



CREATING CONDITIONS FOR SUCCESS

CC&LFG AND AFFILIATE DIVERSITY AND INCLUSION POLICY

February 14, 2022 (Revised)

Connor, Clark & Lunn Financial Group
1400 – 130 King Street West
P.O. Box 240
Toronto, ON M5X 1C8

CC & LFG AND AFFILIATE DIVERSITY AND INCLUSION POLICY

PURPOSE OF THIS POLICY

The collective sum of the individual life experiences, knowledge, perspectives and unique capabilities of people who work here represents a significant part of our culture.

Diversity and inclusion (“D&I”) is a corporate value that reflects the values of people who work here – we think that it is intrinsically good.

Additionally, diversity and inclusion contributes to the strength of our business. It helps us to identify and attract highly capable people. It enables those who work here to be themselves and make their best contributions. It facilitates collaboration to solve business problems. And, it helps us create the conditions needed for learning from mistakes, questioning the status quo, incorporating varied views and fostering innovation.

Diversity means that we understand, accept and value differences between people, including those:

- of different ethnicities, genders, ages, religions, disabilities, and sexual orientations; and
- with differences in education, personalities, skill sets, experiences and knowledge bases

Inclusion means that we endeavor to create a collaborative, supportive and respectful environment that increases the participation and contribution of all people who work here – so, people feel comfortable to be themselves and contribute ideas, without fear of judgement or reprisals. It requires treating individuals in the same way, not more or less favorably because of any particular characteristic. This means that decision making about professional opportunities is matched to merit, unclouded by overt or unconscious bias.

CC&LFG DIVERSITY AND INCLUSION OBJECTIVES

We have five D&I objectives:

1. Measure where we stand today and track progress overtime.
2. Ensure awareness that D&I is integral to our culture and business goals.
3. Create a process to continually identify opportunities for improvement and prioritize solutions.
4. Enable people to be themselves at work to facilitate their happiness and productivity, and also foster better teamwork, collaboration and innovation.
5. Support D&I outside of the workplace through CC&L Foundation philanthropy and volunteerism.

Achieving these objectives will require action and we have set out our main strategies below.

MEASURE WHERE WE STAND TODAY AND TRACK PROGRESS OVER TIME

Measurement is necessary for continuous improvement. D&I will be assessed using the following tools:

CC & LFG AND AFFILIATE DIVERSITY AND INCLUSION POLICY

- Demographic data collected on a voluntary basis including ethnicity, gender, age, religion, disability and sexual orientation.
- Periodic anonymous firm-wide D&I surveys where people can provide feedback about their experiences and perceptions about D&I at the firm.
- An annual anonymous employee engagement survey for CC&LFG and larger Affiliates. We will monitor whether efforts in D&I translate to changes in the way that individuals answer questions about culture, teamwork and collaboration.

AWARENESS THAT D&I IS INTEGRAL TO OUR CULTURE AND BUSINESS GOALS

- Onboarding will include D&I through Respect at Work training and a discussion of our culture. Respect at Work training will also be refreshed periodically..
- Hiring manager training will address unconscious bias.
- Annual performance reviews have always considered an individual's impact on our culture. With the creation of this D&I policy, behavior in respect of D&I values will thereby be included in performance reviews.

CREATE A PROCESS TO CONTINUALLY IDENTIFY OPPORTUNITIES FOR IMPROVEMENT AND PRIORITIZE SOLUTIONS

The anonymous D&I survey will be used to identify opportunities for improvement. Survey feedback may relate to a range of topics, *e.g.* recruitment, compensation and benefits, professional development, training and the ongoing development of a high quality work environment broadly.

The Business Practices Working Group will meet monthly. A part of its mandate will be to review D&I data and survey results, prioritize potential initiatives and provide observations to CC&LFG and Affiliate senior management.

The Respect at Work Policy provides a mechanism for individuals to report harassment or discrimination and provides a process for resolution.

ENABLE PEOPLE TO BE THEMSELVES AT WORK TO FACILITATE THEIR HAPPINESS AND PRODUCTIVITY, AND ALSO FOSTER BETTER TEAMWORK, COLLABORATION AND INNOVATION

The existence of role-models, mentoring and peer support helps individuals to feel a sense of belonging and stronger work community. For example, there has been positive feedback about mentoring and stronger networks among some groups of people who share similar backgrounds, which has developed organically. For individuals who are interested, we encourage them to raise mentoring with their manager or reach out to peers to form affinity groups.

CC & LFG AND AFFILIATE DIVERSITY AND INCLUSION POLICY

The Business Practices Working Group encourages individuals to raise issues encountered and will proactively seek such feedback on an informal basis or as part of specific initiatives.

SUPPORT D&I OUTSIDE OF THE WORKPLACE THROUGH CC&L FOUNDATION PHILANTHROPY AND VOLUNTEERISM

The CC&L Foundation is committed to help build strong and vibrant communities by supporting causes that are important to our clients, employees, partners and stakeholders. Our commitment involves not only financial support, but also participating in, and playing significant leadership roles in, a number of not-for-profit organizations.

The CC&L Foundation has historically provided funding to about 100 not-for-profit organizations each year. Around 50% of the funds are directed to organizations focused on under-privileged groups in local communities, many of which have a positive D&I impact either directly or indirectly.

RESPONSIBILITY AND ACCOUNTABILITY

Creating a high-quality work environment that values D&I is the responsibility of everyone who works here.

The maintenance and implementation of the policy is the responsibility of Michael Walsh on the CC&LFG Executive Team. The Human Resources team is responsible for strategies related to measurement and tracking, training and incident investigation. The Business Practices Working Group will continue to support D&I through idea generation, prioritization and policy development.