

# Growth Oriented, Excellence Driven

2024 Sustainability Report



# Table of Contents

## Introduction

- 3 About us
- 8 Message from the Chair of the Board
- 9 Message from the President and Chief Executive Officer
- 10 About this report
- 11 Integrated sustainability at iA Financial Group
- 14 Our 2024 Roadmap

## Sustainable investment

- 19 Combining financial performance and sustainability
- 19 Our sustainable investment levers

## Environment

- 22 Our climate strategy
- 24 Our carbon footprint

## Talent and Culture

- 32 Evolution of our corporate values
- 33 Who we are
- 34 Employee engagement
- 35 Talent strategy
- 38 Responsible compensation
- 40 Equity, diversity and inclusion ("EDI")
- 41 Our initiatives
- 43 Towards a sustainable relationship with Indigenous peoples
- 44 Employee experience
- 45 Health, safety and wellness

## Our philanthropic commitment to the community

- 47 Vision
- 47 Stratégie
- 48 Major donations in 2024
- 48 Leading and promising initiatives
- 49 Encouraging employees' community involvement
- 49 Financial literacy

## Global client experience

- 51 Voice of the Customer program
- 51 Growth hub
- 51 Digital strategy and marketing
- 51 Enterprise client relationship management ("CRM") solution

## Products and services

- 53 Group Insurance and Retirement Savings
- 55 Individual insurance, savings and retirement
- 55 iA Auto and Home solutions
- 56 Financial literacy

## Governance

- 58 Institutional governance structure
- 59 Our sound governance tools
- 63 Engagement with shareholders
- 64 Relations with government bodies
- 64 Risk management
- 67 Compliance
- 68 Fiscal transparency
- 68 Information security

## Appendices

- 70 Stakeholder engagement and materiality assessment
- 71 SASB framework
- 75 GHG inventory
- 76 GHG emissions calculation method





## About us

iA Financial Group is one of the largest insurance and wealth management groups in Canada, with operations in the United States. Founded in 1892, it is an important Canadian public company and is listed on the Toronto Stock Exchange under the ticker symbol IAG (common shares).

iA Financial Group offers life and health insurance products, savings and retirement plans, RRSPs, mutual and segregated funds, securities, auto and home insurance, multi-residential and commercial mortgage loans and car loans and other financial products and services for both individuals and groups.

### Our Purpose

**For our clients to be confident and secure about their future.**

### Our sustainability approach

iA Financial Group's sustainability approach is to contribute to the sustainable growth and wellbeing of its clients, employees, partners, investors and communities. We want to ensure our sustainability by supporting our communities, combining our financial success with a positive impact on the environment and society. In recent years, iA Financial Group has affirmed its commitment to advancing its sustainability agenda by adopting the United Nations Sustainable Development Goals, signing, through its subsidiary Industrial Alliance Investment Management Inc., the United Nations Principles for Responsible Investment and gradually implementing climate change disclosure requirements.

## iA in figures

More than  
**5.5 million**  
Clients

**10,103**  
Employees

Over  
**50,000**  
Representatives

Number of subsidiaries	31
Solvency ratio <sup>1</sup>	139% <sup>2</sup>
Net premiums <sup>3</sup> , premium equivalents and deposits <sup>3</sup>	\$20.4B
Assets under management (AUM) <sup>4</sup>	\$128.7B
Assets under administration (AUA) <sup>5</sup>	\$130.6B
Net income attributed to common shareholders	\$942M
Market capitalization	\$12.5B
Book value per common share <sup>6</sup>	\$73.44

### Economic impact

Salaries:	Claims paid <sup>7</sup> :
\$1.2B	\$7B

### Credit ratings 2024

#### Issuer credit rating

(iA Financial Corporation Inc.)

— S&P: A

— DBRS Morningstar : A

#### Financial strength

(Industrial Alliance Insurance and Financial Services Inc.)

— S&P: AA-

— DBRS Morningstar : AA (low)

— A.M. Best : A+ (Superior)

<sup>1</sup> The solvency ratio is calculated in accordance with the *Capital Adequacy Requirements Guideline - Life and Health Insurance (CARLI)* mandated by Quebec's Autorité des marchés financiers (AMF). This financial measure is exempt from certain requirements stipulated by Regulation 52-112 respecting Non-GAAP and Other Financial Measures Disclosure, under General Decision no. 2021-PDG-0065 issued by the AMF. See section "Non-IFRS and Additional Financial Measures" of our *2024 Management's Discussion and Analysis ("2024 MD&A")* for further information.

<sup>2</sup> As at December 31, 2024, the solvency ratio was 133% on a pro forma basis, taking into account the impact of the AMF revised CARLI Guideline on January 1, 2025, the acquisition of Global Warranty on February 4, 2025, and the planned redemption of \$400 million of subordinated debentures on February 21, 2025.

<sup>3</sup> Net premiums, premium equivalents and deposits are additional financial measures. See section "Non-IFRS and Additional Financial Measures" of our *2024 MD&A* for further information.

<sup>4</sup> Assets under management are additional financial measures. See section "Non-IFRS and Additional Financial Measures" of our *2024 MD&A* for further information.

<sup>5</sup> Assets under administration are additional financial measures. See section "Non-IFRS and Additional Financial Measures" of our *2024 MD&A* for further information.

<sup>6</sup> Book value per common share is calculated by dividing common shareholders' equity by the number of common shares outstanding at the end of the period.

<sup>7</sup> These benefits primarily include payments made to insureds or their beneficiaries in the event of death, disability, critical illness, withdrawals from retirement savings accounts and policy surrenders. They may also include reimbursements for medical expenses, annuities paid periodically upon retirement, and compensation for property damage, bodily injury or settlement costs related to unforeseen events.

## ESG ratings<sup>8</sup>

	2023	2024
S&P Global <sup>9</sup>	39	42
MSCI <sup>10</sup>	AA	AA
Sustainalytics <sup>11</sup>	Medium risk	Low risk
CDP <sup>12</sup>	C	C

## Geographic presence

### Premiums, premium equivalents and deposits by region

Western Canada	\$4.3B
Ontario	\$4.9B
Quebec	\$8.8B
Atlantic Canada	\$0.8B
United States	\$1.6B

## Taxes paid<sup>13</sup> 2024

### Canada :

Municipal	42,446,237\$
Provincial	367,321,511\$
Federal	223,009,741\$
United States	27,169,831\$
<b>Total</b>	<b>659,947,320\$</b>

<sup>8</sup> iA Financial Group's use of any ESG rating agency or related data and the use of logos, trademarks or indexes in this report do not constitute sponsorship, endorsement or recommendation. The services and data are the property of the aforementioned rating agencies and indexes or their information providers and are provided «as is» and without warranty. The names and logos are trademarks or other names of the aforementioned rating agencies and indexes.

<sup>9</sup> S&P Global uses the previous disclosure year for its assessment. As such, the 2024 rating is based on 2023 disclosures. 2023 rating as at March 15, 2024, 2024 rating is current as at December 20, 2024.

<sup>10</sup> 2023 rating as at July 26, 2023; 2024 rating as at October 3, 2024. Certain information contained herein (the "Information") is sourced from/copyright of MSCI Inc., MSCI ESG Research LLC, or their affiliates ("MSCI"), or information providers (together the "MSCI Parties") and may have been used to calculate scores, signals or other indicators. The Information is for internal use only and may not be reproduced or disseminated, in whole or in part, without prior written permission. The Information may not be used for, nor does it constitute, an offer to buy or sell, or a promotion or recommendation of, any security, financial instrument or product, trading strategy, or index, nor should it be taken as an indication or guarantee of any future performance. Some funds may be based on or linked to MSCI indexes, and MSCI may be compensated based on the fund's assets under management or other measures. MSCI has established an information barrier between index research and certain Information. None of the Information in and of itself can be used to determine which securities to buy or sell or when to buy or sell them. The Information is provided "as is" and the user assumes the entire risk of any use it may make or permit to be made of the Information. No MSCI Party warrants or guarantees the originality, accuracy and/or completeness of the Information and each expressly disclaims all expressed or implied warranties. No MSCI Party shall have any liability for any errors or omissions in connection with the Information herein, or any liability for any direct, indirect, special, punitive, consequential or any other damages (including lost profits), even if notified of the possibility of such damages.

<sup>11</sup> Sustainalytics: as at May 2024, iA Financial Corporation Inc. received an ESG Risk Rating of 18.7 (as at February 2024, the rating was 20.7) from Morningstar (Sustainalytics). According to the analysis, the Corporation is at a low risk of experiencing material financial impacts from ESG factors. In no event this Sustainability Report shall be construed as investment advice or expert opinion as defined by the applicable legislation. Copyright 2023 Morningstar (Sustainalytics). All rights reserved. This report contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third-party suppliers ("Third Party Data") and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at <https://www.sustainalytics.com/legal-disclaimers>. Sustainalytics uses the previous disclosure year for its assessment. As such, the 2024 rating is based on 2023 disclosures.

<sup>12</sup> CDP Worldwide. In February 2025, CDP maintained a score of C which represents an "Awareness" disclosure. CDP uses the previous disclosure year for its assessment. As such, the February 2025 rating is based on 2023 disclosures.

<sup>13</sup> Taxes paid (on a cash basis) are composed of: (1) Municipal, which includes property, school, water and water waste taxes collected by the municipal government of residential and commercial property owners; (2) Corporate income tax, which is levied by federal and provinces/state governments on taxable business profits. The amount of taxes actually paid during the reporting fiscal year includes both payments fulfilling the relevant fiscal year's tax obligation but also payments fulfilling the previous year(s)' tax obligation (e.g., payment of unpaid balance of corporate income tax accrued in relation to the previous year(s), including payments related to reassessments of previous years); and (3) the other taxes paid, which includes premium tax on insurance premiums. This tax is levied by provinces and applicable on gross premiums receivable during the fiscal year, less the sum of premiums returned, and the cash value of dividends paid or credited to policyholders during the same fiscal year.

## Non-IFRS and Additional Financial Measures

iA Financial Corporation reports its financial results and its financial statements in accordance with International Financial Reporting Standards (“**IFRS**”). iA Financial Corporation also publishes certain financial measures or ratios that are not based on IFRS (“**non-IFRS**”). The Corporation uses non-IFRS and other financial measures when evaluating its results and measuring its performance, as the Corporation believes that such measures provide additional information to better understand its financial results and assess its growth and earnings potential, and that they facilitate comparison of the quarterly and full-year results of the Corporation’s ongoing operations. Since such non-IFRS and other financial measures do not have standardized definitions and meanings, they may differ from similar financial measures used by other institutions and should not be viewed as an alternative to measures of financial performance, financial position or cash flow determined in accordance with IFRS. iA Financial Corporation strongly encourages investors to review its financial statements and other publicly filed reports in their entirety and not to rely on any single financial measure.

For relevant information about non-IFRS measures used in this report, see the “Non-IFRS and Additional Financial Measures” section in the *Management’s Discussion and Analysis* for the period ending December 31, 2024 (the “**2024 Annual MD&A**”), incorporated herein by reference, which can be viewed at [sedarplus.ca](https://sedarplus.ca) or on iA Financial Group’s website at [ia.ca](https://ia.ca).

## Caution Regarding Forward-Looking Statements

This report may contain statements relating to strategies used by iA Financial Group or statements that are predictive in nature, that depend upon or refer to future events or conditions, or that include words such as “may,” “will,” “could,” “should,” “would,” “suspect,” “expect,” “anticipate,” “intend,” “plan,” “believe,” “estimate,” and “continue” (or the negative thereof), as well as words such as “objective,” “goal,” “guidance,” “outlook” and “forecast,” or other similar words or expressions. Such statements constitute forward-looking statements within the meaning of securities laws. In this report, forward-looking statements include, but are not limited to, information concerning iA Financial Group’s strategies, initiatives and goals with regard to sustainability, governance, environmental matters, social engagement and the fight against climate change, as well as its climate change mitigation and adaptation objectives, including strategies, initiatives and objectives for reducing greenhouse gases (GHGs), and assessing and adapting to climate change risks, integrating climate considerations into iA Financial Group’s investment process, updating its climate strategy, implementing sound climate change risk management, strengthening resilience to the physical impacts of climate change and establishing a climate risk governance framework. These statements are not historical facts; they represent only expectations, estimates and projections regarding future events and are subject to change.

Although iA Financial Group believes that the expectations reflected in such forward-looking statements are reasonable, such statements involve risks and uncertainties and undue reliance should not be placed on such statements. As certain material factors or assumptions are applied in making forward-looking statements, actual results may differ materially from the predictions, forecasts, projections, objectives, expectations, conclusions and other forward-looking statements expressed or implied in such statements. Moreover, many of the assumptions and factors (including

standards, metrics and measures) used in preparing this report continue to evolve and are based on assumptions considered reasonable at the time of writing, but their accuracy should not be considered guaranteed.

Material factors and risks, including those related to sustainability, which could cause actual results to differ materially from those projected (many of which are beyond the control of iA Financial Group and the effects of which may be difficult to predict) include the following: climate conditions and weather events; the need for active and constant stakeholder participation (including governmental and non-governmental organizations, other financial institutions, businesses and individuals); variable decarbonization efforts across economies; the absence of globally harmonized climate policies; the challenges of balancing climate objectives with an orderly and inclusive transition; geopolitical factors that influence global energy needs; the need for more and higher quality climate data and for standardization in climate measurement and verification methods; the ability to implement various initiatives across the business within the set time limits; the risk that initiatives will not be completed on time, will not be completed at all, or will be completed without the expected or anticipated results; compliance of third parties with our policies and procedures and their commitment to iA Financial Group; financial market conditions; the commercial activities, financial results and financial condition of iA Financial Group; the development and deployment of new technologies and methods; changes in consumer behaviour; the local, national and international legal and regulatory framework; compliance and regulatory risks (which could lead to restrictions, penalties and fines); and strategic, reputational and competitive risks. Material assumptions and factors used in preparing the forward-looking statements contained in this report in connection with the Corporation’s insurance and asset management business are also set out in the “Identification and assessment” section of the Corporation’s *2024 Climate Change Performance Report* (“**2024 Climate Report**”), which is available on the Corporation’s website at [ia.ca](https://ia.ca).

Additional information regarding certain other important factors that could cause actual results to differ materially from expectations and regarding material factors or assumptions underlying the forward-looking statements can be found in the “Risk Management” section of the 2024 Annual MD&A and in the “Management of Financial Risks Associated with Financial Instruments and Insurance Contracts” note to the Audited Consolidated Financial Statements for the year ended December 31, 2024, as well as in the Corporation’s other filings with the Canadian Securities Administrators available at [sedarplus.ca](https://sedarplus.ca) or on the Corporation’s website at [ia.ca](https://ia.ca).

The forward-looking statements contained in this report relate to future events or results and reflect the Corporation’s expectations as of the date of this report. The Corporation does not undertake to update or review any forward-looking statements to reflect events or circumstances after the date of this report or to reflect the occurrence of unanticipated events, except as required by law.



## Additional Statements

This report is intended to provide information from a different perspective and in more detail than is required to be included in documents filed under securities laws. In addition, the information contained in this report should not necessarily be read as having the materiality level of the disclosure required in documents filed under securities laws.

This report does not constitute financial, legal, tax, investment, professional or expert advice. No representation or warranty, express or implied, is or will be made in relation to the accuracy, reliability or completeness of the information contained herein.

This report may contain website addresses or hyperlinks to websites that are not owned or controlled by the Corporation. Such addresses or hyperlinks are provided solely for the recipient’s convenience; the Corporation is not responsible for these websites or their content, or for any loss or damage that may arise from their use.

Unless otherwise indicated, the information contained in this report has not been audited.

---

## Message from the Chair of the Board

At iA Financial Group, sustainability features in the considerations, discussions and actions of all our business units. The Board of Directors fully endorses this course of action and is pleased with the enthusiasm and commitment of the Corporation's senior management and staff.

This report highlights iA Financial Group's non-financial performance through the integration of environmental, social and governance ("ESG") factors into its business strategy, operations and corporate culture. It also reflects a vision for the future and a desire to innovate in order to better serve its clients, inspire its employees and support its communities.

The Corporation's strong commitment to sustainability in the financial services industry has earned it a number of accolades. iA Financial Group has been ranked as one of *Corporate Knights'* Best 50 Corporate Citizens in Canada. This ranking recognizes the Corporation's contribution to sustainability and the efforts it has been making in this area for several years.

I draw your attention to the fact that, on the environmental front, iA Financial Group has continued to decarbonize its investments and supports the implementation of rigorous climate change regulations. On the social front, the Corporation has distinguished itself through its talent development. In the area of corporate governance, we are constantly striving to improve our sustainability framework in accordance with prevailing best practices.

These are but a few hand-picked examples. As you peruse this report, you will see that the Corporation's many initiatives and achievements in 2024 are both relevant and forward-looking.

All this testifies to the Corporation's commitment to sustainability. A reasoned, structured and solid commitment.

Chair of the Board  
**Jacques Martin**



---

# Message from the President and Chief Executive Officer

## Growth oriented, Excellence driven

It is with full and complete commitment that I present to you our 2024 Sustainability Report. Within these pages, you will find that our actions, decisions and innovations coalesce to create a growing impact as we work towards a sustainable future.

Each year, we are helping to make the transition to a better world. That is why we refer to environmental, social and governance (ESG) factors to inform our decisions and fully incorporate sustainability into our actions. And as Jane Goodall so aptly put it: “What you do makes a difference, and you have to decide what kind of difference you want to make.” This conviction fuels our actions at iA Financial Group, where we constantly strive to make the best choices, choices that make iA Financial Group unique and different, including when it comes to sustainability.

On the environmental front, we are covering new ground in our climate strategy. In 2024, we focused our efforts on developing a strategic framework that will soon enable us not only to identify climate change risks, but also to explore related opportunities. Our approach to decarbonizing our real estate and financial portfolios is making methodical progress. Each environmental initiative undertaken this year is part of a long-term vision, where every action contributes to a process of continuous improvement.

On the social front, we continue to build on our solid foundations. The year 2024 marked a significant step forward in our commitment to our employees and our communities. Our professional development program has been enriched, enabling our employees to aspire to greater professional and personal achievements. Our equity, diversity and inclusion initiatives are evolving and aim to reach an increasing number of people, thus enabling us to strengthen our capacity to innovate and take advantage of a wealth of diverse perspectives and experiences. These successes are not isolated occurrences, but the fruit of constant effort and successive improvements.

Governance remains a fundamental dimension of our achievements. Our approach to ethics and transparency grows ever more robust, guided by rigorous control mechanisms and a clear vision of our responsibilities. Once again this year, we have fine-tuned our decision-making processes to better incorporate ESG factors, creating a positive ripple effect on our operations.

The achievements presented in this report are not the result of radical changes or miracle solutions. Rather, they are the fruit of steady progress, where each advancement builds on the previous ones and paves the way for the next ones. It is this disciplined and perseverant approach that enables us to generate sustainable results and create ever-increasing value for our stakeholders.

I am convinced that by maintaining this pace of continuous improvement and staying true to our values, we will continue to make a difference for our clients, our employees, our communities and our environment.

President and Chief Executive Officer  
**Denis Ricard**

---

# About this report

## Methodology

We publish annually our *Sustainability Report* outlining our actions and directions. Over the years, we have actively worked to improve our disclosure and be rigorous in our processes to provide transparency for our stakeholders.

Since 2023, iA Financial Group has been using the term “sustainability” instead of “sustainable development” for simplicity and consistency across the organization. Nevertheless, both terms remain synonymous.

## Our target audience

This report is produced for our stakeholders, including our clients, employees, communities, suppliers, analysts and investors, among others, and is intended for anyone interested in assessing and understanding iA Financial Group’s extra-financial health, particularly with regard to environmental, social and governance (“**ESG**”) factors.

## Scope

Our *Sustainability Report* highlights our performance and progress in the area of sustainability. We present our practices, initiatives, policies, objectives and results.

## Limitations

Unless indicated otherwise, this report covers the period from January 1 to December 31, 2024, and all of the information it contains corresponds to data up to December 31, 2024 entered in the fiscal year ended on that date.

To simplify the text, the data in some tables has been rounded off, which may affect the total results in some cases.

All data is consolidated for all of our subsidiaries and operations in Canada and the United States, and all amounts are in Canadian dollars unless otherwise specified. The terms “us”, “we”, “our”, “the Corporation” and “iA Financial Group” all refer to iA Financial Corporation Inc. and its subsidiaries if applicable.

## Our frameworks

Since 2020, iA Financial Group has adopted the *Sustainability Accounting Standards Board* (“**SASB**”) framework for the purposes of disclosure. SASB standards address sustainability issues by industry type. Adopting this robust, recognized framework enables us to identify, measure, manage and better communicate relevant sustainability information to our various stakeholders.

The Corporation publishes its Scope 1, 2 and part of its Scope 3 GHG calculations in accordance with the **GHG Protocol** and discloses its performance with respect to climate change in its *2024 Climate Report*.

# Integrated sustainability at iA Financial Group

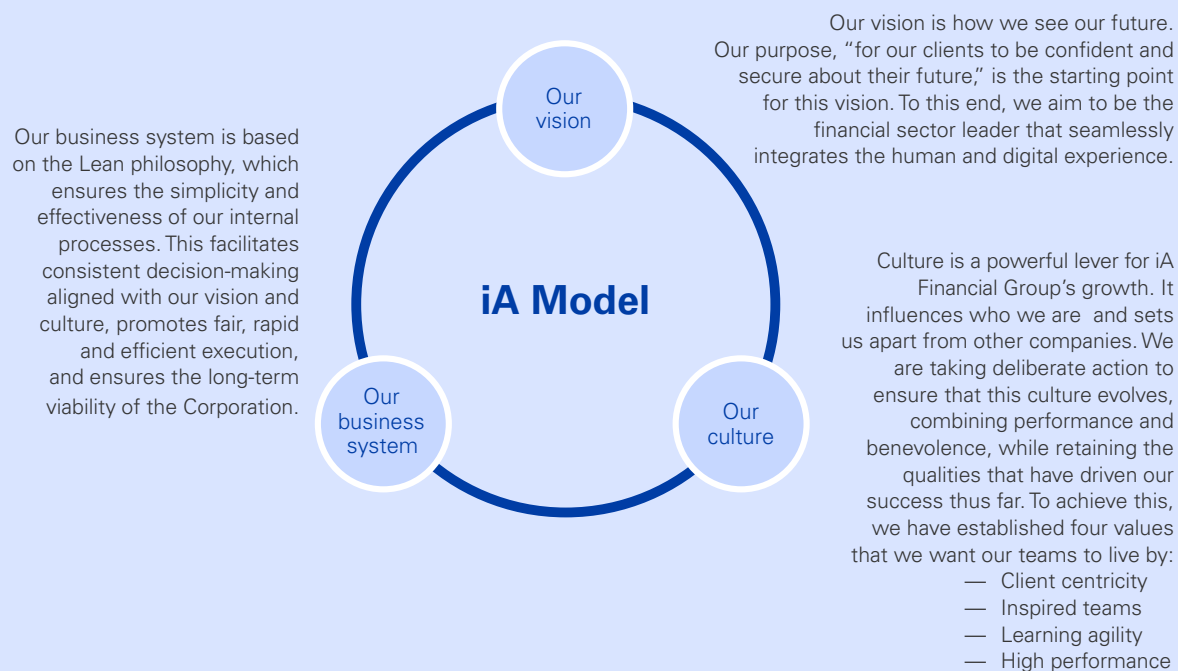
iA Financial Group's purpose is to ensure that our clients feel confident and secure about their future. To this end, we have devised a number of strategic plans around which the entire organization synchronizes and works collaboratively.

We believe more than ever in the value that human advice has within our industry, given the complexity of our products and the importance of trust and despite the role that artificial intelligence is playing and may play in the corporate world. We continue to invest and harness the power of digital to provide a high-quality experience for our clients and advisors. To this end, our future growth is based on four priorities, each of which relates to one aspect of sustainability:

- Capital deployment is driven by continuous capital generation, which is instrumental in ensuring iA Financial Group's long-term financial stability.
- A learning organization is all about helping our employees to grow, both personally and professionally.
- The global client experience is aimed in part at better anticipating needs and serving our clients.
- Operational efficiency is geared towards administrative simplicity, which will result in a healthier organization in the long term.

## The iA Model

To ensure that we achieve our ambitions, the iA Financial Group model comprises a vision, a culture and a business system. These three components form a distinctive framework that inspires us and guides our actions and decisions. This iA Model describes *how we imagine the future, how we operate and how we work*. It mobilizes, clarifies expectations and allows everyone to fully contribute to the success of the company and our clients. The iA Model also aims to simplify our messages and our many ways of doing things. It is our core framework.



## We view sustainability as a decision-making tool within our organization.

Which is why we have adopted the environmental, social and governance dimensions in order to achieve a dual objective: deliver a non-financial performance that ensures organizational sustainability and create positive internal and external benefits for our stakeholders.

Within our strategic plan, we have defined three priorities on which we can have a significant positive impact, and which are intended to support five of the United Nations' Sustainable Development Goals:

**1. Physical, mental and financial health:** Through its business model and the positive benefits it can create, iA Financial Group prioritizes physical, mental and financial health as an essential lever for sustainability.



**2. Education and learning:** iA Financial Group has made education and learning its second priority. It is essential to both share our knowledge and keep learning.



**3. A sustainable future:** iA Financial Group is convinced that everyone, in their own way, can contribute to making the world a better place and to working together for a sustainable future.



To identify these levers, in 2023, we carried out a materiality assessment with our stakeholders for the first time. As part of this exercise, we consulted a representative range of stakeholders: employees, senior management, directors, investors, suppliers and clients. This assessment enabled us to strengthen our strategy by leveraging related opportunities linked to 21 prioritized ESG topics. For further details, see the "Stakeholder engagement and materiality assessment" section in the appendices to this report.



## Our sustainability governance

Since our Board of Directors, management and many employees are committed to sustainability, we have adopted a governance structure, which was reviewed in 2023 and enhanced in 2024. In 2023, we also revised our [Sustainability Policy](#), which enabled us to improve our sustainability reporting to the Board of Directors and its various committees. Our governance structure is now supported by the Board of Directors and the Risk, Governance and Ethics Committee (“**RGEC**”) (whose members sit on the Board of Directors). Also, as of this year, our governance structure is therefore supported by the Sustainability and the Risk Management Executive Committees (whose members are drawn from senior management) and the Sustainability Steering Committee (on which key Corporation representatives sit).

To operationalize sustainability within the organization, a flexible structure of committees and working groups that reflects our needs and objectives has been established. For example, a Sustainable Procurement Committee was set up in 2024 to promote ethical, sustainable and responsible procurement practices within the organization, while acting as a working group to develop and implement these practices. In particular, it is responsible for overseeing work and progress in relation to the Partnership Accreditation in Indigenous Relations (“**PAIR**”) program, as well as the fight against forced labour and child labour in supply chains. This committee reports to the Sustainability Steering Committee. A number of other philanthropic, equity, diversity and inclusion (“**EDI**”), climate and sustainable investment committees and working groups also work to support our sustainability governance and enable the cross-functional operationalization of the various orientations and strategies implemented within iA Financial Group.

### More precisely, the role and responsibilities of the key committees with regard to sustainability are:

- The Corporation’s Board of Directors, on which the President and CEO sits, approves the *Climate Change Performance Report* and the *Sustainability Policy*, on the recommendation of the RGEC. In addition, all our directors completed the “Climate Reporting Update” training session in 2024, covering climate reporting and the role of directors in overseeing climate risks and opportunities.
- The RGEC, for its part, oversees sustainability strategy and approves major strategic orientations. Climate change is an important component of the Corporation’s global strategy and is one of the items discussed quarterly at this committee’s meetings. The RGEC is also responsible for monitoring risks, including climate risks. It also receives, on a quarterly basis, a sustainability watch and trends report, which may include legislative watches or updates on the various disclosure frameworks.
- The Investment Committee’s role is to monitor the sustainable investment strategy and its progress and ensure that ESG factors are taken into account in investment decisions.
- The Human Resources and Compensation Committee reviews human resources policies and programs to ensure that they are in line with the Corporation’s strategies, particularly with regard to EDI.
- The Executive Risk Management Committee, in collaboration with Group Risk Management and Compliance (“**GRMC**”), defines our appetite and tolerance for climate risks. It monitors key risk indicators and reports to the RGEC. In parallel, it also reports to the Sustainability Executive Committee on the implementation of the climate risk management framework. For more information on the Risk Management Executive Committee’s role, see the “Risk Management” subsection in the “Governance” section of this report.
- The Sustainability Executive Committee is the central forum for overseeing the integration of sustainability within the Group. This committee reports to the RGEC on a quarterly basis. In addition, several members of the Sustainability and Risk Management Executive Committees sit on both committees, ensuring coordination and collaboration on various initiatives within the organization.
- The Sustainability Steering Committee is responsible for establishing iA Financial Group’s sustainability strategy, objectives and targets. It also monitors progress, including on the climate transition and the reduction of GHG emissions. This committee reports to the Sustainability Executive Committee.

# Our 2024 Roadmap

Each year, iA Financial Group draws up a sustainability roadmap. This enables us to monitor our performance in terms of success, as well as the next steps to be taken.

## Sustainable investment

Priority projects for 2024	Progress	Actions taken in 2024
Continue and deepen the integration of ESG criteria into our portfolio management processes.	Ongoing	<p>We continued to develop our proprietary ESG analysis tool. In addition to improving information processing, the tool has enhanced our ability to assess a company's ESG profile. This tool is used by the sustainable investment team and we are working on rolling it out to the other investment teams in 2025.</p> <p>We have worked on an internal taxonomy for the classification of certain key sectors to gain a better understanding of our exposure to risks and ESG opportunities. This taxonomy is a work in progress that we intend to continue in 2025. To ensure the oversight and the proper orientation of our ESG-related activities, we have established an Advisory Committee within the investment team.</p> <p>With regard to continuing education, we have launched a knowledge-sharing platform. This initiative serves to keep our investment teams informed on a quarterly basis of the latest sustainable investment trends and best practices.</p>
Quantify all scope 3 (category 15) greenhouse gas emissions ("GHG") emissions and analyze our investment portfolio with a view to a possible commitment to net zero emissions by 2050.	Ongoing	<p>We have rolled out a report that tracks the carbon intensity of emitters and portfolios, which is now used by our investment teams. This tool enables us to track the progress of our decarbonization efforts in real time.</p> <p>We worked with an external consultant to assess the robustness of our GHG calculation and monitoring procedure. This external review reinforces the quality and accuracy of our calculation methods.</p> <p>We have formalized the quarterly monitoring of decarbonization targets and/or related work for both the public corporate bond and real estate portfolios with iAGAM's<sup>14</sup> senior management. We are continuing to look into the possibility of expanding our calculations to other asset classes, taking into account available methodologies.</p>

<sup>14</sup> "iAGAM" is a trademark under which *Industrial Alliance Investment Management Inc.* and *iA Global Asset Management Inc.* operate.

Priority projects for 2024	Progress	Actions taken in 2024
Conduct a climate change financial strength stress test.	Ongoing	We have been working on the development of an internal report to assess our portfolio's exposure to risks related to the transition to a low-carbon economy and physical risks arising from climate change. To do this, we are using value-at-risk (VaR) metrics provided by a recognized external provider, which are then tailored to our portfolio positions. We will continue to work on this in 2025.

## Environment

Priority projects for 2024	Progress	Actions taken in 2024
Assess and quantify new Scope 3 categories (excluding category 15 described above).	To do	In 2024, we did not add any new quantified Scope 3 categories. In the future, we plan to assess the categories not accounted for to date.
Continue to reduce our direct GHG emissions.	Ongoing	In 2024, our climate strategy gained further momentum, particularly with regard to the analysis of buildings subject to the decarbonization target. The purpose of these analyses is to create an action plan and map out the decarbonization trajectory for the years ahead, with a view to achieving our reduction target of a 60% reduction in GHG intensity from our Canadian real estate holdings by 2035 <sup>15</sup> .
Deploy the technologies for our new hybrid offices.	Completed and under continuous improvement	In 2024, we began work on a climate risk management framework as part of our initial roadmap. Further information on this cross-functional initiative is presented in our <i>2024 Climate Report</i> .
Continue to implement the climate risk management governance framework.	Ongoing	In 2024, we began work on a climate risk management framework as part of our initial roadmap. Further information on this cross-functional initiative is presented in our <i>2024 Climate Report</i> .

<sup>15</sup> Using 2022 as a baseline.

## Talents and culture

Priority projects for 2024	Progress	Actions taken in 2024
Incorporate the principles of a learning organization.	Ongoing	<p>Pursuing the evolution of our learning organization is a strategic priority that involves supporting organizational growth. In 2024, we implemented a measurement and consultation process from which three priorities have emerged:</p> <ol style="list-style-type: none"> <li>1. Continue to create a safe and inclusive work environment;</li> <li>2. Encourage curiosity by adopting a learning mindset;</li> <li>3. Share our knowledge and experience (to measure our progress, we have developed a learning index, described in greater detail in the “Talent and Culture” section).</li> </ol>
Develop our equity, diversity and inclusion strategy.	Ongoing	<p>In 2024, iA Financial Group analyzed various data sources to better understand the employee experience within its diverse communities and fine-tune its EDI strategy.</p> <p>In 2024, we pursued our commitments and certification processes, such as PAIR and <i>Women in Governance</i>.</p>
<p>Achieving our gender parity goals:</p> <ul style="list-style-type: none"> <li>— Now and in the future, between 40% and 60% of iA Financial Group Senior Leadership Position<sup>16</sup> appointments will go to women.</li> <li>— Achieve increased gender equity in iA Financial Group Senior Leadership Positions<sup>16</sup> with women and men each holding between 40% and 60% of positions by 2025.</li> </ul>	Ongoing	<p>In 2024, 53% of new Senior Leadership Positions<sup>16</sup> appointments at iA Financial Group were women.</p> <p>For all of iA Financial Group’s Senior Leadership Positions<sup>16</sup>, we aim to continue to make progress in order to reach our target (37% women in 2024, compared with 39% in 2023).</p>
Collect data and analyze the composition of our workforce in Canada in terms of other forms of diversity besides gender.	Ongoing	78% of our employees located in Canada participated in a voluntary self-identification exercise <sup>17</sup> . The results are presented in this report. Analysis has also begun.
Raise employee awareness of sustainability concepts.	Ongoing	In 2024, our mandatory training courses were enhanced by establishing a concrete link between the course’s theme and sustainability concepts. For example, the “Document management best practices” course helps employees understand that their actions can help reduce the digital environmental footprint when they practise sound document management.

<sup>16</sup> iA Financial Group “senior leadership positions” denote senior executives and senior management, as well as senior management of the main subsidiaries that comprise the Group.

<sup>17</sup> Excluding some of our subsidiaries in Canada where data was not available as at December 31, 2024.



## Client experience

Priority projects for 2024	Progress	Actions taken in 2024
Understand, capture and meet holistic client needs, while streamlining multisectoral data processes.	Ongoing	In 2024, we enhanced and streamlined the client experience. For instance, we implemented a first iteration of single sign-on (SSO), which enables clients to access all of our secure sites with just one set of credentials. Work will continue into 2025 to complete further iterations and make this functionality available to all our clients.
Support our clients who wish to adopt digital tools voluntarily and help them become more autonomous in managing their products.	Ongoing	A digital strategy roadmap was established to deliver relevant, value-added offers to our clients. This has enabled us to increase our clients' voluntary adoption of digital tools on our mobile and web platforms.

## Gouvernance

Priority projects for 2024	Progress	Actions taken in 2024
Develop the internal governance structure with regard to sustainability.	Completed and under continuous improvement	The establishment in 2024 of the Sustainability and Risk Management Executive Committees and the Sustainable Procurement Committee has enabled us to provide more comprehensive reporting to our Board of Directors and some of its committees.
Ensure greater integration of ESG factors into our initiatives, products and services, in accordance with our sustainability goals and orientations.	Ongoing	We pursued our efforts to integrate sustainability factors into our various initiatives. For example, we created a Sustainable Procurement Committee to improve our practices in this area, and we are currently reviewing our merger and acquisition process. Although we are continuing our efforts to incorporate ESG factors into our various products and services, in 2024 we were able to create a longer-term vision and a concrete action plan for integrating them into the Corporation's various sectors.

# Sustainable investment



iA Global Asset Management (“iAGAM”)<sup>18</sup> is the primary portfolio and asset manager of iA Financial Group. iAGAM provides portfolio management services for general funds, mutual funds, segregated funds and external institutional clients.

Through iAGAM, a signatory to the Principles for Responsible Investment (“PRI”), we reaffirm our commitment to incorporate ESG criteria into our investment strategies.

Within the compatible limits of its field of activity and fiduciary responsibility, iAGAM supports iA Financial Group’s commitments to sustainable finance. iAGAM’s sustainable investment strategy also aligns with iA Financial Group’s purpose.

## Combining financial performance and sustainability

iAGAM’s ambition is to deliver outstanding investment capabilities to iA Financial Group and its clients, and to be recognized as a trusted partner for the implementation of high-quality, comprehensive investment solutions tailored to specific client needs.

In this respect, we believe that taking ESG factors into account in the investment process enables us to better manage risks and seize investment opportunities across asset classes, so as to enhance a portfolio’s long-term return potential.

Our approach to sustainable investment is based on a rigorous process for integrating ESG factors, as well as on the commitment of our investment teams to integrate these factors throughout the life cycle of an investment.

Moreover, our fund oversight team evaluates the practices of portfolio managers across our trading platforms. This due diligence examines our approach to sustainability throughout our investment and decision-making processes.

## Our sustainable investment levers

Our sustainable investment strategy is built upon three levers, which were reviewed in 2024, and which underpin a holistic, forward-looking approach.

### Alignment

We coordinate our efforts with those of our internal partners to ensure that our objectives are met.

### Credibility

We continually broaden our knowledge of sustainable investment to create effective, sustainable investment solutions and to be recognized as a partner of choice.

### Growth

We want to promote our vision and our sustainable investment initiatives and work with our stakeholders to foster sustainable growth.

Alignment is based on sound governance, a commitment to promoting and adhering to harmonized standards and appropriate regulatory frameworks, and the coordination of efforts related to our sustainability priorities.

When it comes to sustainability, one of iAGAM’s roles is to analyze ESG factors in order to guide investment decisions. Our credibility therefore rests on a thorough and rigorous process that includes the ongoing development of our expertise and sustainable investment solutions, as well as our role in influencing stakeholders, notably through our engagement activities, which include the exercise of proxy voting rights.

Growth is characterized by our ability to raise awareness among and advise our partners and clients, to understand their preferences and constraints, and to offer them investment solutions tailored to their needs. To this end, we leverage internal and external ESG data and tools. Sustainable growth also means working with our stakeholders.

With the aim of supporting cutting-edge research in sustainable finance, iAGAM collaborates with the Corporation with regard to the iA Financial Group Chair in Sustainable Finance. You can refer to the “Our philanthropic commitment to the community” section of this report for more information on our philanthropic commitment to the HEC Montreal Foundation.

In addition to what is presented in our “2024 Roadmap” section above, below is a summary of our main achievements in 2024 and our priorities for 2025, which are categorized under our three sustainable investment levers:

<sup>18</sup> “iA Global Asset Management” and “iAGAM” are tradenames and trademarks under which Industrial Alliance Investment Management Inc. and iA Global Asset Management Inc. operate.

	Our main achievements in 2024	Our priorities for 2025
Alignment	<p><b>Integrating climate change risks:</b> In 2024, we integrated climate change risks in the following three ways:</p> <ul style="list-style-type: none"> <li>— Decarbonization target.</li> <li>— Climate risk analysis.</li> <li>— Collaboration on the climate change roadmap.</li> </ul> <p><b>Mapping for effective implementation:</b> This year, we began mapping certain sectors to better understand our exposure to certain sustainability issues.</p>	<p><b>Integration of key themes to further align our efforts with iA Financial Group's sustainability priorities:</b></p> <ul style="list-style-type: none"> <li>— Climate risk: We will evaluate available tools and methodologies to better understand our climate risk exposures related to real assets.</li> </ul>
Credibility	<p><b>Approaching our asset managers (engagement):</b> In collaboration with the asset manager oversight team, we worked on refining our evaluation process.</p> <p><b>Prioritizing collaboration:</b> We are pursuing our collaborative engagement initiatives (Climate Engagement Canada and Climate Action 100+). Our corporate debt team discussed sustainability issues through 70 engagements with issuers.</p> <p><b>Training and raising awareness:</b> We launched a voluntary sustainable investment training program for our teams.</p>	<p><b>Integrating ESG factors into investment solutions by formalizing sustainable investment processes.</b></p> <p><b>Strengthen our engagement capabilities.</b></p>
Growth	<p><b>Integrating data:</b> We improved the robustness of our data collection and handling procedures for generating reports.</p> <p><b>Proprietary reports:</b> We published a proprietary report to track the performance of our portfolios towards achieving the decarbonization target for our public corporate bond portfolio. This internal report is periodically reviewed by the investment teams and iAGAM's senior management.</p> <p><b>Developing proprietary tools:</b> We leveraged our partnerships with our data providers to develop tools that provide insights specific to our sustainable investment strategy.</p>	<p><b>Build our relationship with our internal partners to support the deployment of our sustainable investment offerings.</b></p> <p><b>Continue consolidating our foundation to support iAGAM's growth strategy and innovate.</b></p>



Environment





# Our climate strategy

In 2020, iA Financial Group defined its climate strategy, comprising five objectives centred around climate-related risks and opportunities that may impact its long-term value, and that it believes may be important to many of its stakeholders. As part of its climate change approach, iA Financial Group has set the following targets:

1. Reduce GHG emissions in our operations and investment portfolio.
2. Integrate climate considerations into all processes and decision-making, including investments.
3. Implement sound climate change risk management and strengthen resilience to the physical impacts of climate change across all our operations.
4. Strengthen disclosure of climate-related information and facilitate disclosure of this information by investment portfolio companies.
5. Help advance understanding of the impacts of climate change on the insurance industry.

Our 2024 *Climate Report* covers the company's progress in implementing this strategy. iA Financial Group firmly believes that reducing our carbon footprint and adapting to climate change is an essential part of meeting this challenge. The section below outlines how iA Financial Group plans to pursue its efforts to reduce its GHG emissions.

## Reducing our GHG emissions

We believe that our GHG reduction targets serve to better align our climate strategy with market practices and recognize the international scientific approach. Accordingly, in 2024, iA Financial Group continued to work towards reducing its emissions and implementing what is required to achieve its revised 2023 targets:

### 1. Act as a responsible corporate citizen

**60% reduction in GHG emission intensity from our Canadian real estate holdings by 2035<sup>19</sup>**

This GHG reduction target was established in accordance with the Carbon Risk Real Estate Monitor ("**CRREM**") international standard. This standard enables companies in the real estate sector to develop their climate strategy by assessing their GHG emissions in order to limit global warming to 1.5°C or even 2°C.

To achieve this objective, we undertook feasibility studies to fine-tune the decarbonization trajectory and prioritize the actions to be taken. As of December 31, 2024, iA Financial Group's Canadian real estate holdings comprised 34 buildings, located primarily in Quebec City, Montreal, Toronto and Vancouver. Moreover, feasibility studies were conducted on 48% of the total surface area of the Corporation's owned Canadian portfolio<sup>20</sup>, with additional studies planned in the coming years. We will periodically review the decarbonization trajectory to adjust our action plan to new data.

### 2. Act as a responsible investor

**40% reduction in carbon intensity of our public corporate bond portfolio by 2035<sup>21</sup>**

The portion of public corporate bonds subject to the commitment to decarbonization represents investments of around \$13.5 billion<sup>22</sup>.

The carbon intensity of the public corporate bond portfolio corresponds to the tons of CO<sub>2</sub> equivalent emitted by each company per million dollars of annual revenue. The carbon intensity of the portfolio is the weighted average of the carbon intensity of each company in the portfolio, each weighted by the value of the investment in that company.

In a context where we now wish to favour the reduction of our GHG emissions at source, we decided not to offset our GHG emissions in 2023. Instead, we wished to establish new initiatives and longer-term solutions for the Corporation and the community that are closer to our values and objectives. This decision was maintained in 2024, as we continue to work towards achieving our reduction targets. In addition, we redirected part of our contribution that was earmarked for carbon offsetting to philanthropic initiatives devoted entirely to the environment. For example, a donation of \$100,000 over two years (2024-2025) was made to Laval University's Climate Action Fund. The donation will finance emerging and transformative projects to combat and build resilience to climate change, notably through innovative awareness-raising and engagement solutions.

<sup>19</sup> Using 2022 as a baseline.

<sup>20</sup> Feasibility studies are conducted on Canadian properties only. Properties located in the United States (representing 1.8% of the total square footage of the properties owned as at December 31, 2024) are currently excluded and will be included in a later phase.

<sup>21</sup> Using 2022 as a baseline.

<sup>22</sup> As at January 16, 2023.

## Decarbonization path to 2035

The decarbonization process for both targets is not linear. However, since the 2022 reference year, we have seen:

- a 9.23% reduction in the GHG emission intensity of our Canadian real estate holdings;
- a 24% reduction in the carbon intensity of our public corporate bond portfolio.

Graphic 1: Decarbonization path to 2035

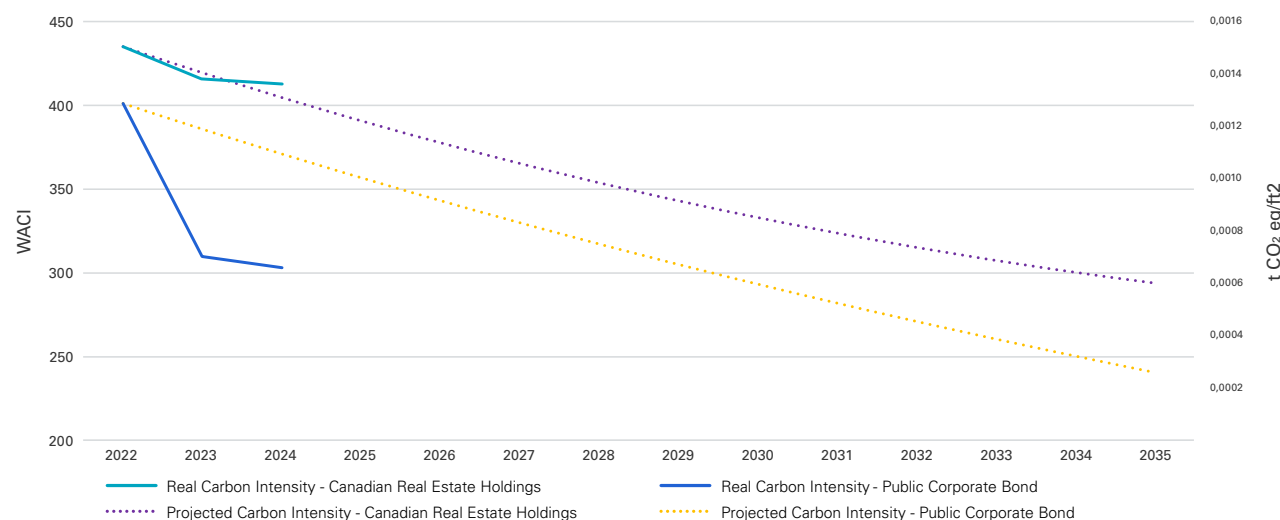


Table 1: Targets and metrics

Targets	Metrics	Data as at December 31 <sup>23</sup>		Targets	
		2022 <sup>24</sup>	2024	Targets	Level reached
Related to operations					
Reduction in GHG emission intensity from our Canadian real estate holdings <sup>25</sup>	t CO <sub>2</sub> e	9,801	8,896	N/A	N/A
	Carbon intensity in t CO <sub>2</sub> e/sqft	0.00150	0.00136	60%	-9.23%
Related to investment activities					
Reduction in carbon intensity of our public corporate bond portfolio <sup>26</sup>	Weighted average carbon intensity (WACI) in t CO <sub>2</sub> e/\$M corporation revenues	401	303	40%	-24%

<sup>23</sup> Results are rounded.

<sup>24</sup> Past results have been adjusted to reflect changes in methodology, acquisitions and divestments of real estate assets, updated emission factors and error corrections.

<sup>25</sup> iA Financial Group's Canadian real estate portfolio comprises 34 properties, mainly in Quebec City, Montreal, Toronto and Vancouver. Some buildings are not fully owned by iA Financial Group (less than 100%). Under the financial control consolidation approach, only emissions attributable to stationary combustion, halocarbon leaks and electricity purchases from the share held by iA Financial Group are considered. In other words, building activity data is multiplied by the percentage of ownership. All data relating to iA Financial Group's GHG emissions are unverified to the best of our knowledge.

<sup>26</sup> These figures represent the portion subject to the decarbonization commitment, corresponding to investments of around \$13.5 billion as at January 16, 2023.

## Our carbon footprint<sup>27</sup>

For a number of years, iA Financial Group has been tracking its GHG emissions with a view to continuous improvement. To ensure transparency in the dissemination of this information, the attached methodology report details the calculations and estimates used to quantify iA Financial Group's carbon footprint.

Table 2 beside presents the GHG emissions data for 2024.

**Table 2: Total GHG emissions as at December 31, 2024<sup>28</sup>**

		Annual emissions
Emission sources		(in tCO <sub>2</sub> e) <sup>29</sup>
<b>1</b>	Stationary combustion	6,168
	Mobile combustion	170
	Halocarbon leaks	419
Total Scope 1 emissions		6,757
<b>2</b>	Electricity	3,279
	Heating and steam	181
Total Scope 2 emissions <sup>30</sup>		3,279
<b>3</b>	Waste	225
	Business travel	4,622
	Employee commuting	3,639
	Leased assets	3,205
	Financed emissions	1,006,657
Total Scope 3 emissions		1,018,349
GHG emissions		1,028,385

## Scope 1 and 2

For the 2024 reporting period, total Scope 1 and 2 GHG emissions amount to 10,036 tons of CO<sub>2</sub> equivalent. In accordance with the financial control consolidation approach, these emissions are quantified for iA Financial Group assets, more specifically our real estate holdings (comprising 34 buildings in Canada and 2 in the United States for a total of 6,646,845 square feet owned), and our fleet of 46 vehicles.

**Stationary combustion** accounts for the majority (61%) of Scope 1 and 2 emissions, i.e., 6,168 tons of CO<sub>2</sub> equivalent. In the absence of source data, some of this data is estimated in accordance with the attached GHG quantification methodology. Stationary combustion denotes the burning of fuel in buildings owned by iA Financial Group. This includes equipment such as generators, boilers and other fuel-powered equipment (e.g., natural gas or diesel). In 2024, there is a 10% decrease compared to the reference year 2022. Although this decrease cannot be directly linked to decarbonization activities, it may be due to a number of factors, including, among others, the availability of energy consumption data and climatic variations.

<sup>27</sup> All iA Financial Group GHG emissions data are unaudited and provided to the best of our knowledge. We occasionally use estimated data, but our aim is to collect real data and replace estimates with actual data in the coming years.

<sup>28</sup> The previous years, 2022 to 2024, are shown in table 15 (at the end of the document).

<sup>29</sup> The results are rounded.

<sup>30</sup> In accordance with GHG Protocol guidelines, direct CO<sub>2</sub> emissions resulting from the combustion of biogenic materials – including biomass, biofuels and biogas – are excluded from Scope 1 and 2 calculations, and therefore documented in this *Report*. For this reason, “heating and steam” are not included in Scope 1 and 2 emissions totals as they relate to the combustion of biogenic materials.



**Mobile combustion** is all the fuel needed for iA Financial Group's vehicle fleet comprising 46 vehicles (cars and vans) that are 9 1/2 years old, on average. None of these vehicles are hybrid or electric, 87% run on gas and 13% on diesel.

Fugitive emissions attributable to **halocarbon leaks** from air-conditioning and refrigeration equipment are based on halocarbon filling data. For the reporting period, GHG emissions related to halocarbon leaks represent 419 tons of CO<sub>2</sub> equivalent. Halocarbons have a high global warming potential ("**GWP**"), which means that any variation has a significant impact on GHG emissions. In 2024, there is an 18% decrease compared to 2022, due to a lower number of fillings.

Scope 2 emissions are associated with iA Financial Group's purchase of energy. This represents the purchase of electricity for iA Financial Group's owned buildings, i.e. 3,279 tons of CO<sub>2</sub> equivalent. Emissions in 2024 remained constant through 2022. In the absence of source data, some of this data is estimated in accordance with the GHG quantification methodology annexed hereto. Most of our electricity consumption comes from the hydroelectric grid (Hydro-Québec in Québec, BC Hydro and FortisBC in British Columbia), with the majority of our real estate assets located in Québec. In the GHG inventory, only one building located in the municipality of Surrey, British Columbia, produces biogenic emissions. This involves 181 tons of CO<sub>2</sub> equivalent **heating and steam** linked to the combustion of biogas (renewable natural gas), accounted for and documented separately from the GHG emissions<sup>31</sup>.

## Scope 3

The GHG Protocol lists 15 categories of Scope 3 emissions. This section presents the emission categories related to iA Financial Group's operations, namely:

- **Category 5:** waste generated by company operations.
- **Category 6:** personnel business travel.
- **Category 7:** employee commuting.
- **Category 8:** upstream leased assets (building space and vehicles).
- **Category 15:** financed emissions related to our investment portfolio.

Table 3 illustrates Scope 3 emissions, which represent the largest source of emissions with 1,018,349 tons of CO<sub>2</sub> equivalent, i.e., 99%<sup>32</sup> of total iA Financial Group emissions in 2024. These emissions stem from the Corporation's value chain, i.e., they are linked to our operations but originate from sources that iA Financial Group does not own or over which we perceive little or no control. The quantification methodology for each of the Scope 3 categories can be found in the appendix to this report.

**Table 3: Scope 3 GHG emissions as at December 31, 2024**

Emission sources		Annual emissions (in tCO <sub>2</sub> e)
<b>3</b>	<b>5. Waste</b>	<b>225</b>
	Waste materials	209
	Landfilled	133
	Recycled	14
	Composted	62
	Wastewater	15
	<b>6. Business travel<sup>33</sup></b>	<b>4,622</b>
	Air travel	3,878
	Ground travel	745
	<b>7. Employee commuting</b>	<b>3,639</b>
	<b>8. Leased assets</b>	<b>3,205</b>
	Stationary combustion	1,597
	Electricity	1,193
	Halocarbon leaks	269
	Mobile combustion	147
	<b>15. Financed emissions</b>	<b>1,006,657</b>
<b>Scope 3 GHG emissions</b>		<b>1,018,349</b>

<sup>31</sup> In line with GHG Protocol guidelines, direct CO<sub>2</sub> emissions resulting from the combustion of biogenic materials – including biomass, biofuels and biogas – should be excluded from Scope 1 and 2 calculations, but documented separately. We occasionally use estimated data, but our aim is to collect real data and replace estimates with the actual data in the coming years.

<sup>32</sup> Currently, iA Financial Group only accounts for certain Scope 3 categories. This percentage could therefore vary in the years to come, as new categories are added.

<sup>33</sup> The "Business travel" category excludes data from some subsidiaries that are not available.

---

## Waste

This category quantifies emissions linked to waste generated by the company's operations and the occupants of iA Financial Group buildings. Waste materials include emissions linked to waste management processes, whether they are disposed of (landfilled) or diverted (recycled or composted). Similarly, wastewater emissions include the wastewater treatment process.

## Business travel

This category includes emissions related to travel paid for or reimbursed by iA Financial Group, such as travel by train, plane, rental car, taxi or employees' private vehicles in the context of their work. Emissions in this category have been increasing in recent years due to the extension of data coverage. However, certain data remains unavailable and we intend to continue to improve this category in the coming years.

## Employee commuting

This category includes emissions generated by employees' commuting to and from work. These emissions are estimated on the basis of the number of iA Financial Group employees and take into account the impact of the Work From Anywhere ("WFA") program on their commuting. Emissions in this category have been rising in recent years, reflecting the growth in the number of employees and the rate of attendance at work.

## Leased assets

This category covers GHG emissions from assets leased (not owned) by iA Financial Group, such as buildings and leased vehicles. The total estimated energy consumption is based on 1,217,366 ft<sup>2</sup>, which corresponds to the total area leased by the Corporation. The number of leased vehicles is 71, comprising 13% electric, 31% hybrid and 56% gasoline-powered vehicles.

## Financed emissions

In 2023, we announced our decarbonization goal focused on climate risk management, including a carbon intensity reduction target.

In 2023, a rebalancing was carried out on the portfolio with the aim of better managing global and climate-related risks. This shift in allocation focused on decreasing our exposure to utilities, a sector with increased climate risk. As a result and as presented above, the carbon intensity of our public corporate bond portfolio is currently 24% lower than that of our 2022 baseline year. This decarbonization achievement is due, in particular, to the rebalancing of this portfolio.

For the coming year, we intend to prioritize strengthening our governance process and integrating climate risk considerations into our investment decisions. The significant reduction in the carbon intensity of our portfolio in 2023 enabled us to focus our efforts in 2024 on optimizing our climate risk management framework. We will continue to consider the dynamic nature of carbon data while providing our investment teams with the tools to monitor and act on these risks.

**Table 4: GHG emissions from our investments, as at December 31<sup>34</sup>**

Asset class	Indicators	Units	2022	2023	2024
<b>Public Corporate bonds<sup>35</sup></b>	Total financed emissions	t CO <sub>2</sub> e	1,093,031	858,495	1,006,657 <sup>36</sup>
	Financed emission intensity	t CO <sub>2</sub> e/\$M CAD invested	94	68	72
	Weighted average carbon intensity (WACI)	t CO <sub>2</sub> e/\$M CAD corporation revenues	401	310	303
<b>Investments in renewable energy</b>	Value in renewable energy	\$B CAD	2,8	2,9	3,3
	Value in green bonds	\$M CAD	485	687	880

There has been an increase in total financed public corporate bond emissions due to greater data availability for the emitters in our portfolio. The coverage has increased from 64% to 87%, which particularly impacts the utilities sector, which is carbon-intensive. The 2022 and 2023 data have therefore been adjusted to reflect the new data available.

With regard to weighted average carbon intensity (WACI), new disclosures by emitters have led to an update of past values. This revision has had the effect of reducing the carbon intensity of previous years without, however, affecting our reduction efforts, as the percentage change remained relatively constant between 2023 (93%) and 2024 (94%).

## Actions to reduce our emissions

To reduce the environmental impact of our operations, we strive to improve our operational practices. This section presents the data we collect and the actions we take to reduce our carbon footprint.

### Our scope 1 and 2 initiatives

Direct emission initiatives target buildings owned by iA Financial Group, with the aim of optimizing energy efficiency, reducing water consumption and minimizing GHG emissions.

**Table 5: Distribution of our real estate assets held as at December 31, 2024**

Categories	Number of addresses <sup>37</sup>	Floor area in %
Office	30	86
Other	6	13
Retail	1	1

<sup>34</sup> Certain information contained herein (the "Information") is sourced from/copyright of MSCI Inc., MSCI ESG Research LLC, or their affiliates ("MSCI"), or information providers (together the "MSCI Parties") and may have been used to calculate scores, signals or other indicators. The Information is for internal use only and may not be reproduced or disseminated, in whole or in part, without prior written permission. The Information may not be used for, nor does it constitute, an offer to buy or sell, or a promotion or recommendation of, any security, financial instrument or product, trading strategy, or index, nor should it be taken as an indication or guarantee of any future performance. Some funds may be based on or linked to MSCI indexes, and MSCI may be compensated based on the fund's assets under management or other measures. MSCI has established an information barrier between index research and certain Information. None of the Information in and of itself can be used to determine which securities to buy or sell or when to buy or sell them. The Information is provided "as is" and the user assumes the entire risk of any use it may make or permit to be made of the Information. No MSCI Party warrants or guarantees the originality, accuracy and/or completeness of the Information and each expressly disclaims all expressed or implied warranties. No MSCI Party shall have any liability for any errors or omissions in connection with the Information herein, or any liability for any direct, indirect, special, punitive, consequential or any other damages (including lost profits), even if notified of the possibility of such damages.

<sup>35</sup> On January 16, 2023, we completed the restructuring of the General Funds portfolio due to the entry into force of accounting standard IFRS 17 Insurance Contracts on January 1, 2023 ("IFRS 17"). This change had an impact on the weighting of each asset in the General Funds public corporate debt portfolio and therefore necessitated a reassessment of the carbon footprint of this portfolio for the year 2022. Also, following the implementation of a new management strategy, the General Funds "Listed Equities" portfolio was reduced to a marginal proportion, resulting in its removal from the carbon footprint calculation. This data represents the portion subject to the commitment to decarbonization which corresponds to investments of around \$13.5 billion as at January 16, 2023.

<sup>36</sup> This is equivalent to 32% of the assets under management of the general funds included in the calculation of financed emissions.

<sup>37</sup> iA Financial Group owns a total of 36 properties, including one that is accounted for in two categories, as it has both "office" and "other" functions.

### Energy and water management at our properties

iA Financial Group collects energy consumption data annually for 36 of the real estate assets we own, representing 6,646,845 sq. ft. of total surface area in our owned property portfolio.

To implement our water conservation strategy, iA Financial Group has a program that focuses on efficient water management. This approach is consistent with the requirements of the LEED® and BOMA BEST® certification programs. In 2024, 68% of buildings were certified under one or both of these programs. Specifically, as part of the BOMA BEST certification process, a water management audit is conducted to identify opportunities to reduce water consumption in the targeted properties.

As a major property owner, iA Financial Group measures environmental performance based on the stringent BOMA BEST® (Building Environmental Standards) and LEED®<sup>38</sup> (Leadership in Energy and Environmental Design) and RHFAC criteria.

In our ongoing effort to improve, we continued to collect water management data for our Canadian real estate assets in 2024.

The two tables below illustrate the management of water and energy consumption in our buildings as at December 31, 2024.

**Table 6: Energy management data, as at December 31, 2024**

Energy management	Office	Retail	Other
Energy consumption data coverage as a % of total floor area	100	60	41
Total energy consumption (in gigajoules)	358,931	8,432	12,832
% of energy consumed stemming from grid electricity	85	93	99
% of energy consumed stemming from renewable energy	73	100	87
% change in energy consumed by portfolio area with data coverage, by property subsector	79	184	16
% eligible that has an energy rating	78	36	13
ENERGY STAR® <sup>39</sup> certified %	3	0	0

<sup>38</sup> LEED®, and its related logo, is licensed in Canada to the Canada Green Building Council and is used here with permission. LEED® is the preeminent program for the design, construction, maintenance and operations for high-performance green buildings.

<sup>39</sup> One of our buildings is ENERGY STAR® certified. However, most of our buildings have an ENERGY STAR® profile.

**Table 7: Water management data, as at December 31, 2024**

Water management	Office	Retail	Other
Water withdrawal data coverage as a % of total floor area	100	100	22
% water stress (high or extremely high baseline)	8	0	13
Total water withdrawn by portfolio area with data coverage (in thousands of cubic metres)	244.8	11,5	271.8
% in water stress regions (high or extremely high baseline)	4,8	0,0	3,2
% change in energy consumed by portfolio area with data coverage, by property subsector	67.5	0,0	144.5

**Our scope 3 initiatives**

Indirect emission initiatives concern GHG emission sources stemming from iA Financial Group's operational activities. They include the effective use of our workspaces, the management of waste materials, paper consumption and the circular economy.

**Optimization of our workspaces**

The WFA program enables employees to telework from home, or to commute to any of our buildings at their disposal. Since the launch of the program in 2020, we have reduced our address pool, in Canada, from 174<sup>40</sup> to 98, representing a 44% reduction. We anticipate further reductions in our office space over the next few years in Canada and the United States.

Our subsidiary PPI Management Inc. increased its leased space certified LEED or BOMA BEST from 42% in 2022, to 46% in 2023 and 51% in 2024.

**Waste management**

We are planning to conduct a waste characterization in the next few years to better manage it and reduce our environmental footprint.

Composting has been partially integrated into our Vancouver and Quebec City offices. Our Toronto and Montreal offices also participate in various recycling programs. In Quebec City, Maison Revivre recovers a portion of the cafeteria's surplus food every weekend.

<sup>40</sup> Data revised in 2024, since 177 was incorrect.

Paper consumption

The majority of our documents are in digital form and use paper made of 100% post-consumer recycled fibres.

Table 8<sup>41</sup> illustrates the effects of the WFA program on the number of printers and the number of printings at iA Financial Group, which reduced our consumption of electricity, consumables and paper, as well as the host of activities required to maintain our real estate holdings. In 2024, we succeeded in achieving our goals of reducing the number of printers in our offices to the desired level.

Table 8: Results of a reduction in the use of printers and number of printings

	From July 2021 to June 2022	From July 2022 to June 2023	From July 2023 to June 2024
Number of printers	394	122	115
Number of printings (in our offices)	8,112,799	8,381,747	8,158,609

As regards the United States, we began moving part of our print management operations back in-house between October 2023 and June 2024, strengthening print security in our centralized tools and gleaning a better understanding of our print needs.

In the coming years, we plan to launch new measures to reduce our consumption of printed documents. These measures will include programs to analyze print content in order to limit unnecessary printing, awareness campaigns to encourage more responsible use of printing, and the deployment of digital solutions to reduce printing needs.

The circular economy

iA Financial Group recovers and recycles its outdated computer equipment through a partnership with an external firm. The equipment collected from our offices is monitored until it is securely destroyed or put back into circulation after it is cleaned and emptied of its content. Components from devices that cannot be reused are sold to partners who specialize in recycling them. In 2024, iA Financial Group recycled 3,630 pieces of computer equipment, saving 212 tons of CO<sub>2</sub> equivalent.

iA Financial Group has implemented a more precise process for recovering and recycling the company's mobile devices, that also enables us to save carbon credits. In 2024, iA Financial Group recycled 874 cell phones, saving 8 tons of CO<sub>2</sub> equivalent.

iA Financial Group also donates computer equipment to charities. Computer equipment (such as laptops, monitors, mice and keyboards) that are in good condition, but not used by employees, is cleaned by an external firm to be donated to charities. In 2024, 5 laptops, 25 monitors, 5 docking stations, an interactive screen and other accessories such as mice, headsets and keyboards were donated. This low rate compared with last year is due to the fact that the Corporation received very few requests from charities for computer equipment in 2024.

<sup>41</sup> The figures presented in this table include iA Financial Group subsidiaries and agencies in Canada only.



# Talent and Culture



---

## Evolution of our corporate values

In 2024, iA Financial Group updated its values to better reflect our commitment to our clients and our dynamic corporate culture, thereby, emphasizing four key themes:

### **1. Client centricity:**

We seek to gain an in-depth understanding of our clients' needs by working closely with our distributors. By providing quality products and guaranteeing an excellent client experience, we aim to be proactive and attentive.

### **2. Inspired teams:**

We foster the development of autonomous and inclusive teams, united towards a common vision of iA Financial Group's success. Teamwork and diversity are the cornerstones of our culture.

### **3. Learning agility:**

iA Financial Group champions a learning culture by encouraging our employees to embrace innovative methods of continuous growth and development.

### **4. High performance:**

Our goal is to achieve excellence by operating efficiently and effectively. We thereby create added value for iA Financial Group and all its stakeholders.

These values have also been integrated into our performance appraisal process.

# Who we are

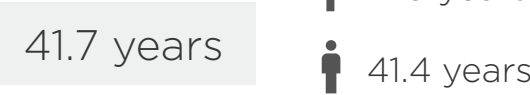
As at December 31<sup>42</sup>

		2023	2024
Total no. of employees (approx.).		9,490	9,455
Gender representation	Women	58%	59%
	Men	42%	41%
Recruitment and gender representation	Total	2,311	1,743
	Women	1,257	1,002
	Men	1,032	740
	Not reported	22	1
Internal promotions and gender representation	Total	927	889
	Women	485	505
	Men	441	384
	Not reported	1	



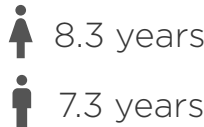
9,455 employees

Average age in 2024



Average seniority

7.9 years



Types of positions

8,969 Permanent  
486 Temporary, casual, students and interns

Employee service milestones

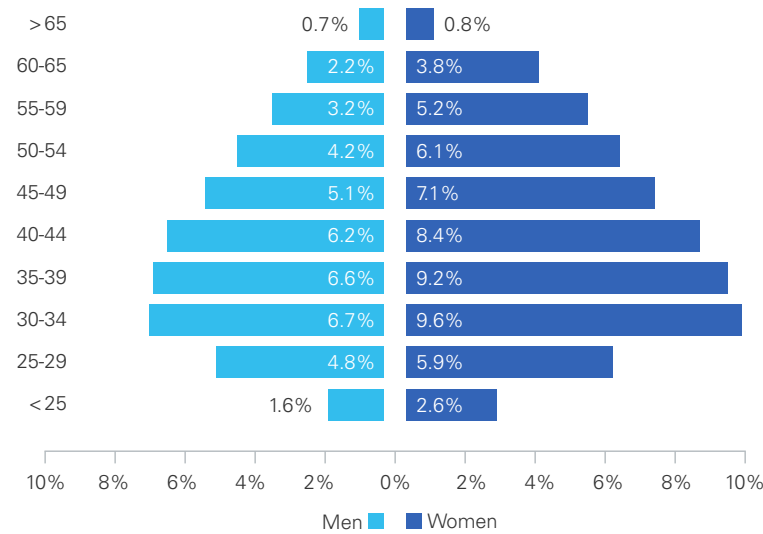
2,593 Over 10 years  
1,526 Over 15 years  
853 Over 20 years

Breakdown of employees by country



	2023	2024
Short-term disability incidence rate	9.5%	9.3%
Total turnover rate	11.1%	11.8%
Voluntary turnover rate <sup>43</sup>	8.1%	6.6%

Age pyramid (male/female)



<sup>42</sup> This corporate profile is based on a total of 9,455 employees and not 10,103 (as indicated earlier in this report) as some subsidiaries—whose data was not available as at December 31, 2024—were excluded.  
<sup>43</sup> In 2023, this rate reflected voluntary departures, including retirements. In 2024, it was adjusted to reflect market expectations by including only voluntary departures and excluding retirements. This accounts for the differential between 2023 and 2024.

# Employee engagement

In 2024, iA Financial Group updated its employee survey strategy. We redesigned the questionnaire to ensure it aligns with our new strategic plan. More specifically, we included a question on the employee Net Promoter Score (*eNPS*). In response to employee comments, we reduced the frequency of our *We'd like to hear from you* survey from monthly to quarterly.



## In 2024, the survey assessed the following factors:

- 1. Development**, which assesses the degree to which employees develop professionally.
- 2. Wellbeing**, which rates how employees report feeling.
- 3. Inclusion**, which refers to the degree to which employees feel they can be themselves at work.
- 4. The Employee Net Promoter Score (eNPS)**, which indicates how likely employees are to recommend iA Financial Group as a place to work to their friends and family. This question is written in a standardized format, enabling comparisons to be made with external organizations.
- 5. An open-ended question** allowing the Corporation to remain responsive to employee concerns and realities.

Pulse survey results <sup>44</sup> (% of high scores)	2023	2024
Participation rate	45%	48%
Employee engagement	86.5	N/A <sup>45</sup>
Empowerment	89.6	N/A <sup>45</sup>
Development	74.6	74.3
Career progression	78.6	N/A <sup>45</sup>
Wellbeing	77.9	74.1
Inclusion	86.6	85.3
eNPS	N/A <sup>46</sup>	42.3
Inclusion index	N/A <sup>47</sup>	82.3
Learning organization index	N/A <sup>47</sup>	75.7

## Development of two new indices

One of our strategic priorities is to become a learning organization. To gauge our progress, we developed a **learning organization index** comprising eight questions that assess the following four dimensions: psychological safety, curiosity, leadership that fosters learning and knowledge sharing. We also introduced an **inclusion index** comprising nine questions. A detailed analysis of the various questions will enable us to target initiatives that move us forward as a learning organization and in terms of EDI. All these questions will be asked twice next year, enabling us to monitor our progress on both indices.

In addition, feedback from the surveys is analyzed anonymously and forwarded to our Talent and Culture teams to inform the development of initiatives, and to business partners to help them support management in their respective sectors. Finally, the results and findings were presented to senior management and the management of the vice-presidency – Talent and Culture to ensure that decision-makers can take into account employee realities and perspectives in their decision-making.

<sup>44</sup> Excluding some of our subsidiaries in Canada and the United States where these surveys are not currently deployed. The survey questions use 7-point Likert scales, with low scores (1-2-3) representing a negative presence of the dimension being assessed (e.g., not feeling included on the inclusion scale) and high scores (5-6-7) representing a positive presence of the dimension being assessed (e.g., feeling included on the inclusion scale).

<sup>45</sup> This question was removed from the survey in 2024, following its redesign.

<sup>46</sup> This question was added in the survey in 2024, following its redesign.

<sup>47</sup> This index was added to the survey in 2024, following its redesign.

In 2025, we plan to continue honing our employee survey strategy. More specifically, we want to better equip managers to analyze and interpret the results and provide them with tools to help them implement measures within their teams.

## Meaning of learning organization

At iA Financial Group, being a learning organization means continuously improving the way we create value for our employees and clients by constantly challenging the status quo.

We value continuous learning, personal, professional and organizational growth, open communication, experimentation, collective intelligence, innovation and performance optimized to achieve our ambitious objectives.

### Our areas of focus:

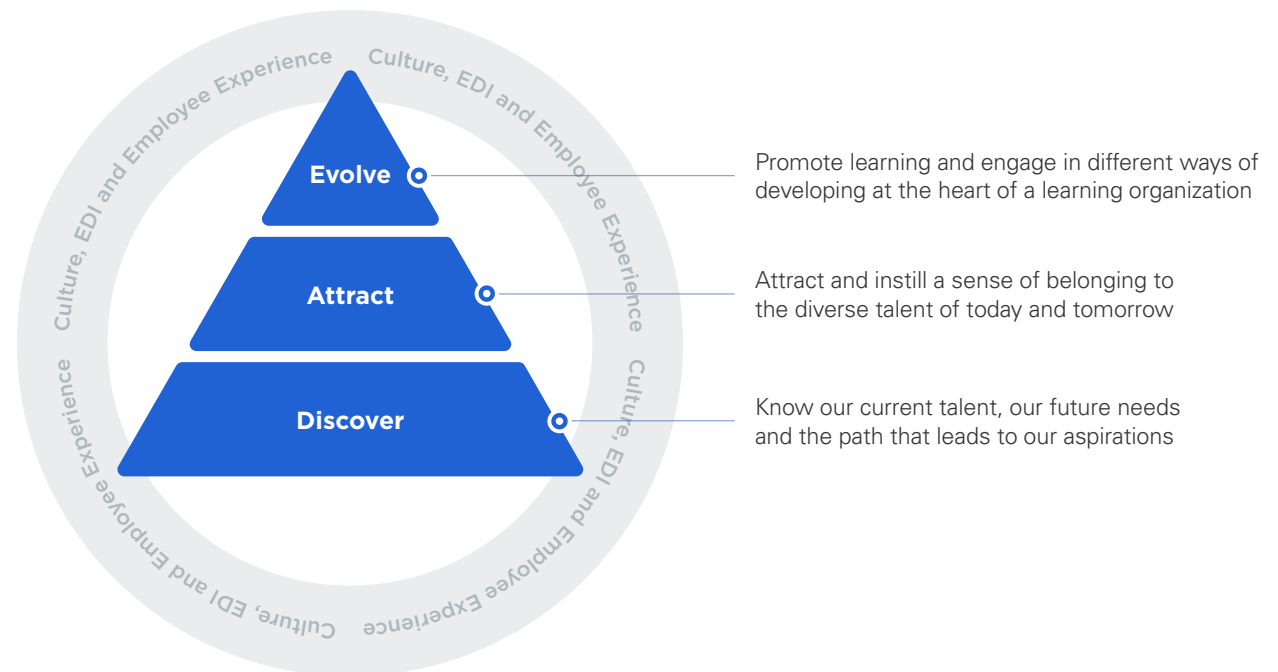
- Strengthen our safe and inclusive environment where we can freely share our ideas, questions, concerns and mistakes so that we can give the best of ourselves and take concrete action on behalf of our clients on a daily basis.
- Encourage curiosity by fostering a learning mindset, embracing different perspectives, finding ways to improve and being intentional about learning.
- Share our knowledge and experience to help each other grow.

## Talent strategy

We recognize that our talent is a key pillar of our success and that it is vital that we adopt a long-term plan that will meet our future challenges. Our main talent challenges are:

- bridging the gap between current talent and future needs;
- cultivating a sense of belonging among new employees;
- attracting a wide range of skills to underpin our transformation;
- promoting internal mobility and developing leadership skills;
- encouraging continuous learning and development and supporting career development.

**Figure 2: Our vision “Evolve and learn together for an inspiring journey”**





---

## Talent acquisition and attraction

In 2024, we implemented various initiatives aimed at improving our talent acquisition practices, our candidates' experience, the quality of our hires and our operational efficiency.

These included revising our interview guides and consolidating our approach to skills assessment. We also enhanced the standardization of the implementation of our talent acquisition process by integrating new quality control measures. Finally, we reviewed and implemented our new employer brand, placing our employees at the heart of the process. Internal and external surveys and analysis, as well as employee focus groups, provided us with a report on iA Financial Group's positioning in the market and on our employees' experience, in order to create a strong, authentic employer brand.

## Onboarding

One year after the implementation of our new onboarding program, our internal surveys show that 93% of new hires are satisfied or very satisfied with their onboarding experience. We will continue to monitor and implement the necessary improvements to the program in 2025 as we receive feedback.

## Succession planning and development

Succession planning and development are ways to ensure robust continuity. The current environment marked by the technological shift, employee expectations for a rewarding career and the demand for skilled workers remains unchanged and has prompted us to take concerted action to address this reality.

After a successful implementation for management positions in 2023, the talent review process was extended to all sectors and to permanent employees in 2024. Succession plans were also introduced for all levels of management within the organization. The purpose of this annual process is to provide a clear vision of our talent pool by exploring our employees' potential, performance and career interests.

This will ensure that we obtain an overall picture of the potential and career interests of all the organization's talent, identify and plan development needs, plan succession for management positions and improve retention of high-potential employees.

## Development and training

As part of our learning organization approach, the Learning and Development Centre of Excellence is pursuing its mission to contribute to the professional development of employees, leaders and teams through the evolution or improvement of several initiatives in 2024.

## For our employees

In the fall of 2023, we rolled out a new immersive learning platform. In 2024, we achieved an adoption rate of 56%. As training content is optional, this suggests, in our view, that interest and curiosity are the main drivers of employee involvement in learning. In 2025, the launch of a chatbot will further enrich this experience, providing operational support to our employees and consolidating our innovative approach to continuous self-directed learning and development.

## Raising awareness of the concept of sustainability

As indicated in our *2024 Roadmap*, several mandatory training courses were enhanced by adding a concrete link between the training theme and sustainability concepts.

In parallel, a dynamic workshop is available on a voluntary basis for teams wishing to understand what sustainability is, how they can help raise awareness of it in the course of their duties and how iA Financial Group integrates this concept into its practices.

With a view to raising our teams' awareness of the importance of effectively communicating on the subject of sustainability within our company and building their skills in this area, a new training course on sustainability communication best practices was designed and launched in January 2025. Targeted teams include our communications, marketing, and client and employee experience teams. Training is also provided for employees who wish to avail themselves of it on a voluntary basis.

In 2024, we also took the opportunity of a beekeeper's monthly visits to our Quebec City and Montreal offices to organize information and awareness-raising sessions on the importance of pollination for biodiversity.



## Introduction to artificial intelligence (“AI”)

In a world increasingly focused on innovation and digital transformation, our organization recognizes the importance of AI as a driver of progress.

For this reason, in the fall of 2024, we implemented a training program for our employees and managers designed to enhance their skills and effectively harness the power of AI in their day-to-day tasks. This course covers generative AI, its impact, the enhanced efficiency that AI provides and the recognition of unconscious bias.

## For our leaders

In 2024, we continued to implement our leadership development programs in line with our business objectives, the organization’s strategic priorities and the acceleration of cultural transformation.

## The Foundations program

Currently in its second year of implementation, this program aims to develop the fundamental leadership skills needed to embody our culture and values. It is part of iA Financial Group’s commitment to being a learning organization.

## Approach

Our leadership program offers an approach based on proven cognitive science strategies, research-based leadership practices, educational technology tools and advanced data analysis to facilitate learning, foster sustainable behavioural changes and effectively track key performance indicators.

To date, 746 leaders, across all levels, have benefitted from this program. Our recent data confirms that 94% of our leaders are satisfied with their development at iA Financial Group. The completion rate for the most recent courses is also 95%, testifying to the participants’ commitment and perseverance.

An adapted version of the program is also made available to employees, fostering the organization’s commitment to the professional development of all personnel.

The Foundations program recently won the *Gold Award* in the “Best Unique or Innovative Leadership Program” category at the 32<sup>nd</sup> annual edition of the Brandon Hall Group HCM Excellence Awards. The Brandon Hall Group is internationally recognized as a benchmark organization for performance in human capital management.

## An ever-changing coaching practice

Coaching is a powerful leadership development tool that has been implemented at iA Financial Group for over a decade. Since 2023, a comprehensive team development program has been available for senior executives. Based on a proven universal leadership model and tools, this program supplements the Foundations program and provides the support and tools needed to adopt the mindset that is crucial for achieving our vision. In a context of constant organizational flux, this program ensures that our leaders’ development outpaces change.

## At iA Financial Group, professional development includes:

	2023	2024
Courses created	582	767
Registrations	74,191	123,040
Courses completed	64,847	114,825
Participants in coaching circle group sessions	219	341
Participants in individual coaching sessions	45	83
Participants in the Foundations program	1,172	2,309
General content consulted	12,373	36,143

## The Altitude approach

Our Altitude performance appraisal approach aims to promote and support collaboration by identifying annual team goals and the behaviours to help meet them.

In 2024, we continued to implement our strategy to achieve fair representation of each job family on the performance bell curve, thereby consolidating our pursuit of equity.

# Responsible compensation

Each year, we assess our compensation philosophy and reflect on how it aligns with our business objectives and talent management strategy. We conduct validations with external firms to ensure that our compensation practices remain relevant and competitive.

## Equity, competitiveness and transparency

### 1. Equity

Diversity, equity and inclusion are an integral part of iA Financial Group's values and the Corporation's strategic priorities. We strive to foster a culture of inclusion that takes into account the diverse needs of our employees. Our commitment to inclusion is also reflected in our compensation practices: we strive to offer fair and equitable conditions to our employees.

#### Pay equity

When it comes to total rewards, iA Financial Group upholds provincial statutory pay equity requirements in Canada. Rigorous internal processes have been established to maintain compliance with the legal and regulatory framework. In addition, the Corporation applies stringent pay equity standards and proactively implements practices that promote gender equality.

The latest pay equity maintenance assessments have demonstrated the Corporation's compliance with Quebec's *Pay Equity Act*. As a result, no wage adjustments had to be made for equity purposes in Quebec.

#### Internal equity

Internal equity is another fundamental guiding principle of compensation programs. iA Financial Group pays attention to the positioning of its employees' compensation to ensure it is free from discriminatory bias.

iA Financial Group annually conducts a pay analysis to ensure that:

- jobs are classified based on objective criteria;
- control points are market competitive.

### 2. Competitiveness

We administer our pay scales in a forward-looking manner to meet business segment needs and market conditions. In addition, the total rewards team, supported by external experts, monitors our compensation structure and programs to ensure alignment with the target benchmark markets.

### 3. Transparency

Driven by our commitment to integrity, we use our internal communication channels to disclose our compensation structure and pay scales, which cover the majority of our employees in Canada. The performance metrics used to calculate bonuses, as well as bonus targets for different job levels, are also available on these channels.

In addition, we strive to ensure that our compensation practices meet legal and regulatory requirements. Each year, we disclose in our *Information Circular for the Solicitation of Proxies* the components of executive compensation, as well as the compensation of our five named executive officers, including the President and Chief Executive Officer. In accordance with the British Columbia *Pay Transparency Act*, iA Financial Group discloses the pay or pay scale for positions in all publicly advertised job postings for this province.

## Our compensation program

The compensation program is structured to ensure a positive correlation between organizational results, as well as business segment and individual contributions. As a large employer, the Corporation offers competitive compensation based on a large number of varied and advantageous components, monetary and non-monetary.

## Total rewards composition<sup>48</sup>

Employee compensation consists of the following:

1. A competitive base salary devised in accordance with rigorous market assessments and analysis, and the principles of equity and parity.
2. An annual bonus to recognize employee contributions and involvement in driving the Corporation's success and to encourage superior overall performance with respect to the company's objectives. In 2024, we revised the structure of our annual incentive plans in order to standardize practices company-wide, thereby encouraging greater internal mobility.
3. A group insurance plan that provides comprehensive and personalized coverage, which may include medical and dental care, short- and long-term disability insurance, life insurance, accidental death and dismemberment insurance and business travel insurance. Employees may choose from a number of coverage options based on their needs. As of January 1, 2025, new inclusive coverage options will be added, such as gender affirmation support and family support. Financial analyses are carried out each year to ensure the plan's sustainability. At the same time, we identify cost-control measures to mitigate the impact on employee coverage.
4. Competitive pension plans, including a defined benefit plan and two defined contribution plans.

The total rewards program includes a host of wellness and personal development benefits:

- **Wellness account:** Reimbursement of expenses related to activities and services designed to support the personal development and wellbeing of employees and their family members covered by the group insurance plan, up to a maximum of \$700.
- **Health spending account:** In addition to group insurance coverage, employees are allocated a sum of money through a health spending account to cover health and dental expenses not reimbursed by their group insurance plan or their spouse's plan (amounts are adjusted annually and vary according to the coverage option chosen and the coverage status).
- **Working conditions:** Ergonomic desk and chair available on request to support the flexible and hybrid working model, and a monthly allowance offered to Canadian employees for the cost of using the internet at home.
- **Compressed work schedule:** Permitted when conditions allow.
- **Telemedicine:** 24/7 access to virtual consultations with health care professionals for non-emergency medical care.
- **Employee and Family Assistance Program (EFAP):** Family, interpersonal, workplace and career support, as well as legal and financial advice.
- **Vacation time:** In addition to the advantageous vacation and statutory holiday program, ten days of additional leave (wellness and personal development) offered to allow employees to better balance their personal and professional lives.
- **Reimbursement of a portion of public transit expenses:** Public transit reimbursement program as a pilot project to encourage employees to use public transit when commuting to the office. The program was designed to cover a portion of the costs of employees when commuting (see our "Employee Experience" subsection for more details about this program). As for the carpooling service with the covoiturage.ca network, it was abandoned due to lack of participation.

- **Discounts on iA Financial Group products:** Wide range of insurance products and financial services, most offered at a discount.
- **Share purchase plan:** Purchase of common shares of the Corporation. iA Financial Group covers a portion of the contributions up to a determined maximum annual amount.
- **Reimbursement of a portion of course and training expenses:** Reimbursement of a portion of the costs incurred to attend a course or training aimed at developing or honing professional skills.
- **Mental health:** A number of initiatives have been put in place to promote mental health. See our "Health, safety and wellbeing" subsection for more details.

## ESG component in performance evaluation

Reflecting iA Financial Group's sustainability commitment, an ESG component is built into the performance appraisals of employees and senior executives, which has an impact on their variable compensation, and more specifically on the determination of their annual bonus.

The component measured is the Net Promoter Score ("**NPS**"), a unit of measure that considers client satisfaction. This component is directly aligned with the purpose of the Corporation, as well as our organizational values and contributes to the creation of ethical and sustainable financial value. iA Financial Group regularly measures the NPS score of all our business segments and has therefore developed proven processes for researching, calculating and analyzing the NPS. The component is applied as a modifier to the executive bonus formula. This modifier was adopted within the parameters of the short-term incentive plan to underscore the Corporation's commitment to the quality of service provided and to client satisfaction, and to ensure that payments under the plan reflect the Corporation's performance in this regard.

Further details on executive compensation can be found in the *2025 Information Circular for the Solicitation of Proxies*.

<sup>48</sup> Excluding some of our subsidiaries in Canada and the United States.

# Equity, diversity and inclusion (“EDI”)

## Our commitment

We aim to foster conditions conducive to the creation of an equitable, diverse and inclusive work environment where each individual can experience a strong sense of belonging and be recognized, respected and valued for the diverse perspectives they offer.

### To this end, we have set three priorities:

- 1. Cultivating a sustainable, inclusive organization.
- 2. Increasing the diversity of our talent pool.
- 3. Forging lasting relationships with community partners.

## Our EDI approach

### Our governance

Since 2023, an EDI Advisory Committee, composed of the co-chairs of our employee resource groups (“**ERGs**”), their executive sponsors and members of senior management has ensured that the EDI strategic plan aligns with the company’s objectives and priorities.

### Our strategy and tools

The evolution of our strategy, which rests primarily on a variety of data, is guided by dashboards that provide us with a clear understanding of our internal demographic and enable us to prioritize our actions. In parallel, we hold roundtable discussions with a variety of internal players (ERGs, managers, employees, etc.) in order to delve deeper into this data. These dashboards are also presented to senior management on a quarterly basis in order to maintain alignment with our strategy.

With a view to improvement, in 2024, we began an audit of our Talent and Culture policies and practices. This work will continue in 2025. The primary aim of this undertaking is to identify barriers to equity and inclusion in our systems and processes and make appropriate changes. Expanding and diversifying our talent pool will help us reach and hire the most qualified people and thus build teams with complementary perspectives and competencies.

In order to establish an accurate picture of our organization, to better understand our employees’ experience and to enhance our EDI strategy, we recommend various data collection tools, including a self-identification questionnaire and an inclusion index.

### Self-identification

Our employees in Canada are invited to complete and update their self-identification at their convenience. Accessible at all times, our self-identification<sup>49</sup> questionnaire provides a representative portrait of the diversity of our organization in Canada, and contributes to the evolution of our EDI strategy.

### Inclusion indices

In 2024, we introduced the Inclusion Index to our employees. Among other things, this index measures our employees’ psychological safety, their sense of inclusion and inclusive leadership. For further details, see the “Development of two new indices” subsection of this report.

In 2024, 78% of our employees in Canada completed self-identification<sup>50</sup>. For the first time ever, we shared with them our diversity profile.

Table 9 - Composition of our workforce, as at December 31

Representation	2023 (%)	2024 (%)
Women <sup>51</sup>	58,0	59,0
Visible minorities <sup>52</sup>	27,1	26,7
Indigenous peoples <sup>53</sup>	0,9	1,1
Persons with disabilities/ neurodivergence <sup>54</sup>	8,6	9,1
LGBTQ+ <sup>55</sup>	5,7	5,6

<sup>49</sup> Excluding some Canadian subsidiaries for which the data was not available as at December 31, 2024.

<sup>50</sup> Excluding some Canadian subsidiaries for which the data was not available as at December 31, 2024.

<sup>51</sup> Persons who identify as women.

<sup>52</sup> Persons, other than Indigenous people, who are non-white in race or non-white in colour.

<sup>53</sup> Indigenous peoples (with or without status) include First Nations, Métis and Inuit peoples in Canada.

<sup>54</sup> A person with a disability is someone for whom one or more personal factors (deficiencies, inabilities, challenges or other characteristics) prevent them from fully or partially completing common tasks (e.g., moving, working, etc.), either temporarily or permanently. A person with neurodivergence refers to a person whose neurological functions differ from what is considered typical (i.e., their way of learning and processing information) or whose behaviours differ from what is considered typical.

<sup>55</sup> The acronym LGBTQ+ represents people from lesbian, gay, bisexual, trans (including non-binary), queer, questioning, intersex, asexual, aromantic or agender, two-spirit (2 or 2S) and other sexual or gender minority communities.

# Our initiatives

## Supporting our internal communities

There are a number of Initiatives in place to promote the inclusion of our talent and clients, such as:

### Towards gender equity

By December 2025, the organization aims to achieve greater equity within iA Financial Group's Senior Leadership Positions<sup>56</sup> by ensuring that the proportion of women and men is between 40% and 60%. In 2024, women represented 37% of senior management, compared with 39% in 2023. These results are mainly due to the acquisition of new subsidiaries with a higher proportion of men in senior management.

In 2024, 53% of appointments to iA Financial Group's Senior Leadership Positions were attributed to women. The tables beside present this data in greater detail.

**Table 10: Appointment and distribution of women and men in iA Financial Group Senior Leadership Positions, as at December 31<sup>57</sup>**

		2023	2024
Appointment to Senior Leadership Positions	Women (%)	38	53
	Men (%)	62	47
Distribution in Senior Leadership Positions	Women (%)	39	37
	Men (%)	61	63

**Table 11: Gender distribution within iA Financial Group, as at December 31**

	2023		2024	
	Women (%)	Men (%)	Women (%)	Men (%)
Senior executives (CEO, EVP)	18	82	17	83
Senior management (VP)	42	58	40	60
Senior directors and directors	44	56	44	56
Management	57	43	55	45
Non-management personnel	59	41	60	40

<sup>56</sup> iA Financial Group "senior leadership positions" denote senior executives and senior management, as well as senior management of the main subsidiaries that comprise the Group.

<sup>57</sup> For this data, the last five years' history is available in the 2025 Information Circular for the Solicitation of Proxies.



To achieve greater equity, we rely on, among other things, auditing our talent management practices and procedures, rolling out a mentorship pilot project and providing personalized coaching. For example, in 2024, several women employees joined our Accelerated Leadership Program (ALP) cohorts with the aim of attaining a management position and fostering inclusive leadership within the organization. We also pursued our commitment to the *Women in Capital Markets* network, actively promoting equity, diversity and inclusion for women in the financial sector. At the same time, we deployed a pilot project, offering our women employees the program proposed by *Effet A*.

**Moreover, in 2024, iA Financial was ranked as one of the world's best companies for women by Forbes and again attained silver level of Women in Governance Parity Certification in 2023.**

### Support for the LGBTQ+ community

We reiterate our commitment and support for the LGBTQ+ community, and reinforce our efforts to ensure an equitable and inclusive environment for our employees and clients alike. To this end, the company is now offering its clients and employees inclusive *Gender Affirmation* coverage.

Finally, the company continues to work with its partners, *Pride at Work Canada*, Fondation Émergence and *GRIS Montreal*, to understand and address the real issues facing the LGBTQ+ community. For the third year running, iA Financial Group took part in the Montreal Pride Parade and the Quebec City Pride Parade.

### Employee resource groups

Two ERGs were created in 2024:

- the GAIN (Group of Allies and Individuals with Neurodivergence) Network, whose mission is to raise employee awareness of the realities of neurodivergent people in the workplace.
- the Next Generation Network which aims to ensure the long-term success and integration of employees starting out or changing careers at iA.

These ERGs join the existing ones comprising the Women's Network, the LGBTQ+ Network, the BRIDGE (Afrodescendant community) and the Indigenous Peoples' Network. They work closely with the EDI Advisory Committee to ensure that the measures taken adequately reflect the needs of each community.

### Listening, learning and understanding

As a learning organization, we invite our employees to adopt an open mind and cultivate an inclusive environment conducive to sharing diverse perspectives and experiences. We strongly encourage our employees to get involved in one of our ERGs as members or allies.

For three years now, iA Financial Group has required its managers to take our partner Catalyst's "Introduction to EDI, inclusive leadership and unconscious bias" online course.

A few awareness-raising initiatives offered to employees in 2024:

- Over 50 conferences, networking events and pieces of content provided by our ERGs.
- Online training platform, with nearly 20% of the content dedicated to EDI.
- Tailored EDI workshops in various sectors of the organization.
- Access to Catalyst's exclusive content.

### Community involvement

The role of equity, diversity and inclusion in the community is important. This vision is also reflected in our philanthropic initiatives. For more details, please refer to the "Our philanthropic commitment to the community" section of this report.

# Towards a sustainable relationship with Indigenous peoples

## iA Financial Group aspires to make a positive impact by building lasting relationships with Indigenous peoples in Canada.

As part of our reconciliation efforts, we have made our commitments and progress public. We are continually improving our approach, although we are aware that there is still much to be done. This approach rests on four key pillars that underpin our efforts to develop progressive relationships with Indigenous peoples. Outlined below are the efforts we made for each of them in 2024 and the primary measures we aim to implement in 2025 in Canada.

### Pillar 1: Our commitment to leadership

- In 2022, we formalized our commitment to the PAIR (Partnership Accreditation in Indigenous Relations) certification program, in addition to becoming a member of the Canadian Council for Indigenous Business (CCIB).
- iA Financial Group adopted its *Aboriginal Relations and Inclusion Policy*<sup>58</sup> in 2023, outlining the key factors for building lasting relationships with Indigenous peoples.
- A multidisciplinary working group plans and coordinates the rollout of our Indigenous Relations initiatives. The Sustainability Steering Committee and the Sustainability Executive Committee oversee the work and commitments related to our relations with Indigenous peoples. The Sustainability Executive Committee reports to the RGEC.
- Following the 2023 Indigenous Relations Management Working Group training sessions completed by senior management, we developed a multi-module training program for employees and management in Canada in 2024. The first module was rolled out to managers at the end of the year, achieving a completion rate of 55.66%. We will continue to provide training for managers and other personnel in 2025.

### Pillar 2: Indigenous representation in our workforce

#### **Our first steps in aiming to ensure the representation and recruitment of Indigenous employees in Canada are as follows:**

- As part of our voluntary self-identification campaign, we collected data and analyzed the composition of our workforce, including Indigenous peoples. In 2024, 1.06% of our employees identified as Indigenous among the 78% of our employees who answered the questionnaire.
- The ERG Indigenous Peoples' Network, sponsored by the Executive Vice-President and the Chief Talent and Culture Officer, organized events on several occasions throughout 2024 to celebrate significant Indigenous events across Canada.
- In 2024, we began analyzing our hiring process in light of the diverse and distinct realities of Indigenous peoples, a process that will continue in 2025.

### Pillar 3: Indigenous businesses

In 2024, we began building relationships with Indigenous businesses and their communities. We still have a long way to go, and we will be making every effort to create partnerships with Indigenous businesses in Canada. In the coming year, we will continue to develop and implement an action plan to achieve this objective.

### Pillar 4: Indigenous communities

For more details on our philanthropic initiatives in support of Indigenous communities, please refer to the "Our philanthropic commitment to the community" section of this report.

In 2024, we focused on developing our strategy and began engaging in discussions with Indigenous communities in Canada. This crucial step laid the foundations for good relations and the establishment of clear objectives for 2025.

<sup>58</sup> Upon reviewing this policy the English terminology will be revised.

---

# Employee experience

## Workplace flexibility

In 2024, we continued championing our FLEXIBLE working model. This allows most teams to choose to work where they will be most efficient on a daily basis and encourages a balance between our two main workplaces: the office and home. We also adapted this model to the reality of employees at American Amicable Life Insurance Company of Texas Inc., so that they can benefit from the same flexibility. These employees now have access to the Ergonomic Furniture for Telework program, which enables them to obtain an ergonomic chair and adjustable table free of charge, under certain conditions, so they can work from home in comfort and safety.

---

**In addition, we continued our training and communication efforts on key team moments. These are essential, as they contribute to collective efficiency, collaboration and knowledge sharing, and foster a sense of belonging among employees.**

To ensure sound individual and team performance, we will continue to develop our FLEXIBLE Working Model in the future.

## Work schedule flexibility

Also with the aim of promoting work-life balance, most employees can benefit from the measures in place to adjust their work schedules. These employees have flexible schedules and can, depending on their position, decide when they start and end their workday. Some of them can also make an arrangement that allows them to perform their duties in a fewer number of days than indicated in their regular work schedules (compressed work schedule) or even reduce their working hours (part time).

## New Toronto and Montreal offices

In 2024, we officially opened our new Toronto office, located at 26 Wellington. Now that we've brought them all together under one roof, our business lines benefit from a completely redesigned work environment, tailored to our flexible working model. As for our Montreal-based teams, they were relocated in February 2025 to brand-new offices whose layout was optimized to foster collaboration and provide a stimulating employee experience.

## Reimbursement of a portion of public transit expenses

To meet the needs of employees who commute to the office, we have updated our public transit reimbursement program on a pilot basis. The program enables employees to claim their daily transit fare (up to a maximum annual amount) when using the following public transit systems: bus, metro, ferry, train and commuter bus. To promote health and sustainable mobility, this program also includes reimbursement of bike-sharing expenses.

# Health, safety and wellness<sup>59</sup>

## Occupational health and safety

Our Global Health team is responsible for monitoring and adapting our existing health guidelines, procedures and measures to account for evolving infectious diseases to ensure the health and safety of the employees.

The Occupational Health, Safety and Wellness program (“OHSW”) has paved the way for the development of priority health and safety programs tailored to the reality of iA Financial Group employees. The implementation and adoption of our Occupational Health, Safety and Wellness Policy, originally scheduled for 2024, has been postponed to the first quarter of 2025.

For our Quebec City, Montreal, Toronto and Vancouver offices, we have joint health and safety committees (“JHSC”) whose members meet, at a minimum, on a quarterly basis. All members have received training on managing and running JHSC. The committees’ tasks include improving health and safety within the organization, promoting new and existing programs and addressing employee-reported workplace hazards. They help to identify workplace hazards and recommend solutions to eliminate or mitigate them.

Adopting our FLEXIBLE working model has forced us to rethink how we do things in terms of first aid. To that end, in order to extend our workplace coverage, we asked several groups of employees across the country to obtain first aid certification.

## Health and Wellness program

Our Health and Wellness program covers many aspects of global employee health, from promoting a healthy lifestyle to awareness, prevention and training.

The OHSW team continued its activities to raise awareness on psychosocial risks.

## Physical activity program

We encourage employees to take care of their physical health in a variety of ways. To this end, at its headquarters, iA Financial Group offers physical activity classes (yoga, pilates and strength training, etc.). In 2024, we extended the pilot project for free group classes.

In 2024, iA Financial Group employees once again took up a new sports challenge using a third-party mobile app. We used this same mobile app to launch a quiz alongside the sports challenge, to raise employee awareness of various sustainability issues. Over 1,470 employees took part in the challenge, covering a total of more than 176,492 kilometres. To encourage our employees to go even further, we also added a solidarity component to this project. Having exceeded our target we donated \$15,000, which was shared between two charities: EcoSchools Canada and Houston Advanced Research Center (USA).

**Table 12: Some facts about iA Health programs<sup>60</sup>**

Activity	2023	2024
Adapt. Together.: no. of seminars, articles with advice, newsletters and health flashes	12	14
Adapt. Together.: total no. of seminar participants	3,255	2,488
No. of mental health ambassador response incidents	104	90
No. of active mental health ambassadors	195	181
No. of mental health management training courses (MHFA, Relief and The Working Mind)	101	92
No. of mental health awareness presentations	34	4
No. of employees given a mental health awareness presentation	472	434
No. of prevention calls	229	204
No. of workplace first aid training courses	70	42
No. of ergonomic assessments	48	33

<sup>59</sup> This data excludes some subsidiaries in Canada and the United States.

<sup>60</sup> This data excludes some of our subsidiaries in Canada and the United States due to the unavailability of data as at December 31, 2023 and 2024.



Our philanthropic  
commitment  
to the community





Philanthropy is a key part of the contribution iA Financial Group makes to society, with a view to driving sustainability and providing tangible support to our communities.

This year, iA Financial Group donated \$10.4 million to a broad range of organizations. Based on Imagine Canada guidelines, each year, we aim to donate one percent of our net earnings to over 600 charities.

## Vision

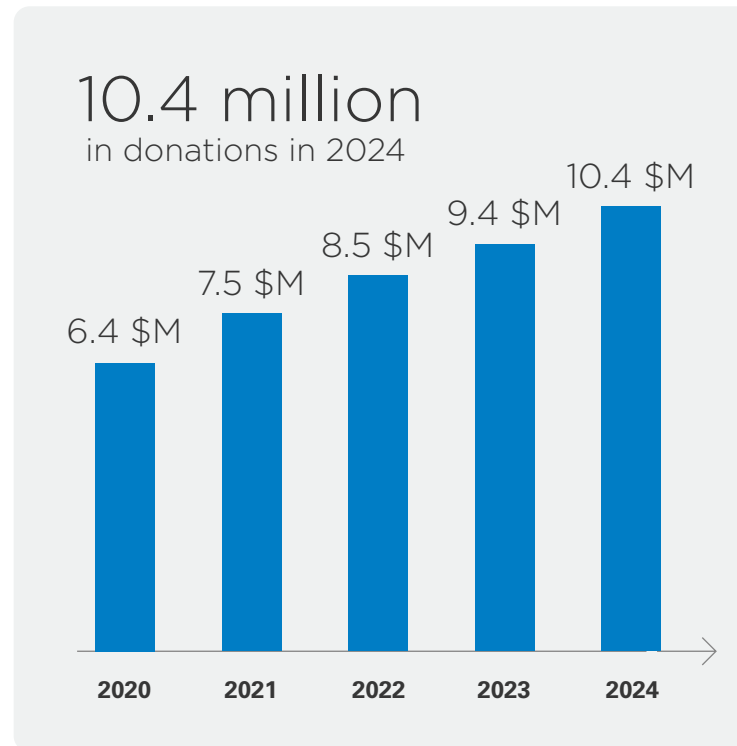
iA Financial Group is a socially engaged organization that works with its stakeholders to support individual and community wellness and become wellness catalysts today and in the future.

## Strategy

To have a positive impact on our community, we have adopted a strategy that aims to:

- Create catalysts so everyone pays it forward.
- Coordinate company-wide community actions so we can be stronger together.
- Provide for sustainable community actions today and for future generations.

### Our donations to not-for-profit organizations over the past five years:



### Distribution of our donations by sector in 2024

43%

Social/Community

33%

Health

12%

Education

6%

Environment

6%

Other

## Major donations in 2024

Our commitment to the community is a crucial part of our sustainability strategy, and takes the form of major donations that have a concrete and tangible impact on the ground. Here are a few examples:

### Supporting health – Mental Health Research Canada

Donation of \$150,000 (2023-2024) for fellowships to Masters and PhD students in connection with research projects on mental health in the workplace or professional environments.

### Supporting education - Forces AVENIR

Donation of \$250,000 (2021-2025) to this organization, which aims to recognize and promote student involvement in projects that contribute to the shaping of conscientious and responsible citizens who demonstrate proactivity, perseverance, strong roots in their communities and openness to the world.

### Support for social and community initiatives - Hope for Dementia

Donation of \$100,000 to the Intergenerational Learning Program, whose goal is to raise young people's awareness of dementia and reduce the risk of dementia among seniors.

### Supporting the environment – World Wildlife Fund Canada

Donation of \$210,000 (2024-2026) to support its Regenerate Canada program, which aims to increase natural habitats, reduce carbon emissions and mitigate environmental impacts on industry through scientific analysis and by working with Indigenous communities.

### Supporting equity, diversity and inclusion

We support organizations such as GRIS-Montréal and its “Le GRIS part en tournée” project with a renewed donation of \$75,000 (2024-2026), Black Mental Health Canada with a \$25,000 donation to support its mission of providing mental health services to people from the Afrodescendant community, and the Women's Y Foundation with a donation of \$200,000 (2021-2025) for its Passport to employment program.

### Support for Indigenous communities

As part of our commitment to building lasting relationships with Indigenous communities, we support organizations that work directly with them, such as Indspire, which awards scholarships to Indigenous students attending post-secondary institutions in Canada with a commitment of \$1,000,000 (2022-2026), the RBA Foundation, which assists charities supporting causes and projects dedicated to the wellbeing of First Nations in the province of Quebec with a contribution of \$75,000 (2022-2026), and the UQAT Research Chair in Indigenous People's Health and Perspectives, with a commitment of \$150,000 (2022-2026).

## Leading and promising initiatives

### Philanthropic contest

Since 2017, iA Financial Group has held a major annual philanthropic contest within Canada to actively contribute to individual and community wellness. This contest helps supports the missions of charities across the country. It also bolsters our desire to make a concrete impact on the ground, and to support the communities in which we operate.

For the 2024 edition, we focused our efforts on social issues. We therefore made a commitment to donate \$500,000 to charities that support people struggling with issues such as homelessness, food insecurity, dropping out of school, addictions, violence, mental illness or isolation. This amount was allocated as follows:

- Four \$100,000 donations were awarded to the charities with the most support in each of the contest's major geographical areas.
- Eight \$10,000 donations to other finalists.
- \$20,000 divided among employee favourites.

### 2024 United Way/Centraide campaign

We had a record year with a total of \$2,879,421 in donations, which represents an increase of 9% compared to last year. In total, 11,929 potential donors, including our permanent employees, consultants, financial advisors and retired employees were solicited. Of these, 4,075 people donated, for an overall participation rate of 34%.

## Quebec blood drive

In September 2024, we organized a blood and plasma drive throughout the province of Quebec. 376 people from among our staff and advisors signed up to make a donation compared to our objective of 350 donors. A \$20,000 donation was also made in support of research.

## Day of Caring

Since 2017, we have encouraged employees to get involved in the iA Day of Caring. On their own or as a team, they mobilize for a volunteer activity or to help others.

In 2024, nearly 1,700 employees<sup>61</sup> in Canada and the United States took part. Individually or in groups, they organized a variety of activities, such as serving meals at soup kitchens, collecting food and hygiene products for various organizations, spring-cleaning chores and visits to senior citizen centres.

## iA Financial Group Chair in Sustainable Finance

In 2024, we announced our philanthropic commitment to the HEC Montreal Foundation. A donation of \$1 million made over a period of ten years will support the iA Financial Group Chair in Sustainable Finance. This partnership will help to support cutting-edge research in sustainable finance, train specialists in the field and facilitate knowledge transfer to the business community.

## Encouraging employees' community involvement

As every year, our employees<sup>62</sup> across Canada and the United States are directly involved with their local communities and to cheer them on, iA Financial Group lends them our support by making a donation to the cause they care about.

Employee community involvement	2023	2024
Total donations (\$K)	1,461	1,455
Nb. of charities	118	125
Nb. of participants <sup>63</sup>	136	272

## Financial literacy

Financial literacy is crucial, as it provides the knowledge, skills and confidence needed to make responsible financial decisions.

**Through philanthropic donations, we support, among others:**

**ABC Life Literacy Canada**, more specifically their "Money Matters" program, a free introduction to financial literacy program.

As part of our efforts to make financial literacy accessible to clients in precarious situations and newcomers to Canada, we support the **Toronto Public Library Foundation**, more specifically its "Financial Empowerment Program," which aims to equip people deal with issues such as taxes, savings and budget planning.

<sup>61</sup> Excluding some of our subsidiaries due to unavailable data as at December 31, 2024.

<sup>62</sup> Excluding some of our subsidiaries due to unavailable data as at December 31, 2024.

<sup>63</sup> Corporation employees, retirees or representatives serving as volunteers or attending benefits.

Global client  
experience





Aligning our business with our clients' needs is at the heart of our success. It will help us provide an even simpler and more consistent client experience.

Our client experience ("**CX**") vision is constantly evolving based on client feedback, but our goal remains to best meet client expectations. In the coming years, this will translate into tangible improvements, such as:

- We aim at prioritizing listening to our clients' feedback not only to ensure their satisfaction, but also to enhance their experience by constantly improving our processes and (re) designing client journeys based on their expressed needs, desires and expectations.
- We aim at offering consenting clients relevant and advantageous offers, at the right time and through their preferred channel (either online, by phone or with an advisor), as part of an omnichannel approach.
- We aim at enhancing our online service offering to allow clients to be even more self-sufficient in their financial journey.

To this end, we aim at increasingly integrating client feedback to develop personalized CX strategies based on their needs, while preserving the legal and regulatory framework that such strategies require.

## Voice of the Customer program

To ensure client needs, expectations and desires remain top concerns and central to our strategies and actions, multiple CX KPIs, including the NPS, were implemented across most of the Corporation's business segments using a common methodology.

We also intend to add sources of client feedback, which will allow us to stay connected with our clients and track their evolving needs, expectations and desires.

To ensure that our clients' feedback is taken into account, we have set up client feedback loops in most of our business sectors. Based on the various client experience metrics in place, critical issues reported by clients that require direct follow-up with them and/or that can be quickly resolved are selected by a centralized Voice of the Customer team and promptly forwarded to dedicated teams within the sectors.

Recurring, deep-rooted and cross-functional issues are analyzed and discussed with all sectors and levels concerned at meetings scheduled within the framework of Voice of the Customer governance. Action plans are developed and monitored by management and teams to ensure that issues are addressed in a timely manner.

## Growth hub

The Growth Hub aims to support the Corporation's future ambitions.

Consequently, we are developing, among other things, a program based on data analysis and predictive models to generate the most relevant opportunities for our clients at the right time, according to their profile and the right engagement channel.

## Digital strategy and marketing

In 2024, we noted an increase in the use of web tools by our clients and prospects. Our internal indicators reveal a growing interest in our intuitive tools that are designed to help existing and potential clients better understand and appreciate our products.

We have also seen an increase in the use of digital tools to contact advisors, request a quote or purchase products such as travel insurance online.

We also won two Summit Awards for our digital marketing campaigns.

## Enterprise client relationship management ("**CRM**") solution

One of the goals of Global CX is to deliver an enterprise CRM solution to all business units. Its 360-degree view, powerful data-first decision-making tools and AI features will bolster the user experience and drive Growth hub adoption.

In 2025, we aim to continue enhancing these initiatives.



# Products and services



Through our various subsidiaries and expertise, we work to develop products and services that meet the needs of our clients, while also integrating sustainability for a positive impact on society, among other things.

## Group Insurance and Retirement Savings

### Symbiosis

We launched [Symbiosis](#), an all-in-one offering that allows plan sponsors and plan administrators to bring their group insurance and retirement savings plans together in one place and benefit from a complete and streamlined employee benefits experience at a competitive price.

Symbiosis also offers an enhanced experience for plan members, as all their benefits are available on a single platform. This gives them a 360° view of their total wellbeing, as well as access to exclusive activities and content (including information sessions and webinars) and personalized advisory services geared towards their long-term financial wellbeing.

### Total wellbeing

Our [education website](#) answers plan members' questions about how their group plans work and about their benefits, and provides content on mental, physical and financial wellbeing, as well as tools to help them achieve their total wellbeing goals.

### Webinars to help plan members better understand their group plans

We now offer webinars to help plan members better understand and take full advantage of their group plans. In addition to answering fundamental questions, these webinars help plan members acquire more in-depth knowledge and adopt sound practices when it comes to group insurance and retirement savings.

These webinars are also available on our [education website](#).

### Plan management

We have recently added a new "Group Insurance" section in the [Resource centre for plan administrators and sponsors](#). Group insurance plan administrators, like group retirement savings plan sponsors, now have access to a variety of content that helps them find answers to their questions regarding the day-to-day management of their plans.

## Group Insurance

### Four new inclusive coverages

We have developed a range of [inclusive coverages](#) that can be added to our group insurance plans<sup>64</sup>.

These four new coverages, which are centred around family support (fertility, surrogacy and adoption) and gender affirmation support, provide vital assistance to plan members and their dependents.

### À-la-carte coverage for a tailored program

As each coverage is offered à la carte, each organization can select the coverage that best meets the diverse needs of its staff. We also offer a flexible formula that allows organizations to determine themselves the maximum amount for each coverage.

### World Mental Health Day

On [World Mental Health Day](#), we took the opportunity to take stock of mental health issues, perceptions and behaviours in the workplace.

To do so, we curated a range of content for plan members in a campaign aimed at group insurance plan administrators.

### A podcast on mental health

A podcast entitled "[Keys to optimal personal and professional mental health](#)" was recorded to provide a clear understanding of the interrelationships between mental health, physical health and total wellbeing, the need to recognize warning signs and show empathy and the factors and actions that positively influence mental health.

### A practical guide

We have also designed a practical [guide](#) to raise awareness among group insurance plan administrators and their plan members, offer useful tips and help them change their perceptions and behaviours regarding mental health.

This guide contains five fact sheets highlighting key topics such as stress management, work-life balance and the impact of physical activity, sleep and nutrition on mental health.

<sup>64</sup> Inclusive coverages are available for groups of 50 or more plan members.

## Health and wellness

In recent years, the supply and demand for health care plans has significantly evolved, highlighting the financial challenges this poses for plan sponsors who need to strike the right balance between the coverage offered and the cost associated with maintaining adequate benefits.

Hence the importance of obtaining a clear picture of the health status and wellbeing of an organization's staff, in order to identify actions that are likely to have a positive impact on employees' total wellbeing.

Presented as part of our [Well-Balanced™](#) package, the health risk assessment questionnaire evaluates changeable behaviours and encourages plan member awareness and mobilization with respect to their health and lifestyle.

This tool enables plan members to determine their risk level in nine areas related to the most prevalent health concerns, allowing them to obtain a personalized overview of their situation. This enables them to identify risk factors on which they can take action, avenues for improvement and resources, while having the possibility of tracking their progress, thus promoting awareness and mobilization.

Employers can also use the questionnaire to get their staff more interested in health and wellness issues.

With this data, we can now focus on the most important risk factors and changeable lifestyle habits that are driving up health care costs, not to mention the fact that the questionnaire also gauges respondents' willingness to change.

Once we have an overall picture of staff conditions and concerns, we can help organizations develop and implement initiatives that will have a real impact on staff health and wellbeing.

## Medical referrals | Facilitating access to paramedical care

In line with industry practices, we no longer require medical referrals from our group insurance plan members to access paramedical care and services.

These changes reflect our commitment to facilitating access to care and supporting the total wellbeing of plan members and their dependents.

## Weight management medication coverage

Preserving the physical and mental health of plan members through access to a plan that meets their needs is an integral part of our PharmAssist® drug management program.

That is why we encourage group insurance plan administrators to offer, at their discretion, obesity and weight management treatments so that they can be covered by drug plans, according to pre-established criteria.

## Group Savings and Retirement

### Group FHSA

The [group first home savings account \(FHSA\)](#) is now part of our product lineup. This savings vehicle makes it easier to purchase a first home, often the most important investment in a lifetime.

### Sustainable investment funds added to our lineup

Given our clients' growing interest in sustainable investment, we have further enhanced our offering with the addition of three socially responsible funds. This brings our offering to eight funds.

### An RRSP campaign for plan members

Every year, we promote the group RRSP to plan members. Designed around the theme of the importance of adopting healthy financial habits, the campaign highlighted the advantages, and the simplicity of contributions made by pre-authorized debit or online.

### A communication campaign to help plan members make the most of their tax refund

To help group retirement savings plan members make the most of their tax refund, we rolled out a communications campaign over several months based around the article "[5 smart ways to use your tax refund](#)".

The aim of the campaign was to demonstrate to plan members that they can easily turn this windfall into a lasting financial advantage.



# Individual Insurance, Savings and Retirement

## Our ESG funds

iA Financial Group offers 7 different ESG funds within our segregated funds lineup. These funds are handled by recognized management firms, including our in-house fund manager, iAGAM.

## Day-to-day tools for our clients and their advisors

### Electronic tools

The implementation of the EVO sales platforms for Insurance and Savings over the past few years has optimized clients' and advisors' time by avoiding travel and administrative processing with no added value. As a result, 603,825 Insurance and Savings transaction requests were completed electronically in 2024, compared to 454,747 last year—a win for both the Corporation and its clients in terms of efficiency and streamlined processes.

## Financial information for newcomers to Canada

iA Financial Group created a web page entitled "Settle in Canada" to help advisors better serve clients who have recently arrived in the country. A new article entitled "Taking care of your health once you've arrived in Canada" has been prepared for this clientele.

In addition, to help advisors communicate more effectively with current or potential clients who are native speakers of Mandarin or Punjabi, iA Financial Group has made available 35 documents in Mandarin and 30 in Punjabi for a variety of products offered in the Life Insurance, and Individual Savings and Retirement business segments.

## Universal life insurance

iA Financial Group has redesigned the universal life product brochure, simplifying the language used and inserting concrete examples and case studies to help clients better understand this product category.

# iA Auto and Home solutions

The Property and casualty insurance industry was hit hard by the worst insured severe weather event in Quebec, Tropical Storm Debby, which struck in August 2024. In order to protect its clients from events such as this, iA Auto and Home offers the "Groundwater and sewer" and "Above-ground water" add-ons to eligible clients, in addition to wind damage coverage.

iA Auto and Home availed itself of its reinsurance program to deal with this disaster. The company was therefore able to compensate eligible clients who incurred damage. In addition, the mobilization of all the subsidiary's sectors enabled claims to be opened and processed more rapidly.

iA Auto and Home is involved in industry initiatives—in collaboration with the Insurance Bureau of Canada (IBC)—that aim to better insure the population against flooding, and in particular to support provincial and federal government initiatives concerning flood-prone areas.

The company also participates in national forums on the fight against vehicle theft, which in recent years has taken a heavy toll on the property and casualty insurance industry and its clientele.

Among the initiatives undertaken or continued in 2024 in the area of fair treatment of clients, iA Auto and Home

and its subsidiary Prysm General Insurance Inc. finalized the action plans addressing the gaps in fair treatment of clients identified in the implementation of the company's corporate program on the same subject, and consolidated the monitoring and reporting of indicators to senior management and their respective Board of Directors.

iA Auto and Home aims to provide a quality client experience throughout the entire client journey and invest to improve it so that it aligns with client expectations and needs. In this regard, its client retention percentage was 86.1% in 2024, compared to 85% in 2023.

In 2024, the online portal was enhanced, enabling clients to carry out a growing number of tasks themselves, without the need for agents. This approach considerably expedites procedures and improves efficiency for clients who prefer to have more autonomy in managing their files.

---

## Financial literacy

In line with our commitment to being a learning organization, iA Financial Group aims to develop its clients' financial knowledge and skills through various financial literacy initiatives.

### **In Your Interest! podcast**

Every week, the [In Your Interest!](#) podcast covers a range of current economic and financial topics for advisors, retirement savings plan sponsors and members.

In 2024, we worked on several podcasts to present information about finance, insurance and developments in the area of artificial intelligence in plain language. These can be found on our website.

### **Short videos on economic and financial topics**

Sébastien Mc Mahon, Chief Strategist and Senior Economist, presents [short videos](#) on various economic and financial topics in simple, understandable language.

We also released a video entitled "To better manage your money, get inspired by their financial experiences" in which people share their personal financial management journeys.

In Group Savings and Retirement, we organized an information campaign for plan members to help them learn more about various topics through a lively discussion highlighting the stories and experiences of three people with different profiles.

We also took the opportunity to provide webinars on topics related to global financial management, which can be viewed on our [education website](#).



# Governance



# iA Financial Group recognized for good corporate governance

In 2024, iA Financial Group was ranked 15<sup>th</sup> out of 216 companies in *The Globe and Mail's* Board Games ranking of the corporate governance practices of Canada's largest companies listed on the Toronto Stock Exchange. In 2024, iA Financial Group scored 95%, an increase of 1% compared to 2023, where the Corporation ranked 7<sup>th</sup> with a score of 94%.

## Institutional governance structure

### Board of Directors (as at December 31)

		2023	2024
Number of directors	Men	7	7
	Women	7	7
Average age		62	62
Average tenure		5.08	4.98

### Number of independent directors

2023 and 2024  
13 out of 14

Our website features each of the [members of the Board of Directors](#) and [the composition of the four Board committees](#).

The *2025 Information Circular for the Solicitation of Proxies* for the Annual Meeting of Shareholders provides additional information on the members of the Board of Directors, including their respective expertise, their ownership of iA Financial Group securities, their participation in meetings of the Board of Directors and Board committee meetings and their compensation.

The mandate of our Board of Directors is to promote a culture of integrity at iA Financial Group based on ethical corporate behaviour. For example, the Risk, Governance and Ethics Committees of the Canadian insurance entities are required to monitor the effectiveness of existing programs on fair treatment of consumers and treatment of clients' complaints, receive annual reports on those matters and recommend the adoption of related policies to their Board.

### Board independence

The [Board Independence Statement](#), which refers to our *Board Independence Policy*, sets out the criteria for evaluating the directors' independence.

Under this policy, the Board must be independent from the Corporation. Accordingly, all directors are independent of the Corporation, except for Denis Ricard, who has a direct material relationship with the Corporation as President and Chief Executive Officer.

## Board diversity

To encourage diversity on its Board, iA Financial Group has published a [Board Diversity Statement](#), which refers to our *Board Diversity Policy*. The notion of diversity includes diversity with respect to gender, ethnic origin, nationality, geographic origin, language, cultural identity, sexual orientation, age and disability. Our goal with this policy is to maintain a balanced representation of men and women on the Board, with a minimum of 30% women. For more information, please refer to the *2025 Information Circular for the Solicitation of Proxies*.

## Internal audit responsibility

For Industrial Alliance Insurance and Financial Services Inc., the Audit Committee's oversight is governed by the *Policy Regarding the Head of Internal Audit* which is based on, among other things, the principles outlined in the *Governance Guideline* of the AMF.

The Audit Committee is responsible for overseeing the independence and objectivity of the internal audit function. The internal auditor must perform their work objectively in an impartial and unbiased manner and avoid any conflict of interest or undue influence. In 2024, the Head of Internal Audit met with members of the Audit committee in camera after each regularly scheduled committee meeting.

## Independence of the external auditor

Deloitte LLP will be recommended iA Financial Group's external auditor for the 2025 fiscal year. As announced on January 28, 2025, the Corporation has proposed the appointment of Ernst & Young LLP ("**EY**") as its external auditor for the 2026 fiscal year. EY's appointment will be submitted for shareholder approval at the Corporation's annual shareholder meeting in 2026.

A rigorous Canadian regulatory framework governs the independence and objectivity of the external auditor. The Canadian Public Accountability Board and the professional provincial associations provide oversight of accounting firms that audit Canadian reporting issuers.

Rotation of the partner in charge is required at least every seven years. For iA Financial Group, the last rotation occurred for the audit of the 2019 fiscal year.

In addition, iA Financial Group has adopted the *External Auditor Independence Policy* which, among other things, sets out the underlying principles for granting service contracts for non-audit services and recruiting the external auditor's partners or employees.

# Our sound governance tools

We have developed tools such as governance frameworks, policies and guidelines to establish and maintain sound corporate governance.

## Our Governance Framework

Our [Governance Framework](#) establishes a link between the culture of integrity and the Corporation's purpose, governance structure and key governance policies and practices.

We adhere to governance best practices to preserve the independence of the Board of Directors and its ability to effectively oversee the Corporation's activities. These practices are based on a solid culture of integrity and ethics, and on a sound and prudent approach to risk management.

## Our Code of Business Conduct

Our [Code of Business Conduct](#) (the "**Code**") applies among others to employees, officers and directors of iA Financial Group. Its main objective is to strengthen the high behavioural standards expected and required of them and the importance of always acting ethically, honestly and with integrity.

All new employees, directors and Board members are required to read and agree to abide by the Code before starting to work and must confirm in writing on an annual basis that they have reviewed the Code and complied with it during the year and were not involved in any undisclosed conflict of interest over the course of the year.

Finally, the Code encourages employees, managers and directors to treat clients honestly, courteously, fairly, objectively and independently. The Code also contains a reminder of the obligations with regard to human rights, diversity and respect in the workplace. Our Code is reviewed every three years, or more frequently if necessary. It was revised in 2023.

Management annually reports to the RGEC on compliance with the Code. Monitoring the application of the Code is therefore the responsibility of the RGEC. It also receives and reviews the annual Code compliance and conflict of interest reports.



---

## Integrity Hotline

iA Financial Group operates an Integrity Hotline that allows its employees, consultants and suppliers to confidentially and anonymously report things, such as questionable behaviour that may seem illegal, fraudulent or contrary to ethics or human rights, irregular activities and practices, or any breach of the iA Financial Group's *Code of Business Conduct* or *Supplier Code of Conduct*. Reporting is done through an independent third party.

Every six months, the RGEC receives and examines a report regarding the information received through the Integrity Hotline, which can be about any inappropriate behaviour but excludes fraud, which is instead reported to the Audit Committee.

## Guideline on disconnecting

iA Financial Group has created a guideline on work-life balance and disconnecting which sets expectations for employees who engage in professional communications outside regular work hours.

The guideline applies to most of the Corporation's employees in Canada.

Where possible, iA Financial Group encourages its employees to send all important communications during regular work hours or to let their colleagues know that they are not expected to reply outside of regular work hours. This is part of the Corporation's commitment to mental health and work-life balance.

## Disclosure Policy

iA Financial Group communications must be timely, factual, accurate and balanced. They must also be widely available, in compliance with relevant legal and regulatory requirements. The *Disclosure Policy* applies to all employees, directors and all those authorized to speak on behalf of the Corporation.

The internal Disclosure Committee is responsible for ensuring that all securities regulatory disclosure requirements are met and for overseeing the Corporation's disclosure practices.

## Securities Trading Policy

iA Financial Group's *Securities Trading Policy* includes certain rules regarding transactions and trades in the Corporation's securities by insiders and employees. It is rooted in the principle that every person who invests in iA Financial Group's securities must have equal access to information that could influence their investment decisions.

This policy applies to all transactions involving iA Financial Group's securities and to any person who, in the performance of their duties at the Corporation, receives or has access to insider and/or important information which has not yet been disclosed to the public.

## Accessible Customer Service Policy

iA Financial Group strives to provide jobs, goods and services that respect the dignity and independence of people with disabilities. We are committed to providing people with disabilities with the same access to our goods and services and enabling them to enjoy them in the same manner as other clients. As part of this undertaking, we will strive to comply with our obligations under the *Accessibility for Ontarians with Disabilities Act*, the *Accessibility for Manitobans Act* and any other similar applicable legislation. iA Financial Group recognizes its obligations under accessibility legislation and supports efforts to achieve accessibility.

## Financial Crime Risk Management Corporate Policy

This policy establishes the basis of the risk management program regarding fraud linked to financial crime within iA Financial Group. The primary purpose of the policy is to manage the risks of corruption and fraud. Financial crime risk management is a continuous process supported by the implementation of prevention, detection and monitoring measures and by effective governance.

It applies to all of our activities, in all of the jurisdictions in which we operate, and to all of our employees, officers and directors.

---

## Human Rights Statement

Our [Human Rights Statement](#) outlines our commitment to respecting and promoting internationally recognized human rights.

iA Financial Group is committed to upholding the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights, as well as the International Labour Organization Declaration on Fundamental Principles and Rights at Work.

By supporting these international standards, we provide an inclusive work environment where all forms of discrimination are strictly prohibited. In 2024, the Statement was updated to include concerns relating to modern slavery.

Additionally, anyone can anonymously and confidentially report any violation of this Statement using the Integrity Hotline.

## Fighting against forced labour and child labour in supply chains

The *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (Canada) came into force on January 1, 2024. iA Financial Group released its *2023 Annual Report on Forced Labour in Supply Chains* on May 27, 2024 for the year ended December 31, 2023. This report presents the measures taken during the previous fiscal year to prevent and mitigate the risk of the use of forced or child labour (“**modern slavery**”). On November 15, 2024, Public Safety Canada published its *Guidance for entities* notably to clarify the Act’s scope of application, including the fact that entities subject to the Act that are solely involved in distributing and selling are not expected to report. Consequently, iA Financial Group will not publish a report on modern slavery in 2025. However, in order to continue to prevent and mitigate the risk of modern slavery, iA Financial Group has established a Sustainable Procurement Committee, part of whose mandate is to promote ethical, sustainable and responsible procurement practices within the organization. Changes have also been made to the *Supplier Code of Conduct* to include concerns regarding modern slavery.

## Supplier Code of Conduct

Our [Supplier Code of Conduct](#) addresses various elements, including ethics and governance, collusion and corruption, diversity and inclusion, human rights and labour law, working conditions and the environment. This Code was revised in 2024 to specifically address concerns about modern slavery and to set out the adoption of strict standards in this respect. We ask that our suppliers act ethically in the conduct of their business. The Code also makes it easier for suppliers to report any questionable behaviour that they feel is illegal or unethical under the Code; they can do so in good faith, without fear of reprisal, and anonymously and confidentially via the Integrity Hotline.

## Policies promoting a quality work environment for all employees

To promote and ensure a quality workplace for all employees, iA Financial Group has put in place internal policies such as those on respect in the workplace and on the prevention of violence in the workplace. The goals of these policies are to promote equity, diversity and inclusion; raise awareness and train employees to prevent violent behaviour; and encourage the Corporation to take steps to prevent harassment and provide a respectful work environment.

## Anti-discrimination statement

In 2023, iA Financial Group issued an *Anti-discrimination Statement* that advocates respect and fair and equitable treatment between individuals.

The statement covers the tools we use to ensure a non-discriminatory work environment, the work environment we create, fair treatment of clients and complaint examination and dispute resolution.

The Statement was revised in 2024 to include concerns relating to modern slavery, since iA Financial Group recognizes that efforts to eliminate discrimination must also include measures to protect vulnerable people from modern slavery, as they are often discriminated against.



## Sound commercial practices and fair treatment of clients

With the goal of embedding high standards for the fair treatment of clients, iA Financial Group has adopted the *Fair Treatment of Customers Corporate Policy* and framework to establish the principles and standards to be adopted by the business segments to ensure that clients are treated fairly, offered products that meet their needs and served in an efficient, fair and respectful manner.

The policy is structured around eight key principles that reflect the behaviours expected in order to ensure the fair treatment of clients, namely:

1. Governance and culture.
2. Conflict of interest management.
3. Outsourcing.
4. Product design and marketing.
5. Representations, advertising and communications about our products and services.
6. Handling of client requests.
7. Protection of personal information.
8. Incentive management.

## Our indicators

Over the last few years, we have developed indicators to track and measure iA Financial Group's performance with respect to fair treatment of clients. These indicators provide an overall and accurate picture of fair treatment practices and allow us to identify gaps in applying the principles and take action to address them. They also help us ensure adequate reporting to our governance bodies.

The [Fair Treatment of Clients Statement](#) provides an overview of this policy.

## Sustainable Investment Policy

The [Sustainable Investment Policy](#) of iAGAM provides a framework and guidance for integrating ESG considerations into investment management and engagement activities in a consistent manner. iAGAM's sustainable investment strategy aligns with iA Financial Group's goal of helping clients feel confident and secure about their financial future.

## Climate Risk Management Corporate Policy

Climate risk management is governed by our *Climate Risk Management Corporate Policy*, adopted in 2023.

The following guiding principles characterize iA Financial Group's approach to climate risk management:

- **Culture, commitment and accountability** – Achieving sound risk management requires a collective commitment to iA Financial Group's culture by adopting the expected behaviours and assuming their share of responsibility in the face of these risks.
- **Robust governance** – Climate risk management must be underpinned by a robust governance structure in which the roles and responsibilities of stakeholders are clearly defined, allowing for effective oversight and management of these risks.
- **Integration into all iA Financial Group's frameworks and activities** – Climate risk management must be fully integrated into the risk management framework, the various policies, in each of the risk categories of the Taxonomy, as well as in iA Financial Group's various decision-making and reporting processes.

- **Recognized importance** – iA Financial Group is concerned about climate risks and is aware that the way it manages climate risks have a direct impact on its success, but also affect its various stakeholders, including its employees and clients. A set of adaptation and mitigation measures must be undertaken to mitigate risks and ensure long-term operational resilience.
- **Compliance with regulatory requirements** – The implementation of a climate risk management framework at iA Financial Group will aim to meet its regulatory obligations in terms of management and reporting on the risks associated with climate change. Transparency contributes to financial stability as it enables investors, regulatory bodies and other stakeholders to better understand iA Financial Group's risk exposure and climate risk management practices.

## Engagement with shareholders

Senior management and the Board of Directors have established mechanisms for shareholders and other stakeholders to communicate with them. These mechanisms are explained on [ia.ca](https://ia.ca) and in the *2025 Information Circular for the Solicitation of Proxies*.

Shareholders who wish to communicate or meet with directors are invited to send us their requests in writing at [secretariat\\_corporatif@ia.ca](mailto:secretariat_corporatif@ia.ca)

It is also possible to communicate with the directors by writing to the following address:

Chair of the Board iA Financial Corporation Inc.  
1080 Grande Allée West  
P.O. Box 1907, Station Terminus  
Quebec City, Quebec G1K 7M3

### Senior management

iA Financial Group's senior management has continued to engage with shareholders by communicating with them and other stakeholders in various ways, including:

#### Publicly available documents:

- *Annual Report* and quarterly reports.
- News releases on quarterly results and other topics of interest.
- *2025 Information Circular for the Solicitation of Proxies*.
- *Annual Information Form*.
- *Annual Sustainability Report*.

#### Conferences and presentations:

- Annual Shareholders' Meeting.
- Quarterly conference calls with financial analysts, which are accessible to all shareholders.
- Participation in industry conferences and other events.
- Live and recorded webcasts of quarterly conference calls to present financial results and the annual shareholders' meeting.
- In-person, videoconference or telephone meetings.
- The [ia.ca](https://ia.ca) website, specifically under "[About us](#)," in the "[Investor Relations](#)" section.

### Investor Relations

It is our Investor Relations department's duty and pleasure to provide shareholders with a wealth of information, particularly financial results, information on dividends and credit ratings, and conferences and presentations.

Investor Relations also publishes a newsletter for investors where it shares the latest financial information.

Shareholders who wish to communicate or meet with the executive officers are invited to send their requests in writing to [investors@ia.ca](mailto:investors@ia.ca).

Members of the Investor Relations Department may also be contacted by writing to:

Investor Relations Department.  
1080 Grande Allée West  
P.O. Box 1907, Station Terminus  
Quebec City, Quebec G1K 7M3

Or by phone at  
418-684-5000, ext. 10-5862  
or toll free (Canada & U.S.)  
1-800-463-6236, ext. 10-5862.

## Relations with government bodies

An open and constructive dialogue with the government, the public and other economic agents in the community allows us to actively contribute to the development of industry practices that are fair, sustainable and responsible.

Whether we take part directly or through the Canadian Life and Health Insurance Association (CLHIA) or any other industry association, we feel that it is important to contribute to the public debate so we can represent not only our own concerns, but also those of our clients. iA Financial Group is subject to a high degree of regulation, which affects most of our operations. Our clients, employees and shareholders are directly affected by our relationships with regulatory and government authorities.

We are primarily subject to regulation by Quebec's AMF and most of our government relations activities take place in Quebec, where we are registered in the Lobbyists Registry.

Our communications with government bodies are open, transparent, guided by our values and comply with applicable laws and regulations. Our *Code of Business Conduct* sets out certain obligations in this regard.

## Dealings with public service employees

Any lobbying activity must first be authorized by Legal Services. Employees who engage in any such activity must do so in accordance with the various applicable laws.

## Contributions to political parties

iA Financial Group's guideline is not to make financial contributions to political parties or election candidates at any level of government, whether in Canada or the United States.

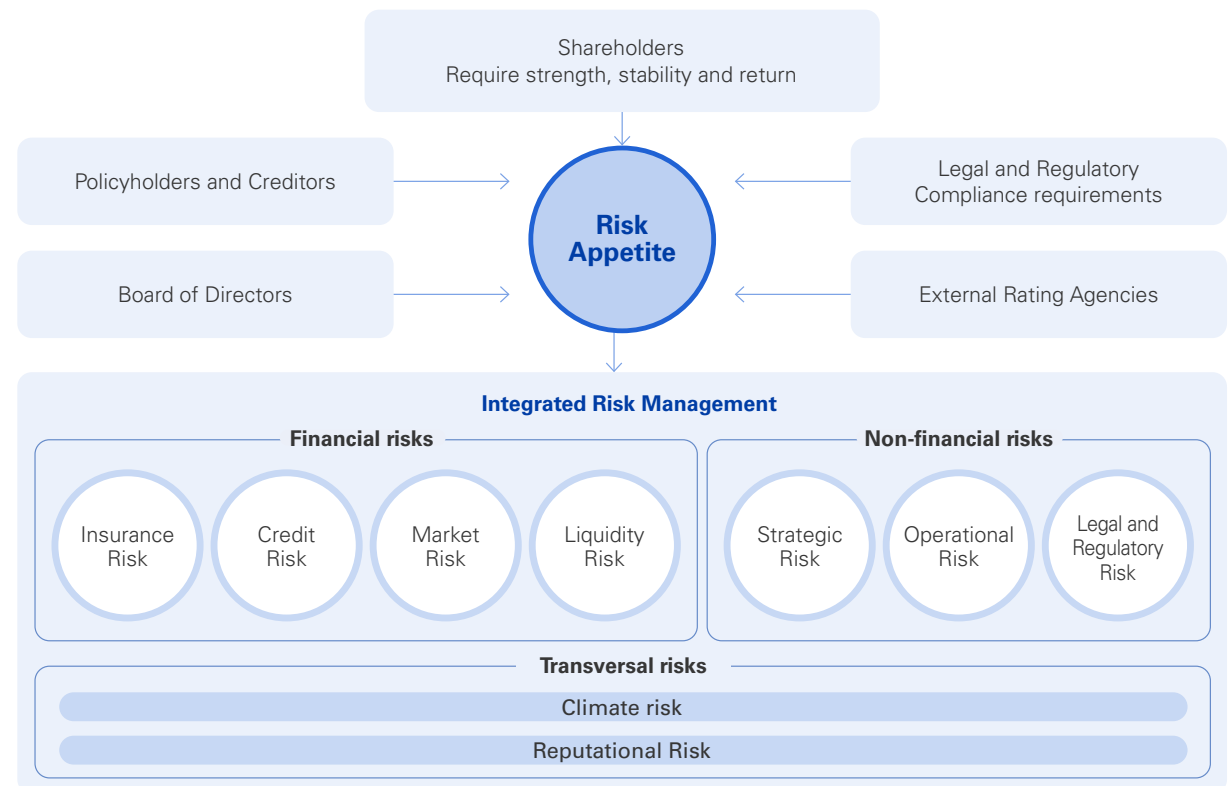
## Risk management

### Integrated risk management framework

iA Financial Group has established an integrated risk management framework, described in the *Integrated Risk Management Corporate Policy*. The framework includes the governance structures, policies, procedures, processes, tools and other control measures allowing iA Financial Group to identify, assess, report, manage, mitigate and monitor the risks inherent to its business and integrate them into its strategic planning. *The Risk Appetite and Tolerance Statement* is also an integral part of the risk management framework.

The risk management framework ensures the implementation of a consistent and coordinated approach to risk management at iA Financial Group. Where necessary, certain risk categories or subcategories are covered by separate frameworks, in line with the principles set out in the *Integrated Risk Management Corporate Policy*.

The subsidiaries must adopt the same standards and principles for their risk management framework, within the limits imposed by the nature and complexity of their operations, their size and their risk profile.



## Risk management governance structure

Integrated risk management governance is based on the three lines of defence model. This approach relies on the implementation of risk management measures and coordinated controls within iA Financial Group.

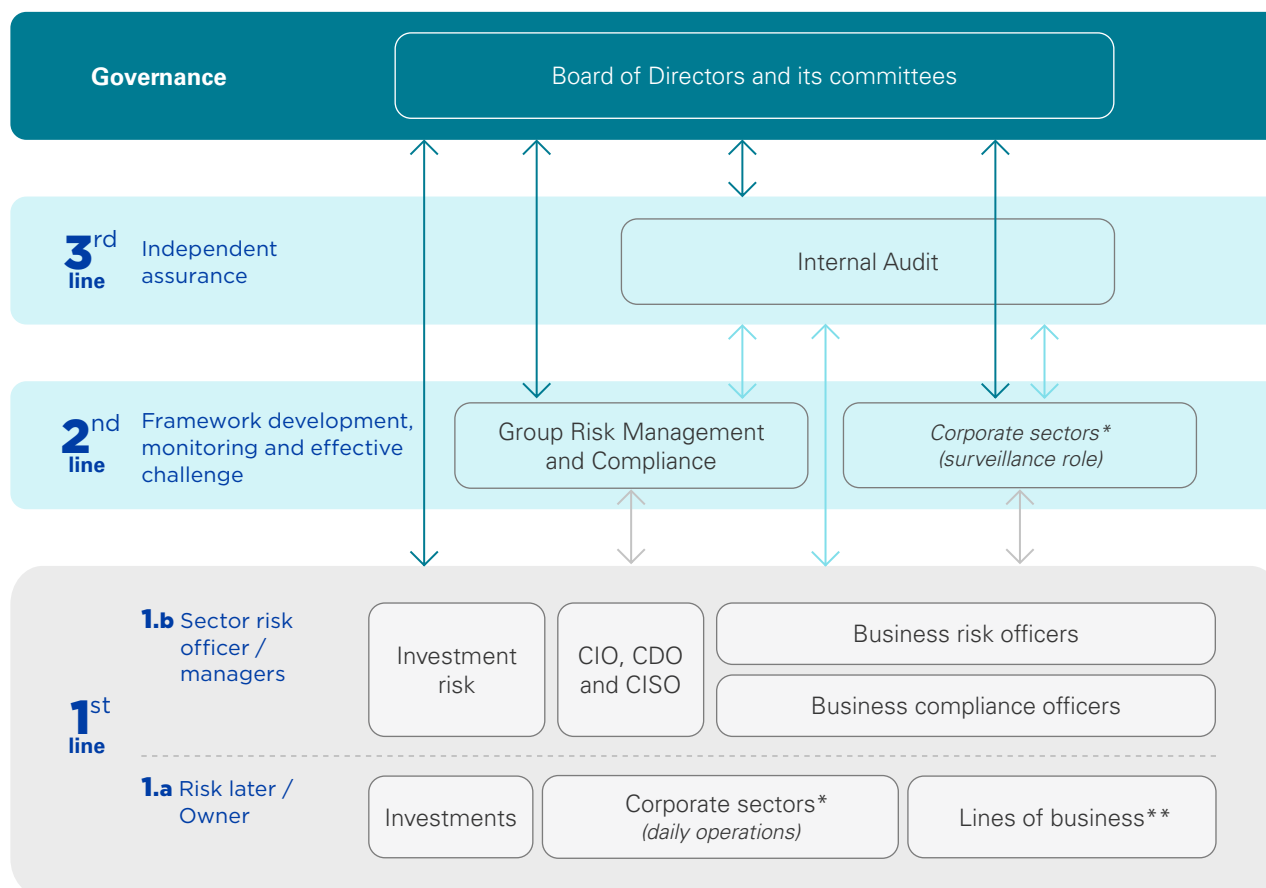
The **first line of defence** is composed of the risk owners.

- It is responsible for establishing and executing the business strategies in keeping with the Corporation's defined risk appetite and tolerance and ensuring a long-term balance between risk and return.
- It is also responsible for applying the principles, frameworks, policies, guidelines, standards, tools and methodologies developed by the second line of defence and for identifying, communicating, and managing the risks that could prevent them from achieving the objectives of their respective sectors.
- As part of their day-to-day activities, the first line of defence must ensure that the appropriate controls are in place and operational and that they are integrated into their sector's systems and processes.
- As illustrated in the graphic below, the first line of defence is divided into two categories: 1.a) risk takers and owners of controls, and 1.b) individuals responsible for applying the risk management and internal control framework in their sectors. Within line 1.b) Business Risk Officers (BROs) and Business Compliance Officers (BCOs) may assume roles and responsibilities similar to those of the GRMC for their sector.

The **second line of defence** is responsible for objectively and impartially monitoring and critically analyzing the risks and controls implemented by the first line of defence.

- It is also responsible for developing and maintaining the principles, frameworks, policies, guidelines, standards, tools, and methodologies needed to identify, assess, incorporate, track and monitor the current and emerging risks, and to report thereon. To this end, it guides and supports the first line of defence in rigorously assessing the significant risks to which iA Financial Group is exposed.
- The role, mission, objectives and responsibilities of the GRMC are detailed in the GRMC Charter.

**Table 13: iA Financial Group's risk management organizational structure.**



\*Also referred to as "organizational support units," the corporate sectors include the following: Finance and Actuarial Services, Information Technology, Data Governance and Information Security, Talent and Culture, Legal Services, Procurement and Material Resources, Initiative Portfolio Management, Corporate Strategy and Corporate Development and Acquisition; this list is not exhaustive and is subject to change.

\*\*Also known as "business organizational units," the three business segments are as follows: Insurance, Canada, Wealth Management and U.S. Business.

The **third line of defence** provides objective and independent assurance and risk-based advice to senior management and to the Board of Directors regarding the adequacy and effectiveness of the governance, risk management framework and internal control processes.

Integrated risk management governance is organized around the **Executive Risk Management Committee**, composed of members of senior management.

- The Executive Risk Management Committee is the central forum for overseeing iA Financial Group's risk management, with a holistic view of risk.

In the course of its activities, the Executive Risk Management Committee also relies on the work of the following four sub-committees:

- The Financial Risk Committee, whose scope covers insurance, counterparty, credit, market and risk modelling risks.
  - The Asset/Liability Committee is a sub-committee of the Financial Risk Committee, and its scope covers asset/liability management.
  - The Model Risk Committee is a second sub-committee of the Financial Risk Committee, and its scope covers model risk management.
- The Operational Risk and Compliance Committee, whose scope covers non-financial risks, excluding those related to technology, data protection, governance and management, and information security.
- The Information Technology Risk Committee, whose scope covers risks related to information technology, information security and data.
- The Responsible Artificial Intelligence Committee, whose scope covers risks associated with high-impact use cases, as well as the ethical implications surrounding the use of artificial intelligence.

The roles and responsibilities of the sub-committees are outlined in their respective mandates.

The Chief Risk Officer is also accountable to the Board of Directors and the committees it establishes. These committees support the Board of Directors in overseeing the risk management framework, supervisory functions and certain specific risk management programs.

## Climate risk management

As indicated in the "Our tools for sound governance" subsection, climate risk management is governed by our *Climate Risk Management Corporate Policy*, adopted in 2023.

Climate risks are considered transversal risks and can have the effect of amplifying the probability of occurrence and/or the impact of the different financial and/or non-financial risk categories existing in our risk taxonomy.

Climate risks take the form of physical or transition risks and the *2024 Climate Report* provides further details on the impacts in terms of risks (transition and physical) that climate change could have on all our operations, while highlighting the opportunities we can seize.

### Past and future initiatives

iA Financial Group aims to consolidate its resilience in the face of climate-related challenges.

In 2024, we took measures to reinforce our climate risk management framework. These measures are described in more detail in our *2024 Climate Report*. In the coming years, the plan is to enhance the Corporation's ability to anticipate and mitigate the impacts of climate risks and to implement more opportunities by gaining a better understanding of these risks. To this end, various measures will continue to be implemented to support the following objectives, which are presented in great detail in our *2024 Climate Report*:

- Reliability of information;
- Strengthening of our resilience;
- Oversight mechanisms;
- Training and raising awareness;
- Climate change governance.

## Physical security

In addition, the risk of failing to protect and ensure the physical security of employees, clients or any other person when on or around the Corporation's premises, or in the course of the Corporation's business operations, has been integrated into the Corporation's operational risk management. This risk includes theft, workplace violence, harassment or discrimination, and a deterioration in employee wellbeing. Our policy statements on diversity, inclusion and human rights and on respect and the prevention of violence in the workplace provide for tools and methodologies to ensure that the exposure is identified, assessed and monitored, and appropriately managed within the Corporation.

## Artificial intelligence

We aim to foster a culture of responsible AI, specifically by managing the risks associated with its use. We have developed a *Artificial Intelligence Risk Management and Governance Corporate Policy* as part of our *Integrated Risk Management Framework*. This policy contains principles that guide the design, development, implementation and responsible use of AI, ensuring alignment with iA Financial Group's commitments. Tools have been developed to identify high-impact AI use cases. We are also strengthening our existing processes, tools and controls to effectively manage the risks associated with our use of AI. We intend to continue implementing this governance in 2025.

In addition, our *Data Governance Corporate Policy* covers data quality, ethical use of data and compliance with requirements. Our *Model Risk Management Corporate Policy* focuses on risk of bias throughout the model lifecycle arising from data quality, operational opacity and confirmation bias. Our *Fair Treatment of Clients Corporate Policy* facilitates the tracking of indicators to ensure fair treatment of clients and detect unethical behaviour.



---

# Compliance

To ensure sound and prudent regulatory risk management, iA Financial Group has undertaken to promote a corporate culture oriented towards compliance with regulatory requirements, while fostering the achievement of the company's objectives.

Compliance management is underpinned by a risk-based approach, which enables the Corporation to conduct its business in compliance with the regulatory requirements that apply according to its tolerance level. As part of its governance structure, iA Financial Group has established an independent Compliance department under the responsibility of the Chief Compliance Officer. The compliance function is part of the GRMC. It ensures that iA Financial Group's compliance management framework, policies and programs are implemented and adhered to. It is also mandated to independently, impartially and objectively oversee current and emerging regulatory risks. The oversight of regulatory risks is provided for in the *Regulatory Risk Management Corporate Policy*.

The Chief Compliance Officer also has a functional relationship with the Business Compliance Officers (who are responsible for compliance within iA Financial Group's various business units), ensuring standardization of the function across iA Financial Group. They are responsible for developing and implementing the regulatory risk management strategy specific to their business unit, and reporting to the Chief Compliance Officer.

The compliance function brings together a range of expertise to closely monitor the regulatory risks that are most relevant to iA Financial Group. They include the privacy program, the fair treatment of clients program and the anti-money laundering and terrorist financing program.

The Chief Compliance Officer reports periodically on the management of regulatory risk within iA Financial Group. He presents his observations and action plans. This reporting is intended for senior management and the Board of Directors.

## Protection of personal information program

In light of the modernization of privacy legislation, particularly in Quebec and across Canada, iA Financial Group has been working to adapt the business practices of our Canadian operations.

iA Financial Group has adopted a *Corporate Policy on the Protection of Personal Information*. The purpose of the policy is to define the roles and responsibilities of those involved in its application and to ensure that iA Financial Group complies with the laws and regulations to which it is subject with respect to the protection of personal information. The policy also sets out the guiding principles underpinning iA Financial Group's privacy protection program. The primary objective is to ensure peace of mind for the individuals at the centre of iA Financial Group's concerns (clients, staff, advisors, etc.) regarding the protection of their privacy, while continuing to cultivate a culture of respect for privacy.

The abovementioned policy is an integral part of our privacy program, which consists of a policy framework, related procedures and processes, as well as monitoring activities and awareness activities such as employee training.

The privacy policy framework continues to be enhanced in order to define standards and, where necessary, clarify them to ensure a clear understanding of iA Financial Group's expectations of its employees with regard to the protection of personal information in accordance with applicable laws.

Significant achievements in the area of the protection of personal information in 2024 include the implementation of a process for handling portability requests, the launch of new technological solutions to support certain processes put in place to ensure compliance with our obligations, and awareness-raising activities among employees on the practices to adopt when handling personal information.

## Anti-financial crime programs

iA Financial Group is committed to the prevention and detection of fraud, money laundering and terrorist financing, and to preventing its products and services from being used for illegal purposes. iA Financial Group's *Anti-money Laundering* and *Anti-terrorist Financing Policy for Canadian Operations* and its *Financial Crime Risk Management Framework* reflect the Corporation's firm intention to act prudently to ensure compliance with applicable laws and regulatory requirements, while ensuring the proper use of its resources and assets, and to promote and maintain a culture of integrity at all times and to adequately protect the public.

iA Financial Group considers financial crime to include money laundering and terrorist financing, corruption, internal fraud and external fraud.

Like all other risks, financial crime risk is part of our global approach to integrated risk management that includes the implementation and monitoring of effective controls to prevent and detect activities related to this risk.

To supplement its anti-financial crime program in the fight against corruption, iA Financial Group has adopted a *Code of Business Conduct*, which clearly states that employees must use their best judgment to avoid any conduct that may constitute corruption. Please refer to the "Our sound governance tools" section for further details.

## Fiscal transparency

We firmly believe that there is no room for compromise and half measures when it comes to fiscal transparency.

At iA Financial Group, we comply with all tax laws and regulations in Canada, the United States and worldwide, while avoiding the use of tax havens or tax avoidance mechanisms. We encourage the use of legitimate tax optimization opportunities that are consistent with the values of the group and the Corporation.

We also facilitate continuous dialogue and collaboration with the tax authorities.

Our tax governance structure consists of the Corporation's Board of Directors and senior management, including the CFO. Our Taxation department is responsible for fiscal strategy and all relevant operational matters arising from it.

To ensure sound risk management, we have created various committees and working groups whose mandate is to review and validate various operations and transactions, in collaboration with the Taxation department.

Since we have operations in the United States, iA Financial Group fully complies with the Organization for Economic Co-operation and Development ("OECD") principles that apply to transfer pricing.

In a global economy where multinational firms are major players, governments must make sure that taxable profits are not artificially transferred outside their borders and that the tax base they report in their country reflects the actual economic activity in that country conducted there.

The OECD Transfer Pricing Guidelines provide guidelines on the application of the "arm's length principle," which is the international consensus on the valuation of cross-border transactions between associated enterprises.

## Information security

iA Financial Group is committed to promoting and integrating the expected security behaviours of people who have access to our organization's information and systems by fostering a culture of information security in the habits and behaviours of employees and close associates, whether at work, at home or in everyday life. This empowers people to make effective risk-based decisions and protects sensitive information used throughout the organization from compromise.

iA Financial Group's strategic plan for information security training and awareness is to continue to develop and strengthen our ability to identify and report suspicious information security situations and to better understand the impact of attacks on the organization. This in turn will allow us to move to an approach focused on risk level, such as high-risk populations, while continuing to refine our IS fundamentals.

### Goals:

1. Improve the detection and reporting of suspicious emails to the operational security team.
2. Improve operational resilience.
3. Improve compliance.

The strategy aims to influence employee behaviour to manage cyber risk and uses three delivery methods:

1. Mandatory quarterly training to develop knowledge of information security:
2. Multiple phishing campaigns to test reflexes and behavioural changes in the face of cyber risks:
3. Awareness and communication:

This multi-year strategy builds on the National Institute of Standards and Technology's Cybersecurity Framework to maintain a focus on culture change and a continuous approach to onboarding new employees while continuing to develop defensive skills.



# Appendices

# Stakeholder engagement and materiality assessment

iA Financial Group worked with an external firm to conduct its first materiality assessment in 2023. The exercise involved identifying stakeholder expectations regarding the Corporation's performance on specific ESG topics in order to strengthen our ESG strategy by leveraging related opportunities. iA Financial Group used the results of the assessment to:

- Proactively manage risks related to public scrutiny.
- Inform our investors and ESG rating agencies about our engagement efforts.
- Improve market positioning relative to our peers.
- Anticipate emerging trends, opportunities and regulations.

We plan to repeat this exercise at least every five (5) years in order to maintain a constructive and open dialogue with our stakeholders.

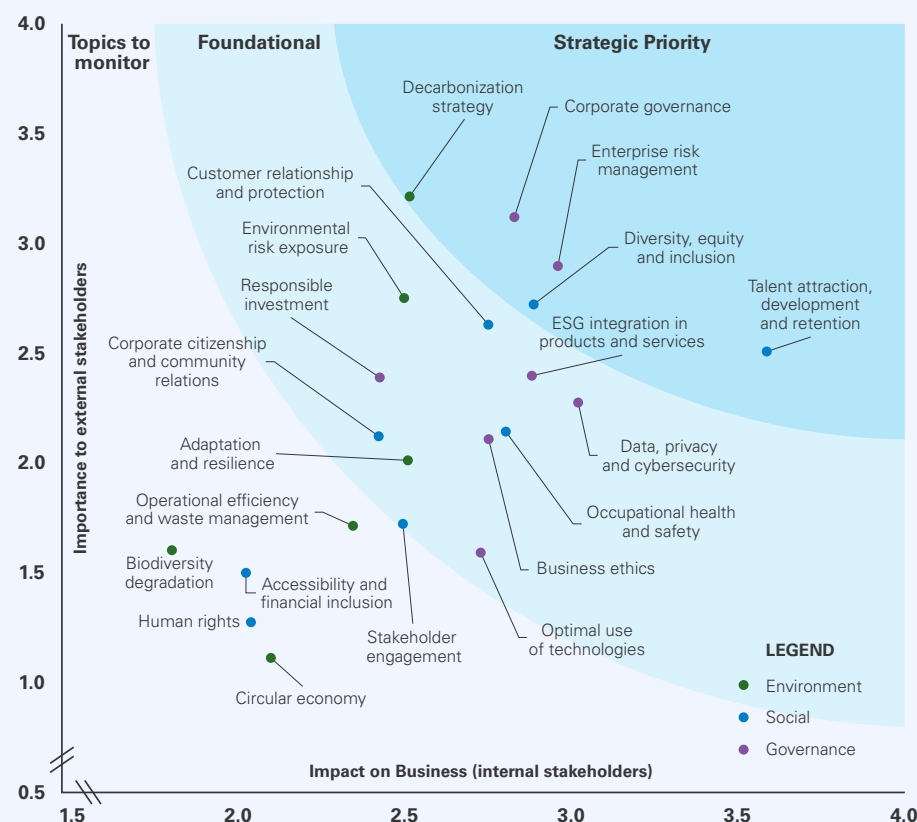
## iA Financial Group used the following process to conduct the exercise:

1. Develop a universe of 21 ESG topics.
2. Identify internal and external stakeholders to be consulted.
3. Hold interviews with senior management, investors and suppliers, as well as workshops with operational teams from different business units.
4. Conduct employee and Board members surveys.
5. Apply weighted scoring to the information gathered.
6. Analyze the feedback received from stakeholders throughout the consultation process and prepare the materiality matrix and strategic recommendations.

## Five strategic priorities were identified in the materiality assessment:

- Talent attraction, development and retention.
- Risk governance.
- Business risk management.
- Decarbonization strategy.
- Diversity, equity and inclusion

The results of the assessment were approved by the RGECC, as well as by the Corporation's senior management.



# SASB framework

In 2020, we adopted the Sustainability Accounting Standards Board (“**SASB**”) framework. SASB standards address sustainability issues by industry type. Adopting this robust, recognized framework enables us to identify, measure, manage and better communicate relevant ESG performance information to our various stakeholders.

By adopting SASB standards for our business segments, we are able to focus on the factors that are most likely to have a financial impact on value creation for our business.

In addition, since the measures are specific to our business segments, our stakeholders will have clear, objective and comparable information to track our progress over time and assess our performance.

## Sectors: Insurance, asset management and asset safekeeping

Topic	Accounting metric	Code	Disclosure
Incorporation of environmental, social, and governance factors (ESG) in investment management	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment and/or wealth management processes and strategies	FN-IN-410a.2	“Individual Wealth Management” section (page 23) and “Investment” section (page 60) of the <i>2024 Annual MD&amp;A</i>
		FN-AC-410a.2	“Sustainable Investment” section of the <i>2024 Sustainability Report</i> <a href="#">Sustainable Investment Policy</a>

## Business segment: Insurance

Topic	Accounting metric	Code	Disclosure
Transparent information and fair advice for clients	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product related information to new and returning customers	FN-IN-270a.1	Although some legal proceedings involve allegations relating to product understanding, an analysis of each specific case has not identified any issues that indicate that marketing or communication of insurance products is unsatisfactory or even lacking.
	Customer retention rate	FN-IN-270a.3	“Global Client Experience” of the <i>2024 Sustainability Report</i>
	Description of approach to informing customers about products	FN-IN-270a.4	“Sound commercial practices and fair treatment of clients” section of the <i>2024 Sustainability Report</i> <a href="#">Fair Treatment of Clients Statement</a>



Topic	Accounting metric	Code	Disclosure
Policies designed to incentivize responsible behaviour	Discussion of products and/or product features that incentivize health, safety, and/or environmentally responsible actions and/or behaviours	FN-IN-410b.2	"Products and Services" section of the <i>2024 Sustainability Report</i>
Physical risk exposure	Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes	FN-IN-450a.1	"A few examples of climate risk management in our business segments (non-exhaustive list)" section of the <i>2024 Climate Change Performance Report</i>
	Total amount of monetary losses attributable to insurance payouts from (1) modeled natural catastrophes and (2) non-modeled natural catastrophes, by type of event and geographic segment (net and gross of reinsurance)	FN-IN-450a.2	The premiums of our auto and home insurance subsidiary (iA Auto and Home Insurance) represent approximately 2% of the Group's net premiums, premium equivalents and deposits as at December 31, 2024. The amount of probable losses related to physical risks (damage directly caused by climate events) is not significant.
	Description of approach to incorporation of physical risks into (1) the underwriting process for individual contracts and (2) the management of firm-level risks and capital adequacy	FN-IN-450a.3	"Risk Management" section (page 68) of the <i>2024 Annual MD&amp;A</i> "Climate Risk Management Corporate Policy" section of the <i>2024 Sustainability Report</i> "Integrated Risk Management" and "Climate Scenarios, Stress Tests and Capital and Liquidity Adequacy" sections of the <i>2024 Climate Change Performance Report</i>
Systemic risk management	Exposure to derivative instruments by category: (1) total exposure to noncentrally cleared derivatives, (2) total fair value of acceptable collateral posted with the Central Clearinghouse, and (3) total potential exposure to centrally cleared derivatives	FN-IN-550a.1	"Integrated Risk Management" section of the <i>2024 Climate Change Performance Report</i>
	Total fair value of securities lending collateral assets	FN-IN-550a.2	"Consolidated Comprehensive Income Statements" section (page 7) of the <i>Consolidated Financial Statements for the years ended December 31, 2024 and 2023</i>
	Description of approach to managing capital and liquidity-related risks associated with systemic non-insurance activities	FN-IN-550a.3	"Risk Management" section (page 68) of the <i>2024 Annual MD&amp;A</i> "Risk Management" section of the <i>2024 Sustainability Report</i> "Integrated Risk Management" section of the <i>2024 Climate Change Performance Report</i>

## Sector: Asset management and safekeeping

Topic	Accounting metric	Code	Disclosure
Incorporation of environmental, social, and governance factors (ESG) in investment management	Amount of assets under management, by asset class, that employ (1) integration of environmental, social, and governance (ESG) issues, (2) sustainable investing and (3) selection.	FN-AC-410a.1	<p>“Individual Wealth Management” section (page 23) and “Investment” section (page 60) of the <i>2024 Annual MD&amp;A</i></p> <p>“Sustainable Investment” section of the <i>2024 Sustainability Report</i></p> <p><a href="#">Sustainable Investment Policy</a></p>
Employee diversity and inclusion	Percentage of gender and ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees	FN-AC-330a.1	<p>Equity, Diversity and Inclusion” section of the <i>2024 Sustainability Report</i></p> <p>“Employment Equity, Diversity and Inclusion” section of the <i>2024 Proxy Circular</i></p>
Financed emissions <sup>65</sup>	Percentage of assets under management (AUM) included in the calculation of financed emissions.	FN-AC-410b.3	“Financed Emissions” section of the <i>2024 Sustainability Report</i>
Business ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	FN-AC-510a.1	In 2024, iA Financial Group was not the target of any legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations.
	Description of whistleblower policies and procedures	FN-AC-510a.2	<p>“Our sound governance tools” section of the <i>2024 Sustainability Report</i></p> <p><i>Code of Business Conduct</i>, page 4</p>

<sup>65</sup> Represents the new measure adopted in 2024.

**Complementary to our operations: real estate, corporate banking and brokerage, integrated healthcare management**

Topic	Accounting metric	Code	Disclosure
Energy management	Energy consumption data coverage as a percentage of total floor area, by property subsector	IF-RE-130a.1	
	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity and (3) percentage renewable, by property subsector	IF-RE-130a.2	“Energy and water management at our properties” section of the <i>2024 Sustainability Report</i>
	Percentage change in energy consumed by portfolio area with data coverage, by property subsector	IF-RE-130a.3	
	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR®, by property subsector	IF-RE-130a.4	<p>“Energy and water management at our properties” section of the <i>2024 Sustainability Report</i></p> <p>Only one of our buildings is ENERGY STAR® certified. However, most of our buildings have an ENERGY STAR® profile.</p>
	How building energy management considerations are integrated into property investment analysis and operational strategy	IF-RE-130a.5	“Energy and water management at our properties” section of the <i>2024 Sustainability Report</i>
Water management	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	IF-RE-140a.1	
	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	IF-RE-140a.2	“Energy and water management at our properties” section of the <i>2024 Sustainability Report</i>
	Percentage change in energy consumed by portfolio area with data coverage, by property subsector	IF-RE-140a.3	
	Description of water management risks and discussion of strategies and practices to mitigate those risks	IF-RE-140a.4	

Topic	Accounting metric	Code	Disclosure
Climate change adaptation	Description of climate changes risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-RE-450a.2	<p>“Environment” section of the <i>2024 Sustainability Report</i></p> <p>“Strategy” section of the <i>2024 Climate Change Performance Report</i></p>
Professional integrity	Description of approach to ensuring professional integrity, including duty of care	FN-IB-510b.4	<p>“Our sound governance tools” section of the <i>2024 Sustainability Report</i></p> <p><i>Code of Business Conduct</i></p>
Climate change impacts on human health	Discussion of the strategy to address the effects of climate changes on business operations and how specific risks presented by changes in the geographic incidence, morbidity, and mortality of illnesses and diseases are incorporated into risk models	HC-MC-450a.1	<p>“Environment” section of the <i>2024 Sustainability Report</i></p> <p>“Strategy” section of the <i>2024 Climate Change Performance Report</i></p>

## GHG inventory

The data in this report applies to iA Financial Group for the year 2024<sup>66</sup>. The principles used are those set out in ISO 14064-1:2018 (ISO, 2018) and the GHG Protocol. The purpose of this section is to present the consolidation approach, the base year and the different calculation and estimation methods used to quantify iA Financial Group’s GHG emissions.

### GHG inventory base year

The decarbonization targets were set using 2022 as a baseline to provide a reliable basis for our GHG emissions reduction efforts. That was the year we expanded the scope of our emissions by including a portion of our financed emissions for the first time. We focused on analyzing this new scope to develop a GHG reduction plan consistent with this approach. We have also recalculated the 2022 base year for the Scope 1, 2 and 3 emissions we were previously calculating, to reflect a better data collection methodology and to ensure consistent estimation methods for each reporting year.

### Consolidation approach

iA Financial Group uses the financial control consolidation approach. As a property owner, iA Financial Group assumes the inherent risks and rewards associated with its operations, which means that the Corporation is responsible for the decarbonization of its assets. As a result, iA Financial Group uses the financial control consolidation approach to prioritize the reduction of GHG emissions from 34 of the buildings it owns in Canada. This approach is the most appropriate way to aggregate all sources of emissions from iA Financial Group’s real estate portfolio and align with the assets targeted by the decarbonization plan.

<sup>66</sup> Unless indicated otherwise, this methodology covers the period from January 1 to December 31, 2024, and all of the information it contains corresponds to data up to December 31, 2024 entered in the fiscal year ended on that date. Unless indicated otherwise, all data is real and consolidated for all of our subsidiaries and operations in Canada and the United States and all amounts are in Canadian dollars. In addition, the structure of iA Financial Corporation can be found on our [website](#).



# GHG emissions calculation method

The most common method for calculating GHG emissions is to use activity-based emission factors. Emission factors provide information on the emissions—typically measured in kilograms of CO<sub>2</sub> equivalent (kg CO<sub>2</sub>e)—associated with specific activities, e.g., fuel consumption in litres or distance travelled in kilometres. These emissions are often expressed as an intensity, such as 2.5 kg CO<sub>2</sub>e per litre. The emission factors used to calculate emissions are explained in the following sections.

The following equation shows the general principle for calculating GHG emissions:

$$GHG\ emission = \sum Activity\ data \times EF \times GWP$$

Where:

- **Activity data:** Activity data is central to quantifying GHG emissions and is collected annually for the GHG inventory. It shows how iA Financial Group's operations have changed, whether in terms of the number of kilometres traveled or dollar spent on business travel, the amount of fuel purchased or the amount of natural gas consumed. **Activity data is therefore consumption expressed in km, \$, l, m3 or kWh, depending on the source.**
- **EF:** Emission factors provide a sufficiently accurate calculation of the GHG emissions associated with an activity. **Emission factors for CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O are expressed in g/l, g/m3 or g/kWh, depending on the source.**
- **GWP:** Global warming potential (GWP) compares the effect of different GHGs on global warming by converting their effect into equivalent amounts of CO<sub>2</sub>. GWP represents the global warming potential in CO<sub>2</sub>e.

## Detailed calculation method

### Scope 1 (direct GHG emissions)

Scope 1 emissions include direct emissions from:

- **Stationary combustion** - Emissions associated with the use of fuels to power equipment such as generators and heating systems in owned buildings.
- **Mobile emissions** - Emissions associated with the use of fuels for Corporation-owned transportation, such as cars and vans.
- **Fugitive emissions** - The direct release of GHGs into the atmosphere, including cases such as refrigerant leaks from air conditioning or refrigeration units in Corporation-owned buildings.

### Stationary combustion

The reporting scope for iA Financial Group's real estate holdings<sup>67</sup> currently includes 34 buildings in Canada and 2 buildings in the United States. CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O emission factors for **stationary combustion** consumption for Canadian buildings are taken from the most recent version of [Canada's National Inventory Report](#). The most recent [U.S. Environmental Protection Agency](#) (EPA) emission factors are used for buildings in the U.S.

### Mobile emissions

The iA Financial Group owned fleet consists of 5 vehicles in Canada and 41 vehicles in the U.S. **Mobile emissions** are calculated using the distance-based method, which consists of multiplying the distance travelled by emission factors specific to each type of vehicle and fuel, provided by the [Climatig.io platform \(BEIS 2024\)](#).

### Fugitive emissions

The refrigerant gas estimates were based on the screening method, which multiplies the capacity of the air conditioning and refrigeration equipment by the annual leakage rate. An average equipment capacity (in kg) per square metre and per volatile gas was obtained (see table below). The leakage rate of 4.7% was obtained from Table A6.2-11 of [Canada's National Inventory Report](#).

<sup>67</sup> Some properties are not wholly owned by iA Financial Group (ownership less than 100%). Under the financial control consolidation approach, only GHG emissions from the share owned by iA Financial Group are considered. In other words, the building activity data is multiplied by the percentage of ownership in the Scope 1 calculations.

## Scope 2 (indirect GHG emissions)

Scope 2 emissions include the indirect energy-related GHG emissions of the owned real estate holdings<sup>68</sup> taken into account for the purposes of this calculation by iA Financial Group, which includes emissions related to the production of purchased energy, such as electricity, heat or steam.

Energy consumption is calculated using the location-based method<sup>69</sup>. Activity data for electricity is taken from invoices provided by electricity suppliers (e.g., Hydro-Québec for buildings located in the province of Quebec), where the amount consumed is expressed in kWh.

Emission factors for electricity consumption are taken from Canada's most recent [National Inventory Report](#). The most recent [U.S. Environmental Protection Agency](#) (EPA) emission factors are used for buildings in the U.S. The emission factors used depend on the location of the buildings in each of these countries.

There is only one case of heating and steam consumption in the GHG inventory, where the activity data was taken from the invoices of the heat supplier. The consumption is expressed in kWh and multiplied by the emission factor provided by the energy supplier [Climatig.io](#) (BEIS 2024).

## Incomplete coverage of Scope 1 and Scope 2 data

iA Financial Group uses the financial control consolidation approach. As a property owner, iA Financial Group assumes the risks and benefits inherent in its activities, which means that the company takes into account the consumption data of the tenants of the buildings it owns when accounting for its Scope 1 and Scope 2 GHGs. It is known that tenant energy data (and the corresponding emissions data) can be difficult, if not impossible, to collect. In accordance with the GHG Protocol, for some buildings owned but not occupied by iA Financial Group, for which tenant activity data (such as diesel, natural gas and electricity consumption) were not available, estimates were used, particularly where occupants have their own meter readings to track their energy consumption. Energy consumption in these buildings was estimated based on past years average consumption. In the case of unavailable historical data, electricity or natural gas consumption levels are estimated using *Commercial Buildings Energy Consumption Survey (CBECS)* provided by the U.S. Energy Information Administration (EIA), which gives details by building type, climate zone and region. The method is thus adapted to the type of building (residential, industrial, restaurant, commercial). The square footage for which activity data is not available is multiplied by the average consumption level to obtain an estimate. We occasionally use estimated data, but our aim is to collect real data and replace estimates with actual data. We plan to improve data coverage in the coming years.

## Scope 3 (indirect emissions)

Scope 3 emissions are those that occur in the iA Financial Group's value chain and are not already included in Scope 2. There are a total of 15 Scope 3 categories covering a wide range of upstream and downstream activities. These emissions result from the Corporation's operations, but are from sources over which the Corporation perceives little or no control. This section identifies some of Scope 3 categories for iA Financial Group's operations.

### Category 3.5: Waste generated by the company's operations

#### Wastewater

The methodology used is based on the estimation of CH<sub>4</sub> and N<sub>2</sub>O emissions from wastewater treatment. In accordance with IPCC guidelines and the [Greenhouse Gas Emissions Quantification Guide for Quebec](#), the organic load in wastewater was calculated based on the population (P) connected to the wastewater treatment system, i.e., the number of employees per building.

#### Solid waste

The waste-type-specific method is used, which implies the use of emission factors for each waste type. For some buildings, the activity data comes from annual solid waste reports obtained directly from the onsite waste management company. For this activity data, the emissions calculation takes into account not only the type of waste, but also the method of waste disposal, i.e., landfilled, recycled or composted. If no activity data is available, an estimate is made based on actual data from available audit reports. An average per square foot for each type of waste is calculated. This average is then multiplied by the surface area of the building for which no activity data is available.

<sup>68</sup> Similar to Scope 1 emissions, the calculation of Scope 2 emissions is based on the building activity data multiplied by iA Financial Group's ownership percentage.

<sup>69</sup> Only the location-based method was used by iA Financial Group since the Corporation does not possess a contractual agreement for the supply of electricity, which is a requirement for applying the market-based method.

### Category 3.6: Business travel of the company employees

This category includes emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties, such as airplanes, trains and cars. Being more precise, the distance-based method is preferred, and when data did not permit its use, the spend-based method is used.

The distance-based method is used to determine the distance and mode of transportation for business travels. Activity data for rail travel is provided by Via Rail (Canada only). Activity data for travel by car, in kilometres, come from personnel expense reports. For train travel, the emission factor used is that provided by the [Climatig.io](#) platform (BEIS 2024). For transportation by car, the emission factor used is that of the [French Agency for Ecological Transition](#) (ADEME).

For greater data coverage, iA Financial Group added, in 2023, the spend-based method. This method involves determining dollar expenditure and mode of transport for business trips. Where activity data in distance (e.g. kilometres) is not available, then dollar data for air travel and any other transportation-related activities (e.g. car rental, cab, parking fees) are extracted from the expense accounts. Emission factors from the [U.S. Environmental Protection Agency](#) (EPA) are used.

The result of the two methods (distance-based and spend-based) constitutes the total GHG emissions for iA Financial Group employee business travel.

### Category 3.7: Employee commuting to and from work

This category includes emissions from employees commuting between home and work. Emissions can come from train travel, bus travel, rental cars, employee-owned cars and other modes of travel. The most recent Canadian census data on commuting habits for the province of Quebec was used to determine employee's mode of travel by distance between home and work. This data was used to calculate the average daily distance travelled by employees by public transit and by car, in kilometres. For the year 2024, these averages were then multiplied by workplace presenteeism rate to reflect the influence of the WFA initiative on staff travel patterns. The average number of kilometres travelled by each staff member during the year 2024 (car and public transport) is therefore multiplied by the average percentage of staff members travelling to our workplaces in 2024, i.e., 24.4%. For transportation by car, the emission factor used is the average of the emission factors of different car models, according to the most recent report by [Natural Resources Canada](#). For other means of transportation, emission factors from the [U.S. Environmental Protection Agency](#) (EPA) are used.

### Category 3.8: Upstream of the company leased assets (non owned)

According to the financial control approach defined in the GHG Protocol, leased buildings and cars are reported in Category 8 of Scope 3. Activity data is obtained from electricity and natural gas bills where available. No information is available for most leased buildings, as the consumption data is included in the total cost of the lease. Therefore, an estimate has been made. The estimation method is explained below:

### Diesel

Diesel consumption for leased buildings was estimated using the average diesel consumption per square metre for owned buildings, as primary data was not available. The average consumption was then multiplied by the area of the buildings occupied by iA Financial Group in leased buildings.

### Electricity and natural gas

Electricity and natural gas consumption levels are estimated using *Commercial Buildings Energy Consumption Survey (CBECS)* provided by the U.S. Energy Information Administration (EIA), which gives details by building type, climate zone and region. The method is thus adapted to the type of building (residential, industrial, restaurant, commercial). The square footage for which activity data is not available is multiplied by the average consumption level to obtain an estimate.

### Fugitive emissions

The estimation method for refrigerants is the same as that described for Scope 1 "Fugitive Emissions".

### Waste

Waste is estimated using the same method described above in "Category 3.5: Waste Generated by the company's operations".

### Mobile emissions

iA Financial Group's fleet of leased vehicles is made up of 71 vehicles, 31 of which are hybrid or electric and the rest run on gasoline. Emissions are calculated using the Scope 1 "Mobile Emissions" methodology.

### Category 3.13: Downstream leased assets

This category does not apply to iA Financial Group. Under the financial control approach, emissions from assets owned and leased to a third party are included in scopes 1 and 2.

### Category 3.15: Financed emissions linked to our investment portfolio

We have followed the Partnership for Carbon Accounting Financials (“PCAF”) methodology to calculate the carbon footprint of our public corporate debt portfolio. The securities in the portfolio and their market value were extracted from our database, while the enterprise value including cash (“EVIC”), company sales figures and greenhouse gas emissions, in particular scope 1 and 2 emissions, were obtained from our third-party data provider, MSCI.

Following our first assessment in 2023, we have seen an increase in portfolio coverage this year. In terms of carbon intensity, the coverage rate is 92%<sup>70</sup> of the public corporate debt of the General Funds. For financed emissions, the coverage rate is 87%<sup>70</sup>. It is important to mention that our investments in public corporate bonds are limited in terms of coverage. Some private companies do not disclose information about their carbon measurements. When this information is not available, we fall back on estimated or inherited data from the parent company. While this approach broadens the coverage of our portfolio, it may give a less accurate representation of the true carbon footprint. Over time, we expect to improve data coverage and quality through better disclosures and regulations. In the meantime, we will continue to use these figures, while keeping in mind their limitations. Companies that are not covered by MSCI are not included in the calculation.

In accordance with PCAF guidelines, we used EVIC to calculate the allocation factor of financed emissions. This measure adjusts the sum of the two scopes—Scope 1 and Scope 2 emissions—to obtain total financed emissions. Carbon intensity was calculated as the amount of carbon emissions in total carbon dioxide content (tCO<sub>2</sub>) per million in revenue (CAD). Although not required by the PCAF, we have included weighted average carbon intensity (WACI), which is carbon intensity normalized by its weight in the General Funds.

Table 14 sets out the formulas used to calculate the metrics in table 4 for GHG emissions from our investment portfolios.

**Table 14: Table of formulas**

$$\text{Attribution factor (in \%)} = \sum_{i=1}^n \frac{\text{\$CAD invested in issuer}}{\text{issuer's EVIC}}$$

$$\text{Total Financed Emissions (in tCO}_2\text{e)} = \sum_{i=1}^n (\text{issuer's scope 1 and scope 2}) * \text{Attribution factor}$$

$$\text{Total Financed Emission Intensity (in tCO}_2\text{e per MM CAD invested)} = \frac{\text{Total Financed Emissions}}{\text{Covered portion of the portfolio's CAD MM value}}$$

$$\text{Carbon intensity} = \frac{\text{issuer's emission tCO}_2}{\text{issuer's revenue MM CAD}}$$

(in tCO<sub>2</sub>e per million of revenue)

$$\text{Weighted Average Carbon Intensity (in tCO}_2\text{e per million of revenue)} = \sum_{i=1}^n \frac{\text{\$CAD invested in issuer}}{\text{portfolio's CAD value}} * \text{carbon intensity}$$

<sup>70</sup> 92% and 87% are the success rates of the security mapping of our data warehouse with our data provider's database. Certain information contained herein (the “Information”) is sourced from/copyright of MSCI Inc., MSCI ESG Research LLC, or their affiliates (“MSCI”), or information providers (together the “MSCI Parties”) and may have been used to calculate scores, signals or other indicators. The Information is for internal use only and may not be reproduced or disseminated, in whole or in part, without prior written permission. The Information may not be used for, nor does it constitute, an offer to buy or sell, or a promotion or recommendation of, any security, financial instrument or product, trading strategy, or index, nor should it be taken as an indication or guarantee of any future performance. Some funds may be based on or linked to MSCI indexes, and MSCI may be compensated based on the fund's assets under management or other measures. MSCI has established an information barrier between index research and certain Information. None of the Information in and of itself can be used to determine which securities to buy or sell or when to buy or sell them. The Information is provided “as is” and the user assumes the entire risk of any use it may make or permit to be made of the Information. No MSCI Party warrants or guarantees the originality, accuracy and/or completeness of the Information and each expressly disclaims all expressed or implied warranties. No MSCI Party shall have any liability for any errors or omissions in connection with the Information herein, or any liability for any direct, indirect, special, punitive, consequential or any other damages (including lost profits), even if notified of the possibility of such damages.

## Total GHG emissions<sup>71</sup>

Table 15 details the Corporation's GHG emissions<sup>72</sup> as at December 31, by scope and category.

**Table 15: Total annual GHG emissions (in tons of CO<sub>2</sub> equivalent)<sup>73</sup>**

Scope	Category	2022 <sup>74</sup> (baseline)	2023 <sup>74</sup>	2024
1	<b>Stationary combustion:</b> Diesel and natural gas	6,887	6,280	6,168
	<b>Fugitive emissions:</b> Refrigerants	514	492	419
	<b>Mobile combustion emissions:</b> Vehicles <sup>75</sup>	N/A	146	170
2	<b>Emissions from purchased energy</b> <sup>76</sup>	3,317	3,232	3,279
3	<b>Category 5:</b> Waste generated in operations	134	139	225
	<b>Category 6:</b> Business travel	1,038	3,075	4,622
	<b>Category 7:</b> Employee commuting	1,064	1,139	3,639
	<b>Category 8:</b> Upstream leased assets	2,796	3,367	3,205
	<b>Category 13:</b> Downstream leased assets <sup>77</sup>	N/A	N/A	N/A
	<b>Category 15:</b> Investments <sup>78</sup>	1,093,031	858,495	1,006,657

<sup>71</sup> All iA Financial Group GHG emissions data is unaudited to the best of our knowledge. Since 2019, we have made improvements in the completeness of data collection and GHG calculation accuracy. On the one hand, the number of GHG emission sources considered in each of the scopes has grown since 2019 (e.g., properties and vehicles). On the other hand, the number of Scope 3 categories has expanded (including financed emissions).

<sup>72</sup> A comparison between 2022 baseline and the previous years is not possible due to changes in calculation methods.

<sup>73</sup> Results are rounded.

<sup>74</sup> Past results have been adjusted to reflect changes in methodology, acquisitions and divestments of real estate assets, updated emission factors and error corrections.

<sup>75</sup> Emissions data for mobile combustion were added in 2023, so no data for 2022 is available.

<sup>76</sup> In accordance with GHG Protocol guidelines, direct CO<sub>2</sub> emissions resulting from the combustion of biogenic materials – including biomass, biofuels and biogas – are excluded from Scope 1 and 2 calculations, and therefore documented in this Report. For this reason, “heating and steam” are not included in Scope 1 and 2 emissions totals as they relate to the combustion of biogenic materials.

<sup>77</sup> This category does not apply to iA Financial Group. Under the financial control approach, emissions from assets owned and leased to a third party are included in scopes 1 and 2.

<sup>78</sup> In 2022, we began quantifying Scope 3 Category 15 emissions, i.e., financed emissions. Certain information contained herein (the “Information”) is sourced from/copyright of MSCI Inc., MSCI ESG Research LLC, or their affiliates (“MSCI”), or information providers (together the “MSCI Parties”) and may have been used to calculate scores, signals or other indicators. The Information is for internal use only and may not be reproduced or disseminated, in whole or in part, without prior written permission. The Information may not be used for, nor does it constitute, an offer to buy or sell, or a promotion or recommendation of, any security, financial instrument or product, trading strategy, or index, nor should it be taken as an indication or guarantee of any future performance. Some funds may be based on or linked to MSCI indexes, and MSCI may be compensated based on the fund's assets under management or other measures. MSCI has established an information barrier between index research and certain Information. None of the Information in and of itself can be used to determine which securities to buy or sell or when to buy or sell them. The Information is provided “as is” and the user assumes the entire risk of any use it may make or permit to be made of the Information. No MSCI Party warrants or guarantees the originality, accuracy and/or completeness of the Information and each expressly disclaims all expressed or implied warranties. No MSCI Party shall have any liability for any errors or omissions in connection with the Information herein, or any liability for any direct, indirect, special, punitive, consequential or any other damages (including lost profits), even if notified of the possibility of such damages.





This report, our *Sustainability Policy* and various other documents related to sustainability are available on our website at [ia.ca](https://ia.ca), in the “Sustainability” section.

To reduce our production of printed materials at the source, iA Financial Group has decided not to print this *Sustainability Report*. An electronic version of this document is available at [ia.ca](https://ia.ca).

## Growth Oriented, Excellence Driven

### INVESTED IN YOU.

iA Financial Group is a tradename under which **iA Financial Corporation Inc.** operates and a trademark of **Industrial Alliance Insurance and Financial Services Inc.** used under license.

[ia.ca](https://ia.ca)