

FISCAL YEAR 2023

Gender Equality Report



Table of contents

03

Objectives and scope of the report

04

A message from our Chief Diversity,
Equity and Inclusion Officer

05

Our DE&I Program

17

Our performance

18

Gender equality indicators



Objectives and scope of the report

The objective of this report is to provide transparency and accountability regarding our commitment to fostering a diverse, equitable and inclusive workplace. While our DE&I program covers all underrepresented groups, this report offers a specific insight into the strategies, progress and ongoing efforts towards gender equity in our workplace.

This report covers our global operations and presents quantitative and qualitative information for FY23 (ended March 31, 2023). It has been subject to a formal internal review process, and it has been approved by CAE's senior management.

Feedback

We welcome your views on the topics covered in this report. Please send your comments, suggestions and questions to sustainability@cae.com.



A message from our Chief Diversity, Equity and Inclusion Officer

Making DE&I everyone's priority is our collective commitment to fostering a culture where every voice is heard, every individual is valued, and every opportunity is a pathway to a more inclusive future.

At CAE, we summarize the depth and breadth of our approach to DE&I in five words: “Thousands of differences. One CAE.” We’re committed to fostering and promoting a culture of diversity, equity and inclusion across the organization and in our communities, where all employees feel valued, included and they belong, without regard to race, colour, religion, sex, gender identity or expression, sexual orientation, national origin, disability, age or veteran status.

As an industry leader with more than 13,000 employees at approximately 250 sites and training locations in over 40 countries, CAE engages with

employees, customers and partners worldwide who bring unique value, skills and perspectives to our company and to society. Studies have shown that diverse and inclusive teams are more engaged, make better decisions, drive innovation and have better performance.

Our commitment to fostering an increasingly diverse workforce and inclusive culture is rooted in our values. As captured in our overarching value One CAE, we’re proud to work as one passionate, boundaryless and inclusive team with one common goal: to create success for all stakeholders, whether they’re employees, customers or shareholders. We know that we accomplish more together than each on our own.

This is the first year we’ve publicly released a report dedicated to gender equity. Within these pages, you will find a dedicated exploration of our vision, governance structure and progress towards gender equality and women’s empowerment. Our commitment to this cause extends beyond words; it is reflected in our actions, policies, and the culture we strive to cultivate. This focus does not diminish the importance of other aspects of DE&I, rather, it underscores our belief that every dimension of diversity deserves its moment of dedicated attention.



Pascale Alpha

Chief Diversity, Equity & Inclusion Officer

Our DE&I Program

In this section, we will look at CAE’s DE&I program, practices and initiatives that are instrumental in advancing gender equity within our organization. Our DE&I program is more than a set of policies – it’s a powerful catalyst for change.

Everyone is welcome to contribute to our success, with no exception.

At CAE, sustainability is inseparable from our core business strategy and activities. DE&I, as a cornerstone of our sustainability strategy, is vital for fostering fairness, innovation and resilience, meeting ethical and regulatory standards and ensuring long-term success for our organization and the communities in which we operate.

Our DE&I roadmap outlines our steadfast commitment to cultivating a culture of diversity, equity, and inclusion that permeates every facet of our organization and extends into the communities we serve. By fiscal year 2028, our vision is to champion DE&I as a fundamental cornerstone of our identity and operations. We are dedicated to enhancing the representation of all facets of diversity in our leadership and beyond.

Our multi-year strategic roadmap reinforces our commitment to sustainability more broadly and will enhance our impact and performance where it matters most.

DE&I Policy

Our Global Policy on Diversity, Equity and Inclusion in the Workplace provides the underlying framework which applies to CAE employees, customers, vendors, suppliers and subcontractors, and any additional individual or entity that has a business relationship with us. The policy outlines roles and responsibilities, with [CAE’s Code of Business Conduct](#) as a required source of reference. CAE mandates compliance as essential for the sustainment of an open, diverse, equitable and inclusive workplace.

Our DE&I mission and vision

Mission

Foster and promote a culture of diversity, equity and inclusion across the organization and in our communities – where all employees feel valued, included, belong, and can fully contribute to CAE’s success.

Vision

Help shape a company that is open, progressive and people centric, where we are leveraging DEI to create business value.

Our objectives

- > Broaden diversity beyond gender
- > Create best-in-class policies & practices
- > Step up measurements and DE&I efforts globally
- > Broaden DE&I in our industry and communities
- > Develop a more inclusive culture

Our KPIs

- > By FY24, increase leadership diversity (Gender + People of Colour & Indigenous) by 2% from 31% to 33%
- > By FY24, increase gender diversity amongst high-potential employees by 3% from 29% to 32%
- > By FY25, at least 33% of executive officers and 40% of directors form part of certain diversity groups

DE&I Governance

We continually strive to improve and align our DE&I governance structures and processes with industry best practices in this ever-evolving area. In 2022, we put a formal governance structure in place to accelerate further integration of DE&I into the company’s culture and business practices, and also created a new DE&I leadership position.

CAE’s Executive Diversity Council (EDC), composed of Executive Management Committee (EMC) members, provides oversight and governance of DE&I initiatives across the organization. Our Chief DE&I Officer oversees CAE’s DE&I Office, a representative core team tasked with ensuring DE&I considerations are embedded in major operational streams.

The DE&I Office works closely with core streams to influence our people, systems, culture, and leverage DE&I to create meaningful business value. The governance framework includes business unit leadership, supported by identified DE&I regional leads who tailor initiatives to their respective local context.

DE&I operational streams

This governance framework includes business unit leadership, supported by identified DE&I Regional Leads who tailor initiatives to their respective local context.



Organizational development

At CAE, we believe in creating a learning culture in which employees are empowered in their development. We craft and implement systematic development plans to support the growth of our people throughout all stages of their careers at CAE – from new hires, to employees interested in exploring new career options or acquiring new skills, to leadership development.

CAE offers two development programs specific to women: The Ambition Challenge and Dare. These two programs bring them on a journey of professional and self-growth, focusing on topics such as networking, influence, risk-taking, work life integration, negotiating and self-confidence.

In addition to our development programs for women, CAE has set objectives for women representation in the high-potential pool of employees and has introduced the Bias Interrupter initiative to address potential bias during talent performance reviews.

CAE also offers multiple opportunities to learn and gain awareness around diversity, equity, and inclusion. Recent learning opportunities made available to all CAE employees included:

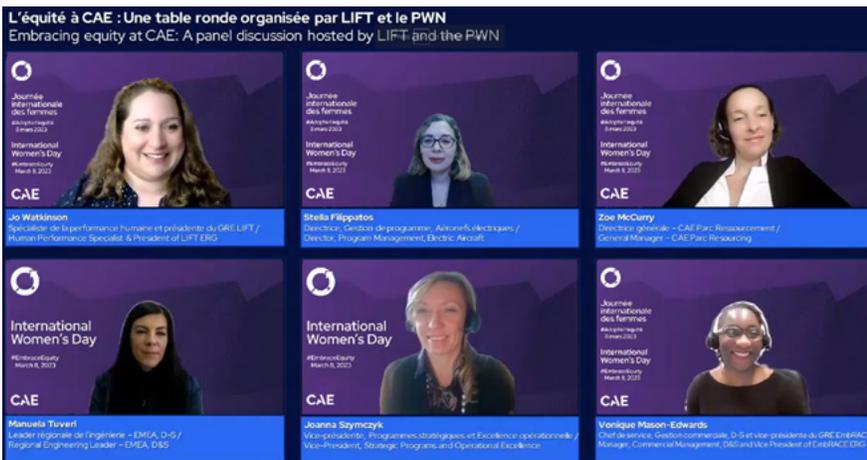
- › Identify, understand and respond to microaggressions
- › Unconscious Bias workshop and e-learning
- › Inclusive interviewing content made available through LinkedIn Learning and our partner CCDI (Canadian Centre for Diversity and Inclusion)
- › Inclusive Advisor, an AI-powered micro-learning tool within our CAEchampions recognition app, flags possible biases in the text and suggests revisions, allowing employees to pause and reflect on their own unconscious bias.



Launch of the new cohort of our Dare development program for women



PWN held numerous panels including The woman behind the title, with Sonya Branco, CAE's Chief Financial Officer, and an in person interview with Lucie Guillemette just as she was retiring as Air Canada's EVP and Chief Commercial Officer.



For International Women's Day, LIFT and PWN collaborated on a panel focused on Equity and featuring CAE employees.



For Health month, LIFT offered informational webinars on menopause.



Employee Resource Groups

PWN

Professional women's network



LIFT

Women in aviation and technology



EMBRACE

Race and ethnicity



PRISM

LGBTQ2+



INSIGNIA

Veterans



FIRE

First Peoples Inclusion & REconciliation



Mozaic

Parents of children with special needs and employees with special needs



Recruitment

We believe all CAE employees contribute to the creation and sustainment of an open, diverse, equitable and inclusive workplace. CAE's global talent acquisition model supports inclusive hiring and diversity throughout the recruitment process, from job postings to interviewing and placement.

The DE&I team collaborates closely with the recruitment stream to ensure our recruitment process is bias-free and that we are searching for candidates, and posting our positions in locations where we can attract talent with different ideas, cultures and lifestyles, putting CAE in a position to hire the best talent from a diverse and often untapped pool of candidates.

To ensure an inclusive hiring experience for all CAE candidates, we built in measures that support equitable hiring practices at all stages of the talent acquisition process. Our Inclusive Hiring Guide outlines best practices for managers to follow, from considerations and criteria to apply when drafting job postings, to training on unconscious bias in recruiting and interviewing.

A new dashboard capability in our Talent Acquisition Model allows managers to identify any gap in team diversity representation, which also contributes to an inclusive candidate sourcing strategy.

We strive to use gender neutral and inclusive language in our job descriptions so that everyone can feel comfortable to apply.

Our recruitment website features a bias-eliminating AI tool which matches candidates' skills with open positions, removes bias from the resume reviewing process, and flags and filters for specific skills and experience, providing a more impartial list.

Measurement and metrics

Following our global self-identification campaign launched this year, we are now able to track the diversity of our employee base. We are also now able to track their engagement and sense of belonging through our monthly diversity, equity, inclusion and belonging pulse survey. This data allows us to understand our workforce and their sentiments, facilitating the establishment of goals and the creation of tailored programs.

The objective of our measurement and metrics stream is to track diversity, equity, and inclusion efforts throughout the employee lifecycle, from hiring, onboarding, to engagement, development and promotions. We are also tracking our efforts externally, our sponsorships, community support and supplier diversity.



Government relations

With global operations in more than 40 countries, the objective of the Government relations stream is to ensure that our diversity, equity and inclusion efforts are compliant with the different legislations. At CAE, we understand that effective public governance and policymaking require a broad spectrum of voices and perspectives. That's why we actively engage with various stakeholders, including public institutions and governments, as we firmly believe that two-way conversations are essential in bringing about positive change.

One of the key issues we focus on is advocating for a greater representation of women in our industry on a global scale. We recognize the importance of gender diversity and are dedicated to breaking down barriers that hinder women from achieving positions of leadership and influence.

As we engage with public institutions and governments, we are not only championing the principles of DE&I within our organization but also actively supporting broader societal goals, as described in the initiatives below.

Self-Identification campaign

The Government of Canada Federal Contractors Program (FCP) requires workforce composition be reviewed periodically to ensure workplace equity. In compliance with the FCP compliance assessment policy, CAE conducts an annual campaign to promote and review self-identification, with self-identification assessed as part of CAE's hiring process. Employee self-identification is voluntary and anonymous.

The US Department of Labor (DOL) requires workforce composition to be reviewed periodically to ensure workplace equity. In compliance with the Office of Federal Contract Compliance Programs (OFCCP) and Equal Employment Opportunity Commission (EEOC) policy, CAE invites applicants and new employees to voluntarily self-identify as part of CAE's hiring process. Additionally, CAE conducts periodic and ongoing opportunities for employees to review and update their self-identification information. The information obtained is kept confidential and may only be used in accordance with the provisions of applicable laws, executive orders, and regulations.

Black North Initiative



The Canadian Council of Business Leaders Against AntiBlack Systemic Racism launched the BlackNorth Initiative and invited business leaders in Canada to join them in by signing a pledge for change, equality and diversity to end anti-Black systemic racism. As a signatory organization and pledge partner, CAE remains steadfast in its commitment to promoting a culture of diversity and inclusion at CAE, while raising awareness about racial discrimination, as is the mission of our ERG EmBRACE. Efforts like the BlackNorth Initiative recognize that discrimination and inequality are often intersectional. Addressing anti-Black systemic racism can benefit Black women who face both racial and gender-based discrimination. This acknowledgment helps create a more inclusive approach that considers the unique challenges faced by Black women.

Federal 50-30 Challenge in Canada

CAE is a signatory of the Government of Canada's 50-30 Challenge, which aims to advance equity, diversity, inclusion, and economic prosperity from coast to coast to coast by highlighting the benefits of giving everyone a seat at the table.

UN Women's Empowerment Principles

CAE is a signatory of the United Nations Women's Empowerment Principles (WEPs), which promotes gender equality and women's empowerment in the workplace. The seven WEPs are integrated into our DE&I values, and we are proud to equip and inspire women to take ownership of their careers at CAE. WEPs are a primary vehicle for corporate delivery on gender equality dimensions of the 2030 agenda and the UN SDGs.



Benefits and compensation

At CAE, our people are at the heart of everything we do. We are committed more than ever to delivering on an exciting and compelling employee experience for everyone and to promoting a workplace that is centered around our people, allowing everyone to be heard and empowered to optimize their full potential. Our benefits and compensation stream focuses on ensuring that salaries are equitable regardless of gender, gender identity or expression, age, race, national or ethnic origin, colour, religion, sexual orientation, marital or family status, genetic characteristics, and differential abilities, and that we offer inclusive benefits that cater to the diversity of our people.

Our benefits include, but are not limited to:

- › Global flexible vacation – provides employees the opportunity to tailor their paid vacation time to their needs at work and at home.
- › Global sabbatical leave – provides employees with the flexibility to temporarily step away from the workplace for 4-26 weeks.
- › Global parental leave – provides caregivers the opportunity to take up to eight weeks of fully paid parental leave.
- › Maternity paid leave – eligible employees are provided financial support to help prioritize their caregiving duties, with paid leave duration based on local legislation. CAE fully covers the employee’s maternity paid leave, less any government benefits (where applicable).
- › Coverage for gender-affirmation procedures in Canada
- › Flexible group insurance, pension, and employee stock purchase plan
- › Employee and family assistance program and telemedicine service
- › Physical and mental wellness programs

In addition to these benefits, CAE conducts a yearly global equity pay audit to ensure that there are no gaps between women and men.

Suppliers

Our commitment to diversity, equity, and inclusion (DE&I) extends beyond our organization and into the broader industry and communities we serve. One significant aspect of this commitment is our focus on fostering diversity among our suppliers.

At CAE, the work of suppliers and contractors is governed by [CAE's Supplier Code of Conduct](#). The Code sets out the minimum ethical standards that suppliers must follow of which Diversity, Equity and Inclusion is an important aspect. The Code states that suppliers and contractors shall treat all people with respect and dignity, foster diversity, demonstrate openness to diverse opinions, promote equal opportunity and foster a culture of integration and ethics.

Through a new program launched in FY23, CAE began assessing the performance of our Canadian suppliers through surveys to identify participation under the following DE&I categories: visible minority, women, LGBTQ2+, Veteran, Indigenous, and person with disabilities. We further embedded ESG criteria into procurement processes to evaluate our suppliers on an ongoing basis, recognizing those with the best ESG performance.

Marketing and products

At CAE, we evaluate all advertising and marketing content for biases, including gender-based biases prior to publication, ensuring that content does not reinforce gender stereotypes. Our DE&I principles extend outwardly with the development of inclusive content that not only represents but also resonates with a wide-ranging audience.

Responsible AI

The adoption of new technologies and the increased use of artificial intelligence (AI) are likely to generate significant social implications to consider, including risks such as the perpetuation of bias, exacerbating social inequalities and discriminating underrepresented groups.

CAE is committed to driving the use of AI and gathering insights through analytics in a fair and transparent way. We ensure that our actions have the appropriate defined ethical boundaries at the start to deliver aligned capabilities, meet customer requirements, protect the safety of stakeholders and avoid reputational risk.

Ethical principles for the responsible use of data analytics and AI

Safety first

Our goal is to improve safety

Transparency

Our analytics intelligence is transparent and understandable

Empowerment

AI in our systems is intended to empower people

Duration

Individual learning data must have an agreed life span

Privacy and security by design

We put data protection and security at our core

Non-discrimination

AI that creates unfair bias will not be pursued

Scholarships and community outreach

We recognize that CAE occupies a position of influence in the industry and in the communities in which we operate.

Our organization acts as sponsors, our leadership as speakers and panelists, participating in multiple communities of practice as vocal DE&I advocates. We fund several scholarships and programs promoting careers in aviation and science, technology, engineering and mathematics (STEM) that serve underrepresented groups.

To promote diversity in the flight deck, CAE launched multiple initiatives, working with industry partners to open up opportunities to a wider talent pool, support airlines by building a pipeline of qualified candidates and positively impact the global economy.

The [CAE Women in Flight program](#) works with airline partners to provide scholarships for pilot training, with recipients serving as ambassadors to encourage women to pursue a career in aviation. This program aims to address the substantial [pilot shortage](#) and increase gender diversity in the field.

In FY2023, CAE has expanded its CAE Women in Flight program, providing a fully funded pilot training program in partnership with easyJet, and doubling the scholarships provided by the Air Canada Captain Judy Cameron Scholarship program.

Meet our Women in Flight Ambassadors



Alicia Hunt
CAE Phoenix



Cindy Wong
CAE Kuala Lumpur



Bisma Petafi
CAE Oxford



Daniela Saucedo
CAE Phoenix



Georgina Thomas-Watson
CAE Oxford



Lauren Beam
CAE Phoenix



CAE is a proud supporter of the [Canadian Industrial Leadership Award](#) (CILA), a program established to enable the industry to invest in future leaders in the defence and security industry while promoting a more diverse workforce. Our interns and scholarship recipients Magy Gerges and Emma Piers had the opportunity to gain knowledge and to develop their skillset as the next generation of STEM talent by interning with CAE.



In partnership with Elevate Aviation, CAE was proud to welcome 50 young women to our Montreal headquarters to showcase what a career in aviation can look like.

Watch our [video](#).

Legal and compliance

CAE has zero tolerance for harassment and discrimination, and we are committed to respecting human rights. This applies equally to our employees, our suppliers and business partners, all of whom are expected to adopt the same or similarly high standards of ethical behaviour. Our Code of Business Conduct governs the conduct of CAE's directors, officers, employees, contractors and consultants and is available in five languages: English, French, Spanish, German and Portuguese. All CAE employees receive mandatory training on the Code at their time of hire and its provisions are continually reinforced through annual training and communications.

Communications

Our Communications stream creates awareness around DE&I and helps ensure that all employees feel seen, heard, and included, leading to a happier, more engaged team.

From communicating company policies, guidelines, and procedures related to diversity and inclusion to the promotion of DE&I related events and activities, the communication stream engages employees and creates opportunities for dialogue and learning.

Each year, CAE promotes gender equality and empowering women through a diverse array of initiatives. We host panels, engaging activities, and countless communications all centered on the theme of women’s empowerment. These initiatives span various aspects of women’s lives and careers, including leadership development, health and wellness, and the critical pursuit of equity and inclusivity.

Awards and recognition

CAE has received several prestigious awards in 2023 underscoring its dedication to diversity, equity, and inclusion.



- [Forbes’ World’s Top Female-Friendly Companies 2022](#)
- [Bloomberg Gender-Equality Index](#) fifth consecutive year
- [Women in Governance Gold Parity Certification 2023](#) (Silver 2020, 2021; Bronze 2019)
- [HIRE Vets Medallion Award Platinum 2022](#) (Platinum 2022, Gold 2021, Platinum 2020, Gold 2019)
- [Women and Drones Top Companies for Women in Emerging Aviation Technologies 2022](#)
- [Canada’s Top 100 Employers \(2023\)](#)
- [Canada’s Top Employers for young people \(2021, 2022\) and Montreal Top Employer \(2020, 2021, 2022\)](#)



Marilyn Pearson

CAE’s Global Regulatory Lead AAM/eVTOL/ UAS was inducted into Hall of Fame for Women in Emerging Aviation Technologies.

See our [Press Release](#).



Pascale Alpha

CAE’s Chief Diversity, Equity & Inclusion (DE&I) Officer, was named among Top 10 Diversity and Inclusion Leaders in Canada.

See the [Press Release](#) or [Manage HR profile](#).

CAE celebrates International Women’s Day 2023

Employees share what equity means to them.

[▶ Watch our video.](#)

Thought leadership

Big Sister Boston's New Girl Network, Boss Up:
Cultivating Your Leadership Style at Any Level

[Abha Dogra, panelist](#)

[2023 International Women in Aviation Conference](#)
CAE contributing event sponsor, host of CAE Instructor Pilot Recruiting hiring session

EY Canada and Aéro Montreal: [Insights from the Canadian Aerospace Industry DE&I Survey 2022](#)

[CAE, interviewed for insights](#)

Evanta Toronto: [Maintaining DE&I Momentum Into 2023](#)

[Pascale Alpha, panelist](#)

UN Global Compact Network Canada, Connecting the SDGs:
International Human Rights Day, EDI and Responsible Business Conduct

[Pascale Alpha, panelist](#)

 Watch our [video](#).

[Air Line Pilots Association International](#)
Women in Aviation Forum: Diversity Equity and Inclusion on the Flight Deck and Beyond

[Pascale Alpha, panelist](#)

Manage HR:
[Making Diversity, Equity and Inclusion everyone's priority](#)

[Pascale Alpha, interview](#)
as one of the top 10 DE&I leaders in Canada

CAE Virtual Supplier Forum: *A global view on ESG best practices and why it should matter to suppliers*

Hosted by CAE

 Watch our [video](#).

[Women in Leadership Foundation: Choose to be you](#)

[Hélène V. Gagnon, panelist](#)

Premières en affaires magazine, [Entreprises publiques québécoises: La parité est nécessaire](#)

[Hélène V. Gagnon, interview](#)

Elle Quebec, [L'aérospatiale: un domaine qui fait de l'œil aux femmes](#)

[Élodie Caufriez Gingras, featured profile](#)

Iskew Air, Diversity Institute (Toronto Metropolitan University) and the Canadian Advanced Air Mobility Consortium event, *Women in Advanced Air Mobility: A New Era*

[Alexie Côté, speaker](#)

[Aéro Montreal, Vitrines 2022: L'aérospatiale, une filière inclusive à la portée toutes et tous](#)

[Pascale Alpha, roundtable participant](#)

 Watch our [video](#). *(In French only)*

Impactful Indigenous Women in the Aerospace Industry and their Communities – *panel hosted by the Committee for Indigenous Peoples of CAE in collaboration with the PWN and LIFT ERGs*

 Watch our [video](#).

UN Global Compact Business Roundtable: *Advancing gender equality and women's leadership in selected industries*

[Pascale Alpha, panelist](#)

 Watch our [video](#).

Invitation to the United Nations Global Compact Practitioners Roundtable in New York - How Allyship Can Propel the Women's Empowerment Principles into Practice

[Pascale Alpha, roundtable participant](#)

Global Institute for Women's Leadership and Deloitte's collaboration *Enabling Workplace Gender Equality: Public Policy Levers and Best Practices*.

[Pascale Alpha and Dan Sharkey, contributors](#).

Randstad – *Interview and published report True gender equity-building inclusive workspaces for women*

[Pascale Alpha, interviewee](#)

Our Performance

13,217

Employees

Total number of employees

23%

Women (3,085)

Employees by gender*

76%

Men (10,130)

38%

of our board members are women

8%

of our board members are part of a visible minority group

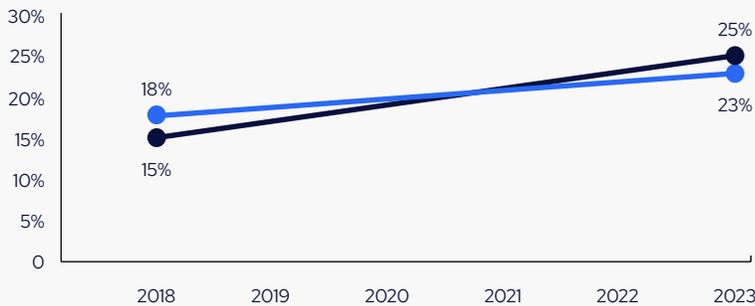
8%

of our board members are part of the LGBTQ2+ community

Board diversity

*Two employees do not identify as women or men.

Representation of women at CAE

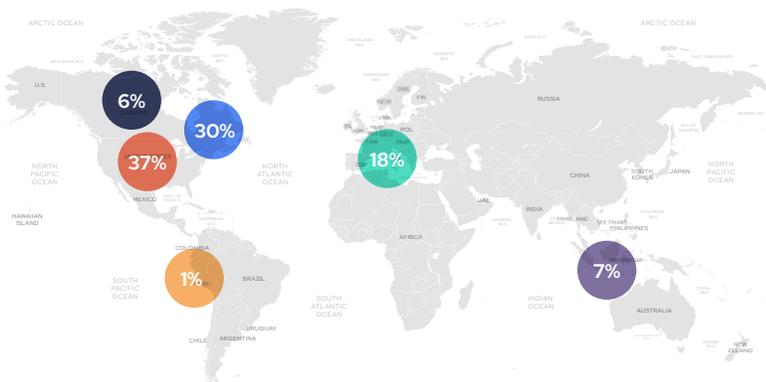


↑ **10%** increase of women that are VPs/EVPs between 2018 and 2023

↑ **5%** increase of women at CAE between 2018 and 2023

- VPs/EVPs
- All CAE employees

Employees by region



- 📍 Quebec
- 📍 Rest of Canada
- 📍 United States
- 📍 South America
- 📍 Europe, Middle-East, Africa
- 📍 Asia-Pacific (APAC)

Gender equality indicators

KPI	FY2023
Representation of women in leadership	
Percentage of women on the board	<p>38%</p> <p>Following CAE’s Annual General Meeting on August 9, 2023, the total of women Directors has increased to five (5) out of thirteen (13) (i.e., 38%).</p> <p>FY23 Proxy Circular</p>
Chairperson is a woman	<p>No – L’honorable John P. Manley, P.C., O.C.</p>
<p>Gender balance in board leadership</p> <p>Percentage of the various committees of the board of directors chaired/co-chaired by a woman.</p>	<p>100%</p> <p>CAE has three board of directors committees, all of which are chaired by women.</p> <ul style="list-style-type: none"> > Chair of the HR committee: Mary Lou Maher Ms. Maher succeeded Hon. Michael M. Fortier as the Chair of the HR committee after the end of the 2023 Special Shareholders Meeting. FY23 Proxy Circular > Chair of the Governance committee: Margaret S. (Peg) Billson (woman) > Chair of the Audit committee : Marianne Harrison (woman) <p>FY23 AIF</p>
Chief executive officer (CEO) is a woman	<p>No</p> <p>Marc Parent</p> <p>CAE executive team</p>
Chief financial officer (CFO) or equivalent is a woman	<p>Yes</p> <p>Sonya Branco</p> <p>CAE executive team</p>
Percentage of women executive officers	<p>27%</p> <p>FY23 Proxy Circular, p.47</p>
Chief Sustainability Officer and Senior Vice President, Stakeholder Engagement is a woman	<p>Hélène V. Gagnon</p>
Chief Technology and Product Officer is a woman	<p>Abha Dogra</p>
Chief Diversity, Equity & Inclusion Officer (CDO) is a woman	<p>Pascale Alpha</p>

KPI	FY2023
Talent pipeline	
Percentage of women in total management	23% FY23 Global Annual Activity and Sustainability report, p.140
Percentage of women in senior management	21%
Percentage of women in middle management	24%
Percentage of women in non-managerial positions	23%
Percentage of women in total workforce	23% FY23 Global Annual Activity and Sustainability report, p.140
Percentage of women total promotions	26%
Percentage of Women IT/Engineering	15%
Percentage of new hires are women	26% FY23 Global Annual Activity and Sustainability report, p.230
Percentage of women attrition	24%
Time-bound action plan with targets to increase the representation of women in leadership positions	<p>Yes</p> <p>By FY24, we committed to increasing leadership diversity (gender + People of colour & Indigenous peoples) by 2% from 31% to 33%</p> <p>FY23 Global Annual Activity and Sustainability report, p.146</p> <p>By FY25, we committed to having at least 33% of executive officers and 40% of Directors form part of certain diversity groups (including women, persons with disabilities, Aboriginal/Indigenous peoples, members of visible minorities and the LGBTQ2+ community)</p> <p>FY23 Global Annual Activity and Sustainability report, p.179</p>
Time-bound action plan with targets to increase the representation of women in the company	<p>Yes</p> <p>We have committed to developing a new hire diversity baseline and setting gender diversity objectives for subsequent years. In addition, we have committed to increasing representation of gender diversity amongst high-potential employees by 3% from 29% to 32%</p> <p>FY23 Global Annual Activity and Sustainability report, p.146</p>

KPI	FY2023
Pay	
Adjusted mean gender pay gap	5% – We use 8 countries that represent the majority of CAE’s workforce and do a weighted average by level.
Global mean (average) raw gender pay gap	14%
Time-bound action plan to close its gender pay gap	We have committed to decreasing the gender pay gap in CAE’s locations representative of 80% of its workforce by FY28. FY23 Global Annual Activity and Sustainability report, p.140
Executive compensation linked to gender diversity or diversity, equity and inclusion (DEI)	In FY2023, we tied ESG to CAE executive compensation. CAE executives now have individual ESG objectives, with diversity as the common objective for all executives. FY23 Proxy Circular, p.67
Inclusive culture	
Number of weeks of fully paid primary parental leave offered	In FY23, CAE rolled out the Global Parental Leave Policy which offers caregivers the opportunity to take up to eight (8) weeks of fully paid parental leave within the first fifty-two (52) weeks after the birth, adoption or placement for adoption of a child under age eighteen (18) that occurs during active employment. <ul style="list-style-type: none"> > Global minimum: up to 8 weeks > Employees in Canada: 26 weeks (mothers only) > Duration varies by country as per local laws and regulations
Number of weeks of fully paid secondary parental leave offered	In FY23, CAE rolled out the Global Parental Leave Police which offers caregivers the opportunity to take up to eight (8) weeks of fully paid parental leave within the first fifty-two (52) weeks after the birth, adoption or placement for adoption of a child under age eighteen (18) that occurs during active employment. <ul style="list-style-type: none"> > Global minimum: up to 8 weeks
Parental leave retention rate	81%
Back-up family care services or subsidies through the company	No
Flexible working policy	Yes – FY23 Global Annual Activity and Sustainability report, p.121
Employee resource groups for women	Yes – FY23 Global Annual Activity and Sustainability report, p.138
Unconscious bias training	Yes – CAE offers multiple training resources under categories such as DE&I fundamentals, unconscious bias and microaggressions, inclusive leadership, and inclusive hiring.
Annual anti-sexual harassment training	Yes – Anti-sexual harassment training is part of CAE’s Code of Business Conduct training.

FISCAL YEAR 2023

Gender Equality Report

CAE.COM