



SUSTAINABILITY MATTERS

REPORT ON CORPORATE SOCIAL RESPONSIBILITY





FISCAL YEAR 2024
SUSTAINABILITY MATTERS
 REPORT ON CORPORATE SOCIAL RESPONSIBILITY

HIGHLIGHTS

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

COMMITMENT 1

Energy and Emissions

2019: 14%*
 2023: 30%**
 2050: NET ZERO

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

COMMITMENT 3

Our Workplaces

More than **42.7%** of employees have been with Dillon for **5+ years**

Over **78%** of employees using Dillon's Wellness Fund.

COMMITMENT 4

Inclusiveness and Diversity (I&D)

Dillon's Workforce (as of Dec 2023)
 45% Women
 55% Men
 1% other

COMMITMENT 5

Economic Inclusion

Dillon is **100%** employee owned

>60% of Dillon employees are Dillon owners.

ACCOLADES/AWARDS

BEST MANAGED COMPANIES Platinum member	Recognized for 18 years in a row	BEST MANAGED COMPANIES OF CANADA
	2023 Sustainable Development Award, Collins Creek, Wildlife Mitigation Project	ASSOCIATION OF CONSULTING ENGINEERING COMPANIES - ONTARIO
	2023 Waste Award, Food Material Flow Study in Guelph-Wellington	FEDERATION OF CANADIAN MUNICIPALITIES, SUSTAINABLE COMMUNITIES AWARDS
	Top 200 Environmental Firms	ENGINEERING NEWS RECORD
	2023 Outstanding Workplace of the Year	RICHMOND CHAMBER OF COMMERCE
	Award of Excellence + Special Outreach Award for the Million Meals and Counting Campaign	CANADIAN CONSULTING ENGINEERING AWARDS

COMMITMENT 2

Sustainability Services

11 SUSTAINABLE CITIES AND COMMUNITIES **Housing Affordability Strategy:** Dillon partnered with the City of Guelph to develop a Housing Affordability Strategy that identifies short, medium, and long-term solutions to address housing gaps and increase the supply of affordable housing options.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION **Construction Waste Diversion Baseline Study:** Dillon conducted a baseline analysis of Manitoba's construction, renovation, and demolition waste to identify barriers and opportunities to increase waste diversion and support a circular economy by reusing materials like asphalt, aggregate, and drywall.

14 LIFE BELOW WATER **Marine Sector Assessment - Plastic Waste:** Dillon conducted a study for Transport Canada to identify ways the marine transportation sector can reduce plastic waste and contribute to a national policy framework aimed at decreasing marine plastic litter.

6 CLEAN WATER AND SANITATION **Water Treatment Plant:** Dillon designed a new Water Treatment Plant in Grise Fiord, Nunavut, to overcome challenges like seasonal water availability and limited resources in this remote community. The project aimed to ensure long-term water security with a sustainable system tailored to Grise Fiord's unique needs.

COMMITMENT 6

Our Responsibility to Society

\$2.2M Environment & Community Investment Fund (ECIF) spending since 2009

>2% of profit contributed to ECIF in FY24

\$390,000 Scholarship funding since 2005

The **Million Meals Campaign** was honoured with two Canadian Consulting Engineering Awards in 2023.



Letter from the CEO

Sean Hanlon
Chief Executive Officer



“

Dear Stakeholders,

I am pleased to present the Fiscal Year 2024 edition of our annual Sustainability Matters report. This report reflects Dillon’s enduring commitment to sustainability and our ongoing journey to make a positive impact.

At Dillon, we view sustainability as an integral part of our identity, not just a policy. It’s woven into the fabric of our operations and guides our decision-making. We are proud to have been a carbon-neutral company since 2008, a testament to our early and ongoing dedication to environmental responsibility.

This year’s report highlights our progress on the six sustainability commitments we established in 2023. These commitments are not merely words on a page; they represent our promise to create a better future for our employees, our communities, and our planet.

We invite you to explore the following pages to learn more about our achievements in FY24 and our vision for a sustainable future. Together, we can make a difference.

”

Sincerely,

Sean Hanlon

Sean Hanlon
Chief Executive Officer

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

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About Dillon

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

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

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

78 years in business



Headquarters: **Toronto, ON**



Offices: **25+**



Employees: **1,100+**

Dillon has been committed to corporate sustainability practices for decades. Dillon established a Corporate Sustainability Strategy that focused on enhancing the social well-being of our employees and our communities while reducing our environmental impact. The vision of this strategy included a commitment to achieve and maintain carbon neutrality and to donate over \$1M to external community and environmental organizations. This strategy has since evolved into a robust Corporate Sustainability Policy that continues to guide our business operations today.



Platinum member

Recognized for 18 years in a row



“ *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.* ”

- Dillon’s CSR Policy

FY24 Board of Directors

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

Corporate Sustainability Team (CST)

The Corporate Sustainability Team (CST) was established in 2009 and is composed of nine dedicated professionals from various technical areas and office locations, united by a shared passion for social responsibility and sustainability. The CST plays a pivotal role in developing and implementing strategies that align with Dillon's commitment to corporate social responsibility. Through diverse expertise, the CST collaborates cross-functionally, working closely with executive leadership and other departments to integrate sustainability into the firm's values and services.

Dillon's Board of Directors



Jane Allen
Board Chair



Rory Baksh



Tanya Cross



Sarah Devereaux



Brian Feuer



Shayne Giles



Sean Hanlon



Indra Kalinovich



Jennifer Petruniak



Karl Tanner



Larry Taylor

UNGC 10 Principles

Aligning with the United Nations Global Compact (UNGC)

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

HUMAN RIGHTS

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

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

Our Commitment:

- **Safe and Inclusive Work Environment:** Dillon ensures that employees have access to safe, suitable, and sanitary work facilities, and actively works to eliminate ingredients, designs, defects, or side effects that could harm or threaten human life and health during the creation of our workspaces and the usage or disposal of products.
- **Promotion of Diversity and Inclusion:** Dillon has instituted a comprehensive program to foster, advance, and oversee workplace inclusion and diversity, including

training for employees. We also strive to collaborate with organizations that share our values and are willing to cease working with clients who do not align with these principles.

- **Protection Against Harassment:** We are dedicated to safeguarding workers from any form of workplace harassment, whether physical, verbal, sexual, or psychological.
- **Support for Freedom and Expression:** We advocate for and support the freedom of speech and expression, and provide a safe environment for employees to practice their religion within the workplace to the extent that it is feasible and practical.
- **Commitment to Equal Opportunities:** We are committed to providing equal employment opportunities for everyone, ensuring a fair and inclusive work environment.

LABOUR

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

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

Principle 5: The effective abolition of child labour.

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

Our Commitment:

- **Prohibition of Forced Labor:** Our company does not participate in any form of forced or bonded labor, ensuring that all employment is voluntary and freely chosen.
- **Fair Wage Practices:** We comply with and exceed minimum wage standards, guaranteeing fair compensation for all employees.
- **Ethical Employment Standards:** Dillon makes employment-related decisions based on relevant and objective criteria, ensuring fairness and meritocracy in our hiring and promotion practices.

ENVIRONMENT

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

Our Commitment:

- **Environmental Footprint Assessment:** Dillon conducts yearly assessments of our environmental footprint, reflecting the impact of our office locations and staff interactions. This helps us identify areas for improvement and implement strategies to reduce our environmental impact.
- **Commitment to Sustainability:** We actively work to reduce our environmental impacts through waste management, reducing CO₂ emissions, and other initiatives. We encourage both staff and company leadership to participate in these efforts to benefit our surrounding communities.
- **Sustainability Awareness and Reporting:** Dillon raises awareness about sustainability by publishing an annual report that updates our progress on sustainability commitments. We have also established a Corporate Sustainability Team, supported by our CEO, to drive these initiatives forward.
- **Performance Monitoring:** Dillon conducts ongoing monitoring of our environmental performance through activities at our operations.

ANTI-CORRUPTION

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

Our Commitment:

- **Corruption Risk Assessment:** Dillon evaluates the risk of corruption in our business dealings to proactively identify potential threats and vulnerabilities.
- **Ethical Partnerships:** We ensure that we engage only in partnerships where high ethical standards are upheld, maintaining our commitment to integrity and ethical behavior.
- **Anti-Corruption Clauses in Contracts:** Our contracts with clients frequently include provisions on “anti-corruption” and “ethical behavior,” reinforcing our dedication to maintaining integrity in all business relationships.

Measurement of Outcomes

RELEVANT INDICATOR	MEASURE OF OUTCOMES
Talent represented by gender	As of February 28, 2024, 55% Male and 45% 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 comply with the Pay Equity Act of Ontario.
Equity in salary and compensation	The results of the 2023 compensation gender equity review performed by HR indicate no statistically significant salary differences or pay equity concerns between our men and women partners and associates or between staff regardless of the group (technical or other).
Tonnes of CO ₂ e per employee (2,030 tonnes, 1,155 employees)	1.76 tonnes CO₂e per employee. In FY24 compared to 2019, our workforce expanded by 32% and we added four new office locations. Even with this significant growth we achieved a 14% decrease in our per capita emissions.

Dillon's Sustainability Commitments



Materiality Assessment

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

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



CLIMATE CHANGE

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



EMPLOYEE WELL-BEING

Promoting a healthy, safe, and inclusive work environment.



GOVERNANCE & REPORTING

Enhancing transparency and accountability through comprehensive sustainability reporting.



COMMUNITY ENGAGEMENT

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

Materiality Assessment Process

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

The materiality assessment process highlighted the importance of transparency and accountability in our sustainability reporting. Starting this year, we have aligned our reporting practices as per the Global Reporting Initiative (GRI) Standards along with our existing disclosure through the United Nations Global Compact (UNGC) "Communication on Progress". By adopting these standards, we ensure that our reporting is consistent, comparable, and relevant to our stakeholders' needs.

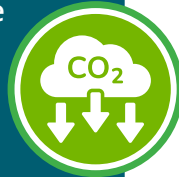
Sustainability Commitment Development

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

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

SUSTAINABILITY COMMITMENTS

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



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



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



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



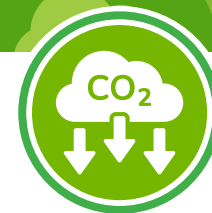
5. Dillon is committed to economic inclusion, and will continue to offer all employees the opportunity to share in the profits generated by the firm by becoming a Dillon Owner.



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



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



Commitment 1 | Energy & Emissions

Dillon has been proudly Carbon Neutral since 2008. We continuously strive to minimize our environmental impact and uphold our commitment to sustainability. We are deeply committed to reducing our greenhouse gas (GHG) emissions by implementing mitigation strategies and tracking our progress annually. We typically focus on incremental change rather than drastic shifts. Our approach emphasizes continual improvement, building upon our current reality, and consistently seeking the next step forward each year.

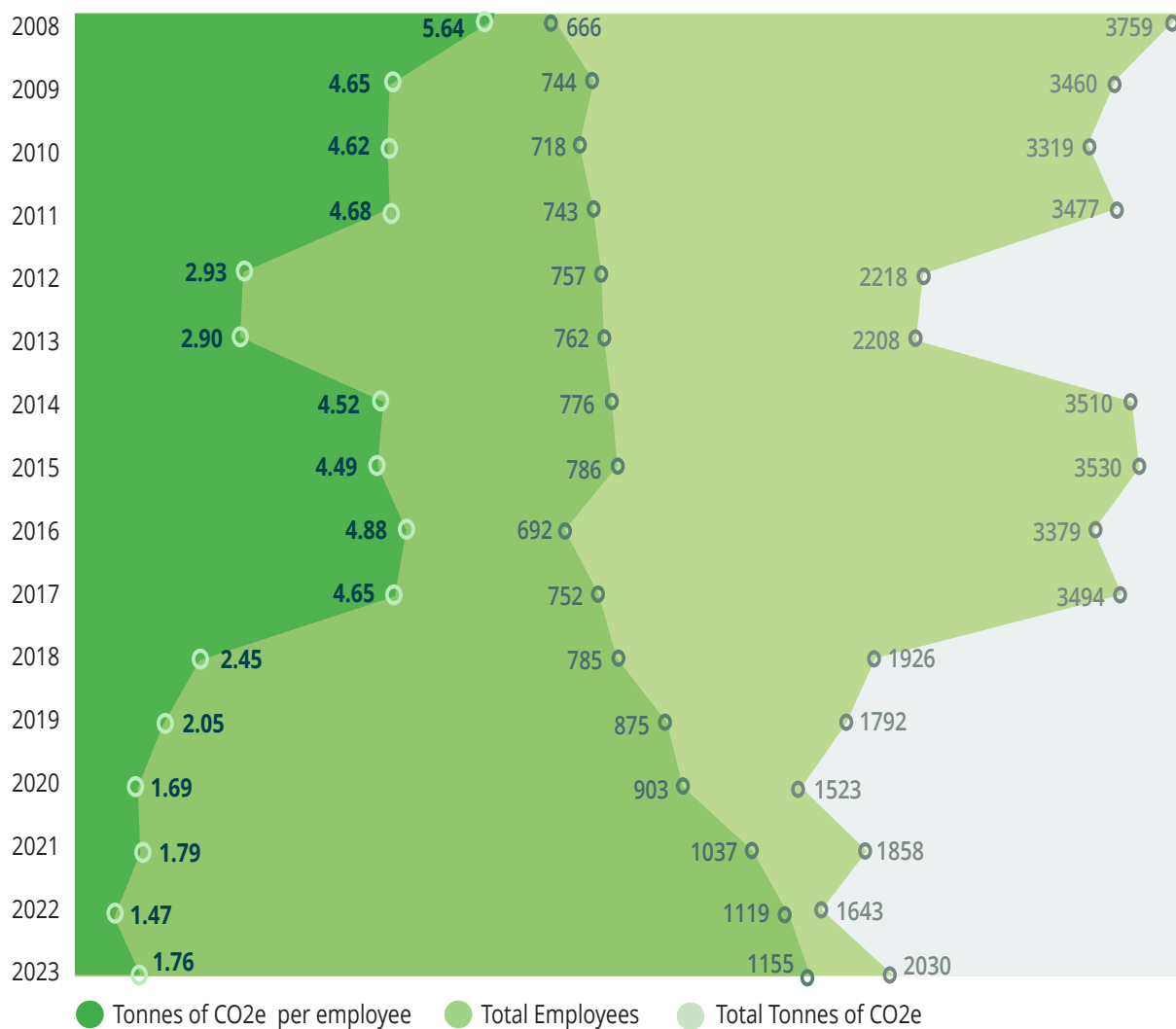
Dillon offsets its emissions through:

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

We recognize that offsetting alone is not enough. **Dillon is committed to achieving net zero by 2050 by significantly reducing our GHG emissions.**

Dillon professionals conduct a company-wide comprehensive greenhouse gas emissions assessment every calendar year to measure the environmental impact of our operations and identify opportunities to reduce our carbon footprint.

Annual Dillon GHG Emissions



* Total employee count includes both regular and interim staff

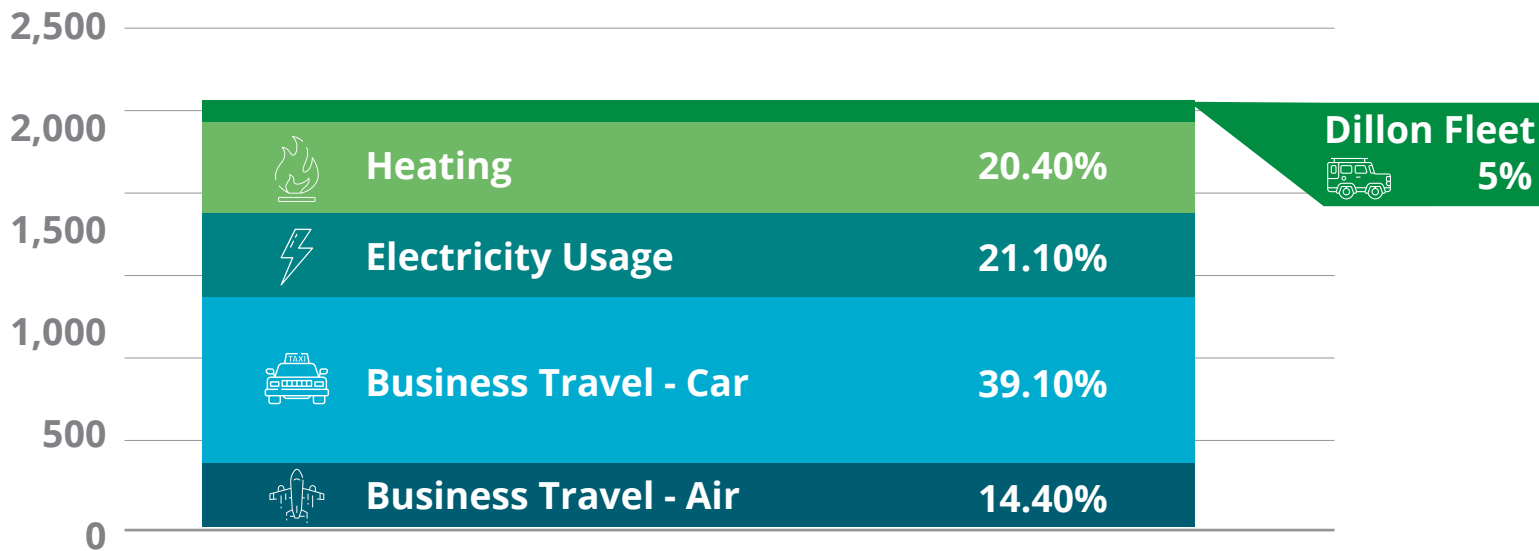


FY24 Results

In FY24, Dillon’s greenhouse gas emissions were estimated to be **1.76 tonnes** of carbon dioxide equivalent (CO2e) per capita. This represents a **14% decrease** from 2019, even though our workforce expanded by **32%** and we added **four** new office locations since then.

We are also proud to report a **10% reduction** in our Scope 2 emissions in FY24, from our baseline year of 2019. Our commitment to sustainable energy practices has been a key driver in this area, and we will continue to prioritize initiatives that further reduce our emissions across all scopes.

Annual Dillon GHG Emissions by Category





Commitment 2 | Sustainability Services

Dillon recognizes the importance of integrating sustainability into every aspect of our business. **Our commitment to annually increasing the proportion of our revenue generated by Sustainability Services is not only a strategic decision but is reflective of our values and our dedication to making a positive impact.** We believe that by prioritizing these services we can help create a better future for the community we live in and also align our business model with the evolving demands of our stakeholders.

Dillon's sustainability services encompass a broad range of offerings designed in alignment with the 17 Sustainable Development Goals of the United Nations (UN) or directly influence any of the indicators identified by the UN to measure these goals.

Sustainability Services

Our sustainability services include, but are not limited to:

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



PROJECT SPOTLIGHT

Guelph Housing Affordability Strategy - City of Guelph

Dillon prepared a Housing Affordability Strategy that provides an understanding of what "affordability" means within the Guelph context, examining the local market, policy and regulatory opportunities, and constraints to delivering a broad spectrum of housing options to meet the needs of residents. **This project identifies actions, advocacy, and partnership approaches to address housing gaps** that can be implemented over the short-, medium- and long-term; and establishes a vision and approach to enable a greater supply and mix of housing, maximize and protect rental housing options, and support affordable and equitable housing throughout the community.

UN SDG ALIGNMENT

11 SUSTAINABLE CITIES AND COMMUNITIES





PROJECT SPOTLIGHTS

Marine Sector Assessment - Plastic Waste - Transport Canada

Plastic waste and marine litter have been recognized as an emerging global threat to ocean health, having a significant impact on the marine environment. Over 85% of plastics in Canada currently end up in landfills or in the environment, including in waterways and oceans, at the end of their life. Dillon conducted a marine sector assessment to determine potential options for the Canadian marine transportation sector to increase plastic waste reduction, diversion and circularity in the sector. **The results of this study may help inform the ongoing efforts by the federal government to:**

- Review the domestic regulatory framework related to shipping operations; and
- Support the development of a national overarching policy framework to reduce the marine transportation sector's contribution to marine plastic litter.

UN SDG
ALIGNMENT



Construction Waste Diversion Baseline Study - Province of Manitoba

Dillon completed a baseline analysis to determine the current status of construction, renovation, and demolition (CRD) waste diversion and related circular economy opportunities. **The baseline work will support Manitoba's understanding of barriers and opportunities to increase CRD diversion** and provide insight into the potential use of materials such as asphalt, aggregate, drywall, shingles, siding, bricks, etc. This included assessing the quantities and types of waste generated and the market conditions in which they are currently managed as waste.

UN SDG
ALIGNMENT



Water Treatment Plant - Government of Nunavut

Dillon was retained by the Government of Nunavut to provide comprehensive services for a new Water Treatment Plant (WTP) in the community of Grise Fiord. The project aimed to address the unique challenges of water supply in Grise Fiord, which include the seasonal availability of water sourced from a creek that is fed by localized runoff and glacier melt, the need for annual storage of water in tanks, and the limited operational resources available in the community. Additionally, the project had to overcome the limited access to resources, equipment, and specialized trades due to the remote location of the community. **The goal was to design a system specifically tailored to meet the unique needs of Grise Fiord, ensuring long-term water security and sustainability for the community.**

UN SDG
ALIGNMENT





Commitment 3 | Our Responsibility to Our Workplaces

Culture & Values

Dillon's culture is expressed as everyday behaviors that align with our six core values. By understanding clearly how sustainability as a concept is manifested within our culture we must look at sustainability through the lens of each of our core values. While the following are concepts, the true power of sustainability culture at Dillon is exemplified in our decisions and behaviors each and every day.



Dillon's dedication to **Achievement** complements our sustainability vision by setting ambitious goals and striving to make a positive impact on both current and future generations. By setting and reaching milestones related to environmental conservation, social responsibility, and economic stability, Dillon demonstrates a commitment to leaving a lasting legacy of positive change.



Embracing **Continuous Development** aligns with our vision of sustainability by fostering ongoing education training and self improvement. Dillon's expectation of ongoing development

of skills to adapt and evolve in response to changing environmental, social, and economic circumstances ensures that it remains viable and effective as our staff work toward meeting the needs of both the present and the future.



Demonstrating **Courage** in sustainability involves making bold decisions and taking actions that may/ should challenge the status quo. By tackling complex issues like climate change, resource scarcity, energy transition, and social inequality, Dillon shows the bravery needed to address long-term challenges, even when they require difficult choices.



Creativity is instrumental in finding inventive solutions to sustainability challenges. Encouraging creative thinking within Dillon can lead to the development of novel environmentally conscious technologies, innovative (and potentially disruptive) business models, and out-of-the-box approaches that contribute to the well-being of both current and future generations.



Inclusiveness is fundamental to sustainability, ensuring that many voices are heard and considered in decision-making processes. By fostering an inclusive environment within Dillon, we create space for diverse perspectives that contribute to more holistic and effective solutions. This practice of inclusiveness extends to ensuring that the benefits of sustainability are accessible to everyone, regardless of background or circumstance.



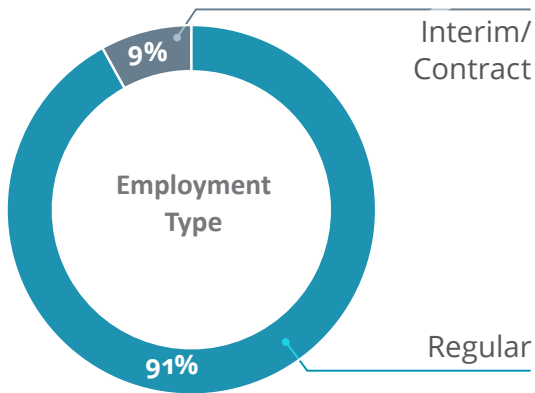
Reliability is essential in sustainability efforts. By consistently delivering on our commitments to sustainable practices, Dillon builds trust among stakeholders. This reliability extends to ensuring that the benefits our company generates today will endure for future generations, reinforcing the idea that the balance between present and future needs is unwavering.

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



Employment Growth

From FY23 to FY24, there were 172 regular new hires, which was a contributing factor to Dillon's growth. Dillon provides a balance of new employment opportunities and stable careers with 42.7% of our workforce having been with Dillon for more than five years of their career. This past year Dillon has experienced a total turnover (regular and interim, voluntary, involuntary and retirement) of 14.3%.



Learning and Development

We invest heavily in continuous development to empower our people with the skills and knowledge necessary for a successful future. To achieve this, we utilize an extensive network of managers, advisors, and coaches who guide employees with curated learning paths.

We are committed to providing challenging and rewarding long-term careers. **We allocate ~2.5 times the Canadian average per employee for development annually, benchmarked to the Conference Board of Canada.**

In FY24, we developed a new Employee Career Management process to inform and direct employee development and career advancement. This new process sets the foundation to strategically transform our learning operations and realize evidence based learning processes, enabling technology, and maximum business impact. We also prioritized emotional intelligence with **~25% of our employees taking part in the program focused on enhancing personal and professional well-being.** Dillon is dedicated to building a strong, talented workforce through continuous learning and development opportunities.

Health and Safety (H&S)



Think Safe.



Work Safe.



Be Safe.

Dillon believes that employee safety, health, and wellness are critical to the

overall strength and performance of our business. We are committed to creating a safe and healthy work environment for our employees, contractors, visitors, and communities. We strive towards an interdependent environment where we all look out for each other's best interests.

To advance our commitment, **we have implemented an electronic Health & Safety platform that allows us to report, respond to, track, and follow up on hazards and incidents in real time.**

This platform supports a proactive approach to H&S, focusing on hazard identification and proactive metrics. The trending and analysis facilitated by the database will ensure we are continually improving our health and safety performance in meaningful ways. Dillon is dedicated to integrating our newly gained insights into our holistic approach to healthy workplaces - an approach that encompasses the physical, psychological, and social well-being of all those who work for Dillon.



Innovation

The **Dillon Innovation Award** is awarded on an annual basis to staff who display the creativity and courage to challenge established thinking patterns, experiment with different solutions and stretch into the unknown.



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. **Innovation in the form of small incremental improvements made possible by our artistry, cleverness and curiosity have the greatest positive impact on the long-term success of our company, our clients and our communities.** 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.

Wellness Fund

Dillon’s annually-renewed wellness fund is an employee benefit designed to promote sustainability by supporting our staff in maintaining their health and well-being throughout their careers. This fund provides reimbursement for a variety of wellness activities, including fitness programs and memberships, nutrition classes, stress management courses, and self-help, birthing, and prenatal education. **This year, we have observed over 78% of our employees utilizing the wellness fund,** however, we would like to enhance awareness of this benefit. By doing so, we can ensure that our employees are fully informed and can take advantage of opportunities to engage in wellness activities outside of work, thereby fostering a sustainable and healthy workforce.

Wellness fund use by employees:

TOTAL BY CALENDAR YEAR	2021	2022	2023
Employees	708	831	821

THRIVE



The THRIVE program was created in 2015 to promote employee mental and physical wellbeing. Each office has a Wellness Champion who provides fitness, nutrition, or mental health tips every month, guided by our National Team. This year’s THRIVE activities ranged from a walking challenge to nutrition tips. In particular, the July Fitness Challenge generated a lot of excitement with 390 employees participating in the event, fostering a friendly competition between staff and offices intended to help employees create and maintain a healthy and active lifestyle.



Commitment 4 | Inclusiveness and Diversity (I&D)

Dillon's I&D Journey



Dillon's I&D journey started in earnest in 2008 when Women in Dillon (WiD) was founded to focus on improving the experience of the women who work here. In 2018, after a decade of successes

and lessons learned by the champions of WiD, Dillon began to look beyond gender into the broader Inclusiveness & Diversity (I&D) space, and in 2019, Dillon undertook a Values exploration where Inclusiveness was selected as a critical Value by our staff, Management, and the Board. As an employee-owned business, our values are critical to who we are and how we operate. We choose to prioritize I&D in the operation of our business, in our Values, and our Culture because it makes the business stronger and more sustainable.



In 2021, we rolled out our first three-year I&D Action Plan, outlining specific goals and actions to support I&D in our workplace.

Our goals were:

- Consistent communication around I&D and alignment with our business strategy
- Making equitable decisions on hiring and retention
- Providing equitable career opportunities and development
- Incorporating I&D into our systems with monitoring

OUR SUCCESS



Audited Physical Accessibility of Offices/Addressing Deficiencies



Deliver Keynote Address and On-the-spot Interviews at EngiQueers Canada Conference



Improved Monitoring and Communication



Improved Hiring, Compensation, Appointment Systems & Processes



Implemented Mandatory I&D Training



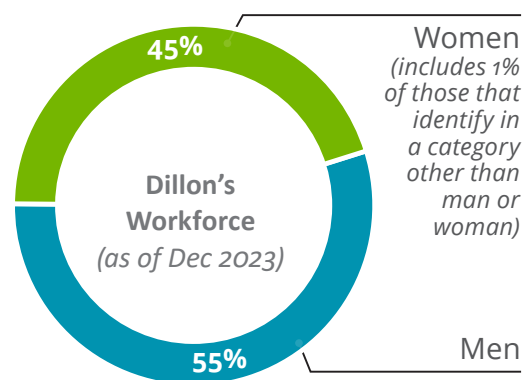
Improved Health & Wellness Benefits (Access and ↑ Spending)



Key policies that supported our success included:

- Employee Equity, Diversity and Inclusion
- Employment Accommodation
- Workplace Anti-Violence and Anti-Discrimination
- Compassionate, Caregiver and Bereavement Leave
- Flexible and Remote Work
- Religious and Cultural Holiday Accommodation
- Workplace Psychological Health & Safety
- Corporate Social Responsibility

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



Delivering Outcomes

33% of Dillon’s management positions are held by women (*with 8% preferring not to disclose gender*), as of the end of 2023.



The results of the 2023 compensation gender equity review performed by HR indicate no statistically significant salary differences or pay equity concerns between our men and women partners and associates or between staff regardless of the group (technical or other).



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

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

I&D at Dillon is essential for us to elevate value every day and stay competitive in our industry. Inclusiveness in business is about involving many different types of people and removing barriers in our workplace, so we can generate new ideas and become even more innovative in the work that we do.

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



Commitment 5 | Economic Inclusion

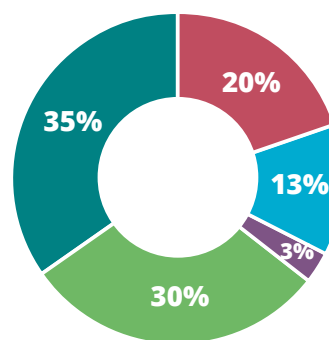
Employee Ownership

At Dillon, we believe that the success of our company is intrinsically linked to the dedication, innovation, and well-being of our employees. **To foster a culture of shared responsibility and mutual benefit Dillon is proudly a 100% employee-owned organization.** This model not only aligns the interests of our employees with the long-term goals of the company but also empowers them to take an active role in shaping Dillon's future.

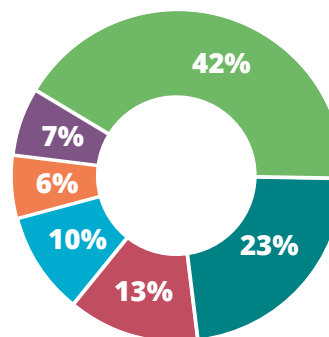
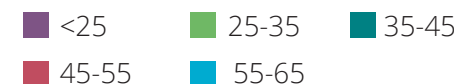
The Employee Ownership is mutually beneficial as it offers:

- **Enhanced Motivation and Productivity:** When employees have a financial stake in the company, they are more likely to be motivated and productive. They understand that their efforts directly contribute to the company's success and, consequently, their financial well-being.
- **Attraction and Retention of Talent:** Offering ownership opportunities makes Dillon an attractive place to work. It helps us attract top talent and retain our best employees, reducing turnover and fostering a stable, experienced workforce.
- **Alignment of Interests:** Employee ownership aligns the interests of employees with those of the company. This alignment encourages a long-term perspective, as employees are more likely to focus on sustainable growth and profitability.
- **Financial Security for Employees:** Ownership provides employees with an additional source of financial security. As the company grows and prospers, so do the financial rewards for its employee-owners.

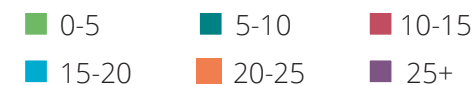
Dillon's Employee Ownership at a Glance



Dillon's Employee Ownership by Age



Dillon's Employee Ownership by Years of Service





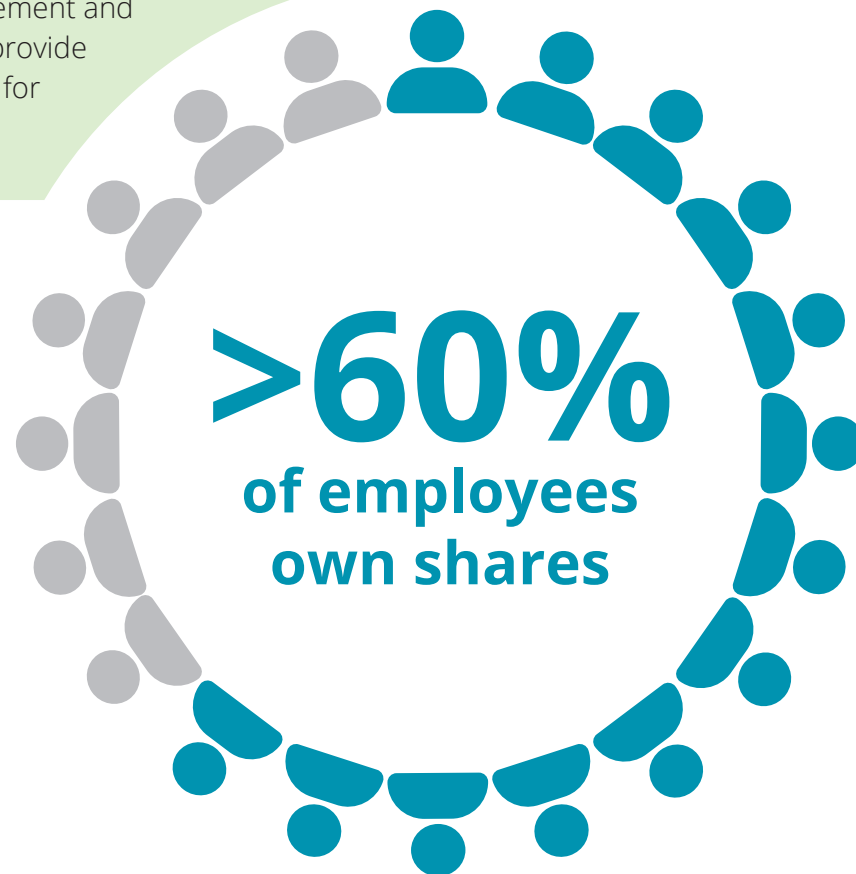
Cultivating an Ownership Culture

Implementing an Employee Ownership Model is not just about financial incentives; it also requires cultivating a culture of ownership within the organization. At Dillon, we take several steps to foster this culture:

- **Transparency and Communication:** We maintain open lines of communication with our employee-owners, providing regular updates on the company's performance, strategic goals, and financial health. This transparency helps employees understand how their efforts contribute to the company's success.
- **Employee Involvement:** We actively involve employees in decision-making processes, seeking their input and feedback on key initiatives. This involvement empowers employees and reinforces their sense of ownership.
- **Education and Training:** Dillon invests in education and training programs to help employees understand the financial aspects of ownership and how they can maximize their contributions to the company's success.

The Employee Ownership Model at Dillon is a cornerstone of our commitment to creating a thriving, inclusive, and sustainable organization. By empowering our employees with ownership, we align their interests with the long-term success of the company, foster a culture of engagement and innovation, and provide financial security for our workforce.

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





Commitment 6 | Our Responsibility to Society

Dillon's Scholarship Program

At Dillon, we're proud to support the continuing education and professional development of students across Canada. The recipients of our FY24 Dillon Scholarship Experience were awarded based on their accomplishments within their programs and also because we recognized that their values and behaviours are aligned with our Dillon culture.

Since 2005, we have contributed more than \$390,000 in scholarships across Canada.



Scholarships Awarded in FY24:

- **Dillon Scholarship Program**
\$7,500 + 12 month co-op
- **Dillon Scholarship Program**
\$2,000 + 12 month co-op
- **Dillon Scholarship Program**
\$2,000 + regular employment
- **Solid Waste Association of North America (SWANA)**
\$5,000
- **Canadian Institute of Planners (CIP)**
\$5,000
- **Canadian Water Resources Association (CWRA)**
\$5,000
- **Canadian Memorial Engineering Foundation (CEMF)**
\$5,000

Collaboration on Sustainability

In FY24, Dillon teamed up with students in the **Global Questions in Sustainability** course from McMaster University. The collaboration was designed so that students from multiple facilities and academic perspectives could learn more about real-world, industry-based applications of sustainability principles. Reciprocally, Dillon was able to benefit from their academic perspectives on this timely and critical topic.

"The Global Questions in Sustainability course was created to give students the ability to challenge their thoughts on sustainability from multiple points of view. With this collaboration, the students have a unique opportunity to understand how the knowledge they acquire through sustainability courses can be impactfully integrated into practical applications. Students enjoyed the chance to take their knowledge and apply it to the community project concepts presented by Dillon Consulting."

~ Dr. John Maclachlan, Professor



Million Meals Campaign



In FY24, Dillon continued the Million Meals and Counting (MMC) Campaign. The MMC Campaign has been our way of contributing to the UN Sustainable Development Goal #2 - Zero Hunger.

The campaign takes a three-pronged approach to tackling this goal:

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

This year, Dillon sponsored a total of 1,212 hours for 287 staff members to volunteer at food-related not-for-profit organizations in their communities. **Sustainability Champions** from each office across the country coordinated food-related initiatives such as food drives, monetary donations, and volunteering events for staff. In addition, nine new Cornerstone Projects were launched to contribute to the long-term transformation of our food systems by tackling the root causes of food insecurity. The value of this work to our communities, as well as to Dillon staff who are involved with the projects, were captured in the Saint John Community Food Basket project undertaken by members of our Saint John, NB office:



“ Being able to provide a service to an organization that can directly impact those around you is overwhelmingly gratifying. The folks at the food basket are some of the many unsung heroes in our community, and to have them reach out and trust is in the planning process of their future, to me, speaks to Dillon’s value of reliability. ”

~ Liam Murphy, Dillon

“ We were fortunate to receive their support in a recent capital expenditure project evaluating the purchase of a building for the Food Basket. Until this time we had always leased or rented premises to serve our communities. Their leadership certainly helped us; assessing and advising on their perspectives and advice for our consideration in the process of negotiating and formulation of an offer. Their professionalism is exemplary in assisting us in developing and implementing a go-forward strategy ”

~ Saint John Food Basket



“ A very purposeful, programmatic and well-executed project, with clear goals. It will have a lasting benefit. ”

~ CCE Awards Jury

“ The decision to go beyond monetary donations and provide pro bono engineering expertise showcased the firm’s desire to making a lasting impact in the community. ”

~ ACEC



Environment & Community Investment Fund (ECIF)

In 2009, Dillon established the Environment & Community Investment Fund (ECIF) as a means to support efforts to improve our environmental, social, and community impact. The goal of this initiative is to contribute a percentage of Dillon's pre-tax profits to various community and environmental organizations. All employees have access to the fund.



In FY24, Dillon contributed >2% of its profits to the ECIF



\$2.2M has been contributed to the ECIF since 2009



HAMILTON | Fall Food Harvest at the Royal Botanical Gardens

Our Hamilton office participated in our second annual fall harvesting event at the Royal Botanical Gardens. Participants spent an afternoon of weeding, shoveling, mulching and harvesting in the RBG's youth community gardens where produce is harvested and donated to local food banks for those in need. Each year our office follows up with a charitable donation to their Green Angels Subsidy Fund, providing financial assistance for children's gardening and nature programs.

VANCOUVER | Holiday Food Hampers at Quest Outreach Society

Our Vancouver office participated in a volunteer day with Quest Outreach Society assembling food hampers to help families over the holidays.

ST. JOHN'S | Coldest Night of the Year

Our St. John's office participated in Coldest Night of the Year, a family-friendly walk to raise money for local charities serving people experiencing hurt, hunger, and homelessness.

GUELPH | University of Guelph Campus Community Fridge Program

Our Guelph office began participating in the University of Guelph's Campus Community Fridge program in FY24. Once a month, staff purchase food items and deliver them to the on-campus fridge. The fridge is stocked regularly by community members (like us Guelphies!) wanting to reduce food insecurity, as well as by local restaurants looking to divert food waste. The goal of the community fridge is to allow anyone in the University of Guelph community to help themselves to what they need without facing stigma.

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

APPENDIX A

GRI Index



GRI Index

Statement of Use: Dillon Consulting Limited has reported the information cited in this GRI content index for the reporting period March 1, 2023 through February 29, 2024 with reference to the GRI Standards.

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

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION
GRI 2: General Disclosures 2021		
2-1	Organizational details: Legal name	Dillon Consulting Limited
	Organizational details: Nature of ownership and legal form	Corporation
	Organizational details: Location of headquarters	235 Yorkland Boulevard, Suite 700, Toronto, Ontario, M2J 4Y8
	Organizational details: Countries of operation	Canada
2-2	Entities included in the organization's sustainability reporting	Dillon Consulting Limited, Counterpoint Engineering, and Internat Energy Solutions Canada
2-3	Reporting: Sustainability report reporting period	Per fiscal year (March 1, 2023 to February 29, 2024)
	Reporting: Sustainability report reporting frequency	Annually
	Reporting: Reporting period for financial reporting	Per fiscal year (March 1, 2023 to February 29, 2024)
	Reporting: Publication date of the report	January 2025
	Reporting: Contact point	Saheli Hazra Chakraborty, shazra-chakraborty@dillon.ca

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION			
2-5	External assurance	No external assurance provided at this time for sustainability reporting.			
2-6	Active sector(s)	Dillon is a professional consulting services firm, providing solutions relating to engineering, environmental, and planning needs of our clients. Dillon's solutions are categorized under 8 broad categories of Community Planning & Infrastructure, Contaminated Sites Management, Energy Transition, Environmental Management, Facilities, Land Development, Transportation, and Waste Management. Dillon's value chain includes: <ul style="list-style-type: none"> Upstream entities that comprises of, the Suppliers and Partners who provides products and services to our organization. This includes leased infrastructure, vehicle fleet, technology, and enterprise services. We also engage with subcontractors, subconsultants, and project partners for our project-related activities. Downstream entities that comprises of, the Clients and Communities. 			
	Describe the value chain				
2-7	Other relevant business relationships				
	Total number of employees	1155			
	Breakdown of this total by gender	<table border="1"> <tr> <td>Male</td> <td>633</td> </tr> <tr> <td>Female</td> <td>522</td> </tr> </table>	Male	633	Female
Male	633				
Female	522				
2-8	Total number of workers who are not employees and whose work is controlled by the organization	0			
	Most common types of worker, their contractual relationship with the organization, and the type of work performed	Dillon has both Regular employees and Contractual (Interim) employees.			
2-9	Organization's governance structure, including committees of the highest governance body	The Board of Directors is responsible for the overall governance and strategic direction of Dillon Consulting Inc and Dillon Consulting Limited DCI/DCL (Dillon), which includes, 3 Non-Executive and Independent Directors and 9 Employee Directors. In Dillon we are led by the CEO. Director nomination and selection occurred through annual voting by the Shareholders.			
	Committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organization's impacts on the economy, environment, and people	Four committees of the board - Governance Committee, Finance Committee, Risk Committee, Compensation Committee.			
	Composition of the highest governance body and its committees	Our Chair of the Board is a non-executive, Independent Director.			

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

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

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

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION								
203-2	Significant indirect economic impacts	As a consulting firm, Dillon plays a crucial role in guiding clients through the complexities of renewable energy projects, ensuring significant indirect economic benefits for local communities and economies. These projects create jobs, foster skill development, and stimulate local business growth, while providing stable and often cheaper energy that reduces costs for households and businesses. Additionally, they offer environmental benefits such as reduced carbon emissions and improved public health. However, Dillon also helps clients navigate potential negative impacts, such as displacement, land use conflicts, and temporary construction disruptions, by engaging with local stakeholders and carefully managing resources. Our strategic guidance ensures that clients can maximize positive outcomes while mitigating adverse effects, balancing economic, social, and environmental considerations effectively.								
GRI 205: Anti-corruption 2016										
205-1	Operations assessed for risks related to corruption	Communication and training about anti-corruption policies and procedures								
205-2	Communication and training about anti-corruption policies and procedures									
GRI 305: Emissions (2016)										
305-1	Direct (Scope 1) GHG emissions	<table border="1"> <thead> <tr> <th></th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Scope 1</td> <td>516 tonnes CO₂ eq</td> </tr> <tr> <td>Scope 2</td> <td>428 tonnes CO₂ eq</td> </tr> <tr> <td>Scope 3</td> <td>1086 tonnes CO₂ eq</td> </tr> </tbody> </table>		2023	Scope 1	516 tonnes CO ₂ eq	Scope 2	428 tonnes CO ₂ eq	Scope 3	1086 tonnes CO ₂ eq
	2023									
Scope 1	516 tonnes CO ₂ eq									
Scope 2	428 tonnes CO ₂ eq									
Scope 3	1086 tonnes CO ₂ eq									
305-2	Energy Direct (Scope 2) GHG emissions									
305-3	Other Indirect (Scope 3) GHG emissions									
305-4	GHG emissions intensity									
305-5	Reduction of GHG emissions									
GRI 401: Employment (2016)										
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits for regular Dillon employees in all our offices across Canada: a group insurance plan offering multiple levels of coverage; extended healthcare; healthcare spending account; dental coverage, an Employee and Family Assistance Program (EFAP); a retirement plan; a voluntary employee-ownership plan; sick days; wellness program; student debt repayment plan; education subsidy; professional membership reimbursement.								

GRI STANDARD	DISCLOSURE TITLE	REFERENCE/LOCATION										
GRI 403: Occupational Health and Safety (2018)												
403-1	Occupational health and safety management system	Dillon has developed and implemented an Occupational Health and Safety Management Systems based on recognized international standards (ISO 45001). This system has been implemented across all Dillon operations covering all Dillon employees										
403-2	Hazard identification, risk assessment, and incident investigation	Dillon assess incidents, hazards and risks on an ongoing basis utilizing the hierarchy of controls to determine appropriate mitigation. Hazard identification is accomplished through project H&S Plans, Field Level Hazard Assessments and office inspections. Dillon trains all its employees on the hazard identification process and the H&S department and joint H&S committees reviews each hazard report.										
403-3	Occupational health services	Dillon contracts a third-party expert to provide support with disability, case management and health services including, independent medical examinations, functional abilities evaluations, early and safe return to work management and many other services that support our employee through a workplace injury and back to full duties. Dillon also provides Short- and Long-Term Disability coverage, extended health care and critical illness benefits to its full-time employees.										
403-5	Worker training on occupational health and safety	All Dillon staff receive H&S orientation training including hazard identification, legal requirements and driver safety.										
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Dillon selects our subcontractors with consideration of their H&S performance. As part of the contractor prequalification process, contractors that potentially could present a risk to employee safety are asked to provide their safety management system and performance statistics. This information is used to determine Dillon's preferred contractors.										
403-9	Work-related injuries	<table border="1"> <thead> <tr> <th></th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Fatalities</td> <td>0</td> </tr> <tr> <td>High Risk injuries</td> <td>0</td> </tr> <tr> <td>Recordable injuries</td> <td>3</td> </tr> <tr> <td>Hours worked</td> <td>2,117,141</td> </tr> </tbody> </table> <p>Commitment 3: Our Responsibility to Our Workplaces</p>		2023	Fatalities	0	High Risk injuries	0	Recordable injuries	3	Hours worked	2,117,141
	2023											
Fatalities	0											
High Risk injuries	0											
Recordable injuries	3											
Hours worked	2,117,141											

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