KINAXIS®

2022

GLOBAL IMPACT REPORT

Report Contents

JOHN SICARD CEO

Introduction from our CEO

The world continues to challenge us all. Increasingly, we're being reminded of the fragility of our peace and safety, social harmony, democratic institutions, and, of course, our planet. There is growing acceptance that business has a significant role to play in it all. As one of our six core business strategies, Kinaxis® has committed to doing our part to create a sustainable and socially responsible future. We hope this report helps you understand our significant progress to date – but with great humility, we understand that most of the work remains ahead.

Acting with integrity

Previous work has seen us create a governance structure that ensures our opportunities and impacts around environmental and social considerations are both accountable at the highest level of our organization, the Kinaxis Board of Directors, and influenced at every level through an environmental, social, and governance (ESG) committee. Since our last Global Impact Report, we have taken further steps to ensure we act with integrity for our planet and people.

Our new Vendor Code of Conduct summarizes Kinaxis' expectations of third parties providing products or services to Kinaxis, underscoring our belief that the importance of human rights is universal. Our own Code of Conduct, which sets out the high

standards of ethical behavior that we expect of everyone at Kinaxis, has also been updated to emphasize this commitment.

We also joined the United Nations Global Compact, and are committed to its ten principles, which address areas of human rights, labor, environment and anti-corruption, to advance broader societal goals and address the world's critical challenges.

Taking care of people

Our success, as a software company, is entirely dependent on the unique talents, creativity, and intelligence that each of our people brings to bear. Ensuring that our diverse team is safe, welcomed, treated equitably, and constantly challenged is not just the right thing to do but also the right thing for our business. The labor market has changed considerably in the last couple of years, and we have moved forward with it.

In India, we have been recognized as one of the country's best "mid-size" places to work, adding to a growing number of awards around our corporate culture. We have a new head office in Ottawa built around the WELL building standard that focuses on seven areas of holistic wellness. The team is enjoying its many benefits today, such as sponsored healthy food, fitness facilities, a music stage, and welcoming outdoor spaces. But the pandemic showed us how effective our team is working from home. In 2022, we let our employees decide where they want to work every day. As our business results have continued to speak for themselves, in 2023 and ahead we will continue to evolve our hybrid home/office approach to ensure ongoing flexibility and to take advantage of more opportunities to gather in person.

We now have eight targets around our diversity, equity, and inclusion objectives, which are linked to aspects of executive pay. We perform a gender pay equity assessment, comparing pay between men and women at the same employment levels, and correct any gaps that exist. We have added new benefits to support gender affirmation and mental health.

Our annual engagement survey had an amazing 89% participation rate, resulting in a better-than-benchmark 87% overall engagement score. Perhaps the most telling statistic: 90% of our people would recommend Kinaxis to a good friend.

Protecting the planet

Our brand promise is: Know sooner. Act faster. Remove waste. – so sustainability is integral to what we do. Our RapidResponse® platform helps reduce wasted supply components, avoid expired products, reduce excessive (and often discarded) end-product inventory, and ensure critical goods like pharmaceuticals are available when and where needed. We offer functionality that optimizes transportation utilization by creating fuller, more efficient loads, resulting in reduced greenhouse gas (GHG) emissions, and recycling planning that can dramatically enhance sustainability.

While disclosure requirements around climate impact are still evolving, we continue to stay ahead. We have made our initial disclosures under the Task Force on Climate-Related Financial Disclosures recommendations, a standard around which global requirements are coalescing. With the help of consultants, we have published our second GHG emissions inventory and are once again offsetting the full balance of Scope 1, 2, and 3 emissions through verified carbon offsets.

Building trust

Because RapidResponse processes the supply chain data of a rapidly growing number of Fortune Global 500 leaders and other major companies, building trust through the highest levels of innovation, data security, and privacy are simply table stakes.

We were granted four new patents in 2021 and have over 100 patents pending in various jurisdictions globally. We also engaged Deloitte to perform a comprehensive cyber security maturity assessment, based on the ISO 27001:2013 framework, which demonstrated significant ongoing improvement in our security posture. Finally, we were the first Canadian company to receive Type II attestation under the German Federal Office for Information Security (BSI) C5:2020 framework.

Giving back

One of our core values recognizes that we are global citizens, so taking care of our own people alone isn't enough. Through a matching program, we let our global team guide significant aspects of our giving, but we also provide charitable contributions when important opportunities present themselves. For example, in Canada, we have a lot of work to do to heal our relationships with Indigenous communities. As part of our initial efforts towards meaningful Indigenous allyship, Kinaxis made contributions to local Indigenous education and cultural programs.

Supply chains have a tremendous impact on the globe, so part of our giving efforts focuses on leaving our craft in better shape for future generations. Through the Kinaxis Academic Program, in 2021 alone we reached over 3,000 students at leading universities, globally, including giving more than 50 guest lectures. We also reach younger minds through our sponsorship of Shad, the summer enrichment program focused on STEAM for high-achieving Canadian high school students.

As I noted at the outset, while we are proud of our ESG achievements so far, we acknowledge that so much more work – and opportunity – lies ahead. We care deeply about all our stakeholders, inside and outside the immediate Kinaxis team, and the sustainability of our planet. We welcome your feedback along this path. Let's plan for a better future, together.

About Kinaxis – Know sooner. Act faster. Remove waste.

Headquartered in Ottawa, Ontario, with over 1,300 employees working from offices and home offices around the world, Kinaxis is revolutionizing planning. We deliver the agility companies need to make fast, confident decisions in an unpredictable world for integrated business planning and a fully digital supply chain. We combine human intelligence with AI and our unique concurrent planning technique so customers can plan better, live better, and change the world.

With RapidResponse, customers:

Know sooner.

Break down silos, eliminate redundancies, and cultivate trust with end-to-end visibility and transparency across a supply chain network.

Act faster.

Embrace volatility, build resiliency, and seize opportunities with the agility to execute – no matter what comes along.

Remove waste.

Leverage AI, machine learning, heuristics, and optimization to maximize efficiency and eradicate wasted time, resources, and talent.

With our RapidResponse supply chain planning platform, customers get the critical capabilities they need across control tower, operational planning, supply planning, demand planning, and inventory management, all operating concurrently for real-time visibility and agility – and delivered in as little as 12 weeks.

Helping world-class customers help you

ACCELL GROUP · MARVELL · Unilever · Lenovo · Schneider Electric · NOVARTIS

creation TECHNOLOGIES · NIHON KOHDEN · CRESTRON · MITSUBISHI MOTORS · doka · OLYMPUS

BELL · mazda · INEOS · CSR · ESCO · Pulmuone

POWERED BY ENDURA · SIGMAPOINT · ALLEGRO microsystems · FERRING PHARMACEUTICALS · FUJIREBIO · AMGEN

L3HARRIS · Ford · PPF Partner in Pet Food · JAMIESON wellness inc. · KENNAMETAL · ultragenyx pharmaceutical

LEONARDO DRS · LiPPERT · NOVOLEX · JABIL · LIXIL · JOHNSON OUTDOORS

HITACHI · NISSAN MOTOR CORPORATION · JOHNSON ELECTRIC · MillerKnoll · LR · Dr.Reddy's

OLLY · ADVANTEST · power integrations · onsemi · Mölnlycke · IPSEN Innovation for patient care

EXELIXIS · Santen · SIEMENS Healthineers · Qualcomm · PQ Corporation · morphosys

· · · · · Alvogen · technicolor

200+ customers

Under the most challenging of circumstance in recent years, our customers have delivered life-saving drugs, critical personal care items, household necessities, food, and countless other important products to consumers and businesses every day. We couldn't be prouder to help them help you.

Zero100

We are a founding member of Zero100, a community-based education and research platform focused on creating content, learning programs, events and connections to help members accelerate progress on Digital and ESG-focused critical initiatives.

Acting with integrity

Kinaxis has tightly integrated ESG into our governance structures and our corporate strategy. Corporate governance ultimately rests with the Kinaxis Board of Directors, the primary function of which is to supervise the management of the business and affairs of the company. The fundamental objectives of the Kinaxis Board are to enhance and preserve long-term shareholder value and to ensure that Kinaxis conducts business in an ethical, sustainable, and safe manner. In performing its functions, the board considers the legitimate interests that stakeholders, such as employees, customers, communities, and the environment, may have in our business. Management is responsible for the day-to-day conduct of the business and its strategy. One of Kinaxis' six core strategic pillars **relates to committing to a sustainable, socially responsible future**.

Key resources

Our corporate governance is discussed comprehensively in several key documents, which include:

Management Information Circular
The primary document to inform shareholders about our governance practices so they can vote in an informed way at our annual shareholder meeting. Among other topics, it discusses our directors and their backgrounds, our board committee structure, Kinaxis' approach to governance, and executive compensation.

Code of Conduct
Sets out the high standards of ethical behavior we expect of everyone at Kinaxis. The code applies to directors, officers, and employees and is a core document to help the team apply our values to every business transaction and every business relationship to help Kinaxis grow rapidly in an ethical, sustainable, and safe manner.

What's new?

- Initial TCFD disclosures

- Launched our Vendor Code of Conduct

- Joined the United Nations Global Compact

- Added our commitment to a sustainable, socially responsible future as one of six corporate strategic pillars

- Our updated Code of Conduct further clarifies our positions on key issues like support for human rights, freedom of association, facilitation payments, political involvement

Our ESG governance structure

Nominating and governance committee of the board

▲

Executive leadership team

▲

Chief Legal Officer

▲

Cross-functional ESG steering committee

Anti-Bribery and Anti-Corruption Policy

Sets out Kinaxis' commitment to full compliance by its officers, directors, employees, consultants, contractors, agents, and third-party service providers with Canada's *Corruption of Foreign Public Officials Act* and any local anti-bribery or anti-corruption laws that may be applicable. The policy complements our Code of Conduct and Whistleblower Policy.

Whistleblower Policy

Outlines the procedures in the event of any complaints or concerns of employees regarding accounting and auditing matters, violations of Kinaxis' Code of Conduct, or any applicable law, rule, or regulation. Complaints or concerns can be made anonymously, if desired, and retaliation by the board, management, or any other person or group, directly or indirectly, is strictly prohibited.

Vendor Code of Conduct

Summarizes Kinaxis' expectations of third parties providing products or services to Kinaxis (including vendors, partners, consultants, and contractors) and reflects Kinaxis' concern for all individuals, including its vendors' workers. Local customs and laws vary by country, but the importance of human rights is universal, and this code is intended to reflect that importance.

Insider Trading Policy

Outlines the requirement for all directors, senior officers, employees, consultants, and others to follow all applicable laws, rules, and regulations pertaining to the purchase and sale of shares of Kinaxis, including those of Canadian securities legislation and the policies of the Toronto Stock Exchange. The policy discusses the significance of material information, trading blackout periods, insider filings, prohibition of tipping, and other critical information.

Kinaxis Health and Safety Policy

Establishes our interest in and responsibilities related to the health and safety of our employees.

In these key documents and policies, and others, we address important corporate governance matters and how to speak up when we think there may have been a violation of policy:

Respecting each other

- Diversity, equity, and inclusion
- Harassment and discrimination
- Health and safety

Doing what's right

- Anti-bribery and anti-corruption
- Relationships with suppliers
- Fair competition
- Gifts, entertainment, and hospitality

Protecting our company

- Privacy and confidential information
- Safeguarding physical and electronic assets
- Accurate recordkeeping
- Conflicts of interest
- Inside information and trading
- Responsible communications

Being good neighbors

- Human rights
- Community involvement and sustainability
- Political activities

At Kinaxis, we don't allow any form of retaliation (such as firing, salary reduction, or other negative job actions) by anyone against those who speak up in good faith.

Sustainability and social responsibility embedded in corporate strategy

Our corporate strategy, which guides the objectives, decisions, and efforts of every Kinaxis team member, includes six core elements. One of those is committing to a sustainable and socially responsible future.

ESG governance and risks

Governance structure

Our accountability structure for ESG starts with the Kinaxis Board and filters through every aspect of our organization. Led by our risk management leader, our cross-functional ESG steering committee reports to our Chief Legal Officer, who in turn brings ESG matters to the full executive team and regularly reports findings and recommendations back to the nominating and governance committee of the board.

Six of our seven independent directors self-assessed as having experience in, or understanding of, internal risk controls, risk assessment, risk management, and/or risk reporting, including risks related to environmental and social issues. The same number self-assessed as having experience in, or understanding of, sustainability and ESG matters.

ESG risks

ESG is fully integrated with and has its own distinct category within our comprehensive enterprise risk management (ERM) program, which harmonizes risk management procedures and practices across the organization. To date, we've focused on various aspects of enterprise risk, including risk identification, risk prioritization, risk assessment and treatment, risk monitoring, and reviewing our risk governance structure annually. Our ERM program establishes clear risk oversight, drives accountability, and integrates risk management into our day-to-day operations and decision-making. Working with the executive leadership team, our Chief Legal Officer is responsible for facilitating and overseeing the ERM program and reports regularly to the Audit Committee of the board as well as the full board.

As part of our ERM work, we have identified 12 specific ESG topics in our enterprise risk universe, which have been assessed against a materiality matrix and categorized as tier one through three based on our interpretation of their impact to our business and importance to our stakeholders. While all 12 are important and require some degree of monitoring and management, we deem only two of them as rising to the level of a key enterprise risk: (1) privacy and data security and (2) talent attraction and retention. Under the ERM program, these two key enterprise risks are closely monitored and reported on quarterly by the risk management team. The remaining ten ESG risks are addressed through our ESG program.

ESG reporting standards

Disclosures in this report are informed by the Sustainability Accounting Standards Board (SASB) framework for software and IT services companies (see Appendix 1 for related metrics). Although we currently don't assess any climate-related issues as a key corporate risk, we have initiated disclosures under the Task Force on Climate-Related Financials Disclosures framework, which can be found in Appendix 2.

Our GHG inventory calculations (see Protecting the planet section) were made with the assistance of our independent consultant, Carbonzero, and in accordance with the Greenhouse Gas Protocol: Corporate Reporting and Accounting Standard, which is the leading corporate guide for emissions measurement and reporting.

Unless otherwise noted, reported metrics cover the global operations of Kinaxis for the fiscal year ending December 31, 2021.

Kinaxis has joined the UN Global Compact

With a network of more than 12,000 companies and 3,000 non-business signatories in over 160 countries, the United Nations Global Compact is the largest corporate sustainability initiative in the world. Its Ten Principles address areas of human rights, labor, environment, and anti-corruption and represent the fundamental values that businesses can and should embed in their daily strategies and operations to advance broader societal goals such as the UN Sustainable Development Goals and the 2030 Agenda to address the world's critical challenges.

ESG commitments

We have made four core commitments that drive our ESG programs:

1. **Protecting our planet by doing what we do best.** Creating a sustainable future is not only a key aspect of how we run our own business, but by combining human intelligence with AI and concurrent planning, we also empower our customers to make the best possible decisions for their businesses and the world.

2. **Taking care of people.** People matter here is the foundation of our culture. Our teams are spread across the world, and each one is just as important to us as the next. We take great care in cultivating a socially conscious culture where we are all empowered.

3. **Giving back.** We know we are all global citizens. We support our communities and the causes where we can make the most impact.

4. **Building trust through integrity.** We believe in our responsibility to build trust with all our internal and external stakeholders – through openness, transparency, and accountability, including the protection of all our stakeholders' data.

Consistent with these statements, Kinaxis has committed to focus on contributions towards six key United Nations Sustainable Development Goals.

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Taking care of people

One thing that remains a constant at Kinaxis is that people matter here. These are the three words we use every day to describe our culture – and that will never change. It's in our DNA.

Key resources

We have codified our people-matter-here culture in a number of key, publicly available documents, including our Code of Conduct, as described earlier. We recently updated this important document to clarify our stand against human rights abuses, including forced labor, human trafficking, child labor, and many others, and to recognize employees' right of freedom of association. Other critical policies also play an important role in determining how we show up.

Our Positive Workplace Policy lays out our commitment to treat every employee with dignity and respect and to have zero tolerance for discrimination, harassment, sexual harassment, and violence. It establishes our commitment to fair treatment of employees, upholding human rights, and paying fair wages. The policy lays out clear steps to follow should anyone be concerned about workplace behavior.

A new Vendor Code of Conduct summarizes Kinaxis' expectations of its vendors and reflects Kinaxis' concern for all individuals, including its vendors' workers. Local customs and laws vary by country, but consistent with our membership in the United Nations Global Compact, we support the importance of human rights as universal, and this code is intended to reflect that importance.

What's new?

- Annual engagement survey response rate grew to 89%, with strong results

- Eight DEI targets now linked to executive pay

- A flexible work-from-home/office policy

- Updated Code of Conduct with expanded content on human rights and other key issues

- A new Vendor Code of Conduct

- Annual gender pay equity review disclosures

- Introduced programs promoting Indigenous allyship, awareness, and relations

- Enhanced benefits for gender affirmation and mental health coverage

A great place to work – everywhere!

Kinaxis has been recognized among India's Great Mid-size Workplaces for 2022 by Great Place to Work! We're creating a great place to work for all employees around the globe.

Our Board Diversity Policy sets out the importance of diversity at the board level by gender, age, disability, sexual orientation, geographic representation, Indigenous status, and ethnicity (visible minorities).

Our Management Diversity Policy sets out the importance of diversity among Kinaxis management by gender, age, disability, sexual orientation, geographic representation, Indigenous status, and ethnicity. Executive leadership reviews management diversity every year, agrees on appropriate targets (if any) and measurable objectives, and reports regularly on progress to the board.

Core values

As Kinaxis continues to experience rapid growth and global expansion, we work to ensure that our values are relevant today and will remain so into the future. At Kinaxis, we look for and celebrate six core values in our team: be real, be empowered, stronger together, laugh often, be customer centric, and be a global citizen.

To continue to attract and retain the very best people, we leverage our core values to make three fundamental promises to our team – our employee value proposition:

- **Challenging work.** Team members are encouraged to embrace and empower their own unique ingenuity and innovation and apply them to the very complex problems that Kinaxis solves. We offer opportunities for personal growth and learning, as well as for contributions to the growth and scale of Kinaxis.

- **Great people.** We are authentic and human, caring for and supporting one another, inside and outside work. This creates high trust within the team, approachable leaders, and the collaboration across functional boundaries that is a big part of delivering value to our customers.

- **Global impact.** We are a global team, spanning boundaries, locations, and languages, and are active in our myriad local communities. We are also a part of the larger global community that celebrates individual differences and cultures.

Our cross-functional, global Culture Ambassador Group plays an important role in bringing our culture to life within our teams. Our 19 culture ambassadors meet monthly to identify and plan ways to promote, drive, and shape culture throughout the organization. The group's goals include:

- Ensuring Kinaxis culture is strong across borders and functions
- Supporting business strategy and goals
- Increasing employee engagement and satisfaction
- Ensuring our culture is inclusive and reflects diversity

Our core values

Be real

We are authentic and respectful, and we act with integrity.

Be empowered

We are an empowered group of problem-solvers, thinkers and doers.

Stronger together

We know the whole is greater than the sum of our parts.

Laugh often

We laugh, have fun and joke around – it's how we build meaningful relationships.

Be customer centric

We feel great pride in and a deep connection to our customers – both internal and external.

Be a global citizen

We are connected as a global team, active in our communities and here to make the world better.

Diversity, equity, and inclusion

Because people matter here, diversity, equity, and inclusion (DEI) are more than just words to us. They are the guiding principles for building a company culture that celebrates each other's differences, continuously strives for equality, and recognizes that inclusion makes us stronger as individuals, as a company, and as global citizens. We are committed to removing barriers at all stages of both candidate and employee lifecycles.

Our annual company-wide engagement survey includes key questions related to DEI. With a phenomenal response rate of 89%, the survey demonstrated positive sentiment with respect to the team's impressions about diversity, equity, and inclusion at Kinaxis. Overall, we received an 87% favorable score, with some very encouraging results on key measures:

- 95% feel we treat each other with respect
- 94% feel they are an accepted member of their team
- 92% believe Kinaxis leadership is committed to DEI

Our Diversity, Equity, and Inclusion Committee includes 30 members who lend their perspectives to interview questions, talent assessment, and leadership and team training materials, as well as other key initiatives. Employee Resource Groups, such as Women in Kinaxis, Indigenous Allyship, Rainbow Response (the LGBTQ+ group), and Parents, all aim to connect groups with common interests to provide support and to voice issues of interest.

Workforce composition

In Appendix 1, we report on Sustainability Accounting Standards Board (SASB) metrics for software and IT services companies, including those relating to workforce composition. At a summary level, across the globe, 27% of our workforce identify as women and 2% as people with disabilities. In Canada, 38% of our head office employees identify as visible minorities and less than 1% as a member of an Indigenous group. Of our team in North America and Europe, 3% identify as LGBTQ+.

(as of September 23, 2021)	Women	Visible minorites[1]	Employees with disabilities	Indigenous groups[2]	LGBTQ+[3]
All employees	27%	38%	2%	<1%	3%
Management (team lead or above)	37%	29%	3%	2%	–
Senior management (directors and above)	21%	17%	1%	–	5%
Executive team (reports directly to the CEO)	18%	13%	–	–	–

1   Canadian head office employees only
2   Canada only
3   North American and EU only

Diversity

Diversity is understanding, accepting, and valuing differences between people including, but not limited to, ethnicity, culture, birth sex, religion, and neurodiversity.

Equity

Equity is the guarantee of fair treatment, access, opportunity, and advancement for all while identifying and eliminating barriers that prevent full participation of underserved and underrepresented populations.

Inclusion

Inclusion is the creation of a collaborative, supportive, and respectful environment where all feel welcome, respected, and comfortable sharing their own perspectives.

Programs and initiatives

As we grow, we are becoming more intentional about programs and initiatives that support a positive DEI environment.

DEI targets linked to executive pay. We established eight DEI targets and objectives for 2022 linked to the pay of executives reporting directly to our CEO and comprising a portion of the individual performance component of their short-term incentive for the year:

1. Commit to an annual pay equity analysis and take corrective action where appropriate
2. Mandatory completion of DEI training
3. Mandatory completion of Managing Bias in Hiring training
4. At least 30% of candidates presented for key roles must be from underrepresented groups
5. At least 25% of candidates interviewed for key roles must be from underrepresented groups
6. All interview panels must have at least one interviewer from an underrepresented group
7. Demonstrate proactive focus on employees from underrepresented groups to ensure career paths, goals, and coaching are being provided
8. Every employee must contribute to creating an inclusive and diverse environment

Autism@Work. Under this program, we commit to hire 1% of our employees on the autism spectrum.

Board diversity. The nominating and governance committee of the board currently has a target of having at least 30% women on the board. We are exceeding that goal. Currently, three of our eight directors (38%) are women.

Land acknowledgment

Senior Legal Counsel, Emma Mohns, of Anishinaabe descent, performs a land acknowledgment at the official opening of our new headquarters in Kanata, Ontario.

Gender pay equity. We perform annual gender pay equity analysis, which considers the compa-ratio (annual salary/range mid-point) between team members identifying as men and those identifying as women in the same job category and report results to the board. Globally in 2021, the gap was 2%, which was addressed on an individual basis, as appropriate.

Indigenous allyship. Our understanding of Canada's troubling history with Indigenous peoples and the residential school system continues to deepen. The Truth and Reconciliation Commission's report included 94 calls to action, with some pertaining to how Canadian business can support reconciliation, including through building respectful relationships, providing equitable access to jobs, training, and education, and providing education on the history of Indigenous peoples to corporate management and staff.

Kinaxis is at the beginning of its work here. We have made investments in local Indigenous education and cultural programs, as discussed in the Giving back section of this report, and delivered a land acknowledgment ceremony at the official opening of our new headquarters in Kanata, Ontario. We also offered a $215 donation to Indspire on behalf of any employee who wants to take the Indigenous Canada course from the University of Alberta, which explores Indigenous histories and contemporary issues from an Indigenous perspective. Indspire is an Indigenous national charity that invests in the education of First Nations, Inuit, and Métis people for the long-term benefit of these individuals, their families and communities, and Canada.

We have taken first steps in engaging with our local Indigenous communities, including consultation with Dr. Cindy Blackstock, a member of the Gitxsan First Nation, a Professor at the McGill School of Social Work, and Executive Director of the First Nations Child and Family Caring Society, to help us make our efforts culturally appropriate, meaningful, and empowering.

Development and training. Training for our team includes fundamentals around diversity, equity, and inclusion:

- Mandatory training for all employees in unconscious bias and diversity and in inclusion fundamentals, and voluntary training in other DEI topics made available from the Canadian Centre for Inclusion and Diversity

- Mandatory training, where permitted, in managing bias in hiring for all leaders and those involved in interviews

92%

of the Kinaxis team believe leadership is committed to DEI

DIRECTOR, GLOBAL SALES
OPERATIONS

Angie Hon

Angie started with Kinaxis in 2009 as our
Marketing Operations Manager. After a
promotion to senior manager in that role,
Angie moved to the Sales Operations team
as a Senior Manager, until being promoted to
Director of Global Sales Operations in 2021.

"For the many years I've been at Kinaxis
there's not a day that I find my job boring.
Every day brings new excitement that
motivates me. At Kinaxis, I have the
opportunity to collaborate with teams from
every region to gain knowledge and make
a global impact."

Benefits. Our benefit programs recognize the unique
needs of our diverse team:

- Gender transition counselling and support, gender-
neutral washrooms, multi-faith rooms, parking locations
for disabled persons, and other important features
to improve the office experience for all, including an
accessibility plan that highlights our commitment to
including people with disabilities in our business

- Maternity/parental leave top-up program pays all new
moms and dads, including adoptive parents, for 12
weeks to top up their base salary to 100%

- Flexible scheduling programs and other family-friendly
policies for women

Education. Through the Kinaxis Academic Program, we
take part in events and podcasts aimed at encouraging
women to participate in data science and the growing
supply chain craft.

Developing our team

The challenging work we offer, the quality of people we
hire, and our rapid growth drive the need for ongoing
team training and development and result in a highly
engaged team that is looking to make a difference.

Programs

Our structured onboarding process includes a digital
curriculum that walks new team members through
the information they need to become effective in their
particular roles as quickly as possible. We offer a number of
ongoing learning and development opportunities to assist
with each step on a career path.

Dedicated quarterly development time. Each quarter,
team members are asked to dedicate four hours to
prioritize their training and development using internal
and external resources best suited to their needs. The goal

is to proactively promote ongoing team development in a schedule that allows for significant flexibility.

Mentorship. All team members across the globe are invited to take part in our ever-growing mentorship program, which now includes over 226 participants, up more than 100% from last year. Anyone who feels they have something to offer can be a mentor, and anyone can ask for mentorship. Enrollment is open throughout the year. The program is designed to enhance networking, encourage knowledge sharing, support professional development, and foster guidance between colleagues across the business and around the world.

Leadership training. Our constantly developing leadership program gives all emerging and existing leaders just-in-time guidance for exciting new opportunities and challenges along their career path. We work with a leading independent consulting firm to facilitate instructor-led programs that help new and experienced leaders to take control of their professional development. Our Manager Playbook is a fundamental learning tool for new managers and those new to managing at Kinaxis.

LinkedIn Learning. Our LinkedIn Learning account provides access to "micro-learning" opportunities on a wide array of topics like goal-setting, influencing others, receiving feedback, and countless more.

We pay for memberships in professional associations and for fees related to relevant conferences and training to ensure our team stays at the forefront of their professions. In all, we budget 1.5% of our salaries to training and development, whether for continuing education, for professional development, or towards a new degree.

Executive compensation

We compare our executive compensation to that of a group of 17 similar public companies. At our 2022 annual meeting of shareholders, Kinaxis held its latest advisory "say on pay" vote, wherein shareholders voted over 96% in favor of our approach to executive compensation.

Full details on the approach to management and board compensation can be found in our Management Information Circular.

Compensation and benefits

We annually benchmark pay against four different salary surveys, globally, relevant to our industry. Using a third-party advisor, we benchmark our global benefits plans annually to ensure we are providing the best regional coverage we can for our employees.

To help ensure fair, non-discriminatory pay, our job accountability framework requires job descriptions for all roles and that each be assigned to job categories associated with pay levels. We perform annual gender pay equity analysis, as described above.

Our compensation packages can include the following components:

- **Short- and long-term incentives.** Annual bonuses, tied to individual and corporate performance, all tied to high-level strategic objectives, and long-term equity-based incentives, including performance share units, restricted share units, deferred share units, and stock options

- **Retirement savings.** For our North American employees, a matching, capped contribution to registered retirement savings plans and 401K retirement plans

- **Share purchase plan.** Employees can voluntarily direct up to 10% of their base salary to purchase shares, and Kinaxis will match 20% of employee contributions

- **Maternity/parental leave top-up.** Pays all new biological and adoptive parents for 12 weeks to top up their base salary to 100%

- **Comprehensive insurance.** Covers disability, life, accident, and health insurance, including gender affirmation coverage and expanded mental health coverage

- **Flexible vacation policy.** No fixed limit on annual vacation

- **Kinaxis Days.** The last Friday of every month is a day off for all employees, globally, to take a shared mental health break

- **Health and well-being.** The team enjoys access to events and programs that feed the mind, body, and soul. Our own internal health and wellness concierge offers meditation exercises, nutrition advice, injury prevention and learn-to-run webinars, fitness challenges, virtual races, and weekly yoga classes. We run annual, company-wide hackathons to allow team members to think outside of their own corporate box and employee showcases to let our people demonstrate their own unique skills and interests.

As pandemic restrictions started to ease, we asked the team to decide where they wanted to work in 2022: at home, in the office, or a hybrid of the two. The result: over 90% of those located near one of our global offices chose to spend at least some time working from home. We will maintain a hybrid home/office approach ahead, providing the kind of flexibility that is core to our people-matter-here culture.

Our new headquarters

We took possession of our new headquarters in Kanata in January 2022. We are in the process of being the first platinum-level WELL-certified building in Canada, a standard that focuses on seven concepts of health and well-being (air, water, nourishment, light, fitness, comfort, and mind) and how they influence and impact human behaviors. Some of the features include:

- **Lunch program** that focuses on locally sourced food, deeply sponsors the cost for healthier food choices, and donates leftover food to local food banks
- **Fitness facility** with top-notch equipment and instructor-led fitness classes
- **Dedicated rooms for low stimuli, nursing, and prayer**
- **Electric vehicle charging stations**, outdoor patio spaces, and a live music stage

An engaged team!

89%

participation rate in annual engagement survey

90%

would recommend Kinaxis to a good friend

87%

overall engagement score*

*No significant differences by gender

Engagement

Our annual engagement survey for 2021, which is fully anonymous and implemented by an independent third party, continues to demonstrate a highly engaged team, despite unprecedented challenges in the labor market brought on by the pandemic.

The survey looks at several aspects of working at Kinaxis: our culture, work environment, leadership, career growth, learning and development opportunities, teamwork, and more. The response rate soared to 89% in 2021 (up from 77%) across our global workforce across departments at all levels of the business. The results are benchmarked against 170 technology and professional services facilities around the world and 215,000 individual survey responses.

Our overall engagement index score remained exceptionally high at 87%, down from 90% in the previous year, but at the 83rd percentile against the benchmark. Encouragingly, there were no significant differences in this overall score across gender, age, tenure, and generations. We also continue to score extremely well against key criteria, including:

- 90% would recommend Kinaxis to a good friend

- 89% believe Kinaxis is on track to be successful

This high level of employee engagement has translated to better-than-market retention. While average employee turnover in the software business is typically high at around 10% – 15%, in recent years and due primarily to the impacts of COVID-19, industry turnover rates have ballooned to 20% – 25%. Kinaxis typically experiences turnover between 10% and 12% but saw turnover increase to just over 13% in 2021 under the unusual circumstances in the labor market.

Protecting the planet

Kinaxis recognizes the urgency of the global climate change crisis and is committed to improving our management practices around climate risks and opportunities. We have integrated our climate risk analysis with our existing enterprise risk management program to build a more holistic approach to our processes. Climate change is a systemic and accelerating challenge requiring a concerted global effort, and while Kinaxis does not currently deem any climate-related risks to be material to the company, we have identified several that could impact our business over time. We will continue to actively manage and monitor the most significant risks and opportunities and support the aims of the Task Force on Climate-Related Financial Disclosures (TCFD) to bring transparency around climate risks into financial reporting.

What's new?

- Initial disclosures on climate risks and opportunities, aligned with TCFD standards

- Carbon neutral for 2021

Key resources

See Appendix 2 to this report for our current disclosures under the TCFD framework.

GHG emissions

Since 2019 and with the help of independent consultants Carbonzero, Kinaxis measures and discloses its impact on the environment by identifying our direct and indirect greenhouse gas sources, covering Scopes 1 to 3 activities. Direct and energy indirect emissions (Scopes 1 and 2) make up 2% of our total emissions, while other indirect emissions (Scope 3) comprise 98%. In Scope 3, our two main sources of emissions, by far, are business travel (by air) and electricity usage from our data servers. Together, they make up more than 90% of total corporate emissions, a number that would have been even higher in 2021 and 2020 were it not for the changes in travel habits resulting from the pandemic. As we move towards setting targets for emissions reductions, we anticipate using the 2019 GHG inventory as the baseline year, given that it includes a more normalized amount of travel activity.

Emissions-generating activities	Tonnes CO$_2$-equivalent (tCO$_2$e)					
	FY 2021	FY 2020	FY 2019	% of 2021 tCO$_2$e	2021 v 2020	2021 v 2019
Scope 1 – Direct emissions	**37.00**	**12.11**	**8.29**	**1%**	**228%**	**380%**
Stationary combustion – natural gas	37.00	12.11	8.29	1%	228%	380%
Scope 2 – Indirect electricity emissions	**44.62**	**46.88**	**45.99**	**1%**	**-5%**	**-3%**
Purchased electricity (market-based)[4]	44.62	46.88	45.99	1%	-5%	-3%
Scope 3 – Other indirect emissions	**3,685.74**	**3,862.43**	**7,959.82**	**98%**	**-5%**	**-54%**
Leased real estate assets – heating & electricity[5]	36.58	32.57	9.36	1%	12%	291%
Purchased goods and services – data servers, electricity use[6,7]	3,226.22	2,396.66	2,515.29	86%	35%	28%
Business travel – vehicle mileage & car rentals	43.11	45.33	146.11	1%	-5%	-70%
Business travel – hotel stays	45.54	7.78	64.71	1%	485%	-30%
Business travel – rail	3.05	0.03	0.29	0%	10,007%	953%
Business travel – air	191.63	1,182.42	5,132.43	5%	-84%	-96%
Remote work (home offices)	139.61	197.64	91.64	4%	-29%	52%
GHG inventory total	**3,767.37**	**3,921.42**	**8,014.10**	**100%**	**-4%**	**-53%**

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4 Kinaxis reports Scope 2 GHGs using the market-based method to reflect potential future renewable energy purchases; however, the company did not procure renewable energy certificates (RECs) for its operations in FY 2019, FY 2020, or FY 2021. Location-based Scope 2 GHGs were assessed as being identical to market-based Scope 2 GHGs.

5 Kinaxis occupies limited square footage leases in large office buildings. The company is not assessed to have operational control over its leased office spaces outside Canada.

6 Some of Kinaxis' colocation vendors source RECs to mitigate electricity GHGs; however, Kinaxis reports related emissions as part of the purchased goods and services Scope 3 category using location-based emission factors, prior to the application of supplier-purchased RECs.

7 Includes electricity use from Kinaxis' primary colocation vendors; minimal electricity use associated with certain public cloud providers is excluded.

Notable Scope 1 and 2 GHG-generating activities

Operationally controlled real estate. Our largest offices include our headquarters in Kanata and offices in Chennai, Toronto, and Tokyo. Kinaxis is deemed to have operational control over the utilities at the Kanata and Toronto offices. Accordingly, those two sites are included in the Scope 1 and 2 boundary.

Additionally, we have shared-office workspaces in five other countries where we occupy limited square footage leases in large office buildings and do not have operational control. Emissions from heating and electricity at these offices are included as Scope 3 leased assets.

All Kinaxis employees were on a strict work-from-home protocol from March 2020 through to October 1, 2021, when we made our corporate offices available to employees who were comfortable returning to work as local government regulations allowed. For our Kanata head office employees, this "soft opening" began later, in early 2022, as work was being completed on a new headquarters building. Effective in 2022 and going forward, we offer employees a hybrid office/home office approach, which will help mitigate our need for additional office space as we grow, relative to pre-COVID-19 times. We have included estimates of the carbon footprint of working from home as part of our Scope 3 inventory calculations.

Notable Scope 3 GHG generating activities

Data centers. We deliver RapidResponse as a software as a service (SaaS) offering from our servers, which are primarily hosted at global colocation facilities operated by Equinix, a company broadly recognized for its ESG initiatives.[8] As a first step in its climate change reduction strategy, Equinix established a 100% renewable energy target in 2015.[9] It has since achieved 95%. In 2021, it expanded the scope of its commitments to include both a science-based target and climate neutrality, furthering its alignment with the aims of the 2015 Paris Climate Agreement.

Equinix purchased renewable energy certificates (RECs) for 100% of the estimated 8,287 MWh of electricity used to support Kinaxis' business across all its colocation facilities in 2021 – in the United States, Japan, and the Netherlands. We report related GHG emissions in the purchased goods and services Scope 3 category using location-based emission factors, prior to the application of Equinix's purchased RECs, though we don't offset for those amounts as the RECs already accomplish that goal.

To a lesser extent, we also use Vantage Data Centers in the province of Quebec, which uses nearly 100% renewable hydroelectricity, and a separate data center operator for our internal IT needs. Finally, we use public cloud providers to deliver certain aspects of our product and for select internal development initiatives. Electricity usage from all data centers is included in our GHG inventory, except immaterial amounts associated with certain public cloud providers, from which data was unavailable.

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8   *Equinix claims to have received a perfect score from the Human Rights Campaign Foundation and be recognized as a "Best Place to Work for LGBTQ+ Equality." It was also ranked #1 in Real Estate in JUST Capital's 2022 ranking of America's most "just" companies. See https://sustainability.equinix.com/*

9   *For Equinix's climate commitments, see https://sustainability.equinix.com/environment/climate-commitments/*

Business travel. Effective March 2020, all Kinaxis employees were prohibited from traveling for work, and we have closely followed and adhered to the best regional guidance on travel since, which generally meant very limited business travel throughout 2021 and reduced GHG emissions for the Scope 3 category as a result. While we have been effective engaging customers, partners, investors, suppliers, and other stakeholders under these conditions, we do expect business travel to start increasing ahead. As a result, our focus will be on developing internal processes to ensure that per capita business travel remains lower than during pre-COVID times.

tree-nation.com/profile/kinaxis

25975
Trees planted

21.48
Hectares reforested

To supplement our carbon offsetting program, for select carbon-emitting activities we have been working with Tree-Nation, a platform to reforest the world and fight climate change.

Recently we planted trees instead of giving away swag to visitors to our corporate booth at a busy industry event. At an industry roundtable of thought leaders, academics, and practitioners discussing the future of supply chain, Kinaxis planted trees on behalf of participants.

In all since we began working together, Tree-Nation has planted over 25,000 trees on our behalf, across 21 hectares in India, the United States, Nepal, Tanzania, and Brazil. Tree-Nation estimates that this activity has helped offset almost 6,000 tCO$_2$e, which we have not included in our own GHG inventory or offset calculations.

Carbon neutrality

While Kinaxis' focus ahead is to identify GHG reduction opportunities across the organization and decarbonize where possible, we have also committed to achieving carbon neutrality for our remaining GHG emissions. To accomplish that, with the help of Carbonzero we invest in high-quality carbon offsets sourced through reputable providers from Canadian and International projects.

To offset our remaining FY 2021 GHG emissions of 547 tCO_2e (3,767 tCO_2e total, less 3,220 tCO_2e already offset by Equinix through its REC purchases), we invested in the following verified projects:

Newfoundland Climate and Ecosystems Conservancy Project, Canada. The project, a greenhouse gas mitigation initiative through engineered wetland systems for wastewater treatment, represents the first carbon offsets ever generated in the province of Newfoundland and Labrador. The objective of this project is to treat wastewater and sludge from municipalities in an effective manner to eliminate the environmental impacts of discharging raw wastewater into watercourses and sea. The implemented wastewater treatment solution consumes much less energy and emits less GHG than typical wastewater treatment systems.

Renew Solar Power Generation Project, India. The main purpose of this project is to generate clean electricity through renewable solar energy sources. The solar power installation has a total capacity of 927 MW and has been implemented in the Gujarat, Karnataka, Madhya Pradesh, Rajasthan, and Telangana states of India. The project replaces anthropogenic GHG emissions at about 1.7 million tCO_2e per year.

Dempsey Ridge Wind Project, U.S.A. The Dempsey Ridge 132 MW wind power project consists of 66 Gamesa G90 2.0 MW turbines on approximately 7,500 acres of agricultural and grazing land in Oklahoma. This project generates enough electricity to power 46,000 homes while avoiding emissions from grid and fossil-fuel-based generation and providing jobs to the local communities. Additionally, the project creates arterial income for the farmers who have leased part of their agricultural land for the construction and use of the turbines.

Additionally, Kinaxis further partnered with Carbonzero to measure and offset the carbon footprint of Kinexions 2022, our user conference in San Diego, California, through the purchase of third-party verified carbon offsets. Carbonzero worked closely with event organizers to determine the greenhouse gas emissions from all attendee travel, venue utilities, hotel stays, and event-related landfill waste.

Other environmental programs

IT asset recycling

To maximize our IT asset life, we have moved from a fixed three- or four-year renewal cycle for laptops and workstations to a *break-fix* model, where hardware is replaced only as truly warranted. Older hardware that has been found to no longer be usable in our corporate environment is sold at an asset sale with all proceeds going to charity or is donated and re-purposed. Any remaining or unusable computers are dismantled for parts or are picked up by an electronics company and recycled responsibly.

Approach to carbon offsets

A carbon offset is a verified reduction of greenhouse gas emissions, developed to compensate or "offset" an equivalent greenhouse gas emission from another source that cannot be easily eliminated. As a result, climate change is mitigated by providing financial incentives for pollution reduction and investment in new technologies and ecological processes.

For our carbon offset investments to have the most environmental and social impact, we consider projects that meet the following criteria:

Quantifiable

The tonnes of CO_2 equivalent emissions reduced, removed, or avoided by the project must be measured precisely.

Additional

Projects must go beyond "business as usual" to generate offsets.

Permanent

The beneficial action of an offset to the atmosphere must be durable and lasting.

Verifiable

Projects must be audited by accredited third parties.

Social

Our goal is to maximize value associated with socially responsible projects that can directly benefit local communities.

Local

We seek to align our investments within the geography of our emissions-producing activities.

UN SDGs

Our investments in carbon offsets to date support several United Nation Sustainable Development Goals, including two of the six we have chosen to focus on: SDG 8, Decent work and economic growth, and SDG 13, Climate action.

Our offices

Our largest offices, in order of size, are in Kanata – where we took occupancy of our new headquarters in January 2022 – Chennai, Toronto, and Tokyo. In Chennai, we are planning on moving into a new LEED-certified building in late 2022. All offices are included in our GHG inventory and our carbon offsetting program and also feature other environmentally friendly programs

Lighting and HVAC. LED lighting is used in our Kanata and Chennai offices. In our new HQ, blinds and shades are on sensors, to harvest daylight and optimize lighting; thermostats are set to lower temperatures at night, when the building is typically unoccupied; and we run a high-efficiency HVAC.

Furniture. When available, older furniture is auctioned to employees, with funds going to various charities, and any remaining pieces are sent for recycling. New furniture, such as workstations, laminate tops, and chairs, is built from low volatile organic compounds, which have little or no off-gassing and meet LEED certification. We reused 100% of workstations from our old HQ.

Recycling. We have four-stream recycling programs throughout our Canadian offices and in Tokyo, with plans to expand that into our new office in India, once occupied. Recycling consists of organics, plastics, metals and glass, and paper/cardboard, and we provide battery recycling containers throughout the building. We no longer print and mail materials for our Annual General Meeting, relying on digital distribution, as permitted by the relevant securities administrators.

Partnering for a green supply chain

Two of Kinaxis' Solution Extension Partners have joined with Kinaxis to offer green solutions to global supply chains.

With Kinaxis Recycling End-to-End Planning by OCYO, Kinaxis can now help companies plan and monitor recycling flows of incoming and outgoing products, internally and across a partner network, to improve supply chain efficiency, sustainability, and compliance.

Companies can maximize the recapture of recyclable materials to meet corporate sustainability goals, recover costs, and remain compliant with government recycling requirements.

With Kinaxis Transportation Load Optimizer by 4flow, customers can reduce freight spend and increase capacity utilization by creating fuller, more efficient loads, resulting in significantly reduced CO_2 emissions for greater sustainability.

Paying it forward with RapidResponse

While we are always looking for ways to improve our own ESG practices, RapidResponse makes significant contributions to helping our customers reduce waste in its many forms every day.

Reducing wasted product

By enhancing end-to-end supply chain planning, RapidResponse very typically helps our customers lower their physical inventory levels. Excess inventory may never find a home and, instead, can find its way into landfills. Some inventory has firm expiry dates beyond which product is entirely wasted, never finding its way to customers in need and creating a disposal problem. Our customers frequently report reductions in finished goods inventory of more than 30%.

Delivering critical goods

Many of our customers offer products that are critical to society and must always be available – stockouts simply can't happen.

Life sciences and pharmaceutical companies represent our single largest market. One major customer in this market, which offers life-saving oncology drugs, has a corporate mission to never stockout. That same customer has credited Kinaxis as a significant contributor to achieving that goal, while simultaneously reducing days-in-inventory by 20 days.

Consumer products is a large and rapidly growing market for Kinaxis, and we help companies ensure that their critical products are available during emergencies. A Forbes article discusses how our customer, Procter & Gamble, managed their supply chain to move critical goods out of the path of Hurricane Irma to ensure that they could supply consumers with what they needed most during the emergency. Throughout COVID-19, our consumer products customers used Kinaxis to keep a steady flow of vital products on retailers' shelves, under very challenging circumstances.

Reducing carbon output

Poor planning frequently leads to expensive, wasteful last-minute expediting of goods within global supply chain networks. Frequently, the goods are expedited via high-carbon-footprint air courier. Kinaxis customers have experienced 80% decreases, or more, in expediting activity – all through better planning. Kinaxis has also helped a car manufacturer plan its portfolio of vehicle packages so that they met tougher emissions requirements in the European Union and avoided costly penalties.

We offer Kinaxis Transportation Load Optimizer by 4flow, one of our Solution Extension Partners. The integrated, joint solution reduces freight spend and increases capacity utilization by creating fuller, more efficient loads, resulting in significantly reduced CO_2 emissions for greater sustainability.

Enabling recycling and the circular economy

Another one of our initial Solution Extension Partners, OCYO, has joined with us to offer Kinaxis Recycling End-to-End Planning by OCYO. The joint solution helps companies plan and monitor recycling flows of incoming and outgoing products, internally and across a partner network, to improve supply chain efficiency, sustainability, and compliance.

Building trust

RapidResponse processes the supply chain data of globally recognized, Fortune Global 500 leaders and other major companies, so we have established several key processes to earn and keep the trust of these market leaders, including intellectual property protection, and world-class data security and privacy features. While protection of all data is critical, the most material impact to our business relates to how we manage data security and privacy for customers using our RapidResponse SaaS offering.

RapidResponse is a cloud-based SaaS offering delivered under a single tenant data store model. For colocation of our infrastructure, we rely on enterprise-grade, third-party data center facilities located in advanced, stable democracies globally, limiting exposure to government-mandated monitoring, blocking, content filtering, or censoring. Each data center facility implements best-in-class physical and environmental security, with certifications/audits that include ISO 9001, 14001, 22301, 27001, SOC 1 & SOC 2 Type II. Ahead, we will increasingly take advantage of delivering RapidResponse via public cloud infrastructures.

Cyber security leadership. Our leadership team includes key roles related to data security and privacy. Our Chief Legal Officer is also our Data Protection Officer for purposes of Europe's General Data Protection Regulation (GDPR). Reporting to our Chief Legal Officer, our Vice-president, Security, Strategy and Compliance sets related strategies, policies, and approaches for Kinaxis to follow. Our Chief Information Officer and Chief Technology Officer operationalize those strategies to safeguard the data we process for all internal and external Kinaxis stakeholders.

What's new

- Granted new patents for our innovations in supply chain planning

- Engaged Deloitte to perform a comprehensive cyber security maturity assessment, based on the ISO 27001:2013 framework, which demonstrated significant ongoing improvement in our security posture

- Received Type II attestation under the German Federal Office for Information Security (BSI) C5:2020 framework – the first company in Canada with this achievement

Colocated in secure locations globally

Amsterdam, Netherlands

Montreal, Canada

Washington, DC

Dallas, TX

Tokyo, Japan
Osaka, Japan

Global privacy standards compliance

Kinaxis ensures compliance with applicable data privacy laws, including:

- General Data Protection Regulation (GDPR) 2016/679

- Canadian Personal Information Protection and Electronic Documents Act 2000 (PIPEDA)

- U.S. Federal Trade Commission Privacy Act 1974

- Japan Act on the Protection of Personal Information Law. No.57/2003

- Australian Federal Privacy Act 1988

- All other regional, federal, or state data privacy laws that apply to our operations

Key resources

A comprehensive review of our data security and privacy practices can be found in our data security brochure and privacy policy. Our GDPR with RapidResponse brochure describes how RapidResponse can be used to comply with GDPR requests and individual rights. Page 14 and 15 of our 2021 annual information form describes our approach to intellectual property protection in detail and includes details of our issued patents.

Intellectual property

In accordance with industry practice, we protect our proprietary products and technology through a combination of patents, copyrights, trademarks, trade secret laws and contractual provisions, with customers, partners, employees and others. In total, we have been issued over 15 patents globally, including four granted in 2021, pertaining to key, differentiating aspects of the RapidResponse platform, and have over 100 patents pending in various jurisdictions.

Data security

We pride ourselves on using the most highly advanced technologies available to keep supply chain data safe, secure, and accessible to only those who legitimately need it. We adhere to global standards and best practices and acquire third-party verification of our processes to ensure compliance.

We work around the clock to keep data safe with routine performance and security monitoring coupled with 24/7/365 customer support and emergency response. From physical security measures to in-depth application security controls and vulnerability scans, we take every precaution to safeguard supply chain data so our customers can rest assured that their data is in good hands.

Key security features

- SOC 1 Type II audited

- SOC 2 Type II audited

- BSI C5:2020 Type II audited

- Single-tenant SaaS model

- 100% AES256-bit "in-transit" and "at-rest" encryption

- Disaster recovery time objective and recovery point objective of no more than 24 hours

- Advanced security operations center (SOC) monitoring 24x7x365

- Industry-best practices for physical security

User access management. Our customers select and know who can see their data, with end-user permissions to access specific information and application functionality.

Compliance with security and data standards and frameworks. We engage globally recognized independent auditors to perform annual SOC 1 and SOC 2 Type II audits of our service. In addition, we are proud to be the first Canadian company to receive the German Federal Office for Information Security (BSI) C5:2020 Type II Attestation.

We also routinely conduct internal and external assessments – following documented enterprise-wide processes that include management oversight to ensure the confidentiality, integrity, and availability of customer data.

Security monitoring framework. To ensure data always remains safe, we've implemented a comprehensive network security monitoring system with fully automated intrusion prevention systems. We perform scheduled and ad hoc security scans using advanced security tools.

Data privacy

At Kinaxis, we recognize the importance of protecting user privacy and personal data and are committed to it.

Privacy policy

Kinaxis is committed to protecting the privacy of its employees' and customers' data. Our privacy policy applies to personal information and other information collected by Kinaxis or its service providers from or about (i) visitors to, or users of, its websites, (ii) prospective and current customers using Kinaxis services, (iii) service providers and business partners, (iv) prospective and current employees, and (v) other third parties it interacts with.

User consent. Prior to collecting personal information, Kinaxis obtains users' consent. At any point in time, users can revoke their consent, and we will cease using and processing the personal information immediately. Kinaxis does not sell or otherwise disclose the personal information it holds to third parties, except for the limited, legitimate circumstances described in the privacy policy.

Customer data

Data processing solely for purposes of providing solution. Kinaxis processes customer data solely for the purpose of providing our RapidReponse SaaS solution and only in accordance with the terms and conditions of contracts between Kinaxis and its customers, as well as other unique customer instructions.

Customer control. Our customers keep full control over the type of data – e.g., demographic, behavioral, personally identifiable information (PII), etc. – that is processed as well as the exact purpose for which Kinaxis processes such data. Customers can access and extract their data at all times, as well as modify or delete it as it may be required for them to meet their obligations under applicable data privacy laws, such as to respond to data subject requests.

No data sold. No customer data is sold, distributed, or used for advertising. Customer data is shared with third parties only with customers' consent, and to the extent we are required to do so for the provision of our services, and only after agreements with third parties are in place to ensure they will abide by all applicable data security and privacy obligations.

Technical alignment

Kinaxis' policies and practices include organizational, technical, and operational measures to ensure the confidentiality, integrity, and availability of customer data, aligned with recognized industry standards:

- ISO 27000 family

- CSA Cloud Controls Matrix (CCM)

- NIST 800SP and others

2021 cyber security maturity assessment

In 2021, we engaged Deloitte to perform a comprehensive cyber security maturity assessment, based on the ISO 27001:2013 framework. Deloitte conducted an independent assessment of the organization's cyber security practices, based on a comprehensive review of our business, threats, and capabilities. The report discussed significant overall improvement in the security posture of Kinaxis and positioned us favorably against Deloitte's own benchmarking data for SaaS companies. The report also consolidated high-level recommendations to align with industry good practices and help contribute to ongoing progress.

Data protection impact assessments. We conduct data protection impact assessments (DPIAs) at least annually, and as necessary to evaluate privacy concerns in new systems or services or existing ones that are undergoing major modifications.

Potential data requests and privacy breaches. Should Kinaxis ever be required to provide customer data in connection with a legally binding request for disclosure by a law enforcement or supervisory authority, Kinaxis would promptly notify the customer, as permitted. Unless legally required to do so, Kinaxis does not respond to such requests directly or without the customer's consent and involvement.

Should Kinaxis ever experience a data privacy breach, we would notify affected customers without undue delay and support them in complying with any legal or regulatory notification requirement and any subsequent investigations for root cause.

Giving back

One of our corporate values recognizes that we are all global citizens. As part of that commitment, Kinaxis makes corporate donations to several worthy causes and offers our expertise to students and academics in the supply chain field, to help continue to move the practice forward for generations ahead.

Key resources

Our community involvement guidelines direct us in our support of charitable events and causes, including providing clarity on the types of organizations to which Kinaxis will *not* donate. For example, donations will not be made to any organizations that discriminate against any protected group under the UN's Universal Declaration of Human Rights. Also, we will not fund organizations for the purpose of promoting particular religious beliefs or organizations operated primarily for the purposes of directly or indirectly influencing the outcome of any political process.

Corporate giving

Kinaxis' corporate giving program includes two main direct-giving streams:

- Kinaxis-led charitable giving, which we support through direct cash contributions, donations-in-kind (e.g., IT equipment, furniture, meeting spaces, etc.), paid time off for volunteering, and corporate sponsorships

- Employee-led charitable matching, which we support through cash donations per hour volunteered by team members, matching employee donations, and matching fundraising for employee events

We have increased our annual budget for these two streams of giving to $150,000, and in 2021 we contributed to over 60 socially beneficial organizations. We also provide additional charitable contributions when important opportunities present themselves and are consistent with our core values.

Indigenous allyship. As part of our initial efforts towards meaningful Indigenous allyship and reconciliation, Kinaxis made contributions to local Indigenous education and cultural programs.

- *IndigeSTEAM* is an organization that provides Indigenous-led and culturally relevant programming in STEM/STEAM to support a better future for Indigenous youth in these important fields of study. Kinaxis sponsored two robotics workshops at Mādahòkì Farm in Ottawa, geared towards Indigenous youth from grades 3 to 9 and led by one of Kinaxis' Indigenous software architects. We loaned corporate laptops and donated $6,500 to buy Lego robotics kits for the

What's new?

- Updated our corporate giving guidelines to ensure better alignment with our core values

- New information on our Kinaxis Academic Program
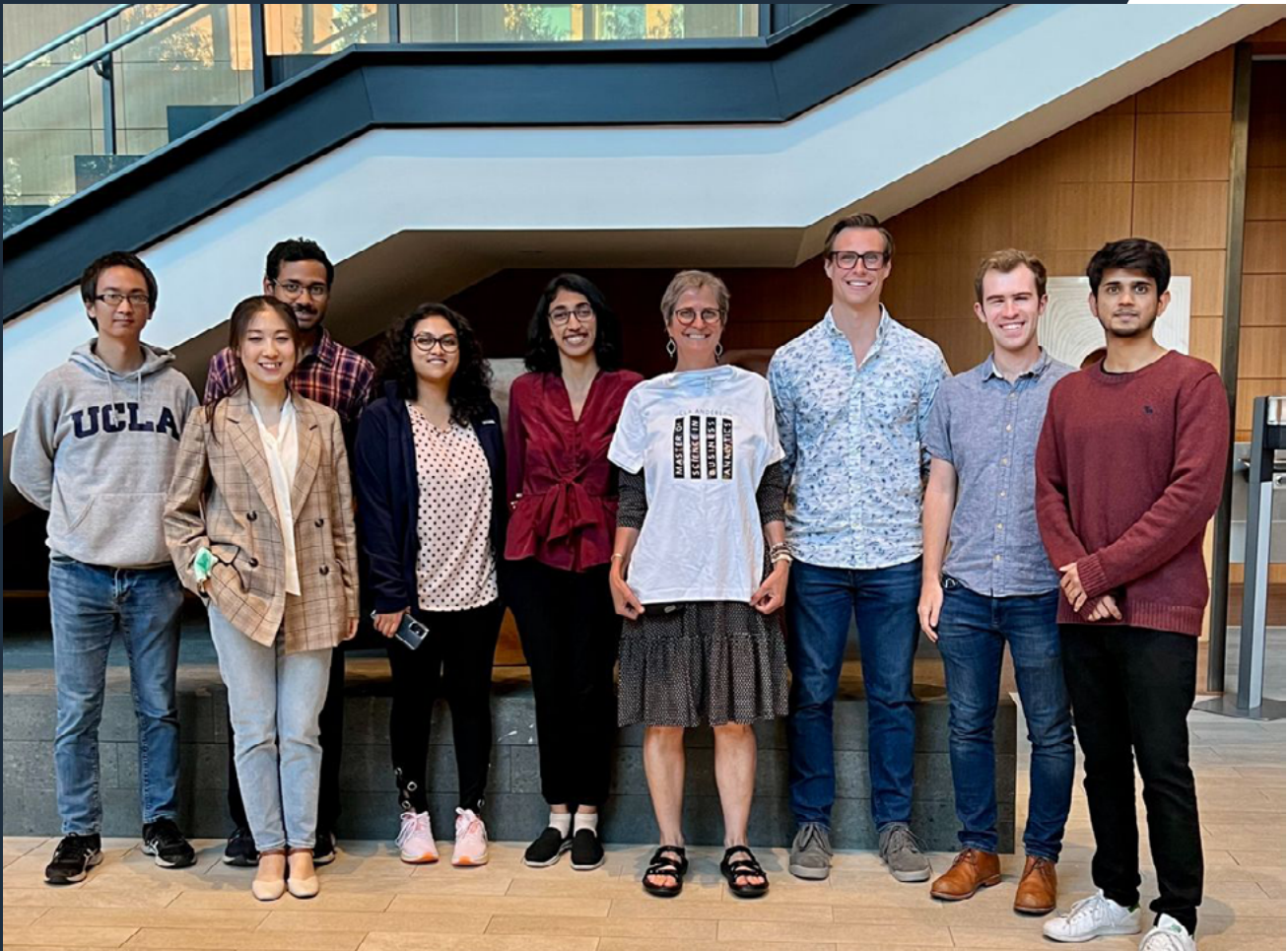
Reaching over 3,000 students

We reached over 3,000 students at leading universities, globally, through academic outreach that included more than 50 guest lectures.

events. In total, over 20 bright and engaged Indigenous youth participated under the guidance of Kinaxis volunteers who provided instruction and support. We also provided all participants with Spirit Bear books. The books, authored by Dr. Cindy Blackstock of the [First Nations Child and Family Caring Society of Canada](#), help to explain human rights to children to help educate and create change.

- *A Holistic Approach to Healing Through Music in Indigenous Communities* is a four-week program, led by Indigenous musician River Christie-White and run at ArtHaus in Ottawa, that offers a holistic approach to healing through music for Indigenous communities. The program focuses on the development of an open, creative, safe space to develop healthy processes to deal with personal challenges while engaging in music production and performance.

Ukraine relief. The war in Ukraine is a global crisis. While none of Kinaxis' customers or employees are based in Ukraine, no business, individual, or supply chain can be said to be fully unaffected. The situation remains a humanitarian disaster, and our thoughts remain fully with the horrendous impacts to the citizens of Ukraine. To help, we donated $10,000 CAD to the Canadian Red Cross Ukraine Humanitarian Crisis Appeal, to match donations made by our employees.

Kinaxis Academic Program

Kinaxis recognizes the critical role that higher education plays in ensuring we have the ideas, innovation, and skills necessary to propel the modern supply chain forward. We believe it is our responsibility to contribute current, practice-based examples to academia so students can enter the workforce prepared and professors can contribute to research with an understanding of today's trends and challenges. Through the Kinaxis Academic Program, launched in 2020, we partner with influential supply chain, business, analytics, and engineering programs at leading academic institutions to provide:

- Guest lectures and case studies
- Sponsorships
- Research collaboration
- Guidance as members of master's programs advisory boards
- Presentations at influential conferences

We have worked with thought leaders at Harvard University, Columbia University, Massachusetts Institute of Technology, Georgetown University, the University of Toronto, the University of Waterloo, National University of Singapore, Cambridge University, and University College Dublin, to name just a few. Through our work, we directly reached over 3,000 students in 2021, delivering over 50 guest lectures.

We also reach younger minds, through our sponsorship of Shad, the summer enrichment program focused on STEAM for high-achieving Canadian high school students. Among other activities, we challenged students to play the "Kinaxis Cookie Game," a live simulation that demonstrates the complexities and challenges facing supply chain planners today.

Appendix 1 – SASB metrics

Topic	FY 2021	FY 2020	SASB metric
Environmental Footprint of Hardware Infrastructure			
Total energy consumed (gigajoules)	7,031.19	5,859.78	TC-SI-130a.1
Percentage grid electricity	89.84%	96.01%	TC-SI-130a.1
Percentage renewable	0%	0%	TC-SI-130a.1
Total water withdrawn	Deemed immaterial to operations		TC-SI-130a.2
Total water consumed, percentage of each in regions with high or extremely high baseline water stress	Deemed immaterial to operations		TC-SI-130a.2
Discussion of the integration of environmental considerations into strategic planning for data center needs	See Strategy commentary in Appendix 2 – Alignment with Task Force on Climate-Related Financial Disclosures		TC-SI-130a.2
Data Privacy & Freedom of Expression			
Description of policies and practices relating to behavioural advertising and user privacy	Do not engage in behavioural advertising		TC-SI-220a.1
Number of users whose information is used for secondary purposes	0	0	TC-SI-220a.2
Total amount of monetary losses as a result of legal proceedings associated with user privacy	$0	$0	TC-SI-220a.3
Number of law enforcement requests for user information	0	0	TC-SI-220a.4
Number of users whose information was requested	0	0	TC-SI-220a.4
Percentage resulting in disclosure	0	0	TC-SI-220a.4
List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	None		TC-SI-220a.5

Topic	FY 2021	FY 2020	SASB metric
Data Security			
Number of data breaches	No breaches requiring customer/user notification have occurred		TC-SI-230a.1
Percentage involving personally identifiable information (PII)	N/A		TC-SI-230a.1
Number of users affected	N/A		TC-SI-230a.1
Description of approach to identifying and addressing data security risks, including use of third-party cyber security standards	See pages 35-38 herein		TC-SI-230a.2
Recruiting & Managing a Global, Diverse & Skilled Workforce			
Foreign nationals (in Canada)	3%	3%	TC-SI-330a.1
Located in Canada	53%	58%	TC-SI-330a.1
Located in North America	71%	75%	TC-SI-330a.1
Located offshore	29%	25%	TC-SI-330a.1
Employee engagement as a percentage	87%	90%	TC-SI-330a.2
Gender identity, total employees			
Man	66%	65%	TC-SI-330a.3
Woman	27%	29%	TC-SI-330a.3
Non-binary, other, and prefer not to say	7%	6%	TC-SI-330a.3
Gender identity, technical employees (Canada)			
Man	65%	67%	TC-SI-330a.3
Woman	26%	25%	TC-SI-330a.3
Non-binary, other, and prefer not to say	9%	8%	TC-SI-330a.3
Gender identity, exec. team/director+ /people manager/contributor			
Man	73%/75%/55%/66%	78%/77%/55%/64%	TC-SI-330a.3
Woman	18%/21%/37%/27%	22%/17%/37%/30%	TC-SI-330a.3
Non-binary, other, and prefer not to say	9%/4%/8%/7%	0%/6%/8%/6%	TC-SI-330a.3

Topic	FY 2021	FY 2020	SASB metric
Recruiting & Managing a Global, Diverse & Skilled Workforce			
Racial/ethnic identity, total employees (Canada)			
Aboriginal	<1%	<1%	TC-SI-330a.3
Arab	2%	3%	TC-SI-330a.3
Asian	27%	23%	TC-SI-330a.3
Black	2%	2%	TC-SI-330a.3
Latin American	2%	2%	TC-SI-330a.3
White	51%	54%	TC-SI-330a.3
Two or more races, other, and prefer not to say	16%	16%	TC-SI-330a.3
Racial/ethnic identity, technical employees (Canada)			
Arab	3%	2%	TC-SI-330a.3
Asian	31%	29%	TC-SI-330a.3
Black	1%	2%	TC-SI-330a.3
Latin American	1%	3%	TC-SI-330a.3
White	43%	46%	TC-SI-330a.3
Two or more races, other, and prefer not to say	19%	18%	TC-SI-330a.3
Racial/ethnic identity, exec. team/director+ /people manager/contributor (Canada)			
Aboriginal	0%/0%/2%/<1%	0%/0%/0%/1%	TC-SI-330a.3
Arab	0%/2%/2%/2%	0%/0%/6%/2%	TC-SI-330a.3
Asian	13%/11%/17%/30%	11%/14%/15%/26%	TC-SI-330a.3
Black	0%/0%/0%/2%	0%/0%/2%/2%	TC-SI-330a.3
Latin American	0%/0%/2%/2%	0%/0%/2%/2%	TC-SI-330a.3
White	75%/75%/64%/46%	89%/72%/62%/50%	TC-SI-330a.3
Two or more races, other, and prefer not to say	13%/11%/14%/17%	0%/13%/13%/17%	TC-SI-330a.3

Topic	FY 2021	FY 2020	SASB metric
Intellectual Property Protection & Competitive Behavior			
Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	$0	$0	TC-SI-520a.1
Managing Systemic Risks from Technology Disruptions			
Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Exceeded or achieved our target of a minimum 99.5% uptime		TC-SI-550a.1
Description of business continuity risks related to disruptions of operations	See pages 27-41 of our Annual Information Form, most notably pages 35-40 for operational risks	See pages 25-38 of our Annual Information Form	TC-SI-550a.2

TCFD TASK FORCE ON CLIMATE–RELATED FINANCIAL DISCLOSURES

What is the TCFD?

In 2017, the TCFD released climate-related financial disclosure recommendations designed to help companies provide better information to support informed capital allocation.

Their disclosure recommendations are structured around four thematic areas that represent core elements of how companies operate: governance, strategy, risk management, and metrics and targets. The four recommendations are interrelated and supported by 11 recommended disclosures that build out the framework with information that should help investors and others understand how reporting organizations think about and assess climate-related risks and opportunities.

In 2021 the International Financial Reporting Standards (IFRS) Foundation announced the formation of the International Sustainability Standards Board (ISSB), which intends to use the TCFD framework as a basis for its work.

Appendix 2 – Alignment with Task Force on Climate-Related Financial Disclosures

Kinaxis recognizes the urgency of the global climate change crisis and is committed to improving and elevating our climate risk management practices. In 2021, we initiated a risk analysis aligned with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations and integrated it with our existing enterprise risk management program to build a more holistic approach to our processes. Our initial identification and assessment activities indicate that climate-related risks and opportunities are not currently financially material to our business. However, we believe climate change is a systemic and accelerating challenge requiring a concerted global effort. Therefore, we will continue to actively manage and monitor our most significant climate-related risks and opportunities. Kinaxis supports the aims of the TCFD to bring transparency around climate-risks into financial reporting, and we intend to continue to build out our strategy and reporting under this framework.

Disclosure	Response

Governance

| Describe the board's oversight of climate-related risks and opportunities. | Kinaxis' Board of Directors has ultimate oversight responsibility for risk management activities and programs, and ensures that adequate systems are in place to identify, manage, monitor, and report on principal risks affecting corporate objectives. Through their oversight role, the board members satisfy themselves that:

• risk management policies and procedures are aligned with the overall business strategy

• these policies and procedures are operating as intended; and

• a strong risk culture is maintained across the business.

The nominating and governance committee has been delegated primary oversight responsibility of climate-related risks and opportunities to assist the Board of Directors in discharging its risk oversight responsibilities. On a semi-annual basis, the Chief Legal Officer and risk and sustainability lead submit to the nominating and governance committee a climate-risk report, which includes:

• a summary risk dashboard, including a description of prioritized climate-related risks and semi-annual trends;

• the status of ongoing and completed mitigation strategies for prioritized climate-related risks and overdue items; and

• additional monitoring metrics and/or other information, as necessary. |
| Describe management's role in assessing and managing climate-related risks and opportunities. | Kinaxis recognizes that management of these climate-related matters requires broad collaboration and cross-functional involvement. Accordingly, we have established an integrated approach and accountability structure for identifying, assessing, and managing climate-related risks and opportunities, which engages our Chief Legal Officer, full executive team, cross-functional ESG Steering Committee, and other relevant stakeholders, as needed.

Our Chief Legal Officer is the executive sponsor of both risk and sustainability related matters and is accountable for delegated oversight of processes surrounding ESG matters, including climate-related risks and opportunities. Priority ESG matters are brought to the full executive team, and findings and recommendations are regularly reported back to the nominating and governance committee of the board.

Led by our risk and sustainability leader, the ESG steering committee reports to our Chief Legal Officer and was established to support the executive team and nominating and governance committee of the board in overseeing Kinaxis' ongoing commitment to ESG matters. The duties and responsibilities of the ESG steering committee include helping to manage, measure, and assess ESG factors that present the most significant risks and opportunities to the business. Such factors may or may not be deemed material to the business for external reporting purposes. |

Disclosure	Response

Strategy

Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Although not currently deemed to be material, Kinaxis has identified several climate-related risks and opportunities that could impact our business, with the ones below having been assessed as the most significant in our climate risk universe. All risks are formally assessed in terms of likelihood or probability that the risk event will materialize and the potential impacts or consequences should the risk event materialize – including potential financial, legal, operational, reputational, and/or safety impacts.

We are currently documenting existing mitigating factors in place to manage these risks to an acceptable level and will disclose further details on these efforts in our next report. |

Category	Classification	Risk/opportunity description	Time horizon
Physical Risk	Acute	Increased frequency and severity of extreme weather events, such as wildfires, heat waves, drought and floods or long-term changes in climate and weather patterns can disrupt or otherwise affect our infrastructure or operations, either directly on indirectly	Short term to long term
Transition Risk	Market	A shift in customer preferences and/or the inability to keep pace with competitor shifts towards low-carbon products which may adversely affect our competitive positioning	Short term to long term
	Reputational	Failure to deliver on climate commitments and external stakeholder expectations which may adversely affect our reputation, stakeholder confidence, and/or access to capital	Short term
		Failure to meet evolving employee expectations in terms of purpose-driven/environmentally responsible companies that may adversely affect our reputation and/or ability to retain or attract talent	Short term
	Policy & Legal	Rapidly evolving regulatory expectations in relation to climate disclosure may result in increased compliance/administrative costs and/or exposure to penalties in the event of non-compliance	Medium term
Opportunity	Product solutions for a low-carbon economy	Development of product capabilities which enable emissions reductions/management and enhance supply chain resiliency to empower our customers to accelerate climate action	Short term to long term

Disclosure	Response
Strategy	
Describe the impact of climate-related risks and opportunities on the organization's business, strategy and financial planning.	We believe that climate change is a systemic and accelerating challenge requiring a concerted global effort. We have begun the process of performing detailed risk assessments of our most significant climate-relate risks and opportunities, including an assessment of their impact on our business, strategy, and financial planning. As described in the GHG emissions inventory in this report, Scope 1 and 2 emissions make up only 2% of our total. To mitigate these amounts, employees work under a hybrid home/office approach, which reduces electricity usage at our offices and helps reduce our need for additional office space as we grow. In 2022, over 90% of Kinaxis employees chose to spend at least some time working from home. Scope 3 emissions comprise 98% of our GHG emissions inventory. Within Scope 3, our two main sources of emissions are, by far, electricity usage relating to our data servers at our partners' colocation facilities and business travel (by air). Together, they make up more than 90% of total corporate emissions. We deliver RapidResponse as a SaaS offering from our data servers, hosted at global colocation facilities primarily owned and run by Equinix and Vantage Data Centers. To mitigate GHG emissions, Equinix purchased renewable energy credits for 100% of the estimated 8,287 MWh of electricity used to support Kinaxis' business across all its colocation facilities in 2021 – in the United States, Japan, and the Netherlands. Our servers with Vantage Data Centers are in the province of Quebec, and they use nearly 100% renewable hydroelectricity. With respect to travel, in 2021 we closely adhered to the best regional guidance regarding COVID-19, which meant Kinaxis employees were prohibited from traveling for most of the year, so GHG emissions for the category were relatively low as a result. Given how effective all aspects of our organization have been in engaging customers, partners, investors, and suppliers under these conditions, we expect a permanent reduction in per capita work travel compared to pre-COVID times and are discussing new travel policies to assist with that goal. Additionally, our hybrid home/office approach to work reduces commuting-related GHG emissions. For further details on our GHG emissions and related efforts, please refer to the Protecting the planet section of this report.
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2-degree Celsius or lower scenario.	Kinaxis has not yet introduced climate-related scenario analysis into its business strategy due to various reasons, including the nature of our business and rapid global growth over the past several years. In 2023, we will revisit our timelines to initiate the first phase of climate-related scenario analysis work to model and evaluate risks and opportunities.

Disclosure	Response
Risk management	
Describe the organization's processes for identifying and assessing climate-related risks.	While business units are accountable for the identification and management of risks across the organization, the risk management function is accountable to set, oversee, and facilitate the coordination of ERM processes – including providing guidance on the management of risks across the business, working with the executive team, ESG steering committee and risk owners to provide effective challenge and ensure that key decisions are made with consideration of the risks involved.
	To continuously identify new, emerging, and changing risks that may impact achievement of corporate objectives, the risk management team employs an iterative process, including interviews and/or workshops to engage stakeholders at all levels across the business to identify and document Kinaxis' comprehensive risk universe. ESG is fully integrated with and has its own distinct category within our risk universe.
	The risk management team prioritizes climate-related risks and opportunities with the ESG Steering Committee and presents and validates the outputs with the executive team and the nominating and governance committee of the board. Each of the most significant climate-related risks and opportunities is assigned a risk owner, who is designated with primary responsibility of the management of that risk to ensure effective strategies for mitigation are in place and to make recommendations to further manage risks.
Describe the organization's processes for managing climate-related risks.	Following the identification and prioritization of climate-related risks and opportunities, the risk owner is responsible for performing a detailed risk assessment, with input and guidance from the risk management team. The risk owner is also responsible to ensure that appropriate mitigation/treatment strategies are in place and that mitigation actions are identified to bring risks to an acceptable level.
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	ESG is fully integrated with and has its own distinct category within our comprehensive risk management program, which harmonizes risk management practices and procedures across the business. Both the ESG and ERM process follow a five-step cycle, from identification to monitoring and reporting of material risks or ESG matters, including climate-related risks and opportunities.
	Strategic, ESG, financial, regulatory, and operational risks are assessed at the enterprise level through the ERM process. The ERM process includes an annual refresh cycle of risk identification through workshops and/or interviews, in-depth risk assessments of top risks including the evaluation of risk mitigation capabilities, and then periodic monitoring and reporting back to the Board of Directors.
	Finally, as part of the annual ERM refresh, management and the board review the appropriateness of the overall risk governance structure, defined roles and responsibilities, and oversight responsibilities.

Disclosure	Response
Metrics and targets	
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	We have not yet defined metrics to assess climate-related risks and opportunities. In 2023, we will revisit our timelines to initiate the first phase of defining metrics in line with our strategy and risk management processes.
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	GHG emissions are disclosed in the Protecting the planet section of this report.
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	We have not yet defined targets to manage climate-related risks and opportunities. In 2023, we will revisit our timelines to initiate the first phase of defining targets and our performance against those targets.