



## Indigenous Relations Policy

### Scope

The Policy applies to all employees of CAE globally, subcontractors, suppliers, business partners and persons acting on behalf of CAE.

### Purpose

The Indigenous Relations Policy sets out CAE's commitment to Indigenous communities, businesses and individuals, and outlines the behaviours and actions expected of all our employees and leaders, as we plan, prepare and conduct our work.

### Guiding principles

CAE is committed to collaborating with Indigenous Peoples and their communities to build long-term trusting relationships based on CAE's core values of inclusion and respect (through our *One CAE* value), transparency and integrity, empowerment, excellence, and innovation.



We acknowledge the [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#) and are committed to working with Indigenous Peoples within the legal and constitutional framework of each one of the countries we operate in.

We recognize the diversity of Indigenous Peoples and are committed to interacting with Indigenous communities in a way that respects the history, culture and customs of each one of them.

We respect that each Indigenous community has its own unique connection with the land and environment in which they live.

We appreciate the importance of learning from and respecting the cultures in which we operate.

We acknowledge that Aboriginal and Treaty rights of Indigenous peoples in Canada are recognized, affirmed and protected by the Canadian Constitution. We also acknowledge the Truth and Reconciliation Commission of Canada's final report, and specifically [call to action 92](#) which calls on corporate Canada to be active participants in economic reconciliation.

#### CAE is committing to

- Engaging in meaningful consultation and building respectful relationships with Indigenous Peoples
- Breaking down systemic barriers to opportunities in business by building relationships with Indigenous-owned businesses and communities
- Providing equitable access to job opportunities for Indigenous Peoples within CAE
- Supporting skills development initiatives and community investment opportunities to empower Indigenous communities and prepare the workforce of tomorrow
- Creating an inclusive culture and encouraging our employees to learn the history of Indigenous Peoples, their unique cultures and contributions, as well as the historical injustices and abuses they have suffered

#### Implementation

CAE's Indigenous Relations Policy provides a consistent approach to the company's relationships with Indigenous Peoples. It outlines CAE's responsibilities and commitments and is intended to guide business decisions.

To implement this policy, CAE has put in place an Indigenous Engagement and Partnerships (IEP) Committee comprised of representatives from across the organization:

- CAE's Indigenous Relations and Inclusion and Equal Opportunities team
- CAE's Human Resources team- for recruitment, retention and skills development of its Indigenous employees, as well as Indigenous awareness & training of its workforce
- CAE's Business Units (Operations, Business Development)
- CAE's R&D and academia team
- CAE's Procurement team
- CAE's Offset & Industrial Cooperation (O&IC) team
- CAE's Sustainability and Stakeholder Engagement team

- CAE's Employee Resource Group focused on Indigenous Peoples (FIRE)
- CAE's Communications team
- CAE's Government Relations team

Progress on CAE's commitments is reported to an Indigenous Engagement and Partnerships Senior Management Leadership Committee made up of:

- CAE's Chief People and Sustainability Officer
- CAE's Chief Legal and Compliance Officer, and Corporate Secretary, who is also the Executive Sponsor of CAE's Indigenous Employee Resource Group (FIRE)
- CAE's Division President Defense & Security Canada and Global Operations Lead

As well as the members of CAE's Executive Leadership team.

The President and CEO of CAE is accountable to the Board of Directors for ensuring this policy is effectively implemented. This policy will be reviewed every three years and CAE will provide regular, objective reporting on its progress.

