

**FISCAL YEAR 2019**   
(March 2018 - February 2019)

**Report on  
Corporate Social Responsibility**

**SUSTAINABILITY  
MATTERS**



**DILLON**  
CONSULTING

Dillon Consulting Limited is a professional consulting firm at the intersection of planning, management, engineering, and environmental science. We offer services to build and improve facilities and infrastructure, protect the environment, and develop our communities.



*Dillon was founded in a house in London, Ontario in 1945 by Marmaduke Murray Dillon and George Humphries. From these humble beginnings, Dillon has grown to over 800 employees in 18 offices across Canada and remains an employee-owned firm. 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 firm. We know that to succeed, we must be partners with our clients and the communities we work in. This partnership is the very essence of Dillon.*

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# Introduction

**Terry Boutilier**  
Chief Executive Officer



“

**I'm very pleased to present Dillon's Annual Report on our Approach to Sustainability and at the same time to announce the Board adoption of our policy on Corporate Social Responsibility (CSR).**

CSR is a business approach that companies are adopting to raise awareness and to positively influence the impact of their business on the rest of society, including their own stakeholders and the environment. CSR factors include a broad range of criteria, separate from financial metrics, for evaluating whether a company's values, goals and profile are congruous with the expectations of society, customers and stakeholders. Ultimately, the purpose of Dillon's CSR is to guide our continued pursuit towards sustainability in support of our strategic aspirations. In conjunction with the Policy, Dillon has also chosen to align our operations with the United Nations Global Compact in the areas of human rights, labour, environment, anti-corruption and the advancement of broader societal goals.

Dillon is firmly committed to sustainability and social responsibility and has a proud tradition of walking the talk having begun our initiative in 2004. This is an important aspect of Dillon culture and I look forward to the continuous development and improvement of our approach.

For employers, CSR is seen as an important way to increase competitive advantage, protect and raise brand awareness, and build trust with customers and employees. In the absence of CSR, there may be increased risks to the organization (e.g., strategic, regulatory, market and competition, reputation, and talent retention). For these reasons, the case for integrating a CSR policy into Dillon is compelling.

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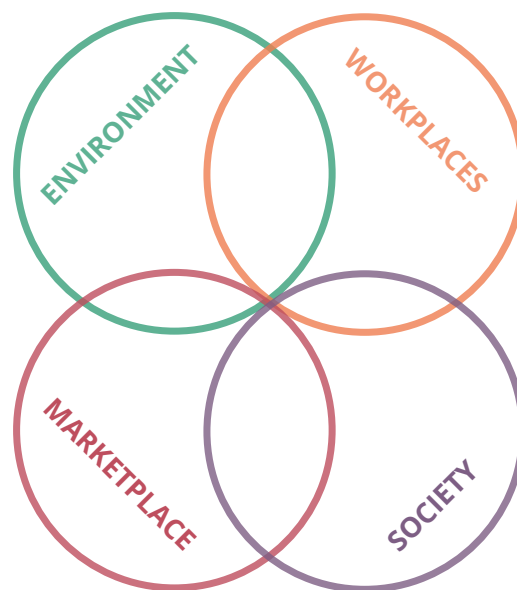
This Fiscal Year 2019 (FY19) edition of our annual **Sustainability Matters** report marks an important milestone in sustainability efforts at Dillon. Fifteen years ago, we initiated environmental stewardship activities, recognizing our responsibility to preserve the environment for future generations. Ten years ago, we began our Corporate Sustainability Strategy that has implemented a number of important initiatives in the areas of Environment, Social & Community, and Employee Well-Being. Assessing and reporting on Dillon's progress in these areas has allowed us to set targets for positive change and monitor our progress.

## FY19 Highlights

In October 2018, Dillon signed the **United Nations Global Compact** that pledges to align our operations with leading countries and companies in the areas of human rights, labour, environment, and anti-corruption and advance broader societal goals, such as the Sustainable Development Goals.

In February 2019, Dillon formally adopted our own **Corporate Social Responsibility Policy** that expands our sustainability policies and practices to encompass the broader sphere of responsibility to the four pillars of corporate social responsibility.

This new policy represents a natural evolution of our sustainability efforts and supports Dillon as we continue our contributions as a socially responsible corporate citizen.



*The four pillars of corporate social responsibility*

## Our CSR Vision

As described in our CSR policy...

***“Our vision is 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 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.”***



# GOVERNANCE

Our Board is responsible for providing oversight of our firm, while our Management, led by our CEO and President, is responsible for carrying out the operations at 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. As well, the Board, through the Corporate Governance Committee has requested that a report on our progress on CSR be provided on an annual basis. This document, Sustainability Matters, our annual report on CSR, forms that report.

*2018 Dillon Board - Pictured from left to right: Bill Ross, Sarah Devereaux, Jeff Matthews, Flavio Forest, Shayne Giles, Kimberly Marshall, Andrew Wilson, Nicole Caza, Sean Hanlon, Terry Boutilier, Dennis Heinrichs, Richard Fitzgerald.*

## Corporate Sustainability Strategy Team

The Corporate Sustainability Strategy (CSS) team works with members of the Executive Team to develop and implement CSR-related strategies. Over the past year, the CSS team was fundamental in developing Dillon’s new CSR policy, managed and tracked CSR priorities (see page 23), and facilitated Dillon’s commitment to the United Nations Global Compact. Consisting of individuals located across the country, the CSS team was first established in 2009 and has continued to evolve, bringing passionate and talented individuals who contribute their expertise to CSR.



**Andy Blackmer**  
Project Partner  
(Halifax)



**Ann Joyner**  
Past Project Partner  
(Toronto)



**Adam Prokopanko**  
Coordinator  
(Winnipeg)



**Richard Dieu**  
Coordinator  
(Vancouver)



**Karin Johnson**  
Coordinator  
(Vancouver)



**Jonathan Kitchen**  
Coordinator  
(Kitchener)



**Darla Campbell**  
Coordinator  
(Oakville)

# United Nations Global Compact

In 2018, Dillon committed to the United Nations Global Compact to align our operations with universal principles on human rights, labour, environment, anti-corruption, and advance broader societal goals, such as the Paris Climate Agreement and the 17 Sustainable Development Goals. With over 9,000 companies and 4,000 non-businesses based in over 160 countries, the United Nations Global Compact is the world's largest corporate sustainability initiative and is built on the fundamental belief that business plays a critical role in improving our world – and it starts by doing business responsibly.

The 17 Sustainable Development Goals were unanimously adopted by all member countries in the United Nations in 2015 and outline a set of global principles and targets to achieve a better and more sustainable future for all, addressing global challenges such as health and well-being, gender equality, and climate change. Through our current programs, such as Women in Dillon, THRIVE, and the Environment & Community Investment Fund, Dillon continues to contribute to the Sustainable Development Goals, and over the course of the years to come, Dillon will identify strategies to better advance the Sustainable Development Goals.

As a signatory to the United Nations Global Compact, Dillon acknowledges that businesses have a role to play in achieving these goals and that we are accountable to people and the planet. Dillon is committed to conduct our operations in an environmentally conscious and socially inclusive fashion.







# OUR RESPONSIBILITY TO THE ENVIRONMENT

The first pillar of Dillon's Corporate Social Responsibility Policy is our responsibility to the environment, which states that:

- **We strive for a more sustainable operation by improving our environmental footprint through limiting our waste generation, greenhouse gas emissions, and energy use.**
- **We encourage our stakeholders to be conscious of their environmental impact in both their personal and professional environments.**

In order to achieve these goals, Dillon has implementation strategies that cover the four environmental areas most closely linked to our business operations:

- Transportation
- Energy & Emissions
- Green Procurement
- Solid Waste

We track our progress in these areas annually or biennially and have taken steps to reduce our environmental footprint. Dillon generally does not aim for drastic change, but rather incremental change that can be improved upon every year and results in continual improvement. We build upon our current reality, always seeking the next step forward.

## Transportation

Dillon administers an online Employee Commute Survey company-wide every two years, typically with about a two-thirds response rate. Surveys were completed in 2012, 2014, 2015, and 2017. In 2017, 75.8% of employees drove alone as their primary commuting method. Employee commuting represents the largest single source of GHG emissions for Dillon, 36% in 2017. The next survey is scheduled for Fall 2019.

### Goal

Decrease the use of single occupant cars and increase the use of alternative commute options.

# Energy & Emissions

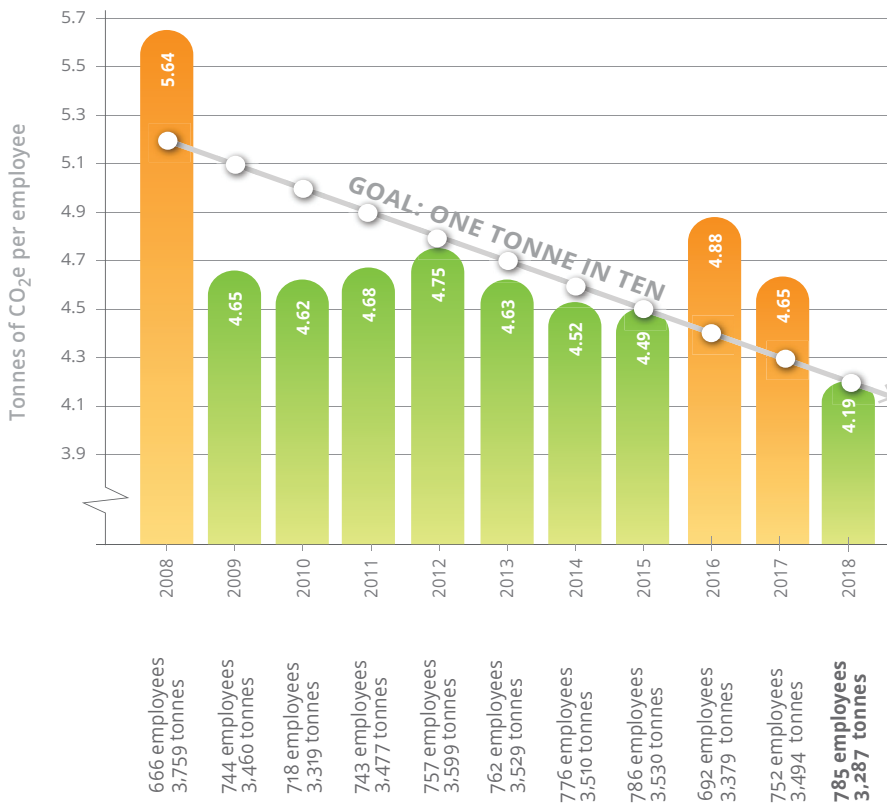
## Goal

Maintain carbon neutrality with a reduction in carbon emissions, as measured by our environmental footprint rating

A company-wide detailed carbon assessment is conducted every year, with carbon credits purchased to offset emissions. Dillon's 2017 carbon emissions were offset through the purchase of carbon credits from Guelph's Eastview Landfill Gas to Energy Plant.

**“The City of Guelph Solid Waste Resources Division is pleased to support Dillon Consulting in their efforts to achieve their corporate sustainability goals and carbon neutrality in 2017 through the sale of 3,494 tonnes of carbon offsets generated through the City's solid waste operations. Dillon Consulting has demonstrated continued commitment to environmental stewardship and innovation in the development and demonstration of the voluntary carbon market; experiences the City hopes to leverage to increase the impact per tonne CO<sub>2</sub>e offset moving forward.”**

- City of Guelph



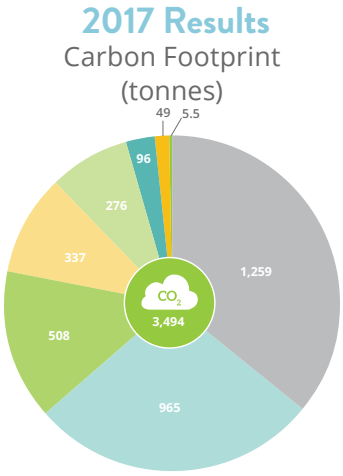
In 2018, Dillon's greenhouse gas emissions were estimated to be 4.19 tonnes of carbon dioxide equivalent per capita (CO<sub>2</sub>e). This represents a 9.9% decrease from 2017 and brings us in line with our ten-year goal.

Overall emissions decreased by 5.9% in 2018 despite an increase in the number of employees.

In 2017, Dillon developed a GHG Mitigation Strategy which outlines different actions that can be undertaken to meet our carbon footprint reduction goal. This strategy is currently being updated.

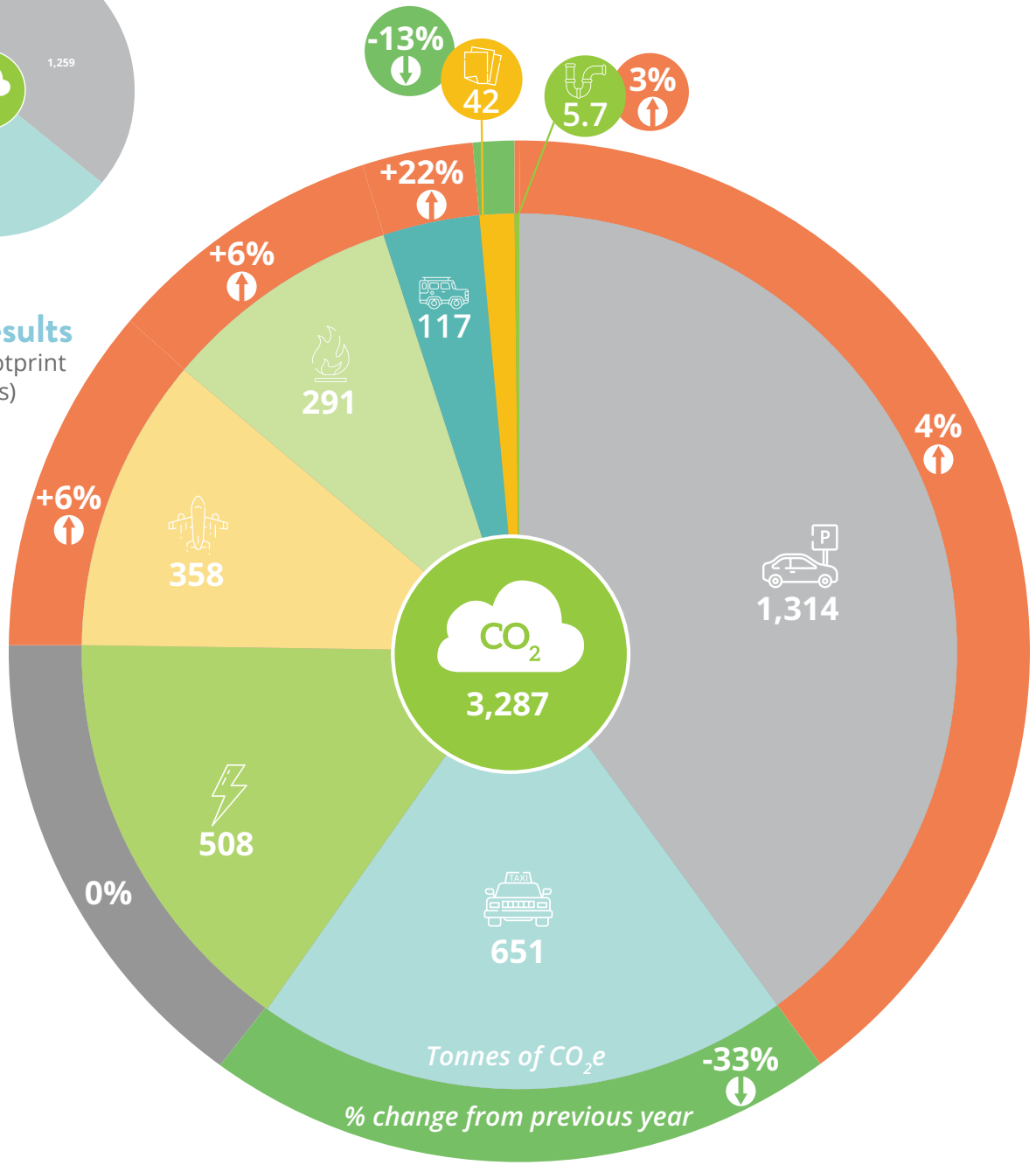
In line with the Paris Climate Agreement, Dillon's goal is to reduce emissions by 0.1 tonnes per capita every year over ten years, aiming for a total reduction of "One Tonne in Ten".

**Carbon Assessment Lead**  
**Aylen Mayor, Winnipeg**



### 2018 Results

Carbon Footprint (tonnes)



- Employee Commute
- Heating - Natural Gas and Fuel Usage
- Paper Usage
- Business Travel - Ground
- Business Travel - Dillon Fleet of Vehicles
- Wastewater Treatment
- Electrical Usage
- Business Travel - Air

# Green Procurement

## Goal

Purchase only environmentally friendly office products when available.

Dillon tracks all office products purchased, increasing the list of green products available wherever possible. We use environmentally friendly products, such as paper and pens manufactured from post-consumer recycled materials. We purchase items in bulk and use energy efficient appliances and equipment, when possible.

## Dillon's Green Procurement Policies

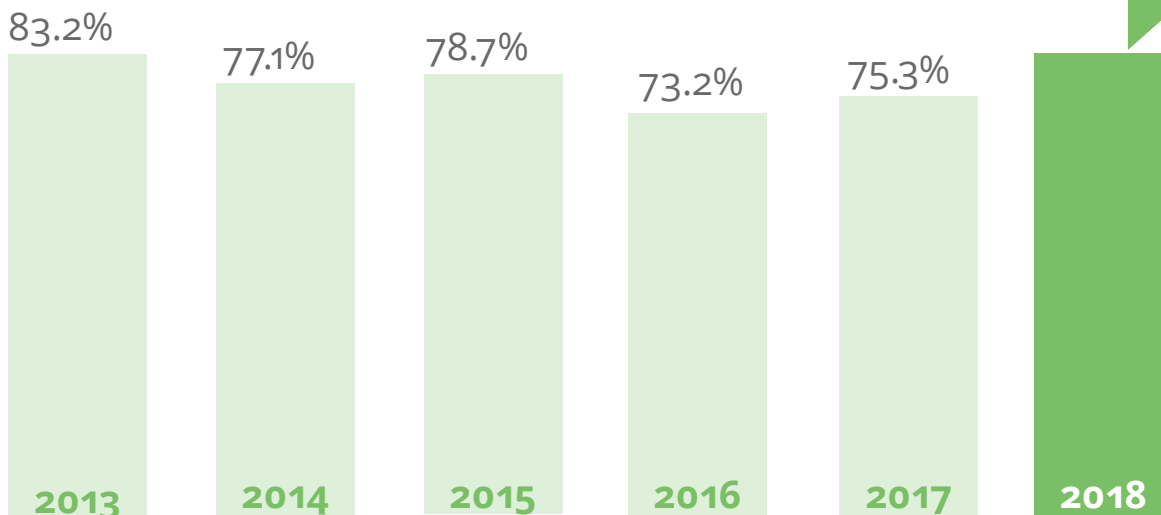
- Green office products purchased and tracked
- Green computer procurement
- Green vehicle procurement
- Fuel consumption factored into vehicle purchasing decisions
- Smallest class of rental vehicle used where possible
- Green meeting strategy

## Vancouver's Fair Trade Certification

In 2017, the Vancouver office became the first in Dillon to be certified as a Fair Trade Workplace. Fair Trade Canada's Fair Trade Workplace program recognizes offices that demonstrate a strong commitment to fair trade by making products available to their staff and visitors, including all coffee and tea. Their experience will be shared with other offices to support them in obtaining their certification.



## Percentage of spending on green products company-wide



...of products that are green, where green products exist.

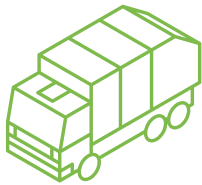
# Solid Waste

## Goal

Facilitate the continuation of three stream waste management systems (waste disposal, recycling and organics collection) established in the majority of our offices.

Continue efforts to implement organics collection in all offices.

## Organics Waste Management



**Third Party Pick-up**  
Calgary, Winnipeg

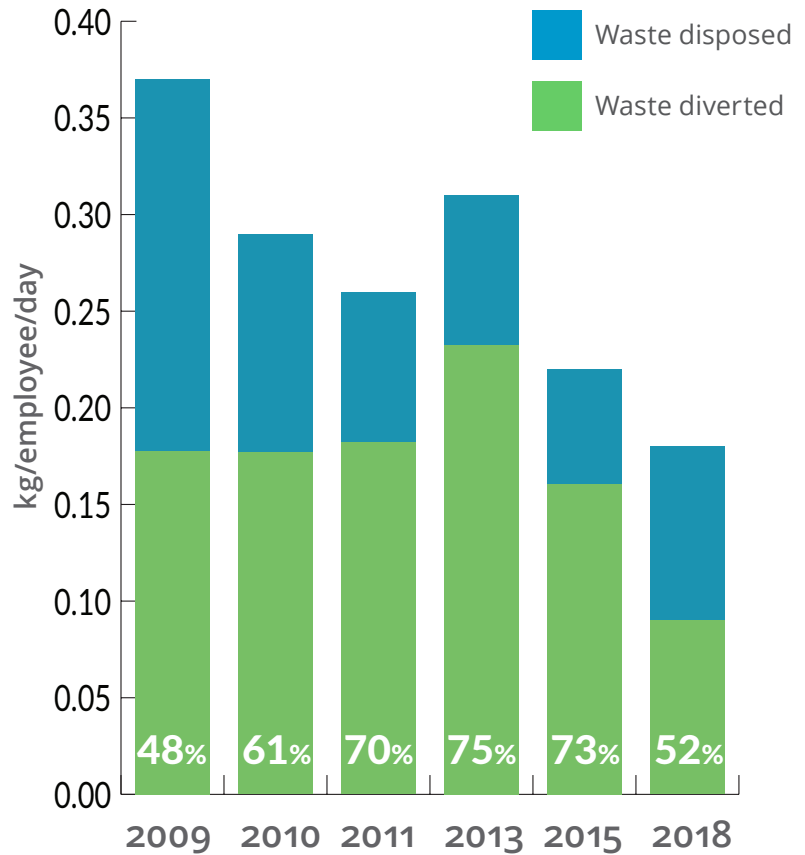


**Backyard Composting/  
Voluntary Staff Collection**  
Saskatoon, Yellowknife, Windsor,  
Oakville



**Provided by Management  
Company**  
Sydney, Halifax, Vancouver,  
Toronto, Kitchener, Ottawa, Saint  
John

A survey was conducted across each office to determine the nature of organics collection and feasibility for formalizing across the company. Efforts encourage the reduction of waste generation and increase of waste diversion. All 18 offices participate in recycling programs and 13 of those offices participate in organics waste management.



In 2018, the average waste generated was 0.2033 kg/employee/day. 52% of this waste was diverted through recycling and composting.

The next waste audit is scheduled for Fall 2020.



# OUR RESPONSIBILITY TO SOCIETY

The second pillar of Dillon's Corporate Social Responsibility Policy is our responsibility to society, which states that:

- We strengthen our communities by donating a percentage of our earnings to environmental and charitable organizations.
- We engage with the communities around us and strengthen our shared values by contributing our time and ingenuity.



**\$1 Million +**  
ECIF Spending since 2009



**780+**  
Employees  
with access to the ECIF fund



**over 1%**  
of Pre-Tax Profit  
Allocated to the ECIF and Charitable Donations



**2014 - 240+**  
**2015 - 175+**  
**2016 - 180+**  
**2017 - 250+**  
**2018 - 300+**

# of  
**ECIF initiatives**  
by year nationally

## Goal

In 2009, Dillon established the Environment & Community Investment Fund (ECIF) as a means to support efforts to improve our environmental, social, and community impact. Dillon continues our goal of contributing 1% of our pre-tax profits to various community and environmental organizations.

## Scholarships

Since 2005, we have contributed more than \$300,000 in scholarships across Canada.

Scholarships awarded in 2018:



Indspire - Indigenous Education, Canada's Future



Canadian Institute of Planners



Canadian Engineering Memorial Foundation



Canadian Water Resources Association



Ann (Mooney) Bridger - Dillon Consulting/CSCE Newfoundland and Labrador Section Scholarship

# In Our Communities



The **Calgary office** paired up with **Inn from the Cold** during the holiday season to help a family in need. New items were purchased for a family of four who were not in a position to have a Christmas. The father asked that all the money be spent on his three children. Presents were wrapped and delivered to Inn from the Cold. Inn from the Cold has been providing shelter to children and their families for over 20 years.

The **Winnipeg office** is a regular supporter of **Bike Week Winnipeg**, running a pit stop during the annual Bike to Work Day every June. Volunteers set up bright and early outside the Engineers Geoscientists Manitoba office to greet cycling commuters on their way to work. Coffee, water and pastries are provided along with free bike tune-ups.



The **Kitchener office's First Annual Tree Planting Event** near the Elora Gorge was a success! What was supposed to be a grey, rainy, cold morning turned out to be a gorgeous sunny one, perfect for tree planting. Between Dillon staff, client staff and community volunteers (many of whom brought their kids), about 30 people showed up to help out. Overall almost 150 trees and shrubs were planted.



In cooperation with the Municipality of Chatham-Kent, many people in the **Chatham office** participated in **Pitch-In Canada Week** by picking up litter and other debris in parks, downtown and other areas near the office. This provided a great opportunity to show civic pride and create an awareness of the litter concerns that exist in the community. During this week litterless lunches were encouraged and daily sustainability tips were shared.



The **Vancouver office** made a generous donation to the **CIBC Run for the Cure** on behalf of a staff member who participated in the event. Every year, the run takes place in communities across Canada on the same day, with tens of thousands participating country-wide. Contributions raised on that day provide the Canadian Cancer Society with the means to fund breakthrough research and initiatives that provide information and support to those affected by breast cancer. In 2018, the CIBC Run for the Cure raised almost \$16M for breast cancer research and support services.







Every year the **Ottawa office** donates to the **Ottawa Boys and Girls Club's Angel Tree Program**. This year, through everyone's contributions and the office's contribution, the team was able to donate gifts for 32 kids! It brightened up the lobby and made the tree look extra festive for the season!



The **Windsor office** supported 5 families during the holidays through the **Children's Aid Society** this year.

“ It is not often that a community group gets an unsolicited offer of money and volunteer time from a company that simply believes this is the right thing to do! In 2017 and 2018, Dillon Consulting supported the McIntosh Run Singletrack Trails project with financial support (\$2400) and three days of volunteer time from 5-10 employees, some of whom have continued to volunteer with us. This support allowed us to buy tools and materials to build boardwalks, helped to leverage Provincial funding, and boosted our confidence that we could accomplish our goals!

– McIntosh Run Watershed Association, Halifax



*thank you...*

for being an angel

"You have given my family and me hope to build a new and successful life here in our new home of Canada thanks to love, generosity and respect among people, and that will help us to forget the war and tragedies we have experienced in our country Syria."

On behalf of the many families who benefitted from our **Holiday Angel** program, thank you for your generous gifts. Together, we're sending a message of welcome and hope for a better future.

In December 2018, the **Toronto office** supported a family of seven refugees (two parents and five children) from Sudan through **New Circles' Holiday Angel Program**. Prior to coming to Canada in May 2017, the family was in a refugee camp in Kenya for ten years. Life there was very difficult. They are permanent residents now in Canada. Through staff donations and the ECIF, the family received many of their requested gift items and nearly \$800 in gift cards to buy food and winter boots!

**Ronald MacDonald House** has been a charity of choice for the **St. John's office** for the past few years. Most recently the office purchased housekeeping supplies, office supplies and gift cards such as iTunes cards for their Magic Room and Cineplex Gift Cards for their recreation program. Dillon staff were treated to a tour of the house when the supplies were delivered. The tour was a great reminder of how much they do for the families that stay there and how comfortable they make it for them when they need it most ... just like home...almost.





# OUR RESPONSIBILITY TO OUR WORKPLACES

The third pillar of Dillon’s Corporate Social Responsibility Policy is our responsibility to our workplaces, which states that:

- **We create workplaces that encourage and sustain the health, safety, and well-being of our employees.**
- **We conduct our business in a sustainable manner that takes a long-term view and reflects the communities in which we work by promoting diversity, inclusivity and accommodation in our workplaces.**

*Early Career Development POD members initiated a “Maritime Retreat”, where they learned how to integrate field tablets into everyday workflow, learned about the history of Indigenous and non-Indigenous peoples of North America, and participated in a career panel discussion with local partners.*

## Our People. Our Culture.

As a fully Canadian and 100% employee-owned firm with 800+ employees located in 18 offices across Canada, Dillon’s culture represents a collection of values, beliefs and principles and is a product of our history, market, strategy, people, and management style. We are not a collection of offices; rather, we are a “One Firm Firm”, relying on intensive collaboration between all our offices and all our service lines. Our clients know it. Our staff know it. It is what sets us apart.

As we move into the next phase of our story, a culture of continuous improvement will be our guiding principle.

As part of our Sustainable Growth Strategy, we initiated the **Aligned Organization Key Strategic Priority** to better support and nurture the culture that is aligned to the needs of our employees and business strategy.

Our vision...

***“Establish a culture of learning, entrepreneurship, risk-taking and innovation within a community of focused and passionate employees, to enable an exceptional client experience. All of our leaders will model behaviours that demonstrate that they value the development of self and others.”***



“ I was hired by Dillon before I graduated university in 1996 and in the last 22 years have only ever worked for our firm. Dillon has always held new challenges for me; technically, in project management in client development and corporate initiatives. In my experience Dillon allows for, and in fact encourages self-driven learners. My most recent challenge is leading the Aligned Organization Key Strategic Priority. The topic is not really in my technical background and as such has required me to really stretch and learn about organizational behavior while combining my personal knowledge of the firm and communication strategies. The project (so far) has been a very rewarding experience.”

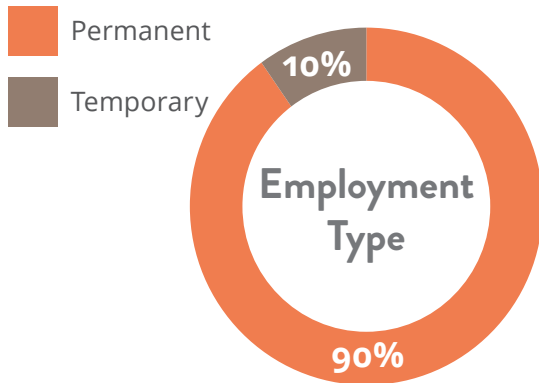


– **Jeff Earle**, Aligned Organization Key Strategic Priority Lead

As part of Dillon’s Sustainable Growth Strategy, we are expanding the talent to ensure that we remain top-of-class and competitive in the services we offer our clients. How a company chooses to grow says a lot about its culture and market position.

**FY19**

<b>Employee Growth Rate</b>	<b>16.5%</b>
<b>Total Turnover Rate</b>	<b>11.5%</b>



Dillon’s employee growth is both organic and through a strategic mergers and acquisitions program. This year we realized 16.5% employee growth, of which 91% has been organic. We are committed to building the foundation of our organization through the hiring and acquisition of well-qualified professionals.

Dillon provides a balance of new employment opportunities and stable careers with 45% of our workforce having been with Dillon for more than five years of their career.

100% of our permanent staff work on a full-time basis and therefore receive full benefits as part of the total compensation package provided by Dillon.

“ Working at Dillon has been an eye-opening experience in how engineering companies can be sincere in valuing their employees’ time and personal commitments while also delivering high-quality work to its diverse client base. This balance is evident from the top management in the company down to the newest employee. Dillon as a company strives to stay ahead of market trends and employee expectations. Dillon values sustainability not only in business practices but in respect of the environment as well resulting in a sustainable company that people are proud to work for and clients are proud to work with.”



– **Brent Boss**, Partner, Edmonton office

“ While my time at Dillon has been short, I have spent my entire 17-year career in the consulting industry. Having worked for two of Dillon’s competitors, I know now that I love working for a Canadian firm that cares about its employees on an individual level, that hires only the best and the brightest, holds its employees to the highest standards, and supports innovation, creativity, and drive through initiatives like the Idea Incubator and Experience Exchange. A firm with a flat structure where geography is not a hindrance to making sure the best people are on each project team and where personally knowing many of your colleagues across the country (instead of just those in your local office) including senior leadership, is the norm and not the exception. ”

– Erin Smith, Associate, Fredericton office



## Learning and Development

At the foundation of our culture is an organizational commitment to ongoing learning and the processes of creating, applying and sharing knowledge throughout our talent pipeline. Staff at all experience stages benefit from our investment in their development.

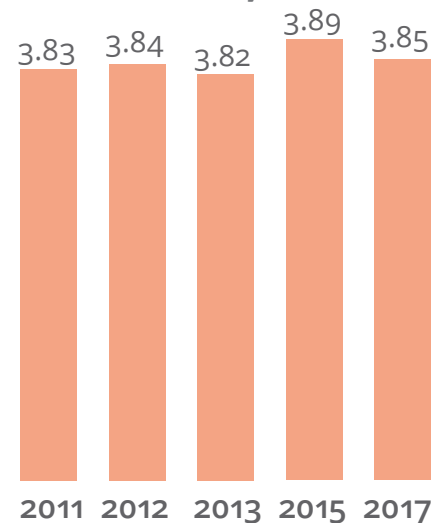
Our sustainable growth strategy balances the need for growth from our clients with the growth needs of our people. To better position our company in the face of a challenging and increasingly competitive economy, we have elevated talent development to the strategic level.

Through the lens of our talent strategy, we have identified a significant opportunity to accelerate the growth of our early career staff, through our **Early Career Development Program**. We also see the value of retaining access to the significant amount of experience of partners approaching and during retirement, through the developing **Retired Partner Program**. These programs significantly improve the growth of knowledge and skills.

In comparison to training spend levels per employee reported by the Conference Board of Canada, our current investment is more than double the national average. Commensurate with our position in the market, we will continue to invest in our employees the level of effort that is required within our strategy.

Moving forward, a shared vision must come to life through the demonstration of behaviours that are conducive to learning in our culture and consider the continual attainment of knowledge and skills to be part of everyday operations. The development of people is core to our strategy. We believe our path to business success depends on the effort we put in to our growth as individuals and as part of our collective community.

## Employee Satisfaction Juice Survey (out of 5)



*Dillon cares about and tracks employee engagement. The most recent data signals that our employees are positively engaged. Since we began measuring engagement in 2012, we interpret a lot of consistency in the year over year data our employees report in. A continuing positive employee experience is critical to our sustainable growth strategy.*

# Health & Safety

Dillon is committed to achieving not just compliance with all applicable laws, but to achieving results in the prevention of workplace injury and occupational illness.

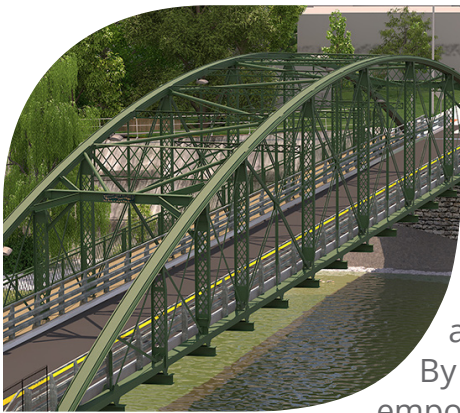
The **Dillon Health and Safety Program** was developed to encompass all of our activities, including projects, enterprise management, business development and client relationship management across different workplaces and jurisdictions.

The Health and Safety Principles, one of the three sets of principles comprising the Dillon Standard, provide a foundation for all activity within Dillon. The Principles challenge all staff to maintain health and safety top of mind, and achieve continuous improvement.

Resource Environmental Associates has assessed our occupational health and safety program since 2010, using due diligence criteria published by the former Heenan Blaikie law firm. Our rating is consistently improving year after year.

2010	2.0/4.0
2012	2.6/4.0
2013	3.1/4.0
2014	3.4/4.0
2015	3.5/4.0
2017	3.7/4.0

# Our Programs



To us, **innovation** is the execution of an idea that creates value for the business and our customers by applying novel solutions to meaningful problems. The ability to anticipate, examine and adopt new and innovative solutions is a crucial driver for the continual and progressive advancement of our business performance. By nurturing a culture in which our people are empowered to reflect and question current practices

and seek forward looking solutions aligned with our strategic growth encourages an entrepreneurial spirit and drives our market profile. Our Innovation Incubator is a place for ideas to build to market ready solutions through a guided, design-centric, iterative process of examination, prototyping and testing.



**In 2018, the recipients of the Dillon Innovation Prize were** (from L-R):

Paolo Mazza, Jeremy Pepper, Morgan Boyco, Melissa Kosterman, Martina Braunstein, Kiran Chhiba





The **wellness fund** was extended to all employees in 2017 for use towards wellness-related activities. Reimbursement is provided for activities including fitness programs or memberships, classes in nutrition, health and safety, and/or stress management and recreational sports.

The goal of **Women in Dillon (WiD)** is to create, promote, and sustain a work environment that empowers women to have healthy and successful careers at Dillon. We do this by influencing policies; providing education and training; supporting one another; and through outreach. We measure our effectiveness through our ability to attract, retain, and promote women of merit. Since 2009, Women in Dillon has and continues to make important contributions towards Dillon's overall diversity goals.



**THRIVE** provides employees with a structured internal health and wellness program. Ongoing initiatives include getting staff moving through office exercises, stretches and movement breaks; encouraging staff to focus on their mental well-being; and improving the quality of nutrition for employees, both in and out of the office.

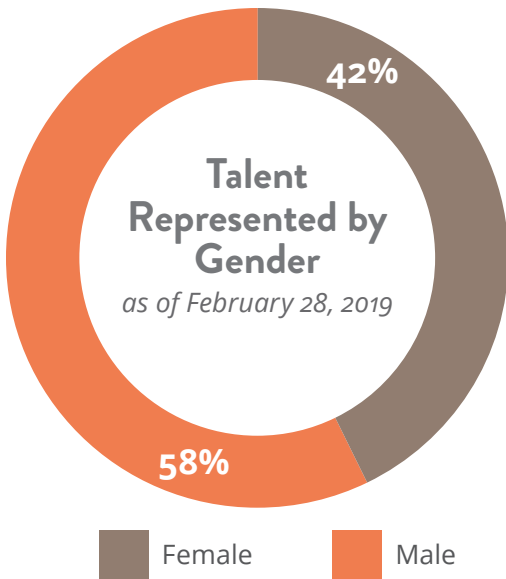
Dillon's **mentorship program** provides staff with opportunities for sound professional and career development, and convenient access to wise counsel so that they can become more comfortable with a "big picture" understanding of our business and confident in their career decisions. Technical coaching opportunities are available.

## People and Diversity

We are committed to furthering our understanding of what inclusivity and diversity truly mean at Dillon, ensuring our workplaces are representative of our communities, and delivering our vision of an inclusionary workplace atmosphere for our staff and leadership teams. This continues to be an area of exploration and improvement for Dillon.







At Dillon we provide great careers for great entrepreneurs. Our employee community can be looked at from a number of perspectives and we have presented a few of these perspectives here.

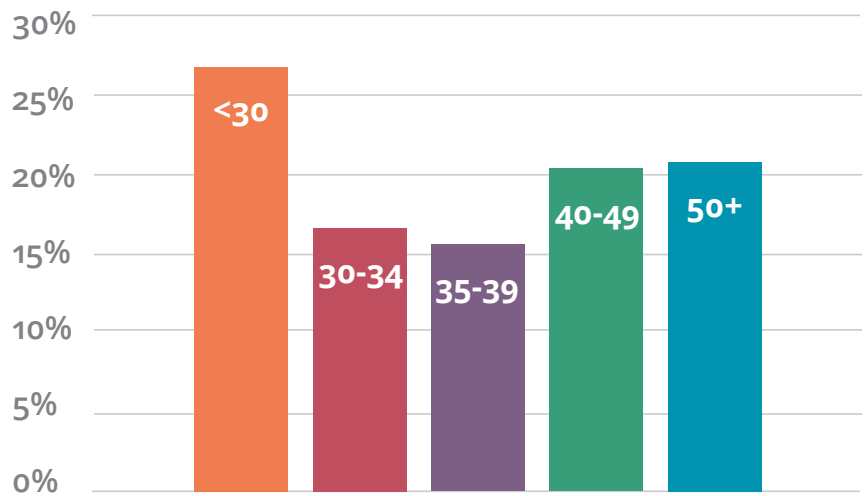
**Dillon is committed to equity and being representative of these communities, and talent pipelines.**

We provide a lot of opportunities for new graduates. 20% of our workforce is within five years of graduation.

Dillon is also committed to equity in employee compensation through an ongoing annual review process. An audit of total compensation, including performance bonuses as a more complete measure of total compensation for partners and associates, was completed in FY19. This is a rigorous process which includes filtering the salary data by gender, level of responsibility, geography and discipline.

**The results of the review indicate that there is statistically no significant difference in performance bonus allocation between our male and female partners and associates or between staff regardless of which group (technical or other) they belong to.** The Women in Dillon team is confident that the base salary component was reviewed with a gender lens for the last number of years and the adjustments consider that lens to confirm equity.

### Age Demographics at Dillon



Dillon is in compliance with the requirements of the Federal Contractors Program (FCP) under the *Employment Equity Act*.



# OUR RESPONSIBILITY TO THE MARKETPLACE

The fourth pillar of Dillon’s Corporate Social Responsibility Policy is our responsibility in the marketplace, which states that:

- **We provide services that align with this policy and apply our expertise to help our clients achieve their sustainability goals.**
- **We encourage the understanding of corporate social responsibility at all levels of the organization and challenge our employees to find or create sustainable solutions for our clients.**

As this is a new area of our sustainability reporting, Dillon will track our project work over the next year and present projects and metrics in the next issue. This is our opportunity to identify how our work contributes to the UN Sustainable Development Goals.

## Project Spotlight

The **Salmon Habitat Restoration Program (SHaRP)** is an innovative environmental stewardship program conceived and delivered by Dillon in partnership with the **City of Surrey** since 1996. The program has evolved into a one-of-a-kind watershed-based initiative that promotes environmental sustainability through the delivery of habitat enhancement, environmental education and public outreach. Every year, Dillon hires and leads teams of post-secondary and secondary students to help them gain meaningful career-oriented work experience through a variety of initiatives that advance and support the City’s corporate environmental management and sustainability commitments. Since the program’s inception, Dillon has employed over 650 students who have contributed over 250,000 stewardship hours, attended over 690 community events, engaged with over 2,000 businesses and homeowners, distributed over 21,800 brochures, and planted over 86,800 native plants.



**In 2017, the Surrey Board of Trade honoured Dillon with an Environment and Business Award in the Large Business Category.** The award recognizes businesses that “demonstrate exceptional dedication to environmental leadership and/or issues. The award recipients are guided by a sense of respect for the environment and demonstrate this initiative consistently.”

# CLOSING

Dillon is proud of the evolution of our Corporate Social Responsibility (CSR) and Sustainability programs over the past year. Highlights from FY2019 include our commitment to the United Nations Global Compact to align our operations with universally accepted principles and advance the Sustainable Development Goals, the development of our new Corporate Social Responsibility policy, and the continued advancement of our ongoing sustainability priorities.

## Ongoing FY19 Priorities

Review options for meeting GHG reduction target.

Perform a five-year review of the Corporate Sustainability Strategy.

## Priorities Moving Forward

**1.** At a strategic level, map the linkages between our CSR policy and our strategy and operations.

**3.** Assess our sustainability-related services and how we are servicing the marketplace with the goal of broadening these services and advancing the way we offer them.

**2.** At a strategic level, identify how CSR is affecting our business now and how it should be impacting it moving forward.

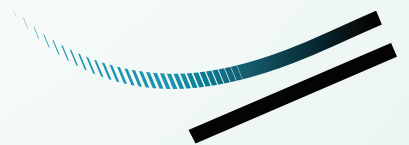
**4.** Identify and communicate initiatives to better integrate our CSR policy into our daily operations and beyond.

Thank you for reading Dillon's annual Sustainability Matters report.

***Our commitment to Corporate Social Responsibility is a choice that we make for the benefit of our business growth and culture, the benefit of people and the planet, and the benefit in knowing that our business strives to operate holistically, inclusively and ethically.***

Special thanks to Ina Toso, Mohammad Yearuzzaman and Adam Boyce for their graphical design work in creating this report.

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