

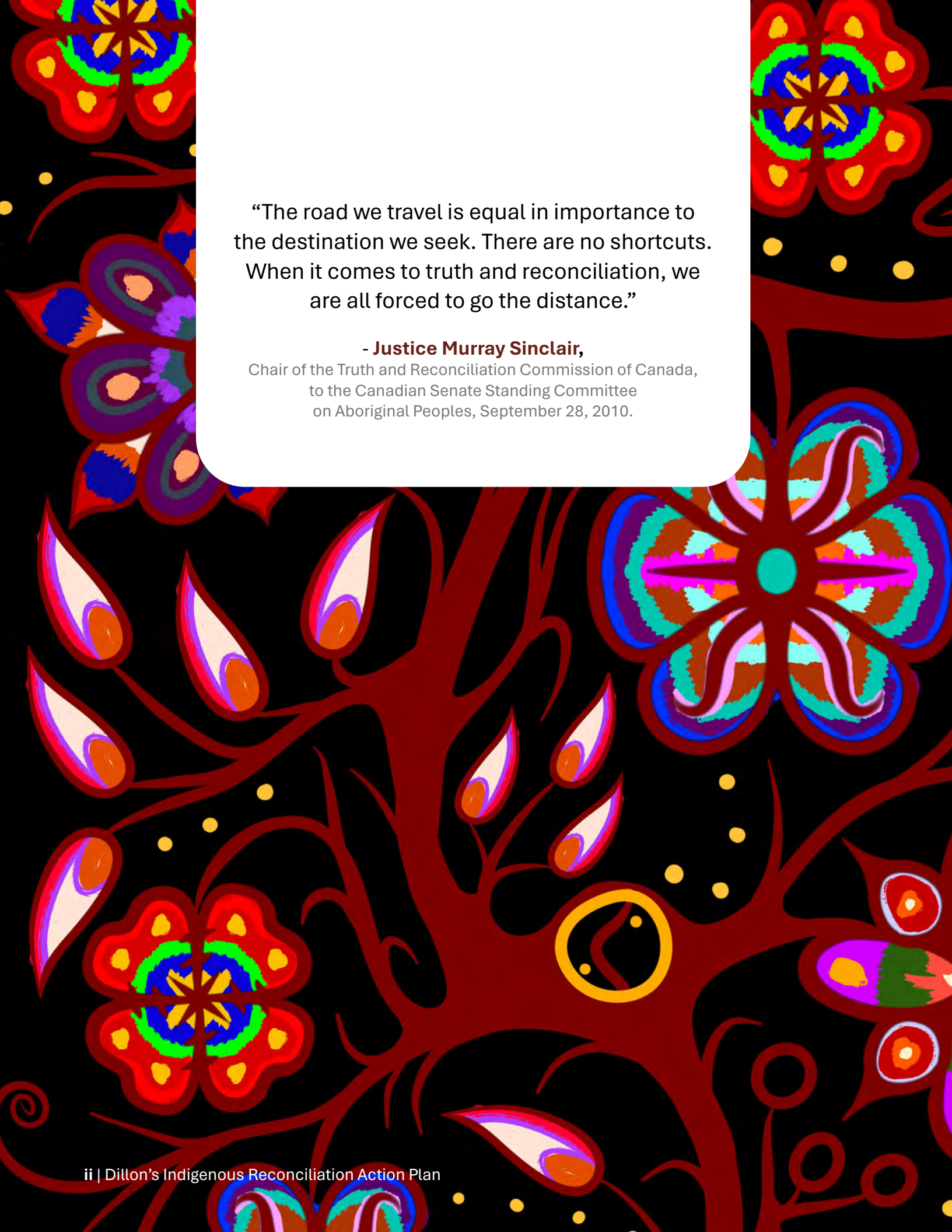


Dillon's Indigenous Reconciliation Action Plan

2026-2028



DILLON
CONSULTING



“The road we travel is equal in importance to the destination we seek. There are no shortcuts. When it comes to truth and reconciliation, we are all forced to go the distance.”

- **Justice Murray Sinclair,**

Chair of the Truth and Reconciliation Commission of Canada,
to the Canadian Senate Standing Committee
on Aboriginal Peoples, September 28, 2010.

Contents

Executive Sponsor’s Message	iv
1.0 Introduction	1
1.1 Background and Context	1
2.0 Dillon’s Work with Indigenous Communities	1
3.1 Soar Professional Services	2
3.1 Reconciliation in Action	2
4.0 Commitments & Actions	4
4.1 Economic Investment	4
4.2 Community Investment.....	5
4.3 Youth Investment.....	5
4.4 Education and Awareness	6
5.0 Implementation and Monitoring	7
6.0 Conclusion	7

*Cover art by
Cody James Houle



Cody James Houle (he/him) is an Anishinaabe (Saugeen First Nation) and French visual artist living in Brantford, Ontario.

His creative process focuses on telling his family’s story and the healing power of representing intergenerational kinscapes. His artistic practice is rooted in honouring his ancestral connections, the land and the importance of telling one’s story beyond colonial parameters.

Cody works to free his soul and to be an example for his daughter and all Indigenous youth of someone who is bravely transforming relationships—through his art—to identity, culture, and family who are no longer here and who did not get to make sense of or tell their own stories.

Executive Sponsor's Message

"I am incredibly proud to introduce our Reconciliation Action Plan, a significant step on our journey toward a more inclusive Canada. We acknowledge the truth of our shared history and recognize our responsibility to actively contribute to reconciliation, guided by the Truth and Reconciliation Commission's Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples.

This plan formalizes our unwavering commitment to building meaningful, respectful, and mutually beneficial relationships with Indigenous Peoples and communities across the country. It serves as our roadmap for tangible action, outlining measurable goals in key areas such as employment, economic empowerment, and cultural understanding.

We are dedicated to listening, learning, and evolving our approach, ensuring accountability and transparency in our progress. Reconciliation is a collective responsibility, and we invite our employees, associates, partners, and all Canadians to join us on this vital path to a better future for all."



Sean Hanlon

President & Chief Executive Officer



Land Acknowledgement

We acknowledge that Dillon Consulting offices are located on the traditional lands, treaty lands, and unceded territories of First Nations, Inuit, and Métis peoples. We respect the Treaties that govern these lands, we acknowledge the harm and mistakes of the past, and we are committed to reconciliation and partnerships with Indigenous communities in a spirit of reconciliation and collaboration for the future.

We acknowledge, recognize and respect the rights of First Nations, Inuit, and Métis peoples of Canada and the truth in our history. We have a responsibility to reconciliation and the Truth and Reconciliation Commission of Canada's Calls to Action. As planners, engineers, environmental scientists and management professionals, we acknowledge we have a responsibility to this land, our water, and the First Nations, Inuit, and Métis peoples of Canada, and are in a unique position to advance reconciliation efforts through the work we do in communities across Canada.

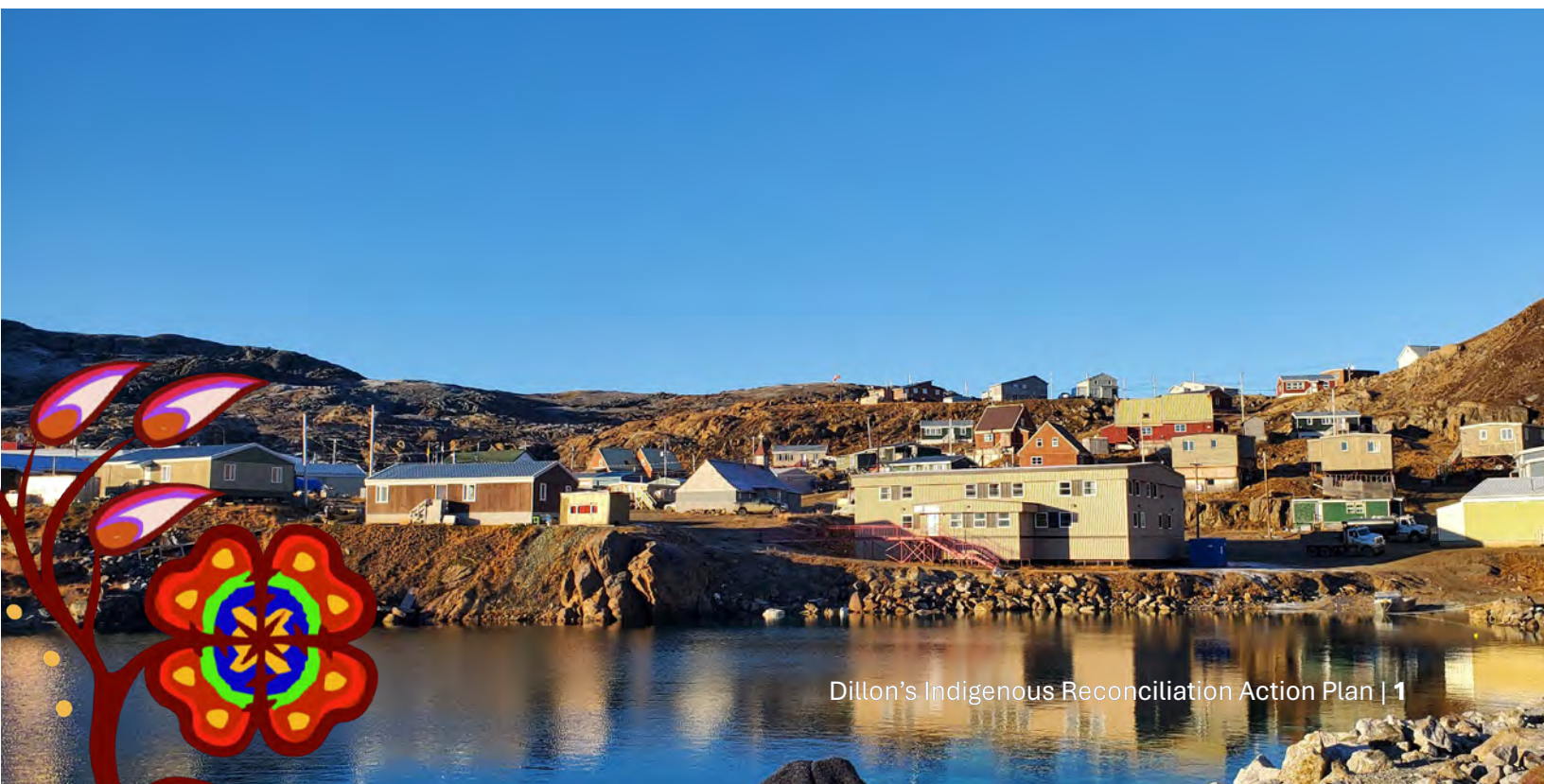
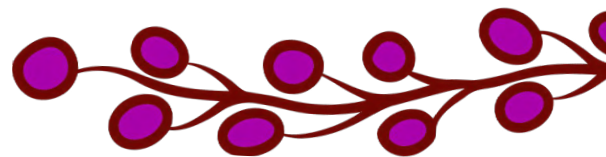
1.0 Introduction

1.1 Background and Context

Reconciliation between Canadians and Indigenous Peoples is essential for creating a more just and equitable society. Reconciliation is a collective responsibility involving all Canadians, and businesses have a pivotal role to play in encouraging this national priority. The lengthy history of colonization, including the impacts of residential schools, systemic discrimination, and economic oppression, has created significant disparities between Indigenous and non-Indigenous populations in Canada. Addressing these injustices and building respectful relationships are crucial steps toward a shared and prosperous future.

2.0 Dillon's Work with Indigenous Communities

Dillon is one of the leading employee-owned consulting firms in Canada working with Indigenous communities. We understand the importance of developing meaningful and long-term relationships built on trust, respect, protocols, and awareness. Often, these relationships develop into partnerships where we work together on what really matters and identify win-win solutions. Through these relationships and partnerships, we share new practices, work to build business strategies, empower change, and we leverage the past to better understand the future. Through our active projects and networks, we are connected to many of the emerging and relevant conversations today. We will continue to reflect on and learn from the successes and challenges from the past to inform our path forward on our reconciliation journey.



3.0 Soar Professional Services

3.1 Reconciliation in Action

Dillon recognizes that true reconciliation involves supporting Indigenous sovereignty and economic self-determination. On June 21, 2021, Ryan Dunbar, a member of the Bilijk Wolastoqiyik (Kingsclear First Nation) and Partner at Dillon Consulting, founded SOAR Professional Services. SOAR is an independent Indigenous led, staff and owned business, with Dillon providing financial and business services support. This collaboration provides SOAR with access to Dillon’s technical resources, allowing them to scale capacity for complex infrastructure, planning, and environmental projects.

SOAR Professional Services exists to be the preferred employer for Indigenous peoples seeking careers that directly benefit their communities. SOAR’s project experience extends to core technical areas of planning, environmental, and engineering with projects ranging from feasibility studies, business plans, and pre-design to advanced engineering including detailed design.

For Dillon, supporting SOAR’s growth is a tangible step toward acknowledging our position as settlers on this land and moving toward meaningful reconciliation. Through this partnership, we acknowledge that as settlers, our role is to provide support and resources that honour Indigenous ways of knowing and foster long-term resiliency.

Dillon’s Commitments to SOAR:

- **RESOURCE SUPPORT:** Priority access to Dillon resources to support SOAR-led projects so that SOAR has the technical capacity to scale.
- **TECHNOLOGY:** Priority access to Dillon’s technical software and proprietary tools so they can compete for complex projects at the same level as non-Indigenous firms. Dillon will include SOAR’s seat requirements in enterprise-level software renewals, enabling SOAR to access high-complexity technical software at Dillon’s enterprise-tier pricing rather than standard small-business rates.
- **DEVELOPMENT:** Dillon technical staff provide mentorship to the SOAR team, specifically focused on building SOAR’s internal capacity in high-demand fields like environmental science and infrastructure. Dillon’s commitment is to approach the work we deliver collaboratively with open hearts and minds to gain better understanding of Indigenous perspectives and foster two-way capacity building.
- **BENEFITS:** Through Dillon’s commitment to economic inclusion, all SOAR employees are offered an opportunity to become a Dillon Owner, sharing in the profits generated. Dillon also extends our corporate group insurance and benefits underwriting access to SOAR employees, allowing the firm to offer “large-firm” benefits packages that enhance their ability to attract and retain top Indigenous talent.
- **BUSINESS SUPPORT:** SOAR has access to all of Dillon’s internal business support (legal, finance, HR, IT, etc.) at internal cost rather than market rates, preserving SOAR’s capital for community-led and commercial growth.



“As we continue our journey of SOAR’s Indigenous Shared Success approach, we stand at an intersection of reconciliation and empowerment, committed to forging a path that honors wisdom and supports sovereignty of Indigenous communities. This approach is not just a component of our operations; it is a heartbeat of our vision, a testament to our dedication to sustainable growth rooted in respectful consideration of Indigenous ways of knowing and collaboration. By embracing the strength of our staff, their dedication to our vision and the promise of our future, we aim to create a legacy of shared prosperity and enduring partnerships. Together, we will redefine success, ensuring it is inclusive, equitable, and reflective of an enriched understanding of Indigenous knowledge and leadership.”

- Ryan Dunbar, President, SOAR Professional Services

4.0 Commitments & Actions

In addition to our commitment to support SOAR Professional Services, Dillon’s Reconciliation Action Plan includes economic and community investment as well as respecting and elevating Indigenous rights and perspectives. These themes are underpinned by a series of commitments and actions, to which we will be held accountable through annual reporting in our Sustainability Matters report.

4.1 Economic Investment

Commitment:	Outcomes:	Actions:
<ul style="list-style-type: none"> Increase direct spend with Indigenous-owned businesses 	<ul style="list-style-type: none"> Increase spend to align with federal standards of 5% “direct addressable spend” 	<ul style="list-style-type: none"> Establish a baseline of spend with Indigenous-owned businesses
	<ul style="list-style-type: none"> 100% of Dillon offices recognize and support the Indigenous communities where we operate 	<ul style="list-style-type: none"> Create guidelines for offices to support Indigenous-owned businesses, both as part of a new office set-up and ongoing office operations
	<ul style="list-style-type: none"> 100% of internal Dillon corporate events procure Indigenous product(s)/ service(s), subject to local availability 	<ul style="list-style-type: none"> Create and maintain a resource directory based on the availability of Indigenous-owned businesses to supply goods and services to Dillon, based on our office locations

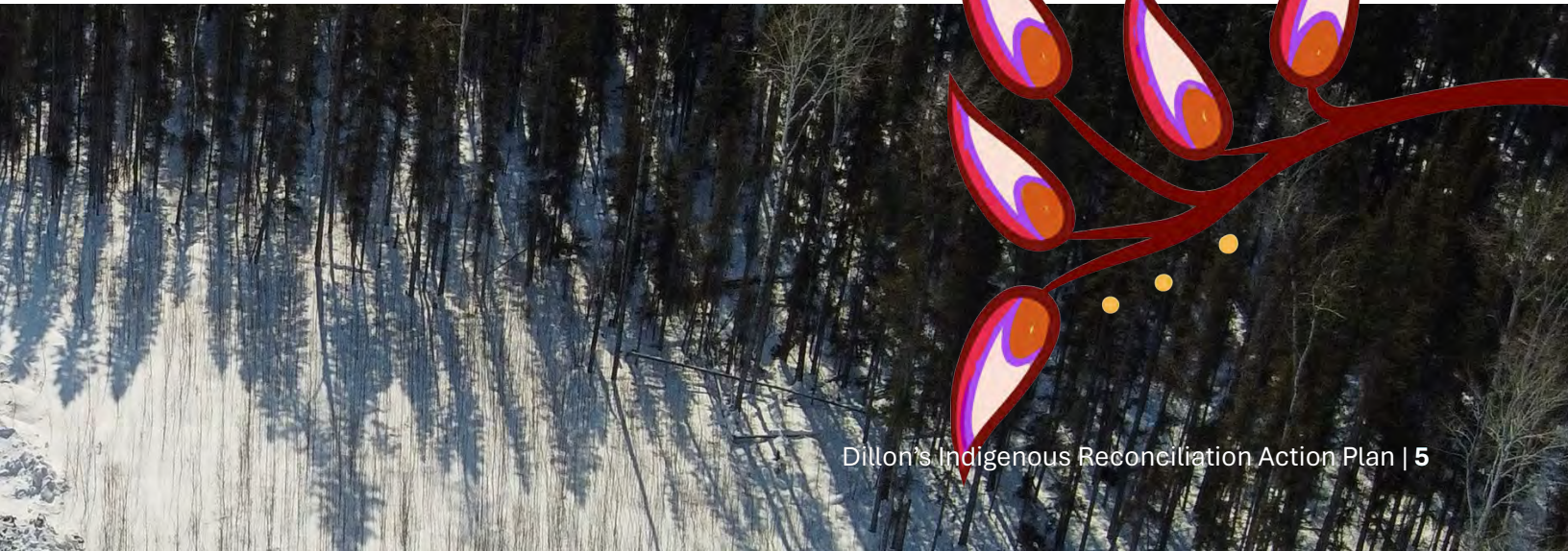


4.2 Community Investment

Commitment: <ul style="list-style-type: none">• Direct a portion of Dillon community investments and donations to support Indigenous communities	Outcomes: <ul style="list-style-type: none">• A minimum of 10% of Dillon’s Environment & Community Investment Fund (ECIF), local office donations and Values in Action funding are directed to organizations that are run by and/or support Indigenous communities	Actions: <ul style="list-style-type: none">• Create and maintain a list of Indigenous focused non-profits that operate nationally and in the communities where Dillon has an office
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

4.3 Youth Investment

Commitment: <ul style="list-style-type: none">• Reduce barriers for the next generation of Indigenous peoples to attend post-secondary institutions	Outcomes: <ul style="list-style-type: none">• A minimum of 15% of Dillon’s scholarship funding is directed to Indigenous peoples	Actions: <ul style="list-style-type: none">• Award scholarships to Indigenous peoples, either by Dillon or through our relationship with SOAR
	<ul style="list-style-type: none">• Dillon’s campus recruitment and engagement strategy includes a formal commitment to seek opportunities to support Indigenous Student Associations (ISAs) at all our partner institutions	<ul style="list-style-type: none">• Connect and seek meaningful ways to support the ISA at post-secondary institutions where we attend career fairs, alumni networking events and/or STEM competitions



4.4 Education and Awareness

Commitment:	Outcomes:	Actions:
<ul style="list-style-type: none"> Foster space within Dillon that honours Indigenous perspectives through consistent training, land recognition, and cultural representation 	<ul style="list-style-type: none"> Dillon staff understand the historical context of the land they work on and feel empowered to call out stereotypes or systemic biases in real-time 	<ul style="list-style-type: none"> 100% of staff complete “Truth and Reconciliation” training
	<ul style="list-style-type: none"> Dillon project teams follow proper cultural protocols and demonstrate respect for local traditions when working with Indigenous communities 	<ul style="list-style-type: none"> “Fostering Space” training is completed by all staff working directly with Indigenous Peoples
	<ul style="list-style-type: none"> Dillon’s offices visibly reflect our commitment to reconciliation, providing those who enter experience an environment that acknowledges the history of the land and honors the enduring presence of Indigenous Peoples 	<ul style="list-style-type: none"> 100% of Dillon offices feature local Indigenous artwork and land acknowledgements
	<ul style="list-style-type: none"> Dillon’s internal operations will be systematically decolonized, removing barriers and fostering a workplace where cultural practices are respected 	<ul style="list-style-type: none"> Annual review of Dillon policies and processes to consider and respect Indigenous cultural considerations



5.0 Implementation and Monitoring

Dillon is committed to continuing to learn, evolve, and grow to ensure we are aligned with current best practices and reconciliation frameworks. We are dedicated to ongoing engagement with Indigenous Peoples, Indigenous Leaders, Elders, and the communities with whom we work. We commit to continuously reviewing and evolving our Reconciliation Action Plan to align with our ongoing journey of reconciliation.

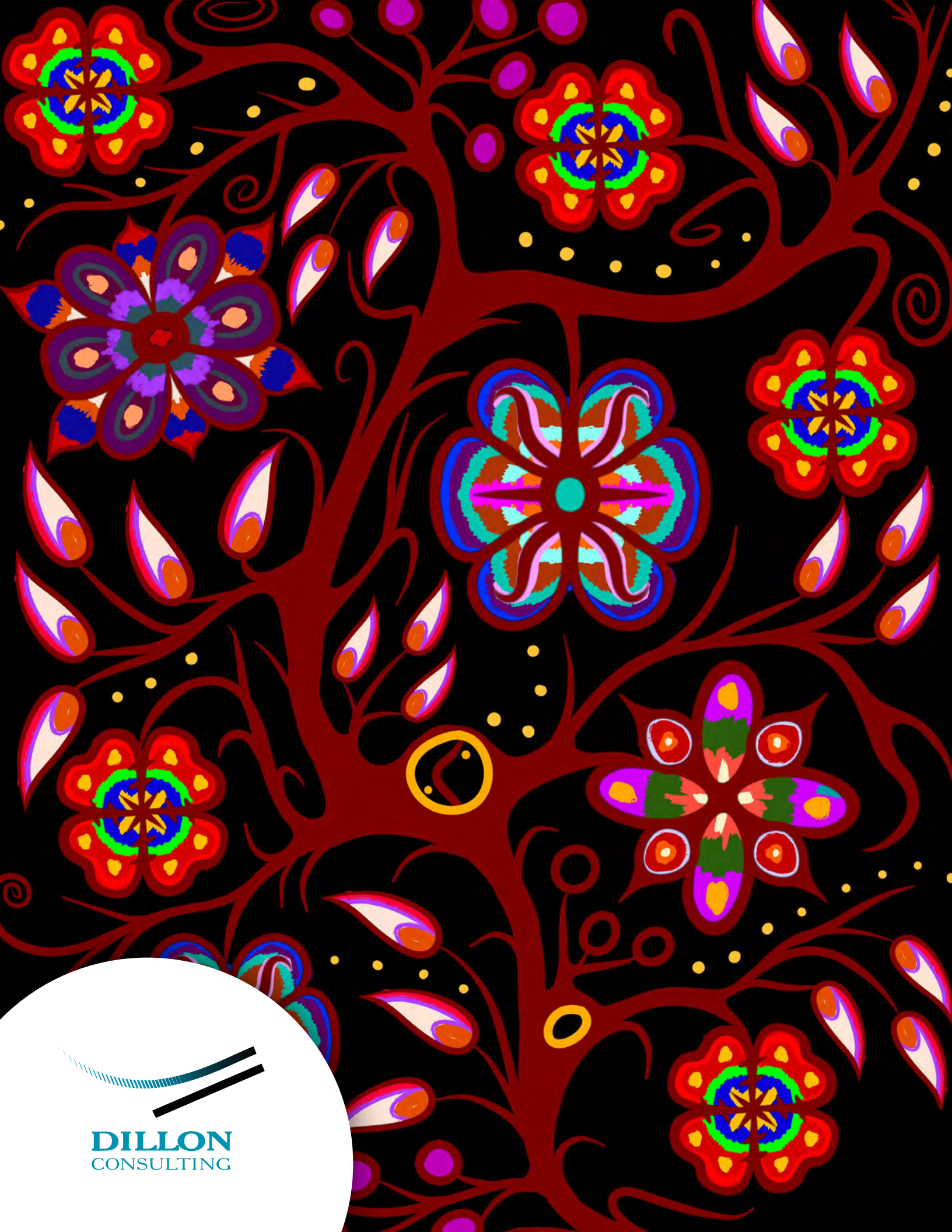
Dillon's dedication to the success of our Reconciliation Action Plan also includes a commitment to regular and transparent communication regarding progress, challenges, developments, and engagement. Such reporting ensures accountability and will include annual reporting as part of Sustainability Matters.

6.0 Conclusion

This Reconciliation Action Plan is an ongoing commitment to reconciliation and Dillon's ongoing journey. Our commitment to this journey is steadfast and true. Our reconciliation journey is one of listening, learning, reflection, and action - constantly evolving to strengthen Indigenous engagement and inclusion.

This Reconciliation Action Plan marks an important milestone, reinforcing our pledge to challenge ourselves and our leaders to walk a shared path toward reconciliation through innovative, collaborative, and inclusive approaches.





DILLON
CONSULTING