



Policy on Diversity and Inclusion in the Workplace

Table of Contents

1	INTRODUCTION.....	2
1.1	PURPOSE	2
1.2	SCOPE	2
1.3	STATEMENT	2
2	ROLES AND RESPONSIBILITIES.....	3
2.1	EMPLOYEE.....	3
2.2	MANAGER.....	3
2.3	HUMAN RESOURCES.....	4
2.4	COMMUNICATIONS.....	4
2.5	LEGAL AFFAIRS	4

1 Introduction

1.1 Purpose

This policy is established to state CAE's global policy on diversity and inclusion in the workplace. It should be read and interpreted in conjunction with CAE's Code of Business Conduct.

1.2 Scope

This policy applies to all CAE employees globally, its customers, vendors, suppliers and subcontractors, and any additional individual or entity that has a contractual agreement with the Company.

1.3 Statement

CAE is committed to fostering, cultivating and preserving a culture of diversity and inclusion. We believe it is the responsibility of all CAE employees to contribute to the creation and sustainment of an open, diverse and inclusive workplace.

Our human capital is the most valuable asset we have. The collective sum of the individual differences, work and life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of, not only our culture, but our reputation and company's achievement as well.

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at CAE will be based upon merit, qualifications, and performance. The Company does not discriminate in employment opportunities or practices on the basis of race, ethnicity, nationality, gender, age, education, socioeconomic background, family status, marital status, religious and political beliefs, sexual orientation and gender identity, physical and mental disability, veteran status, or any other characteristic protected by law ("protected characteristics and conduct"). The Company prohibits harassment relating to protected characteristics and conduct, and retaliation against any individual who has made a good faith report of an actual or perceived violation.

CAE will make all reasonable efforts to identify and remove barriers to inclusion and to eliminate structural barriers.

CAE's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to reasonably accommodate employees' varying needs.

- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

All employees of CAE have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit professional conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events. Designated employees are also required to complete a diversity awareness training to enhance their knowledge to fulfill this responsibility. Any employee found to have exhibited any inappropriate conduct or behavior against others will be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination, harassment, or retaliation that conflicts with the Company's diversity policy and initiatives should seek assistance from their supervisor or their HR representative, or should submit an EthicsPoint report.

For more information, please refer to the appropriate diversity procedures governing your region.

2 Roles and Responsibilities

2.1 Employee

- Comply with this policy.
- Treat others with dignity and respect and exhibit professional conduct that reflects inclusion during work, at work-related functions on or off the work site, and at all other company-sponsored or participative events.
- Complete diversity awareness training as required.
- Create an open working environment where diversity is welcome and a desired part of our workplace
- Seek assistance from your supervisor or HR representative, or submit an EthicsPoint report if you have a good faith believe that you or anyone else has been subjected to a violation of this policy.
- Speak up to the extent you are able to. Remain an active bystander in support of this policy by promptly objecting to violations and lending support to those detrimentally affected.

2.2 Manager

- Comply with all Roles and Responsibilities of an Employee (2.1 above).
- Ensure that the current policy is applied and followed.
- Include Human Resources personnel in any investigation or breaches of this policy.
- Provide employees with a safe work environment free from discrimination, harassment, retaliation, and inappropriate conduct or behavior.
- Give employees with diverse talents the opportunity to showcase their skills in a manner that is likely to benefit the Company and its mission.
- Offer opportunities for recruitment, advancement and employee development in a manner consistent with this policy regarding barrier removal and equal opportunity.
- Hire candidates based on their competencies and anticipated performance only.

- Seek Human Resources' assistance for and grant requests for reasonable accommodation relating to religion, disability, or family responsibilities.
- Assist employees who make good faith reports of violations of or conduct inconsistent with this policy.
- Resolve conflicts that arise between co-workers as a result of discrimination and seek Human Resources assistance.
- Take prompt and appropriate action to enforce this policy, including toward those violating the policy.
- Protect against retaliation relating to good faith reports, complaints, and requests for or receipt of accommodations.

2.3 Human Resources

- Comply with all Roles and Responsibilities of an Employee and a Manager (2.1 and 2.2 above).
- Ensure that the current policy is applied and followed.
- Promote and foster diversity.
- Establish and maintain a Diversity Committee to oversee diversity and inclusion efforts at all levels and ensure that diversity and inclusion are integrated in our initiatives and different aspects of the Company when applicable.
- Lead the development of and launch training on workplace diversity and inclusion to employees and management.
- Improve the Company's appeal to a larger market through the utilization of its diverse talents and by having a workforce which is representative of the community in which we operate.
- Attract a wider pool of qualified applicants through the Company's accurate reputation for ethics, fair employment practices and appreciation for diverse talents.
- Carry out regular monitoring and diversity audits for current employees and in recruitment for prospective employees in order to track recruitment, retention and advancement demographics and to ensure that diversity and inclusion efforts are resulting in the desired, positive changes.
- Assist management and employees in the enforcement of this policy and the resolution of conflicts arising from actual or potential violations of this policy.

2.4 Communications

- Communicate worldwide Policy on Diversity and Inclusion in the Workplace. Support on-going efforts to increase the profile and effectiveness of our Diversity and Inclusion efforts.

2.5 Legal Affairs

- Support Human Resources in the development of the training on workplace diversity and inclusion.