

**FY25-27**

# **Inclusiveness & Diversity Action Plan**

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# Introduction

We choose to prioritize Inclusiveness and Diversity (I&D) in the operations of our business, in our values, and in our culture. We do this because it makes our business stronger, more innovative, and sustainable, and is essential in fulfilling our mission: Empowering Passionate People to Create Better Solutions.

We know that I&D is not one person's (or one committee's) job, but must be widespread across the organization, so everyone can see I&D as their responsibility. This plan was created to update our first I&D Action Plan in guiding the integration of our I&D goals into our operating practices for Fiscal Year 2025 to Fiscal Year 2027.

The FY25 to FY27 I&D Action Plan outlines how Dillon defines I&D, why it matters to our business, our key focus areas, and the commitments we are making to continue to support I&D in our workplace.

## DEFINING INCLUSIVENESS & DIVERSITY

**Inclusiveness** is the practice of creating an environment that fosters diversity - an environment where the thoughts, ideas, and perspectives of many different people are respected, valued, and celebrated. **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. Each of us is diverse.

Lasting improvements in *diversity* are possible only when each of us feels included and comfortable at work, and has equitable access to opportunities; therefore, we focus on *inclusiveness* first.

## WHY I&D MATTERS

It's in our Company's Values and Sustainability Commitments

As an employee-owned business, our values are critical to who we are and how we operate. Dillon's culture is expressed as everyday behaviors that align with our six core values, including



**Inclusiveness** - *enabling belonging to draw strength from our differences.*

In one of the company's largest steps forward, in April 2023, our Board, which is motivated to make positive changes, approved six sustainability commitments to guide the direction of our business. Commitment Four states that Dillon is committed to:

Being an inclusive business and to achieving diversity within our Ownership Group, across our Operating Units, and throughout the Dillon community. We recognize that this will be a continuous journey, and will continue to evolve as the diversity within our communities continues to evolve.

## WE'RE GROWING

As Dillon grows, the work we do, the clients we serve, and the geographies we work in are constantly evolving. In addition, we are continuously welcoming new staff into our organization, increasing our diversity of thought, our capacity for innovation, and our sustainability. We demonstrate our commitment to I&D at onboarding, with mandatory Unconscious Bias and I&D Fundamentals training, to encourage a supportive environment where people feel like they can be themselves at work and belong.

## OUR PATH FORWARD

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 creative and innovative in the work that we do.

## LEARNING FROM THE PAST

Our journey to this point started in earnest in 2008, when **Women in Dillon** was founded.



In 2018, after a decade of successes and lessons-learned through WiD, we began to look beyond binary gender into the broader I&D space and in 2019, we undertook a Values exploration where Inclusiveness was selected as one of our six critical values.



In 2020, Dillon launched its first three-year I&D Action Plan.



The plan was ambitious, with multiple commitments under each of four overarching pillars:

We provide equitable career opportunities and development

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

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

We make equitable decisions on hiring and retention

In delivering on the commitments within our first I&D Action Plan, we have made incredible progress, including:

Audited Physical Accessibility of Offices & Addressed Deficiencies

Improved Monitoring and Communication, Raising Awareness

Improved Hiring, Compensation & Appointment Systems & Processes

Implemented Consistent, Mandatory I&D Training at Onboarding, through CCDI\*

Delivered Keynote Address & On-the-Spot Interviews at inaugural EngiQueers Canada Conference

Improved Health & Wellness Benefits (Access and Coverage) and Flexible Work Options

## THIS IS A JOURNEY, NOT A DESTINATION

Through embracing one of our other values,



**Continuous Development** - *Always learning. Always adapting. Always growing.*

we foster courage and curiosity to continue to evolve.

We have successfully engaged staff and raised awareness of the importance of I&D, allowing staff to take ownership of these principles and incorporate I&D into their day-to-day roles at Dillon.

There is no shortage of I&D commitments a company could spend their time and energy on; the key is prioritizing what makes sense for Dillon. These priorities shift over time, and new priorities come into view. This has resulted in a refresh of the I&D Committee and the development of a new FY25-FY27 I&D Action Plan, charting our path for the next several years.

We will continue to rely on CCDI\* for consistent, fundamental I&D training for all staff, while also growing relationships with our existing and new subject matter experts to ensure our path forward remains current and relevant.

We are committed to furthering our understanding of what inclusiveness and diversity truly mean at Dillon, improving practices and procedures that may impede the achievement of employment equity, inclusiveness and diversity, ensuring our workplaces are representative of our communities, and delivering our vision of an inclusive workplace for our staff and leadership teams. This plan outlines the path we will take to continue to integrate I&D into our business operations. To empower our passionate people to continue to thrive, this I&D Action Plan is built upon three key pillars to drive greater equity, diversity, and inclusion (EDI) at Dillon:

**Reconciliation,**  
**Representation,** and  
**Enablement.**

\*CCDI - Canadian Centre for Diversity and Inclusion

## RECONCILIATION

Participate in a shared path of reconciliation and learning.

- Improve the way we engage and collaborate with our Indigenous clients
- Support the success of SOAR Professional Services
- Champion internal Indigenous cultural awareness

## REPRESENTATION

Improve representation and advance accessibility in our operations.

- Improve belonging
- Improve recruitment
- Advance accessibility in our operations

## ENABLEMENT

Ensure that the priorities of this I&D Action Plan are aligned with our business strategy and commitments and inform our business processes.

- Monitor to track progress and inform actions
- Communicate to increase alignment and celebrate progress
- Train our people to provide the development support needed to achieve our goals

# Reconciliation

## Participate in a shared path of reconciliation and learning.

We recognize the importance of a Reconciliation Action Plan, in providing the framework within which we continue to enable and advance Reconciliation throughout our organization. We are committed to supporting our Indigenous staff, their rights and culture, and to helping their communities thrive through our work. We will continue to prioritize the success of SOAR Professional Services (SOAR) and are committed to mutually respectful and meaningful relationships with Indigenous clients and communities.

## COMMITMENTS

### Improve the way we engage and collaborate with our Indigenous clients

- Develop a reconciliation action plan that documents our approach to reconciliation, progress to date, and our future commitments in a manner suitable for external marketing and awareness (Year 1 Priority)
- Seek out equitable procurement opportunities with Indigenous businesses and communities

### Support the success of SOAR Professional Services

- Improve the understanding of and grow the limited partnership between SOAR and Dillon
- Document and communicate to Dillon the connection between SOAR and Dillon's reconciliation journey (Year 1 Priority)
- Prioritize efforts with SOAR to support its growth (people, leaders, and financials)

### Champion internal Indigenous cultural awareness

- Provide Indigenous Cultural Awareness Training (Year 1 Priority)
- Support Indigenous cultures, needs, and initiatives that address social and economic disparities in Indigenous Communities

# Representation

## Improve representation and advance accessibility in our operations.

To tackle our communities' most complex challenges, we attract, hire, and develop talented people of all backgrounds, and strive for inclusivity and equity in our recruiting, hiring, and advancement processes. In addition, we commit to improving retention of underrepresented groups through a better understanding of their experience at Dillon. Our initial efforts will be focused on staff who identify as visible minorities\*, as our numbers show we are losing staff from this demographic at higher rates than other demographics.

## COMMITMENTS

### Improve belonging

- Better understand the experience of staff who identify as members of underrepresented groups (Year 1 Priority)
- Implement targeted improvement actions for underrepresented groups, beginning with management roles and within ownership
- Improve equity of our career management processes as it relates to the needs of underrepresented groups

### Improve recruitment

- Establish and/or grow partnerships with organizations that specialize in recruitment of underrepresented groups
- Improve recruitment practices to increase our hiring of underrepresented groups
- Engage with and support the communities where the company operates, particularly those with underrepresented populations

### Improve accessibility

- Continue to advance physical accessibility in our spaces
- Meet document accessibility standards in each of the provinces we operate
- Review and update our Accommodation Policy and processes to meet the needs of our staff

\*we recognize that this terminology (meaning someone other than an Indigenous person who is non-white) is outdated and does not reflect Canada's demographics; however, at this time, there is not a broadly accepted Canadian replacement and it continues to be the term employed by the Government of Canada, who we are required to report our demographics to on a regular basis. Dillon is following the Government of Canada's consultative engagement with Canadians to identify more appropriate terminology (source: <https://www.statcan.gc.ca/en/consultation/2022/visible-minority-concept>).



# Enablement

**Ensure that the priorities of this I&D Action Plan are aligned with our business strategy and commitments and inform our business processes. These actions are ongoing and are essential to our overall success.**

Collecting, monitoring, and reporting of I&D data is important to measure progress and identify successes as well as challenges. This monitoring will also support us in achieving our Corporate Sustainability and Federal Contractors Program (FCP) commitments. To help every employee feel valued and included, we're enabling an inclusive workplace through representation, community-building, and fostering an understanding and awareness of different cultures, backgrounds, perspectives, and privilege within the workplace. Progress toward meeting the commitments outlined in this plan will be regularly shared by the I&D Committee.

## COMMITMENTS

### Monitoring

- Expand the dimensions of diversity monitored and review regularly (Year 1 Priority)
- Collect internal diversity metrics on an ongoing basis, in a respectful and confidential manner, and benchmark against our sustainability commitment & FCP targets and year-over-year progress
- Review and update our policies related to I&D and evolve our business processes, where appropriate, informed by our I&D monitoring

### Communication

- Internally - Regularly report on diversity, equity checks, policies, I&D progress, achievements, and areas for improvement, as well as days of importance
- Externally - Share our I&D Action Plan, Reconciliation Action Plan, and internal I&D communications, when appropriate
- Engage with stakeholders, including employees and clients, on I&D matters and consider these perspectives in decision-making processes

### Training

- Provide on-going I&D training and educational opportunities to staff, aligned with the commitments of this I&D Action Plan and staff roles and responsibilities

# Our I&D Committee

This Plan was developed by Dillon's I&D Committee. The Committee's purpose is to inform the Committee Chair, and, by extension management and Dillon's Executive Team, on emerging issues relevant to our business in terms of both strategy (long-term) and operations (annual), both within Dillon and Dillon's industry to advance I&D within the Organization.

The I&D Committee was selected by the Committee Chair in consideration of the goals and priorities of the Committee and the competencies, skills, and diversity of perspectives that the Committee, as a whole, should possess. The Committee is made up of Dillon and SOAR Professional Services employees and includes members from Marketing & Communications, Human Resources, Information Technology, and the Early Career Development program. The committee is responsible for overseeing the implementation of the FY25 to FY27 I&D Action Plan and meets regularly to monitor progress.

## OUR I&D COMMITTEE MEMBERS ARE:



**Erin Smith**  
*Chair*



**Adam Irawan**



**Hannah Daltrop**



**Kate McGuinness**



**Shahrzad Nezafati**



**Annabelle Laurin**  
*SOAR Professional Services*



**Muntazir Pardhan**



**Sim Stanton**



**Vincent LaHaye**



**Ali Cambell**





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