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## GENDER DIVERSITY POLICY

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## Preamble

Gender diversity is vital to any workplace. TC Transcontinental is committed to gender diversity and strongly believes that such diversity contributes to financial performance and creates value for all stakeholders. We strive to provide access to different perspectives and innovative approaches, as well as attracting and retaining top talent. It is our aim to progressively move to a more equal gender representation in the workplace.

## 1. What Do We Mean by Gender Diversity at TC Transcontinental?

A gender diverse workplace enables us to live our values of respect, teamwork, performance and innovation.

TC Transcontinental believes in the importance and fairness of a gender diverse culture and we are committed to ensuring that men and women are given equal opportunities to contribute to the success and performance of the Company.

Within TC Transcontinental, when we speak of gender diversity we mean ensuring differences in the workplace are respected and valued. These differences contribute to building an engaged workforce and retaining top talent.

## 2. Definitions

Terms	Definitions
Diversity	Diversity is used to describe the process of valuing differences in individuals' attitudes, cultural perspectives, beliefs, ethnic background, sexual orientation, skills, knowledge and life experiences.
Gender	Gender refers to the state of being a male or a female.
Inclusion	Inclusion is a state of being valued, respected and supported. It is about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential.

### 3. Application and Aim of Gender Diversity Policy

This policy is driven from the highest levels of TC Transcontinental, aims at being an integral part of our company culture, and specifically aims to support and promote gender diversity. This policy applies to all employees of TC Transcontinental.

TC Transcontinental is committed to providing a fair, equitable, and respectful workplace where women are supported in an inclusive environment, given recognition based on individual merit and are considered for opportunities to advance and succeed.

#### The aim of this policy is as follows:

- To base our gender diversity strategy on robust workforce data and trends, from both an internal and external perspective.
- To design and implement programs and processes that will support women's career development within TC Transcontinental.
- To ensure the application of a clear vision, consistent messages and a coordinated approach to the promotion of gender diversity.
- To achieve a greater equality in gender balance for the overall Company.

### 4. Links to Other TC Transcontinental Policies

This policy does not replace or limit equal employment opportunity and anti-discrimination regulatory requirements nor authorize, or require, any departure from them. This policy should be read in conjunction with our other policies such as, but not limited to, the Code of Conduct and the Sexual Harassment policy.

Should an employee feel there has been a breach in this policy, please consult your local Human Resources representative.

## 5. Our Gender Diversity Policy

TC Transcontinental commits to taking concrete steps to increase gender diversity with the following actions:

- Design and implement programs and processes to support a gender diverse culture and strategy.
- Proactively identify talented women and encourage them to apply for more senior roles.
- Identify top talent, through TC Transcontinental’s Leadership Review process, and implement development programs/opportunities for high potential women.
- Ensure TC Transcontinental’s selection and promotion processes are free of gender bias.
- Monitor, report, analyze and present gender diversity statistics and progress, on an annual basis, to the Human Resources and Compensation Committee of the Board and to the Executive Management Committee.
- Ensure recruitment mandates and job openings, both internal and external, wherever possible, have female candidates.
- Identify, within business realities, flexible working options that may be considered to balance work and family commitments.
- Inform and educate managers on the importance of gender diversity to ensure they understand their role and obligations to enable them to support women in the workplace.

## 6. Roles and Responsibilities

Roles	Responsibilities
All Executives and Management	Role model behavior that supports this policy. For example: <ul style="list-style-type: none"> <li>• Write and speak in language that is respectful and sensitive;</li> <li>• Acknowledge others within TC Transcontinental for supporting gender diversity;</li> <li>• Understand and communicate the business imperatives for leveraging gender diversity;</li> <li>• Act without bias;</li> <li>• Encourage a range of ideas, perspectives and styles;</li> <li>• Deal with conflict and inappropriate behavior in a timely manner.</li> </ul>

Roles	Responsibilities
<p>Executive Management Committee</p> <p>Senior Management Teams</p>	<p>Take responsibility for delivery and oversight of this policy and hold anyone, not adhering to this policy, accountable for their actions.</p> <p>Champion gender diversity throughout TC Transcontinental.</p> <p>Provide strong leadership and direction in the design of programs and processes related to gender diversity.</p> <p>Assess annually both the objectives and progress in achieving gender diversity and provide clear directives to ensure gender diversity is supported throughout the organization.</p>
<p>Management</p>	<p>Address inappropriate behavior or attitudes toward women based on their gender.</p> <p>Manage the implementation of gender diverse programs and processes across TC Transcontinental.</p> <p>Ensure employees are fully aware of their individual and collective responsibilities under this policy.</p> <p>Allocate time and support to any training or development opportunities, objectively, fairly and without discrimination.</p>
<p>Employees</p>	<p>Familiarize themselves with this policy and adhere according to the policy.</p> <p>Behave in an appropriate manner towards women in the workplace, in line with our workplace policies such as, but not limited to, Code of Conduct and our Sexual Harassment policy.</p>
<p>Human Resources</p>	<p>Provide external and internal research, data, and market trends to ensure our gender diversity programs are aligned to the market as well as address internal needs.</p> <p>Lead the design, development and implementation of gender diversity programs and practices across TC Transcontinental.</p> <p>Assess, on a regular basis, the efficacy of TC Transcontinental' programs and policies with respect to gender diversity.</p> <p>Educate management and employees about gender diversity.</p> <p>Investigate and address, in conjunction with other departments, where required, any incidents or individual behaviors that may contravene this policy.</p>

## 7. Monitoring and Reporting

The Board of Directors of TC Transcontinental is responsible for engaging the President and Chief Executive Officer, and members of his Executive Management Committee, on the subject of gender diversity, supporting cultural change to advance gender diversity, as well as holding them accountable for results.

The Executive Management Committee at TC Transcontinental is responsible for overseeing the implementation and monitoring of this policy, and must, in particular:

- Develop an actionable plan for supporting gender diversity across the Company;
- Review and assess progress on the plan annually, as well as the effectiveness of this policy and recommend changes and necessary actions to support and increase gender diversity.

For further information or questions pertaining to this policy, please consult your local Human Resources representative. This policy will be reviewed regularly and updated as required.