

2023

FIERA CAPITAL CORPORATION

UK Stewardship Code

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Klaus Schuster

Executive Director
and CEO, Fiera EMEA

“Stewardship is the responsible allocation, management and oversight of capital to create long-term value for clients and beneficiaries, leading to sustainable benefits for the economy, the environment and society.”

— FINANCIAL REPORTING COUNCIL

Introduction

Fiera Capital is pleased to have fulfilled the requirements set forth by the Financial Reporting Council (“FRC”) and to have been designated as a signatory to the UK Stewardship Code in 2023.

We view the **UK Stewardship Code** as a valuable framework for guiding our efforts and look forward to further contributing to its objectives as a committed signatory.

Effective stewardship requires a continual process of evolving and enhancing our approaches, tools and collaboration to adapt to changing conditions and improve our ability to progress on priorities.

This document outlines our progress as we continue to integrate stewardship activities within our investment processes and corporate environment. It explains Fiera Capital’s approach to stewardship, provides detailed examples of how our investment teams seek to act as good stewards of capital and demonstrates how we live up to the FRC’s standards.

We fully support the **12** principles of the **UK Stewardship Code** and are committed to continuing to deliver long-term value and sustainable outcomes for our stakeholders. As such, we invite you to read our report, which encapsulates our firm commitments to stewardship and transparent disclosure practices. 🌱

Purpose and Governance

Principle 1

Signatories’ purpose, investment beliefs, strategy and culture enable stewardship that creates long-term value for clients and beneficiaries, leading to sustainable benefits for the economy, the environment and society.

Our Firm at a Glance



FSZ

Publicly-traded,
independent
Canadian investment
management firm



840+

employees including
220+ investment
professionals



HQ

headquartered in
Montreal with offices
across Canada, the
U.S., Europe and Asia



122.6B

Assets under
management¹



3rd

largest asset
manager by total AUM
in Canada²



70th

largest asset
manager by total AUM
in North America³



164th

largest asset
manager by total AUM
globally⁴

About Fiera Capital

Fiera Capital Corporation (“Fiera Capital,” the “Company” or the “Firm”) is a leading independent global asset manager investing in both public and private markets. With approximately US\$122.6 billion under management (as of 31st December 2023) and a multijurisdictional model of efficient asset allocation, we construct highly customized portfolios to meet sophisticated investor preferences in the pursuit of long-term, steady and financially sustainable alpha.

Fiera Capital is one of Canada’s largest asset managers and is listed on the Toronto Stock Exchange (TSX:FSZ). We are first and foremost fiduciaries with a 20-year philosophy of investing in quality over long-term time horizons. Across 47 strategies diversified by asset class, geography, correlation and investment style, we offer tailored solutions matching the specific needs of our clients through differentiated investment opportunities that prioritise predictable capital growth and downside protection, to smooth market volatility.

Though we have grown in scale with an established presence in North America, Europe and Asia, our values of independence of

perspective, autonomy and responsible investment have remained the same since our founding in 2003. These are the core cultural tenets that underpin our commitment to creating sustainable value for our clients, partners and society at-large. We believe that organisations that successfully manage sustainable investing factors, that commit capital with care for the environment they are operating in, are more resilient and better positioned to deliver value over the long term.

Fiera Capital’s global platform brings together over 220 investment professionals across a wide range of disciplines, providing the infrastructure and risk management whilst leveraging the strength of their individual offering. In all jurisdictions, investment teams are supported by in-house ESG practitioners who have developed proprietary ESG investment frameworks to enhance our commitment to international standards.

This make-up, when combined with deep local expertise, enables us to serve clients in the institutional, financial intermediary and private wealth channels while solving for the specific financial, social and environmental aspirations of our clients.

Offices in

12 cities & **7** countries

840+ employees⁵

224 investment experts



Fiera Capital's European Division

Fiera Capital's European division is an equity-focused asset manager with approximately US\$8.4B under management spread across public and private markets strategies.

The European division is led and supported by a highly qualified team of dedicated investment professionals, advantaged by experience that spans international financial markets.

Our investment teams' sole focus in London is the management of publicly listed global equity and emerging market equity assets for our clients, with a variety of products designed to meet their specific needs. Our strategies have a heavy bias towards actively managed equities, with an emphasis on intensive due diligence and bottom-up research-to-model investment philosophy.

Our equity products include a range of UCITS-compliant long-only funds as well as long/short hedge funds. We also run pooled and segregated accounts for our institutional clients. Products may be global, regional or country-specific.

Fiera Capital's European headquarters is in **Mayfair, London** and is also home to colleagues in the Fiera Real Estate UK and Fiera Infrastructure business divisions. By offering access to private market strategies and encouraging internal collaboration between private and public markets professionals, our belief is that a genuine blend of private and public market capabilities provides our clients with innovative investment ideas while challenging misperceptions that exist through narrow investment exposures.

Our Purpose

We are passionate about creating innovative investment solutions by being efficient allocators of capital with the objective of fostering sustainable prosperity for all our stakeholders. Through our culture of integrity, teamwork, excellence and innovation, we provide our clients with the highest quality of customized service and performance.

World-class portfolio of high conviction, sophisticated investment capabilities

We are committed to delivering investment excellence across our range of public and private market strategies, which are underpinned by independence of perspective, disciplined processes and long-term orientation for alpha generation.

Trusted, impact-oriented asset allocators with a client-first approach

Integrity is one of our core values and we place our clients' interests first. We are efficient allocators of capital, develop tailored solutions that contribute to optimal investment outcomes for our clients, provide funding sources to support promising mid-market enterprises and responsible long-term economic wealth creation for society in large.

A culture powered by human intellect and pursuit of excellence

We foster an inclusive, collaborative, entrepreneurial environment that is an irresistible destination for diverse, ambitious, creative professionals.



Accelerating our Solutions and Sustainability capabilities aligns with our mission and purpose

Our Investment Philosophy

Fiera Capital is a research-driven investment firm with an investment philosophy grounded in long-term, accretive capital growth. We believe that disciplined, methodical analysis and the consistent application of a rigorous, sustainable investment approach create superior value when paired with efficient asset allocation.

Our emphasis on analytical active management is shared and replicated across our global platform. It is the cornerstone of our investment approach and the basis of all of our management processes. We take the same approach to sustainable investing,⁶ having developed proprietary ESG tools to support internal decision-making and opportunity selection and align with our commitment to international standards.

This philosophy expresses itself in our culture, values and corporate strategy – at all stages of our investment process, including:

- > Independent bottom-up fundamental research: the cornerstone of our Canadian and foreign equity strategies as each of our teams conducts, on average, 300 to 400 company visits and management interviews annually;
- > Rigorous top-down fundamental research: independent of sell-side analysis and of credit rating agencies. This sits at the heart of our actively managed fixed income strategies, resulting in opinions that are independent of market views;
- > In-house fundamental economic and market analysis: underpinning our asset allocation process, which is designed to optimize returns while striving to preserve capital in all market environments;
- > Identifying the “triple bottom line”: utilising proprietary investment science to model financial, social and environmental outcomes across our strategies;
- > Portfolio construction: customizing solutions to meet the specific needs of our clients, prioritising opportunity sets that drive value creation for our clients, partners and society as a whole.

Our Vision and Belief

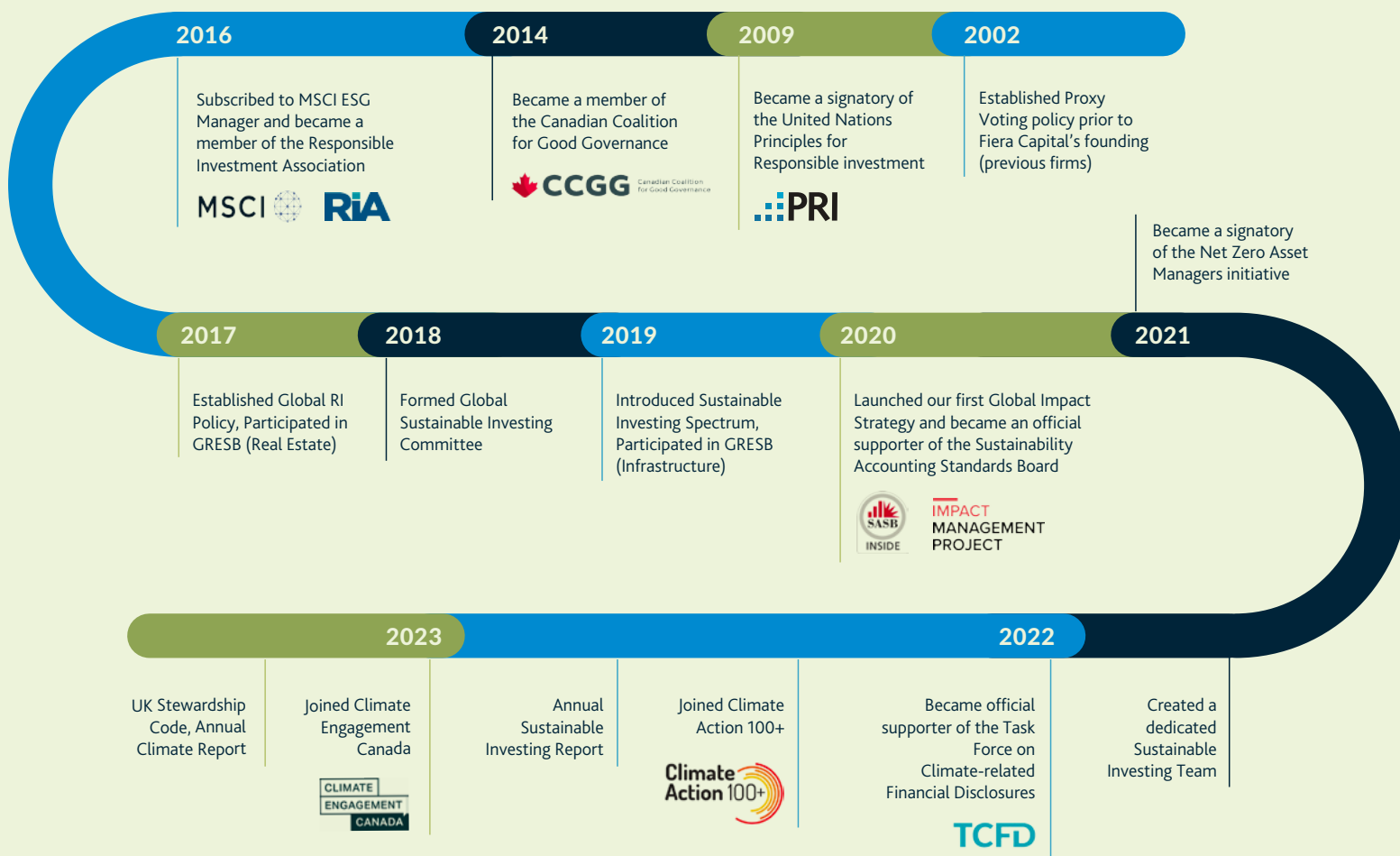
We have a duty to act professionally, responsibly and diligently in the best interest of our clients. Our objective is generally to generate the best returns possible for our clients within the investment parameters and risk constraints of each individual investment mandate and otherwise to seek to create long-term sustainable value.

We believe that integrating ESG considerations into our investment analysis and decision-making processes benefits the investment process by providing a deeper understanding of business models and industry challenges.

Incorporating metrics and qualitative information that cover environmental, social and governance matters into our security screening process can help uncover risks that may otherwise go unnoticed. As an actively engaged steward of client capital, we believe that constructively engaging with securities issuers can help us enhance long-term, risk-adjusted performance for our funds and our clients.

Our Sustainable Investing Journey

Fiera Capital's commitment to sustainable investing is an ongoing journey. Year after year, we seek to continuously raise the bar to drive innovation and enhance our sustainable investing capabilities. We are dedicated to creating better investment solutions while fostering a more sustainable future.



Principle 2

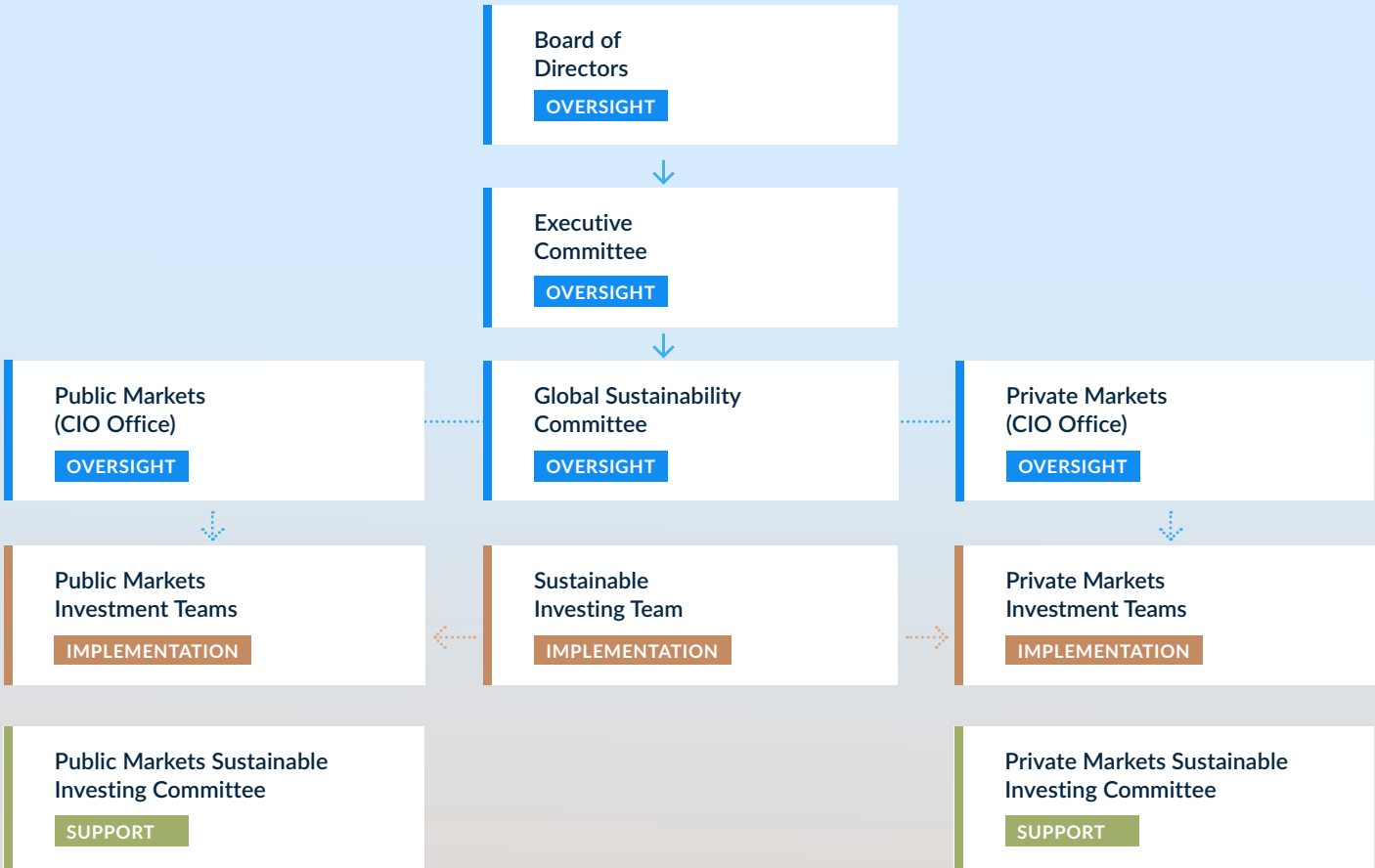
Signatories’ governance, resources and incentives support stewardship.

Our ESG Governance Structure

Integrating sound governance criteria into our investment process is part of Fiera Capital’s DNA. It entails taking a rigorous approach to risk management to achieve optimal performance within an appropriate level of risk.

ESG governance is a shared responsibility at Fiera Capital, with multiple different business divisions and functions involved to ensure that we continue to enhance our capabilities in the years to come.

The rationale for our chosen approach is in line with our overall philosophy regarding sustainable investing. We share the belief that for sustainability risks to be fully integrated within our investment practices, we ought to make our investment teams accountable for the way they integrate these considerations within their own investment processes. This demanded that we put the appropriate structure to ensure oversight and monitoring, as well as adequate support to our investment teams. We have evaluated its effectiveness in aligning with our business model and strategy, ensuring the fulfillment of our mission to our clients.



Board and Executive Committee

Fiera Capital's Board of Directors is responsible for supervising the management of the Company, including overseeing its business conduct and affairs. This oversight includes the implementation of the Company's sustainable investing strategy. Fiera Capital's Chief Executive Officer is responsible for providing updates on the Company's progress.

The Executive Committee oversees Fiera Capital's strategic direction and the development of its sustainable investing strategy.

Global Sustainability Committee

Our Global Sustainability Committee (the "Committee") is our business-wide body responsible for steering the **global sustainability strategy**. The Committee drives the strategic direction for **sustainable investing** as well as **corporate sustainability** at Fiera Capital. It provides updates and advice to the Executive Committee and the Board, as well as considers, reviews and recommends the overall global sustainability strategy, including key initiatives and new commitments. The Committee is chaired by an Executive Committee member and comprised of the Chief Investment Officers and Heads of Sustainable Investing for both public and private markets divisions.

Sustainable Investing

The Committee reviews the practices and initiatives relating to ESG matters and oversees their development in line with the market and regulatory expectations.

Within the capacity of oversight, among other functions, the Committee is responsible for:

- > Establishing policies and ensuring their effective implementation.

- > Collectively setting the firm's strategic objectives and vision related to sustainable investing.
- > Monitoring sustainable investing practices implemented by Fiera Capital's investment teams.
- > Ensuring the required sustainable investing infrastructure and resources to achieve the strategic objectives are made available, including internal or external ESG specialists and resources, ESG data providers, systems and databases.
- > Monitoring and developing any external relationships, memberships, or collaborations in relation to responsible investing, including vendors and suppliers.
- > Keeping the Executive Committee and the Board informed of its progress.

The Committee has assigned working groups and committees to further support its sustainable investing efforts throughout the organization. The list includes but is not limited to the following committees:

- > Public Markets Sustainable Investing Committee
- > Private Markets Sustainable Investing Committee
- > Global Proxy Voting Committee

Corporate Sustainability

The Committee also oversees the firm's corporate sustainability strategy and activities across our own operations. It ensures effective governance and oversight of all sustainability matters impacting Fiera Capital as related to the firm.

The Committee is responsible for reviewing environmental, charity and DE&I initiatives globally, among others. It seeks to identify ways to improve our practices and further embed sustainability into our company culture.

Global Sustainability Committee Membership



Gabriel Castiglio (Chair)
Executive Director, Global
Chief Legal Officer and
Corporate Secretary

LEGAL



Vincent Beaulieu
Head of Sustainable
Investing,
Public Markets

SUSTAINABLE INVESTING TEAM



Jessica Pilz
Head of Sustainable
Investing,
Private Markets



Marc-André Desjardins
Chief Investment Officer
and Head of Private
Markets Solutions

CIO OFFICE



Jean Michel
Executive President and
Chief Investment Officer
of Fiera Public Markets

Private Markets Sustainable Investing Committee

The Fiera Private Markets (“FPM”) Sustainable Investing Committee is a collaborative forum to support our different strategies and enhance FPM’s ESG identity.

The committee is chaired by FPM’s Chief Investment Officer and has representation from each FPM strategy and Fiera Capital’s Head of Sustainable Investing. FPM’s commitment to tackling climate risk is underpinned by shared beliefs about the value and resilience that this analysis can provide to our clients and is, therefore, integrated into every stage of the investment process.

Public Markets Sustainable Investing Committee

The Fiera Public Markets Sustainable Investing Committee is a collaborative forum among the Public Markets investment teams. Its objective is to support and work closely with the ESG leads of each investment team to ensure each team has the foundations they need to continue developing their unique ESG programs while retaining their autonomy and helping us all move towards ESG leadership together.

CIO Offices – Public and Private Market Divisions

The CIO offices of Fiera Capital’s Public Markets and Private Markets divisions are responsible for ensuring their respective investment teams have sufficient resources and support to enhance their ESG capabilities over time.

Investment Teams

The implementation rests with the investment teams as they are encouraged to integrate ESG in the way that best suits their investment style or asset class. Fiera Capital’s portfolio managers and analysts are aware of the implications of managing ESG strategies and apply the firm’s ESG framework consistently when making investment decisions.

Global Proxy Voting Committee

The global proxy voting committee is comprised of members of various departments, such as compliance, sustainable investing and CIO office, which meets regularly to discuss proxy-related matters, including updating the firm’s proxy voting policy and guidelines. Its roles and responsibilities include providing oversight and thought leadership for proxy voting throughout Fiera Capital.

Sustainable Investing Team

The Sustainable Investing Team is responsible for implementing a consistent, purpose-led, proactive approach to sustainability in our investing activities. Its focus is on improving support to investment teams, providing transparency to our clients and ensuring that Fiera Capital complies with applicable regulations.

The Sustainable Investing team collaborates with the investment teams and the Chief Investment Officers of both the Private Markets and Public Markets divisions to improve and support our ESG capabilities while also working closely with distribution channels to help create new ESG-focused solutions. The Sustainable Investing team also collaborates with the Risk Management team on various ESG projects, such as ESG data and reporting projects.

Additionally, each investment team has a designated resource charged with leading ESG integration and focusing on ESG considerations.

Sustainable Investing Team



Vincent Beaulieu
Head of Sustainable
Investing, Public Markets
Montreal
11 years of experience
10 years at firm



Jessica Pilz
Head of Sustainable
Investing, Private Markets
London
14 years of experience
4 years at firm



Stephanie Lachance
Head of Sustainable
Investments, Fiera Comox
Montreal
27 years of experience
3 years at firm



Karoliina Muukari
ESG Strategist,
Public Markets
Boston
9 years of experience
3 years at firm



Anna Teiletche
Senior Analyst, Sustainable
Investing, Public Markets
Montreal
3 years of experience
3 years at firm



Dania Simon-Mayer
Analyst, Sustainable
Investing, Public Markets
Montreal
2 years of experience
1 years at firm



Jag Singh
Director ESG,
Fiera Real Estate
Toronto
14 years of experience
2 years at firm



Josephine Benthall
Associate, Sustainable
Investing, Fiera Real Estate
London
6 years of experience
1 years at firm



Rachel Beyfuss
Sustainability & Responsible
Investments Analyst
Toronto
1 years of experience
1 years at firm

Key Sustainable Investing Biographies

The three individuals below lead our sustainable investing efforts. Between them, they have extensive experience of ESG-related areas:

Vincent Beaulieu **Head of Sustainable Investing, Public Markets**

Vincent Beaulieu heads the Sustainable Investing practices for Fiera Public Markets. In this role, he is responsible for overseeing our Sustainable investing practices while implementing new approaches through collaboration with the investment teams. In addition, he is dedicated to educating our clients and employees

on the principles of sustainable investing and ensuring that the firm complies with existing and future regulations as well as the evolving client's expectations.

Vincent has been with the firm since 2013, where he has had held various roles of increasing responsibility at Fiera Capital within the risk management and CIO Office's teams.

Vincent has graduated from Concordia University with a Bachelor's degree in finance. He also holds a Master's in finance (M.Sc.) from HEC Montréal as well as the Chartered Alternative Investment Analyst (CAIA) designation and the Chartered Financial Analyst

(CFA) designation. He has also obtained the Fundamentals of Sustainability Accounting (FSA) Credential, the Sustainability and Climate Risk (SCR) Certificate, and CFA ESG Certificate.

Jessica Pilz

Head of Sustainable Investing, Private Markets

Jessica Pilz joined Fiera Real Estate in 2020, where she was responsible for the firm's ESG strategies and initiatives across its real estate investments, developments and operations. In 2023, Jessica's role broadened to oversee and drive Fiera Capital Private Market's sustainable investing strategy across infrastructure, agriculture, private credit, private equity and real estate. Prior to Fiera Capital, Jessica worked in the Commercial Real Estate Credit Team at RBS (now NatWest), where she was responsible for environmental and sustainability risk processes. Previously, Jessica was at MSCI Real Estate, where she led their global sustainability benchmarking initiatives, and at the Public Investment Corporation Real Estate Asset Managers (PICREAM) in South Africa, where she managed a portfolio of retail assets in underserved townships. Jessica currently sits on the Association of Real Estate Funds (AREF) ESG and Impact Investment Committee.

Stephanie Lachance

Head of Sustainable Investing, Comox

Stéphanie Lachance is Partner and Head of Sustainable Investment at Fiera Comox. In her role, she namely leads Fiera Comox's sustainability strategy and plays a key role in the organization's investment strategy in ensuring that environmental, social and governance (ESG) factors are integrated in investment decisions across all investment strategies.

Prior to joining Fiera Comox in 2022, Stéphanie spent 15 years at PSP Investments where she was most recently Managing Director and Head of Responsible Investment. She played a central role in the development of PSP Investments' responsible investment strategy and led the Responsible Investment group of PSP Investments.

Lawyer with a strong background in corporate governance, responsible investment, securities law and regulations, Stéphanie was providing legal advice to public issuers, stock exchanges and securities regulators prior to joining PSP Investments. She namely held senior positions at Québecor Media, Autorité des marchés financiers, Toronto Stock Exchange and Montréal Exchange.

Stéphanie holds a Law Degree (LL.B.) from the Université de Montréal and is a member of the Quebec Bar. She is a holder of the Institute of Corporate Directors Director designation (ICD.D). She

serves on the board of ADM Aéroports de Montréal and TSX Trust, and is a member of the Investment Committee of the Canadian Medical Protective.

Stéphanie is an instructor at the Institute of Corporate Directors for the sustainability module. She is also the co-author of *The Origins of ESG in Pensions: Strategies and Outcomes*, published by Wharton University Pension Research Council in 2021.

Diversity, Equity and Inclusion

At Fiera Capital, diversity of thought and perspective fuels our ability to generate innovative solutions for our clients and build sustainable prosperity for all our stakeholders. Creating a respectful, inclusive and supportive culture is integral to our ability to collaborate, generate competitive business insights and make better decisions.

Since the beginning of our DE&I journey in 2021, we have made significant strides and are putting the full force of the organization toward strengthening our foundation to achieve our goals, including by:

- > Strengthening our pipeline of top talent with greater inclusion of women in management positions and
- > Promoting greater representation of underrepresented racial and ethnic groups to create a culturally diverse workforce that reflects the communities and organizations we serve around the world.

Our DE&I Council

Our DE&I Council is comprised of sponsors, leads and ambassadors from across our global offices. These individuals act as champions of diversity and inclusion and support efforts to advance initiatives in our five-year roadmap. The Council reports directly to the Global Head of Diversity, Equity & Inclusion and Fiera Capital's Council Chair (Executive Director, Global Chief Legal Officer and Corporate Secretary) and provides regular updates to the Board as well as to the Board's Nominating and Governance Committee.

The Council is structured around five major workstreams that support specific goals based on feedback from an inclusion survey, as well as industry benchmarking and best practices:

- > **Allyship:** Create a globally diverse learning & innovation culture that builds awareness about DE&I.
- > **Well-Being:** Design an employee experience with health and well-being at its core.

- > **Inclusive Policies & Practices:** Cultivate an inclusive, safe and trusting environment by designing practices and processes that are equitable and integrate diversity and inclusion.
- > **Giving Back and Supporting:** Develop strategic partnerships and provide support to organizations working to drive DE&I-CSR change in communities Fiera Capital serves and supports globally.
- > **Data & Insights:** Provide transparency on our progress in diversity representation and career progression.

DE&I Accomplishments in 2023:

- > Launch of our new **Global Parental Leave Policy**.
- > Received bronze-level certification from **Women In Governance**, a diagnostic tool that provides an analysis of strengths and opportunities to achieve greater inclusion.
- > Delivery of **3 training/educational initiatives globally:** Women History Month Panel, Pride Month events, and Diversity Month events (Embracing Diversity, Sparking Innovation Panel Discussion, Truth & Reconciliation workshop).
- > Creation of the new **Fiera Recruitment Policy** (to be launched globally in 2024).
- > Creation of an **Indigenous Pledge** that represents our commitment to building meaningful partnerships that further Indigenous empowerment.
- > Established partnerships with **WAM (Women in Asset Management)** to enable us to attract and hire more women in our investment teams.
- > Launch of **5 Employee Resource Groups** (Women, BIPOC, LGBTQ+, Mental Health and Working Parent).
- > Creation of the **Fiera Volunteering program** that will contribute to drive positive change in communities where Fiera Capital does business.
- > Evaluated our diversity progression, which showed that, at the end of Q4, we had a **36% representation of women in management positions** (2ppt increase compared to the previous year) and **33% representation of BIPOC** representation across the organization (1ppt increase compared to the previous year).

As we continue to grow, we aspire to achieve a level of diversity that reflects the communities and organizations we serve and support around the globe.

Remuneration Linked to Stewardship

Some of our resources, such as our Sustainable Investing team members, have incentives linked to the delivery of ESG projects and objectives as part of their remuneration.

Similarly, some investment teams in our Private Markets division have ESG-focused personal objectives linked to financial remuneration. For instance, our real estate investment teams have objectives linked to the achievement of certain GRESB points thresholds.

It is our belief that material ESG factors affect the performance of the companies/issuers in which we invest and that ESG integration can therefore result in a better performance. While our investment teams and portfolio managers are mainly compensated on the performance of their strategies, our investment teams are indirectly compensated on their ability to manage these risks. We believe our compensation process is consistent with the integration of sustainability risks and should not encourage excessive risk-taking.

Sustainable Investing Training

ESG information is circulated to the investment teams from the Sustainable Investing team with the goal of sharing information about ESG more broadly within the firm.

The process for developing and training staff to better identify material ESG factors in their investment activities varies from team to team as each integrates and incorporates internal governance and opportunities differently.

In 2023, the sustainable investing team conducted numerous training sessions for investment professionals, executive leadership, clients and employees. The aim was to deepen their understanding of ESG principles in general, as well as to provide insights into our sustainable investing business and promote sound investment practices more specifically. Furthermore, learning sessions were organized throughout the year to help inform investment teams on

different specific ESG themes. For example, in 2023, we conducted a training session on biodiversity risks during one of our Private Markets Sustainable Investing committee meetings in order to better educate its members on this emerging sustainability issue. In 2024, we will continue to offer additional workshops on various topics, such as climate change and biodiversity in investment decisions.

As part of our effort to further increase the level of ESG certification and training throughout the organisation, we internally promote CFA Institute’s Certificate in ESG Investing. We believe supporting and better promoting such certifications will enhance the level of ESG knowledge over time.

Moreover, investment team members actively engage in conferences, join webinars and collaborate in working groups to enhance their expertise while exploring innovative ideas to advance our commitment to stewardship and sustainable investing.

Third-Party Data Sources and Services

One of the key challenges the industry is facing regarding ESG is the availability and reliability of data and measurement.

Several criteria are evaluated when choosing our main service and data providers, which include, but are not limited to, data quality, availability and ease of access. Principle 8 (Vendor Management) will explain how we monitor these service providers.

The key third-party service providers that support our stewardship activities include but are not limited to:

Service provider	Brief description of purpose
MSCI ESG Research	We leverage the use of MSCI ESG Research to get access to their ESG ratings as well as ESG data and analytics.
ISS	ISS complements our proxy voting efforts. We use the services of ISS to administer proxy voting instructions and get access to research and recommendations on proxy voting matters.
Bloomberg	Bloomberg is used to get access to ESG data.
CDP	We are a signatory to the CDP, a project that aims to collect and share information on greenhouse gas emissions and climate change strategies. CDP is, therefore, a useful source of information on the matter and can be leveraged to get better insight on GHG emissions reporting and reduction plans made by companies.
GRESB	GRESB is the most recognized global ESG benchmark for real assets. More than 170 institutional investors, representing approximately US\$51 trillion in assets under management, use GRESB data to monitor their investments and make decisions that lead to a more sustainable industry. We mainly leverage GRESB in our infrastructure and real estate strategies and participate in the annual reporting it requires.
SASB	SASB is a framework with growing global recognition. As an official supporter since 2020, we promote the standards internally, and it is used by an increasing number of Fiera Capital investment teams to facilitate the identification of material ESG considerations.

We also frequently engage with external thought leaders, such as corporate social responsibility and impact investing experts, to broaden our perspectives, improve our understanding of key topics and complement our internal research. We have participated in or presented on at several ESG expert panels and conferences

and published several ESG-focused white papers. We do not use engagement consultants; our engagement activities are all carried out in-house. We have selected the above service providers to provide our investment and sustainable investing teams with information on companies in our investable universe.

Principle 3

Signatories manage conflicts of interest to put the best interests of clients and beneficiaries first.

At Fiera Capital, we understand the importance of identifying and managing potential or actual conflicts of interest.

It is our responsibility to prevent or manage conflicts of interest that may arise between the Company, its personnel, any person directly or indirectly linked to them by control, and a client of the firm. We also strive to prevent conflicts between clients of the firm that may arise during the provision of our services, whether it is caused by the receipt of inducements from third parties or our own remuneration and other incentive structures.

Managing Conflicts

To minimize the risk of conflicts of interest, we have implemented various policies and procedures embedded in Fiera Capital's [Global Code of Conduct](#).

This includes policies governing outside business activities and conflicts of interest. All employees must obtain authorization prior to engaging in any outside business activities, including becoming board members.

At Fiera Capital, we place a high priority on maintaining effective organizational and administrative arrangements that prioritize our clients' interests and prevent conflicts of interest. In the event of a potential conflict, we take steps to organize our business activities in a way that prevents it from affecting our clients' interests.

This includes:

- > **Information barriers:** Creating information barriers to prevent the flow of information between conflicting business activities.
- > **Separate supervision:** Separate reporting lines and senior management oversight.
- > **Remuneration:** Ensuring appropriate governance, transparency and oversight to ensure team members do not favour a particular client, product or service.
- > **Inappropriate influence:** Preventing pressure or inappropriate influence being exerted on one member of the team by another.

Oversight and Assurance

As the first line of defence, our business units are responsible for effectively managing and addressing any potential or actual conflicts within their scope of activity.

Our Compliance function, as the second line of defence, designs and maintains our conflicts risk management framework and oversees conflict management in collaboration with our relevant FCE Group Boards.

The Compliance function will periodically perform assurance reviews to ensure the effectiveness of our conflict management controls, and our Conflicts Register details any conflicts of interest and their mitigation. If any exceptions are identified, our relevant boards take appropriate steps to resolve them, and our Compliance function and business unit heads oversee the resolution and remediation of conflicts as needed.

Review of Conflict-of-Interest Policy

A review of our conflict-of-interest policy was conducted in November 2023, as it is done on a yearly basis, to ensure that preventative measures are in principle sufficient to ensure our clients' best interests.

Potential Conflicts of Interest

Example I Allocation of Client Transactions

Description

A conflict may occur through an incorrect or inappropriate and unfair allocation among different clients or between our employees and clients. We manage investments for multiple clients, some of which follow substantially the same investment strategy. As such, when a decision to deal has been made, it will generally be applicable for multiple clients, and an aggregated Order will be placed. Trade allocation must be determined on a basis that is fair, appropriate, reasonable and equitable to all clients, with demonstrable avoidance of one client being favoured over another or discriminated against ("Fair"). Clients must be treated fairly.

Key Controls and Management Arrangements

- > On occasions when it is not suitable for one or more clients to participate on the same basis or to participate at all in aggregated transactions, it is the responsibility of each Portfolio Manager to ensure fair allocation and to record any such rationale with a four-eye approach on all investment decisions. The allocation for each transaction is determined at the point the order is raised, i.e., before trading and is recorded in the Firm's Order Management System.
- > Fully executed orders or partially filled orders are allocated among relevant clients on a pro-rata basis, according to the assets of each client, in proportion to the total assets of all relevant clients.

- > Allocations are monitored daily.
- > Personal account dealing is not encouraged in securities held by client funds and accounts, and pre-clearance is required with clients' interests taking precedence.

Examples of our monitoring of this are plentiful as fund managers trade the same security between several funds. There are various reasons why an allocation may differ between funds, ranging from the relevant fund's cash position (and therefore ability to buy the securities) to the market being an ID market, where we do not have any say over what the allocation will be.

Example II Outside Business Interests ("OBI")

Description:

- > Conflict may arise between an employee, our firm and a client where the member of staff is appointed as an officer of a company/companies not associated with Fiera Capital, but which leads to a situation where that member of staff does not act in the best interests of our firm or clients.
- > Staff who have external personal or business involvements (e.g. directorships, holdings in private companies, partnerships, consultancies, trusteeships) may be influenced by virtue of such interests to act in a manner that conflicts with the interests of our firm or clients.

There are very few OBIs in the firm; these are all disclosed in our log and approved by compliance.

Key Controls and Management Arrangements:

- > We assess OBI upon staff joining and upon the declaration of additional OBI.
- > Upon joining, employees are required to provide details of any directorships, appointments or positions held, together with any personal account holdings (including holdings in unlisted companies).
- > The Compliance Department will consider all disclosures, and prior to approving, will ensure that the relevant Line Manager and Human Resources have raised no concerns.

Example III

Portfolio Managers Substantially Invested in Managed Funds

Description:

- > Conflicts may arise when an employee is a shareholder in a fund in which they act as Portfolio Manager. Multiple Senior Portfolio Managers as well as members of their teams are actively invested in Fiera Capital managed funds for which they have management oversight. This currently applies for example to Global Equity and Emerging Markets Equity funds managed by UK-based portfolio management teams.
- > Potential conflicts may arise in particular if such private investments relate to some funds and not others they also manage.

Key Controls and Management Arrangements:

- > Close scrutiny is placed on personal account dealings, with all employees needing to gain preclearance for all investments in Fiera-managed funds.
- > Such holdings are declared at relevant fund Board meetings. Also, the Compliance team manages the processes and maintains records in this respect.
- > The Compliance team also monitors such investments closely on an ongoing basis, specifically with regard to the fair allocation of investment decisions across all funds under an investment strategy. Where there is a deviation from pro rata allocation across all mandates under a strategy, a specific rationale is required by the Portfolio Management or Trading team, which then has to be independently verified by Compliance.

Over the year, there have been very few trades in Fiera-managed funds by the Portfolio Managers or their team; all are disclosed and approved through the Compliance system.



Principle 4

Signatories identify and respond to market-wide and systemic risks to promote a well-functioning financial system.

Corporate Risk Management

The Board is accountable for the overall risk oversight and management framework within Fiera Capital. It is a pillar of Fiera Capital's investment culture in conjunction with our internal control assurance for determining the nature and extent of the risks the firm is willing to take in achieving its strategic objectives.

In so doing, the Board has set a global risk appetite statement within a strong control environment to generate a return for clients and shareholders and protect their individual interests. Embedded within all of Fiera Capital's investment processes is a rigorous approach to risk management where the firm strives to achieve optimal performance within an appropriate level of risk.

Risk management governs the overall approach, philosophy, culture and values with respect to Fiera Capital's oversight and risk management framework. It is embedded across the firm, which ensures that current and emerging risks are identified, assessed, monitored, controlled and appropriately governed based on a common risk taxonomy and methodology.

The risk oversight and management framework is designed to protect the interests of all stakeholders and meet our responsibilities as a Toronto Stock Exchange-listed company and parent of several regulated entities in the UK, EMEA, US and Canada.

The Board reviews Fiera Capital's risk oversight and management framework regularly, which forms the basis for the Board's conclusions on the effectiveness of Fiera Capital's system of internal controls.

Fiera Capital, like many other asset managers in the UK, operate a risk framework consistent with the principles of the 'three lines of defence' model. This ensures clarity over responsibility for risk management and segregation of duties between those who take on risk and manage risk, those who oversee risk and those who provide assurance.

- > The first line of defence is the business functions, which own and manage risk and controls across the processes they operate.
- > The second line of defence is made up of the control and oversight functions, including the Legal, Risk and Compliance teams, who provide assurance that risk management policies and procedures are operating effectively.
- > The third line of defence provides independent assurance over the design and operation of controls established by the first and second lines to manage risk.

The Board has the responsibility to approve the risk oversight and management framework proposed in Fiera Capital's Enterprise Risk Management ("ERM") policy and to be consulted by the global executive management team on strategic decisions that could materially impact the risk profile of Fiera Capital.

The Board has delegated to the Audit and Risk Management Committee ("ARMC") the oversight of the risk management programme and practices at the corporate level. This committee meets on a regular basis. Fostering open communication between the external auditor, executive and senior management and the

Board, the committee encourages continuous improvement of and adherence to Fiera Capital's policies, procedures and practices at all levels. Any risk management decision that requires to be escalated at the Board level will be discussed at the ARMC.

How Fiera Capital Assesses Risk

Fiera Capital's ERM Policy sets out the guiding principles that govern the overall approach, philosophy, culture and values of its risk management. The Global Executive Management Team has the ultimate responsibility, among others, of overseeing and approving Fiera Capital's enterprise risk management. It has a section of its agenda covering risk management, with the purpose of:

- > Oversee how enterprise risks are identified, assessed, prioritized, communicated and monitored within Fiera Capital and its Business Units;
- > Facilitate the coordination of efforts and setting of priorities to develop, implement and monitor action plans for identified key risks across Fiera Capital and its Business Units; and
- > Ensure that Fiera Capital's management and employees have designed, implemented and are applying, on a consistent basis, appropriate risk management practices for risks that could have material impacts on the performance or realization of objectives of the Corporation or its Business Units.

The Executive team, in conjunction with ERM, undertakes a top-down review of the external environment and the strategic planning process to identify the most consequential and significant risks to the Fiera businesses.

Investment Risk Monitoring

As stewards of capital, we view our portfolio risk monitoring as being key to safeguarding the assets of Fiera Capital's clients and partners. Risk monitoring functions occur at four levels: the investment team, compliance, the risk management team (middle office) and the Chief Investment Officer ("CIO") Office.

Investment Team

We strongly believe that risk management begins at the portfolio management team level, as they apply an active approach to risk management. As such, one of the key objectives of the portfolio

management team is to closely control the level of risk in portfolios and to ensure that the risks that do remain are well monitored and compensated based on the constraints and objectives of the client-specific mandate.

The investment policy guidelines and constraints are integrated within our portfolio management tools, and these constraints are checked daily through various tests and before any trading programme is executed. This proactive monitoring approach mitigates key risks. To perform these tasks, we use our in-house proprietary portfolio and risk management tools created specifically for our front-office teams. Our portfolio management tools are continuously upgraded and updated to enhance capabilities.

Client mandates are monitored daily by portfolio managers to ensure the objectives and investment guidelines are met. Our advanced risk management tools and dynamic monitoring processes are paramount to achieving client objectives.

Compliance

Fiera Capital's Compliance Team ensures that the highest ethical standards are consistently upheld at all levels of the organization. This function operates independently from the firm's investment, client service, portfolio administration and performance measurement groups. It monitors compliance with legal and regulatory requirements as well as internal policies and procedures.

Fiera Capital's Compliance Team also actively monitors guidelines daily to ensure levels are within actual guidelines and prevent actual deviations from guidelines. The investment policy guidelines and constraints are integrated within our compliance department system (Fidessa's Sentinel).

The Compliance Team is also responsible for the independent oversight and governance of daily pre- and post-trade portfolio and trading monitoring by way of automated systems. The team works with the portfolio management and trading teams to investigate potential breaches of investment guidelines. Daily notifications of breaches are communicated to Portfolio Managers and the CIO Office so that the most appropriate corrective action takes place based on market conditions.

On an annual basis, key internal controls are verified by Deloitte LLP, which ultimately issues a CSAE 3000 report on control procedures.

Risk Management Team and CIO Office

Fiera Capital's dedicated Risk Management Team works independently from Fiera Capital's investment management teams and reports to Fiera Capital's Operations and CIO office. The team produces and distributes several risk reports to investment management teams and the CIO office that contain information essential to understanding the contributions to risk and the risk characteristics of each portfolio. These reports include risk metrics covering measures such as:

- > Volatility
- > Market risk
- > Currency risk
- > Concentration risk
- > Liquidity risk
- > Correlation analysis

One of the primary objectives of the Risk Management Team is to understand the many sources of risks inherent to the portfolios and investment strategies managed at Fiera Capital. The Risk Management Team looks at both ex-ante risk measurements and ex-post measurements in order to understand how returns were historically impacted by risk and how to minimize undue risks in the future. In addition to the numerous reports and risk measurement tools which have been developed in-house, the risk management team also uses powerful software dedicated to risk modelling.

Another objective of Fiera Capital's risk-management team is to mitigate the risks that Fiera Capital does not consider suitable to its investment objectives. Through analyses, the risk management team can identify the securities which add an undesired level of risk to Fiera's portfolios. If it is determined that changes to the portfolio are required, it is immediately reported to the investment manager, who will implement the appropriate steps to rectify the situation. If a solution cannot be applied immediately, our risk management team will inform the CIO office, which has the authority to act in these matters.

From an operations standpoint, daily analyses are provided to portfolio management teams and the CIO office to cover market, liquidity and counterparty risk. The market risk analyses include various measures of systematic, specific and active risk. The risk management team analyzes the performances and volatilities of portfolios and their corresponding indices and covers risk metrics

such as Value at Risk (VaR) and beta. The risk reports also review risks from sectors, countries, top holdings risk breakdown, and several other measures.

Additional analysis is often performed if further information is required to understand risk and performance during various situations, which could include extreme market environments, periods of difficult performance, etc.

Any findings that would be unusual for a given strategy are immediately brought to the attention of the CIO office and the portfolio managers for discussion and further analysis. On a quarterly basis, a meeting is held with the CIO office and the risk management group to review and discuss positioning, sources of risk and contributors to performance. This ensures that the firm delivers consistent portfolio management approaches which remain faithful to their respective styles, regardless of market environments.

Market and Systemic-Wide Risks

Reducing market-wide and systemic risks requires a comprehensive and multifaceted approach where all the main stakeholders, such as asset managers, financial institutions, central banks, regulators and other market participants, work together to create a more robust financial system.

In the following section, we will detail our practices to limit our exposure and contribution to market-wide and systemic risks.

Fiera Capital participates in a wide variety of financial markets, such as equity, fixed income and alternatives. We also have a strong presence in the cleared derivatives market as well as OTC markets. Fiera Capital is committed to reducing systemic risks. This role is paramount to our organization, and we strive to be one of the safeguards for well-functioning financial markets.

Recent examples of material market-wide risks which Fiera has identified and successfully mitigated are detailed on the following pages:

COVID-19

While the direct impact of the COVID-19 pandemic may have subsided by 2023, managing the impacts of the COVID-19 pandemic remained a major area of focus for Fiera Capital. We responded quickly to the initial challenges faced, putting in place risk mitigation strategies, introducing wellbeing initiatives for our employees and undertaking enhanced portfolio monitoring of our investments. We remained fully operational throughout the crisis, demonstrating remarkable resilience, and technology played a critical role in delivering a positive colleague and client experience.

The insights and lessons learned during the pandemic have provided a unique opportunity for Fiera Capital to confront a changing industry and to prepare for a longer-term risk outlook. We are examining our risk identification, assessment and mitigation processes in order to better respond to continuing and emerging risks and better connect enterprise risk management with Fiera Capital's long-term strategy. We are also preparing for the increased focus on operational resilience and ESG issues.

Geopolitical Uncertainty

Russia and Ukraine Conflict

Given Russia's invasion of Ukraine and the fact Fiera Capital manages a number of emerging and frontier strategies, Fiera took several immediate actions, including promptly and fully implementing the sanctions and other measures imposed during the early days of the conflict. We rigorously tested our operational resilience to confirm that the day-to-day running of our emerging and frontier strategies would not be affected, as well as managing market-wide and systematic risks.

Fiera worked very early on in the conflict with regulators in the UK and other jurisdictions to help educate, identify and navigate material market-wide and systemic risks. We successfully enhanced our ability to help preserve investors' capital and ultimately enable clients and other stakeholders to achieve their long-term financial objectives.

We did not have to suspend any of our strategies within our funds. A detailed risk assessment was performed to assess Fiera Capital's risk exposure to the potential impacts of the conflict and the sanctions imposed on Russia.

Middle East Conflict

Understanding and dynamically managing the hostilities in Gaza and Israel has remained an area of focus for Fiera Capital. At the outset of the conflict, Fiera Capital undertook a risk assessment of the Middle East.

Our Middle-East and North Africa ("MENA") investment team took their responsibility seriously to produce market commentary and to act responsibly to identify and navigate material market-wide and systematic risks. We rigorously tested our operational resilience (similar to the Russian and Ukraine conflict) to confirm that the day-to-day running of our operations would not be affected across our investment platform, clients, critical vendors, sales and distribution capabilities.

ESG-Related Risks

Climate Change

Understanding and managing climate risks and opportunities is imperative since climate change presents a systemic risk for the economy and societies worldwide and is susceptible to having a financial impact on our investment portfolios and strategies. For this reason, we believe that we have a role to play in the efforts to transition to a low-carbon economy while managing these risks and opportunities to achieve durable returns for our clients.

Because the nature and materiality of climate-related risks may differ for each underlying investment, a tailored assessment of sustainability risks per investment and/or across the entire portfolio is required. Thus, we encourage our portfolio management teams to closely analyze climate-related risks, where relevant, when making investment decisions.

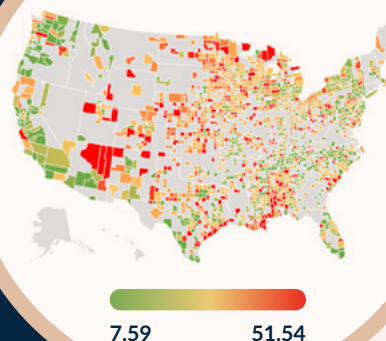
How we consider and plan around climate-related issues is rooted in our sustainable investing objectives.

U.S. FIXED INCOME TEAM

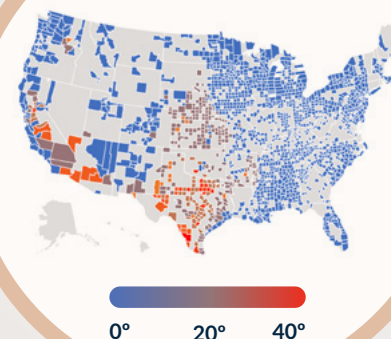
ICE/RISQ EXAMPLE

To integrate climate-related considerations into their investment process, the team has been working with ICE/risQ, a climate data supplier, for several years. ICE/risQ provides data using climate science, data science, geospatial engineering, and catastrophe modelling to measure financial risks posed by climate change.

CO₂ Emissions
per Capita by County



Temperature Change
(1995-2022)



For several years, the team has used property value and GDP at risk and continues to do so. Now, due to recent data availability, they can analyze carbon emissions and temperature changes at the state and county levels. The range of carbon emissions is very wide, and the analysts use this to better understand the economy, major employers, population density, migration patterns, policies, and wealth level disparities in states and counties. Using this data, they created a carbon emissions

intensity map and a mean temperature change map for counties (see above). Both the maps and the data, which are incorporated in our proprietary ESG scoring model, guide them in assessing climate and economic risks. As none of this disclosure is currently required by market regulators, this tool provides important data points previously not accounted for. It allows the team to get a better picture of credit risks and determine if bonds are accurately priced in the market.

Source: Data from ICE/RisQ, Maps by Fiera Capital. VULCAN – Carbon Emission Dataset (2019). Study of emissions from 2010-2015.

REAL ESTATE

SCENARIO ANALYSIS EXAMPLE

To monitor and measure FRE's ongoing exposure to physical and transition climate risk, we subscribe to MSCI's Climate Value at Risk ("CVaR") tool, where CVaR represents the combined discounted transition policy risk costs and extreme weather event costs expressed as a percentage of the assets' value.



This tool is used across our global real estate business and is used as part of our due diligence process to understand the physical climate risk exposure of any potential new acquisition. An investment will only proceed if the CVaR results meet our minimum thresholds. For our operational assets, the tool is used on a quarterly basis to continually understand the portfolio's exposure to physical climate risk and to identify which assets should be prioritized for mitigation and adaptation strategies.

In both the UK and Canada, our investment teams are working closely with their insurance providers to identify asset-level climate risk resilience strategies. In Canada, this involves the use of a proprietary risk algorithm, which takes into account the characteristics of a building, as well as its exposure to physical climate risks. In the UK, our investment teams are undertaking asset-level climate risk desktop reviews to build resilience strategies at high-risk assets, as identified in MSCI's CVaR report.

Climate Change-Related Industry Initiatives

We participate in industry initiatives on climate change, such as Net Zero Asset Manager Initiative, Climate Action 100+ and Climate Engagement Canada ("CEC"). We also endorse the Task Force for Climate-Related Financial Disclosures ("TCFD").

Highlights of our participation in various initiatives and collaborative efforts are discussed in [Principle 10](#).

Principle 5

Signatories review their policies, assure their processes and assess the effectiveness of their activities.

We consider our assurance process to be prudent and effective way to ensure ongoing development and enhancement of our processes, thus ensuring that our offering consistently meets our clients needs.

More broadly, the boards of directors of Fiera Capital entities are responsible for ensuring that the firms comply with their obligations and commitments. In particular, they assess and periodically review the effectiveness of arrangements put in place and, where appropriate, take measures to address any deficiencies.

In the UK specifically, the Fiera Capital Europe Risk and Governance Committee ("RGC") is responsible for assisting the Board of Directors in the oversight of business risks and for ongoing assessment of the Firm's risk management framework. This includes ensuring that appropriate policies have been implemented, that effective supporting controls have been embedded and that such arrangements remain adequate.

A robust framework has been established to ensure that policies and supporting controls remain under constant scrutiny. Before the implementation of any new policy or a material change to an existing policy, the RGC will consider the rationale and content along with any additional supporting information the RGC may request. After an evaluation has taken place, onward recommendations will be made to the Board of Directors, at which time a decision on whether to approve a new policy or any material change thereof will be made. All existing policies will be reviewed at least on an annual basis thereafter and upon any trigger event, such as new regulation or a material business change.

The Compliance Team uses formal and informal monitoring processes to assist in ensuring policy and procedural compliance,

escalating findings accordingly to the RGC and Board of Directors. Furthermore, periodic reports provide the RGC and Board of Directors with information that contributes to the ongoing analysis of policy effectiveness and the efficiency of controls.

The assurance measures we have in place are:

1. Periodical assessment by the Board, as the Board is ultimately responsible and accountable. An annual review is appropriate for the risks these obligations and commitments pose to the firm. If circumstances dictate a more regular or ad-hoc review, the Board will do that.
2. RGC is assisting the board. The RGC consists of senior members of staff with a high degree of experience who are close to the business.

Continuous or at least annual review of policies and procedures ensures these are kept relevant and up-to-date with regards to new regulations and changes within the organization. For example, when the new Sustainable Finance Disclosure Regulation ("SFDR") regulations came in we needed to review various policies and practices (e.g. marketing policies) to ensure they were also up-to-date and compliant with the new regulations.

ESG-related Policies and Material Reviews

The Firm's ESG-related policies are reviewed annually and updated as needed to ensure that they are effective and in line with best practices. The policies are then reviewed by the Compliance and Communications teams. Lastly, Fiera Capital's Management Committee reviews and approves the policies and any changes prior to its publication.

In 2023, we updated our [Sustainable Investing policy](#) to better reflect recent developments and practices.

We embraced the standardized terminology provided by [PRI and the CFA Institute](#), ensuring precise and consistent descriptions of our responsible investment practices.

During the reporting period, we also reviewed and updated our Global Proxy Voting Guidelines. As part of this update, we ensured that our [Global Proxy Voting Guidelines](#) represent our current beliefs and practices especially regarding environmental and social issues given the rapid evolution of shareholder proposals related to these issues.

To ensure our material is fair, balanced, understandable and in line with the regulatory requirements of the region in which we report, all the documents are reviewed by our Compliance team before publication. We ensure that materials that are aimed at our clients are written in plain language and are edited by our Communications team to ensure the reports are relevant and easy to read.

Sustainable Finance Disclosure Regulation (SFDR) Requirements

The introduction of ESG regulations in the financial sector, such as the European Sustainable Finance Disclosure Regulation ("SFDR") and EU Taxonomy Regulation, has been a recent area of focus for our European clients and our firm.

The SFDR came into force in March 2021 and applies, among others, to our Irish-domiciled UCITS funds: The Magna Umbrella Fund Plc and the OAKS Emerging Umbrella Fund Plc. We have updated our fund prospectuses to explain our ESG investing practices. Funds in the scope of SFDR categorically exclude investments in certain firms, for example, manufacturers of controversial weapons, activities that are not aligned with ethical standards (e.g., tobacco), firms that violate United Nations Global Compact principles and companies with more than a certain percentage of revenues from coal extraction.

As our Irish funds promote environmental and/or social characteristics, they fall in the scope of Article 8 of SFDR, albeit they do not commit to making sustainable investments within the meaning of the SFDR or EU Taxonomy Regulation.

As the more detailed SFDR rules came into force in January 2023, our investment teams took the opportunity to define their ESG strategies further. Enhanced disclosures have been made in the fund's prospectuses (which are referred to as the '*SFDR pre-contractual disclosures*') in order to meet the requirements under the SFDR.

Our Irish funds have also committed to considering principal adverse impacts on sustainability factors ("Principal Adverse Impacts" or "PAIs"). Data points are collected on a quarterly basis and published within six months following the end of the calendar year, as required under the SFDR. Depending on the ESG theme, we evaluate, for example, the greenhouse gas emissions (adverse sustainability indicator 1), carbon footprint (adverse sustainability indicator 2), violations of UN Global Compact principles and Organisation for Economic Cooperation and Development ("OECD") Guidelines for Multinational Enterprises (adverse sustainability indicator 10) and exposure to controversial weapons (adverse sustainability indicator 14). Where adverse impacts on sustainability factors, which would affect the environmental and/or social characteristics promoted by a fund, are identified, the investment teams can either decide not to invest or engage with the management of the issuer. Disclosures on this are made in the fund's annual reports (which are referred to as the '*SFDR periodic disclosures*').

Finally, we have enhanced our [website disclosures](#) to address the specific topics under the SFDR. The website disclosures largely summarise the pre-contractual disclosures but also explain our data and engagement policy.

PRI Annual Assessment

We have been an early Principles for Responsible Investment ("PRI") signatory since 2009, and the PRI performs an annual assessment on our fulfilment of the six principles of sustainable investing.

Our latest scores in 2023 reflect the collective efforts of every area within our firm in ESG concerns.

See our scorecard on the following page ↓

PRI Summary Scorecard for Fiera Capital

- Module Score
- PRI Median
- Module Score Star Score

Policy Governance and Strategy

★★★★☆ AUM Coverage: n/a

72%

Indirect – Listed Equity – Active

★★★★☆ AUM Coverage: >=10 and <=50%

67%

Direct – Listed Equity – Active Fundamental

★★★★☆ AUM Coverage: >=10 and <=50%

65%

Direct – Real Estate

★★★★★ AUM Coverage: <10%

94%

Direct – Private Equity

Not rated AUM Coverage: <10%

Direct – Fixed income – SSA

★★★★☆ AUM Coverage: >=10 and <=50%

68%

Direct – Fixed income – Corporate

★★★★☆ AUM Coverage: >=10 and <=50%

73%

Direct – Fixed income – Securitised

★★★★☆ AUM Coverage: <10%

72%

Direct – Fixed income – Private Debt

★★★★★ AUM Coverage: <10%

97%

Direct – Infrastructure

★★★★☆ AUM Coverage: <10%

89%

Direct – Hedge funds – Long/Short Equity

☆☆☆☆ AUM Coverage: <10%

0%

Confidence Building Measures

★★★★☆ AUM Coverage: n/a

88%

Investment Approach

Principle 6

Signatories take account of client and beneficiary needs and communicate the activities and outcomes of their stewardship and investment to them.

At Fiera Capital, we recognise that the investment landscape is constantly evolving.

Our teams collaborate and seek to draw on the global industry's most innovative and diverse offerings to craft strategies that meet the needs of every client anywhere in the world. We have the ambition to extend our reach globally and the determination to provide the best solutions with excellence.

As a public company, we seek to adhere to the highest governance and risk management standards and operate with transparency and integrity to create value for our customers and our shareholders over the long term. Fiera Capital trades under the ticker FSZ on the Toronto Stock Exchange. Our European headquarters is in Mayfair, London and is also home to colleagues in the Fiera Real Estate UK and Fiera Infrastructure business divisions. By offering access to private market strategies, we believe that the blend of private and public market solutions will help provide our clients with innovative investment ideas in this changing world.

Our Client Base and Assets Under Management

Fiera Capital Corporation is an independent asset management firm with a growing global presence and approximately US\$122.6 billion in AUM as of 31 December 2023. We deliver customized

multi-asset solutions across public and private market asset classes to institutional, financial intermediary and private wealth clients across North America, Europe and key markets in Asia. We strive to be at the forefront of investment-management science, and we are passionate about creating sustainable wealth for clients.

Fiera Capital's client servicing activities are organized globally based on the following distribution channels:

Institutional

The Company's globally diversified institutional client base includes pension funds of several large corporations and financial institutions, endowments, foundations, religious and charitable organizations and public sector funds of major municipalities and universities.

Financial Intermediaries

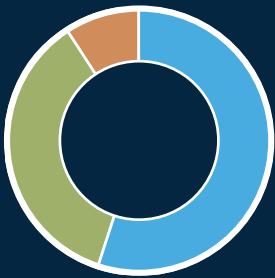
The Company uses strategic relationships with financial intermediaries to access institutional, private wealth and retail investors.

Private Wealth

The Company's private wealth group counsels and provides asset management services directly to high-net-worth individuals, family offices, family foundations and trusts, estates and endowments.

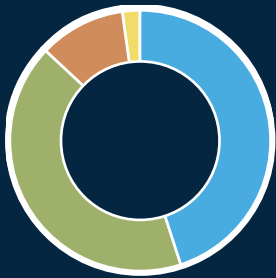
Over the years, Fiera Capital has expanded internationally, but the majority of our client base is still in Canada, as the figure on the following page shows.

Overview of our assets under management by geography, distribution channel and asset class.



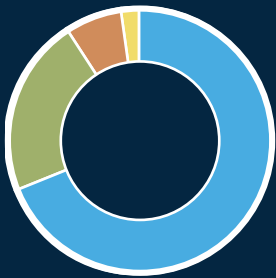
Distribution Channel

<div></div> Institutional Markets	55%	\$88.6B
<div></div> Financial Intermediaries	36%	\$59.1B
<div></div> Private Wealth	9%	\$14.0B



Asset Class

<div></div> Equity	46%	\$75B
<div></div> Fixed Income	42%	\$51.2B
<div></div> Private Markets	11%	\$14B
<div></div> liquid alts & other	<1%	\$0.4B



Region

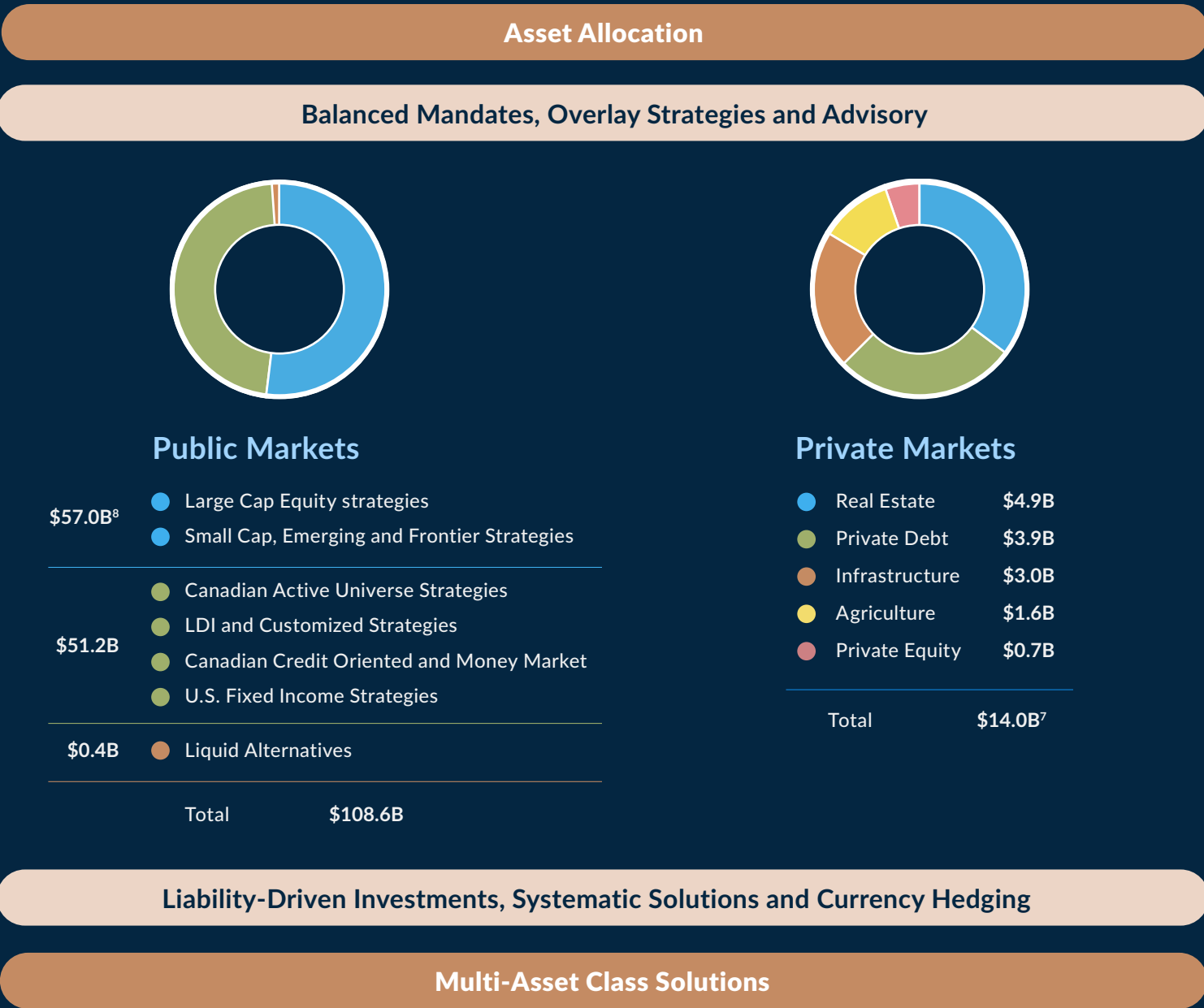
<div></div> Canada	69%	\$84.4B
<div></div> United States	22%	\$27.1B
<div></div> EMEA	7%	\$8.4B
<div></div> Asia	2%	\$2.7B

Total	100%	\$122.6B	Total	100%	\$122.6B	Total	100%	\$122.6B
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Assets under management includes sub-advised assets and the assets managed by Fiera Capital's partially-owned affiliates: Fiera Infrastructure and Fiera Comox. Totals may not reconcile due to rounding.

Our Investment Platform

Fiera Capital is recognized for its active approach to investment management. Striving for investment excellence and delivering superior advice to our clients is at the core of everything we do. Through the years, we have developed a world-class reputation thanks to our customized investment solutions, our capacity to deliver true alpha and by being at the forefront of private alternative investment strategies.



Public Markets

Our globally diversified platform of Public Market investment capabilities spans the full spectrum of strategies, including a wide variety of investment styles across asset classes and across the risk spectrum, from small to large capitalizations, domestic and global strategies, top-down macro and credit-oriented fixed income strategies, as well as liquid alternative and volatility management strategies. Our multi-asset class expertise can assist clients in developing custom portfolios that are best positioned to help them achieve their investment objectives.

Our unique Public Markets team structure, based on independence and accountability, allows Fiera Capital to attract and retain world-class investment talent focused on delivering alpha through actively managed investment approaches.

Fixed Income

Equity

Fixed Income Solutions

Multi-Asset Class Solutions

Global Asset Allocation

Liquid Alternatives

Private Markets

Fiera Capital's extensive offering of private alternative strategies leverages the firm's experienced talent and execution capabilities to provide investors seeking to further diversify their portfolios with sophisticated long-term solutions that offer the potential for higher growth, higher yields, stronger absolute returns and less volatility, along with a liquidity-risk premium, relative to traditional asset classes. Private alternative solutions enable clients to address their capital appreciation and income objectives while having the potential to act as a hedge against inflation.

Real Estate

Global Private Equity

Infrastructure

Global Agriculture

Private Credit

Timberland

Our Investment Time Horizon

At Fiera Capital, we strive to be efficient capital allocators; our investment performance relies on three key pillars – each with their investment horizon: strategic asset allocation, tactical asset allocation and portfolio managers' performance through active management.

The foundation of our process is strategic asset allocation (“SAA”), where the return objective, risk tolerance, investment horizon, liquidity needs, fiscal status and special considerations based on clients’ value are established with the client. The role of the SAA is to serve as the roadmap over a 5-10-year investment horizon for the investors and is periodically reviewed every 3-4 years or whenever clients’ needs or objectives change.

The tactical asset allocation (“TAA”) then implements an overweight/underweight allocation to capture short-term market opportunities or shield from market dislocation with a 12-18-month investment horizon. The tactical investment positioning results from macroeconomic research and targets broad asset classes and geographies. Historically, the strategy has effectively protected capital for clients in challenging markets such as 2008 and 2022.

Fiera Capital has built a strong and deep investment platform over the years, spanning both public and private markets. We offer a wide range of strategies and invest in various distribution channels across multiple geographies; therefore, our investment time horizon varies from asset class to strategy. Investment teams aim to provide specific exposure to their investment strategy and to outperform their respective benchmark, whether absolute or relative, to their investment strategies, with thorough risk control to protect the client’s capital. Overall, our portfolio managers aim to identify well-managed companies with robust business models, where shareholder interests are respected, which can generate attractive returns on invested capital as well as sustainable growth in earnings and cash flow.

Risk management is a pillar of Fiera Capital’s investment culture and time horizon. Embedded within all our investment processes

is a rigorous approach to risk management, where we strive to achieve optimal performance within an appropriate level of risk. Furthermore, the monitoring of all strategies is performed by our CIO Office which ensures ongoing respect of client’s mandate and achievement of performance targets.

Fiera Capital is committed to being an efficient capital allocator that provides tailored solutions to complex problems for its clients by focusing on high-performing and sustainable investment teams and strategies.

How We Seek and Receive Client Views

We are passionate about creating sustainable wealth for all our clients, and we value their feedback and expectations. Our investment and client relationship teams each have individual and regional expertise, enabling our clients to feel valued.

The teams are in regular communication with clients through due diligence sessions, client meetings, networking at events and are also on hand with everyday inquiries. This allows enough time with clients, both virtually and in-person, to ensure that we are meeting expectations, sharing portfolio updates, having general conversations about important topics and opening the opportunity for feedback.

Surveys are important to the teams, and we send them both internally and externally where necessary. As part of the GRESB submission, our UK Real Estate team carries out a tenant engagement survey each year, and we have also carried out investor surveys over the last few years to collate feedback. Annual ESG surveys are also distributed externally.

In Canada, Fiera Capital has mandated Coalition Greenwich, a leading global provider of data, analytics and insights to the financial services industry, to conduct a client satisfaction survey. Their latest research was based on in-depth interviews conducted in 2022 with 163 of the largest tax-exempt funds in Canada; 23 of

those were clients of Fiera Capital. Senior fund professionals were asked to provide quantitative and qualitative evaluations of their investment managers, assessments of those managers soliciting their business and detailed information on important market trends.

Following the reception of results in 2023, the Fiera Canada Institutional Team has assessed and analyzed the data while discussing potential solutions in order to improve on our key success factors and deepen relationships with clients to achieve trusted advisor status. We are planning on providing a revised and augmented list of clients for the subsequent survey.

One area that needed improvement was for our portfolio managers to share their thoughts on the current environment as well as portfolio updates. In response to this, we scheduled more webinars throughout the year in the preferred language and dedicated enough time for Q&As.

We have introduced podcasts where the investment and sales team discuss their views on the environment and how it can impact investment decisions. We have also increased the number of insights and thought pieces from various investment specialists.

Client Reporting – The Types of Information, Methods and Frequency of Communication

Fiera Capital is committed to providing our investors with timely and adequate information. We do this through different methods.

We create quarterly and monthly factsheets and investment reports that are shared with our investors in a timely manner. Our factsheets are available on the website as well as other appropriate public sites, such as Fundinfo, for our clients to access. When finalising the factsheets, we do peer industry analysis to review whether we are showing the most useful and effective data to our clients, as well as peer analysis to see what competitor reports produce. This is to make sure that we are providing a holistic reporting package and improving the quality and variation of our reporting. For example, we produce monthly strategy data spreadsheets, monthly holdings reports, flyers and presentations.

A broad range of ESG reports are available to increase transparency to our clients and partners further:



ESG Ratings Report



Carbon Risk & Attribution



Proxy Voting Statistics



Customized ESG Reports



Engagement Examples



Annual ESG Report



TCFD Report

We update our DDQs annually at a minimum and upon request. Our presentations are updated every quarter and upon request. This allows us to provide clients with recent and accurate data that can be shared both electronically and in person.

In addition to the above reporting, we provide our clients with ESG and stewardship reporting that we believe is vital. Over the years, the growth and diversification of Fiera Capital's operations created the need for a global policy that would govern the firm's initiatives with respect to responsible investing and enable the organization to coordinate the practices of all of our divisions and subsidiaries in this area.

Our Sustainable Investing Policy outlines the firm's approach to integrating ESG assessments into investment processes and highlights the many benefits of increasing our knowledge of companies in which we invest, better controlling the risk of our portfolios and helping companies improve over the long term. The policy also provides a blueprint for "active ownership," which includes the tactical use of proxy voting rights and engagement

with the management of companies in which the firm invests to address ESG issues and effect positive change. This is made publicly available on our website.

We also produce a firm-wide [Sustainable Investing Report](#) and Climate Report ([TCFD report](#)) that are publicly available on our website and distributed externally. We are committed to producing these annually. Some investment teams also produce annual sustainable investing reports, providing an overview of their sustainable investing integration and investment activities.

To increase our transparency around our sustainable investing journey, we include our commitment to ESG and our journey in key materials that we distribute to our clients, such as our DDQs, presentations, strategy profiles and other marketing materials.

We have built a dedicated Sustainable Investing area on our [website](#), which houses all ESG reporting and policies. We also produce several reports on our ESG initiatives and implementation progress and the documentation and analysis of the results of our proxy voting activities.

CANADIAN EQUITY

SUSTAINABLE INVESTING REPORT EXAMPLE



Consult the latest Canadian Equity [Sustainable Investing report](#)



Our Large Cap Canadian Equity Team manually produces a Canadian Equity Sustainable Investing Report highlighting their investment philosophy, sustainability integration methodology and engagement process.

This report also includes an 'At a Glance' page that highlights key sustainability metrics relevant to clients.

Principle 7

Signatories systematically integrate stewardship and investment, including material environmental, social and governance issues and climate change, to fulfil their responsibilities.

ESG Integration

We are committed to ensuring that ESG considerations are fully integrated into our investment processes.

Our **Public Markets** offer a diverse range of investment strategies across asset classes and risk spectrums, using a wide variety of investment styles. There are multiple approaches to managing portfolios of securities and assets, and we recognize there is a wide variety of approaches for considering ESG risks and opportunities within our investment decisions.

In **Private Markets**, ESG considerations are particularly important with respect to the variety of 'real' assets – ranging from agricultural land and core real estate to vital infrastructure – that feature prominently in our expanding suite of private markets strategies. These assets are typically held for longer terms than other types of investments, which are often geographically fixed (e.g. farmland) and are therefore linked to local communities and the environment and are frequently subject to regulatory and compliance regimes.

Individual and specialized investment teams are directly responsible for ESG integration in their respective investment process. This holds true for Public and Private market teams and strategies.

ESG Integration Implementation Principles

- > **Accountability** over the ESG integration processes and analysis by our investment teams.
- > Focus on **materiality** and sustainability risks that may impact performance.
- > ESG integration requires **continuous development of knowledge, resources and expertise**.
- > **Adaptability** of approaches to meet our clients' specific needs.

Sustainable Investing Spectrum

We believe that the real-world application of our sustainable investing philosophy can take various forms. To set the foundation for meaningful dialogue on the subject and to address diverse investor needs and objectives, we have developed our own Sustainable Investing Spectrum, which groups these practical applications into families of sustainable investing approaches. These approaches are mapped according to the prioritization of financial and sustainability objectives in the strategy. We also recognize that more than one approach can be utilized in a given investment strategy.

This guidance is employed by our investment teams in the management of their particular strategies, with the expectation that each strategy takes at least an ESG integration approach, meaning that ESG-related risks and opportunities are considered when making investment decisions in a manner that best suits the investment style of the strategy. Other approaches can then be employed in addition to ESG integration, depending on the strategy's desired sustainability profile and objective.

Our Sustainable Investing Spectrum illustrates our various sustainability approaches:

APPROACH	ESG integration	Negative/Ethical Screening	Positive Screening /Best-in-Class	Thematic and Impact
RISK AND RETURN PROFILE	Sole Focus	Primary Focus	Dual Focus	
IMPACT PROFILE	None	Secondary Focus		
CLIENT OBJECTIVES	<div>Returns←————→Impact</div>			

ESG Integration

We integrate ESG factors into our investment analysis and decisions to better manage risks and improve returns. It is often used in combination with screening and thematic investing.

Negative and Ethical Screening

Some of our strategies employ negative screens to address investors' specific needs and values. For instance, we have strategies that negatively screen exposure to fossil fuel industries to limit negative impacts on climate change. On the other hand, ethical screens can also be applied to restrict exposure to controversial industries such as adult entertainment, alcohol, firearms, gambling, military contracting, nuclear power, tobacco and cannabis.

Positive Screening and Best-in-Class Approach

A positive screening and best-in-class approach can also be applied to limit exposure to ESG laggards while favouring ESG leaders and companies with demonstrably sustainable business practices that can help maintain or enhance the intrinsic value of an enterprise today without compromising their ability to create added value in the future.

Thematic and Impact Investing

Some of our investment strategies use an impact investing approach where the focus is to invest in companies that are committed to generating a measurable, positive social and/or environmental impact while still delivering satisfactory financial returns. For example, our Global Impact Strategy's primary objective is to maximize sustainable impact across a diversified set of the UN Sustainable Development Goals ("SDGs"). It focuses on investing in companies that intend to generate a measurable, positive social or environmental impact while still delivering financial returns.

ESG Integration Examples

Please find on the following pages some ESG integration examples from our investment teams.

Please refer to our latest [Sustainable Investing Report](#) for more details on each investment team.

FIERA CAPITAL ATLAS GLOBAL EQUITY

STEWARDSHIP AND INTEGRATED ESG APPROACH WITHIN THE INVESTMENT PROCESS

CASE STUDY & EXAMPLE



Investment Philosophy

The Fiera Capital Atlas Global Equity Strategy invests in 25 to 35 exceptional companies with strong wealth creation credentials, backed by sustainable and diversified cash flows that we believe will compound at faster than average and more stable rates over the long term.

We are long-term investors and believe ESG considerations align well with our philosophy of sustainable cash flow growth driving share prices over the long term. We are not 'impact' investors but incorporate ESG into our investment appraisal at a stock level to ensure the portfolio is best placed to meet our stated, long-duration, dual financial investment objectives of long-term capital appreciation with lower than the market risk of capital loss.

We believe that environmental, social and shareholder capital considerations can have a large influence on long-term financial outcomes. Thus, ESG considerations are inextricably linked with our stated investment objectives of stable, long-term wealth creation. As bottom-up, fundamental investors, we believe

that ESG risk and opportunity, impact and probability are often poorly captured in traditional ESG data sources that are backward looking, suffer from bias (size, location, sector) and where the consistency of data between leading data providers is low and largely uncorrelated. Our approach to ESG does not ignore quantitative data but recognises its natural limitations and leans heavily on a complimentary qualitative, long-term and forward-looking assessment of risk and opportunity.

Integrated ESG Approach Within the Investment Process

We believe ESG factors (opportunities and risks) should form part of an integrated and holistic investment appraisal touching all aspects of the investment case and should not be treated separately or as a last bolt-on to the research process. We actively consider ESG throughout the research and diligence process, and we embed ESG into the scoring framework for each Shareholder Wealth Creation (WC) Pillar. Consequently, ESG is explicitly factored into portfolio construction decisions. All ESG

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STEWARDSHIP AND INTEGRATED ESG APPROACH WITHIN THE INVESTMENT PROCESS

CASE STUDY & EXAMPLE



impacts are assessed relative to our stated dual risk and return objectives. If an ESG impact is deemed to be a material risk to the long-term value of the company, then we may choose not to invest; if the risk is deemed high but manageable, the investment hurdle rate will be adjusted.

In addition, Fiera Atlas Global Companies Strategy is categorised as meeting the provisions set out in Article 8 of Regulation (EU) 2019/2088 (the "Sustainable Finance Disclosure Regulation," "SFDR"). This means that in conjunction with pursuing the Strategy's investment policy and strategy, we seek to identify and promote the environmental characteristics of climate change mitigation by supporting the goal of achieving net zero greenhouse gas emissions by 2050 or sooner.

Although the carbon threshold requirement is set at a portfolio level, the team will consider the carbon intensity of a specific issuer and any initiatives/policies in place to reduce greenhouse gas emissions.

Example of ESG Assessment

Activity

In 2023, the team conducted assessments of ESG Factors within the Wealth Creation Framework across portfolio holdings and stock watchlists. Selling practices and labour management practices were among the several dimensions assessed for a large life science tools company.

Outcome

The team raises investment hurdle rates where **E, S or G** risks are potentially material to long-term value creation but manageable. As it relates to this life sciences tools company, the hurdle rate was not increased as the social capital risk from selling practices was deemed to be low. The integrated ESG assessment included analysing sales policies the company introduced for selling into vulnerable geographies. The policies ensure a multi-level purchasing process to ensure equipment is sold responsibly. The team will continue to monitor and engage with issuers regarding identified potential risks or opportunities.

CANADIAN LARGE CAP EQUITY

ESG INTEGRATION CASE STUDY

The Canadian Equity team integrates ESG factors at two levels in the strategies they manage.



First, ESG factors are integrated into the investment process as part of the quality and risk assessment of individual securities for all the strategies managed by the team.

Capital preservation is a key focus, and the team's proprietary research template explicitly targets environmental, social and governance factors that could result in material risks or opportunities for the company and the stock price.

In other words, as with business or investment considerations, ESG factors are used to help assess the long-term durability, potential and success as well as long-term value of a business. They align very well with a philosophy focused on long-term results and success by aligning well with an assessment of quality, capital allocation abilities and sustainability. It's part of long-term, quality investing.

Below are the considerations evaluated by the team:

Secondly, an additional ethical filter is integrated for more specific ethical strategies. Ethical mandates employ screens to exclude companies based on the products they manufacture, the geographic area in which they operate or alternatively, their performance record in specific areas. This will typically result in the exclusion of companies that derive more than 10% of their revenue, either directly or indirectly, from the following products: adult entertainment, alcohol, firearms, gambling, military contracting, nuclear power, tobacco and cannabis.

The fossil fuel-free strategy does not own any stocks in the energy or utilities sectors. The goal is to construct a portfolio with a materially lower carbon footprint without sacrificing long-term returns.

The team also uses our proprietary sustainability database, SHELBI; we are able to monitor and measure progress for each company in our portfolio and on an aggregate level for different strategies.

Environmental

- > Cost-conscious culture focused on finding efficiencies
- > Demonstrated efforts to reduce environmental footprint and target setting
- > Ongoing disclosure of relevant metrics
- > Track record of managing environmental risks

Social

- > Commitment to treating all stakeholders fairly
- > Long-term approach to brand and customer loyalty
- > Focus on employee relations, e.g., safety, career development
- > Track record of addressing competitive threats, brand building and community responsibility

Governance

- > Aligned compensation policies
- > Track record of spending shareholder money wisely (good capital allocation)
- > A history of respect for shareholders; candiness and integrity
- > Owner-operator philosophy

INTEGRATED FIXED INCOME

RISK AND FIXED INCOME ESG COMMITTEE CASE STUDY & EXAMPLE

The Integrated Fixed Income ("IFI") and Risk and Sustainable Investment teams have collaborated closely in to build a new ESG scoring process for corporate issuers.



This collaboration led to the implementation of a Risk & Fixed Income ESG committee where contributors share analysis on issuers and ESG score overrides are applied.

The Risk & Fixed Income ESG Committee is a committee established to oversee the ESG ratings process for fixed income issuers.

The committee reunites members of the Risk and Sustainable Investing teams, as well as members from Fiera Capital's Canadian Fixed Income teams, which work in close collaboration to oversee the ratings of all relevant fixed income issuers within the Canadian fixed income investment universe.

Example – Automotive Sector

As an example, the Risk and Fixed Income ESG committee reviewed the ESG scores assigned to firms operating within the automobile industries and assigned overrides based on the assessments of the companies' social and environmental efforts on those fronts.

Purpose

Key objectives were:

- > Understand MSCI ESG scoring in the automobile sector.
- > Conduct a sector analysis with an emphasis on EV strategies and Current fleet emissions.

Conclusion:

Key outcomes were:

- > Identification of some of the best players and some laggards.
- > Adjustment to the E score to integrate findings into MSCI's Environmental Scoring.

FIERA COMOX

SUSTAINABLE INVESTING APPROACH CASE STUDY

Overview of Our Sustainable Investing Approach Applicable Across All Our Investment Strategies: Agriculture, Private Equity and Private Credit



At Fiera Comox, our sustainable investing approach is aligned with our fiduciary responsibilities to our clients and reflects our commitment to act as a good steward of capital. At the core of our sustainable investing approach is the belief that identifying, monitoring and managing ESG factors contributes to better long-term investment performance. ESG integration in our investment activities helps us mitigate risks and capitalize on opportunities by directing capital toward strong-performing investments and ensuring effective oversight and stewardship of our assets. This allows us to make better-informed decisions.

Fiera Comox considers ESG factors in all our investment management processes. Ultimately, our goal is to be good stewards of capital and build valuable, long-lasting and successful businesses.

To deliver on this goal, we commit to:

- > **Upholding high ethical standards:** We operate our business and approach all our relationships with integrity, respect and honesty.

- > **Being a trusted partner:** We work to cultivate and maintain open and constructive relationships with our partners and investments. These relationships allow us to work with our investments to improve financial and ESG performance.
- > **Embedding ESG in decision-making:** We seek to minimize negative and maximize positive environmental and social outcomes in conjunction with our goal to deliver strong returns to our clients.
- > **Striving for industry leadership:** We strive to position ourselves among the leaders in our industry as we continuously improve and adapt our approach to reflect best practices. We understand that the investment and ESG landscape is rapidly changing; we believe that leadership is a journey that requires us to learn and evolve over time.

Our sustainable investing approach applies to all our investment strategies – agriculture, timberland, private equity and private credit – to provide consistent and comprehensive identification, monitoring and management of material ESG factors.

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SUSTAINABLE INVESTING APPROACH CASE STUDY

Overview of Our Sustainable Investing Approach Applicable Across All Our Investment Strategies: Agriculture, Private Equity and Private Credit



ESG is considered at every stage of our investment process, including:

- > **Sourcing and screening:** Prior to undertaking any potential investment, we conduct a preliminary screening to identify potential ESG risks. We will not make investments in high-controversy sectors, including controversial weapons,⁹ adult entertainment, tobacco and cannabis.
- > **Due diligence:** ESG risk analysis is fundamental to our due diligence and investment decision-making process. Our investment teams carry out ESG analysis during due diligence to identify ESG risks and opportunities with guidance from our Head of Sustainable Investment. Where needed, we bring in specialized external ESG advisors to help dive deeper into specific issues. We generally focus on the most material ESG issues for a company and its sector, using the Sustainability Accounting Standards Board ("SASB") sector guides as a starting point to focus our research.
- > **Investment decision-making:** An analysis of relevant ESG findings is included in the Investment Committee memorandum for all investments. When potential ESG risks or areas for improvement are identified in due diligence, those will be included in our asset management plan. There

are instances where we will decide not to pursue investment opportunities due to heightened ESG risks that cannot be properly managed or mitigated.

- > **Asset management and stewardship:** We monitor our investments for material ESG issues and assess opportunities to generate value. We regularly engage with our investee companies and partners across all asset classes with a view to improving relevant ESG practices. We believe that through this ongoing dialogue, we can encourage sustainable corporate conduct and enhance long-term overall performance.

In addition to these investment integration activities, we seek to measure the ESG performance of our investments over time.

We recognize that the materiality of ESG factors varies across companies, industries and geography. Agriculture, timberland, private equity and private credit investment strategies carry unique constraints, risks and opportunities and, therefore, require a unique, flexible approach. We believe that our flexible approach helps build ownership for ESG integration within each strategy, leading to a more effective process and better outcomes.

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SUSTAINABLE INVESTING APPROACH EXAMPLES

Examples supporting the implementation
of our sustainable investing approach

Due Diligence and Asset Management and Stewardship

Investment in a US-based industrial aftermarket services platform

During the due diligence phase, the investment team identified and considered material ESG factors from a risk and opportunity lens. Specifically, the investment team identified areas in which the investee company could improve its ESG practices. The due diligence process involved many conversations with other shareholders and the management team, as well as a thorough discussion with Fiera Comox's Head of Sustainable Investment to gain comfort and understanding around material ESG considerations. Fiera Comox decided to pursue the investment and leverage its relationship with the other shareholders to emphasize and influence the investee company to continue to define clear ESG objectives, prioritize them, track them and communicate them internally and externally to stakeholders.

Notably, the investee company has worked extensively with a third-party consultant to develop a comprehensive ESG action plan that aims to drive improvements across a range of key ESG KPIs while supporting the company's financial performance and strategy.

Sourcing and Screening

- ❌ **Declined a transaction** due to environmental concerns: The water and environmental due diligence of a potential investment in a farm revealed that the property did not have adequate water rights to sustain the developed orchard based on our investment horizon and development plan.
- ❌ **Declined a transaction** due to environmental concerns: The initial screening of a potential investment raised questions about the sustainable sourcing of products and concerns around biodiversity practices.
- ❌ **Declined a transaction** due to social concerns: The initial phase of due diligence on a potential investment revealed social concerns over animal welfare.

Recent ESG initiatives include:

> Environmental

- Refinement of environmental waste management and energy efficiency practices.
- Investment plan in a hybrid/electric fleet of vehicles to replace current vehicles as they reach end of life.

> Social

- Adoption of self-auditing guideline requirements to track health and safety performance across all locations.
- Intensive supplier qualification process in place to ensure quality is routinely audited.

> Governance:

- Launch of a new process to increase visibility into employee satisfaction, aimed at measuring engagements at different points in the employee life cycle, and continue to focus on championing diversity, equity and inclusion initiatives.

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SUSTAINABLE INVESTING APPROACH EXAMPLES

Examples supporting the implementation
of our sustainable investing approach

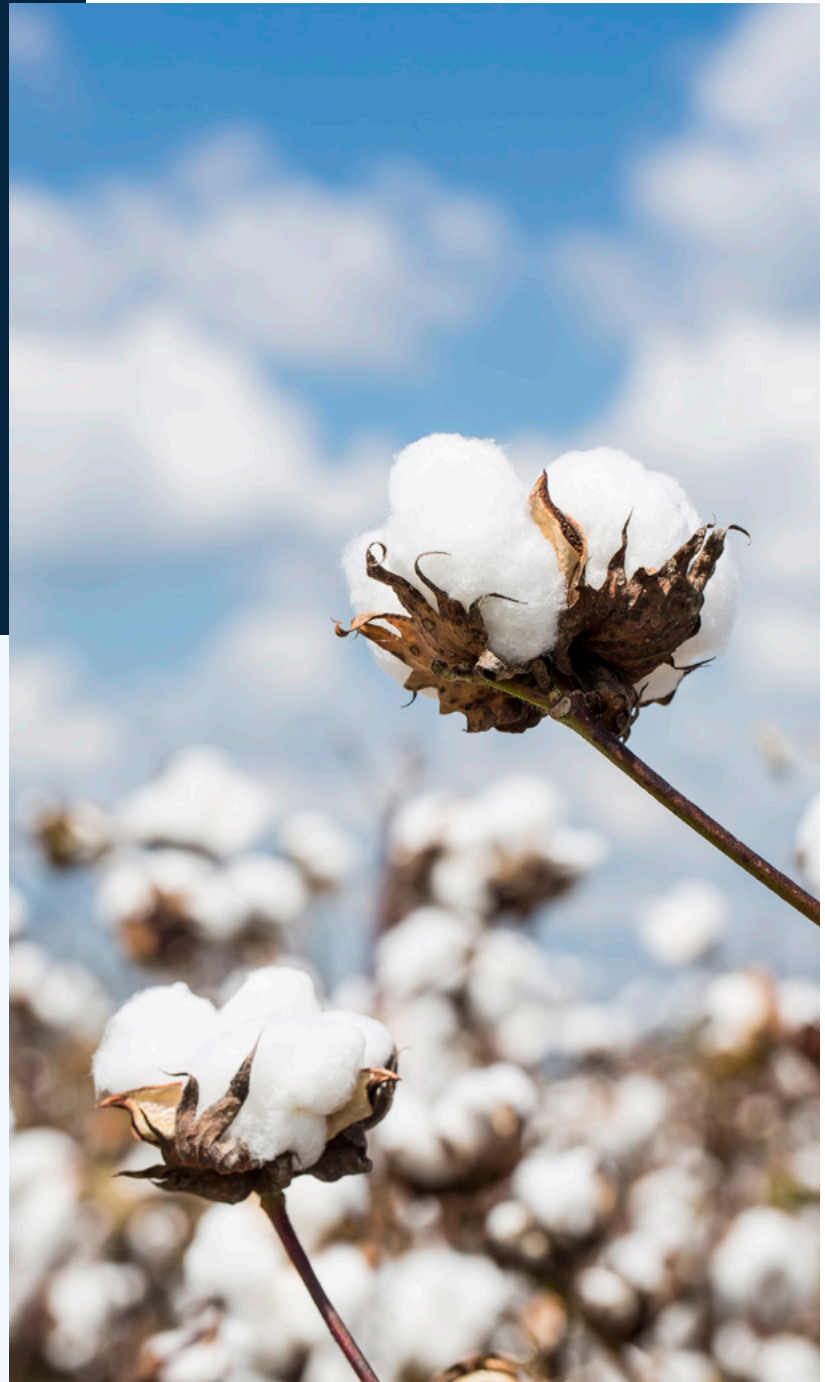
Asset Management and Stewardship

Investing in Efficient Technologies

In Australia, farms have traditionally used the labour-intensive practice of siphon irrigation. Within the Fiera Comox cotton partnership, we have implemented bankless channel irrigation across ~6,900 acres of our irrigated cotton acreage. This number has grown by more than 17% over the last two years.

The effort involved regarding fields to allow gravity to move water from a central canal through the field to irrigate the crop. Not only does this method use substantially less labour to manage irrigation schedules, but it also allows farms to more precisely manage water flow and direction, thus conserving water. In addition, it avoids the use of fuel-intensive pumping.

Bankless channel irrigation development required significant capital, but Fiera Comox is already seeing a return on its investment and a reduction in water usage per unit of output. It's a win-win for Fiera Comox cotton partnership and the local community. Every drop of water saved can be used for another productive purpose, such as environmental conservation.



Proprietary Tools

We have developed proprietary tools to help our investment teams better research and understand ESG issues.

CANADIAN EQUITIES

SPOTLIGHT ON SHELBI CASE STUDY

SHELBI is a sustainability database that was created by the Canadian Equity team in 2020 to track and manage qualitative and quantitative sustainability data points across our portfolios.

Currently, we track more than 60 metrics, divided between the five ESG dimensions described by the Sustainability Accounting Standards Board (SASB) – Social Capital, Human Capital, Environment, Leadership & Governance and Business Model & Innovation.

What are some of the focus areas and metrics SHELBI tracks?



Social Capital

The perceived role of business in society

- > Consumer data protection policy
- > Effective tax rate (%)
- > Progressive Aboriginal Relations (PAR) certification



Human Capital

The development and growth of people and culture

- > Job growth YoY (%)
- > Board gender diversity (%)
- > Glassdoor rating



Environment

Environmental efficiency and footprint

- > Greenhouse gas emissions intensity (CO₂e/Sales)
- > Emissions reduction target
- > Water and renewable electricity targets



Leadership & Governance

The management of issues that are inherent to the business model

- > Prudent balance sheet management
- > Fair and aligned compensation practices
- > Sustainability disclosure: sustainability reports, Taskforce on Climate-Related Financial Disclosures (TCFD) integration, SASB disclosures, etc.



Business Model & Innovation

The impact of sustainability issues on innovation and business models

- > R&D investment YoY (%)
- > Long-term strategy
- > New product innovation

INTEGRATED FIXED INCOME

PROPRIETARY ESG SCORE CASE STUDY

Our Canadian Fixed Income teams, in collaboration with the Sustainable Investment and Investment Risk teams, have developed a proprietary Fiera ESG Score to enhance the data infrastructure to potentially improve on identifying points of engagement related to ESG and improve client reporting.

The most significant deficiency from third-party ESG rating providers is the insufficient ESG rating coverage of Canadian corporate bond issuers, and in many cases that we have been able to identify inaccurate reporting on key metrics through our engagement efforts.

The Fiera ESG Score provides an overall assessment of E,S,G and Overall ESG Scores for 100% of the 246 Canadian corporate issuers.

The Fiera ESG Score is based on ESG scores provided by a leading ESG Research provider.

This forms the fundamental basis of issuer ESG rating methodology across the Canadian corporate universe:

- > Focus on underlying E, S and G scores ranging from 0 to 10.
- > Overall ESG score is a weighted average of industry-dependent weights applied to each E, S and G criteria.



Fiera Capital has the flexibility to adjust E, S and/or G components, if deemed appropriate, based on assessment from credit analysts covering a given issuer:

- > Adjustments can be max +/-2 notches for each E, S and G component.
- > In cases of adjustments, the Overall ESG score gets recalculated.

For issuers that do not have an external ESG rating, data gaps are being filled with:

- > Global average scores for E, S and G based on the issuer's sector.
- > Potentially adjusted to a max +/-2 notches for each E, S and G component.
- > Overall Issuer ESG Score is calculated based on global average sector weightings for E, S and G components.

Independent governance and oversight of all issuer ESG Scores are performed by the Risk and Sustainable Investing teams. Fiera applies a similar process to improve coverage of the issuer's carbon emissions data with a focus on Scope 1 & 2 emissions, as well as carbon intensity metrics.

EMERGING AND FRONTIERS MARKETS

FUND LEVEL
 PROPRIETARY ESG
 SCORING
 CASE STUDY

We have developed an ESG analysis integral to our fundamental research process, which helps identify risks and opportunities.

There are 60 quantitative and qualitative data points from direct company engagement and external data providers are included. ESG scores are incorporated into forecasts, valuation and position sizing.



Opportunities and risks are assessed in the context of materiality and peers:

Sample Topic or Metric	SDG Alignment	Environment Focus	Social Focus	Governance Focus	Sustainability Risk	Principal Adverse Impacts
	SDGs Supported by the Business	Emissions and Waste Management	Labour Relations and Controversies	Diversity	Key Sustaibability Risks to Business	Most Adverse Effects From Business?
		Opportunities in Renewables	Data Security	Ownership Structure and Tax	Mitigation in Place?	UN Global Compact

CORE CANADIAN SMALL CAP EQUITY

PROPRIETARY ESG DASHBOARD CASE STUDY

To address the inconsistent level of ESG disclosures in the small-cap universe, our Core Canadian Small Cap team, in collaboration with the Sustainable Investing team, has developed ESG tools tailored to the specific needs of their portfolio to help incorporate ESG considerations into the investment strategy.



Sustainability Dashboard

The team has developed a proprietary sustainability dashboard that takes input from SASB's framework and MSCI ESG and records the team's assessment of each of the E, S and G factors for companies under the coverage universe. This tool provides a comprehensive ESG performance of the portfolio and helps the team understand each company's key ESG challenges and opportunities. The tool is also designed to track the companies' ESG progress over time.

Sector-Specific Tools

The team is developing sector-specific tools/dashboards to better understand the key ESG elements for different industries. Those dashboards show how companies stack up against peers on industry-specific ESG metrics and allow the team to identify and target the most relevant ESG issues.

Both tools provide insights into questions that help the team challenge companies on ESG practices during an engagement.

INFRASTRUCTURE DEBT

IN-HOUSE ESG FRAMEWORK FOR INFRASTRUCTURE BONDS CASE STUDY

We developed an internal scoring framework for project financing focused on the unique features of these highly structured financings.



For each project class (social, transportation, energy), we identify key environmental, social and governance factors that can contribute to successful long-term operating performance or lead to a negative outcome.

Our scoring mechanism highlights the projects that exhibit areas of vulnerability or have specific features that mitigate a potential weakness.

The scoring mechanism can be viewed in absolute terms or in relation to projects of a similar nature.

ESG – Internal Approach by Factor



Environment

- > Nature of the project – Environmental impact
- > Carbon/Greenhouse gas (GHG)
- > Waste/Pollution/Effluents
- > Climate change
- > Energy efficiency
- > Land/Biodiversity/Geotech/Contamination



Social

- > Nature of the project – Social impact
- > Health and Safety at work/Labour relations
- > Data privacy/Security
- > Community (including indigenous)/Human rights



Governance

- > Corporate or Project governance/Risk management/Litigations/Transparency
- > Ethics/Corruption/Bribery
- > ESG Plan

Principle 8

Signatories monitor and hold to account managers and/or service providers.

Global Vendor Governance

Our Global Vendor Governance programme was started in 2021 to ensure the delivery of quality services, protect the interests of our clients and investors and comply with regulatory requirements.

Our focus is to establish and promote the adoption of a global framework and standard procedures that enable Fiera Capital to manage our operational, financial and reputational risks as they relate to third-party vendors.

Vendor Governance implements global standards and controls to better manage:

- > **Vendor Risk:** monitor the execution of specific due diligence on vendors based on the risk of the products or services they deliver to proactively control Fiera's exposure to operational, financial and reputational risks.
- > **Vendor Compliance Requirements:** ensure that applicable controls are established to monitor all applicable regulatory and internal requirements based on the products or services provided, tracked from a central repository.
- > **Vendor Spend:** promote proactive management of spend and identify opportunities to consolidate services and/or reduce spending.
- > **Vendor Performance:** promote the inclusion of measurable quality of service metrics aligned to Fiera's expectations.

By standardizing the different vendor-related processes and activities, we will implement controls to monitor and minimize any risks while providing consistency to the steps involved in each activity.

Fiera Capital promotes a diverse and inclusive workplace culture, which we extend to any vendors that we partner with. We are committed to a fair selection process mindful of diversity, equity & inclusion (DE&I) considerations that we will promote and internally track, aligned to the guidance principles promoted by Fiera Capital's DE&I Council. Since 2021, Fiera Capital has included specific questions about diversity in vendor RFPs. In 2022, the DE&I-CSR Council reviewed and implemented a diversity supplier framework.

Global Vendor Governance Framework

Fiera follows a federated model when it comes to Vendor Management activities, where Business Owners are responsible for adopting the recommendations provided by Vendor Governance and apply to all the vendor relationships they manage, while Vendor Governance monitors adherence to those standards and best practices. Vendor Governance will monitor and oversee the Vendor Management Framework, providing standard best practices and procedures to help manage any vendor relationship. The focus will be on establishing proactive end-to-end integrated processes, with a clear definition of all steps and functional stakeholders to engage and a centralized database to store all vendor details and legal documents that relate to the services or products provided.

The Vendor Management Framework consists of 6 different stages:

1. Vendor Selection / Sourcing: Perform objective evaluation of vendors, including DE&I considerations, alignment to Fiera's operational standards and due diligence process.
2. Due Diligence and Risk Management: Proactively assess and identify any potential impact that the vendor could have on our company, clients and shareholders.

3. Contract Management: Ensuring we have adequate contract requirements based on our current needs while engaging proper departments in a timely manner based on the type of products or services contracted.
4. Onboarding: Creating or updating the vendor profile with the most up-to-date details and prime contacts, along with ensuring all active contracts are properly stored and updated in our central inventories.
5. Ongoing Vendor Management: This includes managing relationships, performance and spending.
6. Vendor Offboarding: Offboarding vendor relationships in a positive and organized manner.

Monitoring the Quality of Service

Monitoring the quality of services is done at the Business Owner level. From a Vendor Governance perspective, we recommend Business Owners to establish frequent touchpoints with our vendors, more importantly when they are either critical or high risk to our organization.

As best practices, our recommendation is establishing monthly operational touchpoints, at the very least, to review usage and performance, track incident/action items' status and provide visibility to upcoming milestones. Any critical or high-risk vendors should also have formal Quarterly, Semi-Annual or Annual Business Reviews to report on major operational incidents, performance reviews and tracking against current commitments, actively monitoring services and potential impact on our company, clients and shareholders.

In addition, we've established a Supplier Code of Conduct as of 2023 that will be extended to our vendors to adhere, at a minimum, to the same commitments to ethics and compliance that Fiera stands for.

As an example, we are Business Owners of two staff augmentation service providers (temporary workforce), which we centrally manage. These two vendors provide services across multiple Fiera Capital entities (including -but not limited to- FCC, FCI and FCE). We have established:

- > Weekly meetings to manage any changes to resources and proactively cover any existing issues (from checking on status of backfilling roles to billing issues). Only the Business Owner team participates.
- > Monthly meetings are set to review the past month, including work completed and any impact on their deliveries, highlight any accomplishments and challenges that need(ed) to be resolved and review spending. Only the Business Owner team participates.
- > Quarterly/Semi-annual Business Review: depending on availability, we will set a periodic Business Review, including all key stakeholders leveraging the services, to inform of performance across all areas, review accomplishments and challenges and provide an open floor for people leveraging the services to provide any feedback or questions directly to the vendor. These periodic reviews also include proactive checks on resource performance, provided directly by resource managers, which are shared respectively with our vendors.
- > Adhoc meetings will happen as a result of an immediate issue or escalation or to mitigate any approaching risks (e.g. resolving aging invoices, low performance identified by either party, etc.).

Engagement

Principle 9

Signatories engage with issuers to maintain or enhance the value of assets.

At Fiera Capital, we believe that sound corporate governance and solid business practices are key to generating sustainable wealth.

Accordingly, we frequently engage in a constructive and collaborative way with companies in our portfolios, urging them to adopt and implement sound ESG practices that are likely to produce sustainable added value for clients. As well as engaging directly with companies, we are able to exercise our proxy voting rights to good effect to help drive positive change with respect to sustainability-related issues.

Our active ownership approach is twofold:

- > Engagement
- > Proxy Voting (more details in [Principle 12](#))

Our Engagement Approach

Fiera Capital has a long track record of active – and effective – dialogue with entities in which we invest on behalf of clients.

Over the years, we have learned that the best outcomes generally are derived from direct dialogue, either with representatives of the company in question or with service providers we collaborate with.

Either way, we work proactively to help bring about continuous improvement in matters related to sustainability and overall performance.

The scope of our engagement generally spans financial and ESG factors. We empower our investment teams to implement engagement practices they deem most appropriate for their particular investment style, addressing topics and issues that are relevant to the investment in question.

When engaging with companies, portfolio managers may wish to address ESG issues on a proactive basis to raise awareness on particular issues and/or proceed on a reactive basis to discuss matters that have already occurred in order to ascertain how management has, or intends to, address them. Ongoing dialogue typically extends beyond short-term financial metrics and earnings to address management's long-term strategy and may include considerations such as a firm's corporate culture, sustainability, governance practices and disclosure. We encourage companies to recognize the importance of ESG factors and support their efforts to improve transparency and disclosure. In addition to engaging with companies, we engage with financial market service providers to encourage the implementation of sustainable investing practices. Recognizing that working in concert with others is sometimes more impactful, Fiera Capital aspires to participate more frequently in collaborative-type engagement initiatives that are in line with our active ownership principles and are present in the various jurisdictions in which we operate.

Engagement Overview in 2023

During the reporting year, we improved our public markets ESG engagement database, which documents and tracks company engagements of every investment team.

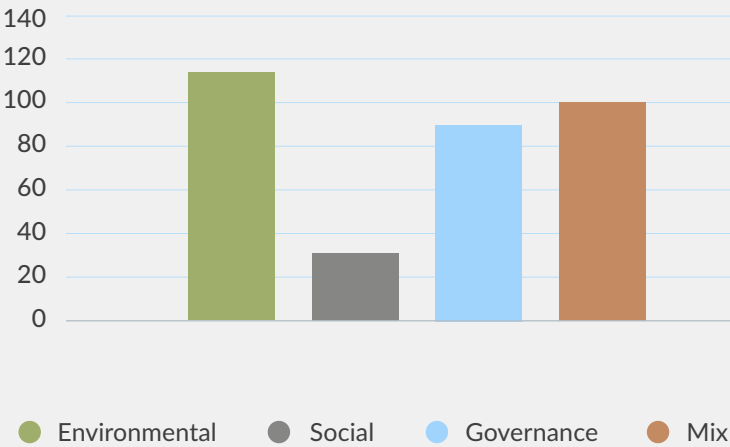
We developed an internal template to facilitate the collection of engagement examples from the different investment teams. This database now allows for better internal tracking of company engagements and key ESG metrics across our portfolios. Our efforts will persist in 2024 as we refine the internal template to

furnish comprehensive insights into our engagement statistics for forthcoming reporting periods.

In 2023, our public markets investment teams completed over 300 engagements on ESG-related issues. Public equities engagements represented approximately 70%, and fixed income represented about 30%.

As a global asset manager, we consistently exercise our voting rights across all regions. However, we prioritize our engagement initiatives where they can yield the most significant impact, particularly in North America, where we manage the majority of our assets.

Breakdown of ESG Engagements



This figure is calculated on a best effort basis and may not capture every ESG-related engagement. 'Mix' engagements covered two or more ESG themes per engagement.

Engagement Examples

Below are provided examples of ESG-related engagements from 2023, along with their outcomes. These examples represent only a small selection of the numerous engagements conducted by our investment teams annually.

CANADIAN LARGE CAP TEAM

ENGAGEMENTS CASE STUDY

Our engagement philosophy centres on being active owners and the important relationships we have built over many years.



As long-term investors on behalf of our clients, we want to encourage business leaders to behave well with respect to all stakeholders, whether it be employees, customers, communities, shareholders, suppliers or the environment.

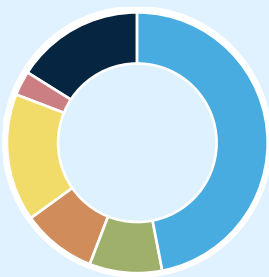
We believe a responsible approach to important stakeholder issues will bear fruit for the long-term value of the business and its shareholders. If you treat employees well, focus on client needs, invest in the future of the business and operate responsibly in the community, the business has a much higher chance of succeeding and growing well into the future. Over time, we have found that engagement is our best tool

for encouraging change. Successful engagement rests on strong relationships and manifests itself over many meetings, discussing the merits of new initiatives, policy changes or risks and strategic developments. Ultimately, we aim to encourage permanent change that is authentic and permeating, which can be much more impactful over time.

In the 12 months that ended December 31, 2023, we engaged on 218 topics, out of which 116 were sustainability related. The two primary sustainability themes were environmental objectives (32%) and business model & innovation (29%). Similar to 2022, our primary focus, under the environmental

> continued

ENGAGEMENTS CASE STUDY



The team’s engagement statistics for 2023

Strategy, operations and capital allocaton	47%
Social capital	9%
Human capital	9%
Environment	16%
Leadership and governance	3%
Business model and innovation	16%

objectives theme, was to encourage management teams to study and explore the adoption of a science-based emissions reduction target. To achieve this, a company could use the Science-Based Target initiative (“SBTi”), which, for example, provides guidance and tools for a company to set an emissions reduction objective in line with limiting the global temperature increase to well below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C. As of December 31, 2023, 57% of our Canadian Equity Flagship fund holdings (by number and not weight) have committed to or plan to commit to near-term science-based emissions targets – which includes commitments to SBTi or one of the sector-specific alliances under the Glasgow Financial Alliance for Net Zero (“GFANZ”). Under the business model & innovation theme, our focus was quite varied, ranging on topics around improving sustainability disclosures provided by the companies (SASB, CDP Climate, ISSB, and more), as well as supply chain risk assessments, product lifecycle assessments, etc.

Our engagement methods are primarily 1-to-1 engagements with company management or the board. Our long-standing

relationships with the management teams of most of the companies we hold allow us to have robust discussions about sustainability progress, challenges and concerns.

In 2023, we also accelerated our collaborative engagements with other asset managers by joining Climate Engagement Canada (“CEC”), an engagement group looking to encourage stronger climate action from the top reporting or estimated emitters in the Toronto Stock Exchange (TSX). We are also part of an engagement group within Climate Action 100+.

All our engagements are tracked within our proprietary Engagement Tracker, where we track the dates, attendees, meeting notes, proposed steps and outcomes of each engagement we undertake. We can, therefore, keep track of our previous engagements to generate statistics and understand the nature of our actions better, the impact generated and our alignment with the 5 SASB dimensions and the 17 SDG Goals. The statistics are also used for our responsible investing reports and marketing materials and to answer client questionnaires.

➤ continued

ENGAGEMENTS CASE STUDY

Engagement example where the outcome was achieved.

SBTi-compliant emissions reduction target

Sector: Industrials

Background

We have been engaging for a few years with an industrial company that was identified within our portfolio as a company with significant room to grow in the integration of sustainability factors into its business model.

Action

Our engagement with the company in 2023 noted progress that was made over the last year on sustainability integration. We had set a target for the company, to conduct a sustainability/ESG materiality assessment, which is a priority to identify what can be considered material sustainability factors for the company's stakeholders.

Outcome

We were happy to note that an ESG materiality assessment was conducted, and the 5 pillars of their sustainability strategy will now be energy management, DE&I, health & safety, supply chain management and recycling and waste management. They are also now working on releasing their first standalone sustainability report and planning to adopt SASB standards to their disclosures. While many of the companies in our portfolio are quite advanced in their integration of sustainability factors, there are still those that are on a slower journey that requires investors to be flexible in their approach to engagement on sustainability.

Engagement example where the outcome has not been achieved or is yet to be achieved.

SBTi-compliant emission reduction target

Sector: Consumer Discretionary

Background

This Consumer Discretionary company received a shareholder proposal requesting a report on the financial costs incurred by the company to hire temporary workers from third-party employment agencies. The risk was that the reputational, financial and regulatory risks associated with hiring temporary workers would outweigh the flexibility offered to the company by not hiring permanent employees or automating their distribution centers.

Action

We held extensive engagements with both the company as well as the proponents of the shareholder proposal. The proponents also noted that we were the only asset manager to have engaged directly with the academics who had provided the research for the shareholder proposal. We concluded that the risk was sufficient to get further disclosure from the company, and hence voted FOR the proposal.

Outcome

The vote did not pass but we will continue to engage with the company to get more clarity its hiring practices.

FIERA REAL ESTATE UK

INVESTOR ENGAGEMENT AND COMMUNICATION: PROPRIETARY ESG DASHBOARD CASE STUDY



At Fiera Real Estate, we leverage data and advanced analytics to drive our decision-making and enhance investor reporting.

We have been collecting ESG data for our strategies and corporate practices for several years and are achieving high levels of data coverage. This allows for reliable data sets for tracking our NZC Pathway but also aids in reporting externally on the progress of our ESG strategy.

To enable enhanced communication, we have developed a proprietary ESG dashboard to collate, track and visualise all data received across our strategies. It brings together energy, water and waste data, asset certifications, climate risk and embodied carbon emissions and provides up-to-date, reliable and detailed insights into the performance of our strategies and our corporate practices.

The analytics from the dashboard have been included in investor quarterly reports, providing investors with more regular and cross-cutting breakdowns of the portfolios' ESG performance compared to what was previously possible.

“Over the last 12 months, we have worked closely with the team at Fiera Real Estate to help them enhance and improve their ESG reporting function, as this is a key requirement for our investors. In our opinion, the Fiera team is now delivering a market leading ESG reporting service and are, to our knowledge, the only manager in the market that is capable of routinely reporting ESG metrics on a quarterly basis.”

— TOM RICHARDSON, FUND MANAGER, INDIRECT REAL ESTATE, AEGON AM

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INVESTOR ENGAGEMENT AND COMMUNICATION: PROPRIETARY ESG DASHBOARD CASE STUDY

Community Engagement

In June 2023, Fiera Real Estate UK (“FRE UK”) orchestrated a charity walk, the Fiera 5000, which brought together over 120 professionals from the property sector.

The primary objective was to support the Childhood Trust’s mission to alleviate the challenges faced by 800,000 children living in poverty in London. By joining forces with Forsters LLP, we were able to raise over £100,000 for the Childhood Trust.

The funds raised provided 800,000 hot, nutritious meals for children in need, 1500 counselling sessions to support the mental and emotional needs of affected children and 2000 extra education lessons to equip children with the vital knowledge and skills to build a brighter future for themselves. The success of the Fiera 5000 Charity Fundraiser underscores the potential for corporate initiatives to create a lasting impact on social issues.



FIERA CAPITAL ATLAS GLOBAL EQUITIES

ENGAGEMENT CASE STUDY & EXAMPLE

We do not invest in companies where we believe there to be sizeable ESG risks that threaten the continuous and above-average compounding of economic profits. Nor do we buy companies where the financial returns and track record are sufficiently low to suggest poor stewardship.



We only invest in best-in-class companies from a financial, competitive and industry positioning perspective and conduct considerable due diligence to ascertain that. We are not seeking 'repair' or turnaround-type investments where engagement needs are intensive and ongoing. We engage where it is appropriate to do so and on all subjects, including ESG, in the interests of meeting our long-term dual performance and risk objectives. Our research analysis and governance scorecard also identify any areas that require engagement, including any ESG topics.

Engagement selection is based on the scale of the potential impact on our long-term financial expectations for each investment. Where the impacts are considered potentially meaningful (but still investable), we will seek to engage. Where the potential impact is material with a high probability of a negative outcome, we will divest rather than engage.

Selection process

- 1. Pre-investment:** Areas that require engagement are identified during the pre-investment DD stage with reference to their potential impact on our expected financial outcomes.
- 2. Post-investment:** Matters that arise post-investment that have a potentially meaningful impact on our financial expectations.

Engagement Example

Activity

In 2023, the team engaged with an engineering simulation software company on its internal operational environmental targets and initiatives.

The team also engaged to understand the company's role to make existing technologies less carbon intensive as well as new product development to meaningfully reduce GHG emissions.

Outcome

The outcome of this engagement is for the team to support a move to the implementation of science-based emissions reduction targets and to continue to monitor the company's progress on its newly introduced emission targets.

On the product side, this engagement has increased the Atlas team's confidence in the company's products and services role as a critical enabler of creating new 'green' solutions through its simulation software.

The company's digital solutions increase process efficiency and increase speed to market for the low-carbon technology. No escalation was required after this engagement.

ACTIVE AND STRATEGIC FIXED INCOME

INTEGRATING ESG FACTORS INTO FINANCIAL DECISIONS

CASE STUDY

Our Global Sustainable and Impact Bond Strategy provides high-quality green and sustainable bonds globally while also including thorough ESG analysis of the issuers.

The strategy offers an effective way to participate in the development of a low-carbon economy, energy transition, and social development while achieving performance objectives.



Background

Aeroporti di Roma ("ADR") is the company that manages and operates the busiest airport in Italy and 10th largest in Europe. Aeroporti di Roma Informatica e Telecomunicazioni ("ADRIT") acts as a leader in the Global Airport sector for the decarbonization phase; committed and on track for "Net Zero" by 2030. ADR shows a strong alignment with the European taxonomy, indicating adherence to standardized environmental classification systems and practices.

Action

The Company advocates for the decarbonization of airports worldwide through the establishment of the "Pact for the Decarbonization of Air Transport."

ADR stands out from other airports for its ongoing participation in the Science-Based Target Initiative ("SBTi") initiatives.

It is the first airport operator in the world to issue a 500 million euros Sustainability-linked Bond directly linked to the reduction of direct and indirect CO2 emissions.

Outcome

The company received the recognition by the UN World Tourism Organization as the "World's Most Sustainable Airport 2022" by reducing close to 26% of its TCO2 emission in 2022 and continue to be at the forefront for the decarbonization of air transport.

INTEGRATED FIXED INCOME

ENGAGEMENT
WITH ISSUERS
CASE STUDY
& EXAMPLE

The IFI team regularly elects to engage with issuers on ESG related subjects with the goal of positively impacting issuer behaviour.

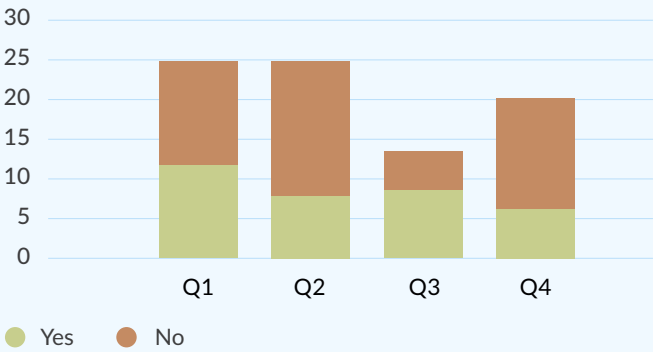
The team believes that engagement can improve issuer performance and reduce their risk profile, while better aligning issuer’s behaviour with our client’s interests. As the team is actively participating in funding discussions with corporate issuers on an ongoing basis, the team’s exposure to management teams is significant and the nature of the discussions gives the team the right levers for engagement.

Breakdown by Area of Engagement

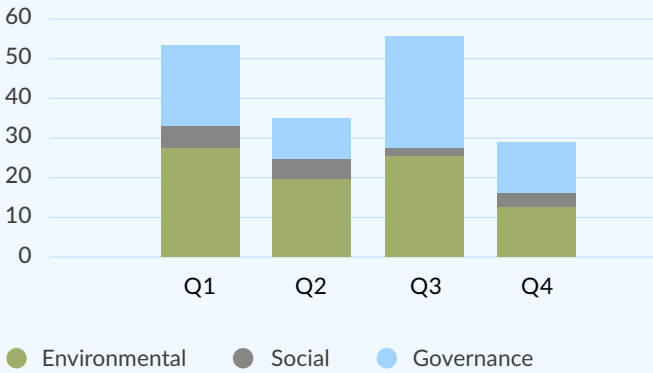
The team tracks engagements and monitors the outcome.

Environmental: ~45%
Social: ~10%
Governance: ~45%

Number of Management Meetings IFI ESG Engagement Yes or No



Number of ESG Engagements Breakdown by Area of Engagement



➤ continued

ENGAGEMENT WITH ISSUERS EXAMPLE



H1 2023

During Q1 2023, we met with five Real Estate Investment Trusts ("REITs") with the primary objective of discussing ESG-related initiatives, targets and disclosures. Canada's universe of REITs largely varies in terms of the scope and maturity of ESG initiatives. We used this opportunity to share our views on best practices in the sector and encouraged issuers to set ambitious goals and targets. For example, we encouraged issuers to commit to Science-Based Targets for net-zero emissions across Scope 1, 2 and 3. Currently, most REITs report and set targets on Scope 1 and 2, however, with most emissions across the value chain residing in Scope 3 (tenant-driven emissions), we believe REITs need to play a critical role in tenant education and equipping properties with resources and technology to reduce the overall carbon footprint.

For one specific REIT, we used the meeting with the CFO to ask for clarification about the ownership structure and the involvement of the key shareholder, who is also the CEO and Chairman of the Board. We have identified governance risks around the key man and have some concern around certain intragroup transactions that pose ESG-related risks. We asked the company for further disclosure, and we continue to monitor the relationship closely.

H2 2023

During Q3 2023, we met with the owner and operator of several enclosed mall properties in North America. During our due diligence review, we raised concerns about a lack of disclosure on key environmental and governance factors critical to our review. When meeting with management, we expressed our concerns and were advised that the company had made significant progress on reducing its environmental footprint (for example, working with the City/Province to install solar panels as a source of electricity for tenants within the property).

We typically expect sizable issuers in Canada to have clear, well-defined and ambitious goals or targets that contribute to Canada's leadership position when it comes to ESG and sustainability. Knowing that the issuer had a strong story to tell, we offered to collaborate and offer guidance on frameworks and tools that can be used to enhance ESG disclosures in a cost-effective way.

We believe that by enhancing its level of ESG disclosures, the issuer can not only participate in a better and more transparent Canadian fixed income market but also increase its attractiveness to fixed income investors, both locally and internationally.

FIERA COMOX

ENGAGEMENT STRATEGY OVERVIEW CASE STUDY & EXAMPLE

We regularly engage with our investee companies and partners across all deployed strategies (Agriculture, Private Credit and Private Equity) with a view to improving relevant ESG practices.

We believe that through this ongoing dialogue, we can encourage sustainable corporate conduct and enhance long-term overall performance. The form and frequency of our engagements depend largely on our investment strategy and ownership positions.



For our Agriculture strategy, we will own controlling equity positions for almost all partnerships, allowing us to influence the ESG strategy and priorities.

For our Private Credit strategy, our greatest opportunity to influence borrowers as a lender is through ESG-related loan covenants at closing and/or at the time of an upside, extension or refinancing.

For our Private Equity strategy, we may own minority or controlling equity positions.

In all cases, we will engage with portfolio companies and other shareholders on ESG matters with a view to improving the practices of the portfolio companies.

Engagement Examples

Outcomes yet to be achieved

In Project Hermes, Fiera Comox Private Credit team is acting as one of the ESG coordinators. The objective is to set ESG Criteria within the credit agreement, which would allow the company to reduce the interest rate applicable to the loan if these criteria are met/respected. The company will be audited by external and independent ESG auditors to ensure compliance and provide a formal ESG Compliance Certificate. These ESG Criteria are in the process of being finalized and documented, with the expectation they will be fully implemented before the end of 2024. Beginning in 2025, we will be able to report on the performance of the company in meeting these ESG Criteria.

➤ continued

ENGAGEMENT STRATEGY OVERVIEW EXAMPLE



Outcomes achieved – Transformative Solution in Washington State, USA

In many parts of Washington state, water users who do not use their full allocation of water over a set number of years risk losing their allocation. This is known as a use-it-or-lose-it approach. In effect, however, such policies can have a negative effect by penalizing farms for investing in water-efficient technologies. This was the case with our farm partner in Washington, who had greatly reduced its water use over the years through improved farming practices, including covering the orchards with shade cloth and irrigation efficiency.

With the support of Fiera Comox, our Washington-based partnership and the Washington State Department of Ecology recently wrapped up a year-long pilot. The Department of Ecology and a consultant conducted a study using two high-tech weather stations. One is in an area covered by shade cloth, and the other is out in an adjacent uncovered area. From there, the Department of Ecology and the consultant could determine how much water shade cloth saved compared to the other improvements. They found that shade cloth improved several growing conditions. The coverage greatly increased relative humidity, drastically reduced wind speed, stabilized soil moisture and cooled the air temperature.

To boost its water conservation, our farm partner also installed soil moisture monitors and a drip system that delivers water directly to the root zone of the trees. The soil monitors and drip system communicate to regulate water application in real-time. This way, the trees receive only the water they need for optimum fruit production and no more. Our farm partner also removed thirsty poplar tree windbreaks because they became unnecessary after the wind-suppressing effect of shade cloth. This eliminated one irrigation need entirely.

Combined, all these changes now help our farm partner to use much less water to produce fruit.

The positive results of the pilot allowed the parties to agree on an innovative water banking strategy under which the government bought back a portion of the farm's unused water rights to help meet water supply needs in the region while our farm partner retained the other portion of unused water allocation to provide flexibility in meeting for future farming operation needs. By doing so, the state has succeeded in encouraging – rather than discouraging – efforts and investments in water conservation, a win-win for all. The Washington State Department of Ecology is now looking at expanding the program to other farms – a small innovative approach to using technology that could lead to a transformative solution for consumptive water use.

Principle 10

Signatories, where necessary, participate in collaborative engagements to influence issuers.

Industry Collaboration

Fiera Capital interacts and participates in a number of industry working groups focused on ESG reporting standards.

We believe that an integral part of our role as a responsible investor is to actively contribute and collaborate with other players in the investment value chain to further develop the field. Accordingly, we have endorsed or signed onto a number of relevant standards and statements and are active members and signatories of various networks and sustainable investing initiatives. We also recognize and adhere to several responsible business codes of conduct, along with internationally recognized standards for due diligence and reporting.

In 2023, we took part in the following regulatory and industry initiatives:

Better Buildings Partnership (“BBP”) Climate Commitment

Fiera Real Estate UK joined the Better Buildings Partnership (“BBP”) as of October 2022 and has signed up for the BBP’s Climate Commitment. The BBP Climate Commitment acknowledges the transformation required across the real estate sector to deliver net zero buildings by 2050. The aim of the Climate Commitment is to: leverage collaborative and tangible strategic action on climate change, increase transparency and accountability enabling the market to operate and compete effectively and provide clear client demand for net zero assets, driving the industry to respond.

Signatories are required to disclose progress towards net zero carbon targets annually and explain the scope and implementation of the commitment as it relates to their business. In 2023, FRE UK published their progress against their NZC target in their annual [ESG Report](#).

Canadian Coalition for Good Governance (“CCGG”)

CCGG promotes good governance practices among public companies in Canada, with a strong focus on independent corporate board members. CCGG is increasingly focusing on environmental and social factors when engaging with board members.

Canadian Fixed-Income Forum (“CFIF”)

CFIF is a group set up by the Bank of Canada to facilitate the sharing of information between market participants and the Bank on the Canadian fixed-income market. CFIF created an ESG committee, and several other sub-committees and working groups were then created to work and issue recommendations on several themes and issues. Members of Fiera Capital have created and chaired a working group on ESG data that seeks to better ESG disclosures by Canadian Issuers through collaborative and direct engagement.

Carbon Disclosure Project (“CDP”)

We are a signatory to the CDP, a project that aims to collect and share information on greenhouse gas emissions and climate change strategies.

Climate Action 100+

Fiera Capital is a part of the Climate Action 100+ investor engagement initiative, which addresses climate change with some of the world’s largest corporate emitters of greenhouse gases. As a

member of this initiative, we participate in engagement activities centered around key goals: companies reducing their greenhouse gas emissions, implementing a strong governance framework that clearly articulates the board's accountability and oversight of climate-related matters and improving their climate-related disclosures.

Climate Engagement Canada ("CEC")

In 2023, we became a member of Climate Engagement Canada (CEC), a finance-led initiative that drives dialogue between the financial community and corporate issuers to promote a just transition to a net zero economy. CEC focuses on select Toronto

Stock Exchange-listed companies that are strategically engaged for the alignment of expectations on climate risk governance, disclosure and the transition to a low-carbon economy in Canada. CEC's Focus List companies have been identified as the top reporting or estimated emitters on TSX and/or with a significant opportunity to contribute to the transition to a low-carbon future and become a sectoral and corporate climate action leader in Canada. These firms operate across the Canadian economy in the oil & gas, utilities, mining, agriculture & food, transportation, materials, industrials and consumer discretionary sectors. Since joining the initiative, we have joined a total of 7 engagement collaboration groups.

FIERA CAPITAL

COLLABORATION ENGAGEMENT WITH CLIMATE ENGAGEMENT CANADA (CEC) EXAMPLE



Engagement highlights in 2023

Medium-term GHG targets have seen significant improvement for many of the companies we are engaging with, where some of them issued their first commitment to having science-based GHG target reductions. We intend for our engagement activity

to become more granular next year onwards, focusing on areas such as capital allocation alignment, lobbying and governance related to climate risks, which are all necessary elements to make sure the companies meet their targets through time.

Global Real Estate Sustainability Benchmark (“GRESB”)

GRESB is the most recognized global ESG benchmark for real assets. More than 100 institutional investors, representing approximately \$22 billion in assets under management, use GRESB data to monitor their investments and make decisions that lead to a more sustainable industry.

Impact Management Norms by Impact Frontiers

Formerly known as the Impact Management Project, the framework was initially backed by many foundations, asset owners and asset managers around the world and aimed to provide a framework for impact measurement. This framework is currently used in our Global Impact Fund, which was launched in 2020.

Net Zero Asset Managers Initiative (“NZAM”)

As an investor signatory since June 2021, Fiera Capital is committed to supporting the goal of net zero greenhouse gas emissions by 2050, in line with global efforts to limit global warming to 1.5 degrees Celsius. We are also committed to supporting investments aligned with net zero emissions by 2050 or sooner.

Responsible Investment Association (“RIA”)

The RIA is Canada’s membership association for Responsible Investment. Members believe that the integration of environmental, social and governance factors into the selection and management of investments can provide superior risk-adjusted returns and positive societal impacts.

Sustainability Accounting Standards Board (“SASB”)

SASB is a framework with growing global recognition. As an official supporter since 2020, we have promoted the standards internally, and it is used by an increasing number of Fiera Capital investment teams.

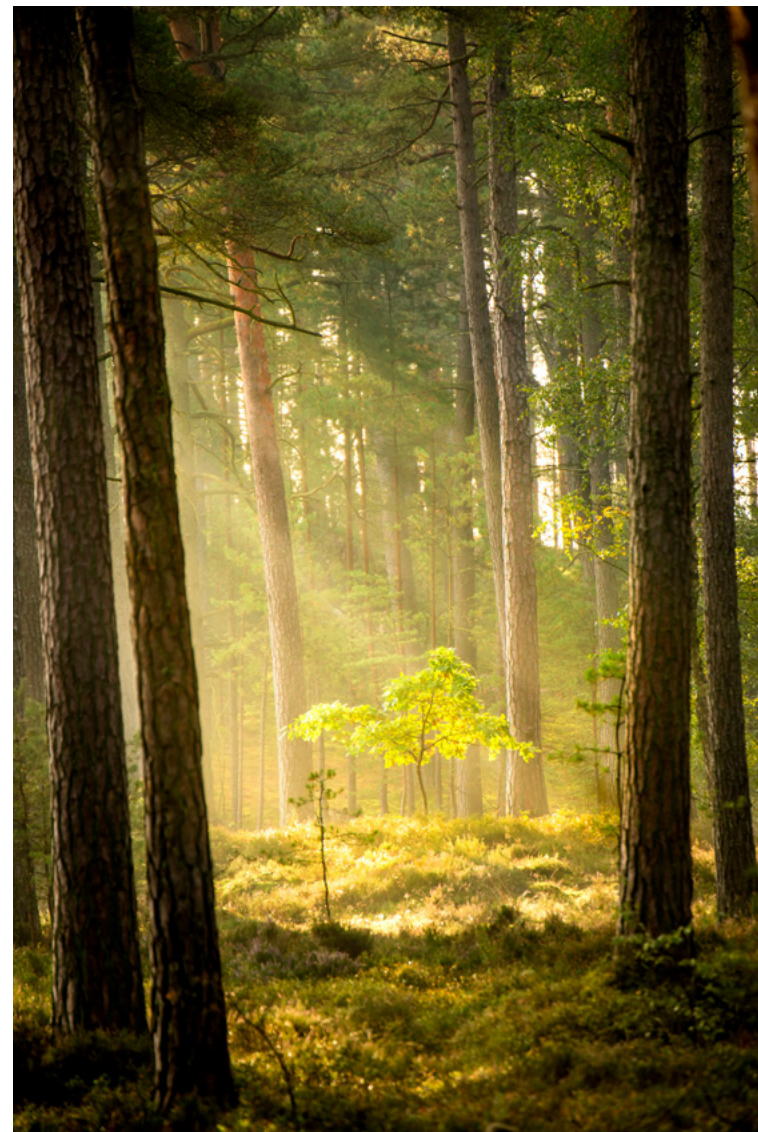
Task Force on Climate-Related Financial Disclosures (“TCFD”)

We are an official supporter of TCFD. The task force’s recommendations provide a foundation for climate-related financial disclosures for all companies, encouraging them to report on the

climate-related risks and opportunities most relevant to their particular businesses. More details about our approach to climate change can be found in our Climate Report (TCFD report), available on our website.

UN Principles for Responsible Investing (“PRI”)

PRI is an investor initiative focused on incorporating ESG into investment processes. Fiera Capital was an early adopter of responsible investment and signed the PRI in 2009. As a signatory, we are continuously assessed on our performance and required to report annually on our ESG integration approach and progress.



Principle 11

Signatories, where necessary, escalate stewardship activities to influence issuers.

Where engagement is not forthcoming and it is deemed appropriate and necessary, we may employ escalation strategies to support achieving an engagement outcome. The decisions remain with the investment teams.

Sometimes, ESG issues are identified and need to be escalated to mitigate risk. We always prefer to work collaboratively with our investments and to prioritize informal dialogue, as well as collective, creative problem-solving. However, certain situations require us to act and/or intensify our stewardship activities.

Escalation is a last resort and is triggered in exceptional circumstances, and may occur where:

- > An issue is flagged informally and is not sufficiently acknowledged.
- > Engagement does not yield the expected outcome.
- > A situation deteriorates.

Escalations will be used to enable the appropriate party to:

- > Acknowledge the risk.
- > Draft and adopt a plan to address the risk and share it with the investment team.
- > Report back and demonstrate how risks are mitigated and results obtained.

After conducting the above analysis, the escalation approach is partially determined by the asset class and control position and is at the discretion of the investment team.

We may use various escalation tools, including:

- > Using Board positions to create priorities and/or escalate issues.
- > Meeting with management.
- > Visiting onsite.
- > Using collective engagements with co-investors.
- > Writing letters to management.

The ultimate tool is withholding from further investment, declining to refinance or to divest.

Our general approach to escalation is applicable but may differ across geographies and asset classes. Certain escalatory limitations may apply to fixed income and private markets. For example, one mitigating escalatory action being implemented in some of our real estate strategies is the use of Green Lease Clauses, which help advance our sustainability efforts with our tenants.

FIERA CAPITAL ATLAS GLOBAL EQUITIES

ESCALATION CASE STUDY & EXAMPLE

As outlined in our engagement process, we do not invest in companies where we believe there to be sizeable ESG risks that threaten the continuous and above-average compounding of economic profits. Nor do we buy companies where the financial returns and track record are sufficiently low to suggest poor stewardship.



We only invest in best-in-class companies from a financial, competitive and industry positioning perspective and conduct considerable due diligence to ascertain that.

If the investment team deems that escalation is required beyond the engagement process, we will seek to divest if we expect a high probability of material potential financial impact.

For outcomes we believe we can influence, we will seek to:

- > hold meetings with management,
- > write letters to the company to express concerns,
- > vote against management's proposals in the Annual General Meeting,
- > evaluate investment hurdle rate to ensure it is compensatory for an additional risk,
- > classify the continued monitoring of the issuer as high priority.

Escalation Example

Activity

In ongoing activity from 2022, the team continued to express concern to a company on its continued lack of disclosure of long-term incentive targets associated with named executive officers' compensation. In June 2023, this escalation led the team to meet with the chair of the board and the chair of the compensation committee to raise concerns about the economic alignment of the existing executive compensation structure with long-term performance.

Outcome

This escalation resulted in a positive outcome for shareholders as the company disclosed in 2023 proxy statement the redesign of the named executive officers' compensation structure to include long-term performance incentives through PSUs. The team views this proposed plan as a move towards greater economic alignment of the executive compensation plan with long-term shareholder value creation.

CANADIAN LARGE CAP TEAM

ESCALATION CASE STUDY & EXAMPLE

Our long-term approach is rooted in a quality-oriented investment philosophy. The aim of such an approach is to invest in businesses with the mindset of a long-term owner (and not a stock trader or momentum investor).



We aim to own profitable, well-established companies with durable, defensible attributes that can continue to generate consistently good returns on investment in the years to come. These companies operate responsibly and with integrity, reinvest wisely, build great cultures and focus on long-term results. That also means we avoid those that are unprofitable or speculative or those with unproven business models. To find these companies, we must study them extensively. That means having a comprehensive understanding of their histories and financial metrics, but equally important are extra-financial subjects, such as the role of a company in society, human capital development, environmental initiatives, leadership, resilience and innovation, among others. In other words, being a sustainability expert is an increasingly important part of being an investment and business expert – sustainability is simply a part of long-term investing.

As we are Canadian large-cap equity investors that hold 30-40 companies in our strategies, we have long-standing relationships and engagements with most of the companies we hold. The companies we hold have been durable and resilient, have a long track record of good performance and have shown to be managed in line with the

best interests of the shareholders. Hence, for the most part, they are very receptive to the engagements and needs of large shareholders like us. Engagements are fruitful, and escalations are thus not commonplace. Escalations are done case-by-case and may take the form of proxy voting against management recommendations, engaging with the board and, in some cases, we exit our position. But exit decisions as a form of escalation are only implemented if a confluence of factors influences our decision.

Escalation example

Example where the outcome has not been achieved or is yet to be achieved:

Background

This Industrial company proposed a large acquisition financed with debt and equity that would transform the characteristics of the business materially. While we liked aspects of the target business, we believed the proposal was too large financially and would distract the

company from an important technological evolution underway at the existing business – posing both potential financial and operating risks. It was also noticed that the executive’s compensation structure, which was put in place prior to the acquisition, possibly incentivized excessive risk taking.

Action

After a few engagements with management, we escalated the concerns to the Chair of the Board of Directors, especially around the compensation structure that was put in place.

Outcome

The company was not receptive to making any changes and/or adding return-based metrics to future compensation changes. The Canadian Equity team broadly supports management’s compensation that aligns

with shareholders — those that are based on return on equity, invested capital and ultimately long-term stock performance. We also support compensation schemes that incentivize management to grow the company’s quality long-term without excessive risk-taking. As part of a proxy vote, we voted against items related to pay, as well as against the board chair and the compensation committee members, reflecting our displeasure with both the compensation plan and the acquisition. It was clear that the board felt the need to pay executives handsomely regardless of the business performance, which was worrisome. Before any significant decision is made in the portfolio, the team undertakes prudent research and engages with the management/board of the company multiple times before proceeding with or escalating an action/decision. The vote passed, and the acquisition was subsequently completed. As long-term owners, we continue to engage with management and monitor the progress of their integration.

INTEGRATED FIXED INCOME

ESCALATION EXAMPLE

As fixed income investors, voting against board re-election etc. are tools that are typically not available.



As the team is actively participating in funding discussions with corporate issuers on an ongoing basis, the team’s exposure to management teams is significant and the nature of the discussions gives the team the right levers for engagement. Should an engagement not deliver the right outcome and/or the team will conclude that they

are not adequately compensated for ESG specific risks related to the issuer, the team would typically pass on the new issue and/or provide specific feedback to the issuer (either directly or through the dealers). Additionally, in some cases where they already have substantial exposure to an issuer, the team might decide to exit a bond position.

Principle 12

Signatories actively exercise their rights and responsibilities.

As an investment advisor, Fiera Capital has a fiduciary responsibility to ensure that its clients' investments are managed with the goal of maximizing their value and protecting their economic interests. We believe active ownership carried out in a responsible manner can be a key driver of investment success and is an effective way to exercise our rights and responsibilities.

As stewards of our client's capital, we believe that sound corporate governance and business practices are key to generating sustainable wealth. Accordingly, across all asset classes, we frequently engage in a constructive and collaborative way with companies in our portfolios, urging them to adopt and implement sound business and governance practices that are likely to produce sustainable added value for clients.

As well as engaging directly with companies, for publicly listed equities only, we are able to exercise our proxy voting rights to good effect to help drive positive change with respect to governance matters, shareholder rights as well as any other issues key to the sustainable success of the business. As such, we believe that proxy voting and engagement are critical tools to ensure that as stewards of capital, our rights and responsibilities are established and exercised in a manner that is aligned with our clients' best interests, whether that be by voting on the provisions of a shareholder rights plan or engaging with an issuer to discuss concerns over corporate governance practices.

To follow are more details and examples of our approach to ensure that our rights and responsibilities are actively exercised across all asset classes in which we are invested.

Proxy Voting

Fiera Capital has a fiduciary duty to vote proxies with the goal of maximizing the value of its client's investments and protecting their economic interest. Fiera Capital may also use proxy voting as a tool to engage with companies where in the opinion of the portfolio manager, the engagement could further these goals. Engagement through proxy voting is a key element of Fiera Capital's sustainable investing policy.

Proxy Voting Policy

Our Proxy Voting Policy has been in effect since 2002, prior to the creation of Fiera Capital. It provides guidelines for the exercise of voting rights related to various ESG issues, ranging from director elections to shareholder proposals addressing environmental and/or social issues. The Sustainable Investing Team is responsible for the establishment and annual review of these guidelines. In 2023, we worked on improving our Proxy Voting Policy. As part of this update, we ensured that our Proxy Voting Policy represents our current beliefs and practices especially regarding environmental and social issues given the rapid evolution of shareholder proposals related to these issues.

Our Proxy Voting Policy lays out our views on the most recurring topics found on the ballot as well as voting guidelines based on the best practices that we expect from the companies that we are invested in regarding corporate behaviour. With regards to director elections, our guidelines emphasize the importance of having a majority independent board of directors as well as fully independent key committees such as the audit committee. Our guidelines also put forward the importance of fostering diversity of experience and thought on a board of directors. We also emphasize our support of

the nomination of independent auditors by an independent audit committee. We also set our expectations for executive and director compensation to ensure that their compensation is aligned with shareholders' best interests and that transparency is provided on compensation plans. Furthermore, we lay out our expectations for an effective shareholder rights plan and other takeover defences that work in the interests of all shareholders. Other shareholder rights for which we set expectations include proxy access and bylaw amendments, amongst others. We put forward that we will generally examine any security issuance on a case-by-case basis given the different impacts that it might have on our rights as shareholders. Finally, we state our opposition to the use of corporate funds for corruption or political contributions. All of these voting guidelines on corporate behavior have the same purpose, which is to ensure that we exercise our voting rights in a manner consistent with our clients' best interests by supporting sound and sustainable governance practices.

Our Proxy Voting Policy also details our approach to voting on environmental and social issues, especially for shareholder proposals, given the increasing presence of those on the ballot. We also state our views and expectations for disclosures and practices regarding climate change, biodiversity and other environmental issues and human and social capital. However, recognizing the disparate nature, quality and relevancy of these E&S shareholder proposals we have elected not to state general voting instructions for these proposals but rather to analyze them on an individual basis. To that effect, in 2023, we have put in place a process for the review of these proposals whereby Fiera's Sustainable Investing team frequently monitors upcoming E&S shareholder proposals and identifies the most relevant ones. Relevancy is defined by considering several factors such as, but not limited to:

- > Whether the issue is deemed to be material for the industry,
- > Whether the proposal is redundant with the companies' current initiatives and commitments.

Once these proposals have been identified, the Sustainable Investing team analyzes them with the relevant investment teams. An opinion is formulated and recorded. In certain cases, we might engage with the company receiving the proposal and/or the proponent to gain a better understanding of the motivations behind the proposal.

Some elements that are taken into consideration when analyzing these proposals include, but are not limited to:

- > The company's current policies, practices and disclosure related to that issue,
- > Whether the benefits to shareholders of obtaining the additional information requested outweigh the costs,
- > Whether the company has been the subject of recent controversy or litigation related to that issue.

Again, the purpose of putting in place such a process for E&S shareholder proposals is to ensure that we exercise our voting rights in a manner consistent with our clients' best interests by supporting the establishment of sustainable business practices and disclosure of information deemed relevant to make sure that management is working in the best interests of long-term shareholders more generally.

While Fiera Capital's portfolio managers generally vote proxies in accordance with these guidelines, there may be circumstances where the portfolio manager believes it is in its clients' best interests to vote differently, withhold a vote or abstain from voting. In such cases, the portfolio manager shall document the rationale when voting differently than as prescribed by these guidelines.

Some Fiera Capital affiliates also consult external proxy voting advisors to provide complementary analysis and recommendations.

We do not currently publicly publish our voting records, but they are available to our clients and beneficiaries upon request.

We invite you to consult our [Proxy Voting Policy](#) to learn more about Fiera Capital's approach to integrating material ESG assessments into our voting practices.

Proxy Voting Approach and Transparency

For each client's portfolio where proxy-voting decisions are made, Fiera Capital will appoint a Fiera Capital investment professional to act as a Proxy Manager. The Proxy Manager is a member of the investment team advising the client's portfolio. The Proxy Manager will review the ballots and submit his or her voting decision.

This process is put in place with the ultimate objective to cast 100% of proxy votes held on behalf of our clients for whom we have voting authority.

Throughout the firm, we retain a record of all proxy votes in a special log to comply with regulations in the jurisdictions where we operate. We also keep records of any votes cast against our Proxy Voting Policy and the associated rationale.

We report on our voting activities in Fiera Capital's annual sustainable investing report as well as our annual reporting to the UN PRI. Additionally, proxy voting decisions are available to our clients and beneficiaries upon request.

There are a few instances where clients may override our internal Proxy Voting Policy. For instance, a client might hold specific securities that are not part of the strategies that we manage on behalf of this client. These securities are, therefore, non-discretionary for us as an asset manager, and the client may instruct us how to vote these shares.

Fiera Capital may participate in securities lending programs. We are committed to working with our lending agents to recall all shares to be voted, where feasible. While this can be done in most cases, there is no guarantee that all shares will be recalled to be voted due to operational and trade-related timing limitations of our lending agents.

Our Use of Proxy Advisors

Fiera Capital and its portfolio managers do not delegate the proxy voting responsibility to a service provider. However, we hire the services of an external proxy advisory service provider to generate recommendations as well as customized voting recommendations based on Fiera Capital's guidelines. The service provider helps manage the proxy voting process in collaboration with the sustainable investing team and each investment management team's dedicated individuals who oversee share voting.

The current service provider is Institutional Shareholder Services Inc. ("ISS"), an independent firm with expertise in global proxy

voting and corporate governance issues, to augment our internal processes. ISS provides transparency to its clients on the status of their votes, as reflected in the change from votes being instructed/ approved to being sent/confirmed.

In 2023, 93% of our votes were aligned with our service provider's recommendations. While our service provider's research is an input in the analysis of the proxies we vote for, our voting decisions are taken independently from their recommendations.

Global Proxy Voting Committee

As mentioned in Principle 2, our global proxy voting committee is comprised of members of various departments, such as compliance, sustainable investing and the CIO office. This committee reviews the voting of the firm's proxies in accordance with the proxy voting guidelines and the implementation of the firm's policy and procedures. The topics discussed during the meeting include but are not limited to process and/or policy updates, trends and engagement opportunities, reporting, new client voting requirements, and prior quarter voting results.

Overview of Proxy Voting in 2023

In the fiscal year 2023, we voted at 1,283 meetings for a total of 14,553 resolutions. This represents 99.6% of meetings where we were eligible to vote. We voted in 57 different countries.

In 2023, we voted in:

1,283 meetings across

57 different countries

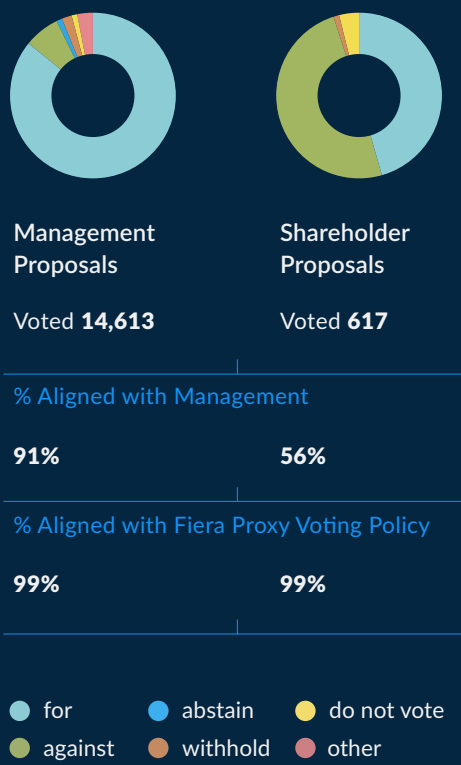
14k+ total resolutions

99% of meetings where we were eligible to vote

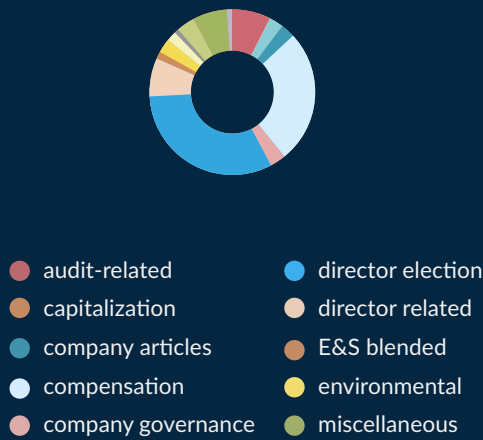
4% shareholder resolutions

96% management resolutions

Proxy Voting Statistics



Topics Voted Against Management



GLOBAL EQUITY TEAM (PINESTONE¹⁰)

PROXY VOTING CASE STUDY & EXAMPLE

As active owners, exercising our voting rights is a very valuable tool. We believe that proxy circulars provide such valuable insight into a company's culture and potential to generate long-term value that neglecting to vote them would be damaging to our portfolio's performance and irresponsible at worst. This is why our team has continually reviewed and voted on all proxies internally.



Engaging and voting proxy resolutions should, in our view, always work in tandem. While we retain the option of exercising our voting rights against management when we are opposed to a resolution or feel that companies are not making enough progress, we always seek to share our views with management prior to doing so.

As long-term global investors, we are not only conscious of the different norms and standards of corporate governance across geographies, appreciating that effective boards can and do take many forms, but we are also aware of our companies' track record, making use of this experience to evaluate each proxy proposition within its historical context. We prefer to steer clear of one-size-fits-all answers and prescriptive policies, which we often find counterproductive to long-term value creation. Instead, we adopt a constructive and flexible approach aimed at helping companies build solutions that best fit their specific context. While board meetings are effective at sparking conversations with management,

we strive to meet with our companies consistently to help cement our relationship and detect any change in tone at the top.

We typically engage with companies across executive management, the chairperson of the board of directors, investor relations or various board committees. Our engagement initiatives generally take the form of a friendly, open and collaborative discussion between professionals who share the same goal of maximizing long-term shareholder value.

What we call our "time-edge" is earned by keeping abreast of strategic initiatives and corporate changes over the years, consistently going through proxy circulars, engaging in an ongoing dialogue, and building long-standing relationships with management teams and often board members, who come to know us as trusted partners which they can rely on to focus on long-term value creation.

Please note that engagement is often a continuous process and 'outcomes' as such are not always achieved in the span of 12 months.

Proxy voting example 1

The Investment Team voted in favor of a shareholder proposal brought forth to report on Median and Adjusted Gender/Racial Pay Gaps for one of its US-based technology companies. The goal of the proposal is to allow shareholders to better evaluate the company's diversity and inclusion initiatives and its management of any related risks.

The Investment Team decided to support the shareholder proposal as many prominent US-based companies report on adjusted pay gaps data, viewing such reporting as best practice. The company itself has stated that it already collects the information and hence producing a report would seemingly not represent a large lift for the company.

Prior to voting in favor of the proposal and against management, the Investment Team held a call with Investor Relations to discuss a number of topics including the shareholder proposal and executive compensation related matters. The Investment Team communicated its preference to have increased transparent reporting and statistics around pay equity. The company reiterated that it is committed to pay equity and providing an inclusive work environment and that it has numerous programs and policies in place to promote an equitable workplace. In addition to discussions relating to the proposal, the Investment team discussed a number of compensation related matters with the company in order to gain a better understanding behind the divergence behind proxy firms' recommendations and management's views. The Investment Team voted against ISS and with management on a number of compensation and equity plan proxy items. The Investment Team supported management, believing that the best interest for

shareholders is for the technology company to remain competitive in attracting and retaining the best talents.

Outcome

The shareholder proposal to report on Median and Adjusted Gender/Racial Pay Gaps was not approved with only about 1/3 of the total possible votes voting in favor of the proposal. External shareholder approval rate however was higher, surpassing a 50% approval rate. The Investment Team discussed reporting best practices with the company as well as recommendations around future compensation plans.

Proxy voting example 2

The Investment Team voted against the election of one of the directors of a US-based Industrials company. The Investment Team held a call with the CFO and Associate General Counsel of the company to discuss a number of ESG items including Governance and more specifically the board composition. The Investment Team indicated that they would continue to vote against one of the independent directors due to his extensive tenure. Even though the Investment Team does not question the individual's qualifications and contribution, the team is of the belief that the company has the duty to look to identify other qualified individuals as a replacement given the tenure and accentuated by the individual's low ownership, despite a tenure north of four decades.

Outcome

Relative to the other board members, while the director in question received a disproportionate amount of votes against his re-election, he was nevertheless reelected. The Investment Team continues to encourage the company to seek the election of a new director, albeit, understanding the company's appreciation of the director's longstanding perspective of the organization.



FIERA COMOX

PRIVATE CREDIT CASE STUDY

In 2023, our Private Credit strategy completed an investment in an EU-based leading automotive aftermarket retail service provider.

The borrower is operating an extensive network of auto centers, that provide aftermarket and maintenance products and services.

As part of this investment, our Private Credit strategy negotiated ESG-related loan covenants and is acting as one of the ESG coordinators among the lenders.

The objective of the loan covenants is to set ESG criteria within the credit agreement, which will have the effect of reducing or increasing the interest rate applicable to the loan based on the evolution of these ESG criteria.

Given our role as a lender, our greatest opportunity to influence borrowers is through ESG-related loan covenants.

INFRASTRUCTURE PRIVATE DEBT

ESG FRAMEWORK CASE STUDY

Our investment team is responsible for the continuous development of an ESG Framework to systematically identify and consider material ESG factors that are relevant to the infrastructure projects we invest in.

The Framework outlines how we integrate ESG factors into our investment process – both before and after we commit to lending to an infrastructure project. As part of the due diligence processes for any prospective investment, we complete an ESG Due Diligence Checklist that incorporates the SASB Materiality Map, and we obtain a Borrower Questionnaire that facilitates ESG engagement and seeks measurable metrics.

Where applicable, we also seek to track impact and sustainability outcomes. Sustainability themes across power, waste, transport and telecom are driving notable investment opportunities for our Infrastructure Private Debt team. In 2022, 100% of the private infrastructure loans we closed simultaneously promoted a United Nations Sustainable Development Goal in areas such as SDG 7, 9 and 11.

UK REAL ESTATE

TENANT ENGAGEMENT CASE STUDY

As our tenants are the ones that are operating and using our buildings, engagement and collaboration with them is crucial in order for us to meet our ESG targets.



As such, we have an ongoing tenant engagement program which we continue to develop based on experience and feedback from them:

Individual Occupier Meeting

Managing Agents conduct annual tenant sustainability meetings to discuss the operation of the buildings. The FRE UK team also holds tenant meeting regarding specific projects such as solar PV installations.

Tenant Surveys

FRE UK conducts an annual tenant ESG survey, the results of which are used to inform the ongoing programme.

Tenant Energy Reports

For those tenants that have provided utility data we provide bespoke energy reports analysing benchmark performance, specific insights based on the data provided and an update on the Fund's progress towards NZC.

Sharing Information and Findings

Our standard green lease contains a provision for both parties to share sustainability data. Where we have findings from landlord-funded projects such as NZC audits, feasibility studies and benchmarking exercises we share this with the tenants to enable them to also make use of the information.

To collect utility data (electricity, gas and water consumption) regularly and accurately, we have been working with tenants to sign Letters of Authority that allow our data partner to collect this data directly from the utility providers to avoid tenants having to manually collate and provide the data.

We further support our tenants by providing them with a bespoke utility data report which provides benchmarking information, specific insights based on the data provided and an update on the Fund's progress towards NZC. Sharing the findings from landlord-funded projects such as NZC audits, feasibility studies and benchmarking exercises will enable tenants to also make use of the information.

Endnotes

- 1 Assets under management as of December 31, 2023 in USD. Total includes sub-advised assets.
- 2 Fiera Capital analysis of peers, as at December 31, 2023.
- 3 Willis Towers Watson Thinking Ahead Institute "The World's 500 Largest Asset Managers" (Oct 2023)
- 4 Willis Towers Watson Thinking Ahead Institute "The World's 500 Largest Asset Managers" (Oct 2023)
- 5 As at December 31, 2023
- 6 For the avoidance of doubt, for the purposes of this document and unless otherwise stated in the applicable fund documents, the term 'sustainable investing' should not be inferred to mean that we commit to making 'sustainable investments' as such term is defined in the Sustainable Finance Disclosure Regulation (Regulation (EU) 2019/2088) or the Taxonomy Regulation (Regulation (EU) 2020/852)
- 7 Includes \$34.3B sub-advised by PineStone.
- 8 Includes \$0.8 billion of committed, undeployed capital.
- 9 Fiera Comox deems the following as controversial weapons: anti-personnel mines, cluster munitions, chemical, biological weapons, white phosphorus, depleted uranium weapons and nuclear weapons.
- 10 Fiera Capital Corporation entered a sub-advisory partnership with PineStone Asset Management Inc. ("PineStone") in 2022. PineStone is a private, employee-owned investment manager.

Important Disclosure

Fiera Capital Corporation (“Fiera Capital”) is a global independent asset management firm that delivers customized multi-asset solutions across traditional and alternative asset classes to institutional, retail and private wealth clients across North America, Europe and key markets in Asia. Fiera Capital trades under the ticker FSZ on the Toronto Stock Exchange. Each affiliated entity (each an “Affiliate”) of Fiera Capital only provides investment advisory or investment management services or offers investment funds in the jurisdictions where the Affiliate and/or the relevant product is registered or authorized to provide services pursuant to an exemption from registration.

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Certain fund or strategy performance and characteristics may be compared with those of well-known and widely recognized indices. Holdings may differ significantly from the securities that comprise the representative index. It is not possible to invest directly in an index. Investors pursuing a strategy like an index may experience higher or lower returns and will bear the cost of fees and expenses that will reduce returns, whereas an index does not. Generally, an index that is used to compare performance of a fund or strategy, as applicable, is the closest aligned regarding composition, volatility, or other factors.

Every investment is subject to various risks and such risks should be carefully considered by prospective investors before they make any investment decision. No investment strategy or risk management technique can guarantee returns or eliminate risk in every market environment. Each investor should read all related constating documents and/or consult their own advisors as to legal, tax, accounting, regulatory, and related matters prior to making an investment.

The ESG or impact goals, commitments, incentives and initiatives outlined in this document are purely voluntary, may have limited impact on investment decisions and/or the management of investments and do not constitute a guarantee, promise or commitment regarding actual or potential positive impacts or outcomes associated with investments made by funds managed by

the firm. The firm has established, and may in the future establish, certain ESG or impact goals, commitments, incentives and initiatives, including but not limited to those relating to diversity, equity and inclusion and greenhouse gas emissions reductions. Any ESG or impact goals, commitments, incentives and initiatives referenced in any information, reporting or disclosures published by the firm are not being promoted and do not bind any investment decisions made in respect of, or stewardship of, any funds managed by the firm for the purposes of Article 8 of Regulation (EU) 2019/2088 on sustainability-related disclosures, in the financial services sector. Any measures implemented in respect of such ESG or impact goals, commitments, incentives and initiatives may not be immediately applicable to the investments of any funds managed by the firm and any implementation can be overridden or ignored at the sole discretion of the firm. There can be no assurance that ESG policies and procedures as described herein, including policies and procedures related to responsible investment or the application of ESG-related criteria or reviews to the investment process will continue; such policies and procedures could change, even materially, or may not be applied to a particular investment.

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Canada

Fiera Real Estate Investments Limited ("Fiera Real Estate"), a wholly owned subsidiary of Fiera Capital Corporation is an investment manager of real estate through a range of investments funds.

Fiera Infrastructure Inc. ("Fiera Infra"), a subsidiary of Fiera Capital Corporation is a leading global mid-market direct infrastructure investor operating across all subsectors of the infrastructure asset class.

Fiera Comox Partners Inc. ("Fiera Comox"), a subsidiary of Fiera Capital Corporation is a global investment manager that manages private alternative strategies in Private Credit, Agriculture and Private Equity.

Fiera Private Debt Inc. ("Fiera Private Debt"), a subsidiary of Fiera Capital Corporation provides innovative investment solutions to a wide range of investors through two distinct private debt strategies: corporate debt and infrastructure debt.

Please find an overview of registrations of Fiera Capital Corporation and certain of its subsidiaries here:

<https://www.fieracapital.com/en/registrations-and-exemptions>.

