

PRACTICE ON THE REPRESENTATION OF WOMEN

1. Preamble

The representation of women (also called “gender diversity”) is essential to any workplace.

Cascades is committed to promoting gender diversity, firmly believing that it creates value for all stakeholders in addition to contributing to the company’s financial performance. A workplace that prioritizes gender diversity is in line with our values of respect, teamwork, performance and innovation. We are aiming to phase in more equal gender representation in our workplace.

Cascades is fully committed to ensuring that men and women have equal opportunities to contribute to the company’s success and performance.

2. Application

This practice aims to support and promote gender diversity. It applies to all Cascades employees in North America, as well as the company’s divisions and subsidiaries.

Cascades is committed to providing a fair, equitable and respectful workplace where women are supported in an inclusive environment, where they are recognized on the basis of their individual merit, and where they can advance and succeed.

3. Objectives of the practice on the representation of women

The objectives of the practice on the representation of women include:

- To develop and implement programs and processes that will support career advancement for women at Cascades;
- To ensure the application of a clear vision, consistent messages and a coordinated approach with respect to gender diversity in order to achieve a gender balance that better reflects today’s society.

4. Our practice on the representation of women

Cascades is committed to taking concrete measures to increase gender diversity, which include:

- Developing and implementing initiatives that support a gender diversity culture and strategy;
- Recognizing talented women and encouraging them to apply for senior-level positions;
- Identifying women with the most promising talent as part of Cascades' succession review process and including them in the activities offered to high-potential employees;
- Ensuring that Cascades' selection and promotion processes are free of gender bias;
- Ensuring that recruitment mandates and job opportunities, both internal and external, attract female candidates where possible;
- Within the limits of the business reality, improving existing flexible work options to make it easier to balance work and family obligations;
- Informing and instructing managers on the importance of gender diversity so they understand their roles and obligations and are able to support women in the workplace;
- Keeping track of and analyzing statistics on gender diversity, presenting them every year and reporting on progress to the Management Committee.

5. Roles and responsibilities

All **executives and management members of each division** must:

- Manage the implementation of initiatives that will be developed to promote gender diversity across Cascades;
- Ensure that employees are fully aware of their individual and collective responsibilities with respect to this practice;
- Adopt behaviour patterns that support this policy;
- Act without bias;
- Encourage a range of ideas, perspectives and styles.

With the assistance of an advisory committee made up of representatives from each division and each territory in which Cascades operates, **Human Resources** must:

- Conduct research, provide internal and external data, and monitor market trends to ensure that our gender diversity programs are in line with the market while meeting our company's needs;
- Manage the design, development and deployment of gender diversity initiatives and practices across Cascades;
- Periodically evaluate the efficiency of Cascades' gender diversity programs and policies:
Inform and instruct management and employees on gender diversity.

6. Monitoring and reporting

The Chief Human Resources Officer (CHRO) is responsible for the practice on the representation of women and is in charge of mobilizing the members of the Management Committee with regard to gender diversity, supporting the cultural shift to advance this issue, and holding them accountable for results.

Cascades' Management Committee is responsible for the implementation and monitoring of this practice and is charged with offering firm leadership and guidance in the development of gender diversity initiatives and carrying out an annual assessment of objectives and progress in this area.