

FISCAL YEAR 2025



SUSTAINABILITY MATTERS

Report on Corporate Social Responsibility



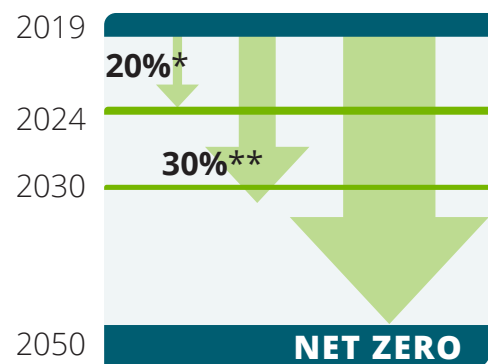
DILLON
CONSULTING

Dillon is committed to corporate sustainability practices and has been carbon neutral since 2008.
In line with this commitment, Dillon has six sustainability commitments that guide the company's sustainability efforts.

COMMITMENT 1



Energy and Emissions



* Represents emission decreased per capita
** Targeted overall emission decrease by 2030

COMMITMENT 3



Our Workplaces

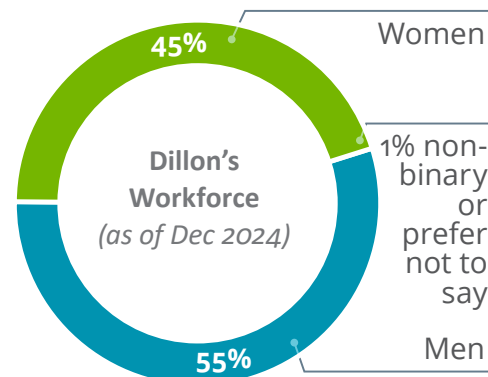
More than **47%** of employees have been with Dillon for **5+ years**

Over **73%** of employees using Dillon's Wellness Fund.

COMMITMENT 4



Inclusiveness and Diversity (I&D)



COMMITMENT 5



Economic Inclusion

Dillon is **100%** employee owned

>64% of Dillon employees are Dillon owners.

ACCOLADES/AWARDS



Great Place to Work

BEST WORKPLACES IN CANADA

Recognized for 19 years in a row

BEST MANAGED COMPANIES OF CANADA

2024 Award of Excellence, Rankin Inlet Utilidor Replacement Project

ASSOCIATION OF CONSULTING ENGINEERING COMPANIES - CANADA

2024 Technical Innovation Award, Salmon Habitat Restoration Project (SHaRP) Flexi-baffle Installation

ENVIRONMENTAL MANAGERS ASSOCIATION OF BRITISH COLUMBIA

COMMITMENT 2

Sustainability Services



Rankin Inlet Utilidor: Dillon designed and oversaw system-wide upgrades to the remote Nunavut community's aging water and sewer system. The project involved leveraging unique Arctic design principles and remote capture technology to address permafrost conditions and limited site access.



City of Hamilton (ON) Shelter Support: Dillon provided design and construction management support to the City's temporary outdoor shelter project. Our efforts, in collaboration with Rankin Construction, City staff, and the Good Shepherd, facilitated the rapid move-in of residents, contributing to the City's broader homelessness strategy.



City of New Westminster Solid Waste Master Plan: Dillon conducted a comprehensive evaluation of the City's current waste management practices as part of their first Solid Waste Master Plan. The analysis focused on identifying opportunities for waste reduction and diversion, supporting the City's goals for enhanced environmental stewardship.



Bunibonibee Cree Nation Water Study: Only 30% of the community is connected to the municipal water system. Dillon conducted a water feasibility study with the goal to provide guidance for the expanded access and reduction of reliance on truck-delivered water.

COMMITMENT 6



Our Responsibility to Society

\$2.4M Environment & Community Investment Fund (ECIF) spending since 2009

~1% of profit contributed to ECIF in FY25

\$418,000 Scholarship funding since 2005



The **Million Meals Campaign** sponsored a total of **1,185 hours** for **269 staff members** to volunteer at food-related not-for-profit organizations in their communities.



Sean Hanlon
Chief Executive Officer



Letter from the CEO

“

Dear Stakeholders,

I am pleased to welcome you to the Fiscal Year 2025 (FY25) edition of Sustainability Matters. This year's report reflects our continuous and deepening commitment to sustainability, and the evolution of our sustainability journey from foundational efforts to strategic, integrated action.

Building on the six sustainability commitments we established in 2023, we have made tangible progress over the past year.

We are proud to report meaningful reductions in our carbon footprint, improved diversity and representation, an increase in employee ownership, greater inclusion of Indigenous Knowledge and partnerships in flagship projects, expanded community and in-kind work, and more quantitative reporting on the impact of our efforts.

Sustainability is the foundational framework for long-term value creation, and these achievements underscore our dedication to creating enduring value for our employees, the communities we serve, and the planet we share.

I invite you to explore the following pages to review our FY25 sustainability advancements in more detail.

”

Sincerely,

.....
***“Sustainability is not a destination, it's
a journey of continuous improvement
that strengthens our company.”***

Sean Hanlon

Sean Hanlon
Chief Executive Officer



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About Dillon

Dillon Consulting Limited (Dillon) is a proudly Canadian, employee-owned professional consulting firm specializing in planning, engineering, environmental science, and management. Dillon offers a wide range of services related to building and improving facilities and infrastructure, protecting the environment, and developing communities. We partner with clients to provide committed, collaborative, and inventive solutions to complex, multifaceted projects.

At Dillon we are more than consultants. We are empowered owners with a shared commitment to making life work better for our clients, employees, and in the communities we live.

Our ownership structure is an important aspect of who we are as a company, because as owners we have a personal stake in the success of our clients' projects and our firm.

79 years in business



Headquarters: **Toronto, ON**



Offices: **25+**



Employees: **1,100+**

Dillon has been committed to corporate sustainability practices for decades. In 2009, Dillon established a Corporate Sustainability Strategy that focused on enhancing the social well-being of our employees and our communities while reducing our environmental impact. The strategy included a commitment to achieve and maintain carbon neutrality and to donate over \$1M to external community and environmental organizations. Dillon has been proudly Carbon Neutral since 2008. We continuously strive to minimize our environmental impact and uphold our commitment to sustainability.

Corporate Awards



**BEST
MANAGED
COMPANIES**

Platinum
member

Recognized for 19 years in a row

**BEST MANAGED COMPANIES
OF CANADA**

Best Workplace in Canada, & Ontario
**Best Workplace for Young Talent,
Inclusion, Women, Mental Wellness,
Giving Back**

**Best Workplace with Most
Trusted Executive Teams**

GREAT PLACE TO WORK



Our vision

To be recognized by Dillon's key stakeholders – our owners, employees, clients, and the public – for our pursuit of excellence in corporate social responsibility.

Our commitment

To conduct our operations in an environmentally conscious and socially inclusive fashion that influences our strategy for sustainable growth. We recognize the important role that our operations play in achieving a culture of sustainability – both in the services we provide and the way we do business – and have developed this policy accordingly.

FY25 Board of Directors

Our Board, presented here as it was structured in FY25, is responsible for providing oversight of our firm, while our management, led by our CEO and President, is responsible for carrying out the operations of the firm. In 2018, the Board, through the recommendation of the Corporate Governance Committee, adopted the inclusion of CSR into its oversight and requested that a CSR Policy be prepared. In 2019, we introduced the Dillon Corporate Social Responsibility Policy to represent the next step in our sustainability contributions towards becoming a more socially responsible corporate citizen. In FY24, the Board announced Dillon's six sustainability commitments to help focus our efforts and formed its first Sustainability Committee.

Dillon's Board of Directors



Jane Allen
Board Chair



Mark Butler



Tanya Cross



Sarah Devereaux



Brian Feuer



Shayne Giles



Sean Hanlon



Margaret Kralt



Jen Petruniak



Karl Tanner



Larry Taylor



Jeff White

Corporate Sustainability Committee (CSC)

Dillon's Corporate Sustainability Committee (CSC) was established in 2024 and is composed of dedicated professionals from various technical areas and office locations, united by a shared passion for social responsibility and sustainability. The CSC is key to crafting and putting into action strategies that align with Dillon's dedication to corporate social responsibility. Leveraging their wide-ranging expertise, the CSC works across departments and alongside executive leadership to weave sustainability into the firm's core values and services.

Sean Hanlon (CEO)

Saheli Hazra Chakraborty
(Sustainability Coordinator)

Melissa Ford
(Business Management)

Steve Kogon (H&S)

Joe Muraca (Partner)

Erin Smith (I&D)

Ariella Woods (Finance)

UNGC 10 Principles

Aligning with the United Nations Global Compact (UNGC)

As a professional services firm, Dillon is committed to operating responsibly and ethically. We recognize the importance of aligning our business practices with the United Nations Global Compact's Ten Principles, which are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

HUMAN RIGHTS

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2: Make sure that they are not complicit in human rights abuses.

Our Commitment:

- **Safe and Inclusive Work Environment:** We ensure safe working environments by proactively identifying and removing hazards that could harm employees.
- **Promotion of Diversity and Inclusion:** We have instituted a robust program to advance diversity, equity,

and inclusion initiatives. We will not knowingly collaborate with organizations that conflict with these values.

- **Protection Against Harassment:** We do not tolerate any form of harassment in the workplace.
- **Support for Freedom and Expression:** We support our employees' freedoms of speech, expression, and religion.
- **Commitment to Equal Opportunities:** We are committed to providing equal employment opportunities for everyone, ensuring a fair and inclusive work environment.

LABOUR

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: The elimination of all forms of forced and compulsory labour.

Principle 5: The effective abolition of child labour.

Principle 6: The elimination of discrimination in respect of employment and occupation.

Our Commitment:

Prohibition of Forced Labor: We do not participate in or support any form of forced or bonded labour.

Fair Wage Practices: We comply with and exceed minimum wage standards, guaranteeing fair compensation for all employees.

Ethical Employment Standards: We make employment decisions based on objective and merit-based criteria.

ENVIRONMENT

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges.
- **Principle 8:** Undertake initiatives to promote greater environmental responsibility.
- **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

Our Commitment:

- **Environmental Footprint Assessment:** We conduct annual GHG assessment to identify our key emission sources and implement strategies for reduction.
- **Commitment to Sustainability:** We actively work to minimize our environmental impact through reduced CO₂ emissions and other initiatives.
- **Sustainability Awareness and Reporting:** We publish an annual report to raise awareness of sustainability and share progress on our commitments. We have established a Corporate Sustainability Committee led by our CEO to drive these initiatives forward.
- **Performance Monitoring:** We routinely assess environmental performance at our operations.

ANTI-CORRUPTION

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Our Commitment:

- **Corruption Risk Assessment:** We proactively evaluate the risk of corruption in our business dealings to mitigate potential threats and vulnerabilities.
- **Ethical Partnerships:** We ensure that we engage only in partnerships where high ethical standards are upheld, maintaining our commitment to integrity and ethical behavior.
- **Anti-Corruption Clauses in Contracts:** We frequently include “anti-corruption” and “ethical behaviour” clauses in client contracts to reinforce our commitment to integrity in all business relationships.

Measurement of Outcomes

Relevant Indicator | Measure of Outcomes

RELEVANT INDICATOR	MEASURE OF OUTCOMES
Talent represented by gender	As of February 28, 2025, 54% Male 45% Female, and 1% non-binary or preferring not to disclose gender
Fair labour practices	In compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act and demonstrated that we have compensation practices that provide for pay equity and comply with the Pay Equity Act of Ontario.
Equity in salary and compensation	The results of the 2024 compensation equity review performed by HR indicate no statistically significant salary differences or pay equity concerns between men and women staff, or between racialized and non-racialized individuals , across all groups (technical and non-technical).
Tonnes of CO ₂ e per employee (1,923 tonnes, 1,172 employees)	1.64 tonnes CO₂e per employee. In FY25, compared to 2019, our workforce expanded by 34% . Even with this significant growth, we achieved a 20% decrease in our per capita emissions.



Dillon's Sustainability Commitments

Materiality Assessment

Dillon conducted a materiality assessment in 2022 to identify the most significant sustainability issues relevant to our business and stakeholders. This process involved a comprehensive review of our operations, supply chain, and external factors, as well as engagement with key stakeholders.

The materiality assessment led to the identification of the following key material topics:



CLIMATE CHANGE

Mitigating our carbon footprint and adapting to the impacts of climate change.



EMPLOYEE WELL-BEING

Promoting a healthy, safe, and inclusive work environment.



GOVERNANCE & REPORTING

Enhancing transparency and accountability through comprehensive sustainability reporting.



COMMUNITY ENGAGEMENT

Building strong relationships with local communities and contributing to social development.

These material topics align with our core values and business strategy, and we will focus our sustainability efforts on addressing these material topics, setting clear targets, and monitoring our progress regularly.

We align our reporting practices with the Global Reporting Initiative (GRI) Standards, along with disclosure through the United Nations Global Compact (UNGC) "Communication on Progress". By adopting these standards, we ensure that our reporting is consistent, comparable, and relevant to our stakeholders' needs.

Sustainability Commitment Development

The identified material topics are a foundation for our future sustainability strategy.

Based on the outcomes of the materiality assessment and subsequent board workshop, **six sustainability commitments** were developed, approved by the board, and announced to the shareholders in the Annual General Meeting in May 2023.



SUSTAINABILITY COMMITMENTS

- 1.** Dillon is committed to reducing our Scope 1, Scope 2, and Scope 3 carbon emissions, and will join the Science Based Targets Initiative (SBTi) to formalize, monitor, and recognize our achievements in reducing our carbon footprint. Using 2019 as a baseline¹, we will decrease our carbon emissions 30% by 2030, and achieve Net Zero carbon emissions by 2050.



- 2.** Dillon is committed to annually growing the proportion of our revenue generated by “Sustainability Services.” We define ‘sustainability services’ as Dillon service offerings that directly support the 17 Sustainable Development Goals of the United Nations (UN), or directly influence any of the indicators identified by the UN to measure these goals.



- 3.** Dillon is committed to providing a healthy and safe work environment that protects and promotes the physical, psychological, and social well-being of our employees.



- 4.** 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.



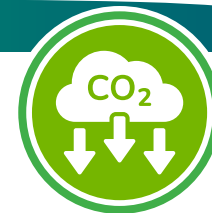
- 5.** Dillon is committed to economic inclusion, and will continue to offer all employees the opportunity to share in the profits generated by the firm by becoming a Dillon Owner.



- 6.** Dillon is committed to operating our business in a manner that is aligned with our Core Values. These values will continue to guide the projects we undertake, the communities in which we work, and the partners/suppliers that we chose to rely on.



1. Dillon selected 2019 as the baseline year because it represents the best possible year before the COVID-19 pandemic and accurately reflects our emissions.



Commitment 1 | Energy & Emissions

Dillon has been proudly Carbon Neutral since 2008. We continuously strive to minimize our environmental impact and uphold our commitment to sustainability. We are committed to reducing our greenhouse gas emissions by implementing mitigation strategies and tracking our progress annually.

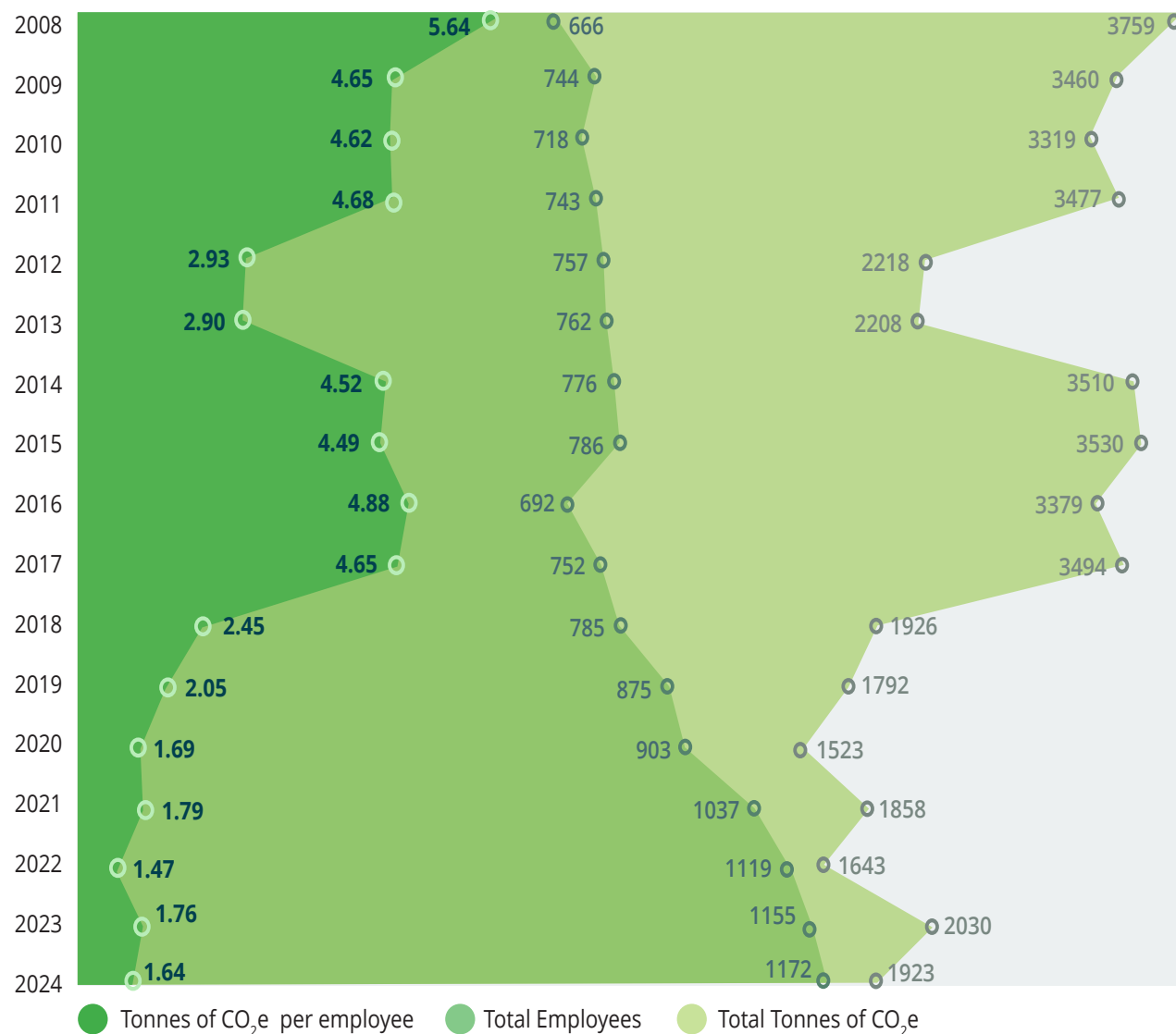
Dillon offsets its emissions through:

- ✓ Verified carbon offset projects
- ✓ Investing in initiatives that support the transition to a low-carbon economy.

We recognize that offsetting alone is not enough and are committed to **achieving net zero by 2050 by significantly reducing our greenhouse gas emissions.** We conduct a comprehensive greenhouse gas emissions assessment annually to measure the environmental impact of our operations and identify opportunities to reduce our carbon footprint.

* Total employee count includes both regular and interim staff

Annual Dillon GHG Emissions 2008 - 2024



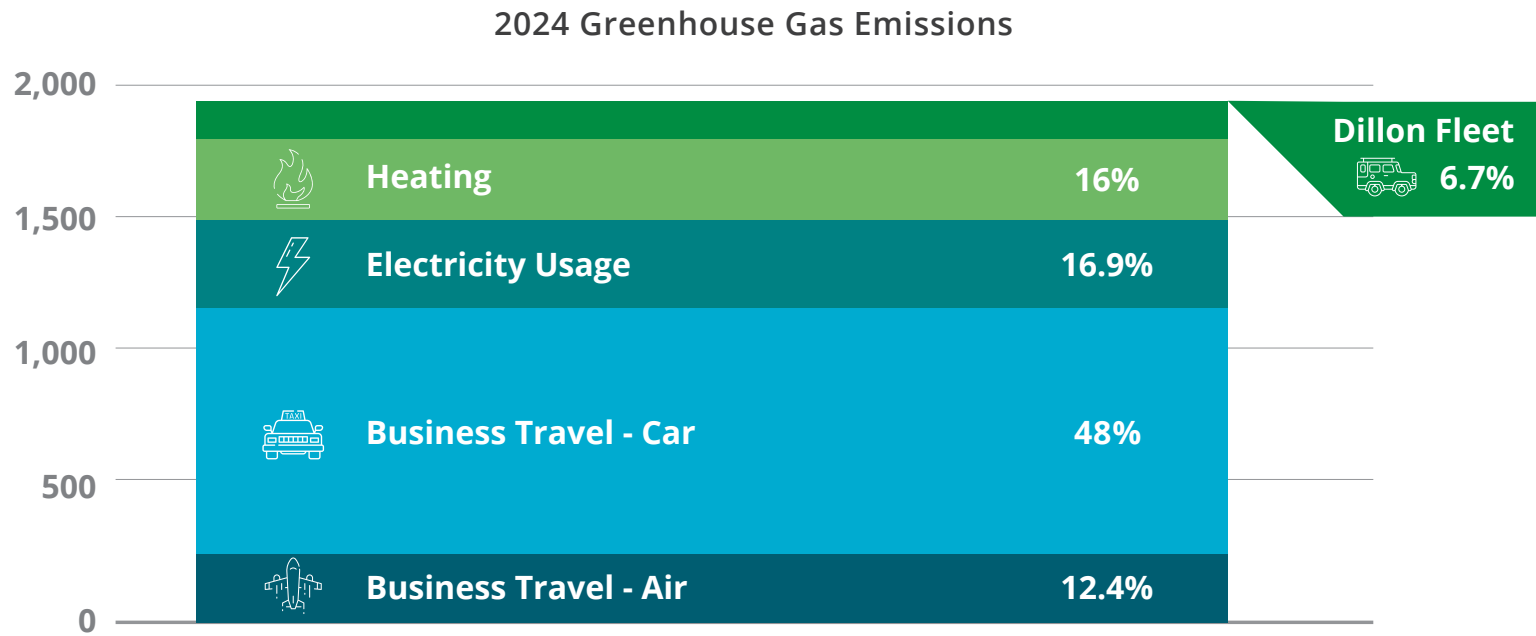


FY25 Results

In FY25, Dillon’s greenhouse gas emissions were estimated to be 1.64 tonnes of carbon dioxide equivalent (CO₂e) per capita. This represents a 20% decrease from 2019, despite our workforce expanding by 34%. We are also proud to report a 32% reduction in our Scope 2

emissions in FY25, from our baseline year of 2019. Our commitment to sustainable energy practices has been a key driver in this area, and we will continue to prioritize initiatives that further reduce our emissions across all scopes.

Annual Dillon GHG Emissions by Category





Commitment 2 | Sustainability Services

Dillon is dedicated to integrating sustainability throughout its operations. Our annual commitment to increasing the revenue share from sustainability services underscores both our strategic direction and our core values. We aim to contribute to a better future for our community and align our business model with evolving stakeholder expectations. Dillon's comprehensive sustainability services are designed to align with the 17 Sustainable Development Goals of the United Nations (UN) or directly influence any of the indicators identified by the UN to measure these goals.

Sustainability Services

Our sustainability services include, but are not limited to:

- ✓ Energy efficiency consulting
- ✓ Carbon footprint assessment
- ✓ Sustainable supply chain management
- ✓ Affordable housing strategy
- ✓ Corporate sustainability strategy
- ✓ Waste assessment and reduction plan
- ✓ Circular economy
- ✓ Climate change adaptation strategy and plan

Project Awards (relating to Sustainability)



PROJECT SPOTLIGHT

Rankin Inlet Utilidor

Rankin Inlet is a remote Nunavut community that was suffering from an aging water and sewer system. Dillon designed and oversaw system-wide upgrades to mitigate contamination risks, improve reliability and increase capacity. These solutions leveraged unique Arctic design principles and remote capture technology to address permafrost conditions and limited site access.

Dillon provided capital planning, risk management, design, construction administration, and advisory services to help resolve critical water and wastewater infrastructure challenges. Our pioneering approach to this project established a blueprint for future water and wastewater endeavors in challenging Arctic environments.

The project was honoured with two awards - Award of Merit, Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists and an Award of Excellence from the Association of Consulting Engineering Companies Canada.

UN SDG
ALIGNMENT

6 CLEAN WATER
AND SANITATION



11 SUSTAINABLE CITIES
AND COMMUNITIES





PROJECT SPOTLIGHTS

City of Hamilton (ON) Shelter Support

Dillon was engaged to design the site plan for Hamilton's temporary outdoor shelter project, focusing on addressing homelessness in the Barton/Tiffany neighborhood. The work expedited the design and approval process, enabling construction to start swiftly. Dillon's role expanded to include design/build and construction management, covering civil design, grading, pavement, drainage, electrical design, planning, and environmental support. It also included the implementation of safety measures, such as an engineered capping system to prevent contamination exposure, and a surface water drainage system to manage stormwater runoff. This project identifies actions and partnerships to address immediate housing needs while fostering community support. Dillon's efforts, in collaboration with Rankin Construction, City staff, and the Good Shepherd, facilitated the rapid move-in of residents, contributing to Hamilton's broader homelessness strategy.

UN SDG
ALIGNMENT

11 SUSTAINABLE CITIES
AND COMMUNITIES



City of New Westminster Solid Waste Master Plan

Dillon conducted a comprehensive evaluation of the City's current waste management practices as part of their first Solid Waste Master Plan (SWMP). The analysis focused on identifying opportunities for waste reduction and diversion, supporting the City's goals for enhanced environmental stewardship. The work involved engaging stakeholders and analyzing relevant data to propose strategies for operational efficiencies and infrastructure upgrades. Dillon's expertise in developing solid waste management plans for regional governments was crucial in aligning the SWMP with regional standards while addressing New Westminster's unique objectives. This effort aims to ensure fiscal responsibility and promote community well-being.

UN SDG
ALIGNMENT

11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Bunibonabee Cree Nation Water Study

Dillon conducted a feasibility study to assess and improve the existing water supply, treatment, and distribution systems in Bunibonabee Cree Nation. With only 30% of the community connected to the municipal water system, the project aimed to reduce reliance on external suppliers by expanding access to the municipal distribution network. This approach will enhance the community's long-term sustainability and growth prospects. Dillon's contribution was pivotal in enhancing the community's long-term sustainability and growth prospects.

UN SDG
ALIGNMENT

6 CLEAN WATER
AND SANITATION





Commitment 3 | Our Responsibility to Our Workplaces

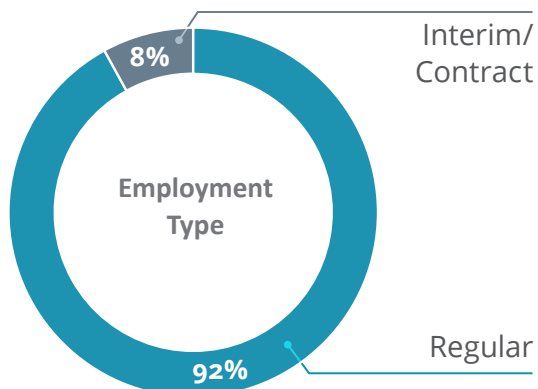
Dillon's culture is expressed as everyday behaviors that align with our six core values:

Achievement, Continuous Development, Courage, Creativity, Inclusiveness, and Reliability.

By integrating these values into Dillon's sustainability vision, we embody a deep commitment to achieving positive, reliable, continuously improved, courageous, creative, and inclusive outcomes for the benefit of all generations.

Employment Growth

From FY24 to FY25, there were 170 regular new hires, which was a contributing factor to Dillon's growth. Dillon provides a balance of new employment opportunities and stable careers with 47% of our workforce having been with Dillon for more than five years. This past year Dillon has experienced a turnover (regular employees, voluntary, involuntary and retirement) of 15.3%.



Innovation

The Dillon Innovation Award is an annual recognition that honours staff who have the courage to challenge established practices and explore new processes to achieve better results for our clients.

Fostering a culture where our team members are empowered to pursue innovative solutions is essential for our growth.

FY25 Innovation Prize Winner



Learning and Development

At Dillon, we have a long history of prioritizing the development of our people and are committed to providing challenging and rewarding long-term careers. We invest heavily in continuous development to empower our people with the skills and knowledge necessary for success today and in a sustainable future. **We allocate approximately 2.5 times the Canadian average per employee for development annually**, benchmarked to the Conference Board of Canada.

We utilize an extensive toolkit of processes and platforms to support career and performance management that balances employee aspirations with business needs and results in intentional and meaningful career development and advancement.

In FY25, we continued to strategically transform our learning operations and realize evidence-based learning processes, enabling technology, and maximum business impact.



Health and Safety (H&S)



Think Safe.



Work Safe.



Be Safe.

Dillon believes that employee safety, health, and wellness are critical to the overall strength and performance of our business. We are committed to creating a safe and healthy work environment for our employees, contractors, visitors, and the communities in which we operate. We strive towards an interdependent environment where everyone supports one another.

To further advance our commitment, **we have implemented a digital Health & Safety platform that enables us to report, respond to, track, and follow up on hazards and incidents in real-time.**

This platform supports a proactive approach to health and safety (H&S), focusing on hazard identification and proactive metrics. The analysis facilitated by the database will ensure that we continually improve our health and safety performance in meaningful ways. Dillon is committed to integrating our newly gained insights into a comprehensive approach to creating healthy workplaces. This approach encompasses the physical, psychological, and social well-being of all employees at Dillon.

Wellness Fund

Dillon supports the health and well-being of its staff through its annual wellness fund. This fund is an employee benefit designed to reimburse staff participating in a variety of wellness activities, such as fitness programs and memberships, nutrition classes, stress management courses, and self-help, birthing, and prenatal education.

This year, over 73% of Dillon employees utilized the wellness fund. While this percentage is significant, we aim to increase the usage of this benefit to support a healthier workforce.

Wellness fund use by employees:

YEAR	2021	2022	2023	2024
Total number of employees	963	1008	1065	1091
Employees using the fund	708	831	821	807

THRIVE



Established in 2015, the THRIVE program aims to enhance the mental and physical well-being of employees. Each office is supported by an Office Wellness Champion who shares the fitness, nutrition, and mental health tips curated by our National Team. As of FY25, the THRIVE program has transitioned to a quarterly awareness format. Each quarter focuses on a specific theme, with fitness tips repeated in both summer and winter, paired with the popular Movement Challenges. In the Fall, our Office Wellness Champions share valuable insights on mental health management, including the seasonal challenge of reduced daylight. In the Spring, the program focuses on nutritional guidance, timed to coincide with the vibrant market and planting seasons.



Commitment 4 | Inclusiveness and Diversity (I&D)

Dillon's I&D Journey

The Past

At Dillon, our commitment to Inclusiveness and Diversity (I&D) is deeply embedded in our values and culture. As an employee-owned business, we recognize that fostering an environment where diverse thoughts, ideas, and perspectives are respected, valued, and celebrated is fundamental to our strength, innovation, and sustainability. This commitment is explicitly articulated in our Sustainability Commitment Four:

"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."

This past year has seen significant strides in advancing this critical goal, building upon a foundation laid over almost two decades. We believe that lasting improvements in diversity are only possible when every individual feels included, comfortable, and has equitable access to opportunities. I&D Fundamentals and Unconscious Bias training



are mandatory for all Dillon staff to ensure we have a stable foundation of I&D principles to build on. Our focus remains steadfast on cultivating an environment where everyone can truly belong. In 2021, Dillon launched our first I&D Action Plan and, building on successes and lessons learned, published our second I&D Action Plan in 2024.

The Future

To empower our people to continue to thrive, it is important to regularly review our commitments to make sure our priorities remain relevant to our staff and our communities and aligned with our business strategy and commitments. Our new I&D Action Plan is built upon three key pillars to drive greater equity, diversity, and inclusion at Dillon: reconciliation, representation, and enablement.

1. **Reconciliation:** Participating in a Shared Path of Learning to improve engagement and collaboration with our Indigenous

clients, support the success of **SOAR Professional Services LP (SOAR)***, and champion Indigenous cultural awareness.

2. **Representation:** Improving Diversity and Accessibility to attract, hire, and develop talented people from all backgrounds, striving for inclusivity and equity in our processes.
3. **Enablement:** Aligning I&D with Business Strategy to enable an inclusive workplace through representation, community-building, and fostering an understanding and awareness of different cultures, backgrounds, perspectives, and privilege within the workplace.

Our Successes



Developed consulting skills and **built capacity at SOAR** through several large-scale multi-year projects and standing offers.



Delivered **company-wide Indigenous Cultural Awareness training** in honour of the National Day for Truth & Reconciliation.

* SOAR is a professional services firm that is majority-owned, led, and staffed by Indigenous peoples. SOAR and Dillon are separate companies and are not competitors. SOAR and Dillon are partners, with Dillon a limited partner with SOAR. In addition to being partners, SOAR is a valued client of Dillon.



Engaged with our racialized staff to better understand their experience at Dillon and identified three key areas for improvement.



Launched an expanded self-identification survey to expand the dimensions of diversity we are monitoring.



Collaborated with staff responsible for our premises to **develop accessibility guidance** for leasing and renovating office spaces.



Regularly communicated I&D policies, achievements & areas for improvement, equity checks, and days of importance.

Delivering Outcomes

45%

At the end of fiscal year 2025, women made up 45% of Dillon's workforce. 0.2% of Dillon's workforce is non-binary, and 0.8% prefer not to disclose gender.



19% of Dillon's workforce identifies as racialized, 1.2% as Indigenous, and 3.5% as a person with a disability (with 7.4% preferring not to disclose disability status).



40% of Dillon's management positions are held by women and those preferring not to disclose gender. This marks a 7% increase from fiscal year 2024's analysis of gender representation in management positions.

The 2024 compensation equity review conducted by HR at key points during this year's salary review process showed no statistically significant salary differences or pay equity concerns between men and women staff, or between racialized and non-racialized individuals, across all groups (technical and non-technical).

Dillon complies with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act, and we have demonstrated that we have compensation practices that provide for pay equity and are in compliance with the Pay Equity Act of Ontario.

Representation does not equal inclusion or belonging. Our success is measured through the health and happiness of our employees as well as our ability to attract, retain, and promote women of merit at all levels of responsibility.

I&D at Dillon is essential for us to elevate value every day and 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. This comprehensive approach ensures that Dillon continues its journey towards becoming an even

more inclusive and diverse organization, empowering our passionate people to create better solutions and truly reflect the communities we serve.

I&D at Dillon is not one person's job but must be widespread across the organization, and everyone must see I&D as their responsibility. The I&D Committee's purpose is to inform the I&D Chair and, by extension, management, on emerging issues relevant to our business in terms of both strategy (long-term) and operations (annual), both within Dillon and our organization's industry, to advance I&D within the organization. The Committee is charged with implementing and guiding the I&D activities undertaken by Dillon in support of this purpose and meets regularly to monitor progress and ensure our collective efforts align with our strategic goals. The I&D Committee is made up of members from across our organization, including senior leadership, partners, associates, and employees, from multiple geographies, tenures, technical, and corporate roles.



Commitment 5 | Economic Inclusion

Employee Ownership

As a **100% employee-owned organization**, Dillon cultivates a culture of shared responsibility and mutual benefit, aligning employee interests with the company's long-term goals and empowering them to shape Dillon's future. This ownership model significantly enhances motivation and productivity, as employees with a financial stake are more driven, knowing their efforts directly impact both the company's success and their economic well-being. Additionally, offering ownership opportunities makes Dillon an attractive workplace, helping us attract top talent and retain our best employees, thereby reducing turnover and fostering a stable, experienced workforce.

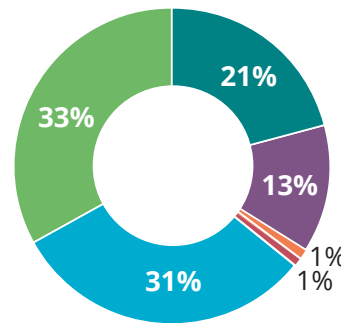
Implementing an Employee Ownership Model at Dillon extends beyond financial incentives; it involves nurturing a culture of ownership within the organization. We achieve this through transparency and open communication, maintaining clear lines of communication with our employee-owners and providing regular updates on the company's performance, strategic goals, and financial health. This transparency helps employees

understand how their efforts contribute to the company's success. To support this culture, we actively involve employees in decision-making processes, seeking their input and feedback on key initiatives, which empowers them and reinforces their sense of ownership. Dillon aligns employee interests with those of the company, fostering a long-term perspective

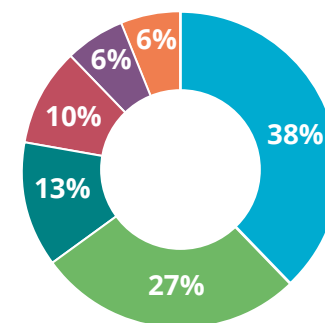
that focuses on sustainable growth and profitability. Ownership also provides employees with an additional source of financial security, with monetary rewards growing as the company prospers. Through these efforts, Dillon not only enhances the well-being of its employees but also ensures a thriving, sustainable future for the company.

As we continue to grow and evolve, the Employee Ownership Model will remain a vital component of our strategy, driving Dillon towards a prosperous and collaborative future.

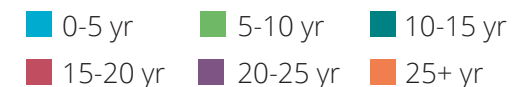
Dillon's Employee Ownership at a Glance



Dillon's Employee Ownership by Demography



Dillon's Employee Ownership by Years of Service





Commitment 6 | Our Responsibility to Society

Dillon's Scholarship Program

Dillon is proud to support the continuing education and professional development of students across Canada. The recipients of our FY25 Dillon Scholarship Experience were awarded based on their accomplishments within their programs and their alignment with Dillon's culture.

Since 2005, we contributed more than \$418,000 in scholarships across Canada.



Scholarships Awarded in FY25:

- **Dillon Scholarship Program**
\$7,500 + regular employment
- **Dillon Scholarship Program**
\$2,000
- **Dillon Scholarship Program**
\$2,000
- **Dillon + EngiQueers Scholarship Program**
\$7,500 + regular employment
- **Dillon + EngiQueers Scholarship Program**
\$2,000
- **Dillon + EngiQueers Scholarship Program**
\$2,000
- **Canadian Water Resources Association (CWRA)**
\$5,000

Environment & Community Investment Fund (ECIF)

In 2009, Dillon established the Environment & Community Investment Fund (ECIF) as a means to support efforts to improve our environmental, social, and community impact. The goal of this initiative is to contribute a percentage of Dillon's pre-tax profits to various community and environmental organizations. All employees have access to the fund. In FY25, Dillon contributed ~1% of its profits to the ECIF. \$2.4M has been contributed to the ECIF since 2009.

Our team's commitment to the communities where we live and work was on full display this year. Through the ECIF, staff from across the country came together to amplify our impact. During Paint the Town Teal, we proudly wore our Dillon gear and volunteered our time at local food banks. We took that spirit of giving to the next level with creative food drives like the Cereal Box Challenge and Canstruction. By transforming hundreds of cereal boxes into a massive domino run and building impressive structures from donated cans, we turned simple donations into engaging events that multiplied our collective contribution to those in need.





Million Meals Campaign



In FY25, Dillon continued to address UN Sustainable Development Goal #2 - Zero Hunger through the Million Meals Campaign (MMC).

The MMC took a three-pronged approach to tackling this goal:

- Time and Food Donations
- Financial Donations
- Pro Bono Skilled Work (Cornerstone Projects)

Previous page: Guelph Office Cereal Box Challenge

Below: Moncton office Construction creation



This year, Dillon sponsored a total of **1,185 hours for 269 staff members** to volunteer at food-related not-for-profit organizations in their communities. Through discussions with not-for-profit organizations we realized cash donations and volunteers aren't enough.

Technical expertise (like engineering project support) was also needed. To meet this need, Dillon provided pro bono planning, engineering, design, project management and community engagement services to several organizations.

One of the organizations Dillon supported is Agape Table. This non-profit organization is dedicated to feeding those suffering from food insecurity in Winnipeg, MB.

Originally operating out of a borrowed space, a permanent 10,500 sq. ft. home was envisioned with an increased capacity to feed and support more people. Dillon provided pro-bono civil engineering consulting services including site servicing and lot grading to help them realize this vision.

“We really appreciate all you do for us, and are proud to be associated with Dillon Consulting. We at Agape Table are very excited about the project to build “A New Home for Agape Table” to better provide and expand our services to those in need in our community. Thanks again for all you do.”

Jim Steep
Executive Director, Agape Table



“ As we celebrate Winnipeg’s 150th anniversary, it is a great time to recognize the people who make our city such an extraordinary place to live. Please accept my heartfelt appreciation for your generosity in helping Agape Table.

...Over the past 150 years, countless acts of compassion and creativity have shaped who we are: choices made each and every day to community service and charitable organizations, faith and ethnocultural groups, seniors’ and youth associations, and generations of inspired individuals from every neighbourhood and every walk of life.

Thank you for being a bright and exemplary part of this ongoing Winnipeg story, a story of hope and inclusion and sharing. Throughout our history we have pulled together to meet every challenge imagineable, and thanks to people like you we continue to do so today.

”

- Scott Gillingham, Mayor, The City of Winnipeg

Please direct any Sustainability-related questions to: **Saheli Hazra-Chakraborty** (Sustainability Coordinator) at shazra-chakraborty@dillon.ca



APPENDIX A

GRI Index

GRI Index

Statement of Use: Dillon Consulting Limited has reported the information cited in this GRI content index for the reporting period March 1, 2024 to February 28, 2025 with reference to the GRI Standards.

GRI 1: Foundation 2021 was referenced when developing this index. The following addresses the individual GRI standards referenced, the location of the content and any comments and omissions if noted. This material references Disclosures 2-1, 2-2, 2-3, 2-5, 2-6,2-7,2-8, 2-9, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-22, 2-23, 2-24, 2-26, 2-29 from GRI 2: General Disclosures 2021, Disclosures 201-2 from GRI 201: Economic Performance 2016; Disclosure 203-1, 203-2 from GRI 203: Indirect Economic Impacts 2016; Disclosures 205-1, 205-2 from GRI 205: Anticorruption 2016; Disclosures 305-1, 305-2, 305-3, 305-4, and 305-5 from GRI 305: Emissions 2016; Disclosure 401-2 from GRI 401: Employment 2016; Disclosures 403-1, 403-2, 403-3, 403-5, 403-7 and 403-9 from GRI 403: Occupational Health and Safety 2018; Disclosure 404-2 from GRI 404: Training and Education 2016; Disclosure 405-1, 405-2 from GRI 405: Diversity and Equal Opportunity 2016.

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION
GRI 2: General Disclosures 2021		
2-1	Organizational details: Legal name	Dillon Consulting Limited
	Organizational details: Nature of ownership and legal form	Corporation
	Organizational details: Location of headquarters	235 Yorkland Boulevard, Suite 700, Toronto, Ontario, M2J 4Y8
	Organizational details: Countries of operation	Canada
2-2	Entities included in the organization's sustainability reporting	Dillon Consulting Limited, Counterpoint Engineering, and Internat Energy Solutions Canada
2-3	Reporting: Sustainability report reporting period	Per fiscal year (March 1, 2024 to February 28, 2025)
	Reporting: Sustainability report reporting frequency	Annually
	Reporting: Reporting period for financial reporting	Per fiscal year (March 1, 2024 to February 28, 2025)
	Reporting: Publication date of the report	November 26, 2025
	Reporting: Contact point	Saheli Hazra Chakraborty, shazra-chakraborty@dillon.ca

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION			
2-5	External assurance	No external assurance provided at this time for sustainability reporting.			
2-6	Active sector(s)	Dillon is a professional services firm comprised of engineers, planners, scientists, and project managers. We service clients for their engineering, planning, and environmental needs. Dillon's solutions are categorized under 8 broad categories of Community Planning & Infrastructure, Contaminated Sites Management, Energy Transition, Environmental Management, Facilities, Land Development, Transportation, and Waste Management. Dillon's value chain includes: <ul style="list-style-type: none">Upstream entities that comprises of, the Suppliers and Partners who provides products and services to our organization. This includes leased infrastructure, vehicle fleet, technology, and enterprise services. We also engage with subcontractors, subconsultants, and project partners for our project-related activities.Downstream entities that comprises of, the Clients and Communities.			
	Describe the value chain				
	Other relevant business relationships				
2-7	Total number of employees	1172			
	Breakdown of this total by gender	Male	633	* Dillon's female count also includes 0.2% employees identified themselves as non-binary and 0.8% employees declined to disclose gender.	
		Female*	539		
2-8	Total number of workers who are not employees and whose work is controlled by the organization	0			
	Most common types of worker, their contractual relationship with the organization, and the type of work performed	Dillon has both Regular employees and Contractual (Interim) employees.			
2-9	Organization's governance structure, including committees of the highest governance body	The Board of Directors is responsible for the overall governance and strategic direction of Dillon Consulting Inc and Dillon Consulting Limited DCI/DCL (Dillon), which includes, 3 Non-Executive and Independent Directors and 9 Employee Directors. In Dillon we are led by the CEO. Director nomination and selection occurred through annual voting by the Shareholders.			
	Committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organization's impacts on the economy, environment, and people	Four committees of the board - Governance Committee, Finance Committee, Risk Committee, Compensation Committee.			
	Composition of the highest governance body and its committees	Our Chair of the Board is a non-executive, Independent Director.			

GRI STANDARD	DISCLOSURE TITLE		REFERENCE/LOCATION
2-12	Role of the highest governance body in sustainability reporting: Is the highest governance body responsible for reviewing and approving the reported information, including the organization's material topics? (Yes/No)		The CEO will develop and present to the Board for the approval on organization's purpose, value, mission statements, strategies, policies, and goals related to sustainable development.
	Role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people and the effectiveness of the process and frequency of process if reviewed		The executive team is responsible to run the business efficiently and engage with stakeholders. As part of the governing process, quarterly meetings and performance reviews are performed. Annual business plans and executive strategies are developed. The CEO reports to the Board and presents the Annual business plan and executive strategies for approval. The execution and operation of the annual plan and strategies is led by the President. Sustainability Commitments and performance is presented by the CEO and reviewed by the Board on a quarterly basis.
2-13	Delegation of responsibility for managing impacts		Organizational impacts are managed by individual Executives responsible for each focus areas. Impacts, if noted are reported on an immediate basis to the individuals managing the respective focus area. The CEO reports to the Board through review meetings on a quarterly basis.
2-14	Role of the highest governance body in sustainability reporting: Is the highest governance body responsible for reviewing and approving the reported information, including the organization's material topics? (Yes/No)	If yes, describe the process for reviewing and approving the information	Yes, the CEO is responsible to review the organizations material topics and sustainability commitments. The CEO reviews the reports and presents to the Board for approvals.
2-15	Conflicts of interest: Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated		The Board of Directors are appointed annually and there is an annual disclosure process to review, identify and report any conflict of interest.
2-16	Communication of critical concerns: Describe whether and how critical concerns are communicated to the highest governance body		Communicated through quarterly review meetings and via Board committees, where they engage with the management on both risks and finance related criticalities.
	Communication of critical concerns: Provide the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.		No critical concerns reported or quantified in the reporting year.

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION
2-17	Collective knowledge of the highest governance body: Describe the measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development	The governance committee of the Board is responsible for the ongoing education and training of the Directors.
2-18	Evaluation of the performance of the highest governance body	Annual board review process at the committee & individual directors' level with feedback mechanism in place. Nomination to the new directors happens annually. New Directors are elected to the board and the nomination process is informed by the Board's need based on governance requirements.
2-19	Remuneration policies for members of the highest governance body and senior executives	Independent Directors - fixed pay only Senior Executive - fixed pay, profit sharing, incentives Dillon provides "profit sharing" as an employee-owned organization
2-22	Statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development	Letter from the CEO
2-23	Policy Commitments: Responsible Business Conduct	Dillon currently does not have any standalone policy on business conduct in place. Link to Sustainability Report
	Policy Commitments: Respect Human Rights	Dillon doesn't have a standalone policy on human rights; however, Dillon's actions are defined from the United Nations (UN) Universal Declaration of Human Rights; the International Labour Organisation's (ILO) Declaration of Fundamental Principles and Rights at Work; and the United Nations Global Compact. UNGC 10 Principles
2-24	Embedding policy commitments	The allocation of the responsibilities happens at an organizational level during the onboarding process of a new employee who agrees to Dillon's policies and commitments. The policies are reviewed annually and revised as required upon the Board's approval
2-26	Mechanisms for seeking advice on implementing the organization's policies and practices for responsible business conduct	Responsibility to implement policies & procedures falls under the mandate of Dillon's Business Management System (BMS) as part of the compliance process.
	Mechanisms for raising concerns about the organization's business conduct.	Dillon has created a HR hotline accessible to all employee to raise concerns as and when required

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION
2-29	Approach to stakeholder engagement: Categories of stakeholders engaged	Suppliers, customers, employees
	Approach to stakeholder engagement: Purpose of stakeholder engagement	To plan stakeholder engagement, to proactively consider the needs and desires of anyone who has a stake in our organization, and to foster connection, trust, confidence, and alignment with our key initiatives. Both to inform and execute our strategy.
	Approach to stakeholder engagement: How the organization seeks to ensure meaningful engagement with stakeholders	Dillon has a stakeholder engagement planning process which involves planning proactive communication and monitoring & measuring its effectiveness. Some of the ways to measure the same includes, the Employee net promoter score, the new employee engagement survey, and the client interview process.
GRI 201: Economic Performance 2016		
201-2	Financial implications and other risks and opportunities due to climate change	As a consulting company, Dillon recognize that our clients' projects face various climate change-related risks and opportunities, categorized as physical, regulatory, or other. Physical risks, such as extreme weather events, threaten renewable energy infrastructure but also present opportunities for our clients to investment in resilient infrastructure and advanced weather prediction technologies. Regulatory risks from stricter environmental laws and carbon pricing can increase compliance costs for our clients but offer competitive advantages and subsidies for early compliance. Additionally, shifting market preferences towards sustainable energy solutions pose risks but also provide opportunities for expanding renewable energy portfolios. We advise our clients to manage these risks through investments in resilient infrastructure, compliance programs, market research, product innovation, and strategic partnerships, ensuring they stay ahead of regulations and capitalize on new market demands.
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	As a consulting company, Dillon have been pivotal in advising our clients through significant infrastructure investments, particularly in the renewable energy sector. Our guidance has enabled the successful completion of large-scale solar and wind energy projects, fostered sustainable energy transitions and positively impacted local communities and economies. These projects have generated numerous jobs and enhanced energy security while reducing carbon emissions. We have worked with our clients to address potential negative impacts of these projects, such as noise and traffic, through comprehensive environmental and social impact assessments and ongoing community engagement. Our support extends beyond commercial engagements, assisting clients in their corporate social responsibility initiatives through in-kind and pro bono activities.

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION								
203-2	Significant indirect economic impacts	As a consulting firm, Dillon plays a crucial role in guiding clients through the complexities of renewable energy projects, ensuring significant indirect economic benefits for local communities and economies. These projects create jobs, foster skill development, and stimulate local business growth, while providing stable and often cheaper energy that reduces costs for households and businesses. Additionally, they offer environmental benefits such as reduced carbon emissions and improved public health. However, Dillon also helps clients navigate potential negative impacts, such as displacement, land use conflicts, and temporary construction disruptions, by engaging with local stakeholders and carefully managing resources. Our strategic guidance ensures that clients can maximize positive outcomes while mitigating adverse effects, balancing economic, social, and environmental considerations effectively.								
GRI 205: Anti-corruption 2016										
205-1	Operations assessed for risks related to corruption	UNGC 10 Principles								
205-2	Communication and training about anti-corruption policies and procedures									
GRI 305: Emissions (2016)										
305-1	Direct (Scope 1) GHG emissions	<table><tr><td></td><td>2024</td></tr><tr><td>Scope 1</td><td>437 t CO₂ eq</td></tr><tr><td>Scope 2</td><td>325 t CO₂ eq</td></tr><tr><td>Scope 3</td><td>1161 t CO₂ eq</td></tr></table> Commitment 1: Energy & Emissions		2024	Scope 1	437 t CO ₂ eq	Scope 2	325 t CO ₂ eq	Scope 3	1161 t CO ₂ eq
	2024									
Scope 1	437 t CO ₂ eq									
Scope 2	325 t CO ₂ eq									
Scope 3	1161 t CO ₂ eq									
305-2	Energy Direct (Scope 2) GHG emissions									
305-3	Other Indirect (Scope 3) GHG emissions									
305-4	GHG emissions intensity									
305-5	Reduction of GHG emissions									
GRI 401: Employment (2016)										
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits for regular Dillon employees in all our offices across Canada: a group insurance plan offering multiple levels of coverage; extended healthcare; healthcare spending account; dental coverage, an Employee and Family Assistance Program (EFAP); a retirement plan; a voluntary employee-ownership plan; sick days; wellness program; student debt repayment plan; education subsidy; professional membership reimbursement.								

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION										
GRI 403: Occupational Health and Safety (2018)												
403-1	Occupational health and safety management system	Dillon has developed and implemented an Occupational Health and Safety Management Systems based on recognized international standards (ISO 45001). This system has been implemented across all Dillon operations covering all Dillon employees										
403-2	Hazard identification, risk assessment, and incident investigation	Dillon assess incidents, hazards and risks on an ongoing basis utilizing the hierarchy of controls to determine appropriate mitigation. Hazard identification is accomplished through project H&S Plans, Field Level Hazard Assessments and office inspections. Dillon trains all its employees on the hazard identification process and the H&S department and joint H&S committees reviews each hazard report.										
403-3	Occupational health services	Dillon contracts a third-party expert to provide support with disability, case management and health services including, independent medical examinations, functional abilities evaluations, early and safe return to work management and many other services that support our employee through a workplace injury and back to full duties. Dillon also provides Short- and Long-Term Disability coverage, extended health care and critical illness benefits to its full-time employees.										
403-5	Worker training on occupational health and safety	All Dillon staff receive H&S orientation training including hazard identification, legal requirements and driver safety.										
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Dillon selects our subcontractors with consideration of their H&S performance. As part of the contractor prequalification process, contractors that potentially could present a risk to employee safety are asked to provide their safety management system and performance statistics. This information is used to determine Dillon's preferred contractors.										
403-9	Work-related injuries	<table><tr><td></td><td>2024</td></tr><tr><td>Fatalities</td><td>0</td></tr><tr><td>High Risk injuries</td><td>0</td></tr><tr><td>Recordable injuries</td><td>4</td></tr><tr><td>Hours worked</td><td>2,209,197</td></tr></table> Commitment 3: Our Responsibility to Our Workplaces		2024	Fatalities	0	High Risk injuries	0	Recordable injuries	4	Hours worked	2,209,197
	2024											
Fatalities	0											
High Risk injuries	0											
Recordable injuries	4											
Hours worked	2,209,197											

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION
404 Training and Education (2016)		
404-2	Programs for upgrading employee skills and transition assistance programs	Individual Development Plan Training; Advisor Training; Strategic Account Manager Training; Business Development Training; Proposal Specialist Training; Proposal Process Training; BU Leadership; Privacy and Security Training; I&D Training; Leading Effective Meetings; System-oriented Trainings; Emotional Intelligence Training; Mandatory and Compliance Training; Partner Development; Manager Training, etc. Commitment 3: Our Responsibility to Our Workplaces
GRI 405: Diversity and Equal Opportunity (2016)		
405-1	Diversity of governance bodies and employees	Commitment 4: Inclusiveness and Diversity (I&D)
405-2	Ratio of basic salary and remuneration of women to men	