops, B.C. V2C 1E2
E: saturner@bclc.com T: 250-828-5915

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With every play, you're helping to support health care, education and community programs across B.C.

From: Maria Sandhu <MSandhu@bclc.com>
Sent: July 14, 2020 1:30 PM
To: Paul McGowan <PMcGowan@bclc.com>; Harleen Dastur-Randhawa <HDastur-Randhawa@bclc.com>; Shailey A. Turner <SATurner@bclc.com>; Chelsea Tuyttens <CTuyttens@bclc.com>
Cc: Nicole Semenoff <NSemenoff@BCLC.com>
Subject: FW: BCLC Unconscious Bias Training – register now

Hi Team,

Great news, since the Unconscious Bias training covers bias in recruitment I would like all of you to register for this training with the leaders instead of waiting for employee training so you have the understanding what they have been trained and support the process of the fair recruitment.
We still have spots available for July 16, 28, 30 and Aug 6

Register here: [Unconscious Bias Training](#)

Cheers,
Maria

From: DiversityInclusion
Sent: June-26-20 3:17 PM

Good Afternoon,

While BCLC as an organization is committed to addressing racism and discrimination in the workplace, part of the conversation needs to revolve around looking at our own thought processes and seeking to understand those around us. As such, I'm very pleased to share that BCLC will be launching our first phase of [unconscious bias training](#) this summer.

The training will be led by Franklin Covey, a consulting and training group that specializes in leadership development and organizational behaviour, and will take place virtually over the course of a full day. The focus will be on providing employees with the skills and knowledge to recognize bias in action and counter its potentially harmful effects. There are a limited number of spaces which will be reserved for people leaders (as well as range 7+ employees). I know many of you are very busy but I hope you will make the time to register and join myself and the rest of the executive team as we learn and grow.

Register here: [Unconscious Bias Training](#)

Session	Date	Participants
Session 1	July 14	Leaders and D&I Committee
Session 2	July 16	Leaders & Employees (Range 7+)
Session 3	July 21	Leaders & Employees (Range 7+)
Session 4	July 28	Leaders & Employees (Range 7+)
Session 5	July 30	Leaders & Employees (Range 7+)
Session 6	August 6	Leaders & Employees (Range 7+)

This is an extremely important topic and we will be looking at how we can deliver unconscious bias training to all employees in the fall. In the meantime, our People & Culture team is putting together some resources to support people leaders in talking to your teams about racism and diversity in the workplace. More information will be shared in the coming weeks.

Thank you,

Yabome Gilpin-Jackson
Chair and VP Sponsor, D&I committee.



UNCONSCIOUS BIAS

Understanding Bias to Unleash Potential™

LIVE ONLINE- TIMED OUTLINE 1 DAY

SECTION	LEARNING OUTCOMES- After this work session, participants will be able to:
INTRODUCTION 9:00 AM- 10:15 AM (1 hour 15 minutes)	<ul style="list-style-type: none"> Describe what bias is and the impact it has on performance for individuals and organizations Identify the impact of bias in their personal and professional lives
BREAK 10:15AM -10:30 AM	
Identify Bias 10:30 AM- 11:45 AM (1 hour 15 minutes)	<ul style="list-style-type: none"> Recognize how personal identity influences, and is influenced by, biases Describe three common circumstances that cause the brain to take shortcuts Recognize common biases that show up in everyday situations and how they might hinder performance Commit to actions to notice biases that impact everyday decisions and behaviors
LUNCH 11:45 AM–12:30 PM	
Cultivate Connection 12:30 PM- 1:45 PM (1 hour 15 minutes)	<ul style="list-style-type: none"> Recognize how one of the most prevalent biases, In-Group Bias, significantly impacts how we relate to one another Describe how empathy and curiosity work together to cultivate connection so we can see past bias and value one another Practice using empathy and curiosity to surface and explore bias. Conduct a professional-network audit Commit to actions that increase understanding of different points of view and their value
BREAK 1:45 PM-2:00 PM	
CHOOSE COURAGE 2:00 PM- 3:15 PM (1 hour 15 minutes)	<ul style="list-style-type: none"> Practice courage skills around identifying and coping with bias, as well as being an ally and/or advocating to mitigate bias Practice applying courage skills to everyday bias situations at work. Commit to actions that address the biases that limit individual performance and the performance of others

From: [People & Culture](#)
To: [ALL- All Staff OFFICE- ALL- All Staff REMOTE](#)
Subject: February 2021 Development Programs
Date: January-25-21 6:25:43 PM
Attachments: [image018.png](#)

Message from People and Culture



BCLC Learning and Development

February 2021

This month we will be focusing on new L&D programming, including open enrollment, cohort sessions, and more virtual offerings from the business



Keep reading to learn all about our exciting NEW Sessions

In building a culture that enables BCLC to achieve OneBCLC and P360, we are looking to support all employees in developing skills and behaviours to live our Values and Leadership in Action, more consistently, every day

Over the past year, in alignment with our Values in Action, we have launched and piloted a number of new sessions at BCLC; created new offerings; and mapped out learning pathways that support a range of employee needs by level, experience and role

In 2021, we will be piloting a number of new sessions and a new program for people managers and one for employees. A learning "program" includes a number of courses in a specific order, with application of learning in between and a fixed cohort to learn with over time

For more information about our learning pathways, sessions and programs, [check out our Session & Program Overview](#).

We will continue to grow and modify the options on an ongoing basis, based on feedback and identified future needs

Also, see our recently updated [Learning and Development Hub page](#) to consider opportunities to learn on the job, ideas on how to learn through others and access to online resources

Values in Action

We are introducing OneBCLC [Values in Action](#) to all employees at BCLC. You will continue to see more on the Values in Action, on an ongoing basis. The Values in Action align with each of our values and set a standard for how, if we all, think, act and interact everyday, we will shift our culture to one that enables us to achieve our vision, mission and strategies

From a learning & development perspective, each month, we will focus on building awareness and understanding, knowledge and skill for one of the Values in Action. Click on the links below to access videos and articles that will build your understanding and learning of the following Values in Action

This month's focus is:

[I take the time to help others](#)

"I take the time to help others" is a OneBCLC Value In Action that supports our value of Social Responsibility. Taking time to help others means being open and available to support others. Those who help others proactively interact, inform and share relevant knowledge or information. This includes recognizing and giving credit to others for their contribution. Helping others increases collaboration, contributes to better decision making and supports collective success towards BCLC's goals

P&C Events



[Performance Management and Merit - for Employees](#)

Come and join us for one of our 'Drop In' sessions for employees to ask questions about setting objectives, the performance management process and merit



[Performance Management and Merit - for Managers](#)

Calling all Managers - Come and join us to train or refresh your knowledge on our Performance Management process including objective setting, and the PM and merit processes



[Respectful Workplace Policy - Updates](#)

BCLC Harassment & Bullying Policy was outdated. A new Respectful Workplace Policy was created and launched in Fall 2021. We will be looking to roll out training to all managers and employees and will be running separate manager and employee sessions between mid Jan to March. We encourage everyone to attend.

Open Sessions



[Unconscious Bias Training for non-People Leaders](#)

There is nothing more fundamental to performance than how we see and treat each other as human beings. Bias is a natural part of the human condition - of how the brain works. But it affects how we make decisions, engage with others, and respond to various situations and circumstances, often limiting our potential.

Our Diversity, Inclusion and Belonging Committee has selected couple of great LinkedIn Learning courses that will be assigned to employees in ranges 1-6 as recommended in early December.

Employees will be notified by email when both Unconscious Bias and Inclusive Mindset courses are assigned in SuccessFactors. Completion of both courses will enable employees to take the Harvard Implicit Bias test and sign up for one of the facilitated Learning Discussion Sessions which will be available for registration starting in January. We strongly encourage you to take both courses in December and sign up for a Learning Discussion Session to reinforce your learnings.



[Radical Candor](#) (online BCLC workshop, 6 hours) January through March classes available!

Our Radical Candor workshop has received great reviews at BCLC and is now available for open enrollment! Radical Candor™ is Caring Personally while Challenging Directly. At its core, Radical Candor is guidance and feedback that is both kind and clear, specific and sincere.

The Radical Candor program is a framework to use when you're thinking about what to say, either before the discussion or when someone asks you a tricky question on-the-spot.

— Darren Brocklehurst

Radical Candor provides practical solutions to enable all of us at BCLC to deliver (and receive) real feedback in a respectful manner. Hard conversations are hard for a reason, but this course teaches you how to engage in these conversations in a way that can lead to success for all parties involved.



[EQ Every Day - Using Emotional Intelligence to Improve Your Life](#) (online BCLC workshop, 7 hours)

Emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. This class will cover concepts and elements of EI for developing partnerships and ways you can use EI to establish and develop partnerships.

[Insights Discovery](#) (online BCLC workshop, 6 hours)

Insights Discovery is built to help people understand themselves, understand others, and make the most of the relationships that affect them in the workplace. The Insights Discovery methodology uses a simple and memorable four colour model to help people understand their style, their strengths, and the value they bring to the team. We call

these the colour energies and it's the unique mix of Fiery Red, Sunshine Yellow, Earth Green and Cool Blue energies, which determines how and why people behave the way they do.



6 Critical Practices – For People Managers

Based on the Franklin Covey Program, this one day workshop will cover 6 Critical Practices for leading your team:

1. [Develop a leader's mindset](#)
2. [Hold regular one-on-ones](#)
3. [Set up your team to get results](#)
4. [Create a culture of feedback](#)
5. [Lead your team through change](#)
6. [Manage your time and energy](#)

Learning & Development Opportunities



New Learning & Development Programming - Information Session

Come and join L&D to learn about new opportunities for continuous growth through open enrollment, LinkedIn Learning and SuccessFactors



Racism & Discrimination Event

Brought to you by the Diversity, Inclusion & Belonging Committee, this event will have employee panelists sharing stories on R & D. You will also hear from our Executives Yabome and Peter; and our P&C Team will be providing BCLC educational tools as well as break out rooms to express feedback or just listen to learn. Please sign up and support your team mates and the DI&B Committee.



Healthy Eating on the Go – Part of our Wellness Wednesdays Webinar Series

Healthy eating and meal preparation are often lost during busy times resulting in poor choices, like skipping meals or expensive choices like eating out which can have a negative impact on our mental and physical wellness. Eating is often a very social activity as well and our choices can impact our family's nutrition as well. Many people also often over indulge in December and are looking at ways to manage meals and start a new in January. This session will provide those tips and tricks for maintaining good nutrition without sacrificing too much time allowing for better work family balance and peace of mind.



All About Cholesterol - Part of our Wellness Wednesdays Webinar Series

Employees will gain knowledge on managing their cholesterol pressure through lifestyle and nutrition choices which will improve their physical health. Increased knowledge supports mental health through alleviating the unknown. Finally financial well being is supported as proper health management could result in less need for pharmaceutical intervention.

#SeektoUnderstand Our Business: Lunch & Learn Recordings



Whenever possible, we record live sessions for those who cannot attend and for those who want to review the content further. Watch Lunch and Learns of the past in the comfort of your own home!

Click the icon to see all recorded Lunch & Learns

LinkedIn Learning – Like Something!

If you come across a course in LinkedIn Learning that you thought was great, make sure you like it! If a BCLC employee sees that another BCLC endorses a course, that can hold a lot of influence.

** If you have completed your **Linked in Privacy Notification** you can link directly to the recommended courses. If you still need to do this, [click here](#)

Once you have completed the notice, it will take up to 30 minutes for the LinkedIn Learning tile to appear on your SuccessFactors Learning page.



Unconscious Bias Training for non-People Leaders

Our Diversity, Inclusion and Belonging Committee has selected two great LinkedIn Learning courses below that will help build your awareness around unconscious bias and how to foster an inclusive mindset.

Completion of both courses and the attached worksheets will enable you to take the Harvard Implicit Bias test and sign up for one of the facilitated Learning Discussion Sessions which will be available for registration starting in January.

We strongly encourage you to take both courses and sign up for a Learning Discussion Session to reinforce your learnings.

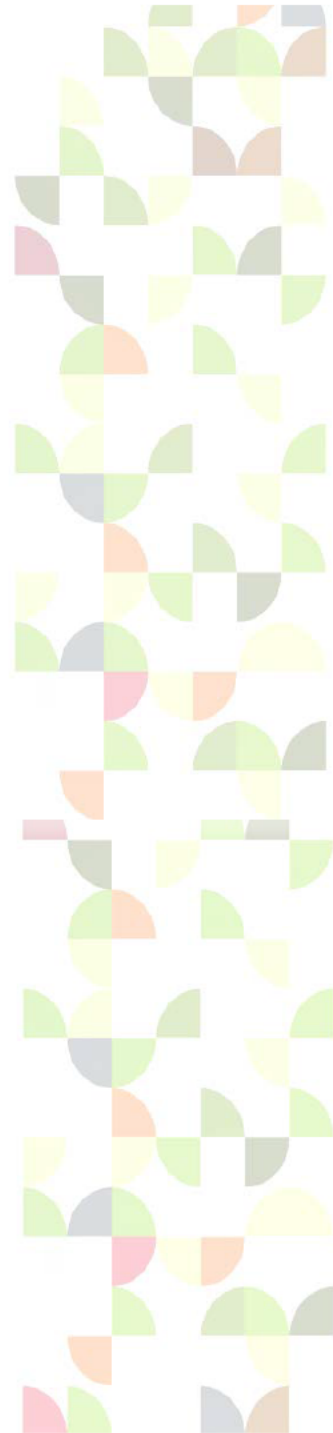
Step 1: Watch Unconscious Bias with Stacie Gordon

We're all biased. Our experiences shape who we are, and our race, ethnicity, gender, height, weight, sexual orientation, place of birth, and other factors impact the lens with which we view the world. In this course, diversity expert Stacey Gordon helps you recognize and acknowledge your own biases so that you can identify them when making decisions, and prevent yourself from making calls based on a biased viewpoint.

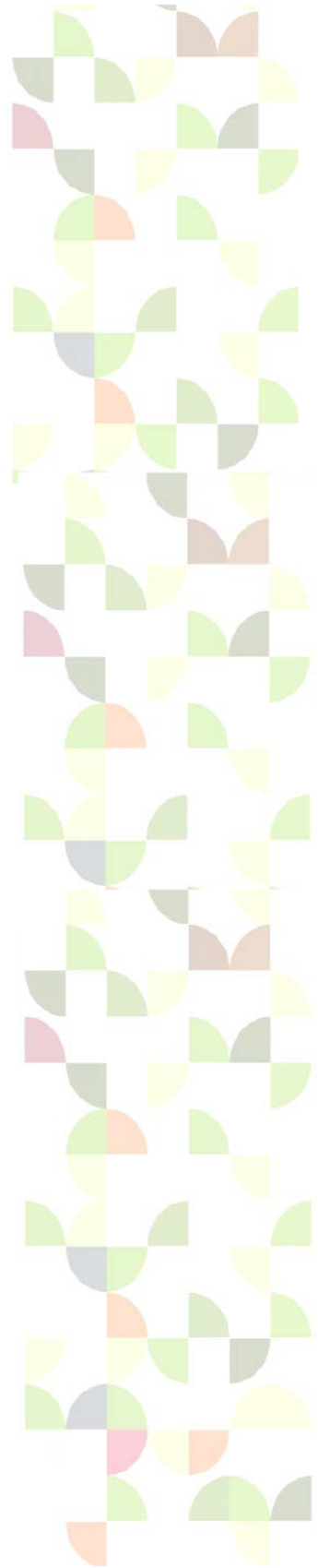
Step 2: Download and complete the Unconscious Bias worksheet

Step 3: Watch Inclusive Mindset with Dereca Blackmon

Creating an inclusive environment is not a passive act. Rather, it is a skill that can be learned and improved upon with humility, bravery, and dedication. Inclusive communicators are better able to recruit, retain talent, navigate conflict, and develop buy-in in their work environment. In this course, learn about the importance of fostering an inclusive mindset in the workplace and how to implement beneficial changes in your organization.



Step 4: Download and complete the Inclusive Mindset Worksheet




← Back

Unconscious Bias



AICC-SIGNED Unconscious_Bias
(rev.1 12/14/2020)

 Online Course

Our Diversity, Inclusion and Belonging Committee has selected two great LinkedIn Learning courses below that will help build your awareness around unconscious bias and how to foster an inclusive mindset. Completion of both courses and the attached worksheets will enable you to take the Harvard Implicit Bias test and sign up for one of the facilitated Learning Discussion Sessions which will be available for registration starting in January. We strongly encourage you to complete all four steps, sign up for a Learning Discussion Session and bring your completed worksheets to the session to reinforce your learnings.

[more](#)

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plan

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INSTRUCTOR



Stacey Gordon


Founder and CEO of Rework Work


[+ Follow on LinkedIn](#)


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 Continuing Education Units · [Show more](#)

 Exam · [Start Exam](#)

Course details

23m · Beginner · Released: 5/24/2017

We're all biased. Our experiences shape who we are, and our race, ethnicity, gender, height, weight, sexual orientation, place of birth, and other factors impact the lens with which we view the world. In this course, diversity expert Stacey Gordon helps you recognize and acknowledge your own biases so that you can identify them when making decisions, and prevent yourself from making calls based on a biased viewpoint. Stacey explains some of the most common forms that a bias takes: affinity bias, halo bias, perception bias, and confirmation bias. She helps you recognize the negative effects of bias within your organization, as well as the benefits to be realized by uncovering bias in decision-making processes. Finally, she outlines strategies for overcoming personal and organizational bias.

Learning objectives

- Recognize when unconscious bias occurs and why it's important to understand.
- Explore how unconscious bias is relevant in the business worlds.
- Identify three strategies to counteract potential unconscious bias.
- Define confirmation bias.
- Review the meaning of the Halo Effect.
- Explore the effects groupthink can have in a professional setting.

INSTRUCTOR



Dereca Blackmon
CEO of Inclusion Design Group

[+ Follow on LinkedIn](#)

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[Continuing Education Units](#) · [Show more](#)

Course details

55m · Beginner · Released: 9/30/2020

Creating an inclusive environment is not a passive act. Rather, it is a skill that can be learned and improved upon with humility, bravery, and dedication. Inclusive communicators are better able to recruit, retain talent, navigate conflict, and develop buy-in in their work environment. In this course, learn about the importance of fostering an inclusive mindset in the workplace and how to implement beneficial changes in your organization. Examine the research about the critical roles that diversity and belonging play in business. Find out how to cultivate spaces that are safe by acknowledging common challenges that can come from privilege, mistakes, ignorance, or insensitivity. Discover how to promote allyship. Dereca Blackmon covers each of these areas to help you grow as an individual and to help you support others.

Skills covered

[Diversity & Inclusion](#)

[← Back](#)

Unconscious Bias Discussion Session for BCLC Employees



SEMINAR_WKSP_BCLC_BiasSession_on
(rev.1 11/20/2020)

Instructor-led Course

Bias is a natural part of the human condition—of how the brain works. But it affects how we make decisions, engage with others, and respond to various situations and circumstances, often limiting potential.

Join us to discuss the LinkedIn Learning courses Unconscious Bias and Inclusive Mindset.

We will explore ways to face bias with courage and create the space where everyone is respected, included, and valued.

Please feel free to reach out to Maria Sandhu or Andreas Mueller should you have any questions.

[less](#)

1 HOUR(S)
DURATION

[Assign to Me >](#)

Unconscious Bias for BCLC Employees

Course Work #1

UNCONSCIOUS BIAS BY STACEY GORDON (24 MINUTES)

Answer the following questions and be prepared to discuss in class:

1. What key points struck you from this course?

2. What questions do you have?

3. Answer the following for each of the biases discussed:

Bias	Where do you see this bias in the world or at work?	How can you/we overcome this at BCLC?
Affinity Bias The tendency to warm up to peoples who are similar to ourselves.		
Halo Bias The tendency to think everything about a person is good because of our first impression.		
Perception Bias The tendency to form stereotypes and assumptions about certain groups		
Confirmation Bias Seeking out evidence that confirms our initial perceptions, ignoring contrary information.		
Groupthink When the desire for harmony or conformity in the group results in incorrect decision making		

Unconscious Bias for BCLC Employees

Course Work #2

INCLUSIVE MINDSET BY DERECA BLACKMON (55 MINUTES)

Answer the following questions and be prepared to discuss in class:

1. Think of examples in your life where there was diversity, but not inclusion, or belonging or equity.
2. Who are the ten people you go to for advice/brainstorming/mentoring in your professional life? How much are they "like you"? (Enter a "Y" if they are the same as you, an "N" if they are different.) What do you notice?

Person	Age	Ethnicity	Education Level	Family Status	Gender	Divers-ability	Sexual orientation /identity
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

From: [Jennifer May](#)
To: [Trevor Sharkey](#); [Aldo Trotta](#); [Alexandra Amelia](#); [Amy Braithwaite](#); [Andrew Fraser](#); [Ashley Hammerstrom](#); [Ashley Hunt](#); [Arun Kapila](#); [Amit Karwal](#); [Alexander Lange](#); [Amanda Nicholson](#); [Anish Kumar](#); [Ali Rahmanian](#); [Angela St. Amour](#); [Anna Watford](#); [Bonnie Armand](#); [Christopher Brown](#); [Cody Cooke](#); [Cassio de Souza](#); [Carrie De Zilva](#); [Cameron Dodson](#); [Cyril Hannon](#); [Cooper Harcott](#); [Cameron Muir](#); [Carla Oien](#); [Claude Paulin-Dupere](#); [Carmella Politano](#); [Chanya Suntornpadungpong](#); [Christopher Yeung](#); [Daniel Blanchfield](#); [Darrin Brager](#); [Danny Chang](#); [Dave Cooke](#); [Dan Ellingsen](#); [Dan H. Thompson](#); [David Ma](#); [Diana Soo](#); [Daryoush Tahouri](#); [Declan Walsh](#); [Rebecca Bouchard](#); [Emily Frykberg](#); [Erwin Li](#); [Angelos Mavrogiannakis](#); [Ewa Welland](#); [Francesca Deeb](#); [Gabriel Barcante](#); [Gary De Guzman](#); [Gerald Lau](#); [Ginny Lim](#); [Greg Lockwood](#); [Grant L. Schulte](#); [Geraldine Williams](#); [Haniyeh Maghsoudi](#); [Heitor Neiva](#); [Hugh Patmore](#); [Narelle Peng](#); [Jay Blackwell](#); [Jamie Cross](#); [Jason Daigle](#); [Justine Fafard](#); [Jamie Ferguson](#); [Jamie Gagnon](#); [Jody Gelowitz](#); [Jennifer Kanyumwa](#); [Jenna Krajcinovic](#); [Jason Lanki](#); [Jeremy Markel](#); [Jeff Morley](#); [Jennifer M. Smith](#); [Johnny Wu](#); [Jamie Pearce](#); [Julia Roen](#); [John Vogels](#); [Mark Dickenson](#); [Karan Dhaliwal](#); [Kristine Lowery](#); [Keith MacIntyre](#); [Kasey Main](#); [Pritpal Sadurah](#); [Ken Stolarчук](#); [Kelly Wildeman](#); [Lindsay Bonnett](#); [Lisa Hietala](#); [Lynne Lynch](#); [Lyn Maraj](#); [Lynn Preston](#); [Lisa Redman](#); [Leana Scordo](#); [Lyle Vallee](#); [Lucinda Warke](#); [Matt Bean](#); [Mandeep Bhatti](#); [Megan Bishop](#); [Mark Butler](#); [Marc Dubord](#); [Matt Froh](#); [Michelle Leung](#); [Murray Kriese](#); [Matthew Light](#); [Margaret Lillycrop](#); [Michael Mak](#); [Mark P. Brown](#); [Manuel Quibin](#); [Mark Shahinfar](#); [Nicole Cupello](#); [Oggie Manev](#); [Paul Borianne](#); [Parveen Dhillon](#); [Peter Kupiak](#); [Randi Bains](#); [Raj Baring](#); [Regena Bauchman](#); [Ron Dakers](#); [Rick Hunter](#); [Raj Lal](#); [Roy Morris](#); [Rob Plested](#); [Richelle Velestuk](#); [Steve Azpiri](#); [Steve Beeksmas](#); [Stacy Bentley](#); [Stephan Bouthot](#); [Soheb Japanwala](#); [Shelly Markle](#); [Shawn Mitz](#); [Shane Norum](#); [Simona Rosca](#); [Saravanakumar Vasudevan](#); [Tracy Barker](#); [Lynn Ho](#); [Tracy Jordan](#); [Taylor Landry](#); [Tawnya Striloff](#); [Uriah Freno](#); [Umar Shaukat](#); [Wendy Chen](#); [Xin Guo](#); [Jonathan Qiao](#); [Yvette Frenks](#); [Yanni Giftakis](#)
Cc: [Maria Sandhu](#); [Dan H. Thompson](#); [Daphne Forsyth](#)
Subject: Unconscious Bias Workshop
Date: January-28-21 11:29:53 AM

Hi everyone,

You have been included in this email because you completed the two LinkedIn Learning courses and worksheets for Unconscious Bias in SuccessFactors. We are holding two workshops options in February to complement the work you have done with LinkedIn Learning. This workshop is included in your to-do list on the My Learning in SuccessFactors. You can sign up through your to-do list or click [this link](#) to sign up for one of the workshops.

We look forward to seeing you!

Jennifer May

Senior Specialist, People Development, People & Culture
BCLC 74 West Seymour Street, Kamloops, B.C. V2C 1E2
T 250 852 5409

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With every play, you're helping support health care, education and community programs across B.C.



JEN/CHELSEA
1 minute intro of facilitators

Introductions

- Name
- Job
- One unique thing about you?



CHELSEA (explain activity) JEN – handles breakout rooms
Groups of five X 6 minutes



JEN
3 minutes

Unconscious Bias

Unconscious bias (or **implicit bias**) is often defined as **prejudice** or unsupported judgments in favor of or against one thing, person, or group as compared to another, in a way that is usually considered unfair.



CHELSEA
1 minute

We all have unconscious biases



CHELSEA/JEN

5 minutes – Two facilitators talk about their own biases

Unconscious bias is a “shortcut” for the brain
far more prevalent than conscious prejudice
often incompatible with one’s conscious values.

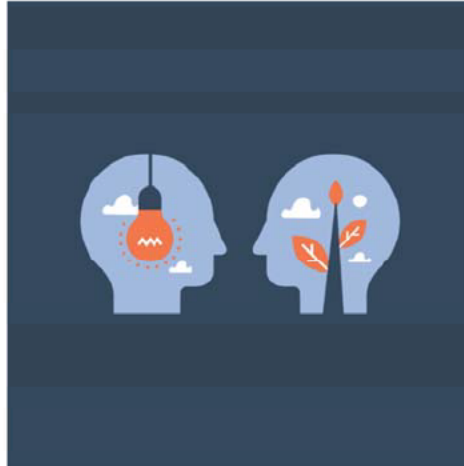
Certain scenarios can activate unconscious attitudes and beliefs:

- Multitasking

- Working under time pressure

What influences our unconscious biases?

- Experiences
- Cultural conditioning
- Media portrayals
- Upbringing



bclc

JEN

5 minutes

Where do you see these biases in the world or at work?

Bias	Definition
Affinity bias	to get along with others who are like us. It is easy to socialize and spend time with others who are not different
Halo bias	positive impressions of a person, company, brand or product in one area to positively influence one's opinion or feelings in other areas
Perception bias	form simplistic stereotypes and assumptions about certain groups of people. This means it can be very difficult to make an objective judgement about members of diverse groups
Confirmation bias	interpret new evidence as confirmation of one's existing beliefs or theories
Groupthink	the practice of thinking or making decisions as a group in a way that discourages creativity or individual responsibility



CHELSEA (give personal examples)

Group chat and discussion 10 minutes

How can we overcome these biases at BCLC?

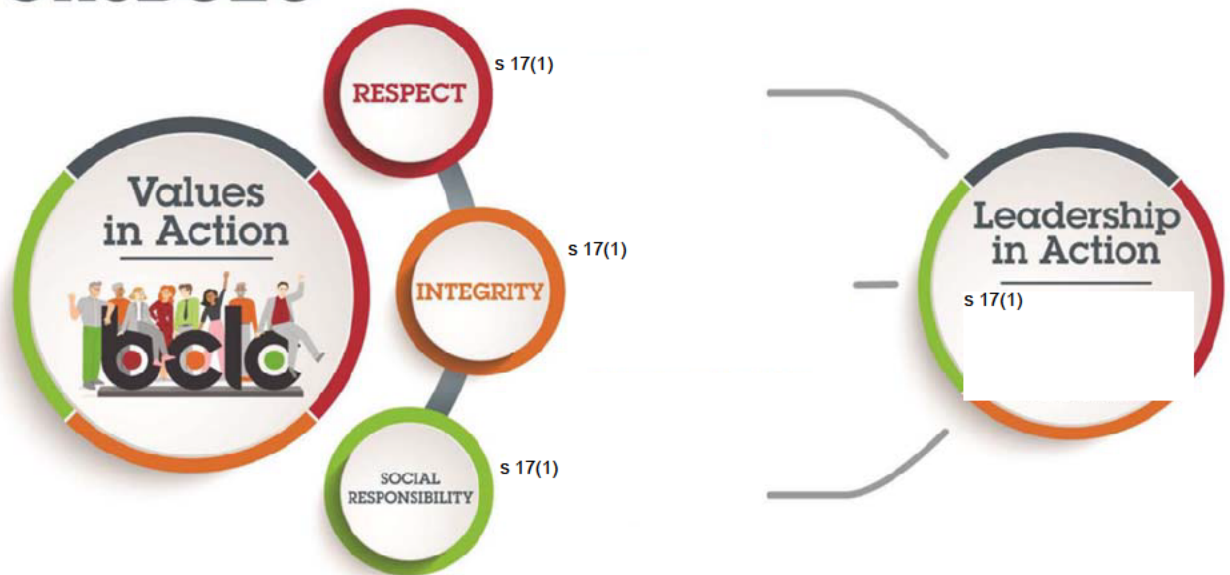
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Groupthink	the practice of thinking or making decisions as a group in a way that discourages creativity or individual responsibility



JEN

Group chat and discussion 10 minutes

OneBCLC



JEN

5 minutes

ASK - Which Value in Action does Unconscious Bias Awareness align with?

ASK - How do you believe Unconscious Bias Awareness benefits and supports ONEBCLC and P360?

Call to Action



- Take a week and notice where you might be applying your own biases. What could you do differently?^{s 17(1)}
- Look for an opportunity to ask for advice/opinion from someone outside of your usual circle^{s 17(1)}
- Have courage to call it when you see it. When you see bias in the workplace, use your Radical Candor! Discuss the behaviour, not the person.^{s 17(1)}

bclc

CHELSEA
5 minutes

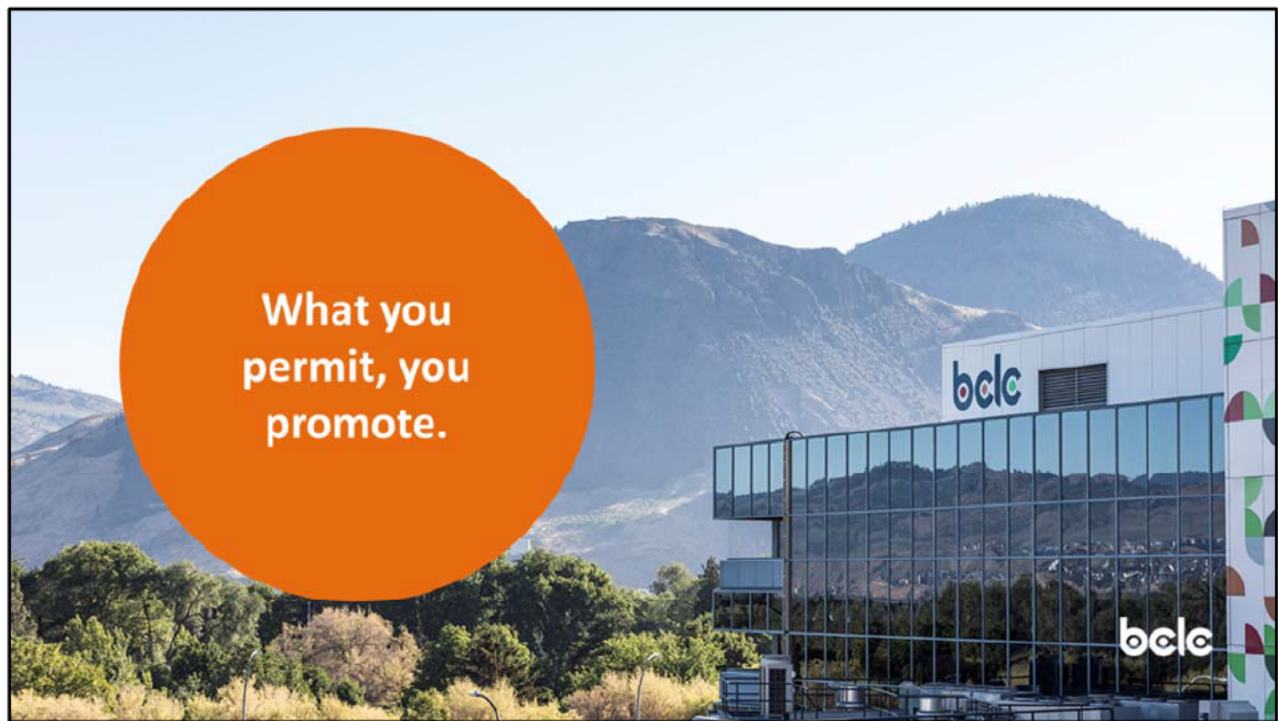
I want to know more!



- Videos explaining bias
- Implicit bias
- Self assessments
- You will receive a PDF with further resources after the session.
- Please reach out to your facilitators, DI&B Committee, or the P&C Development Team with questions and comments.



CHELSEA
5 minutes



JEN
1 minute



1 minute

FRANKLIN COVEY ALL ACCESS PASS® OPEN ENROLLMENT LICENSE AGREEMENT

This License Agreement (the "Agreement") is entered into between Franklin Covey Canada, LTD ("FranklinCovey"), and the following organization (hereinafter referred to as "Client") and allows certain Client employees ("Passholders") access to the FranklinCovey Solutions (described below).

Client Organization:	British Columbia Lottery Corporation
Contact Person:	Maria Sandhu
Address:	2940 Virtual Way Vancouver, British Columbia V5M 0A6
Telephone:	(604) 225-6243
Email:	msandhu@bclc.com

License Information

Pass Type	License Start Date	License End Date	Number of Passholders	Final Net Price ⁽¹⁾	Price Per Passholder
All Access Pass	3/2/2020	3/1/2021	200	CAD\$ 21	CAD\$ 21

⁽¹⁾Client commits to purchase the minimum number of licenses referenced in the table above for each contract year (all contract years in the table are collectively referred to as the "Initial Term") at the price per Passholder. Client agrees to pay FranklinCovey the non-refundable and non-prorateable license fees noted in the table above within 30 days of receipt of an invoice. Additional products and/or Services ordered under this Agreement shall be payable when delivered. Passholder licenses shall be activated in groups of 25 or more (each group is a "Cohort"). Upon execution of this Agreement, the initial Cohort shall be activated. Client may stagger the License Start Date for Cohorts by contacting their FranklinCovey representative to initiate an Open Enrollment order form. Each Cohort shall have a license term of one-year, regardless of the License End Date shown above. Additional Passholder licenses may be purchased in Cohorts of 25 or greater at the discounted rate during the Initial Term. If there are any unused licenses at the end of the Initial Term, FranklinCovey shall not refund any prepaid license fees.

Initial Cohort

Pass Type	License Start Date	License End Date	Number of Passholders
All Access Pass (Cohort)	3/2/2020	3/1/2021	25

FranklinCovey Solutions

Building Business Acumen™
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FranklinCovey Insights™
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Leaders @ Change™
Leadership Foundations™
Leadership Modules™
Leadership: Great Leaders, Great Teams, Great Results®
Leading at the Speed of Trust®
Managing Millennials™
Meeting Advantage
Millennials @ Work™

Presentation Advantage®
Project Management Essentials®
Speed of Trust® Foundations
The 4 Essential Roles of Leadership™
The 5 Choices to Extraordinary Productivity®
The 6 Critical Practices for Leading a Team™
The 7 Habits for Managers®
The 7 Habits of Highly Effective People® Foundations
The 7 Habits of Highly Effective People® Signature Program
The 7 Habits® Leader Implementation
Unconscious Bias: Understanding Bias to Unleash Potential™
Writing Advantage®

Additional Services/Products Included in this Order

Products/Services	Passholder Qty	Passholder Price	Total Qty	Extended Price
Unconscious Bias Consultant Rate	3	CAD\$ 21	3	CAD\$ 21
Unconscious Bias Consultant Rate	1	CAD\$ 21	1	Complimentary
Unconscious Bias Participant Kit	200	CAD\$ 21	200	CAD\$ 21

Total Investment: CAD\$ 21

Optional Passholder-Only Products/Services

Item	Passholder Price
Pre-Packaged Participant Kit (price per kit)	\$ 21

If this Agreement is executed by Client after the License Start Date above, FranklinCovey may adjust the License Start and End Date based on the date FranklinCovey activates the License and provided the License Term does not change. Such change shall not affect the License Fee.

Client agrees to abide by the Terms and Conditions stated below.

Franklin Covey Canada, LTD

Signature:

By: Melissa Sanchez

Title: Client Service Coordinator

British Columbia Lottery Corporation

Signature:

By: Sandra Austin

Title: Director, Talent Acquisition & Development

Effective Date: Feb 26, 2020

Terms and Conditions

- A. Grant of Rights.** FranklinCovey grants Client a limited, non-exclusive, non-transferable, revocable license for the Passholders, for whom fees have been paid, to (a) print or download from FranklinCovey's web-based platforms, the participant and facilitator Materials as they exist (collectively "Materials"); and (b) create "Compilations," which means a Passholder's right to take portions of the downloadable Materials and use them in accordance with the terms of this Agreement and specifically in accordance with the Guidelines attached hereto as Exhibit A.
- B. Limitations to Grant of Rights.** Client agrees not to make, or allow its employees to make, Derivative Works (defined by U.S. Copyright Law, 17 U.S.C. §101, as amended). Client will effectively communicate to its Passholders that the Materials are copyright-protected and the proprietary property of FranklinCovey, and that neither Client nor its employees shall file share, distribute to a third party, or publicly post (Slide Share, YouTube, etc.) any of the Materials except as provided for herein. Client acknowledges and agrees that it will take commercially practicable means as technologically feasible, to prevent the Materials from being used or accessed without proper authorization. Materials designated as "Facilitator Materials" are intended for use by Passholders certified to deliver the FranklinCovey Solutions. Non-Passholders are not eligible for Passholder pricing. Training must be delivered and participant Materials consumed during the License Term.
- C. Returning Participant Materials.** FranklinCovey will extend a refund for unused pre-packaged participant Materials returned within thirty (30) days of purchase or the date of the event. For clarity, customized products and digital products that are not a component of the pre-packaged Materials are not eligible for refund. All Materials carry an unconditional guarantee against any manufacturing defect for one (1) full year.
- D. Scheduling a Consultant.** Contact FranklinCovey via email preferably thirty (30) days in advance to schedule a FranklinCovey consultant. Once scheduled, the cancellation/rescheduling provisions will apply.
- E. Cancellation/Rescheduling Fees.** Fifteen (15) calendar days' written notice is required to cancel or reschedule a consultant in the U.S. or Canada; for programs outside the U.S. and Canada, thirty (30) calendar days' written notice is required. If less written notice is given, the following fees will apply to cover costs incurred by FranklinCovey and any unrecoverable travel charges associated with the cancellation or rescheduling.
Cancellation Fee: 75% of the consultant daily rate
Rescheduling Fee: 25% of the consultant daily rate
- F. Fees and Payment Terms.** Pricing does not include applicable sales, use, and/or GST taxes, shipping & handling fees, or travel expenses, which are the responsibility of the Client. Interest shall accrue on all delinquent accounts at the rate of 1.5% per month. Pricing is subject to an increase after the Initial Term and annually thereafter.
- G. Term, Termination and Events of Termination.** The term of this Agreement will commence with the initial License Start Date and terminate with the last license end date, if multiple subscriptions are purchased under this Agreement. Either party may terminate this Agreement with 30 days written notice of a material breach of this Agreement, if uncured within such 30 day period. Upon termination of each License term, for any reason, respective Passholders shall immediately (a) discontinue all use of the FranklinCovey Solutions; (b) discontinue all use of Compilations; and (c) remove all FranklinCovey content from Compilations which were blended with Client content. Notwithstanding the foregoing, Passholders who received the Participant materials prior to termination may continue to use them for their personal use to apply the concepts learned from a FranklinCovey Solution.

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- J. **Insurance.** FranklinCovey will maintain commercial general liability and professional liability insurance, in the amount of \$1,000,000 per policy, during the term of this Agreement. FranklinCovey agrees to provide Client with a certificate of such insurance upon request. FranklinCovey shall provide thirty (30) days' written notice in the event of a change or cancellation of its policy coverage.
- K. **Limitation of Liability.** FranklinCovey does not make any warranty, guarantee, or representation, either express or implied (1) regarding the merchantability or fitness for a particular purpose of the FranklinCovey Solutions, or (2) that certain results may be obtained in connection with the use of the FranklinCovey Solutions. FranklinCovey does not assume any responsibility for any damage or loss caused by the misuse of the FranklinCovey Solutions, the misuse of software, hardware or systems of any third-party or Client. FranklinCovey shall not be liable for any consequential, incidental or punitive damages arising from this Agreement or the FranklinCovey Solutions provided hereunder. FranklinCovey's aggregate liability to Client in relation to any claims arising under this Agreement shall not exceed the total amount paid to FranklinCovey under this Agreement.
- L. **Force Majeure.** Neither Client nor FranklinCovey shall be required to perform any term, condition, or covenant of this agreement so long as such performance is delayed or prevented by acts of God, material or labor restriction by any governmental authority, civil riot, floods, hurricanes, or other natural disasters, or any other cause not reasonably within the control of Client or FranklinCovey.
- M. **Data Privacy.** During the course of this Agreement, FranklinCovey will process Personal Data (defined herein) on behalf of Client. FranklinCovey agrees to comply with all laws and regulations as prescribed by the European Union GDPR. If Client requires the parties enter into a Data Processing Addendum, FranklinCovey will send such addendum for Client to fill in and sign. As used in this Agreement "Personal Data" means all data that is defined as 'personal data' under EU Data Protection Laws and to which EU Data Protection Laws apply and which is provided by Client to FranklinCovey, and accessed, stored or otherwise processed by FranklinCovey.
- N. **Entire Agreement.** This Agreement represents the entire understanding between the parties and supersedes all prior agreements, whether written or oral, relating to the subject matter hereof. In the event any terms contained in any subsequent purchase order (or similar document) sent or received in connection with this Agreement are inconsistent with the terms of this Agreement, the terms of this Agreement shall prevail. This Agreement may only be modified or amended in writing signed by a duly authorized representative of each party.

Exhibit A

GUIDELINES FOR ALL ACCESS PASSHOLDERS FOR CREATING COMPILATIONS

As a FranklinCovey Passholder, you are allowed to combine segments from the FranklinCovey content included in your pass, even with your own content, for use for the population included in your All Access Pass agreement subject to the guidelines provided herein.

Consider this example: Your organization requires help with communication and trust. Using the listening skills from Habit 5 of *The 7 Habits of Highly Effective People*® Signature program and the 13 Trust Behaviors from *Speed of Trust*® Foundations, combine them to create a single training designed to improve these specific skills and behaviors.

Or, perhaps you have your own internal content on effective communication skills that reinforces your company's values, and you would like to combine it with related FranklinCovey content. As long as the FranklinCovey content is properly attributed, you can do this, as well, adding your own examples or application exercises to the FranklinCovey solution.

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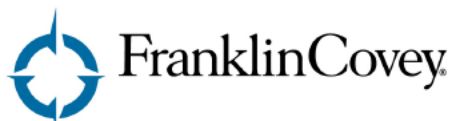
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Invoice No./Nº de Facture: IS10123262

Invoice Date/Date de la Facture: 3/2/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

Terms/Terms: Net30

Page/Page: 1 of 1

BILL TO / FACTURER À:

Maria Sandhu
British Columbia Lottery Corporation
2940 Virtual Way
Vancouver, BC V5M 0A6
Canada

SHIP TO / EXPÉDIER À:

Maria Sandhu
British Columbia Lottery Corporation
2940 Virtual Way
Vancouver, BC V5M 0A6
Canada

GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10123262	1			All Access Pass	s 21	
				Goods and Services Tax		
				British Columbia Sales Tax		
				Payment by - 0000523104		
				Payment by - 523272		
				Payment by - 0000523104		
				Payment by - 0000523104		

Total Charges/Charges Totales: s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

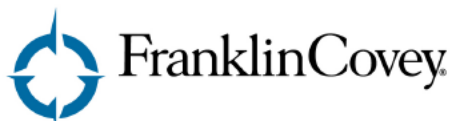
Your Client-Service Coordinator/Votre Représentant du Service à la Clientèle: Melissa Sanchez

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Email Address/Adresse de Courriel: melissa.sanchez@franklincovey.com

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Invoice No./N° de Facture: IS10328087

Invoice Date/Date de la Facture: 7/7/2020

Customer No./N° de Client: 41258896

P.O./Bon de Commande:

Terms/Terms: Net30

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GST # R121905418

QST # 1010581482

Invoice # N° de Facture	Quantity Quantité	Part # N° de l'Article	Reference # N° de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10328087	1			All Access Pass Goods and Services Tax British Columbia Sales Tax Payment by - 0000523104	s 21	

Total Charges/Charges Totales: s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

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Invoice No./Nº de Facture: IS10328433

Invoice Date/Date de la Facture: 6/30/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

Terms/Terms: Net30

Page/Page: 1 of 1

Project Date/Date du Projet: 6/30/2020

Project #/Nº du Projet: 100097944

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LiveClicks

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QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10328433	1	Cancelled		Cancellation/Rescheduling Consulting Fees Goods and Services Tax	s 21	

s 21

Total Charges/Charges Totales:

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Amount Due/Montant Débiteur:

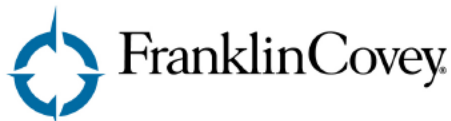
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Invoice No./Nº de Facture: IS10329491

Invoice Date/Date de la Facture: 7/9/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande: 45-60131

Terms/Terms: Net30

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Vancouver, BC V5M 0A6
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SHIP TO / EXPÉDIER À:

Maria Sandhu
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2940 Virtual Way
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Canada

GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10329491	1			All Access Pass Goods and Services Tax British Columbia Sales Tax Payment by - 0000523104	s 21	

Total Charges/Charges Totales: s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

Your Client-Service Coordinator/Votre Représentant du Service à la Clientèle: Melissa Sanchez

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Ewa Welland

From: Maria Sandhu
Sent: July-27-20 9:18 AM
To: AccountsPayable
Subject: Franklin Covey - Invoices for taxes
Attachments: IS10331274.pdf; IS10330977.pdf; IS10331025.pdf; IS10329491.pdf; IS10330359.pdf

Approved for payments.

CC: 19305
GL: 603030
IO: 2000760
PO# - 4500060131

Maria Sandhu

Manager, Talent Acquisition, People & Culture
BCLC, 2940 Virtual Way, Vancouver, BC V5M 0A6
T 604.225.6243 C s 17(1) E msandhu@bclc.com

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Invoice No./Nº de Facture: IS10330218

Invoice Date/Date de la Facture: 7/15/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

Terms/Terms: Net30

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Project Date/Date du Projet: 7/14/2020

Project #/Nº du Projet: 100103998

BILL TO / FACTURER À:

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Virtual

Virtual

Vancouver, BC V5M 0A6

Canada

GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10330218	1	LOPROFD		Producer Fee Live-Online Full Day	s 21	
	1	PWUNBC1		Unconscious Bias Live-Online Consultant Daily Rate		
				Goods and Services Tax		

Delivery Consultant(s):

Pauline Larkin

Stacy Wagner

Total Charges/Charges Totales:

s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Amount Due/Montant Débiteur:

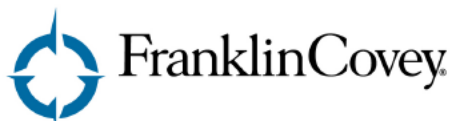
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Invoice No./Nº de Facture: IS10330239

Invoice Date/Date de la Facture: 7/15/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

Terms/Terms: Net30

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Maria Sandhu
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GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10330239	1			All Access Pass Goods and Services Tax British Columbia Sales Tax Payment by - 0000523104	s 21	

Total Charges/Charges Totales: s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

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Invoice No./Nº de Facture: IS10330359

Invoice Date/Date de la Facture: 7/17/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande: PO45-60131

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virtual
vancouver, BC V5M 0A6
Canada

GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10330359	1	LOPROFD		Producer Fee Live-Online Full Day	s 21	
	1	PWUNBC1		Unconscious Bias Live-Online Consultant Daily Rate		
				Goods and Services Tax		
				Payment by - 0000523104		
				7/16/2020		

Total Charges/Charges Totales: s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

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Email Address/Adresse de Courriel: melissa.sanchez@franklincovey.com

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Invoice No./Nº de Facture: IS10330977

Invoice Date/Date de la Facture: 7/22/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

Terms/Terms: Net30

Page/Page: 1 of 1

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PO45-60131

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GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
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	1	PWUNBC1		Unconscious Bias Live-Online Consultant Daily Rate		
				Goods and Services Tax		
				Payment by - 0000523104		
				7/21/2020		

Total Charges/Charges Totales:

s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

Your Client-Service Coordinator/Votre Représentant du Service à la Clientèle: Melissa Sanchez

Telephone/Téléphone: 801-817-6537

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Invoice No./Nº de Facture: IS10331025

Invoice Date/Date de la Facture: 7/22/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

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GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10331025	1			All Access Pass Goods and Services Tax British Columbia Sales Tax Payment by - 0000523104	s 21	

Total Charges/Charges Totales: s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

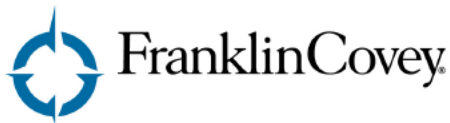
Your Client-Service Coordinator/Votre Représentant du Service à la Clientèle: Melissa Sanchez

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Invoice No./Nº de Facture: IS10331274

Invoice Date/Date de la Facture: 7/23/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

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Canada

GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10331274	1			All Access Pass Goods and Services Tax British Columbia Sales Tax Payment by - 0000523104	s 21	

s 21

Total Charges/Charges Totales:

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

Your Client-Service Coordinator/Votre Représentant du Service à la Clientèle: Melissa Sanchez

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Toronto ON M5W 1C1
888-740-1776

Invoice No./Nº de Facture: IS10332031

Invoice Date/Date de la Facture: 7/29/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

Terms/Terms Net30

Page/Page: 1 of 1

102286

PO45-60131

BILL TO / FACTURER À:

Maria Sandhu
British Columbia Lottery Corporation
2940 Virtual Way
Vancouver, BC V5M 0A6
Canada

SHIP TO / EXPÉDIER À:

Maria Sandhu
British Columbia Lottery Corporation
Virtual
Virtual, BC V7L 0B1
Canada

GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10332031	1	LOPROFD		Producer Fee Live-Online Full Day	s 21	
	1	PWUNBC1		Unconscious Bias Live-Online Consultant Daily Rate		
				Goods and Services Tax		
				Payment by - 0000523104		
				7/28/2020		

Total Charges/Charges Totales:

s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

Your Client-Service Coordinator/Votre Représentant du Service à la Clientèle: Melissa Sanchez

Telephone/Téléphone: 801-817-6537

Email Address/Adresse de Courriel: melissa.sanchez@franklincovey.com

Billing Inquiries/Demandes de Renseignements de Facturation: (888)740-1776 / ARHelp@FranklinCovey.com

Remittance to/Remise to: Epayments@FranklinCovey.com

Ewa Welland

From: Maria Sandhu
Sent: July-29-20 2:30 PM
To: AccountsPayable
Subject: FW: 41258896 British Columbia Lottery Corp: IS10332031
Attachments: IS10332031.pdf

Approved for payment

CC: 19305

GL: 603030

IO: 2000760

PO# - 4500060131

Thanks,
Maria

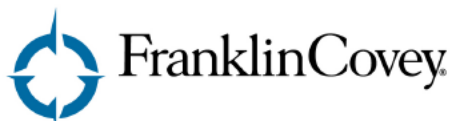
From: Peggy Bridge <Peggy.Bridge@FranklinCovey.com>
Sent: July-29-20 9:58 AM
To: Maria Sandhu <MSandhu@bcl.com>
Subject: 41258896 British Columbia Lottery Corp: IS10332031

Thank you for your payment - your receipt for taxes due is attached.



Peggy Bridge
Collector, Pacific Region
FranklinCovey |Accounts Receivable
o. 801.817.7216 f. 801.817.8707
peggy.bridge@franklincovey.com

We accept credit card payments.
Please call 888-740-1776



REMIT TO / VEUILLEZ RENOYER À:

Franklin Covey Canada, Ltd.

PO Box 15031 Stn a
Toronto ON M5W 1C1
888-740-1776

Invoice No./Nº de Facture: IS10332582

Invoice Date/Date de la Facture: 7/31/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

Terms/Terms: Net30

Page/Page: 1 of 1

BILL TO / FACTURER À:

Maria Sandhu
British Columbia Lottery Corporation
2940 Virtual Way
Vancouver, BC V5M 0A6
Canada

SHIP TO / EXPÉDIER À:

Maria Sandhu
British Columbia Lottery Corporation
Virtual
Virtual, BC V7L 0B1
Canada

GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10332582	1	LOPROFD		Producer Fee Live-Online Full Day	s 21	
	1	PWUNBC1		Unconscious Bias Live-Online Consultant Daily Rate		
				Goods and Services Tax		
				Payment by - 0000523104		
				Payment by - 0000523104		
				7/30/2020		

Total Charges/Charges Totales:

s 21

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Credits/Credit Applique:

Amount Due/Montant Débiteur:

Your Client-Service Coordinator/Votre Représentant du Service à la Clientèle: Melissa Sanchez

Telephone/Téléphone: 801-817-6537

Email Address/Adresse de Courriel: melissa.sanchez@franklincovey.com

Billing Inquiries/Demandes de Renseignements de Facturation: (888)740-1776 / ARHelp@FranklinCovey.com

Remittance to/Remise to: Epayments@FranklinCovey.com



REMIT TO / VEUILLEZ RENOVYER À:

Franklin Covey Canada, Ltd.

PO Box 15031 Stn a

Toronto, ON M5W 1C1

888-740-1776

Invoice No./Nº de Facture: IS10333743

Invoice Date/Date de la Facture: 8/7/2020

Customer No./Nº de Client: 41258896

P.O./Bon de Commande:

Terms/Terms: Net30

Page/Page: 1 of 1

Project Date/Date du Projet: 8/6/2020

Project #/Nº du Projet: 100104758

BILL TO / FACTURER À:

Maria Sandhu

British Columbia Lottery Corporation

2940 Virtual Way

Vancouver, BC V5M 0A6

Canada

SHIP TO / EXPÉDIER À:

Virtual

Virtual

Virtual, BC V5M 0A6

Canada

GST # R121905418

QST # 1010581482

Invoice # Nº de Facture	Quantity Quantité	Part # Nº de l'Article	Reference # Nº de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
IS10333743	1	LOPROFD		Producer Fee Live-Online Full Day	s 21	
	1	PWUNBC1		Unconscious Bias Live-Online Consultant Daily Rate		
				Goods and Services Tax		

Delivery Consultant(s):

Pauline Larkin

Jackie Lee Meryhew

Total Charges/Charges Totales:

GST/HST Taxes/Taxe HST/GST:

Total PST Taxes/Tax TVQ:

Amount Due/Montant Débiteur:

Your Client-Service Coordinator/Votre Représentant du Service à la Clientèle: Melissa Sanchez

Telephone/Téléphone: 801-817-6537

Email Address/Adresse de Courriel: melissa.sanchez@franklincovey.com

Billing Inquiries/Demandes de Renseignements de Facturation: (888)740-1776 / ARHelp@FranklinCovey.com

Remittance to/Remise to: Epayments@FranklinCovey.com



Franklin Covey Canada, LTD
66 Wellington Street West, Ste 4500
Toronto, Ontario M5K 1E7 Canada

SERVICES AGREEMENT

This agreement is entered into as of the Effective Date by and between Franklin Covey Canada, LTD ("FranklinCovey") and the following organization (hereinafter referred to as "Client"):

Organization: British Columbia Lottery Corporation
Contact Person: Maria Sandhu
Address: 2940 Virtual Way
Vancouver, British Columbia V5M 0A6
Telephone: (604) 225-6243
Email Address: msandhu@bclc.com

EVENT LOGISTICS

Event	Date	Location	Consultant
Unconscious Bias Live-Online Session	6/30/2020	Virtual	Pauline Larkin
Unconscious Bias Live-Online Sessions	7/14/2020	Virtual	Pauline Larkin
Unconscious Bias Live-Online Sessions	7/16/2020	Virtual	Pauline Larkin
Unconscious Bias Live-Online Sessions	7/21/2020	Virtual	Pauline Larkin
Unconscious Bias Live-Online Sessions	7/28/2020	Virtual	Pauline Larkin
Unconscious Bias Live-Online Sessions	7/30/2020	Virtual	Pauline Larkin

PRODUCTS AND SERVICES*

Products/Services	Quantity	Unit Price	Credit	Final Net Price
Producer Fee Live-Online Full Day	6	s 21	N/A	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	s 21	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	s 21	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	s 21	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	N/A	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	N/A	s 21
Unconscious Bias Live-Online Consultant Daily Rate	1	s 21	N/A	Complimentary

* Participant materials, whether pre-packaged or downloaded electronically, are required for each work session participant.

Terms and Conditions

Term: This Agreement shall commence on the Effective Date and continue for one (1) year.

Payment Terms: FranklinCovey shall invoice Client for all fees and costs associated with the products and services identified above (collectively, "Services"), including shipping and handling, applicable sales, use and GST taxes, and consultant's reasonable travel

expenses, when applicable. All shipments are FOB shipping point. Client shall pay the invoiced amount within 30 days of the invoice date.

Cancellation/Rescheduling Fees: Fifteen (15) calendar days' notice is required to cancel or reschedule the Services in the U.S. or Canada; for programs outside the U.S. and Canada, thirty (30) calendar days' notice is required. If Client provides less than the foregoing required notice, Client will be billed a cancellation fee of 50% or a rescheduling fee of 25% of the consultant fee to cover costs incurred by FranklinCovey, as well as any travel costs imposed on FranklinCovey as a result of such cancellation or rescheduling. With the exception of non-recoverable travel expenses, if any, Client will not be assessed a cancellation/rescheduling fee for onsite Services changed to live-online delivery on the same scheduled date. Client will not be assessed a cancellation/rescheduling fee for any Services canceled or rescheduled by FranklinCovey.

Facilities: Client shall be responsible for providing an appropriate room for onsite Services and to furnish the room with audio/visual equipment required by FranklinCovey, and all costs associated therewith.

Electronic Materials: In the event Client purchases electronic participant materials ("Electronic Materials"), FranklinCovey shall deliver the Electronic Materials by email attachment or internet download. Access to the Electronic Materials shall be limited to paid workshop participants only and personnel managing the Electronic Materials on behalf of such paid participants. No other use is granted. Client acknowledges and agrees it shall take all commercially and technologically practicable means to prevent the Electronic Materials from any misappropriation, misuse, or unauthorized use or access. Upon termination of the Agreement, Client shall destroy the Electronic Materials and discontinue their use.

Audio: Client is responsible for providing a conference line for live online Services, when needed. Such conference line is provided at Client's sole cost and expense.

Copyright: FranklinCovey owns or controls all intellectual property rights, proprietary rights, and copyrights to all Services and materials provided for in this Agreement, and Client shall communicate the same to recipients of the Services ("Participants"). Client's and/or Participants' unauthorized use, reuse, copying, reproduction, recording, transmittal, modification, or revision of the Services and/or materials, if applicable, shall constitute a breach of this Agreement and/or federal copyright law. Any materials provided for herein are intended for personal use only by Participants and are not for resale, distribution to a third-party, file sharing, or public display. Nothing in this Agreement implies a grant of license for Client to use the concepts and materials outside the scope of the Agreement.

Recordings: Client shall not make or allow to be made any audio and/or video recordings of the Services. Client shall inform the audience and otherwise take reasonable actions to ensure that no recordings of the Services are made.

Substitution of Instructor: If for any reason the scheduled FranklinCovey consultant is unable to perform the Services, FranklinCovey will provide a substitute consultant or, at Client's option, reschedule the Services. In the case of a cancellation or rescheduling by FranklinCovey, Client will not be charged a cancellation/rescheduling fee.

Returning Participant Materials: Participant materials shipped from and delivered to locations in the U.S. and Canada are eligible for refund if returned unused to FranklinCovey within thirty (30) days of purchase. Customized products are not accepted for return or exchange. Participant materials shipped from and delivered to locations outside the U.S. and Canada are not eligible for a refund.

Services Guarantee: FranklinCovey is committed to providing a quality experience for every participant. Should the Services fail to meet the Client's expectations for any reason, the Client will not be invoiced.

Entire Agreement: This Agreement represents the entire understanding between the parties and supersedes all prior agreements, whether written or oral, relating to the subject matter hereof. In the event any terms contained in any subsequent purchase order (or similar document) sent or received in connection with this Agreement are inconsistent with the terms of this Agreement, the terms of the Agreement shall prevail.

Modification of Agreement: All amendments or modifications to this Agreement must be in writing signed by the parties hereto. The person executing this Agreement warrants that he/she has the authority to bind Client.

Force Majeure: Neither Client nor FranklinCovey shall be required to perform any term, condition, or covenant of this Agreement so long as such performance is delayed or prevented by acts of God, material or labor restriction by any governmental authority, civil riot, floods, hurricanes, or other natural disasters, or any other cause not reasonably within the control of Client or FranklinCovey.

Governing Law: This Agreement shall be governed in accordance with the laws of the Province of Ontario. In the event that any action is necessary to enforce the terms of this Agreement, the prevailing party shall be entitled to recover reasonable costs and attorneys' fees, whether or not any suit is filed.

Client agrees to abide by the Terms and Conditions stated above.

Franklin Covey Canada, LTD

s 22

Signature: _____

By: Melissa Sanchez

Title: Client Service Coordinator

British Columbia Lottery Corporation

s 22

Signature: _____

By: _____

Title: _____

Manager, Talent Acquisition

Email: melissa.sanchez@franklincovey.com

Email: msandhu@bc1c.com

Effective Date: _____

In order to secure the date(s) for the Services as indicated above and ensure timely delivery of participant materials, the fully-executed Agreement must be returned to the client service coordinator via email within fifteen (15) days of receipt.



REMIT TO / VEUILLEZ RENOVYER

Franklin Covey Canada, Ltd.

PO Box 15031 Stn A
Toronto, ON
M5W 1C1
(801) 817-1776

Invoice No./N° de facture: PrePay-MS-19A
Invoice Date/Date de la facture: 3/2/2020
Customer No./N° de Client: 41258896
P.O./Bon de Commande:
Terms/Terms: Net 30
Page/Page: 1 of 1
Project Date/Date du Projet:
Project #/N° du Projet: PrePay-MS-19A

BILL TO / FACTURER À:

Maria Sandhu
British Columbia Lottery Corporation
2940 Virtual Way
Vancouver, BC V5M 0A6
Canada

SHIP TO / EXPÉDIER À:

Maria Sandhu
British Columbia Lottery Corporation
2940 Virtual Way
Vancouver, BC V5M 0A6
Canada

GST #R121905418

QST #1010581482

Invoice # N° de Facture	Quantity Quantité	Part # N° de l'Article	Reference # N° de Référence	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
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Cancelation fee	IS10328433 (Client pays full amount)	s 21
Session 1:	IS10330218 (Client pays full amount)	
Session 2 :	IS10330359 (Applied ^{s 21})	
Session 3 :	IS10330977 (Applied ^{s 21})	
Session 4:	IS10332031 (Applied ^{s 21})	
Session 5 :	IS10332582 (Apply remainder balance of: ^{s 21})	
Session 6:	IS10333743 (Client pays full amount)	

"Please reference PREPAY-MS-19A with your payment"

Total Charges/Charges Totales: s 21
GST/HST Taxes/Taxe HST/GST:
Total PST Taxes/Tax TVQ:
Amount Due/Montant Débiteur: CAD

Your Client-Service Coordinator/Votre Représentant due Service à la Clientèle: Melissa Sanchez
Telephone/Téléphone: 801-817-6537



REMIT TO:
VEUILLEZ RENOVYER À:
Franklin Covey Canada, Ltd.
PO Box 15031, Station A
Toronto, Ontario M5W 1C1
(888) 740-1776

Invoice No./N° de facture: PREPAY-MS-20A
Invoice Date/Date de la facture: 3/2/2020
Customer No./N° de Client: 41258896
P.O./Bon de Commande:
Terms/Terms: Net 30
Page/Page: 1 of 1
REVISED/RÉVISÉ:
Project: PREPAY-MS-20A

BILL TO/
FACTURER À: Maria Sandhu
2940 Virtual Way
Vancouver, British Columbia
V5M 0A6
(604) 225-6243
msandhu@bclc.com

SHIP TO/
EXPÉDIER À: Maria Sandhu
2940 Virtual Way
Vancouver, British Columbia
V5M 0A6
(604) 225-6243
msandhu@bclc.com

GST #R121905418

Job #:

QST #1010581482

Reference No. N° de Référence	Quantity Quantité	Part Number N° de l'Article	Description	Unit Price Prix Unitaire	Extended Price Prix Reporté
			Initial OE request IS10123262 (Applied CAD\$ 21)		s 21
			Session 1: IS10328087 (Applied s 21)		
			Session 2: IS10329491 (Applied s 21)		
			Session 3: IS10330239 (Applied s 21)		
			Session 4: IS10331025 (Applied s 21)		
			Session 5: IS10331274 (Applied s 21)		

Please reference PREPAY-MS-20A with your payment

Total Charges/Charges Totales: s 21
GST/HST Taxes/Taxe HST/GST:
Total PST Taxes/Taxe TVQ:
Credits/Crédit Appliqué:
Amount Due/Montant Débiteur:

Your Customer Service Representative/Votre Représentant du Service à la Clientèle: Melissa Sanchez

Telephone/Téléphone: (801)817-6537

Billing Inquiries/Demandes de Renseignements de Facturation: (888) 740-1776

Email Address/Adresse de Courriel: melissa.sanchez@franklin.covey.com

Remittance /Remise to: Epayments@FranklinCovey.com

Leadership	Execution	Productivity	Trust	Customer Loyalty	Sales Performance	Education
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