

PUBLIC
ACCOUNTABILITY
STATEMENT

2022

Northbridge

a FAIRFAX company



CONTENTS

03

A MESSAGE
FROM OUR CEO

23

OUR COMMUNITIES

51

OUR OFFICES

04

ABOUT US

39

OUR ENVIRONMENTAL
APPROACH

10

OUR CUSTOMERS

41

OUR WORKPLACE

The signature of Silvy Wright, written in a cursive script.**SILVY WRIGHT**

CEO & PRESIDENT

NORTHBRIDGE FINANCIAL CORPORATION

A MESSAGE FROM OUR CEO

At Northbridge, our recipe for success is simple: support our customers so they can have a safer and brighter future, provide an exceptional customer experience, and promote a fair and friendly culture. Ultimately, we believe that by doing well, we can also do good for our communities.

One of Northbridge's main goals is to build longstanding relationships with our customers, by working to truly understand their needs and providing them with solutions to help mitigate their risks. Having a strong understanding of our customers and their industries allows us to provide customized products and tailored advice through our regularly published risk management insights, service visits, and training programs.

We are a people-first company – which is why we prioritize cultivating a great workplace for all our employees. We continue to significantly invest in the training and development of our people and are committed to fostering a diverse and inclusive work environment by focusing on education and awareness and building diverse talent. In 2022, Northbridge was named one of Canada's Best Employers by Forbes and a Top Insurance Employer by Insurance Business Canada magazine.

Our passion for helping others is at the core of Northbridge's culture. Each year, our Northbridge Cares program raises funds for a variety of social well-being, educational, and environmental initiatives led by our six charitable partners. Along with our financial contributions, this program also allows our employees to give back by participating in volunteer days and community events.

Each year, we strive to increase our impact by maintaining strong relationships with our customers, supporting our employees, and giving back to our communities. I'm pleased to share what we accomplished in our 2022 Public Accountability Statement.



ABOUT US

Northbridge Financial Corporation is a leading commercial property and casualty insurance company that has helped protect and keep Canadian businesses safer for more than 100 years.

We offer a wide range of innovative solutions to Canadian businesses through our Northbridge Insurance, Federated Insurance, and TruShield Insurance brands.

Our insurance brands are underwritten by our insurance company subsidiaries: Northbridge General Insurance Corporation, Zenith Insurance Company, and Federated Insurance Company of Canada. Our subsidiary, Verassure Insurance Company, offers personal home and automobile insurance through a third party insurance agency, Onlia Insurance.

We're proud to be 100% Canadian, and we're wholly owned by Fairfax Financial Holdings Limited. We're also committed to developing industry-leading expertise and solutions, supported by our fair and friendly culture – an approach that sets us apart from our competitors.

OUR KEYS TO SUCCESS

exceptional
CUSTOMER EXPERIENCE

GREAT
WORKPLACE
GREAT PEOPLE

SAFER
CUSTOMERS

STRONG
PROFITABILITY

We're committed to truly understanding our customers' needs, providing them with excellent customer service, and offering innovative solutions tailored to their specific industries.

Our people are our greatest asset, and we work hard to cultivate our special culture. We are a people-first company, we succeed as a team, and we care to make a difference – these principles are at the core of the way we do business. This means that we're all about creating forward thinking programs, focusing on strong communication, well-being initiatives, coaching, learning, and more. It's the experience we create from the time we meet a candidate, before they're even hired, and throughout their career here.

We develop industry-leading products and services to help Canadian businesses have a safer and brighter future.

By taking a disciplined and efficient approach to how we operate, we maximize revenue, reduce costs, and effectively manage our risks and exposures to minimize unforeseen expenses.

OUR PURPOSE



Helping **Canadian businesses**
have a **safer** and **brighter future**.

OUR CULTURE

We believe that how we achieve our goals is just as important as the results themselves, and our corporate culture is at the heart of our business operations:



We are a **people-first** company

- We care about our people and invest in both their personal and career development.
- We work hard, but not at the expense of our well-being and our families.
- We believe in having fun – at work!



We succeed **as a team**

- We value our differences: our opinions, beliefs, and experiences.
- We are strong collaborators – it's never about who gets the credit.
- When we do well, we all win.



We care to make a **difference**

- We set the bar higher.
- Our entrepreneurial spirit encourages us to take risks and learn from our mistakes.
- By doing well, we do good for our communities.

OUR BRANDS

Our three distinct insurance brands cater to Canadian businesses of all sizes.



Our Northbridge Insurance team partners with Canada's most trusted commercial broker networks. Working with our broker partners, we focus on understanding the needs of our customers and apply our industry expertise to create solutions that help make a difference to their success. Northbridge also offers personal lines policies.



Federated Insurance is one of Canada's leading direct commercial insurers, operating through a salesforce of dedicated agents. We work with over 80 industry associations across the country to provide customers with solutions and services to meet their unique needs.



As Canada's first digital direct-to-consumer small business insurance provider, we stand out through our dedication to educating small business owners on the risks of running their business with our industry-leading expertise, commercial and personal lines policies, products, and services.



OUR EXECUTIVE MANAGEMENT TEAM



Silvy Wright
President & CEO



Craig Pinnock
Chief Financial Officer



Lori McDougall
Chief People and Strategy Officer



Christopher Harness
Chief Information Officer



Sarah Bhanji
Chief Actuary



George Halkiotis
President, Federated Insurance



Jean-François Bélieau
Executive Vice President, Quebec
Region, Northbridge Insurance



Evan Di Bella
Senior Vice President, Claims



Ilda Dinis
Senior Vice President,
Customer Innovation & Experience



Paul Gardner
Senior Vice President,
Corporate Underwriting
and Risk Services



Shari Dodsworth
Senior Vice President, Ontario,
Atlantic, and Western Region



Todd MacGillivray
Senior Vice President,
Transportation and Specialty Risk

OUR APPROACH TO CORPORATE GOVERNANCE

We're committed to sound and effective corporate governance.

This commitment begins at the top of our organization with our Board of Directors, who have adopted a set of rigorous corporate governance guidelines and policies that inform and underpin our practices and behaviours at all levels. The Board has also established Corporate Governance and Audit and Risk Committees to oversee the effectiveness of our internal governance practices and controls, our risk management and compliance policies and procedures, and our practices relating to conflicts of interest, customer complaints, and privacy.

As part of our commitment to the highest ethical standards, we've adopted a Code of Business Conduct and Ethics that requires all of our directors, officers, and employees to act responsibly, ethically, professionally, and with integrity at all times. We also ensure that effective mechanisms are in place for our people to raise concerns on violations of the Code.



Groupe Robert of Rougemont, Quebec, the 2022
National Transportation Safety Award Winner
(story on pg. 17)

05 OUR CUSTOMERS

We develop innovative insurance products, valued services, and meaningful relationships with brokers and customers to support the delivery of our purpose – helping Canadian businesses have a safer and brighter future.

A CLAIMS EXPERIENCE YOU CAN RELY ON

Each insurance claim is unique and deserves our careful and close attention. To us, this means being ready, day or night, with expertise to address each claim quickly and thoroughly.

CONNECTING WHEN AND WHERE YOU NEED US

Incidents can occur at any time, so we're available around the clock. Not only can our customers reach our team 24/7, but our team will handle their claim with care, concern, and a concerted effort to make sure the claim is resolved to their satisfaction as soon as possible.

Claims team

Over 300 professionals make up our nation-wide claims team. When a customer suffers a loss, they can count on insightful and focused assistance from someone who understands the finer points of their business.

Field Adjusters

When a claim calls for an expert on site, our Field Adjusters will be there to handle the claim in person, with exceptional professionalism and expertise.

Customer Care feedback

In the rare case our customers aren't satisfied – or if they'd like to thank us – they can reach our regional Customer Care Representatives to report a problem or relay a kind word.



I was introduced to Northbridge as a home and auto insurance provider who offered equivalent or better coverage for less money than my previous insurer. It's been a great start and the service has been even better than I could have expected. Your handling of our trailer claim has been most appreciated and helped reduce the stress that can often occur. Total transparency and support has been tremendous.

- Northbridge Insurance customer

HOW OUR SERVICE EXCELS

We keep you in the loop

The claims process can be confusing, and we don't want to keep our customers in the dark. From the beginning of the claim until it is resolved, our experts are available to help each customer thoroughly understand their current situation, the next steps to take, and exactly when they can expect to hear from us again.

What does Northbridge claims service look like?



Our Claims Call Centre does their very best to pick up the phone within 20 seconds of the first ring, every time.



We provide online claims reporting through our websites.



Our Claims Adjusters will contact our customer within three business hours of the initial claim report.



When a claim involves another party, we'll update our customer on the status of their claim at least every 90 days until it's resolved.



Once we settle a claim, we'll check in with our customer to see if they have any further questions or comments about the claim.

94% of the time, our customers are contacted by an adjuster within **3 business hours** of reporting the claim.

OUR NETWORK OF PREFERRED PARTNERS

We're dedicated to getting our customers back to business, and our preferred vendors work with us to make this happen. Sharing our high standards for service, this network helps us deliver a superior level of assistance through these programs:

Heavy Truck Preferred Shop & Parts

This program allows our commercial vehicle customers to enjoy a simplified claims process, quality repairs that meet or exceed industry standards, and a quick resolution so they can get back on the road.

Preferred Vehicles and Light Truck Repair

Through our partnership with an established national collision repair company, our customers receive 24/7 towing services and best-in-class collision repairs throughout Canada, backed by a lifetime repair warranty for as long as they own the vehicle.

Preferred Replacement Vehicle Rental

Working with an established national car rental company, our customers receive unlimited kilometers, emergency roadside assistance, and excellent no-hassle service, with no pick-up or drop-off fees.

Preferred Property Restoration Contractor Services

Our network of contractors is committed to delivering a high standard of service and workmanship and will keep customers informed at every step of the restoration process. Their goal is to minimize disruption to our customers' lives.

NEED ASSISTANCE? WE'VE GOT YOU COVERED

For qualifying policies, we have four comprehensive programs to address the emotional, legal, and technological strain that can come with a loss.



Trauma Assist

Losses can be devastating – both physically and emotionally – so we provide a holistic support program. Trauma Assist offers our commercial customers and their employees free confidential counseling services to help them through the crisis.



Legal Assist

Sometimes running a business can bring an assortment of legal challenges, but we're here to help ease the burden. Our Legal Assist program offers customers free legal advice on a wide range of issues, from employment problems to deciphering contract legalese, and it can even be used for certain issues outside of a claim.



Cyber Assist

With the help of CyberScout, a leading data risk management service provider, we offer our customers consultation services to discuss proactive measures that can help protect their business from cybercrime, and provide them with reactive assistance in the event of a privacy breach.



Deductible Recovery Assistance

Unfortunately, collecting the money owed to you after a loss isn't always easy. This service can help our customers by establishing contact with the third party and acting on their behalf to help ensure that they are paid promptly and directly.*

*Program not available in Quebec.



MANAGING CATASTROPHES (CAT)

Helping customers impacted by the Derecho storm in Ontario and Quebec

In May 2022, a severe hail and rain storm affected residents in Ontario and Quebec. The disaster caused significant property damage, extensive power outages, and sadly, loss of lives. The Insurance Bureau of Canada estimated that this natural disaster caused at least \$720 million in insured damage in Ontario alone, citing it as the sixth largest insured loss event in Canadian history.

Our customers and their businesses were also heavily impacted. At Northbridge, we have a catastrophe (CAT) protocol in place to respond to events like this, so we can jump in and help our customers get back to business as soon as possible.

We understand how important timely and transparent communication is, so we quickly reached out to our brokers in the impacted regions and prepared a dedicated team of our Claims Adjusters to respond to all related claims shortly after the storm began.



DID YOU KNOW?

Express Claims – your shortcut to a settled claim

Some claims are complicated, while others are not, like a minor fender bender that leaves drivers unscathed but their cars in need of a paint touch-up. These are the cases that our express mobile claims tool was made for: it can help document damages in real time, communicating with the adjuster to get the claim process started within minutes.

By snapping a photo of the damage with your smartphone and sending it directly to our Claims team, they can get started right away; our appraisers can create a report of the damages that helps our expert adjusters settle the claim in as little as one business day.

INNOVATION AT WORK

We believe in being creative and our team is continually re-evaluating the technology and processes we employ and solutions we offer.

Digitizing submissions through connectivity

With a strong emphasis on exceptional service and innovative products, we continue to seek new ways to help Canadian businesses and brokers succeed. In 2022, Northbridge Insurance launched its largest digital investment for our broker partners. Partnering with leading Broker Management System (BMS) vendors, we successfully launched an automated submission and quoting process for Small Business customers. This innovation investment delivers full submission and quote integrations utilizing API (application programming interface) connectivity, and enables brokers to obtain a bindable quote within their management systems. For customers, this translates to a streamlined quoting process so they can receive fast, simple, and fair coverage.

Northbridge is committed to supporting The Centre for Study of Insurance Operations' (CSIO) creation of industry data standardization, and was pleased in 2022 to be among the first commercial insurers in Canada to achieve Level 3 in the CSIO Commercial Lines Certification Program.

The need for enhanced broker connectivity enabling seamless data exchange and efficient quoting has never been greater in the industry. Improved productivity through API's and direct connections from BMS's helps brokers service their small business customers more effectively and efficiently. Congratulations to Northbridge for their initiative and leadership. They are setting the standard which hopefully other insurers will soon follow.

*- Lorie Phair
President, Canadian Broker Network*



DID YOU KNOW?

Our consulting services and customized training solutions can help enhance any risk management strategy.

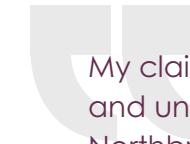
Customers can contact our specialists through **Risk Management Assist™**. With a phone call or email, they'll get the answers they need and receive guidance on a variety of loss prevention topics.

This service can help mitigate risks and potential future losses.

ENVIRONMENTAL EXPOSURES

Environmental clean-ups are highly regulated and offer very little margin of error. The wrong clean-up procedures or testing methods could lead to significant penalties or fines and leave customers responsible for cleaning up spills left behind by others.

Fortunately, we can respond quickly. An immediate call to our Claims team will tap into a network of trained experts who can help prevent environmental losses from spiraling out of control.



My claim was handled very professionally with care and understanding. I would not hesitate to recommend Northbridge Insurance to anyone. I was always provided with the information needed to activate and process my claim, and my stress was eased with the guidance provided to me. I am very pleased I changed my insurance company to Northbridge several years ago.

- *Northbridge Insurance customer*

HELPING OUR CUSTOMERS MANAGE THEIR RISK

Good insurance is about working to prevent a loss as much as it's about recovering from one. That's why we put so much time and attention into helping our customers recognize, evaluate, and mitigate risks to their business from the start and throughout our relationship.

Our team

Our Risk Services team includes almost **70 dedicated risk management and loss prevention professionals**. This group of industry-specific experts work proactively to help our customers understand and manage their risks.

In 2022, our Risk Services experts completed nearly **6,000 risk assessments and service visits for Canadian businesses**. During these assessments, risk consultants assist customers with developing best practices, detecting potential hazards, and identifying where operations may not be compliant with codes and industry standards. Our customers trust us to help them build out comprehensive strategies that help protect their business. Beyond sharing our risk expertise, we resumed practical, hands-on training which allowed us to personally interact with customers.

OUR AREAS OF EXPERTISE

Here are just a few of the industries and areas our Risk Services specialists are experts in:

- Agriculture
- Campgrounds
- Commercial property
- Commercial transportation
- Course of construction
- Equipment breakdown
- Equipment dealers
- High value residential
- Fire protection
- Large and complex risks
- Manufacturing
- Oil & gas
- Pulp & paper
- Schools
- Sprinkler systems
- Utilities

NORTHBRIDGE INSURANCE TRANSPORTATION SAFETY AWARD

In 2021, our Northbridge Insurance Transportation Safety Award was created to recognize carriers with industry-leading safety management practices. Having helped transportation companies navigate risks on and off the road for over 70 years, we understand the commitment required to build a culture of safety.

Every year, finalists and regional winners are selected from our customers based on several factors. These criteria include the carrier's ratings on our transportation best practices assessment, an excellent track record in crash trends, collisions per million miles, high-cost type collisions, visibility-related collisions, and proactive industry involvement.

In 2022, Groupe Robert from Rougemont, Quebec, was selected as our national award recipient and received the prize during an event held at their head office.



We understand how important a safe, healthy workplace is to the well-being of our employees and the satisfaction of our clients. We're committed to maintaining a positive and productive work environment, and we make every effort to embrace and promote various safety initiatives to protect our employees on and off the road.

- **Claude Robert**, Chairman of Groupe Robert

OUR CUSTOMERS



TRAINING FOR SUCCESS

How do you manage risk effectively? Tools like program guides and better technology are important, but you need to know how to put them to use to realize their benefits.

We focus on training at every level across a variety of industries to help our customers, agents, brokers, and underwriters respond quickly, and help them manage risk more effectively with the right resources at their disposal.

Here's how we did in 2022:

- 396 training sessions delivered to our customers, agents, brokers, and underwriters
- 4,050 participants
- 10,832 hours of training

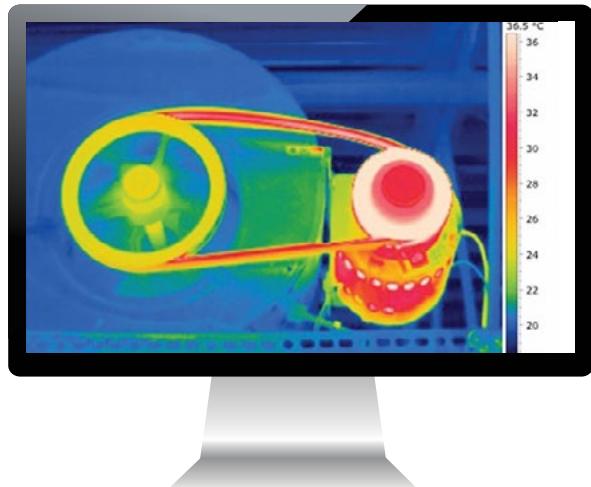
We surveyed customers to understand how likely they would be to recommend our training programs and **82 per cent of participants in our internal and external training sessions said they were likely to recommend our training to coworkers.**

SHARING OUR INSIGHTS

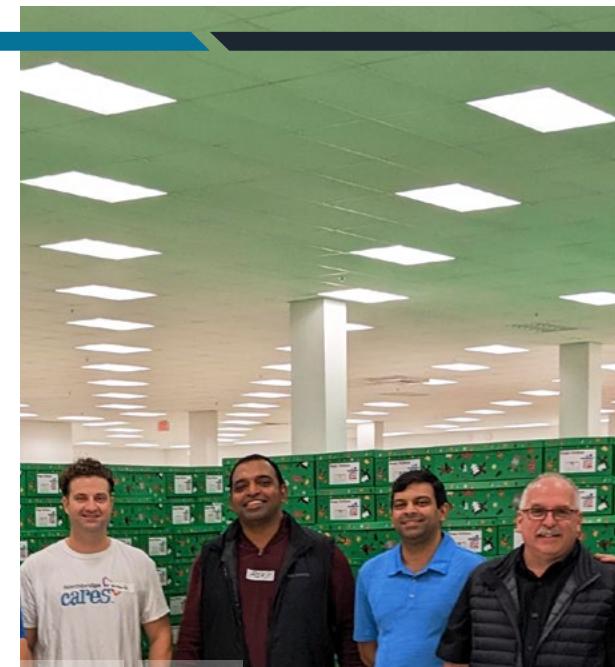
Our risk management bulletins, **Risk Insights™**, top off our superior service. These industry-specific bulletins – **193 in English** and **165 in French** for our Northbridge and Federated customers – provide examples of best practices for risk management in a number of different industries, tailored to each type of business operation.

Tools to help evaluate risk

Our Risk Services team offers a variety of workshops and tools that are geared toward helping our customers mitigate risks and preserve their bottom line. From tools that aid in identifying areas of concern in fleets to self-audit checklists that help to highlight potential risks, each offering has been designed to help our customers run a safer business.



Our work with thermal imaging provides a proactive value-added service to businesses, helping them identify any "hot spots" or thermal anomalies in their electrical and mechanical equipment.



Our approach also introduces our customers to the benefits of having regular thermal imaging at their businesses, as part of their regular maintenance plans.

- Risk Services team

The Risk Services Property & Casualty Ontario & Atlantic team volunteering.

CONNECTING THROUGH A BETTER CUSTOMER EXPERIENCE

We know that customers can find insurance difficult to understand. Policy-speak, industry jargon, and the entire purchase process can be frustrating and confusing. In turn, we've focused on streamlining the experience for our customers with a few innovative approaches that help us connect our service to their needs and demystify the process of buying insurance.

Educational online quoting for small businesses: Our answer to your insurance questions

We know many small businesses don't know where to start with insurance, which prompted us to develop a more insightful approach to online quoting at TruShield Insurance. We've focused our digital experience on filling the knowledge gap for small business customers, from the moment they begin to research insurance to the moment they decide to buy. We don't want to just tell our customers what to buy - rather, we want to ensure they understand what kind of coverage they truly need. We monitor, test, and analyze the experience to continually improve and simplify the process of buying insurance.

Invest in new technology that will help us to better deliver on customer promise

When customers call us, we promise to handle each situation with professionalism, a keen attention to detail, and clear communication.

In today's changing landscape, unforeseeable events may strike and make it more difficult to deliver on this customer promise. Last year, we introduced a **cloud-based contact centre solution** to our employees. This new technology has been beneficial to our customers whether it be during the filing of a claim, contacting an underwriter, or inquiring about a billing payment.

Our investment has enabled us to better understand our operations and scale accordingly based on operational needs. Even in the event of a catastrophe, we can continue to deliver on our customer promises.

We are committed to meet and exceed our customer expectations. Our continuing investment in new technology will enable us to better understand our customers and their experiences and create solutions that improve key moments in their journey.



Working with TruShield Insurance has been an easy experience. This is my second year with liability insurance for a small seasonal business, and TruShield provides me with good rates, and easy monthly payments. It really makes a difference.

- **TruShield Insurance customer**

IMPROVING CUSTOMER EXPERIENCE

Whether it's after a claim has been settled, attendance at one of our Risk Services training sessions, a visit from a Risk Services consultant, or becoming a New Federated Customer, we're invested in continuously refining our customers' experiences. We do this by proactively asking our customers for feedback through our NBFC Listens program to better understand their needs and expectations.

Through text analytics, driver analysis sentiment analysis, and other analytics, the response data from this program enables us to make improvements to deliver the experience they want and need to continue to be loyal customers.

Here is what our customers told us in 2022*:

- **88%** of our customers said they would recommend us to a friend or colleague based on their claim experience.
- **85%** of our customers said we set clear expectations for their claims process, and **86%** of our customers said we made the process easier for them.
- **93%** of our customers said they would recommend us to a friend or business colleague based on their Risk Services Consultant experience.
- **95%** of customers who had a visit with a Risk Services consultant said their consultant provided valuable insights, and **94%** said their consultant showed they had their best interest in mind.
- **96%** of our customers/brokers who attended a Risk Training session said they would recommend us to a friend, colleague, or customer.
- **98%** of customers/brokers who attended a Risk Services training session said their trainer was knowledgeable and **94%** said their business operations would be safer as a result of the training.
- **97%** of our Federated New Customers said they would recommend Federated Insurance to a business colleague based on their recent buying experience through an agent.
- **94%** of our new customers said their buying experience with our Federated agents was easy and **95%** said they trusted their new Federated agents because they understand their business needs.

We truly listen to our customers' feedback. If a customer reports a negative experience, we are committed to doing everything we can to fix it through our service recovery process.



*Based on respondents from *Claim Experience*, *Risk Services Assessment*, *Risk Services Training (Broker/Customer)*, and *Federated New Customers* who indicated 7-10 on a scale 0-10 when asked how likely they would be to recommend us to a friend/colleague, or 8-10 on a scale of 1-10 on other survey questions. Responses are from January 1 – December 31, 2022.

REACHING OUT TO BUILD RELATIONSHIPS

Speaking directly with an insurance company is one way to go about gathering information, but it's not the only way to connect. We focus on nurturing solid relationships with our customers, our industry colleagues, and the online audience at large through relevant insights and educational tools on our websites, which is also shared through industry publications and events. We regularly review and update our online resources to help ensure all past, present, and future content is made more accessible for all visitors to our websites.

Trends change quickly, and we work hard to keep pace. We maintain a library of high-quality, timely, and relevant articles and whitepapers on emerging issues in our customers' industries. Aside from publishing insights on emerging industry trends and risks on our websites, we regularly contribute to industry magazines, such as Truck News and Private Motor Carrier.

We focus on using our underwriting, risk management, and claims expertise to share relevant insights. In addition to our regularly scheduled content, we stay close to our broker partners, supporting them in their efforts to help customers gain a clear picture of their insurance needs and potential solutions. Our professional development initiatives help us maintain an open dialogue with our brokers on industry trends and help us stay up to date on ways we can work together to inform our customers about emerging risks.

We're also proud to support and be involved with a range of national and regional organizations that are involved with our customers industries. Below is a small sample of some of the organizations we work with:

- Calgary Construction Association
- Canadian Construction Association
- Canadian Home Builders' Association
- Canadian Trucking Alliance
- Construction Association of Nova Scotia
- Corporation des Entrepreneurs Généraux du Québec
- Edmonton Construction Association
- North American Equipment Dealers Association
- Ontario General Contractors Association
- Ontario Tire Dealers Association
- Ontario Trucking Association
- Private Motor Truck Council of Canada
- Recreation Vehicle Dealers Association
- The Toronto Raptors
- Toronto Construction Association
- Vancouver Regional Construction Association
- Western Canada Tire Dealers

PARTNERING WITH THE CANADIAN FEDERATION OF INDEPENDENT BUSINESSES



Our industry partners help us coordinate resources to provide the education, training, and support our customers want, and Northbridge Insurance is proud to join with the Canadian Federation of Independent Business (CFIB) to do just that.

We know business owners wear many hats. Through CFIB, we provide access to support that will help them solve business problems quickly. This organization brings a wealth of resources to the table, and our exclusive partnership has allowed us to add savings, coverage, and extra support to the mix for a uniquely tailored small business package that sets us apart from the crowd.



Team Volunteer Days.
Members of the Customer Innovation & Experience team at Dress for Success' Toronto location
(story on pg. 27)

06 OUR COMMUNITIES

We continue to connect with our communities, environment, and each other through our corporate social responsibility program.



Social responsibility is important to us, so we've created a program that helps us direct our energy to supporting, educating, and encouraging Canadian youth to reach their full potential.

Through **Northbridge Cares**, we collect and donate funds to a variety of social and environmental initiatives led by our six charitable partners. Our formula is simple: volunteer work, volunteer grants, donation-matching programs, and a major annual employee campaign combine to help us raise thousands of dollars for youth across the nation.

In 2022:

OVER
\$2 MILLION

WAS DONATED TO OUR CHARITABLE PARTNERS,
AND OTHER CANADIAN CHARITABLE
ORGANIZATIONS

WE MATCHED

221



DONATIONS FROM EMPLOYEES
WITH OVER \$37,000 BEING DONATED
THROUGH OUR **EMPLOYEE DONATION
MATCHING PROGRAM**

OVER

\$118,000

WAS MATCHED THROUGH
OUR **BROKER AND CUSTOMER
DONATION MATCHING PROGRAM**

OUR SOCIAL RESPONSIBILITY STATEMENT

We believe that, as a company, being successful also means supporting our people, our customers, and our communities.

We fulfill this belief by:

- Supporting the charitable endeavors of our employees, both in time and with financial support.
- Promoting environmental responsibility among our employees and continuously looking for ways to minimize the impact of our operations on the environment.
- Funding organizations that are committed to making a difference in the lives of Canadian youth.



PUTTING GENEROSITY TO WORK

When people team up to do good, we can spread our support even farther. We know our employees and broker partners share in our passion for social support, so we've created a few innovative programs to help them give more back, more often.

Employee Volunteer Grants

We love when kindness continues after the workday wraps up. Through our Volunteer Grant program, we reward any employee who commits 40 hours of their spare time to a charitable initiative by donating \$500 to that organization.

Employee Donation-Matching Program

Our generous employees can double their gifts each year: Northbridge has committed to match any employee donation for charities that fall within our donation guidelines, up to \$1,000 annually.



Inner Circle Donation-Matching Program

Just as we pledge to double our employees' donations, we increase the impact of contributions from our Inner Circle broker partners by matching the donations made by their brokerages up to \$5,000 per year. We introduced the Broker Donation-Matching Program in 2015, and we've seen some incredible results since it began. Last year we matched over \$118,000 in donations.

As an Executive Vice President of BFL Canada, I can say without reservation that Northbridge embodies 'making a difference within their community'. Over the past several years, through their broker donation matching program, Northbridge has been our largest contributor to our Union Gospel Mission and Canuck Place Children's Hospice fund raising efforts. BFL has also enjoyed the privilege of participating in Northbridge's volunteer Tree Canada program.

Our firm has a similar core value of making a difference in our community and I cannot thank the senior team at Northbridge enough in supporting us in these efforts.

- **Tom DeCoteau**

Executive Vice-President, Western Region, BFL Canada

TEAM VOLUNTEER DAYS

Giving back to those in need is part of the Northbridge DNA. Team volunteer days are something we encourage employees to participate in. We offer a day off for both teams gathering to volunteer together, and for individuals from our offices across the country to serve their communities.

Here's a peek at how some of our employees demonstrated their support:

Sorting fashionable finds at Dress for Success Toronto

Members of the Customer Innovation & Experience Team got together at Dress for Success' Toronto boutique to sort through donated clothing and accessories, helping get the boutique organized for their clients. Dress for Success is a charity that empowers women to achieve economic independence by providing a network of support, professional attire, and development tools.

Second Harvest's Feeding our Future program

To support childhood nutrition, the Actuarial and Underwriting teams participated in the Feeding Our Future program. The team worked on the assembly lines packing food to help the program reach their goal of distributing over 17,000 nutritious food kits to children in need. These deliveries have become increasingly important to children experiencing food insecurity during the last few years.



Actuarial and Underwriting teams at
Second Harvest's Feeding our Future program

THE NORTHBRIDGE COMMUNITY IMPACT PROJECT

Through our Community Impact Project, we are able to give back to the charities that hold a special place in our employees' hearts. In 2022, we wanted to give employees the chance to help their favourite local charity find their greatness by winning \$5,000 for their cause. Employees were asked to complete and submit the following sentence: "**I'm inspired to help [charity name] find its greatness because _____**". Employees were then asked to vote for their favourite submissions and 17 charities across the country received \$5,000 in donations!

Take a look at some of our winning submissions:

BURNABY	CALGARY (FED)	CALGARY (NBI)	EDMONTON (FED)	EDMONTON (NBI)	HALIFAX	LONDON	REGINA	TORONTO	VANCOUVER
I'm inspired to help the BC Children's Hospital find its greatness because sick kids deserve more.	I'm inspired to help "The Mustard Seed" find its greatness because they support our local communities to eliminate homelessness and reduce poverty where they serve.	I'm inspired to help Tails to Tell find its greatness because all creatures great and small deserve a safe and happy life.	I'm inspired to help Residents in Recovery Society find its greatness because they offer our community and surrounding area hope for individuals and families that are suffering through the horrible disease of addiction. Residents in Recovery offers programs, housing, work and safety to our community for our most vulnerable people who need support and compassion. This type of leadership inspires myself and many others to do what we can to make a difference.	I'm inspired to help Little Warriors / Be Brave Ranch because children deserve the opportunity, time, and space to heal from traumatic events.	I'm inspired to help the Bryony House find its greatness because their work helps break the cycle of abuse and provide support for women and children of all backgrounds in difficult situations with the only commonality being they are victims of domestic violence. Support systems like the Bryony House can be the difference between life or death for many women.	I'm inspired to help Safe Families Canada find its greatness because they look out for the most vulnerable.	I'm inspired to help Girl Guides Canada find its greatness because of the support they give to building our girls & young ladies of the future through inclusion and respect to everyone.	I'm inspired to help The Heart & Stroke Foundation find its greatness because we all have hearts. Facts show that 9 in 10 Canadians have at least one risk factor for heart disease and stroke. The Heart & Stroke Foundation is committed to improving recovery for those living with the effects of heart disease and stroke.	I'm inspired to help The Greater Vancouver Food Bank find its greatness because nothing says home like food on the table and no one should ever go hungry.
BC Children's Hospital Foundation	The Mustard Seed	Tails to Tell	Residents to Recovery	Little Warriors / Be Brave Ranch	Bryony House	Safe Families	Girl Guides of Canada	The Heart & Stroke Foundation	Greater Vancouver Food Bank

SUPPORTING THE FIGHT AGAINST CANCER

Northbridge is a long-time supporter and national sponsor of the **Women in Insurance Cancer Crusade (WICC)**. Northbridge continues to participate in their annual **Relay for Life** event, raising funds for the Canadian Cancer Society.

Our Northbridge Navigators and Federated Fighters collectively **raised \$21,140**, making them this year's top fundraisers for the event. One of our team's leaders was also the top individual fundraiser for the entire event – **raising \$7,088**.



The Northbridge Navigators and Federated Fighters raised **more than \$21,000!**



OUR NORTHBIDGE CARES PROGRAM IN ACTION

Under our Northbridge Cares mission, our goal is for our employees to support the communities in which we live and work. One major way we achieve this nationally is by working with our core six charitable partners. Throughout the year, we also worked to support various community projects.

SUNNYBROOK'S FAMILY NAVIGATION PROJECT SEES RISE IN NEED

1.2 million youth in Canada experience mental health issues, but only one in five will receive the care they need. The Family Navigation Project (FNP) at Sunnybrook Health Sciences Centre is taking action. FNP is a free service that pairs clinically trained navigators with families across the GTA who have family members aged 13 to 26 with mental health and/or addictions challenges. These navigators connect families to the services they urgently need, first working to understand their unique needs, identifying options for treatment and support, and then creating an individualized plan and path to care.

Since its launch in 2013, FNP has seen a 45 per cent increase in the number of clients it serves. During the COVID-19 pandemic, that need intensified, with nearly twice as many youth reaching out to FNP for help. With Northbridge's partnership, the FNP team has strived to ensure there is no interruption to the support it provides for clients while facing issues including higher case volumes, service disruptions, and a transition to remote work.

Sunnybrook's Family Navigation Project continues to lead the way in ensuring youth and their families can access vital resources to support their mental health.

TAKING INITIATIVE WITH ENACTUS

Northbridge is proud to partner with Enactus Canada, a non-profit organization that is shaping generations of entrepreneurial leaders passionate about advancing the economic, social, and environmental health of Canada. Guided by academic advisors and business experts, the student leaders of Enactus Canada create and implement community empowerment projects and business ventures in communities coast-to-coast. Northbridge continues to play an important role in enabling students to discover their potential while making meaningful contributions as leaders of tomorrow.

To help further the Enactus mission, the Northbridge Reducing Inequalities Project Accelerator was established in 2021, with a commitment to promoting social and economic inclusion of at-risk youth. **During 2021 - 2022, 56 Enactus students logged 2,220 hours delivering six community empowerment projects. As a result, 368 at-risk youth across Canada gained access to resources, tools and/or technology that help promote social and economic inclusion.**

- **67** academic institutions participated
- **2,085** students engaged
- **188** community empowerment projects delivered
- **194** new businesses started
- **218** people found employment
- **374,813** volunteer hours
- **32,496** people directly impacted

Give together

A DECADE OF GIVING

Each year, Northbridge employees coordinate their efforts to raise money and awareness for our core six charitable partners. This year, in honour of our tenth year of giving together, we expanded our roster to support 10 charities, each one providing the opportunity to contribute towards an important area of need.

The new charities we supported during our campaign included: the Black Youth Helpline, the Gord Downie and Chanie Wenjack Fund, Food Banks Canada, and a new Diversity & Inclusion partner, the Canadian Centre for Gender and Sexual Diversity (CCGDS).

Employees across Canada came together both virtually and in person to raise funds by donating online or through payroll, and participating in virtual events like bingo, trivia, and Family Feud.

In the end, our 2022 Give Together campaign accomplished the following:



EMPLOYEES RAISED OVER
\$101,095



NORTHBRIDGE MATCHED IT WITH ANOTHER
\$101,095



A TOTAL OF APPROXIMATELY
\$202,190
WAS DONATED TO CHARITY

EMPOWERING COMMUNITIES DURING AN UNPRECEDENTED TIME

Some of the most vulnerable rely on Canada's food banks to meet basic nutrition needs. A drastic rise in inflation means more families are relying on food banks across the country, resulting in depleted food supplies. In response, Northbridge donated \$400,000 to Food Banks Canada to help fight hunger in our communities.

Hurricane Fiona had a devastating impact on Atlantic Canada. In response, Northbridge donated \$50,000 to the Canadian Red Cross to help communities recover.



NORTHBRIDGE DONATED
\$400,000
TO FOOD BANKS CANADA



SPREADING HOLIDAY CHEER

As needs continue to grow in our communities, this holiday season, Northbridge donated to Food Banks Canada, Make-A-Wish Canada, and the Salvation Army. Each employee was given the opportunity to allocate \$25 dollars to one of the three charities by filling out a survey. Over 600 employees participated, and \$15,600 dollars was donated to the three charities on their behalf.



OUR COMMUNITIES



WHO ARE OUR CHARITABLE PARTNERS?

We know great things come from great partnerships with great people. Northbridge has joined with six remarkable charitable organizations that share our passion to help Canadian youth thrive in their communities.

jack.org

ThriveYouth
Development Canada

Pathways
to Education

 **TreeCanada**

SickKids®

 **United Way**

jack.org

Canada's ongoing youth mental health crisis has been exacerbated by the impacts of the COVID-19 pandemic. Throughout the year, Jack.org has worked relentlessly to ensure that young people across Canada have the skills, education, and tools they need to look after their mental health and support their peers at a time when it truly matters most.

Jack Talks Program

Jack Talks are mental health presentations delivered by young people for young people. Through this program, trained and certified youth speakers use the power of personal stories to safely educate their peers about how to look out for themselves and one another, increase their mental health literacy, and build awareness about support resources that are available in their communities. This year, the Jack.org team began piloting Jack Talks designed for Indigenous youth in collaboration with Indigenous community members and knowledge keepers. During the 2021-2022 school year, Jack.org delivered mental health education to over 40,000 young people across the country through Jack Talks.

Jack Chapters Program

Jack Chapters are youth-led groups at high schools, colleges, universities, and in community settings that are supported by Jack.org staff. They work to break down barriers to positive mental health and make concrete change in their communities. Jack Chapters reflect on their community needs and design initiatives focused on prevention, promotion, and destigmatization that have the potential to shift how people think about, talk about, and care for their mental health. This year, Jack.org's 181 youth-led Chapters organized 333 mental health initiatives that sparked over 53,000 mental health conversations with their peers.

Be There Program

Structured around Five Golden Rules, [BeThere.org / Etrela.org](#) is Jack.org's award-winning digital resource to help young people learn to recognize when a peer is struggling, engage safely in tough conversations, and maintain their own mental health while supporting others.

Building on the success of BeThere.org / Etrela.org and the vital role it's played for young people throughout the pandemic, this year Jack.org launched the new **Be There Certificate (BTC)**. The BTC is a first of its kind interactive learning experience to increase mental health literacy and provide youth with the knowledge, skills, and confidence they need to safely support anyone who may be struggling with their mental health. Since launching in March 2022, the BTC has already been accessed by 368,000 people, and 15,000 have earned their certification. Of those, 96 per cent of users report feeling better able to safely support someone who is struggling with their mental health, and 49 per cent have already applied their learnings in real-life situations.

Canada's Ride for Youth Mental Health

Jack Ride is a charity bike ride that takes place in person just outside Toronto and virtually across North America in support of Jack.org's youth mental health programs. This year, 1,300 participants cycled their desired distance (up to 125 km!) to support Jack.org's work. The 2022 Jack Ride helped Jack.org raise over 18 per cent of their annual revenue, and Team Northbridge's 14 members **raised \$11,498!**



Pathways to Education

Pathways to Education is a national, charitable organization breaking the cycle of poverty through education. Its award-winning program is creating positive social change by supporting youth living in low-income communities.

Pathways offers a holistic combination of academic, financial, social, and one-on-one supports that are proven to remove barriers to graduation and empower students to pursue their passions. When students are provided with the resources they need to graduate from high school, they also have the opportunity to transition to post-secondary education or training, explore different career paths, and achieve their dreams.

Pathways **currently supports over 6,000 students per year in 31 program locations across Canada**. Their most recent data shows that the average graduation rates in the communities Pathways serves increased by an average of 52 per cent, and 69 per cent of Pathways students transitioned to post-secondary education or training.

Northbridge's support of Pathways is helping to create profound, long-term change for young people living in low-income communities across the country. Together, we're breaking down barriers to education—because a better future for Canada starts with high school graduation.



SickKids®

The Hospital for Sick Children (SickKids) is Canada's most research-intensive hospital and the largest centre dedicated to children's healthcare.

Here's a look at some of the initiatives that Northbridge supports.

Targeting highest priority needs

Northbridge's support helps SickKids fund the highest priority needs in clinical care and child health research. Building a New SickKids to replace the aging clinical campus and infrastructure remains the biggest priority. The Patient Support Centre, the first new building of the clinical campus, reached its full height of 22 storeys in September 2022. Work on the interior is underway and the building will open its doors to doctors, support staff, patients, and families in 2023.

Decoding autism to individualize therapies

As Chief of Research and the Northbridge Chair in Paediatric Research, Dr. Stephen Scherer is pushing the boundaries of genomics to advance knowledge of complex childhood diseases, including autism. Dr. Scherer's current focus is an ambitious program to translate basic science discoveries about the genetics of autism into individualized diagnostics and therapies. This exciting new translational research program will come to fruition over the next 10 years as part of the Precision Child Health initiative at SickKids.

More targeted, data-driven & predictive Inflammatory Bowel Disease (IBD) care

Dr. Eric Benchimol is the latest Northbridge Chair in IBD at SickKids, a position Dr. Anne Griffiths previously held. Dr. Griffiths earned the Richard N. Fedorak Award of Distinction in 2021 for a career-long commitment to excellence in Canadian IBD education and mentorship, and she says, "I'm delighted to have someone of Eric's stature and abilities to take the Northbridge Chair. It's a passing of the torch." Alongside colleagues at the IBD Centre, Drs. Benchimol and Griffiths are working to answer key questions, including how to use "omics" data to better predict patient outcomes and whether specific cell types may pinpoint which IBD drug to use.

Setting new investigators on the path to success

By supporting New Investigator Research Grants, Northbridge helps to provide a springboard to Canada's early-career health researchers. In the 2022 competition, six researchers from health institutions across Canada each received a multi-year grant. The talented cohort is studying brain imaging to prevent neurodisability in preterm babies, whether maternal cannabis use changes breast milk, how technology could better support treatment compliance and youth mental health, culturally safe ways to engage newcomers in health research, and new treatment strategies to evade deadly childhood cancers.

Cancer research leads to cancer cures

Northbridge helps fund innovative cancer research at SickKids, most recently supporting three fellows who are set to become cancer research superstars.

Dr. Palak Patel is a microbiologist-turned-cancer researcher who's specializing in molecular biology, cancer pathology, genomics, biostatistics, and informatics. Dr. Patel's research is helping define the genetic landscape of deadly brain tumours in children and young adults to determine prognostic and therapeutic roles and find targets for novel therapies. Dr. Ruiqui Chai is investigating the role of TRP channels, cellular sensors that respond to a broad range of stimuli, to better understand cancer progression, proliferation, and drug resistance. Dr. Namal Abeysundara's research is exploring the molecular genetics of medulloblastoma and ependymoma, two of the most common malignant paediatric brain tumours. With Northbridge's support, their research could change the course of cancer care and trajectory of life for many patients and their families.

Northbridge charity golf tournament in support of SickKids

In July 2022, Northbridge hosted the 5th Annual Charity Golf Tournament in support of SickKids. The event raised \$37,000, which was matched by Northbridge. Since 2018, this tournament has raised more than \$200,000! Funds raised will help build a new state-of-the-art SickKids, turn today's research discoveries into tomorrow's cures, and help spread SickKids' expertise beyond the walls of the hospital, improving the health of children here at home, and around the world.



The mission of Thrive Youth is to create safe and supportive spaces where children and youth can explore creative expression, learn about themselves and the world around them, and develop the skills and confidence needed to create positive change in their lives and their communities. Thrive Youth envisions a world where children and youth are confident, capable, and connected to help ensure they reach their potential and thrive.

With the long-standing support of Northbridge, Thrive Youth provides a supportive, hands-on environment for young people aged 9-18 from underserved communities. Through a mix of in-school and extracurricular programs, Thrive Youth helps them find their voice, connect with their peers, and see themselves as the powerful agents of change they are. Ultimately, they aim to empower young people to activate positive change in their lives and in their communities.

In 2022, Thrive Youth achieved significant results:

- They successfully launched a rebrand, new name, and three-year strategic plan, which will further align their mission, vision, and messaging to the work their teams have been doing to transform the lives of children and youth.
- Two new programs were launched to further their goals of continuous and holistic programming. Their Youth Council ensures youth voices are included at all stages of program development, and the Build To Change program addresses transitory learning gaps as indicated by the youth they serve.
- They reached 2,705 children and youth across Canada, delivered over 1,000 hours of programming, and served over 80 classrooms with their leadership programming.
- 550 Creativity Kits were delivered to children and families facing significant hardship in Toronto, Lytton, Kamloops, Vancouver, and Kitasoo.
- 86 per cent of teachers agreed that the peer relationships within their class were strengthened through participating in the Learn Create Explore program.

Thrive Youth's Learn Create Explore

Learn Create Explore (LCE), formerly known as All the Arts, is a vital service for many children, youth, and educators across Ontario, B.C., and the Atlantic Provinces. LCE works in partnership with local schools to identify and support children who may be struggling in the classroom through arts-based leadership development learning experiences. Alongside new mentors and peers, students ages 9-13 are given opportunities to try new things, take positive risks, and learn and grow in a space where pre-existing labels are left at the door. Thrive Youth specifically focuses on recognizing and celebrating progress in each student, providing them with the experiences they need to create new narratives for themselves, and offering strategies to incorporate these new strengths into their day-to-day lives.

As the complex challenges youth face have increased, so has the need for Thrive Youth's services. Through Northbridge's continuous support, Thrive Youth has expanded access to their in-school programs for students and educators as they navigate uncertain times. In 2022, more classrooms were able to engage in Thrive Youth's online programming during a time when experiences outside of the classroom were more limited than ever.



Since 2014, Northbridge has worked with Tree Canada to **plant and maintain 6,922 trees across the country** to help create greener communities. The planted trees have helped green communities in need, increased urban forests, increased the number of schoolyard trees, and allowed orchards to grow in order to build a more sustainable place in the future.

Here's a look at some of the projects we were involved in last year:

Walnut Grove Public School, ON

The school's eco-team wanted to plant trees around their school yard to provide an additional habitat to wildlife, increase biodiversity, provide shade, and improve the quality of the field area by reducing erosion and supporting drainage. The eco-club members worked together to develop educational workshops for their peers. These workshops helped promote the health and care of new saplings, fostered student connection to the natural environment, and taught students about tree stewardship.

Glace Bay High School, NS

44 fruit trees and edible shrubs were planted on the school landscape, next to the school garden. The project aimed to address food security by partnering with a local food bank and a local youth center. Later, in June of 2022, the schools' garden club members, along with the Agriculture class, gathered at the tree planting site on the school's property. Despite a steady downpour, the students installed three additional fruit trees to teach their guests about the proper way to plant trees.

Charlemagne College, QC

Charlemagne College planted six fruit trees on their campus in order to make their school greener. These trees are an important symbol of their environmental involvement and also the beginning of a new greener era for the school. Students created a team dedicated to the environment to properly maintain these trees, which includes watering, cleaning, and caring for them. This inspired the college cafeteria to take a greener approach by switching their straws, milk cartons, and plates from plastic to compostable. They also now have recycling bins that students are strongly encouraged to use. Charlemagne College is hoping to one day make even bigger changes and implement a self-sufficient food system on campus.





The last few years have been a challenge. The pandemic accelerated and escalated urgent community issues, and skyrocketing inflation is pushing people further into poverty, homelessness, and food insecurity. But United Way is determined to get communities from coast to coast to coast through the shifting challenges of the day while tackling forces that drive poverty—precarious work, unaffordable housing, and discrimination.

Together with volunteers, donors, and community partners from all sectors, United Way's network of local social service agencies is mobilizing to ensure that the people and families most impacted by poverty and related issues receive the support they need. Last year, United Way's priorities included:

- **Meeting urgent and basic needs.** Every twist of the road during the past two years has left people struggling to make rent, to put food on the table, to stave off anxiety and depression—all while the sector that is working hard to support them faces shortages, burnout, and reduced donor dollars. Through it all, United Way provided funding, resources, and collaboration to supply everything from food to mental health resources to shelter to counselling.
- **Making sure that everyone has access to resources and opportunities** to help them recover from the effects of the pandemic, high inflation, the skyrocketing cost of living, and reduced wages. United Way works shoulder to shoulder across sectors to create opportunities for those who have been left behind.
- **Changing the systems that keep our communities divided through collaboration, research, and policy work.** Racism and discrimination have real consequences for the well-being and success of many and steal so much from our potential for greatness. United Way is dedicated to tackling these inequities to rebuild for a brighter, stronger, and more equitable future.

United Way believes that we're stronger together. With their donors, social service agencies, and communities, they direct emergency funds to address rapidly changing needs; channel culturally appropriate services to neighbourhoods where poverty is concentrated; create opportunities for those facing barriers to employment; and advocate for affordable housing solutions.



07

OUR ENVIRONMENTAL APPROACH

Our two environmental goals are to promote environmental responsibility in the workplace and to minimize the environmental impact of our operations.

REDUCING OUR WORKDAY WASTE

How we behave in our offices has a direct impact on our carbon footprint. That's why we're always looking to evolve our processes in innovative, earth-friendly ways.

We invite our brokers and customers to take advantage of our Business Choice Environmental Upgrade, a program we developed to cover the additional costs of upgrading a building using Green Certified products after a property loss. We also like to keep paper waste low, and we've adopted a few methods to help with this. First, we encourage our Transportation and Logistics brokers and customers to use our **EZCert online tool** to produce certificates of insurance instead of printing them out. We also use eDocs to deliver policy documentation to brokers through their broker management systems.

FOLLOW ME PRINTERS

With our transition back to the office, we continued our print-on-arrival program, Follow Me Printers. Since introducing this initiative at the end of 2017, we've significantly reduced our paper waste.

PARTNERING WITH THE NATURE FORCE

We have joined The Nature Force, a project led by Ducks Unlimited in partnership with other leading P&C insurers, which aims to use natural infrastructure, such as wetlands, to restore and protect high-risk areas from flooding. Nature-based solutions involve actively restoring and managing natural resources for positive outcomes including climate resilience, biodiversity, and water quality.



08 OUR WORKPLACE

Our employee-first, team-based approach, and desire to make a difference bring the Northbridge culture to life.

PEOPLE & CULTURE: WE'RE ALL IN THIS TOGETHER

Northbridge

people & culture

While we learned a lot and were very successful over the past two years working from home, we were very excited to bring our employees back to the office in 2022! Our transition back into the office enabled us to continue doing things that are important to our culture and make us a great company for great people. These included face-to-face collaboration, people development through mentoring and coaching, training to enhance our expertise, and having fun at work—all things that are better done together in the office. We have implemented a hybrid working model, which we believe will continue to allow us to be a leader in our industry.

We have also modernized many of our offices, including our head office location in downtown Toronto. The workspace has been built to allow for flexibility and includes a bright and friendly working environment with more break-out rooms and collaboration spaces for staff to gather, share ideas, and socialize. It's been refreshing to see people back in the office and working together again...in person!



(Top to Bottom)
Holiday Spirit - Toronto
Holiday Spirit - Winnipeg
Holiday Spirit - Halifax



HERE ARE SOME OF THE THINGS WE ACCOMPLISHED TOGETHER LAST YEAR:

CULTIVATING A SAFE WORKING ENVIRONMENT

We are a people-first company and care about the safety and well-being of every employee.

We continued to navigate the COVID-19 pandemic by focusing on employee safety and addressing our employees' unique well-being needs. We safely returned employees to the office, and set up people leaders and employees to be successful working in a new hybrid work environment. This included following government rules and regulations, communicating evolving COVID-19 safety protocols, and gradually returning employees to the office over a three-month period to ensure the transition was smooth, all while continuing to monitor public health guidance.

Focusing on our well-being

Our employees' well-being is a key priority and we have a well-being program that aims to help them be their best selves every day at home and at work. **Our initiatives address four aspects of well-being: mental, physical, financial, and social – and in 2022 some of our key initiatives included:**

- Launching social groups, step challenges, and a sleep challenge on *Live Well*, our health and well-being app that creates a personalized well-being experience for employees to meet their unique needs
- Inviting leading experts to provide critical information on COVID-19, safely returning to the office, and managing mental health challenges
- Delivering programming to support employee well-being, including a mental illness awareness week guest speaker, employee stories of lived experience with mental illness to reduce stigma, a nutrition session, flu-clinics, and financial literacy month
- Launching peer support groups to create a safe space for employees to share their experiences and gain insights from their peers

A FLEXIBLE WORK ENVIRONMENT

Creating a future-forward employee experience means offering flexible work options to improve the work-life balance of our people. After a successful pilot of our work-from-home program in 2019, in which our employees could choose to work from home 50 per cent of the time, we've expanded the program to allow as many employees as possible to take part. The program also offers additional work-from-home days for all staff and even provides the option to work remotely while travelling for up to a month. As part of our Own Your Week Program, our employees can opt to work varying hours each day to help them balance personal and work commitments.

A GREAT PLACE TO WORK

We've been working hard to make sure our employees love working at Northbridge and that they have everything they need to do their jobs well. That hard work has paid off, with top nods this year from Forbes and the Insurance Business Canada magazine. Northbridge was named on the Forbes list of Canada's Best Employers, which is based on an independent survey of over 10,000 Canadian employees. Insurance Business Canada recognized a Northbridge employee, Amy Stiller, as Underwriter of the Year and also named Northbridge a Top Insurance Employer in 2022. This follows wins for Top Insurance Employer or Top Insurance Workplace for the past three years! This means employees gave us an overall satisfaction rating of 80 per cent or higher on topics including benefits, compensation, culture, employee development, and commitment to diversity and inclusion.



Happy employees = happy customers

Insurance Business Canada's recognition of our hard work continues. This year, they've ranked Northbridge as a **Five-Star Carrier**, a **Five-Star Carrier in Construction Insurance**, and a **Five-Star Carrier in Property Insurance!**



Amy Stiller, 2022 IBC Underwriter of the Year



DIVERSITY, INCLUSION & BELONGING

This year, our Diversity, Inclusion & Belonging Committee continued to focus on the foundational pillars of education and awareness, building diverse talent, and targeted partnerships.

Education and awareness: In 2022 we launched Our Cultural Celebrations – Smarter in Seconds series. This series of short intranet videos shared interesting facts, history, and personal stories from our employees about various holidays from around the world. Each video provided an opportunity to learn more about cultural holidays and celebrate with one another.

We also continued to recognize national events, such as Black History Month, International Women's Day, Pride Month, and Disability Employment Awareness Month. To celebrate Black History Month, we shared stories of black youth and their experience in Canadian society, their passions, and the things they wish to change. In recognition of International Women's Day, we asked employees to show solidarity in creating a gender-equal world by submitting photos of themselves striking the #BreakTheBias pose. During the month of June, employees expressed their pride with flags that support and advocate for different groups within the LGBTQ2S+ community.

Additionally, we continued our membership with the Canadian Centre for Diversity and Inclusion (CCDI) which provides free webinars, community events, and knowledge repository resources to all of our employees.

Building diverse talent: In late September, we launched our second annual Diversity, Inclusion, and Belonging (DI&B) Survey in a new tool, which has allowed us to get some additional insight, including some benchmarking information.

We were encouraged that our response rate to this year's voluntary survey was up by 10 percentage points compared to 2021, which allowed us to have more insight into the issues, challenges, and perspectives of our employees.

Key takeaways from the survey included:

- Solid scores on the Inclusion Index, which measures whether employees feel valued, are comfortable being themselves, feel like they belong, and feel they're treated fairly
- Progress in our recruiting efforts to hire more diverse people, especially in the categories of people who self-identified as newcomers to Canada, being part of the LGBTQ2S+ community, or having a disability
- A majority of respondents felt that our efforts in the DI&B area are happening at the right pace to make meaningful change

Overall, our scores for many questions in the survey have increased year-over-year and most of our results benchmark well above others in the industry and across Canada.



DIVERSITY, INCLUSION & BELONGING (CONTINUED)

Targeted partnerships: Through our Northbridge Cares program, we demonstrate our commitment to the communities we live and work in.

This year we expanded our community partnerships and their scope of representation in our communities. In addition to our six national partners and the DI&B programs we support, we are now also supporting initiatives that specifically target marginalized communities and youth to help them overcome systemic barriers.

THE CANADIAN CENTRE FOR
**GENDER + SEXUAL
DIVERSITY**



The Canadian Centre for Gender and Sexual Diversity (CCGSD) is a national youth-focused organization that empowers gender and sexually diverse communities through education, research, and advocacy. The CCGSD strives for a world where people can shape the decisions that impact their lives, enjoy freedoms, and live free of violence and discrimination. Our support will fund the Intersectionality and Diversity (I&D) Program, which provides workshops to students across Canada and engages in interactive activities that allow students to dig deeper into their understanding of identities and the intersections between them.

advocacy. The CCGSD strives for a world where people can shape the decisions that impact their lives, enjoy freedoms, and live free of violence and discrimination. Our support will fund the Intersectionality and Diversity (I&D) Program, which provides workshops to students across Canada and engages in interactive activities that allow students to dig deeper into their understanding of identities and the intersections between them.

While we've continued to progress in our diversity, inclusion, and belonging work at Northbridge, we recognize that the DI&B landscape is ever-evolving and the journey is ongoing. We continue to move forward, embracing opportunities to learn from each other and grow together.



The Gord Downie & Chanie Wenjack Fund's Legacy Schools program provides free educational tools and resources to schools and clubs throughout Canada to help educate youth and leaders and provide ways for them to move reconciliation forward between Indigenous and non-Indigenous peoples. Northbridge's financial contribution to the program helped ensure more than 6,500 educators and 5,300 schools had access to the program.



DID YOU KNOW?

Our Leadership Essentials Program



Leadership skills are vital for a strong workforce, and we've developed a program to help our high-performing employees foster the confidence and influence that will help propel them in their career.

Our **annual 9-month program** is an opportunity for up to 24 employees to develop their leadership skills through activities like presenting case studies, engaging in group work, networking, and learning from guest speakers. Employees who show a strong commitment to Northbridge culture and look out for new ways to improve the business are excellent candidates for the program.

PERSONAL AND CAREER DEVELOPMENT

We're committed to supporting our employees' personal and professional development to help them achieve even greater success in the future.

Northbridge encourages our employees at every level to focus on their professional development, providing a variety of programs that help build technical and soft skills.

Here's how we're doing it:

Education Assistance Program

Northbridge succeeds when our people succeed. By allowing them to remain current in their professional areas of expertise, they develop skills and knowledge that will help them reach their career goals. Our education assistance program supports the realization of these goals by covering the cost of textbooks and course fees and offering incentive bonuses to employees who earn a professional designation. We also provide employees with a day off to write their exam.

Leadership Development Programs

We offer our leaders programs to support their development in many different areas. They can take part in everything from one-day programs to one-hour sessions to help them build and refine their leadership skills. New leader bootcamp sets our leaders up for success by providing in-class and virtual sessions on what it means to be a leader at Northbridge and the key skills they need as they step into a leadership role.

Employee Development Programs

Employees at every level have the opportunity to be mentored to develop their skills and capabilities in their current role or to support them in growing towards their next role.

We have also partnered with LinkedIn Learning to bring accessible, high-quality, and personal learning courses to our employees, who are encouraged to take time for learning and development to help build their skills and confidence.

New Graduate Program

Combining classroom learning and on-the-job training, this program provides recent insurance graduates targeted training in their area of specialization (Underwriting or Claims), so they can become a contributing member of the team in just a few months.

PERSONALIZED EMPLOYEE PROGRAMS AND SERVICES

A competitive Total Rewards package

In addition to a competitive base salary, we offer employees a comprehensive Total Rewards package designed to meet their unique needs.

Our Flexible Group Benefits Plan

Our Flexible Group Benefits Plan offers comprehensive medical and dental coverage that can be tailored to meet the unique needs of our employees' families. It also includes long-term disability, accidental death & dismemberment, critical illness, and life insurance.

Our Retirement Savings Plan

We automatically make contributions to a Defined Contribution Pension Plan to help employees meet their retirement goals. Employees also have the opportunity to contribute to an Optional Group RRSP and Spousal RRSP.

Our Employee Share Purchase Plan

Our Employee Share Purchase Plan provides employees with the opportunity to invest in the long-term performance of Fairfax through the purchase of Fairfax stocks. When employees participate, they receive an additional 30 per cent of the amount they invest each year, and when Northbridge Financial achieves its financial targets, the company contributes an additional 20 per cent.

Our Recognition Program

Our Recognition Program provides a meaningful way to appreciate both the great work being done and celebrate the happy moments of our professional and personal lives. As we work, employees and leaders have the ability to award each other with monetary (points) and non-monetary (e-thanks) forms of recognition. The special moments in life, including weddings and new children, are celebrated by providing employees with monetary recognition specific to each event.

Our Employee Assistance Plan

Should one of our employees or a member of their immediate family need a little extra help, our Employee Assistance Plan (EAP) is available to connect them to a network of dedicated counseling professionals who are available to provide assistance 24 hours a day.

Our Staff Insurance Program

We offer our employees a discount on home and automobile insurance.

Our competitive time off policy

Northbridge offers a competitive time off policy with flexibility for employees. Apart from vacation days, we offer Me Days that can be used for any event of significance for them. We also offer Well-Being Days that can be used to support physical, mental, financial, or social well-being. Our New Family Member Leave program provides all parents an opportunity to get extra paid time off and our new Sabbatical Program gives employees a chance to take extended leave to rest, recharge, travel, or study.

EMPLOYEE BREAKDOWN

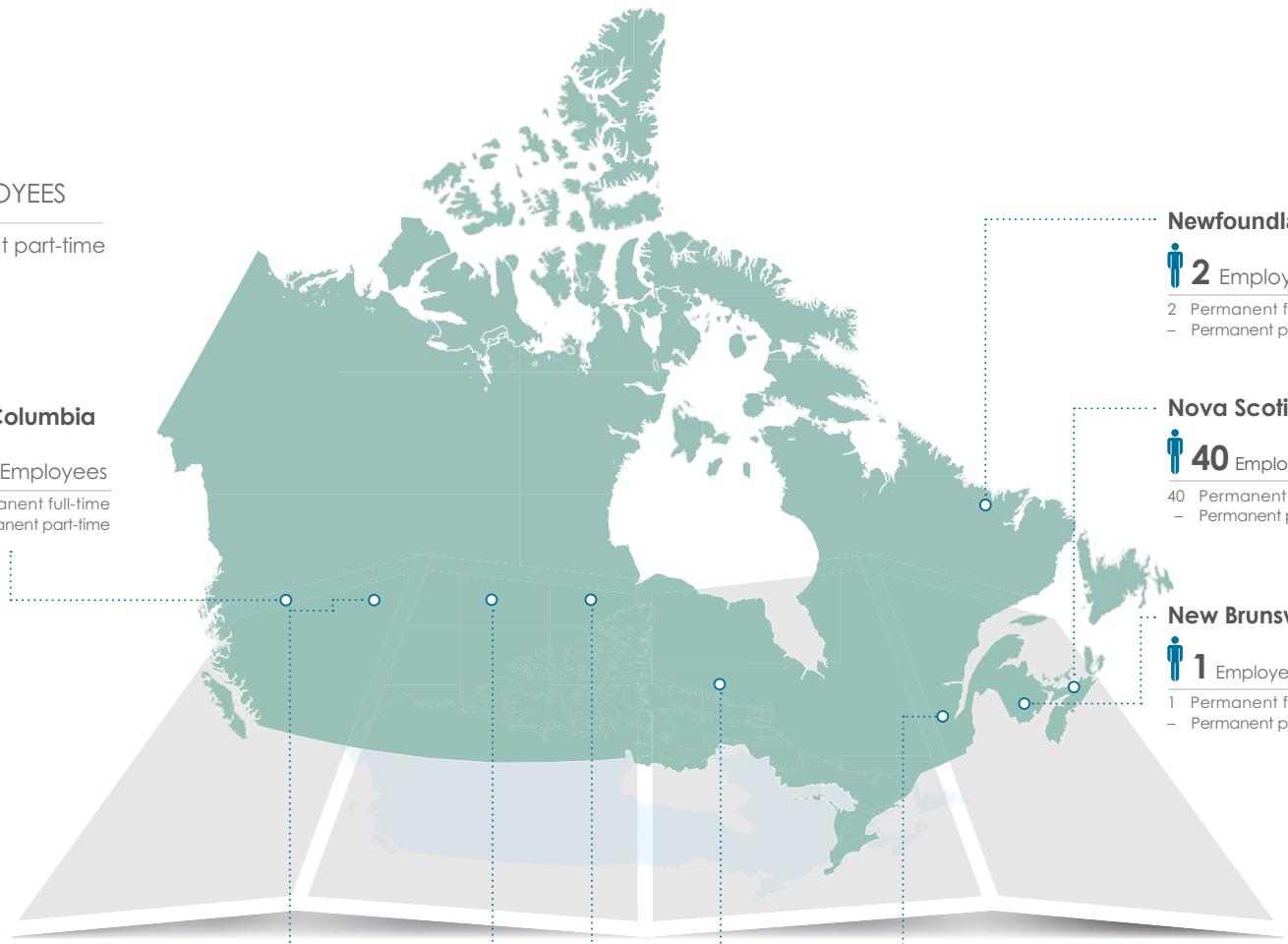
 **1,738** TOTAL EMPLOYEES

1,718 Permanent full-time | 20 Permanent part-time

British Columbia

 **177** Employees

175 Permanent full-time
2 Permanent part-time



Alberta

 **150** Employees

149 Permanent full-time
1 Permanent part-time

Saskatchewan

 **3** Employees

3 Permanent full-time
– Permanent part-time

Manitoba

 **92** Employees

90 Permanent full-time
2 Permanent part-time

Ontario

 **1,015** Employees

1,002 Permanent full-time
13 Permanent part-time

Quebec

 **258** Employees

256 Permanent full-time
2 Permanent part-time

Newfoundland

 **2** Employees

2 Permanent full-time
– Permanent part-time

Nova Scotia

 **40** Employees

40 Permanent full-time
– Permanent part-time

New Brunswick

 **1** Employee

1 Permanent full-time
– Permanent part-time

OUR ECONOMIC CONTRIBUTION

As one of the largest commercial lines insurers in Canada, we're proud of the contribution we make to the Canadian economy, first and foremost through our claims service excellence that helps our customers get back to business as soon as possible. In 2022, Northbridge Financial Corporation and its subsidiaries contributed these provincial and federal taxes:

TAXES PAID (in thousands)	INCOME TAXES*	PREMIUM AND FIRE TAXES	GST/HST/QST/PST**	2022 TOTAL TAXES	2021 TOTAL TAXES
NFLD	1,052	2,532	159	3,743	3,859
PEI	196	354	28	578	596
NS	1,165	2,987	240	4,392	3,990
NB	1,155	2,818	224	4,197	3,997
QC	1,155	19,492	1,902	29,812	28,042
ON	17,303	36,761	5,751	59,815	55,077
MB	17,303	1,776	133	3,037	2,553
SK	763	2,181	3	2,947	3,810
AB	5,195	20,683	-	25,878	23,381
BC	4,413	15,126	263	19,802	17,770
YK	76	213	-	289	258
NWT	78	202	-	280	256
NT	33	62	-	95	116
Total Provincial	40,975	105,187	8,703	154,865	143,705
Total Federal***	87,695	N/A	8,042	95,737	95,711
Total	128,670	105,187	16,745	250,602	239,416

In addition, Northbridge General Insurance Corporation provided \$2.5 million in debt financing to one firm in Ontario in 2022.

*Income tax numbers are estimated | **Does not include sales taxes in Claims costs | ***Includes Part V1.1 Tax of of \$23,760K



09

OUR OFFICES

We have offices in regions across Canada to help us serve our customers.

Northbridge

a FAIRFAX company



TORONTO

Northbridge Place
105 Adelaide St. West, Suite 700
Toronto, ON, M5H 1P9

CALGARY

220-12th Avenue SW, Suite 550
Calgary, AB, T2R 0E9

EDMONTON

10235-101st St., Suite 1000
Edmonton, AB, T5J 3G1

HALIFAX

1801 Hollis St., Suite 900
Halifax, NS, B3J 3N4

MONTREAL

1000, rue De La Gauchetière Ouest, bureau 400
Montreal, QC, H3B 4W5

QUEBEC CITY

2590, boulevard Laurier, bureau 560
Quebec City, QC, G1V 4M6

TORONTO

Northbridge Place
105 Adelaide St. West, Suite 700
Toronto, ON, M5H 1P9

VANCOUVER

745 Thurlow St., Suite 1600
Vancouver, BC, V6E 0C5



**BURNABY**

4595 Canada Way, Suite 108
Burnaby, BC, V5G 1J9

CALGARY

70 Country Hills Landing, Suite 205
Calgary, AB, T3K 2L2

EDMONTON

1003 Ellwood Rd., SW, Suite 102
Edmonton, AB, T6X 0B3

LAVAL

2540 Boul. Daniel-Johnson, bureau 110
Laval, QC, H7T 2S3

LONDON

551 Oxford St. W, Suite 202
London, ON, N6H 0H9

MISSISSAUGA

55 Standish Court, Suite 300
Mississauga, ON, L5R 4B2

QUEBEC CITY

1280, boulevard Lebourgneuf, bureau 520
Quebec City, QC, G2K 0H1

WINNIPEG

263 Commerce Drive, P.O. Box 5800
Winnipeg, MB, R3C 3C9

TORONTO

Northbridge Place
105 Adelaide St. West, Suite 700
Toronto, ON, M5H 1P9



Northbridge

a FAIRFAX company

CONTACT US

105 Adelaide Street West, Suite 700
Toronto, Ontario, M5H 1P9

www.nbfc.com | info@nbfc.com



Copyright © 2022 Northbridge Financial Corporation All rights reserved.

No part of this book may be used or reproduced in any form, or any means, electronic, mechanical, photocopying or otherwise, without prior written permission from the publisher. ®™ Trademark of Northbridge Financial Corporation ("Northbridge"). [3562-001 ed01E | 05-2023]