

# Diversity Policy

Adopted in January 2017.



## GENERAL PRINCIPLES

Saputo Inc. (“**Saputo**” or the “**Company**”) strives to embed diversity and inclusion in its corporate culture and has in this regard adopted the following Diversity Policy (the “**Policy**”) which sets out the guidelines by which Saputo will endeavor to promote diversity throughout the Company. While the Company seeks to recruit or appoint those individuals who are most qualified for the particular position, regardless of personal characteristics, the Company recognizes the value of diversity, including gender diversity, which offers a depth of perspectives and enhances the Company’s operations. Management provides the leadership framework and direction and it is the responsibility of everyone within Saputo to sustain a culture that promotes and supports principles of diversity and inclusivity. Saputo is an equal opportunity employer. All decisions regarding recruitment, hiring, promotion, compensation, employee development decisions such as training, and all other terms and conditions of employment will be made without regard to race, national or ethnic origin, colour, religion, age, sex, sexual orientation, matrimonial status, civil status, or physical or mental handicap, as set out in the Company’s Code of Ethics.

## EXTERNAL RECRUITEMENT

Saputo promotes recruitment practices that foster diversity of thought and build diverse teams. When recruiting externally, the Company keeps diversity considerations in mind. The Company is committed to attracting talented women and men and, in its recruiting and staffing efforts the Company promotes a work environment that values diversity of gender, backgrounds, experiences and perspectives.

## INTERNAL ADVANCEMENT AND APPOINTMENTS

Employees are the Company’s most valuable asset. Saputo is committed to offering its employees a stimulating work environment where their entrepreneurship, initiatives, professionalism, leadership and commitment are recognized and encouraged. In doing so, Saputo endorses an organizational structure which enables internal promotion opportunities.

The Company prides itself on developing its employees internally and providing them with opportunities to advance in their career. An effective way of striving towards balanced representation of both genders is by taking into account diversity considerations such as gender diversity when identifying and fostering the development of high-potential individuals within the Company. In regards to fulfilling leadership roles, the Company has elaborated a leadership program to ensure that its “pipeline” of talent is properly developed. The Company

keeps gender considerations in mind when identifying candidates for its leadership program. Proactive and engaged leaders drive change. We believe an active group of diverse leaders will sustain and promote our culture of diversity by inspiring others through their actions, their development and that of their teams.

## **REVIEW**

The Chief Human Resources Officer reviews this Policy annually and recommends any changes to this Policy.