

Diversity, Equity, and Inclusion

Policies and Procedures

Objective

At Salute, we seek to create an inclusive, equitable, culturally competent, supportive, and safe environment where our employees model behavior that enriches our workplace. To further an inclusive culture and to foster DE&I principles, Salute is committed to:

- Ensuring an inclusive working environment free of discrimination at all stages of the employee life cycle
- Developing plans to promote DE&I principles and cultural competencies among employees across Salute. Advancing our vision through opportunities for engaging conversations, develop understanding and appreciation of diversity, equity, and inclusion
- Striving to build and support a community whose members have diverse cultures, backgrounds, and life experiences
- Ensuring our leaders build a culture that is rich in diversity, fosters equity and embodies inclusivity
- Reviewing measurable objectives, monitoring progress on an annual basis, to ensure equity within policies and practices across the organization

Scope & Applicability

This Policy is applicable to all employees of Salute. With our vendors, suppliers, contractors, and partners too we create through the way we work an environment of respect and dignity for all.

Our commitment to diversity, equity and inclusion aligns with our values and is reflected in our code of business conduct, the way we work, in our policies, including the Human rights policy, EEO policy, Corporate Social Responsibility policy, ERG, Mentorship, Progressive Hiring practices and in our wider training and development strategy.

Statement of Intent

- Salute is committed to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion.
- Our human capital is our most valuable asset that helps us to differentiate ourselves in an increasingly complex and highly competitive world. It is our belief that the collective sum of the

individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees invest in their work represents a significant part of not only our culture but our values too.

- We celebrate our employees' differences across multiple identity groups both visible and invisible that makes our employees unique. We strive to create a culture that allows each of their uniqueness to access opportunities in realizing their potential.
- At Salute we meaningfully embrace and encourage different perspectives and believe we are made stronger by our unique intersectional combination of, gender, sexual orientation, gender identity or expression, physical or mental ability, varied backgrounds, cognitive skill, culture, age, race, ethnicity. Our culture of inclusion and focus on health and well-being helps ensure that everyone – regardless of background – feels included and can run at their best. When we collaborate with others who have different points of view, it creates a greater mix of ideas and spurs innovation – this is the crux of our reputation and the organization's achievement as well.
- We are committed to creating workplaces that are safe and inclusive where employees feel empowered to contribute, speak up and bring their best to work every day. Our leaders embrace this culture by fostering an environment where multiple voices are listened to and that our decisions reflect the collective talents of our peoples.
- Our mission is to not just provide equal opportunities to all but also to create equitable processes and an environment at Salute that enables a culture of inclusion.

Our D, E, & I Strategy

We believe our core values and mission are strengthened when all members have a voice and are encouraged to contribute in a supportive space. Therefore, we take a collective responsibility to create an environment where everyone feels included, respected, and comfortable to bring their whole self to work. It is the collective responsibility of Salute's leadership, management, and staff to ensure Salute operates with good intent and practice.

Definitions

- **Diversity** encompasses the differences and the uniqueness of identities, thoughts, and actions among us based on what we experience in access to opportunities and resources.
- **Equity** ensures everyone has access to the same opportunities and right resources so that there is an equal opportunity to thrive, regardless of where we started
- **Inclusion** means fostering respect and a team spirit in the workplace and embracing and amplifying the multiple perspectives, voices, and essence of Salute.

D, E, & I Framework

The four pillars of our D, E, & I framework - LEAD:

- Lead inclusively
- Elevate equity
- Activate diversity
- Deliver respect

The D, E, & I Governance Structure

Our Environmental Sustainability & Governance Council (The Council) is responsible for driving and promoting the DE&I plan and initiatives, thus creating an ecosystem where everyone can stand up for who they are, employ their strength to rise high and to contribute to the success of their teams by bringing their unique skill and perspective to the fore.

The Council will be responsible for an annual review and revision - not only of progress, but also of initiatives and corresponding ambitions. Towards that the Council will track a series of metrics both quantitative and qualitative to measure progress.

The Council is comprised of senior leaders, who engage as DE&I Ambassadors both internally and externally. The Council will have a Council Chair and a lead and will report to the ESG Steering Committee. The ESG Steering Committee will provide guidance, mentorship, and oversight to the Council.

The Council will appoint a DE&I team to institute accountability for the programs, initiatives and metrics and drive the agenda for Salute.

Effective Date

This policy is effective from January 1st, 2023, and supersedes all prior guidelines on the subject matter