

BOARD DIVERSITY POLICY

2021



NOUVEAU MONDE GRAPHITE

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This document represents Nouveau Monde Graphite Inc.’s (“**NMG**” or the “**Company**”) policy with respect to the diversity of its board of directors (the “**Board**”). NMG is committed to fostering a diverse and inclusive culture across the organization, free of conscious and unconscious bias and discrimination. The Company recognizes that a diverse and inclusive environment which values diversity of thought, background, skills and experience facilitates a broader exchange of perspectives and improves oversight, decision-making and governance in the best interests of the Company. Diversity enriches discussions among directors and better reflects the Company’s relationship with its employees, shareholders, business partners and other stakeholders.

The Human Resources, Nominating & Compensation Committee (the “Committee”), which is responsible for recommending director nominees to the Board, seeks to attract high quality directors. In taking into consideration potential candidates, the Committee will consider their merit based on a balance of skills, abilities, personal qualities, educational qualifications and professional experience. The Committee also takes into account diversity criteria reflecting the communities NMG serves and in which it operates, including diversity in gender, age, ethnicity, race, physical ability, religion, sexual orientation, gender identification and geographic areas, while recognizing that the Board is comprised of a limited number of individuals.

The Committee may, in addition to conducting its own search, engage qualified independent external advisors to assist in identifying prospective director candidates that meet the selection criteria established by the Board and that support its diversity aspirations.

Additionally, the Committee’s periodic review of the size and composition of the Board is conducted with a view to identifying imbalances or gaps, as well as opportunities that may be associated with further diversification. In particular, the Committee endorses a balanced representation in terms of director tenure and age and fostering of diversity in this regard in terms of positions of leadership and the nomination of new directors.

The Committee measures compliance with this policy as part of the periodic evaluation process of the Board, its committees and its directors. The Committee reviews this policy periodically and recommends to the Board any changes to this policy.

Approved by the Board of Directors on November 17, 2021.

Approved by the Board:	November 17, 2021
Last modification:	n/a