



COMMUNICATION ON PROGRESS (COP)

Period covered by the Communication on Progress (COP)

From: **March 1, 2019**

To: **February 28, 2020**

1. STATEMENT OF CONTINUED SUPPORT BY THE CHIEF EXECUTIVE OFFICER

April 21, 2021

To our stakeholders:

I am pleased to confirm that Dillon Consulting Limited reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Sean Hanlon".

Sean Hanlon
Chief Executive Officer

235 Yorkland Blvd.
Suite 800
Toronto, Ontario
Canada
M2J 4Y8
Telephone
416.229.4646
Fax
416.229.4692



2. DESCRIPTION OF ACTIONS

HUMAN RIGHTS:

The following actions have been taken by Dillon Consulting in the area of human rights:

- Dillon ensure workers that staff are provided safe, suitable and sanitary work facilities
- Dillon has created a companywide program to encourage, promote and monitor workplace Diversity and Inclusion including employee training
- We work to protect workers from workplace harassment, including physical, verbal, sexual or psychological harassment, abuse or threats
- Our company takes measures to eliminate ingredients, designs, defects or side-effects that could harm or threaten human life and health during the creation of our work spaces and usage or disposal of products
- We encourage freedom of speech and expression
- Dillon allows staff the freedom to practice their religion (or not practice any) through work installations as possible and practical
- We encourage equal work opportunities
- Dillon has developed processes to be more considerate and selective of the clients we work with. We strive to work with organizations that are aligned with our values of inclusivity and diversity. We have and are willing to not work with clients who are not aligned with our values.

LABOUR:

The following actions have been taken by Dillon Consulting in the area of labour:

- Our company does not participate in any form of forced or bonded labour
- We comply with and exceed minimum wage standards
- Dillon makes employment-related decisions that are based on relevant and objective criteria



ENVIRONMENT:

The following actions have been taken by Dillon Consulting in the area of environment:

- Dillon monitors our environmental footprint on a yearly basis as a reflection of our office locations and the interaction of our staff with those locations. We do this to reduce our environmental impacts and encourage staff and company leadership to continue to reduce our impact to our surrounding communities (i.e. waste management, reducing CO2 emissions, and other initiatives). We also do this by bringing awareness to sustainability, publishing yearly report that provides an update on our progress on identified goals, and through the establishment of a corporate sustainability team supported by our CEO.
- Dillon has identified measures to prevent and address accidents affecting the environment and human health
- Dillon supports on-going monitoring of our environmental performance through everyday activities at all office locations through material purchases and daily activities required to support our business. This keeps us informed, helps us to maintain our performance to continuously reduce our footprint, and alerts us to future issues that may arise.

ANTI-CORRUPTION:

The following actions have been taken by Dillon Consulting to fight corruption:

- Dillon assesses the risk of corruption when doing business and had made a conscious choice to select partnerships where ethical standards are upheld and maintained
- Our contracts with clients often discuss “anti-corruption” and/or “ethical behavior”



3. MEASUREMENT OF OUTCOMES

The most relevant indicators to **measure outcomes** are presented in the table below.

Relevant Indicator	Measure of Outcomes
Talent represented by gender	As of February 28, 2019, 58% male and 42% female.
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 are in compliance with the Pay Equity Act of Ontario.
Equity in salary and compensation	The results of the FY2020 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.
Percentage of spending on green products company-wide	80.3% of products that are green, where green products exist
Tonnes of CO₂e per employee (3,133 tonnes, 875 employees)	3.58 tonnes per employee Overall emissions decreased by 154 tonnes (4.7%) in 2019 despite an 11.5% increase in number of employees

FISCAL YEAR 2020
(MARCH 2019 - FEBRUARY 2020)



**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 875 employees in 19 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

Sean Hanlon
Chief Executive Officer



“

We are pleased to share our annual Corporate Social Responsibility (CSR) progress report, Sustainability Matters. This is a progress report because we recognize our pursuit of excellence in corporate social responsibility is a journey that does not end.

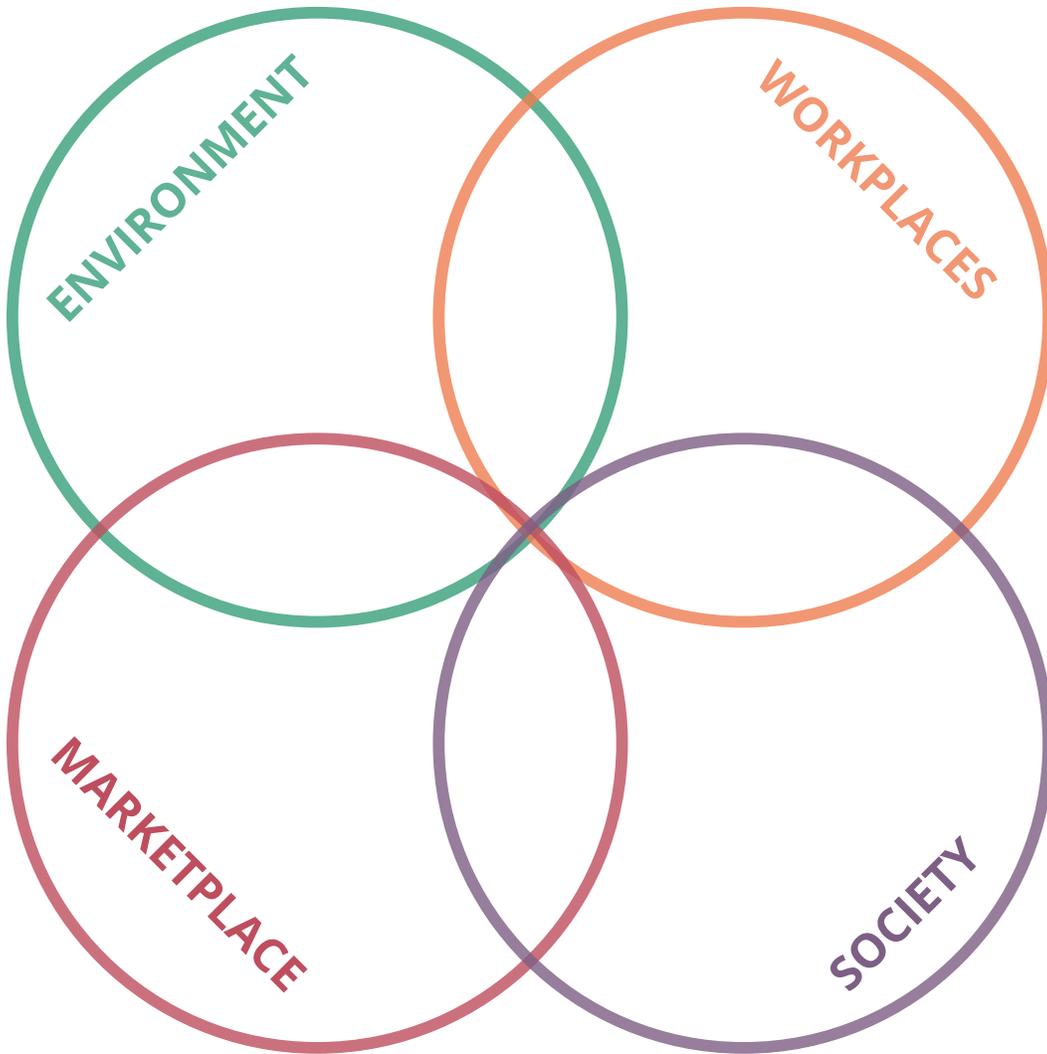
To be recognized for excellence in corporate social responsibility, we understand the bar will continue to be raised as we become more aware of our abilities to both promote and incorporate sustainability through the services we provide and the way we do business. We will approach the excellence we seek, when we build on this awareness and consider how we might continue to expand our influence beyond the footprint of our work and workplace.

As a broadly held, employee-owned firm, our employees have the ability to define and shape the type of company they want Dillon to be. We want Dillon to be recognized as a company that is environmentally conscious and socially inclusive. We have been reporting on our commitment towards that goal since our first Sustainability Report in 2009 and re-affirmed our commitment when we signed on to the United Nations Global Compact in 2018. In that regard, in our current fiscal year (2021), we will be focussing on contributing to two UN Sustainable Development Goals: Zero Hunger and Reduced Inequalities.

We are proud to share and celebrate our progress in this Annual Report, but also recognize the journey must continue as we strive to do better. We will continue to learn as we make this journey and we will share our learning to assist and help influence those who are just beginning their journey.

”

This Fiscal Year 2020 (FY20) edition of our annual **Sustainability Matters** report chronicles our corporate social responsibility efforts at Dillon. Sixteen years ago, we initiated environmental stewardship activities, recognizing our responsibility to preserve the environment for future generations. For over a decade, we have been implementing an ever-evolving Corporate Sustainability Strategy that has introduced a number of important initiatives in the areas of Environment, Social & Community, and Employee Well-Being.



The four pillars of Corporate Social Responsibility

Our Corporate Social Responsibility (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

Fiscal Year 2020 Dillon Board of Directors



**Terry
Boutilier**



**Nicole
Caza**



**Sarah
Devereaux**



**Richard
Fitzgerald**



**Flavio
Forest**



**Shayne
Giles**



Sean Hanlon



**Dennis
Heinrichs**



**Kimberly
Marshall**



Ravi Mahabir



Bill Ross



**Andrew
Wilson**

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. In 2019, we introduced our Dillon Corporate Social Responsibility Policy to represent the next step in our sustainability efforts as we continue our contributions towards becoming a more socially responsible corporate citizen.

What Do We Do?

As an organization, we know that to succeed, we must partner with our clients and the communities we work in. We strive to be trusted advisors who apply our expertise to produce solutions that meet the goals of our clients and their stakeholders in the effective use of resources.

At Dillon, we're not just consultants. We are owners who are passionate about building a better, smarter and more purposeful community, one that works better, functions better, and is efficient, safe and sustainable for future generations.

Since our adoption of our CSR policy in 2019, we have been working to better integrate the pillars of CSR and sustainability across the entire company. We expect this evolution will be achieved by continuing to advance the programs and policies we have and by further incorporating elements of sustainability, directly into our operations. We expect this to be a considered and methodical process (walk before we run) and we expect the changes we make to be long-lasting and permeate our company culture.

As our operations further incorporate elements of CSR, then the expertise we apply to meet the goals of our clients can be applied through the lens of sustainability. This will allow Dillon's advances in CSR to be leveraged beyond our internal company operations to effect change in the hundreds of communities in which we operate every year across Canada and internationally.

Sustainability Team

The Sustainability Team was first established in 2009 as the Corporate Sustainability Strategy team and consists of individuals in different technical areas and offices with a personal passion for social responsibility and sustainability. The Sustainability Team works with members of the Executive Team to develop and implement CSR-related strategies.



Andy Blackmer
Project Partner
(Halifax)



Adam Prokopanko
Coordinator
(Winnipeg)



Darla Campbell
Coordinator
(Oakville)



Karin Johnson
Coordinator
(Vancouver)



Adam Lanigan
Coordinator
(Halifax)



Dawne Skinner
Coordinator
(St. John's)



Jonathan Kitchen
Coordinator
(Vancouver)



Thanks to former
coordinator
Richard Dieu

UN Global Compact Sustainable Development Goals

In 2018, Dillon signed on to the United Nations Global Compact. With over 13,000 signatories in 160 countries, the 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.

Dillon's commitment to the goals of the Global Compact are shown both through our project work with a wide range of clients, and through our monetary and volunteer donations in our Environment & Community Investment Fund. We are working to identify which Sustainable Development Goals most align with our values, talents and areas of expertise, and develop concrete strategies to better advance these goals.





OUR RESPONSIBILITY TO THE ENVIRONMENT

- **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 implemented 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.

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.

Solid Waste

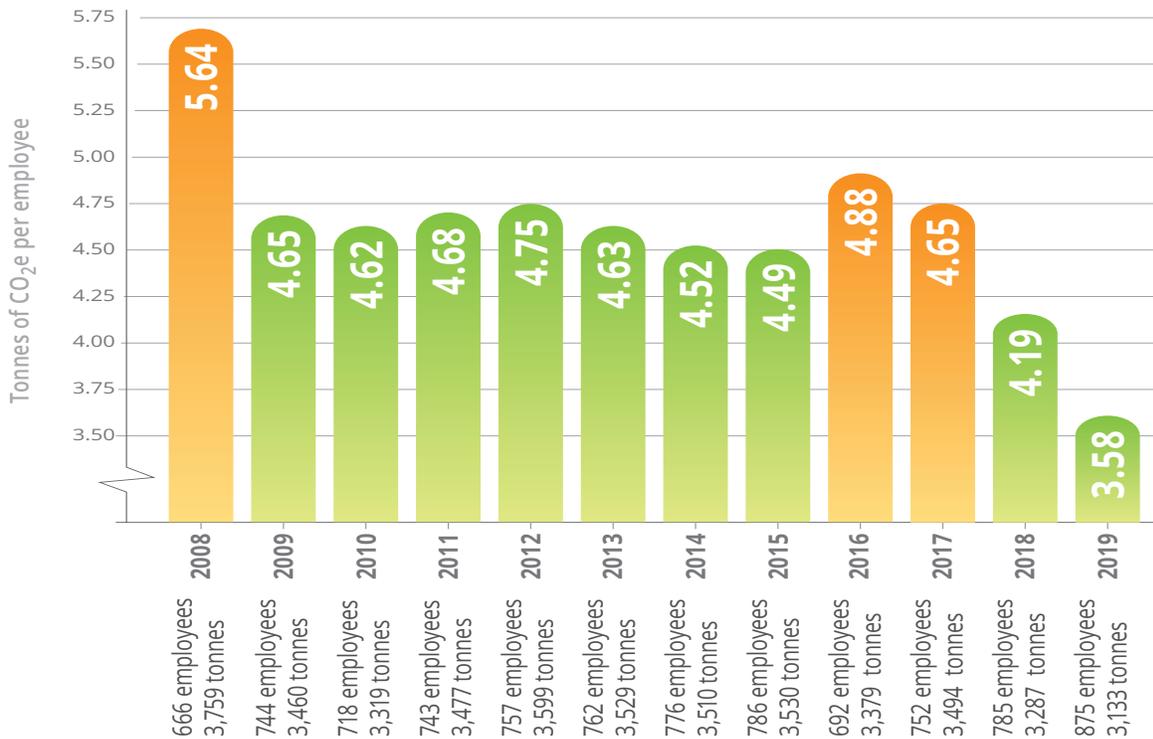
Dillon conducts a waste audit of selected offices every two years. Waste audits were completed in 2009, 2010, 2011, 2013, 2015, and 2018. In 2018, the average waste generated was 0.2033 kg/employee/day. 52% of this waste was diverted through recycling and composting. The next waste audit is currently scheduled for Fall 2020. However, due to considerations related to Covid-19, the audits may be postponed.

Energy & Emissions

Goal

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

A company-wide comprehensive greenhouse gas emissions assessment is conducted for every calendar year by Dillon professionals who provide the same service to our clients. Carbon credits have been purchased from projects in London and Guelph to offset all our emissions from 2008 through to 2017. Due to changes in the carbon credit market, Dillon has not yet purchased credits for 2018 and 2019 emissions. We are actively seeking carbon credit partnerships with our clients who undertake qualifying projects to reduce their emissions.

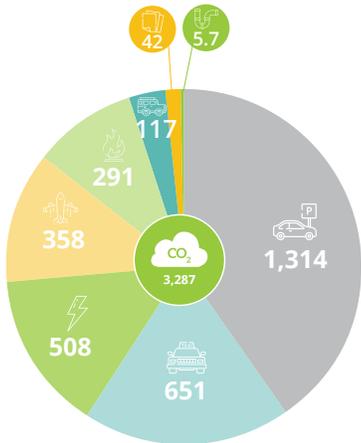


In line with the Paris Climate Agreement, Dillon's goal is to reduce emissions by 0.1 tonnes per capita every year over ten years, aiming for a total reduction of "One Tonne in Ten". The baseline for this goal was set at our level of 4.49 tonnes per capita in 2015. Our emissions are currently well below this trajectory. We are actively researching a new and more applicable greenhouse gas emissions target for Dillon.

In 2019, Dillon's greenhouse gas emissions were estimated to be 3.58 tonnes of carbon dioxide equivalent per capita (CO₂e). This represents a 14.6% decrease from 2018 and places us well below our goal. Overall emissions decreased by 154 tonnes (4.7%) in 2019 despite an 11.5% increase in the number of employees.

2018 Results

Carbon Footprint (tonnes)



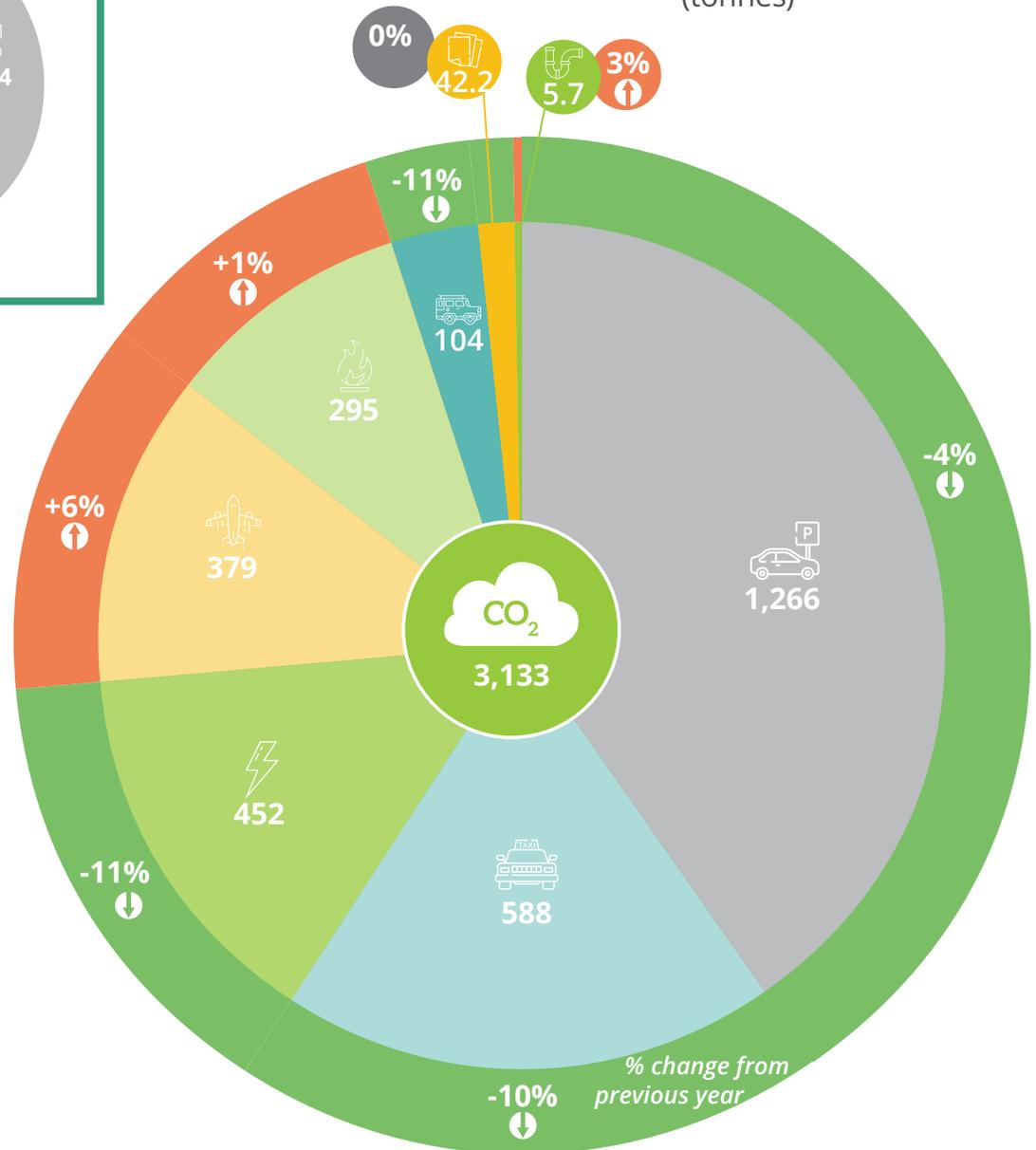
Carbon Assessment Lead

Aylen Mayor, Winnipeg



2019 Results

Carbon Footprint (tonnes)



Employee Commute

Business Travel - Ground

Electrical Usage

Business Travel - Air

Heating - Natural Gas and Fuel Usage

Business Travel - Dillon Fleet of Vehicles

Paper Usage

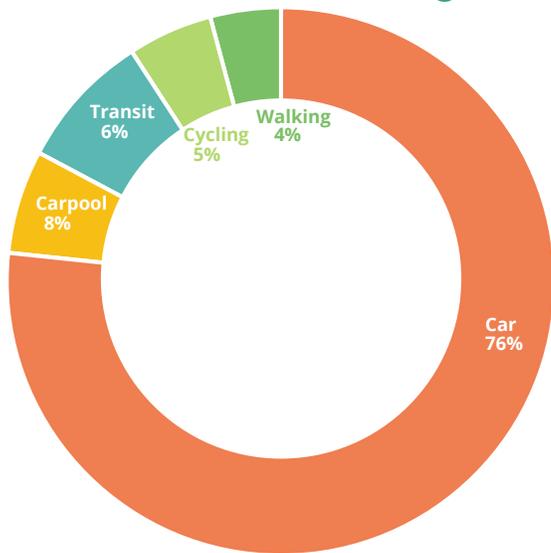
Wastewater Treatment

Transportation

Dillon administers an online Employee Commute Survey company-wide every second year. The 2019 survey had a 78% response rate, well above the response rate of past surveys.

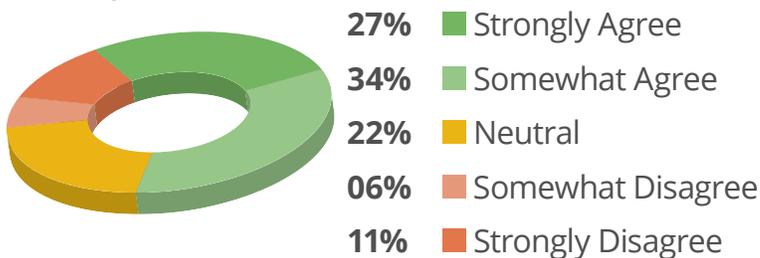
Dillon-wide, 76% of employee commuting trips were made by single-occupant vehicle, unchanged from the previous survey in 2017. 61% of employees agreed that their commute experience directly affects their overall job satisfaction. Most employees are willing to try an alternative strategy to driving alone, ranging from 27% willing to try walking to 91% being willing to try working from home - which was put to the test during the 2020 coronavirus pandemic! **A sustainable office location guide is under development to positively affect our commuting behaviours.**

Dillon-Wide Commuting Mode Share



Commute and Job Satisfaction

My commute experience directly affects my overall job satisfaction

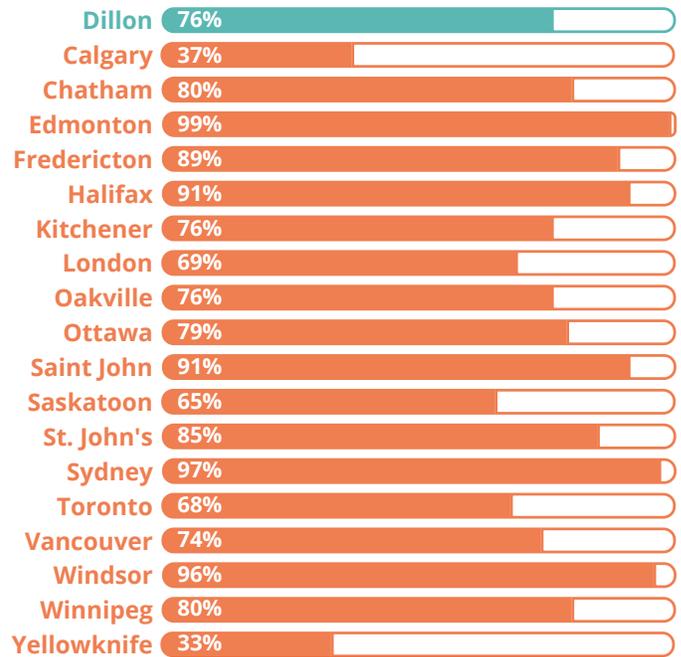


Employee Commute Survey Lead

Mariam Bello, Ottawa

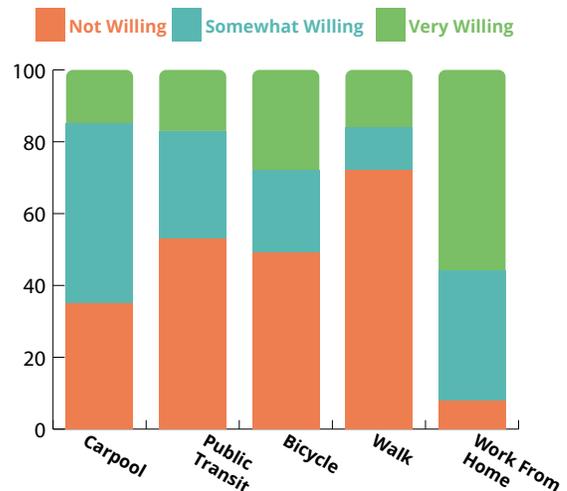


Single Occupancy Vehicle Commute by Office



Alternative Strategies

How willing are Dillon employees to try each of the following alternative strategies to driving alone?



Green Procurement

Goal
Purchase only environmentally friendly office products when available.

Dillon tracks 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.

Vancouver's Fair Trade Certification

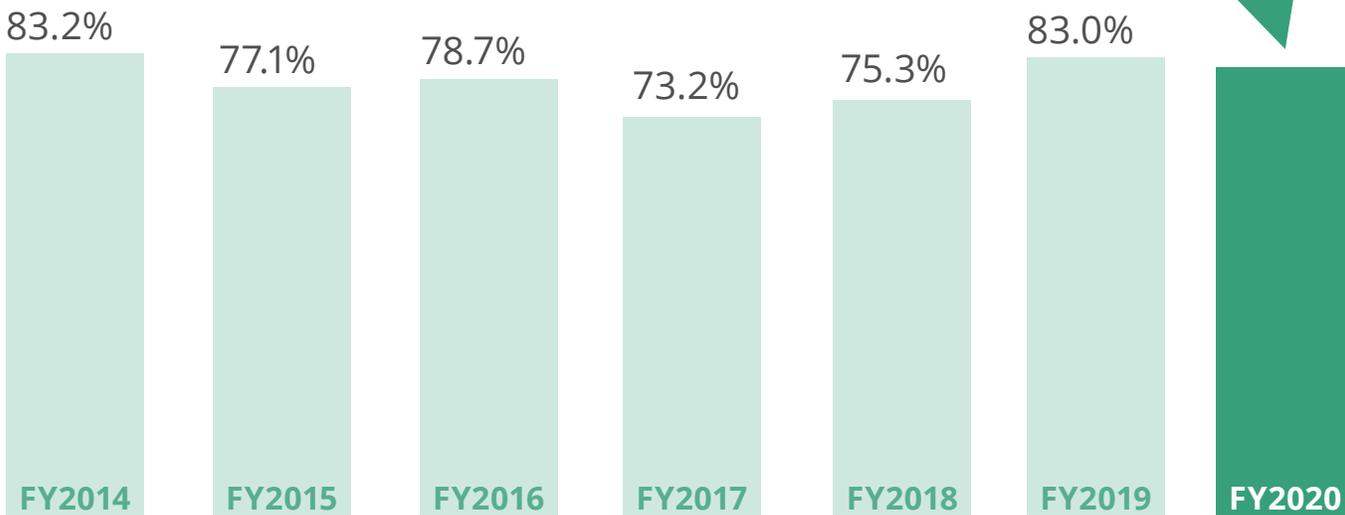
In 2017, the Vancouver office became the first in Dillon to be certified as a Fair Trade Workplace. Certification was renewed in 2019. Fair Trade Canada's Fair Trade Workplace program recognizes offices that demonstrate a strong commitment to fair trade by making products available to their staff and visitors, including all coffee and tea. Their experience will be shared with other offices to support them in obtaining their certification.



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

Percentage of spending on green products company-wide



 **80.3% ***
*Dillon switched suppliers during FY2020. We expect that the slight decline may be a result of adjustments to the new product line.

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



OUR RESPONSIBILITY TO SOCIETY

- 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.

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.



\$1.3 Million +
ECIF Spending since 2009



875+
Employees

with access to the ECIF fund



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



FY2015 - 240+
FY2016 - 175+
FY2017 - 180+
FY2018 - 250+
FY2019 - 300+
FY2020 - 315+

of
ECIF initiatives
by year nationally

Scholarships

Since 2005, we have contributed more than \$325,000 in scholarships across Canada. Scholarships awarded in FY2020:



Indspire - Indigenous Education, Canada's Future



Canadian Engineering Memorial Foundation



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



Canadian Institute of Planners



Canadian Water Resources Association

The **Saint John office** was a proud sponsor of the **Amazeatorium**, an annual children's event hosted by Touchstone Academy in Saint John that focuses on teaching through fun. The Dillon booth was set up with an erosion table, which showed the effects water had on coarse gravel vs sand. The water was then filtered using a large-scale sand filter, and brought back up to the top. A second table had a station where kids could build their own mini sand filters using bottles, coffee filters, and sand.



On February 13, 2020, six female Dillon employees from the **Winnipeg office** organized a 'Girls Club' workshop with **Boys and Girls Clubs of Winnipeg**. A total of 12 students (10 girls, 2 boys) between grades 9 - 12 were in attendance. The night started off with pizza, then students were given an event passport with five different stations: Environmental Sciences: Monitoring and Remediation, Bridge Design, Hydraulic Mechanics, Water Treatment, and Transportation Planning. Students were encouraged to visit every station, and a participation sticker was given for each station they visited.



“ A HUGE thank you to Dillon Consulting for your generous donation to Pumpkins for Diabetes. 100% of what you've given is going to JDRF BC & Yukon Region to help fund research and find a cure for those living with Type 1 Diabetes (300,000+ Canadians). From everyone here at Classic Impressions: THANK YOU ”

- Classic Impressions, to the Vancouver Office

The **Ottawa office** participated in the Ottawa Food Bank 7th Annual **Food Sort Challenge** at the Aberdeen Pavilion in Ottawa, Ontario, on May 3rd, 2019. The event is a fast-paced corporate and community challenge, where teams compete to see who can sort food the fastest. The Dillon team raised \$1,000 out of the total \$70,000 for the cause.



MS Bike Ride

MS Bike is the largest fundraising cycling series in North America. Every year, cyclists of all ages and fitness levels fundraising and cycle together toward the ultimate finish line: a cure for MS.



The Winnipeg office participated in two rides in Manitoba for the MS Bike: Gear up to End MS. These rides complete our complement of four rides to help fund research and services to empower Canadians affected by MS.

The Halifax office participated in the MS Bike Ride which spanned 97 km over two days on a round-trip course based in Wolfville, Nova Scotia, with an optional extension of 37 km looping through the Gaspereau Valley, plus a new one-day option of a 24 km "Sugar Foot" trail ride. Out of approximately 170 riders who took part, Dillon's team (Dillon Gruppetto) included six riders and one volunteer. We raised over \$2,400 (and counting), out of over \$146,000, for the cause. This event has been an annual ride for the Dillon team since 2001.



The London office participated in the MS Bike Ride and traveled 150 km over two days on a round-trip course from Grand Bend to London, Ontario. Over 1,390 riders took part in the event including Dillon's (DILLON HIGHway ROLLERS) 45 riders and 12 volunteers. We raised over \$23,000 (and counting), out of over \$1.3M, for the cause. Jeff Matthews was also honoured with the Outstanding Team Captain award. This event has been an annual ride for the Dillon team since 2010.

The Oakville and Guelph offices sponsored and participated in climbing 26,000 stairs at Tim Horton's Field in Hamilton, Ontario as part of **Climb for Cancer** on May 4th, 2019. The event challenges participants to climb the stadium stairs for one hour, completing as many laps as possible in that time. Our 15-person team helped raise \$675 out of the total \$100,000 for the cause.



The Chatham office was a proud sponsor for "Music for the Mind", an benefit for the **In-patient Mental Health Unit at the CKHA**. It featured 4 local bands, a DJ in between band sets, silent auction, Music Note Honour Board and swag sales (t-shirts, etc.). The event was created by a young woman named Elisha Banks who spent 50 days in the unit facing her own battle of mental illness. She admits the care she received there saved her life. As a way to pay it forward, and after seeing a need in the facility, she was on a mission to assist other patients who are admitted to the hospital with no family support. Things needed during long-term stays such as toiletries, activity books, journals, markers, etc. that the hospital does not supply and many staff end up purchasing for the patients out of their own pockets.

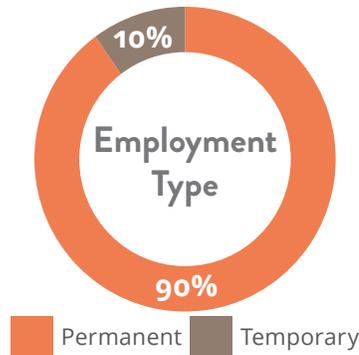
The Windsor office attended the **"In Honor of the ones we love"** charity gala with the theme "Dreams Do Come True". In Honour of the Ones We Love was founded in 1997 and supports patients with cancer and other life-threatening illnesses and disabilities in Windsor/Essex County.





OUR RESPONSIBILITY TO OUR WORKPLACES

- 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.



This year we realized 16.5% employee growth, of which 91% has been organic.

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.

Culture

As a fully Canadian and 100% employee-owned firm with 875+ employees located in 19 offices across Canada, Dillon's culture is a manifestation of shared values, beliefs, and principles informed by our people, markets, strategy, and leadership commitment. In 2019, we undertook an ambitious engagement with all Dillon employees in order to consciously define the culture that would align the aspirations of our employees with the strategic mission of the organization. The culture belongs to the members within it so, the engagement was a platform for all stakeholders to be heard.

This process highlighted that 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. Through shared beliefs in the value of inclusiveness, continuous development, courage and creativity, achievement and reliability, we are all stewards of Dillon's culture. Together, we nurture and support the environment in which Dillon employees can thrive—collaborating and co-creating for collective success—now and into the future of our firm.

Ultimately, it is our vision to nurture a culture of learning, entrepreneurship, risk-taking and innovation within a community of focused and passionate employees, which enables an exceptional client experience. Together, we continue on this path toward leveraging and enabling the Dillon culture to realize our full potential and aspirations.

“As an employee owned company, Dillon allows me not just to have a share, but to have a say. It really makes me feel like I’m not only providing something my clients need and want, but that I’m doing it in a way I agree with and am proud of.”

- Morgan Schauerte, Environmental Scientist, Halifax



“I am one of Dillon’s newest employees – having joined Dillon only a few weeks before the lockdown. To say that being brought onboard to reignite a service line and then being hit with a global pandemic has been ‘challenging’ would be an understatement. However, they say that you see a person’s true character in times of crisis, and I can honestly say that during my four months with Dillon I have truly found the greatest character of any company I have worked for during my 15 year career. I am constantly astounded by the transparency, resiliency and genuine care that has been demonstrated by people at all levels of this company. From day one it was clear that Dillon is dedicated to delivering excellence to our clients; what becomes increasingly clear with time is that Dillon is also committed to delivering excellence to each and every one of its employees by providing a space that both supports and challenges us to be better individuals, team members and consultants.”

- Maria King, Transportation Engineer, Oakville



“I appreciate the unique benefits of being in an employee owned company. We choose to work together for the benefit of our clients, communities, and families. It is only when all these people succeed that Dillon truly succeeds. We are a team that is invested in each others’ wellbeing and personal growth.”

- Graeme Loepky, Partner, Winnipeg



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, which is more than double the Canadian average.

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 our **Retired Partner Program**. These programs significantly improve the transfer of knowledge and skills within Dillon.

Health and Safety

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. 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 Health and Safety Principles, one of the three sets of principles

comprising the Dillon Standard, provide a foundation for all activity within Dillon. All staff are charged with maintaining health and safety top of mind and achieving continuous improvement.

Resource Environmental Associates has assessed our occupational health and safety program since 2010. Our rating has consistently improved over the past decade and we are growing our Health and Safety team to keep these issues front of mind in the midst of pandemic-related changes in our workplaces.

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

Innovation Award

Recognizing innovation is important to Dillon. It celebrates firsts. Doing anything for the first time requires courage, persistence, determination and an almost irrational commitment to a dream of what could be. It is fuel for inspiration.

The FY19 award was presented and celebrated at the Annual General Meeting in May 2019 to two projects that exist at very different points on the innovation spectrum.

Recipients



Dan Morehouse (Halifax)

Topic: Research and design upgrades arctic housing.



Jasmine Hunter and Lucas Storey (Fredericton)

Topic: New tools for risk management planning for remote sites.





Wellness Fund

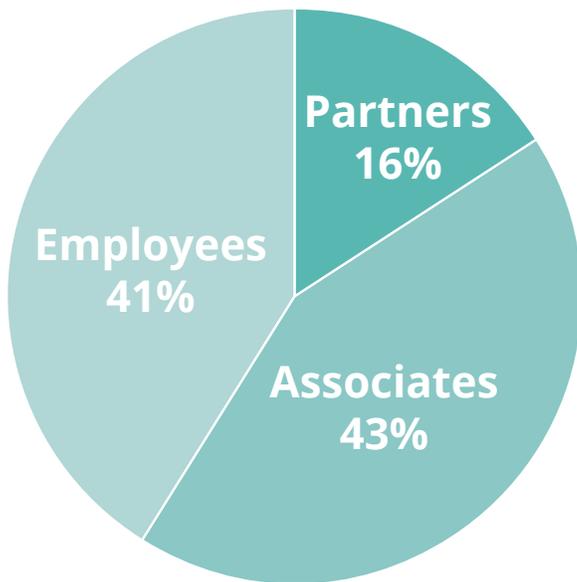
Dillon’s wellness fund is an initiative designed to help partners, associates, and employees stay active and healthy throughout their careers, though an

annually-renewed fund. Reimbursement is provided for purchases of items such as fitness equipment, classes, memberships, event entry fees, and recreational sports .

Uptake of employees using the fund:

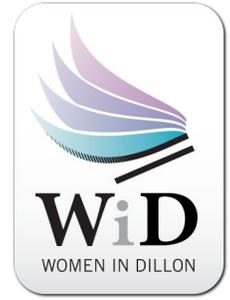


Funds distributed by employee group:



Women in Dillon

A gender-diverse workplace is one component of Dillon’s overall Inclusiveness and Diversity Plan. The goal of Women in Dillon is to understand the experience of women in our business and to inform management on this perspective; thereby influencing company choices, policies, systems, and processes as they relate to women. Ultimately, WiD strives to make Dillon the employer of choice for women in consulting and to provide exceptional value to our clients because of our diverse and inclusive workforce. 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.



Thrive

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.

Mentorship

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.

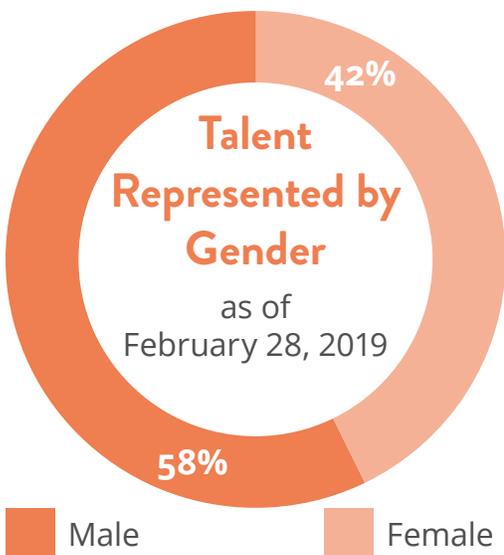
Inclusiveness and Diversity

Dillon is committed to the principles of employment equity, inclusiveness, and diversity within our organization. We are committed to furthering our understanding of what inclusivity and diversity truly mean at Dillon, improving practices and procedures that may impede the achievement of employment equity, inclusiveness and diversity, ensuring our workplaces are representative of our communities, and delivering our vision of an inclusionary workplace atmosphere for our staff and leadership teams.



We have embarked on the process of developing an Inclusiveness and Diversity Plan for the firm that will set clear outcomes and guide our ongoing journey towards a diverse and inclusive workforce. In doing so we will communicate actively about the importance of inclusion and diversity, and will look at the practices and programs in place across the industry.

Dillon is committed to equity in employee compensation through an ongoing annual review practice. This is a rigorous process which includes filtering the salary data by gender, level of responsibility, geography and discipline. An audit of total compensation, including performance bonuses as a more complete measure of total compensation for partners and associates, was last completed in FY20.



The results of the FY2020 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.

Dillon is in compliance 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.



OUR RESPONSIBILITY IN OUR

MARKETPLACE

- 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.

Project Spotlight

Blackfriars Bridge, City of London, Ontario

Constructed in 1875, Blackfriars Bridge is one of the oldest surviving wrought-iron bowstring arch-truss bridges in North America. The City of London retained Dillon to help address the challenge of rehabilitating this heritage bridge to give added strength while preserving aesthetic character. **The Blackfriars Bridge renewal project, which included the disassembly and reuse of existing materials and components, is an excellent example of the application of circular economy principles to the built environment, which is one of the largest consumers of raw materials and energy, and the largest contributor to waste, globally.**

Value-retention processes, such as those completed during this project, extend the useful life of infrastructure, lower lifecycle costs, reduce environmental impacts and preserve important heritage landmarks.

Dillon Consulting Limited and the City of London were honoured to receive the 2020 Willis Chipman Award for the Rehabilitation of the Historic Blackfriars Bridge project at the 18th Annual Ontario Consulting Engineer Awards (OCEA) virtual gala on May 1, 2020.



The Circular Economy Framework aims to decouple economic growth and prosperity from resource consumption through the continual reuse, recycling and cascading of products and components through the economy.

CLOSING

Dillon is proud of the evolution of our Corporate Social Responsibility (CSR) and Sustainability programs over the past year. Highlights from FY2020 include continuing our commitment to the United Nations Global Compact to align our operations with universally accepted principles and advance the Sustainable Development Goals, the implementation of our new Corporate Social Responsibility policy, and the continued advancement of our ongoing sustainability priorities.

Ongoing FY20 Priorities

Continue integration of sustainability into our operations–



Priorities Moving Forward

1. In FY2021 focus on two sustainable development goals: Zero Hunger and Reduced Inequalities.



2. Gather insight from key stakeholders (employees and clients) to guide selection of SDGs to focus on in FY22.
3. For selected SDGs develop action plans with resource requirements, budget along with objectives and key results and incorporate into the FY22 business plan. Assign accountability for taking action for advancing SDGs within Dillon from within the operation.

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 Kate McGuinness for her input, and Ina Toso, Mohammad Yearuzzaman and Adam Boyce for their graphic design work in creating this report.

For further clarification about this report or any of its contents, please contact **Andy Blackmer**, Project Partner 902.450.4000 | ablackmer@dillon.ca

