

# **Industry Training Authority**

## **2021/22 – 2023/24 Service Plan**

**April 2021**



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## Board Chair's Accountability Statement



The 2021/22 – 2023/24 Industry Training Authority Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of April 2021 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Industry Training Authority mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Industry Training Authority operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to read 'Cindy Oliver'. The signature is stylized and fluid.

Cindy Oliver  
Board Chair

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## **Strategic Direction and Alignment with Government Priorities**

In 2021/22, British Columbians continue to face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and the Government of British Columbia. The government has identified five foundational principles that will inform each Crown agency's policies and programs and contribute to COVID recovery: putting people first, lasting and meaningful reconciliation, equity and anti-racism, a better future through fighting climate change and meeting our greenhouse gas commitments, and a strong, sustainable economy that works for everyone.

Guided by the accountabilities outlined in the [Industry Training Authority Act](#) the Industry Training Authority (ITA) leads and manages B.C.'s skilled trades training and apprenticeship system and is responsible for providing students and apprentices with high quality skills to fully participate in B.C.'s growing economy. Working with employers, apprentices, industry, labour, training partners, schools, Indigenous and other B.C. communities, and government, the ITA funds training, issues credentials, supports apprenticeships, sets program standards and works to increase opportunities in the trades.

This service plan was developed to ensure alignment with the [Minister of Advanced Education and Skills Training](#) and [Parliamentary Secretary for Skills Training](#) 2021/22 Mandate Letters, government's five foundational principles and other key government strategic priorities.

## Operating Environment

The ITA's values of inclusiveness, respect, excellence, innovation and collaboration, along with its [vision and mission](#), provide a framework for the organization's Service and Strategic plan goals, which are:

1. B.C. has an inclusive trades training and apprenticeship system that reflects our diverse population,
2. Apprentices and employers have the information and support they need for success,
3. B.C.'s trades training and apprenticeship system is innovative to support changes in technology and our future learners, and
4. B.C.'s trades training and apprenticeship system has transparent and comprehensive information to support its learners and partners in their decision making.

The ITA's 2021/22 Service Plan is responsive to B.C.'s evolving economic environment, labour market needs and government's mandate of building a strong sustainable economy that works for everyone. As government focuses on economic recovery from COVID-19, ITA and its partners are working together by training the workforce for tomorrow, prioritizing the needs of apprentices, and supporting employers and businesses as we build a stronger, more resilient province.

The pandemic pushed employment levels to historic lows and organizations had to pivot their approach to continue to deliver services where possible. In response to the pandemic, the ITA has adopted new methods to collaborate with partners, reach communities, assess apprentices, work with employers and support training providers to continue delivering programs in a virtual environment. These innovations continue as the ITA works to restore the number of apprentices to pre-pandemic levels, and to introduce the skilled trades as a sustainable and professional career to those previously not engaged in the system.

As part of their November 2020 mandate letters, Minister Kang and Parliamentary Secretary Mercier have been directed to work with the ITA "to restore the compulsory trades system to improve safety and give more workers a path to apprenticeship completion". Over the course of the government's mandate, the ITA will support government in exploring policy and program development options relating to the potential introduction of compulsory certification for trades.

The ITA will continue to foster an inclusive trades training and apprenticeship system focussed on increasing the participation of under-represented groups, including Indigenous peoples, women, youth, new Canadians and others who may be racialized, marginalized or face other challenges to entering and working in the skilled trades. The ITA will continue to implement its Women in Trades Strategic Plan, inspiring more women to enter and remain in the skilled trades, and fostering mentorship and community between tradeswomen. The ITA will partner with employer sponsors, training providers and communities across the province to work towards eliminating sexism and harassment on job sites and during in-class training with the aim of building a more welcoming, inclusive and equitable environment for all skilled trades workers. The ITA will also ensure a Gender-Based Analysis Plus (GBA+) lens is applied to program and policy

development and all service delivery models. Together, these initiatives will help to balance the skilled trades workforce so that it better reflects the diversity of B.C.'s population.

Building on successes to date, the ITA will continue its work towards lasting and meaningful reconciliation with Indigenous peoples by incorporating the B.C. *Declaration on the Rights of Indigenous Peoples Act* and the Calls to Action of the Truth and Reconciliation Commission into the trades training mandate. The ITA, in partnership with its Indigenous Advisory Council, will persist in its efforts to ensure Indigenous apprentices are fully supported, including addressing racial, cultural and other barriers to success. The ITA will also continue the implementation of its Provincial Indigenous Skills Training Plan, which focusses on creating a clear and sustainable path and opportunities for Indigenous peoples and their communities within B.C.'s trades training and apprenticeship system.

While the ITA has a leadership role in influencing a cultural and behavioral shift in B.C.'s skilled trades training environment, its partners - employers, apprentices, industry, labour, Indigenous and other B.C. communities, school districts, training partners and government - are key to the ITA's success. Through these partnerships, the ITA will work towards improving outcomes for underrepresented groups, many of which experienced the greatest unemployment impact as a result of the pandemic, as well as continuing to address various barriers, including systemic racism, sexism and discrimination, which impede the success and retention of individuals from under-represented groups in the skilled trades.

The ITA continues to work closely with school districts to elevate credentials in the skilled trades as equivalent to a university degree, ensuring young people are aware of the many well-paying, high opportunity career options a skilled trade can provide. The ITA and its partners will review the delivery of its youth program to identify areas for improvement in order to reach a broader youth audience, including youth between the ages of 16 to 26, which is a population group substantially impacted by the pandemic. The ITA will also introduce community initiatives and work towards improving the connection between youth, industry, and employers, with the goal of building youth's knowledge of the opportunities offered through the skilled trades and to improve their employment outcomes.

Though the implications from the second wave of the COVID-19 pandemic continue to be assessed, the current economic environment and ongoing recovery efforts have resulted in fluctuations in the apprentice population. New apprenticeship registrations dropped 31% in fiscal year 2020/21, April to January from 11,747 to 8,158, when comparing to the same period in 2019/20. New sponsors dropped 27 percent from 2,964 to 2,148 also during that period. In evaluating the economic impact from the pandemic and demands of the future labour market, the ITA and its partners will use qualitative and quantitative research to inform an apprentice completions framework. The framework, scheduled for introduction in 2022/23, will support

apprentices in achieving certification, support B.C.'s evolving economy, and help build a provincial workforce of qualified tradespeople.

The ITA recognizes the swift pace of technological change and the opportunities it offers to improve B.C.'s trades training and apprenticeship system. To remain abreast of these advancements, ITA will implement technology that provides apprentices and employers the information they need for success in the skilled trades workforce. Through fostering relationships and collaboration with training providers, the ITA will further transform technical training, identifying and implementing innovations to advance system efficiencies.

The ITA will also continue to progress innovation in trades occupations by supporting government in its work to support employers in meeting hiring commitments related to Community Benefit Agreements, and forward the CleanBC plan by working with jurisdictions across Canada to incorporate clean energy/green technologies into trades training content, with an aim of building a better future for B.C. by supporting clean energy jobs.

The success of B.C.'s trades training and apprenticeship system is closely linked with its ability to access industry expertise and labour market information. The ITA will work to strengthen system effectiveness and help apprentices achieve successful outcomes by measuring and reporting on system performance, ensuring resources are targeted appropriately and accountabilities are strengthened. For the first time, apprenticeship data will be made available in open format enabling a better understanding of B.C.'s trades training and apprenticeship system, while further increasing the ITA's accountability and transparency.

The ITA is dedicated to building and supporting the trades careers that build British Columbia. The goals and strategies included in this service plan will support government's five foundational principles as the ITA continues its efforts to put people first, support equity and anti-racism, work to ensure lasting and meaningful reconciliation in the skilled trades, support the fight against climate change, and play an active and significant role in helping government build a strong and sustainable economy that works for everyone.



## Performance Planning

**Goal 1: B.C. has an inclusive skilled trades training and apprenticeship system that reflects our diverse population.**

**Objective 1.1: Create a more inclusive, diverse, and accessible trades training culture.**

### Key Strategies

- Lead the cultural and behavioural change needed in the skilled trades to remove barriers that contribute to racialization and/or marginalization of underrepresented groups including developing ways to address racism, sexism, bullying and harassment and systemic discrimination in all forms.
- Strengthen existing supports and develop new initiatives to attract, retain and ensure successful outcomes for underrepresented groups focussing on women, Indigenous peoples and youth.
- Promote skilled trades professions as well-paying, high opportunity career choices and create opportunities for women, Indigenous peoples and youth.
- Encourage underrepresented groups, who disproportionately include workers underemployed and displaced by the pandemic, to choose a career in the skilled trades.
- Build partnerships with organizations that will further advance inclusion in skilled trades professions.

Performance Measure(s)	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
1.1a Increase of women entering under-represented trades <sup>1</sup> apprenticeships <sup>2</sup>	570	690	705	720
1.1b Increase of Indigenous peoples entering into apprenticeships <sup>2</sup>	840	915	950	985
1.2c Increase the proportion of women in under-represented trades <sup>1,2</sup>	5.4%	5.6%	5.8%	6.0%
1.2d Increase the proportion of Indigenous peoples in apprenticeships <sup>2</sup>	7.8%	7.4%	7.6%	7.9%

<sup>1</sup>Under-represented trades are those where women represent less than 25% of the apprenticeship population. Prior to July 31, 2020, the definition excluded only the Red Seal trades of Baker, Cook, Hairstylist and Landscape Horticulturist.

<sup>2</sup> Data Source: The ITA's Direct Access Information System

## **Linking Performance Measure to Objective**

- 1.1a/b Increasing the number of women entering into under-represented trades and the number of Indigenous peoples in apprenticeship is an indicator of the ITA's success in: 1) attracting women into trades where participation rates are low, 2) attracting a greater number of Indigenous peoples into the trades, and 3) addressing racism, sexism and other barriers women and Indigenous peoples experience when entering the trades, including for women in under-represented trades.
- 1.1c/d Increasing the proportion of women in under-represented trades and Indigenous peoples in apprenticeships is an indicator of the ITA's success in: 1) changing the culture of the trades by eliminating racism and sexism and building more inclusive and diverse workplace, 2) addressing the barriers women and Indigenous peoples experience when working in the trades, and 3) changing the composition of the trades so that it is more representative of the province's population.

## **Discussion**

While the ITA has made strong progress in attracting women, Indigenous peoples and other under-represented groups into the trades, retention is also a measure of success related to addressing barriers (such as racism, sexism, bullying and harassment), shifting culture, and changing stereotypes associated with a workforce predominately populated by men. Trends associated with these performance measures fluctuate, resulting in years where new entrants increase and other years where there are decreases. In addition, measurement results are influenced by the province's economy, where for example, the pandemic and the resulting economic impact, including high levels of unemployment, have resulted in a decrease of new registrations and in the apprenticeship population overall. It is anticipated it will take two or more years to re-establish the number of new registrations to pre-pandemic levels, particularly with Indigenous peoples and women overall who experienced a greater level of unemployment. Given these factors, performance measures are difficult to forecast, particularly in fiscal years 2022/23 and 2023/24.

**Goal 2: Apprentices and employers have the information and support they need for success.**

**Objective 2.1: Support more apprentices to complete their apprenticeship journey to build B.C.’s workforce.**

**Key Strategies**

- Work with government to explore policy and program development options to related to the potential introduction of compulsory trades certification to ensure B.C. has the skilled trades workforce it needs to meet emerging demands, and by increasing the overall skill level of the trades through standardized credentialing.
- With system partners, identify targeted programs and supports for apprentices and employers impacted by the pandemic to help further apprenticeship completions and B.C.’s economic recovery.
- With industry and labour, and using qualitative and quantitative research, develop strategies, including supports and opportunities that put apprentices first, by creating a multi-year approach to apprentice completions.
- With employers and education partners, leverage the interest of youth wanting to work in a time-honoured career in the skilled trades.

Performance Measures	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
2.1a Number of CofQs issued <sup>1</sup>	4,600	5,100	5,300	5,800
2.1b Number of CofQs issued to women <sup>1</sup>	400	420	500	530
2.1c Number of CofQs issued to Indigenous peoples <sup>1</sup>	220	235	245	270
2.1d Youth <sup>2</sup> participating in skilled trades <sup>1</sup>	7,350	8,100	8,600	9,100

<sup>1</sup> Data Source: The ITA’s Direct Access Information System

**Linking Performance Measure to Objective**

- 2.1a-c Increasing the number of credentials issued is a signal that employers, apprentices and other system participants are receiving the information and support they need to provide on-the-job training or earn their Certificate of Qualification.
- 2.1d Youth participation in the skilled trades indicates that the trades training and apprenticeship system will develop enough trades professionals to meet future labour market demands. This measure also corresponds with promotional efforts to shift societal bias towards recognition of a trades Certificate of Qualification as equivalent to a post-secondary degree. This measure was introduced for the first time in 2020/21 and targets youth aged 16 to 26.

## **Discussion**

To obtain a Certificate of Qualification and obtain journeyman status, an apprentice's training is typically 80 percent supervised on-the-job-training and 20 percent school-based training. Connecting youth and apprentices in their schools and communities with industry and employment opportunities supports their goal of obtaining work and the on-the-job experience needed to become a certified journeyman.

Measurement results are influenced by the provincial economy. For example, the pandemic and the resulting economic impact, including high levels of unemployment, have resulted in a decrease of Certificates of Qualification as the number of opportunities for on-the-job training have been reduced. The pandemic has also resulted in exam and class cancellations and a change in ITA policy to better support apprentices. This was accomplished in part by eliminating the need to complete a credential exam to advance to the next level as required within B.C.'s progressive trades, except for the final certification exam. B.C.'s progressive trades include cook, automotive service technician and parts persons. It is anticipated it will take two or more years to re-establish the number of Certifications of Qualifications issued to pre-pandemic levels, including with Indigenous peoples and women overall who comprise a large number of cooks, a trade which forms part of the hospitality sector, greatly impacted by the pandemic. Considering these factors, performance measures are difficult to forecast particularly in fiscal years 2022/23 and 2023/24.

**Goal 3: B.C.’s skilled trades training and apprenticeship system is innovative to support changes in technology and our future learners.**

**Objective 3.1: With the ITA’s partners, improve access to the trades training and apprenticeship system through innovation, efficiency, and technology.**

**Key Strategies**

- Implement technology that offers apprentices and employers the information they need for success.
- Build partnerships with training providers and employers to further advance innovative training models.
- Work with partners to identify opportunities within the skilled trades training and apprenticeship system to improve training for system learners.

Performance Measure(s)	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
3.1a Employer Satisfaction with ITA Support <sup>1</sup>	81%	≥80%	≥80%	≥80%
3.1b Apprentice Satisfaction with ITA Support <sup>1</sup>	81%	≥80%	≥80%	≥80%

<sup>1</sup> Data Source: Since 2012/13 Sentis Market Research has been commissioned by the ITA to conduct the survey for this performance measure. Data is collected by combined telephone and online surveys. Research best practices and quality assurance methods are employed throughout the process. Survey analysis includes a margin of error in which the targets must fall.

**Linking Performance Measure to Objective**

- 3.1a Employer sponsor satisfaction with the ITA’s support is an indicator of the employer’s satisfaction regarding various supports the ITA offers, including available regional supports.
- 3.1b Apprentice satisfaction with the ITA’s support is an indicator of the apprentice’s satisfaction with the various supports the ITA offers, including available regional supports. This measure was established in the ITA’s 2020/21 Service Plan and the target achieved in 2021/22 establishes this performance baseline.

**Discussion**

Measure 3.1a and 3.1b, reflect ITA’s effort to align the needs of industry with the trades training system, ensure apprentices receive the support needed to succeed, and that employers have the right tools to support apprentices, within an index that is made up of multiple satisfaction indicators.

**Goal 4: B.C.’s skilled trades training and apprenticeship system has transparent and comprehensive information to support its learners and partners in decision making.**

**Objective 4.1: Increase accountability and transparency for B.C.’s trades training and apprenticeship system.**

**Key Strategies**

- Create a performance management framework to increase evidence-based decision making and improve accountabilities within B.C.’s trades training and apprenticeship system.
- With partners, identify opportunities, program and service supports to improve and advance apprentice and system outcomes.
- Increase publicly available data on B.C.’s trades training and apprenticeship system, including in open data format.

Performance Measure(s)	2020/21 Forecast	2021/22 Target	2022/23 Target	2023/24 Target
4.1a Publish system measurement metric results	N/A	Baseline Metrics	TBD	TBD
4.1b Publish data sets in Open Data format	N/A	5	≥12	≥24

**Linking Performance Measure to Objective**

- 4.1a Publishing system metrics results offers a baseline measurement of B.C. trades training and apprenticeship system performance. This will provide ITA and its partners with evidence to dispel system myths, identify opportunities to improve system performance or leverage existing success.
- 4.1b Publishing data sets in an open data format demonstrates ITA’s commitment to transparency and the availability of comprehensive information on B.C.’s apprenticeship and trades training information, including data. This is a new measure for ITA, and data published in 2021/22 will be the first of a series for publication in open format.

**Discussion**

In 2019/20, government provided the ITA support to develop and deliver a framework to measure B.C.’s trades training and apprenticeship system performance. The objective of the framework is to increase public reporting of trades training and apprenticeship data to expand transparency, increase system accountability and identify areas for improvement and collaboration with system partners. This third year will result in the publication of metrics that measure all aspects of system performance relative to government’s mandate. The overall aim, in addition to identifying areas for improving performance, is to work with partners to ensure

efforts and targets are aimed at putting apprentices first, so they can achieve successful outcomes towards final certification.

In 2021/22, ITA will begin publishing data sets on the BC Data Catalogue, a repository for BC government data. These data sets will be freely available to anyone to use and republish, with limited or few copyright restrictions. Publishing data in open data format will increase ITA's transparency and public accountability, improve citizen access and engagement and offer users a better understanding of B.C.'s trades training and apprenticeship system.

## Financial Plan

### Financial Summary

	2020/21 Budget	2020/21 Forecast	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Total Revenue (\$000)</b>					
Ministry - Core Operating Grant	98,877	98,877	98,877	98,331	98,331
Ministry - Project Based Funding - Prov (1)	10,206	17,907	17,813	10,234	6,058
Ministry - Other Funding and Grants	881	621			
Other Revenue	1,697	1,066	1,003	753	753
<b>Total</b>	<b>111,661</b>	<b>118,471</b>	<b>117,693</b>	<b>109,318</b>	<b>105,142</b>
<b>Total Expenses (\$000)</b>					
Training Investment	91,932	99,310	97,174	89,595	85,419
Operations (2)	8,727	7,459	8,360	8,260	8,260
Engagement (3)	2,502	2,123	2,796	2,596	2,596
Business Support	8,500	9,579	9,363	8,867	8,867
<b>Total Expenses</b>	<b>111,661</b>	<b>118,471</b>	<b>117,693</b>	<b>109,318</b>	<b>105,142</b>
<b>Net Income</b>	-	-	-	-	-
<b>Total Liabilities (even if zero)</b>	<b>(4,923)</b>	<b>(7,585)</b>	<b>(7,467)</b>	<b>(5,249)</b>	<b>(4,331)</b>
<b>Accumulated Surpluses/Retained Earnings (even if zero)</b>	<b>(7,915)</b>	<b>(8,558)</b>	<b>(8,558)</b>	<b>(8,558)</b>	<b>(8,558)</b>
<b>Capital Expenditures</b>	<b>1,350</b>	<b>2,000</b>	<b>2,000</b>	<b>1,800</b>	<b>1,450</b>

(1) Project-Based Funding is dependent upon the results of the procurement process or an application review process undertaken throughout the fiscal year. The current budgets include Workforce Development Agreement (WDA)

(2) Operations includes Program Standards, Assessment and Customer Experience

(3) Engagement includes Industry Engagement, Communications, Equity & Engagement and Indigenous Initiatives

## **Key Forecast Assumptions, Risks and Sensitivities**

### **Key Forecast Assumptions:**

The summary financial outlook reflects the following assumptions:

- The ITA will receive a core operating grant of \$98,877,000, same as 2020/21. This grant includes a lift received in 2019/20 for a three-year period, supporting the implementation of a Performance Management Framework as well as on-going funding to increase the ITA's regional supports across B.C. to assist apprentices, youth and under-represented groups through their apprenticeship journey.
- The project-based funding – monies transferred from the Canada-B.C. Workforce Development Agreement (WDA) to support pre-apprenticeship programs for equity seeking groups has been increased this year for a three-year period to support post COVID-19 economic recovery program.
- It is assumed that the ITA, and its training partners, can return to face-to-face operations by September 2021.

### **Risks and Sensitivities:**

The ITA expects to experience increased pressures on its training investment and operations from:

- Influx of learners into the system as a result of delayed training due to COVID-19's impact on the prior year.
- Ongoing accommodation requirements for training providers in the first few months, in order to comply with COVID-19 safety protocols and provide a safe environment for learners.
- Increased demand for training seats and programs in support of participation by equity seeking groups in the trades training system.
- Increased demand for additional training seats for Indigenous learners through Community Based Programming in the trades training system.
- Additions in training hours or classes required as a result of Red Seal harmonization.
- Implications from the implementation of any new government policies impacting trades training and apprenticeship.
- Increased challenge and exam costs due to implementation of Standard Level Exams (SLE).
- Increased general operating costs in line with consumer price index affecting mainly compensation and occupancy costs.

The ITA plans to deliver on the goals and strategies envisioned within this service plan through core funding granted to it from the Ministry of Advanced Education and Skills Training. The ITA is not a capital-intensive organization and has no capital projects valued at more than \$50 million. Capital activity is primarily focused on the ITA's digital strategy and is funded from the ITA's core operating funds.



## Appendix A: Additional Information

### Corporate Governance

The ITA follows the Best Practices Guidelines and disclosure requirements of Crown Agencies and the Board Resourcing Office. The following information may be found on the ITA’s website:

- [Board of Directors](#) members ;
- Board Committee terms of reference ([Audit Committee](#), [Governance Committee](#), [Human Resource Committee](#));
- [Senior Leadership Team](#) members;
- [Board of Director’s Terms of Reference](#);
- [Relationship with Minister](#).

### Organizational Overview

Established under the [Industry Training Authority Act](#), ITA’s purposes include:

- a) To manage and support a trades training and apprenticeship system in British Columbia;
- b) To ensure that the trades training and apprenticeship system referred to in paragraph (a) meets the Province’s need for skilled workers;
- c) To work with the Government to achieve the Government’s objectives respecting the trades training and apprenticeship system referred to in paragraph (a);
- d) To promote trades training programs, including by encouraging employers and individuals to participate in those programs;
- e) Other purposes the minister may prescribe.

Based in Richmond, B.C., the ITA leads and coordinates British Columbia’s skilled trades system. The ITA works with employers, apprentices, industry, labour, training providers, school districts, Indigenous communities and Government to issue credentials, support apprenticeships, set program standards and increase opportunities in the trades.

The ITA’s vision, mission and values include:

Vision	To create an inclusive, world-class training and apprenticeship system that meets the needs of British Columbia’s economy.
Mission	To build the trades careers that build B.C.
Values	<p><b>Inclusiveness:</b> We value, recognize and support the rights of all individuals to be accepted in their workplaces without biases based on differences of any kind.</p> <p><b>Respect.</b> We value mutual respect in everything we do and how we do it. Nothing is more important than the respect we have for our people and the trust we put in their skills.</p> <p><b>Excellence.</b> We value a superior experience for all our customers, internal and external, sensing their needs and exceeding their expectations.</p>

	<p><b>Innovation.</b> We value the spirit and practice of innovation. We believe that change fosters the constant improvement that is crucial for success.</p> <p><b>Collaboration.</b> We value the opinion of others, openness and transparency. With everyone at the table, and everything on the table, we deliver the best results.</p>
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