



Overview of Diversity & Inclusion at Parkland

Parkland's Diversity & Inclusion (D&I) Strategy sets the plan to make Parkland the employer of choice for the communities where we operate by driving a proactive culture of equity, inclusion and belonging. We aim to embed equitable treatment into our systems, practices, and processes. This work supports Parkland's priority under its enterprise Sustainability Strategy to build a diverse team and inclusive workplace.

This document provides an overview of Parkland's approach to D&I and some of the key initiatives to building diversity and inclusion. Leaders at every level are expected to lead in accordance with Parkland's values and BOLD behaviors to foster a culture of equity, inclusion and belonging.

Approach and Governance Structure

Parkland's Diversity and Inclusion (D&I) strategy is designed to foster a culture of diversity, equity, inclusion, and ultimately, belonging. The strategy provides a framework that not only values diverse perspectives but actively encourages and facilitates employee participation and contribution. Here is an overview of Parkland's approach and structure to D&I:

- **D&I Council** oversees Employee Resource Groups and provides thought leadership on the execution of the Parkland D&I Strategy.
- **Employee Resource Groups** are action-oriented groups led by members who help act as the voice of our diverse workforce. They help activate diversity and inclusion internally through events and campaigns, and externally in the communities in which we operate.
- **Affinity Networks** help contribute to a psychologically safe community for Parklanders to listen, learn, and build allyship via storytelling and the sharing of lived experience.
- **People & Culture Leadership** is accountable for developing the D&I strategy in partnership with the D&I Council while enabling Parkland's Employee Resource Groups and Affinity Networks.

D&I oversight is the responsibility of the Senior Vice President, People & Culture, Health, Safety, Environment and Sustainability, and is stewarded by the Board's Human Resources and Compensation Committee.

Strategic Pillars

Parkland has developed four strategic pillars to integrate D&I into everything we do. These pillars are:

1. Establish a D&I Governance Structure
2. Attract Diverse Talent
3. Retain Diverse Talent
4. Build Diverse leadership Teams and Mindsets

The pillars help to define desired outcomes, prioritize, and sequence strategic initiatives, and promote cross-functional collaboration and integration.

Resources

Parkland provides all leaders with D&I training and numerous resources to employees such as discussion guides, videos and podcasts, virtual learning opportunities and events. These are available on the internal website.

At Parkland we know we cannot have the benefits of diversity without inclusion. Equally, we know systemic inclusion is just as important as cultural inclusion. Our ability to work as One Parkland across 26 diverse countries is foundational to our success. Diversity has shaped the company we have become, and inclusion will catapult our team members, partners, and the communities we serve to new heights.