

POLICY ON GENDER DIVERSITY FOR THE BOARD OF DIRECTORS

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Preamble

Gender diversity is vital to any workplace. TC Transcontinental is committed to promote gender diversity at all levels and strongly believes that gender diverse organizations, including at the Board of Directors level, create value both in terms of financial performance as well as for its other stakeholders.

Although the Board of Directors has abstained from setting a specific gender diversity target, the Board supports diversity in its largest meaning. To this effect, the Board aims for a significant representation of women at the Board of Directors level, all the while ensuring that the candidates representing the best available talent and satisfying the required skills and competencies are identified and selected.

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.

The Board of Directors of TC Transcontinental believes in the importance and fairness of a gender diverse culture and, as a result, it aims to have significant representation of women among its members.

2. Definitions

Terms	Definitions
Diversity	Diversity is valuing differences in individuals' attributes, cultural perspectives, beliefs, ethnic background, sexual orientation, skills, knowledge and the experiences of individuals.
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 Policy on Gender Diversity for the Board of Directors

This policy aims at promoting gender diversity for the Board of Directors. To do so, the Corporate Governance Committee of the Corporation has been mandated by the Board of Directors to search for candidates who distinguish themselves by their experience, their skills, their judgment, their personal qualities, their values, as well as their expertise related to certain business activities, in addition to the added criteria of gender diversity. The Board of Directors has mandated the Corporate Governance Committee to take concrete measures towards ensuring there is a significant representation of women at the Board of Directors, through the following actions:

- Proactively identify talented women where their candidacies as directors of the Corporation could be considered in the event of a vacancy at the Board level;
- Ensure that the selection process for positions as directors of the Corporation include, to the extent possible, women, in addition to the skills and competencies required; and
- Monitor and present annually to the Board of Directors gender diversity statistics for the Board as well as measures taken by the Corporate Governance Committee to implement this policy and ensure compliance therewith.

The Corporate Governance Committee of TC Transcontinental is responsible for overseeing the implementation and monitoring of this policy.