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# **DIVERSITY INCLUSION BELONGING POLICY**

**IBI Group Policy Document  
2021**

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# Diversity, Inclusion & Belonging Policy

## 1 Purpose

We are committed to creating a culture where everyone has an equal opportunity to grow, develop, succeed and be their truest self. We hold each other accountable to create and contribute to an inclusive culture which includes a focus on increasing gender representation and diversity at all levels across IBI Group. In the years to come, a focus on targeted initiatives and actions will support our continued success and advance our culture. IBI Group is also committed to fostering an inclusive culture based on merit and free of conscious or unconscious bias; a culture where everyone is encouraged to be themselves and achieve a sense of belonging within the entire organization.

IBI Group promotes and fosters an inclusive and diverse workforce to:

- expand and sustain an engaged team that is contributing to IBI Group’s vision, strategy, and business goals;
- drive innovation through exposure to different ideas and perspectives; and
- better represent the diversity of our communities, clients and shareholders.

Our commitment to inclusion, diversity and a sense of belonging is reflected at all levels of our company including the Board of Directors, who consider these efforts a key imperative to a successful and sustainable business.

## 2 Inclusion Council

Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of our culture, reputation and achievements.

An Inclusion Council chaired by our Chief Inclusion Officer, with representation from all levels of Senior Management will guide our strategy and initiatives. By developing a formal Diversity, Inclusion & Belonging strategy we are solidifying our commitment as well as embedding it in our culture.

IBI Group consciously works to diversify its talent pipeline. This pipeline is critical to our succession planning and overall resiliency as an organization. We will review, enhance and scale our talent acquisition programs to ensure that our processes are inclusive and actively support the achievement of our targets.

## 3 Leadership

IBI Group seeks to maintain a Board of Directors and Senior Management comprised of talented and dedicated individuals with a diverse mix of experience, skills and backgrounds collectively

reflecting the strategic needs of the business and the nature of the environment in which IBI Group operates.

When assessing the composition of the Board of Directors and Senior Management, IBI Group will consider candidates using objective criteria having due regard to the benefits of diversity and the needs of the business. For the purposes of this Policy, diversity includes business experience, geography, age, gender, visible minorities, Aboriginal peoples, persons with disabilities, sexual orientation and other personal characteristics. Verification and Risk Assessment

## 4 Accountability

IBI Group's leadership is accountable for the successful delivery of the Policy and its related initiatives. Every year IBI Group is required to publicly disclose the diversity of its Board of Directors and Senior Management, including the number and percentage of directors and senior leadership who are members of each of the "designated groups" as defined in the *Employment Equity Act (Canada)* (in general terms, women, visible minorities, Aboriginal peoples and persons with disabilities).

## 5 Self Identification

The Board of Directors and Senior Management are requested to identify whether they are a member of a designated group or have another diversity characteristic to support IBI Group in assessing its composition and the company's disclosure is based on such self-identification.

## 6 Targets

In expressing our commitment to creating a diverse, inclusive workplace with a sense of belonging, we have established a three-year target of representation for the designated groups within the Board of Directors and Senior Management.

IBI Group seeks to achieve the following representation of designated groups on the Board of Directors by December 31<sup>st</sup>, 2023:

Women: 25%

Visible minorities: 14%

Persons with disabilities: No target established at this time.

Aboriginal persons: No target established at this time.

In establishing the targets, IBI Group has considered a number of factors including a specific consideration of:

1. Succession planning initiatives;
2. The size of the company, the Board of Directors and the Senior Management team;
3. The projected impact of our diversity, inclusion and belonging programs;

4. The ongoing limited availability of candidates of the designated groups possessing the required experience and expertise to fulfill roles on the Board of Directors and Senior Management; and
5. the importance of setting and achieving progressive, yet credible targets.

Where a target has not yet been established for certain designated groups, it is because a measurable target would not be achievable within the current time horizon due to the above factors. In response to this challenge, the Inclusion Council is mandated to specifically identify opportunities for further diversity, inclusion and belonging initiatives targeting these specific designated groups with a view to the future establishment of targets for these designated groups.

## 7 Action

In bringing this Policy to life, IBI Group will undertake a three-part strategy. We will:

1. Build an awareness around the business case and benefits of a culture of diversity, inclusion and belonging;
2. Remove bias from our workplace; and
3. Promote inclusive leadership throughout the organization.

In support of these initiatives and targets, IBI Group has adopted the following practices:

- i. When recruiting new candidates for the Board of Directors and Senior Management, search protocols will extend beyond the networks of existing Board members and leaders and will include the identification of a reasonable proportion of candidates who are female and candidates who are members of one or more of the designated groups.
- ii. Any search firm engaged to help identify candidates for any position within IBI, including for appointment to the Board of Directors, will be specifically directed to include female candidates and candidates who are members of the designated groups.
- iii. In the event IBI Group maintains an ongoing list of potential candidates for employment, IBI Group will ensure that such list includes members of the designated groups and, in particular, includes female candidates.
- iv. When assessing leadership composition and identifying suitable candidates for hiring or promotion into leadership, IBI Group will consider candidates using objective criteria having due regard to the benefits of diversity and the needs of the business.

The Board of Directors will review this Policy annually and assess its effectiveness in promoting a diverse and inclusive company and the progress of IBI Group in achieving the targets set out in this Policy. Senior Management will oversee, champion and integrate these practices and principles into the business.

Diversity, inclusion and a sense of belonging strengthens us. Let's consciously work together to create an environment that respects and values the diversity of our people and the clients we serve.

Document Control:

# Diversity, Inclusion & Belonging Policy

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