

TITLE	APPROVING BODY
Workplace Equity, Diversity and Inclusion Policy	Board of Directors
ISSUING BUSINESS UNIT	DATE
EVP, Talent and Performance	2025-12-04

RELATED LEGISLATION, POLICIES AND DIRECTIVES

- Act respecting equal access to employment in public bodies
- Pay Equity Act
- Code of Ethics
- Policy Against Harassment, Violence and Other Types of Misconduct
- Human Rights Policy
- Policy – Sustainable Investing
- Policy – Donations and Sponsorships
- Directive on Administrative and Disciplinary Measures for Breaches of the Code of Ethics

OBJECTIVES

- Demonstrate the strong commitment and ambition of Caisse de dépôt et placement du Québec (“La Caisse”) regarding equity, diversity and inclusion (EDI).
- Contribute to the creation and maintenance of a work environment where diversity of perspectives and openness enrich decisions and enhance La Caisse’s performance.

1. Definitions

The definitions of certain terms used in this policy may be found in the Appendix.

2. Guiding principles

La Caisse believes that EDI is a driver of engagement and performance. This is central to our culture, which fosters the development of our people by providing a work environment where everyone feels recognized, can be themselves and can achieve their full potential.

In an inclusive environment, this approach fuels innovation, strengthens the quality of decisions and boosts organizational performance and success.

3. Developing a talented workforce with diverse perspectives

3.1 Attracting and recruiting diversified talent

La Caisse recognizes the importance of attracting, recruiting and providing development opportunities to individuals with diverse backgrounds who bring different perspectives to the organization. This means:

- Promoting La Caisse’s professions on a large scale and maintaining our proactive approach to attracting, recruiting and selecting diverse talent by giving everyone the opportunity to join the organization.
- Periodically analyzing La Caisse’s workforce profile and identifying measurable representation objectives aimed at ensuring fair representation at all levels of the organization and tracking progress.

- Periodically reviewing our recruitment and selection practices and tools to foster continuous improvement.

3.2 Ensuring contribution by all talents through an inclusive culture

An inclusive work environment that values respect, trust, listening and openness to differences contributes to a collective sense of belonging and pride in the organization. Therefore, it is important for La Caisse to:

- Educate and train teams regularly on the behaviours, words and actions each person must demonstrate to foster equity and a culture of respect and inclusion.
- Ensure that we listen to people by implementing various mechanisms and means for staff to express their ideas on equity, diversity and inclusion.
- Maintain inclusive employee networks to encourage the sharing of opinions, ideas and feedback.
- Embed EDI in all talent management processes and tools, including the onboarding, retention and advancement of all talent.
- Support team leaders by providing them with the tools, training and support essential to creating, promoting and sustaining a culture of inclusion in their teams.

3.3 Nurturing and retaining talent

La Caisse ensures the development, advancement and retention of talent for all profiles and backgrounds in accordance with the principle of equity. Thus, La Caisse works to:

- Periodically review our talent management practices to improve processes and tools and mitigate bias, thereby ensuring everyone has a fair chance to succeed and advance.
- Ensure the implementation of organizational EDI action plans, including an action plan for persons with disabilities, ensuring their full professional and social integration in the workplace.
- Encourage the development of skills and the growth of all talent with a view to their advancement and retention.
- Periodically monitor indicators related to the retention of the various target groups and adjust the action plan when necessary.
- Communicate approaches to professional development and career advancement and encourage conversations about these topics.

3.4 Helping build stronger communities

Diversity is a powerful driver of growth for companies. It improves decision quality and fosters the capacity for innovation, creativity, commitment and performance, which is why La Caisse is active in:

- Promoting equal opportunities in business and finance through the various programs we support and our active participation in various networks in Québec, Canada and internationally.
- Encouraging consideration of EDI in managing relationships with portfolio companies.

4. Pay equity

Pay equity contributes to providing an equitable workplace and is mobilizing for everyone. At La Caisse, pay equity implies equal potential pay for all individuals in an equivalent position.

La Caisse applies this principle broadly to all our employees, taking into account individual's right to equality (see the following section on prohibited grounds of discrimination).

As such, our goal is for all our employees to be compensated fairly and equitably from the time they are hired and throughout their careers.

For La Caisse, this means:

- Establishing a global compensation framework that is inclusive and equitable, and complying with all laws governing pay equity.
- Conducting ongoing pay equity analysis of different employee groups to assess compensation management practices in order to ensure that potential total compensation is equal for equivalent work at all levels of the organization.
- Adopting programs, processes and tools to foster equity across compensation management practices to ensure fair and equitable compensation from the time of hiring and throughout the career path at La Caisse.
- Supporting various stakeholders, including team leaders, by providing tools to help manage and communicate with employees, as well as information and coaching that are essential to creating, promoting and maintaining a culture of fairness within their teams.
- Informing and raising employee awareness on pay equity to help them better understand the concept and submit their questions or comments.

5. Prohibited discrimination and handling of reports

La Caisse does not tolerate any form of discrimination, harassment, misconduct or violence based on grounds of discrimination prohibited by law against its employees.

The grounds of discrimination prohibited by law include race, colour, sex, gender identity or expression, pregnancy, sexual orientation, civil status, age, religion, political convictions, language, ethnic or national origin, social condition, a disability or the use of any means to compensate for a disability.

Individuals who allege being a victim of discrimination or who witness or are informed of such discrimination must report it as soon as possible after the event, in accordance with the procedures set forth in the Code of Ethics and the Policy Against Harassment, Violence and Other Types of Misconduct.

Individuals who report such situations or who participate in the process of dealing with them will be protected from any form of retaliation. Any threats or forms of retaliation against them will be subject to disciplinary measures or dismissal.

6. Individual and collective responsibilities

6.1 Employees

Everyone must respect the dignity, identity and integrity of the individuals they work with. They must ensure that they contribute to creating and maintaining an inclusive environment, free from discrimination, harassment and bullying, notably by demonstrating openness to the ideas of others.

6.2 Employee networks

Employee networks help guide and implement initiatives to promote EDI at La Caisse. Each network provides feedback from its group and guides EDI priorities.

6.3 Team leaders

Each team leader values the experience, expertise and different perspectives of each person in order to create an inclusive climate. This includes encouraging team members to collaborate, make suggestions, respect and listen to different points of view.

6.4 Talent and Performance

Talent and Performance teams are responsible for driving the equity, diversity and inclusion action plan initiatives. They ensure that the orientations set out in this policy are applied and are responsible for carrying out the pay equity analysis, updating the Equal Access Employment Programs and the Action Plan for Persons with Disabilities in accordance with the law.

6.5 Management

Each member of management must establish, promote and maintain an inclusive workplace, ensuring that EDI is a core value for La Caisse's talent management and teams.

7. Governance

The Executive Committee recommends this policy to the Human Resources Committee of the Board of Directors.

On the recommendation of the Human Resources Committee, the Board of Directors approves this policy.

The Executive Vice-President, Talent and Performance, establishes and maintains the management framework for the policy and reports annually on its application to the Executive Committee and the Human Resources Committee of the Board of Directors.

8. Communication

La Caisse is committed to making this policy known to our employees, disseminating any related action plans throughout the organization and giving visibility to our commitments to EDI.

9. Review

This policy is reviewed at least every three years.

APPENDIX: DEFINITIONS

The following definitions apply to this policy:

Equity

Equity involves identifying and removing systemic barriers to ensure fair and impartial treatment, while taking into account the unique differences and contributions of each individual.

Diversity

Diversity refers to the visible and invisible differences among individuals that enrich the organization through a plurality of experiences and perspectives. It is expressed in particular through gender identity and expression, sexual orientation, ethnocultural origins, generations, disability status and neurodiversity.

Inclusion

Inclusion involves creating and maintaining a culture of openness that respects, seeks out and values the differences, experiences and perspectives of all individuals in order to provide a workplace where everyone can be themselves and achieve their full potential.