



Altus Group Limited

Board Diversity Policy

Introduction

Altus Group Limited (“**Altus Group**” or the “**Corporation**”) is committed to diversity, creating equity across our systems, and fostering and advancing a culture of inclusion.

Purpose

Altus Group knows that having a mix of qualified directors from varied backgrounds who bring a diverse range of perspectives and insights fosters enhanced decision-making, promotes better corporate governance and builds board capacity. For this reason, this diversity policy (the “**Policy**”) has been created to set out a framework to achieve diversity on the Board of Directors of the Corporation (the “**Board**”).

Scope and Applicability

The Policy applies to the Board only and does not apply to diversity in relation to employees of the Corporation.

Recruitment

The Corporate Governance and Nominating Committee (“**CGNC**”) has been delegated responsibility for assessing Board composition, identifying Board candidates and recommending Board nominees. In furtherance of the Corporation’s diversity commitment, the CGNC considers diversity criteria in conjunction with the Corporation’s formal director skills matrix when assessing Board candidates and developing the Board’s evergreen list including, but not limited to, experience, geography, race, culture, Indigenous peoples (First Nations, Inuit, and Metis), ethnicity, colour, religion, age, sex, sexual orientation, gender identity and disability.

The CGNC may engage qualified independent external advisors to conduct a search for candidates. Such advisors shall be directed to consider diversity criteria when searching for candidates including Altus Group’s composition targets described below.

Composition Targets

The Corporation has established the following Board composition targets:

- (i) at least 30% of the Board will self-identify as women; and
- (ii) at least one director will self-identify as racially or ethnically diverse.

If the Board composition ever falls below any of the above targets, the CGNC will take steps to re-achieve the applicable target within a reasonable timeframe.

Monitoring and Reporting

The CGNC will review this Policy annually and report to the Board on the following:

- (i) the measures taken by the Corporation to effectively implement this Policy;

- (ii) the annual and cumulative progress of the Corporation in achieving the diversity composition targets specified above;
- (iii) the effectiveness of this Policy as a whole in promoting diversity and how such effectiveness is measured; and
- (iv) any changes to the Policy or Board recruitment processes that are recommended to promote diversity.

As approved by the Board of Directors of Altus Group Limited the Corporation on May 6, 2026.