



## Policy | Board Diversity

The Canadian Chamber of Commerce (the "Organization") believes in diversity and values the benefits that diversity can bring to its Board of Directors (the "Board"). Diversity promotes the inclusion of different perspectives and ideas, mitigates against groupthink and ensures the Organization has the opportunity to benefit from all available talent. The promotion of a diverse Board makes prudent business sense and makes for better corporate governance.

The Organization seeks to maintain a Board and its committees comprised of talented and dedicated directors with a diverse mix of expertise, experience, skills and backgrounds. The skills and backgrounds collectively represented on the Board and its committees should reflect the diverse nature of the business environment in which the Organization operates. For purposes of Board composition, diversity includes, but is not limited to, business experience, geography, age, gender, ethnicity and Aboriginal status. In particular, the Board should include an appropriate number of women directors.

The Organization is committed to a merit-based system for Board composition within a diverse and inclusive culture that solicits multiple perspectives and views and is free of conscious or unconscious bias and discrimination. When assessing Board and committee composition or identifying suitable candidates for appointment or re-election to the Board, the Organization will consider candidates on merit against objective criteria having due regard to the benefits of diversity and the needs of the Board.

The Organization seeks to maintain a Board in which each gender represents at least 40% of the Directors.

Any search firm engaged to assist the Board or a committee of the Board in identifying candidates for appointment to the Board will be specifically directed to include diverse candidates, generally, and multiple women candidates, in particular.

Annually, the Board or a committee of the Board will review this policy and assess its effectiveness in promoting a diverse Board that includes an appropriate number of women directors.