



DIVERSITY, EQUITY AND INCLUSION POLICY

Objective and Scope

As we continue to grow as a company, understanding and serving the needs of our expanding client and customer base is vitally important. Concurrently, attracting, hiring, and engaging diverse and high-performing individuals is just as essential to achieve our business objectives.

Inspired by our Saputo Promise, we strive to create an inclusive workplace that reflects the society we live and operate in and strengthens our individual and collective performance.

Everyone wants to feel included and respected for their unique perspectives, make meaningful contributions, and bring their authentic self to work every day. That is why we promote an environment where employees feel supported, listened to and able to do their personal best. Our objective is to provide equitable access to opportunities and a sense of belonging to all. This creates a better work environment and fosters individual and team growth.

This Policy aims to set the guiding principles by which our decisions, actions and behaviours will support the achievement of a diverse, equitable and inclusive work environment.

If you have any questions regarding this Policy, please contact your leader or your local Human Resources representative.

Our Policy

This Policy reinforces our commitment as an equal opportunity employer to all full-time, part-time or temporary employees.

Our approach is to embed DE&I principles in all programs, processes and practices that are part of the full spectrum of the employee life cycle. This includes, but is not limited to, Talent Acquisition, Performance Management, Learning & Development, Succession Planning, Compensation & Benefits and Rewards & Recognition. By implementing inclusive practices in all these areas, we intend to provide equitable opportunities to candidates interested in joining Saputo and employees seeking to build a career with us.

To us, it is important that we embrace each individual's diversity through their uniqueness, similarities and differences that can be expressed in many ways, which may include race, national or ethnic origin, colour, religion, age, gender, sexual orientation, matrimonial status, civil status, diversity in abilities (physical and cognitive), experiences, thoughts and beliefs and in accordance with our corporate values and the laws of the countries in which we operate.



DIVERSITY, EQUITY AND INCLUSION POLICY

Our Commitments

- ✓ **Conduct** ongoing DE&I assessments of our workplace and workforce, to identify areas of opportunities.
- ✓ **Leverage** our employees' feedback to implement meaningful actions that contribute to elevating their sense of belonging and to achieve our DE&I objectives.
- ✓ **Implement** programs, processes and guidelines that will have a positive long-term outcome for our employees, shareholders, customers, consumers, business partners and communities.
- ✓ **Provide** the necessary tools, resources and learning opportunities for employees at all levels to fully contribute and feel empowered to promote and support a diverse, inclusive and equitable workplace.
- ✓ **Create** a work environment in which individual differences and contributions are recognized and valued, while promoting dignity and respect for everyone.
- ✓ **Reinforce** the standard of behaviour for all our officers and employees, as set out in our [Code of Ethics](#).
- ✓ **Promote** the use of inclusive language when communicating internally and externally.
- ✓ **Reinforce** the objectives of this Policy with all employees on a regular basis.

Diversity, Equity & Inclusion Global Council

The mandate of the DE&I Global Council is to promote a diverse, equitable and inclusive work environment across Saputo. Tailoring processes, programs and guidelines is key to our DE&I journey. Therefore, all members of the Council, representing each of our divisions, work closely with Leaders and employees in their respective region to deploy global and local initiatives.

Policy Review

This Policy will be monitored and reviewed annually by the Chief Human Resources Officer to ensure it remains aligned with our values, legal obligations, and corporate strategy.

OUR DEFINITIONS

DE&I Diversity, equity and inclusion

Diversity Diversity is about one's uniqueness, similarities and differences that can be expressed in many ways, which may include race, national or ethnic origin, colour, religion, age, gender, sexual orientation, matrimonial status, civil status, diversity in abilities (physical and cognitive), experiences, thoughts, and beliefs.

Equity Equity is about leveling the playing field. By offering different levels of support based on each of our needs, we are able to achieve greater fairness.

Inclusion Inclusion is about embracing our uniqueness, similarities, and differences to build a culture of acceptance, equity, and respect where all employees feel a sense of belonging—that they are accepted and valued for who they are.