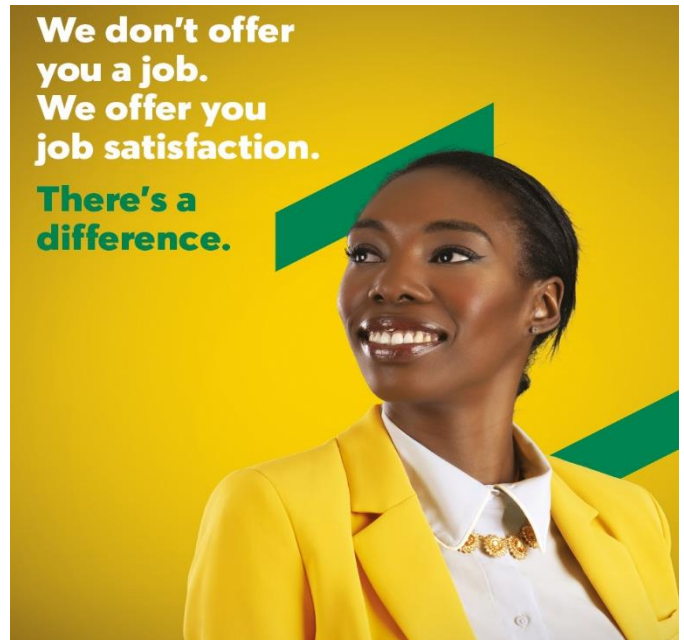


Desjardins and its people

our approaches and commitments

At Desjardins, our employees make a difference every day by always doing what's best for our members and clients. So we need the best of the best to make this happen. In addition to attracting new employees, we want to ensure, first and foremost, that all of our existing employees are excelling at Desjardins.

Our role, as an organization, is to give them the support they need so they can give their very best every day.



For us, that means more than offering our employees a stimulating work environment. It means encouraging them to reach their full potential in all areas of their life.

To help with this, we're committed to working with them to create an environment that fosters diversity and inclusion, celebrates the value of relationships and offers a number of attractive working conditions and development opportunities.

**We don't just
talk values.
We live them.**

**There's a
difference.**



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01 A diverse, equitable and inclusive workplace

Equity, diversity and inclusion

Desjardins Group knows that Equity, Diversity and Inclusion (EDI) are vital dimensions of a productive and innovative organization. They're also necessary for creating safe and healthy work environments where differences are respected and everyone can achieve their dreams and goals. Diversity encompasses a number of different characteristics, including gender, age, background, experiences, abilities and sexual orientation.

Our EDI commitment: To welcoming each person, accept them for who they are, learn from our differences and guarantee everyone the same treatment.

Our 4 guiding principles:

- 1- Promote inclusive leadership.
- 2- Always fight against discrimination.
- 3- Ensure equal opportunity.
- 4- Share our commitment and requirements with our members, clients and suppliers.

We deliver on this commitment through initiatives for under-represented groups, as well as ones for the majority group, to make them more aware of the challenges their colleagues face and turn them into effective allies.

The Desjardins Group Management Committee carried out a strategic review in 2021, which led to the approval of 4 major decisions regarding our EDI commitment:

1. Adding Equity to the Diversity and Inclusion practices, to ensure that all of our employees have equal opportunity to achieve their dreams and goals.
2. Creating the Equity, Diversity and Inclusion Office and appointing an Equity, Diversity and Inclusion Officer to ensure the consistency of the program across the organization.
3. Creating a company-wide Equity, Diversity and Inclusion committee to ensure all initiatives are executed consistently.
4. Ensuring the Equity, Diversity and Inclusion ecosystem is aligned with our goals as a caring, model employer, as well as a financial services cooperative and socioeconomic leader.

Alongside these guidelines that we will continue to follow until the end of 2024, we also pursued our Equity, Diversity and Inclusion goals throughout the year:

- **Leading a community of ambassadors** engaged in creating and promoting a workplace environment that fosters equity, diversity and inclusion.
- **Setting and monitoring targets for women in senior management positions as well as on the boards** of the caisses and the Federation, for youth under age 35, and for members of underrepresented ethnocultural communities, including Indigenous people and for members of ethnocultural communities in senior management positions. Inclusive talent acquisition and management, incorporating practices and initiatives that promote workplace diversity, particularly with respect to hiring employees from outside Canada with different statuses and permits, but also with respect to practices for ensuring talent management is aligned with the targets that have been set.
- **Doing an annual update of the enhanced group profile**, which allows each caisses' board of directors to set representation and diversity targets in terms of age, gender and backgrounds.
- **Supporting diversity through the Young Intern Director Program**, which gives members ages 18 to 30 the opportunity to sit on a caisse's board of directors as a non-voting observer. (In the 2020 SCRR, the Young Intern Director Program is covered in the Governance section).
- **Having an employer brand image that embraces diversity** and celebrates the uniqueness of our people.
- **Educating and raising the awareness of all employees and board members** about the various facets of diversity: The issues and challenges involved, particularly from an intersectional perspective, and pursuing a program aimed at identifying and managing unconscious biases.
- **Promoting female leadership** through various initiatives, including Empowering Women, a Canada-wide network for all women and their allies that offers a unique development experience for all women at Desjardins.
- **Pursuing multiple partnerships with various organizations** to support our goals regarding youth, women and ethnocultural minority groups.
- **Developing and setting up safe, open spaces for our employees**, where they can feel safe to discuss in a discrimination-free work environment, because Desjardins has zero tolerance for any form of racism and discrimination.
- **Pursuing initiatives with members of the caisses' boards of directors** that aim to accelerate and maintain women's representation among directors and chairs.

Pay equity

- Equity is one of our key total compensation principles. In 2020, Desjardins conducted a pay equity audit for its Quebec programs, in accordance with Quebec's Pay Equity Act. Under this Act, we are required to redress any wage gaps due to systemic gender discrimination experienced by people in a predominantly female job category.
- This is an exercise we must complete every 5 years for all of our employees. Some adjustments were made to the Act in 2019, including the introduction of a participation process with employees and accredited associations, which we applied in our 2020 audit.
- When the audit is done, the results are posted for the employees to see, and they are allowed to ask questions and contest the results.

In addition to these legally required audits, Desjardins has a total compensation framework based on the principles of internal, external and individual equity.

Internal equity

We have an ongoing job evaluation process in place that ensures equal compensation is paid for jobs of the same value. This process looks at responsibilities and establishes the relative value of jobs regardless of the employee's gender, performance or potential. An expert committee does evaluation interviews to properly position each job consistently across the organization using an evaluation plan.

External equity

Every year, Desjardins participates in salary surveys to verify the value of benchmark jobs identified for each job level. This enables us to establish general positions with respect to the market and specific positions for certain jobs. Advisory services are also available for various compensation activities, to propose approaches that are adapted to the market.

Individual equity

The goal of this activity is to establish an appropriate salary position for employees vis-à-vis the salary range, to offer employees occupying the same position compensation that reflects their contribution, added value, experience and individual performance.

In general, we don't observe any significant salary gaps between men and women based on the comparatio (the position of the salary within the salary range associated with the job level).

In 2021, there was a favourable variance of 0.6% in the salary position of women compared to the men's position.

01 A diverse, equitable and inclusive workplace

Respect in the workplace

We recognize the importance of the people who make up Desjardins Group and are committed to promoting a healthy and respectful work environment defined by civility and respect. We're committed to preventing psychological, sexual and discriminatory harassment, providing support and taking steps to end this type of behaviour.

Our commitment is based on the following principles:

- Respect for the physical and psychological integrity of individuals.
- Respect for the dignity of individuals.
- The right to fair and reasonable working conditions that respect individuals' health and safety.
- The right to be treated equally without discrimination or harassment based on gender, race, colour or any other prohibited grounds for discrimination.

We are all responsible for adhering to this commitment and behaving in a civil manner.

The various measures we have in place to combat harassment and disrespect in the workplace, as well as the definition of responsibilities are outlined in the *Respect in the Workplace Directive* ([available here](#)).

Respect in the Workplace Office (RWO)

To assist in the creation of a healthy, respectful workplace free of discrimination and harassment, we've established a Respect in the Workplace Office. Its role is as follows:

- **Prevent/Train:** Inform employees, raise their awareness, train them and make them accountable regarding respect in the workplace, managerial prerogative, conflict management and harassment
- **Intervene:** Whenever someone reports that they experienced a lack of respect (disrespect, conflict/difficult social relationships psychological and sexual harassment, discrimination/racism, domestic violence and others)
- **Support the organization's compliance** with current rules and laws

Some of our achievements ...

- In 2021, the RWO created a series of training videos on respect in the workplace for all managers and employees to help them know what to do in the event of a disrespectful situation.
- Desjardins is currently focused on becoming an ally in the fight against domestic violence through a partnership with the Regroupements des maisons pour femmes victimes de violence conjugales, which is a consortium of women's shelters.

02 Attractive working conditions

Our employees are professionals, but also parents, spouses, friends and much more. With that in mind, we want to offer them an environment where all facets of their lives can co-exist in harmony. We're committed to doing whatever we can to create an environment that allows everyone to be engaged and reach their full potential.

Our employees can expect:



The **flexibility they need for balance and well-being** (work from home, flexible work schedules, vacations, floating days, statutory holidays, parental leave, etc.)



A **base salary and annual bonus** that are very much in line with the market Environmental, social and governance (ESG) criteria are factored into the annual bonus, for all employees



A **defined benefit pension plan**, which stands out, by its nature, from the market (a high value at retirement, because it promises financial well-being)



Various means to help them **look after their physical and mental health**: A full range of coverages, including a group insurance plan, tools and resources focused on **flexibility** and **prevention** to support physical, mental and financial health (healthcare, disability coverage, life and critical illness insurance, reimbursement program for health and wellness expenses, telemedicine, employee assistance program, etc.)



Opportunities to give back to the community with us (United Way campaign, volunteering, Pierre Lavoie physical activity challenge, etc.)



A commitment to **sustainable development**



An environment that encourages **innovation**

02 Attractive working conditions

Freedom of association at Desjardins

In terms of right of association, Desjardins adheres to the values of the Canadian and provincial charters of rights and freedoms and the labour codes of each province.

These codes are aligned with international labour standards, including the:

- UN Guiding Principles on Business and Human Rights
- International Labour Organization Declaration
- Freedom of Association and Protection of the Right to Organise Convention (ILO C87)
- Right to Organise and Collective Bargaining Convention (ILO C98)
- Workers' Representatives Convention (ILO C135)

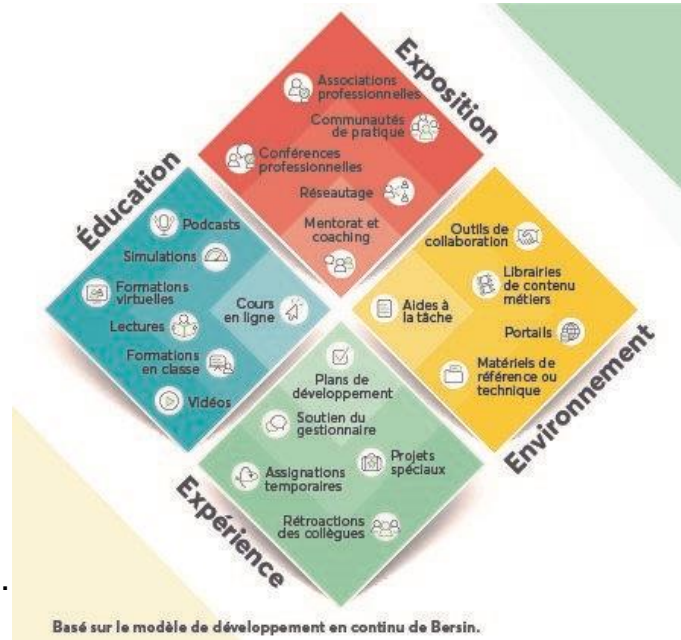
Desjardins is committed to respecting the role of workers' representatives and guaranteeing that union rights can be exercised in the workplace. Accordingly, Desjardins has a directive on workplace relations that sets out the role of the various stakeholders in managing union relations.

The Workplace Relations Administrative Department is tasked with arbitrating the forces at play to ensure consistency and equity in working conditions within Desjardins Group, in accordance with labour laws. To this end, department members:

- Advise and assist Desjardins managers to ensure they follow corporate priorities and practices
- Partner with union representatives to make sure labour relations approaches are aligned
- Ensure healthy and constructive relationships between the parties with a view to industrial peace so that all may contribute to the organization's goal

03 Development opportunities

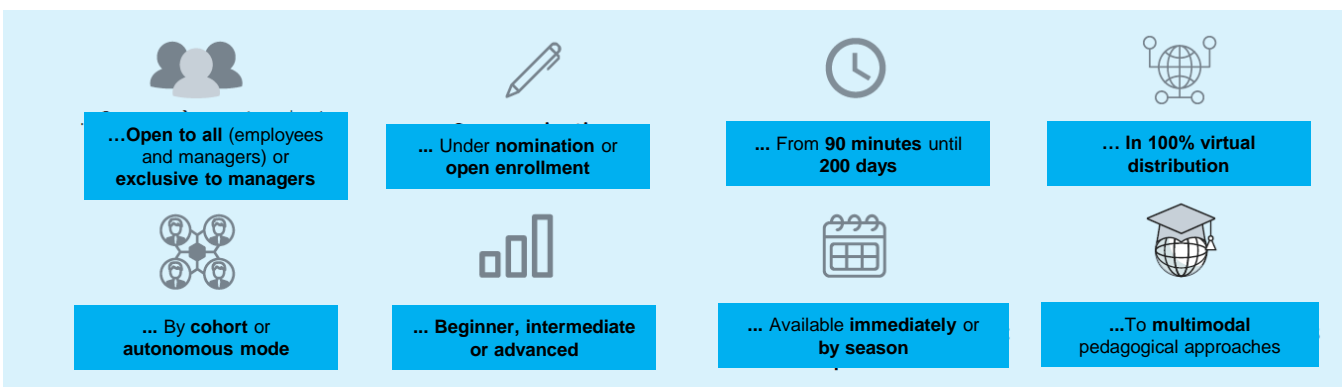
- Professional development serves a dual purpose: It ensures we're always doing what's best for members and clients, and it allows our employees to expand their skills.
- Learning and development are part of our daily work routine. With the support of their managers, employees drive their own development and can influence their colleagues' development, too.
- At Desjardins, development comes in all shapes and forms to meet the needs of our employees, including mentoring, classroom training, and special projects or conferences.



Training

Desjardins has more than 100 training programs on offer for employees and managers to help them keep their job-related skills sharp (have a look at the brochure [here](#)). They can be delivered from anywhere, at any time and at a pace that's comfortable for each person.

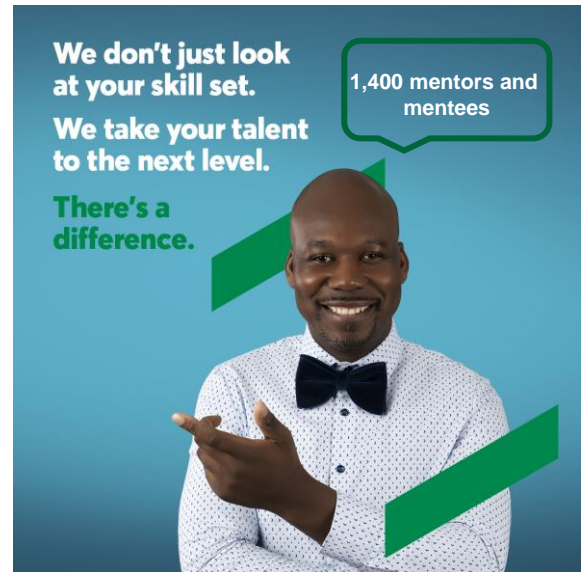
The training catalogue is updated regularly so our employees always have access to the most relevant information based on their needs.



03 Development opportunities

Mentoring

Our mentoring program connects employees with professionals or managers and creates opportunities for them to converse, collaborate and learn, even at a distance. Mentoring gives employees access to our mentors' knowledge and experience, and also allows them to expand their network and build their key competencies for the future.



People performance management

People performance management involves ensuring employees have everything they need at all times to always do what's best for members and clients. This may include tools, skills, alignments, feedback and much more. In 2016, we adopted a more inspiring, people-focused approach to performance management that's based on ongoing dialogue between the manager and employee. Hundreds of our employees shared what was important to them with us, and we used that feedback to develop a performance management program that's based on the following elements:

- A continuous cycle that looks at employees' contributions and development at key moments in the beginning, middle and end of the year. These meetings are also an opportunity to talk about career development.
- Ongoing dialogue between managers and employees, so managers can provide timely feedback to align and recognize employees' efforts.
- Shared responsibility between managers and employees, in which employees play an active role in their performance and development.
- A performance evaluation that's equally based on results and our Desjardins behaviours, which clearly outline what's expected of employees to ensure they always do what's best for members and clients.

03 Development opportunities

People performance management (cont.)

To establish this cycle, we've been gradually implementing several practices since 2016:

- Recommended management practices, which can be adjusted to different situations, to align teams and build connections.
- An annual organization-wide performance calibration process, which serves to open up dialogue between managers on performance, and leads to fairer, more equitable employee performance evaluations.
- Alignment of our financial incentives to better recognize performance.
- A training program to familiarize our managers with our performance management approach through discussions and practice cases.
- An integrated human resources management system that provides a centralized way to complete and monitor individual performance objectives.

03 Development opportunities

Workforce risk management

As an organization, we have to ensure that we have the skills required to always do what's best for our members and clients. This creates opportunities for our talent, but beyond that, it forces us to anticipate our needs in terms of skills and ensure those needs are filled in a timely manner so we can avoid gaps that could have a negative impact on the quality of our services.

To prevent this risk, we've adopted 2 key practices:

Succession planning

Every year, Desjardins Group managers are asked to identify key positions and the best succession strategies for each one. Key positions are those that are critical to the organization's execution and would have a major loss impact. Once the management committee has confirmed the key positions, succession plans are created. As needed, in-house replacements are trained to take over these key positions when the time is right.

Talent strategic planning

In 2017, we started doing strategic planning for our talent. This type of planning involves prioritizing the positions that have a major impact on our business results, incorporating quantitative and qualitative information into our analysis, and concentrating our talent management investments and efforts accordingly.

This exercise is carried out, at a minimum, with each strategic plan (every 3 years), but may also be done in conjunction with a major transformation project. It serves to identify the positions deemed critical to the whole organization, inventory the talents occupying these positions, identify current and future talent needs (in numbers and by skills), prioritize any gaps identified and implement an integrated talent strategy to address them.