

FISCAL YEAR 2021 TO FISCAL YEAR 2023

Inclusiveness & Diversity Action Plan

The logo for Dillon Consulting, featuring a stylized graphic of two parallel lines with a wavy, textured line above them.
DILLON
CONSULTING



Introduction to Our Inclusiveness & Diversity Plan

We choose to prioritize Inclusiveness and Diversity in the operation of our business, in our values and in our culture. We do this because it makes the business stronger.

Inclusiveness and Diversity (I&D) at Dillon is essential for us to empower passionate people to create better solutions and to stay competitive in our industry. Inclusiveness in business is about involving many different types of people and removing barriers in our workplace, so we can generate new ideas and become even more innovative in the work that we do.

We know that I&D is not one person's job, but must be widespread across the organization, so everyone can see I&D as their role. This plan was created to guide the integration of our I&D goals into our operating practices for Fiscal Year 2021 to Fiscal Year 2023.

The I&D Plan FY 2021 to FY 2023 outlines how Dillon defines I&D, why it matters to our business, our I&D Goals, and the specific actions we will take to support I&D in our workplace.

Defining Inclusiveness & Diversity

Inclusiveness is the action of creating an environment that fosters diversity - an environment where the thoughts, ideas, and perspectives of many different people are well received, valued, and accepted. Diversity is all the ways we are unique as individuals - it is the variety of dimensions, qualities, and characteristics that make up who we are.¹

Research shows that diversity without inclusiveness yields some benefit to I&D policies, but the full benefit is not realized.²

¹ Canadian Centre for Diversity and Inclusion. Diversity Defined. <https://ccdi.ca/our-story/diversity-defined/> (Accessed July 10, 2020)

² Swiegers, G. Toohey, K. (2013), "Waiter, is that inclusion in my soup? A new recipe to improve business performance" Research Report, Deloitte Australia and the Victoria Opportunity & Human Rights Commission.

Why It Matters

It's in our Company's Values

I&D matters because providing a workplace where there are equitable opportunities for development, and working to create an environment where people feel engaged and respected in the workplace is what we value as a company.

A changing workforce

As Dillon's grows, we are welcoming new staff into our organization across many different levels and geographies. By demonstrating our commitment to I&D, individuals who may not have been previously heard or welcomed because they were perceived as "outside" the "normal" can find a supportive environment at Dillon and we increase our diversity of thought.

Helping to drive innovation

As I&D increases, so does innovation, which leads to higher revenue.³ Through I&D, organizations are able to create better products and services that meet the needs of their clients. Diverse thinking increases innovation by twenty percent (20%) and decreases risk to the organization by thirty percent (30%).⁴

Dillon's Business Focus

Dillon undertook a Values exploration in 2019 and Inclusiveness was selected as a critical Value by our staff, Management, and the Board. As an employee owned business, our Values are critical to who we are and how we operate.

I&D is critical to the three main elements of our business:

- 1. Our People.** Dillon aspires to hire and retain the best and brightest, but we recognize that there are barriers in place – whether perceived or real – for some groups to be successful in our workplace. We further recognize that our own unconscious biases may be impacting who we hire, develop, and promote.
- 2. Our Clients.** Our clients are diverse, and now more than ever it is imperative that we understand their needs. Further, I&D has become a critically important business consideration for them, which means it must be the same for us.
- 3. Our Brand.** We want the market to know that Dillon is a place where people succeed because of who they are and because of our commitment to inclusiveness. A place where our clients see the high-value results of a diverse and inclusive team.

³ The Mix That Matters: Innovation Through Diversity. BCG. 2017

⁴ The diversity and inclusion revolution: Eight powerful truths. Bourke, J. Deloitte Insights. Jan. 2018.

Our Path Forward

Ensuring I&D is integrated across our business will enable everyone to bring their best selves to work. This plan outlines the path we will take to better integrate I&D into our business operations.

This is a Journey, Not a Destination

We will ask for continuous feedback from owners, staff, managers, leaders, our Board of Directors, clients, and our community members to help us step forward in the best way possible.

Learning from the Past

This approach is aligned with our Value of Continuous Development. Dillon has a constructive culture and we use these values to amplify that.

For more than 10 years, Dillon has made many strides to incorporate inclusiveness in our workplace. Through the work of Women in Dillon (WiD), we have previously implemented expanded parental leave top-up, flexibility policies, and gender based compensation equity. Our successes to date will help guide us through this next phase of our journey.

Our I&D Plan

Our goal is to have diversity of thought that creates innovation.

Through our I&D plan, we will take actions today to lead us to the future we envision.

Our three year Plan for achieving our I&D Goals is as follows.

**There is
consistent
communication
on I&D goals and
alignment of these
goals to our
Business Strategy**

- Clearly and regularly communicate alignment between I&D goals and our Values
- Update of Employment Equity policy accompanied by communication and training across the company
- Create and maintain an internal I&D resource area to help all staff with incorporating I&D practices into their day-to-day work
- Communicate I&D commitments and equity policy externally
- Integrate Women In Dillon (WiD) priorities and activities with I&D

**We make equitable
decisions on hiring
and retention**

- Research best practices within the industry related to I&D and use these to help inform our internal processes
- Train staff company-wide on I&D, starting with leadership, communications, managers, and human resources department
- Continue compensation equity checks and communicate outcomes
- Incorporate I&D into our hiring process
- Develop an I&D lens for reviewing our office spaces and guiding the renovation and design of new office space
- Use diversity data to evaluate hiring, development, and succession

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**We provide equitable
career opportunities
and development**

- Develop and apply an I&D lens on internal stakeholder sampling (e.g. selection of committees that inform or guide management)
- Use diversity data to inform internal career development
- Evaluate succession through the I&D lens
- Evaluate Partner and Associate nomination process through the I&D lens

**I&D is incorporated
into our systems and
monitoring is in place**

- Collect internal diversity data on an ongoing basis, beyond onboarding, in a respectful and confidential manner
- Report on diversity internally to relevant stakeholders and share diversity reporting with the Board
- Apply I&D lens to benefits reviews as part of overall compensation practices
- Apply I&D lens to internal role design
- Review the dimensions of diversity being monitored and adjust as appropriate over time

Our I&D Team

This Plan was developed by Dillon's I&D Committee. The I&D Committee is responsible for overseeing the implementation of the FY 2021 to FY 2023 Plan and will meet regularly to monitor progress. The I&D Committee was formed by management to inform and improve business. The committee reports to the President and is sponsored by the CEO. Progress toward meeting the goals and action items outlined in this plan will be presented at Quarterly Performance Meetings.

Our I&D Committee Members are:



Andrea Winter
(Partner)
Operational Lead



Claudio Covelli
(Retired Partner) Executive Director,
Talent Management



Erin Smith
(Associate)
Women In Dillon Lead



Grace Su
(Associate)
Manager, Human Resources



Jen Petruniak
(Partner)
Technical Lead



Kate McGuinness
(Associate)
Manager, Communications



Ravi Mahabir
(Partner)
Ownership
Representative



Ryan Dunbar
(Partner)
Ownership
Representative

