



Diversity, Equity and Inclusion Policy

Purpose

We are committed to our values of care and respect and ensuring we have a diverse, inclusive and equitable work environment where everyone feels they belong. We recognize the benefits of diverse thoughts, skills and experience on our culture, on decision making outcomes and on corporate performance.

We take pride in our disciplined culture which is built on our values of respect, integrity, trust and community. ARC is committed to evolving and iterating our commitments, practices and policies in the area of diversity, equity and inclusion (“DE&I”).

Our DE&I Purpose Statement and Guiding Principles:

Purpose Statement:

At ARC, we want **Everyone at the Table**. Supported by our values of trust, respect, integrity and community, we want to ensure that everyone feels valued, is treated fairly and feels that they belong. This includes our employees and consultants, and our stakeholders, Indigenous partners and the communities where we live and work.

Guiding Principles:

We recognize the benefits of diverse thoughts, backgrounds and experiences on culture, on decision-making outcomes and on overall corporate performance.

We foster an environment where all individuals are treated fairly and respected, have equal access to opportunities and resources, feel a sense of belonging and can contribute fully to the organization’s success.

We are committed to the equitable treatment of all employees and potential employees and to implementing practices and policies that prevent discrimination on the basis of age, race, colour, ethnicity, religion, sex, gender, gender identity or expression, sexual orientation, disability or any other characteristic protected under federal or provincial law.

DE&I Key Objectives:

In 2022, ARC established key objectives to prioritize our areas of focus. This framework will evolve over time with a focus on the areas that matter most to our employees.

Learn & Grow	Equitable Practices	Celebration & Belonging
Build confidence and courage by developing inclusive knowledge and leadership skills to support a respectful workplace .	Build trust and objectivity by ensuring policies and practices enable us all to have access to the same opportunities .	Build understanding and empathy by fostering awareness and understanding of our diverse backgrounds and experiences to strengthen sense of belonging .

Board Policy and Oversight

Diversity, inclusion and equity begins at the Board level and cascades throughout the organization.

The Board believes that an informed, curious, and engaged team with a diverse mix of expertise, experiences, perspectives, and backgrounds is a critical component of the Board's effectiveness and the company's success. The Board believes this should be evidenced through the diverse representation of highly qualified individuals on the Board, in Management, and throughout the organization.

In fulfilling its governance responsibilities, the Policy and Board Governance Committee ensures the Board of Director Nomination process considers a broad and diverse pool of best-qualified individuals. In practice, prospective Board of Director candidates are identified with the help of an external search firm and are evaluated based on relevant skills and experience in relation to the Directors Skills Matrix, current Board composition, diversity, and future strategic plans for the organization.

The Human Resources and Compensation Committee of the Board is responsible for monitoring compliance with the Corporate DE&I targets and workplace practices.

Corporate Targets and Practices

We want to ensure that everyone feels valued, is treated fairly and feels they belong at ARC. For a best-in-class organization, this is non-negotiable. In addition to creating a work environment where everyone feels that they belong and can be their best, we believe DE&I should be evidenced through targets and practices that are supported by our purpose, strategy, culture and values.

- **Corporate Goal:** A diverse, equitable and inclusive workplace where 100% of our employees feel respected and that they belong, 100% of the time. We strive to build understanding and empathy by fostering awareness and understanding of diverse backgrounds and by creating a sense of belonging through how we treat one another, and through events and educational opportunities. Through pulse surveys and our annual Strength of the Workplace survey we will monitor and measure our performance.
- **Gender Diversity Target:** Continue to pursue representation of highly qualified females on the Board, in Management, and throughout the organization. ARC has an established target of 30% female representation on our Board and Management teams. Our Board and Management succession, progression and development processes are designed to support the recruitment and development of highly qualified female candidates.
- **Objective Recruitment and Succession Planning Processes:** All vacancies are filled based on objective criteria established to determine the skills, experience, and fit required for open roles. We have a rigorous recruitment process which includes multiple interviews with multiple leaders and peers, to reduce the risk of bias. Where applicable, we will retain an external search firm to identify a diverse pool of applicants and create further objectivity in the recruitment and assessment process.

- **Workplace Practices:** ARC is committed to workplace practices that support and recognize the distinct needs of all employees including, but not limited to, flexible and hybrid work schedules, partnerships with child-care services, comprehensive benefits programs, and regular review of compensation to ensure pay-for-performance and internal equity. In addition, we are committed to continuing to educate and train our teams to ensure a diverse, equitable and inclusive organization that is consistent with our Code of Business Conduct and Ethics.

Management will review the progress of ARC's DE&I objectives, annual priorities, and internal practices on an ongoing basis.

We will continue to evolve and iterate our commitments, practices and policies in DE&I, focused on what matters most to our employees, stakeholders and evolving practices.