The Virtuous Circle
“Whether you think you can or you think you can’t, you’re probably right”.

- Henry Ford

Perhaps no time is Henry Ford’s famous quote as relevant as when talking about whether corporations can and should be a positive social force well beyond the typical metrics used to assess companies.

Of course they can is increasingly the answer in the broader corporate world and most definitely is our response at Solvera. We believe we can make a huge difference in the communities we call home, we believe we have a responsibility to demonstrate best environmental practices throughout our operations and we believe that modeling the very best employment practices and workplace relationships benefits everyone.

Part of living up to those expectations requires us to take stock of our performance each year and we do so through the annual publication of The Virtuous Circle, our Corporate Social Responsibility Report.

I am pleased to report that 2018 was an exceptional year on many fronts and I invite you to read on for a summary of our performance. I’m also curious to hear your thoughts on areas you think Solvera can and should do more, so please drop me a note if you have comments or suggestions.

Jim Ostertag
Managing Principal

VIRTUOUS CIRCLE

DEFINITION:
Self-propagating advantageous situation in which a successful solution leads to more of a desired result or another success, which generates still more desired results or successes in a chain.
Community Care

Whether volunteering their time, sharing their talent or making charitable donations, Solvera’s employees are highly committed to making a difference in the places we call home.

Volunteer activities

What do IT and business consultants do when they aren’t consulting? Make a real difference in the lives of others, it seems. In 2018, Solvera employees dedicated countless hours to their special causes by:

- Serving the less fortunate at community meal programs
- Building houses for aspiring homeowners
- Spending time with adoptable animals and preparing them for their forever homes
- Coaching and leading community sports teams
- Advising recent immigrants on various job-search topics
- Organizing and hosting numerous fundraisers and community events
- Walking, running, cycling and bowling to raise money
- Mentoring inquisitive kids at computer and engineering camps and workshops
- Coaching university students in case competitions
- And the list goes on!

“I’m an avid supporter of the Regina General Hospital Pediatric Unit. Sometimes families end up at the hospital with no extra clothes or toys because they had to rush a sick or injured child there. It is important to me to help because I have kids myself and would want someone spending time with them if the nurses or I couldn’t be there at times.”

Stephanie Tessier
Volunteer, Regina General Hospital Pediatric Unit

Stephanie Tessier used her corporate development funds to buy toys, and then volunteered with the kids.

Annual Adopt a Family campaign made Christmas brighter for eight families this year.
Providing Funds: Like several other community leaders, Solvera sets a lofty goal in its financial support of community causes, through three major funding streams:

United Way
Solvera’s 2018 United Way campaign raised more than $70,000, raising the total donations from Solvera and its people to two-thirds of a million dollars since 2011. This includes more than $200,000 in corporate donations through the company’s matching contributions program.

We sometimes get asked why the United Way matters so much and we’re proud to advocate on behalf of the cause.

The answer is that we recognize that the United Way is very well-positioned to address the root social causes in all of our communities, through its support of dozens of funded human services agencies and its own innovative initiatives like Summer Success, for example.

Extensive social research shows that reading proficiently is a critical, foundational competency that enables success in education and life. That is why it is important that effective programs like Summer Success exist to bring students up to their target reading grade level by grade three.

The United Way works with school boards, teachers and corporate partners to make a difference and the documented results of Summer Success are truly amazing!

Other Corporate Sponsorships and Charities
In each province, Solvera has a number of impactful corporate sponsorships and charities beyond the United Way. For each of these causes, Solvera provides much-needed funding, teams of volunteers and in-kind support. The five largest partnerships are: Saskatchewan Science Centre, Catholic Family Service Never Too Late GED program, Autism Resource Centre, Regina Food Bank and Techapalooza for CancerCare Manitoba.

Corporate Development
Every Solvera employee is empowered to be a Solvera ambassador within their client site, industry and local community. Among other uses, an employee can direct up to $500 in Solvera charitable donations and/or sponsorships to causes near and dear to them. This strengthens the connection of our employees to their causes and allows Solvera to support them in their community commitments. This represents a financial commitment of more than $70,000 per year and reaches a wide range of worthy organizations in Solvera’s five pillars of investment: housing, food security, education, health and strong communities.

[Below] Techapalooza ’18 in support of Cancer Care Manitoba
### Solvera’s pillars of community investment

<table>
<thead>
<tr>
<th>Housing</th>
<th>Food Security</th>
<th>Education</th>
<th>Health</th>
<th>Strong Communities</th>
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<tbody>
<tr>
<td>Habitat for Humanity</td>
<td>Regina Food Bank</td>
<td>Sask Science Centre</td>
<td>Humboldt Broncos Foundation</td>
<td>United Way of Regina</td>
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<tr>
<td>L’Arche</td>
<td>Winnipeg Harvest</td>
<td>Calgary Public Library</td>
<td>Autism Resource Centre</td>
<td>United Way of Winnipeg</td>
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<td>Calgary Drop-in Centre</td>
<td>Soul’s Harbour Rescue Mission</td>
<td>Hill Business School JDC West</td>
<td>Techapalooza for Manitoba CancerCare</td>
<td>United Way of Calgary</td>
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<td>Habitat for Humanity</td>
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<td>CFS Never Too Late Graduation</td>
<td>Canadian Blood Services</td>
<td>Calgary Firefighters Foundation</td>
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<td>SaskPolytechnic Board of Advisors</td>
<td>Canadian Hemophilia Society</td>
<td>Citizens Foundation Canada</td>
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<td>Habitat for Humanity</td>
<td>Regina Food Bank</td>
<td>SaskPolytechnic Think IT Camp</td>
<td>Hospital for Sick Children</td>
<td>BC and Alberta Guide Dogs</td>
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<td>L’Arche</td>
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<td>Big Sky Centre of Learning</td>
<td>Canadian Cancer Society</td>
<td>Winnipeg Humane Society</td>
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<td>Regina Pistol Club</td>
<td>Alzheimer Society of Manitoba</td>
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<td>EYES Summer Engineering Camp</td>
<td>Hospitals of Regina Foundation</td>
<td>Children’s Wish Foundation</td>
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<td>PMI (South Sask and South Alberta)</td>
<td>Movember - Prostate Cancer</td>
<td>Kids Help Phone</td>
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<td>Mito Canada</td>
<td>Lions Foundation of Canada</td>
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<td>CancerCare Manitoba</td>
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<td>Telus Ride for Dad</td>
<td>Regina Humane Society</td>
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<td>Ovarian Cancer Canada</td>
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<td>Big Brothers, Big Sisters</td>
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<td>Habitat for Humanity</td>
<td>Regina Food Bank</td>
<td>plus numerous sports/rec teams</td>
<td>Family Service Regina</td>
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Bolded organizations are those where a Solvera employee serves a formal leadership role, in addition to other forms of support.
Lending talent

Aside from volunteering and providing funds, many of our people are well-equipped to provide capable and committed leadership to community-based organizations. And anyone who does so can tell you it is a daunting challenge these days, with continuous funding, governance and operational challenges to address.

Despite the challenges and significant time required, we’re proud to report that six (and perhaps more) Solvera employees sat on Boards of Directors, Board Committees and other formal organizing bodies of community-based and industry organizations in 2019.
Environment

Solvera worked to reduce our environmental footprint, especially at our local offices.

Green initiatives have included a full-migration to energy efficient lighting and installing low-flow toilets. Recycling was second nature at our offices with bins for batteries, bottles, paper, tin cans, plastics and K-cup pods. Gently-used computers were donated to charities or offered to employees to purchase at deep discounts. Computer equipment at the end of its lifespan was recycled.

More employees, and especially Millennials, are ditching vehicle ownership in favour of environmentally sustainable modes of transportation for their daily commute. To support their efforts, Solvera provided a monthly benefit to those that self-propelled to work either by walking, cycling or even rollerblading, through the Eco-Transit program. For those who chose public transit, Solvera covered the cost of a monthly bus pass.

A major focus over the next few years is to become as paperless as possible at our office locations.
Diversity

Solvera embraces a merit-based culture that selects, promotes and rewards employees for their contributions, both as individuals and team members.

Our approach is to remove real and perceived barriers to success for everyone and truly celebrate the many differences we all bring to our work. Here is a closer look at our 2018 workforce:

- Women represented 30% of Solvera’s total workforce and made up 36% of our leadership team. By way of comparison, the participation rate of women in information, communications and technology roles has remained relatively constant over the past ten years at about 25% (ICTC).
- Women and men were on equal footing when it comes to pay at Solvera. Once again, there were no variances in consultant salaries by gender.
- 23% of Solvera employees identify as a member of a visible minority group.
- 2% had a disclosed disability.
- None of our current employees self-identified as First Nations.

In 2018, Solvera was very active in supporting newcomers to Canada through employment coaching, internships and employment opportunities with organizations like Catholic Family Service, Regina Open Door Society, Manitoba Start and Immigrant Services Calgary.

Solvera recognizes that far more needs to be done to integrate Canada’s First Nations into the workforce. In 2018, we continued to focus our efforts on upstream programs that assist more indigenous youth to achieve their grade 12 certificates, and on activities that inspire younger children of all backgrounds to consider careers in Science Technology Engineering and Math.
Employee Engagement and Culture

A company’s success can be measured in many ways but for Solvera, employee engagement has always been a very important key performance indicator.

Solvera participates in national research studies every year to benchmark our performance against ourselves and others in the Canadian marketplace. The feedback we gain is then supplemented with employee focus group insights to help us continuously improve Solvera’s standing as one of the true employers of choice in our home communities.

In 2018, our engagement rate was 79%, marking the eighth year in a row that Solvera earned a spot on Aon’s Best Small and Medium Employers in Canada list. Solvera also repeated as a Platinum Level winner by scoring in the top quartile of the study.

Solvera was also again named one of Canada’s Best Managed Companies by Deloitte, which validates yet again that our strong culture continues to be an enabler of organization success.

In 2018, Solvera was also named the City of Regina’s Paragon Awards winner in the Community Alliance category, a nod to the tremendous effort of our team working with human services across western Canada in the incredibly successful Chili Challenge of 2017.

Solvera and employees appreciate the external recognition and the validation that our people and processes are working well to support each other and our clients. Of course, we don’t need external studies to tell us the obvious: Solvera people love their jobs, are deeply committed to supporting their clients and communities, and enjoy each other in the process.