



CC&LFG AND AFFILIATE DIVERSITY, EQUITY, INCLUSION & BELONGING POLICY

PURPOSE

We are committed to workforce diversity, promoting equity, and creating a culture of inclusion. To ensure our people feel a sense of belonging, we strive to foster a culture that unites people of diverse backgrounds and perspectives, in an environment where everyone has the opportunity to achieve personal and professional success.

Our Diversity, Equity, Inclusion & Belonging (DEIB) policy is aligned with our three overarching organizational goals:

- High quality work environment
- An opportunity to succeed
- Recognition and Reward

DEIB contributes to the vitality and quality of our work environment and in turn this strengthens our business. It helps us to identify, attract and retain 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. Our DEIB policy is further enhanced by our nine principles (found here), which align to how we engage with one another.

Our DEIB policy sets out how we will seek to enhance diversity, equity, inclusion and belonging in our work environment. This policy is applicable but not limited to our practices and policies on recruitment and selection, compensation and benefits, professional development and training, promotions, and social programs.

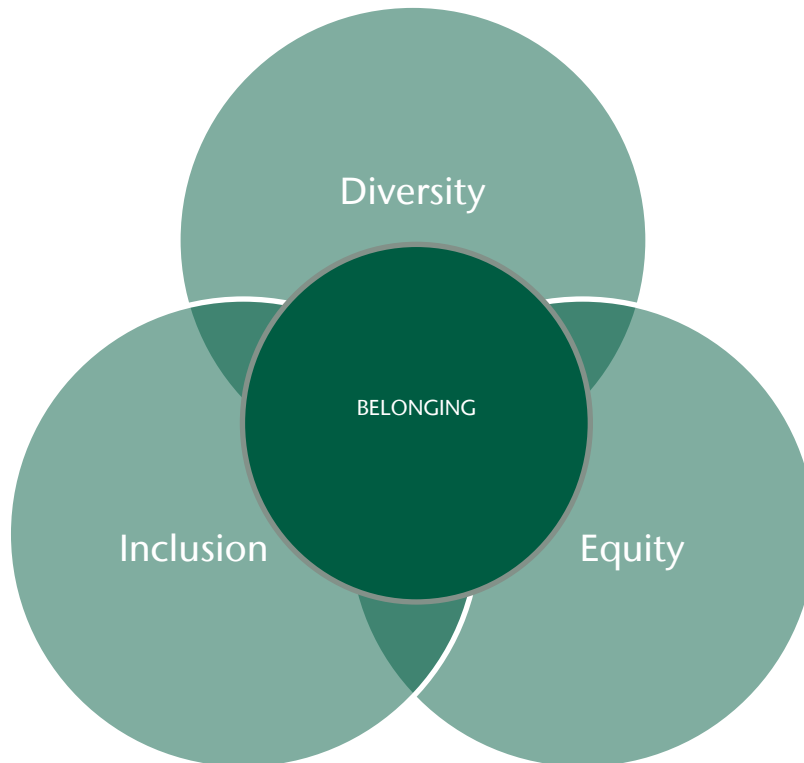
WHAT DOES DEIB MEAN FOR US?

Diversity means the welcoming and presence of aspects that make us different including (but not limited to) gender, age, religion, (dis)ability, sexual orientation, socioeconomic status, language, culture, education, personality, skill set, experience, and knowledge.

Equity means we promote fairness in our policies, procedures, resources and decision making, so that everyone has the opportunity to succeed in their role.

Inclusion means building a work environment that fosters collaboration, support and respect, where everyone's thoughts, ideas and perspectives matter.

Belonging is something people feel. Our DEI efforts strive to result in people feeling accepted, valued and connected with the company.



OUR OBJECTIVES

1. Understand where we are and seek to continuously improve.
2. Research and keep current on themes related to DEIB and share this information with the organization. As part of this, make recommendations about industry initiatives and/or changes that we may want to consider as a business.
3. Continually review our policies, procedures, and resources and identify improvements to support our people to achieve their best.
4. Recommend actions that support creating and nurturing an inclusive environment where everyone feels safe to bring their whole self.
5. Deliver ongoing education, communications and events to discuss our initiatives and promote a culture of celebration throughout the year.
6. Partner with the CC&L Foundation to augment the impact of our DEIB initiatives.

RESPONSIBILITIES

DEIB is everyone's responsibility, and it requires us to be intentional about our actions daily. A DEIB Plan (the Plan) will be developed by the DEIB Sub-Committee of the Business Practices Working Group (The Committee). The Plan will include initiatives targeted at improving DEIB at our company over the short and long-term. The 2023 Plan is included as Appendix A.

On an annual basis, the Committee will review and update The Plan if required. The Committee will consider adding new initiatives and will ensure ongoing initiatives remain aligned with the objectives set out in this policy. Additionally, the Committee will solicit feedback to help evaluate the impact and relevance of its activities.

THE BUSINESS PRACTICES WORKING GROUP

The Business Practices Working Group (BPWG) engages with CC&LFG and Affiliates regarding business practices that can create a positive or negative impact from a Corporate Social Responsibility (CSR) perspective. Comprised of three sub-committees (DEIB, Environment and Health & Wellness), the BPWG will encourage common CSR business practices, educate and provide information, research and make recommendations, recognize and celebrate key dates and events and assist with implementation and monitoring of each sub-committee's annual plan. Investment decision making related to our client portfolios is out of scope. These activities reside with each Affiliate and are separate from the business practices and decisions related to how we manage our businesses.

July 2023

APPENDIX A: 2023 DEIB PLAN

- Evaluate DEIB committee composition, identify and close gaps.
- Review and update the DEIB policy and develop 2023 DEIB Plan.
- Develop 2024 DEIB plan.
- Provide education and recommend augmented processes for demographic data collection.
- Incorporate DEIB questions into our engagement survey to benchmark our DEIB initiatives.
- Update our onboarding process to ensure we cover all relevant DEIB training.
- Offer ongoing training on unconscious bias to continue to improve our decision-making processes.
- Deliver ongoing education, communications and events to discuss our initiatives and promote a culture of celebration throughout the year. 2023 will target IWD, Pride Month, and Truth & Reconciliation. Others may be added.
- Research and develop recommendations related to new projects or initiatives (i.e. use of land acknowledgements, appropriate actions to support Indigenous reconciliation, CFA DEI code etc.)
- Partner with the CC&L Foundation to augment our impact and to support our initiatives outside the workplace.