



Document Number	Title	Revision	Date
MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

DIVERSITY, EQUITY AND INCLUSION POLICY

B01	2022/09/12	Issued for Use	<i>Sonia Miracoli Sr. Dir., Talent Mgmt & Org. Dev.</i>	<i>Pelly Shafto VP, HR & Org. Dev.</i>	<i>Pelly Shafto VP, HR & Org. Dev.</i>
A01	2022/09/06	Draft	<i>Sonia Miracoli Sr. Dir., Talent Mgmt & Org. Dev.</i>	<i>Pelly Shafto VP, HR & Org. Dev.</i>	<i>Pelly Shafto VP, HR & Org. De</i>
Rev.	Date	Purpose	Creator	Reviewer	Approver



MORRISON HERSHFIELD

People • Culture • Capabilities

The contents of this controlled document shall not be altered without formal approval of the document custodian. It is the responsibility of each user of this document to verify the current version prior to use. The Corporate EDMS is the only approved source for verifying current revisions.



Document Number	Title	Revision	Date
MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

Table of Contents

1	PURPOSE AND SCOPE	4
1.1	PURPOSE.....	4
1.2	SCOPE.....	4
2	DEFINITIONS AND ABBREVIATIONS	5
3	RESPONSIBILITY & AUTHORITY	6
3.1	ALL LEADERS	6
3.2	HUMAN RESOURCES (HR)	6
3.3	ALL EMPLOYEES	6
4	POLICY	7
4.1	WORKFORCE DIVERSITY AND INCLUSION.....	7
5	COMPLIANCE AND KPI'S	10
5.1	COMPLIANCE.....	10
5.2	MEASUREMENT AND GOALS	10
6	COMMUNICATION AND REVIEW	11
7	REFERENCES	12

Table of Figures

NO TABLE OF FIGURES ENTRIES FOUND.

	Document Number	Title	Revision	Date
	MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

1 PURPOSE AND SCOPE

1.1 PURPOSE

The collective sum of individual difference, life experiences, knowledge, innovation, self-expression, unique capabilities, and talent that our employees invest in their work represents a significant part of our culture, our reputation and the company’s overall success and achievements.

MH values and respects the diversity of all people and promotes the fair treatment of staff. Inclusion is part of our culture, as we strive to ensure all people feel valued, are encouraged to reach their full potential and differences are celebrated. We identify and eliminate any barriers that may exist in the organization’s employment policies and practices to remedy potential systemic issues; foster a climate of equity, improve access and representation throughout all occupations and at all levels, inclusive of gender, minority groups or persons with disabilities. We expect all staff to understand the importance of this policy and ensure these guidelines and principles are respected and followed.

1.2 SCOPE

This policy applies to all employees at Morrison Hershfield. It addresses expectations about how we interact with one another and how we oversee and practice our people processes.



Document Number	Title	Revision	Date
MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

2 DEFINITIONS AND ABBREVIATIONS

Term	Definition
MH	Morrison Hershfield
BU	Business Unit
SU	Service Unit
SMT	Senior Management Team
EDMS	Electronic Document Management System, which is in the Governance site on MH Connect.
Shall	Indicates a requirement
Should	Indicates a recommendation
May	Indicates permission
Can	Indicates a possibility or a capability
D&I	Diversity and Inclusion
EIT	Engineer in Training
Diversity	Diversity is the presence of differences, which in a workplace typically refers to identifiers like race, colour, ethnicity, age, religion, nationality, gender, gender expression, sexual orientation and disability
Inclusion	The aim to create a work environment that makes every employee feel valued while also acknowledging their differences and how these differences contribute to the organizational culture and business outcomes
Equity	Fairness or justice in the way people are treated, in process and results. Freedom from bias or favouritism.

	Document Number	Title	Revision	Date
	MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

3 RESPONSIBILITY & AUTHORITY

3.1 ALL LEADERS

- Promote and support an inclusive environment, where all employees feel engaged, valued, respected, and heard
- Ensure conflict within the team is addressed in a timely and respectful manner
- Nurture constructive discussion and dialogue around team issues or opportunities
- Follow all MH policies and procedures, including those for hiring, training, promotions, compensation, return to work, or work accommodations
- Lead by example

3.2 HUMAN RESOURCES (HR)

- Policy oversight, revisions, and implementation
- Adherence to any relevant legislation
- Take employee complaints seriously and investigate the matter in a professional and timely manner
- Lead by example
- Coach managers who may require guidance on how to effectively implement the policy
- Manage team interventions if, and when needed

3.3 ALL EMPLOYEES

- Adhere to this policy
- Advise any offending party when their behaviour is unwelcome; and/or is in contravention of this or MH's Respect in the Workplace Policy, if the situation indicates it is safe to do so, or advise HR if not comfortable in doing so.
- Submit any questions, concerns, or complaints to your manager or to HR, should any unresolved concerns continue
- Communication is key - report your concerns to someone in a position to remedy the situation

	Document Number	Title	Revision	Date
	MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

4 POLICY

Our Diversity and Inclusion programs are monitored to ensure that our practices of recruitment, promotion, compensation, and development are based on improving access, qualifications, and ability for all. This mandate is integrated into our strategic plan which strives to not only enhance the employee experience but drive better organizational outcomes and performance. We are committed to Diversity and Inclusion and see it as a business imperative while it also helps us better understand our client’s perspectives and connect more meaningfully with the communities we serve.

To ensure an ongoing focus on Diversity and Inclusion, MH has an active Diversity and Inclusion Advisory Council whose mandate is to assist the MH leadership in executing the Diversity & Inclusion strategy. The committee acts as an advocate for all MH staff, representing their perspectives and opinions whenever possible. We continue to look for ways to broaden our network within MH and the community, while partnering with external organizations to make meaningful progress.

We acknowledge and attempt to dismantle any potential inequities with our policies, systems, programs, and services and continually update and report on organizational progress through our internal portal, communication tools and reports.

This policy will outline MH expectations around fair process, due diligence, and respectful behaviour among all employees. Managers have special accountability to ensure they follow equitable people processes.

4.1 WORKFORCE DIVERSITY AND INCLUSION

Morrison Hershfield values and respects the diversity and inclusion of all our staff. We hire, train, promote and compensate employees based on their skill and ability to do the job. We attempt to seek diversity in our hiring practices to attain the best talent in the marketplace.

4.1.1 Recruiting

To ensure we hire based on ability, skills, and potential, we host a best-in-class applicant tracking system which offers access to a wide and diverse pool of candidates. We run open campaigns for our vacancies and sustain a broad approach for talent search. Managers utilize a hiring process toolkit for screening, selection, and decision-making, to reduce systemic and unconscious bias. Managers are expected to follow best practice hiring tips and are trained on the impact of bias on the hiring process. We use gender neutral language in our job postings and other internal communication. MH has a formal internship program targeting opportunities for all peoples, while ensuring a diverse representation of talent.

4.1.2 Training

We offer staff a range of personal and professional development. Employees are required to complete mandatory training to help prevent discrimination, harassment and bullying in the workplace. In addition, we provide further training for our managers to support their critical role in ensuring a diverse and inclusive environment for their team. We continue to develop and present live workshops on key D&I topics and offer information and resources internally to all staff via MH Connect - our portal for easy access and reference. Furthermore, HR offers managers any necessary coaching when addressing issues within their team that are negatively impacting the inclusiveness and equity.

	Document Number	Title	Revision	Date
	MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

Through our robust internal Learning Management System, there are thousands of courses available to all staff with 24/7 open access. Courses can be technical in nature, soft skills related or focused on corporate/social responsibility. MH has built a Learning Academy focused on training staff to be best in class Project Managers and People Leaders.

We have an EIT mentoring program targeted for new engineering graduates, whereby they are partnered with a mentor whose role it is to support the EIT on the pathway to licensure. This program is available to all EITs, and like our recruitment efforts, we seek diversity and cross representation of all groups including marginalized groups.

4.1.3 Health and Wellness

MH promotes wellness, a healthy work environment and accommodation of individual needs through a timely, confidential response to employee requests for accommodation. This can include office ergonomics, wellness initiatives, modified work and flexible work hours or location and time-off in-lieu to accommodate family needs.

4.1.4 Compensation

To ensure we compensate staff equitably, we use a gender-neutral point factor job evaluation system. Positions are evaluated, assigned a pay band with a corresponding salary range based on the total points awarded to that position. We conduct annual internal pay equity reviews to ensure our compensation decisions are equitable and justifiable. All salaries and salary adjustments are reviewed by HR and higher levels of management. We are also committed to ensuring all employees are earning a “living wage”.

4.1.5 Maintaining a Culture of Inclusion

At Morrison Hershfield we believe the specific behaviour of individuals and teams impacts the culture we strive to maintain and protect. Everyone has accountability to enhance the culture of inclusion and respect amongst colleagues. The following lists some examples of how we can promote inclusion in our workplace.

Expected Behaviours:

- Greet one another using the name they prefer to be called, and learn how to pronounce it correctly
- Include and seek input from colleagues across a wide variety of backgrounds
- Listen carefully to the person speaking until they feel understood
- Make a habit of asking questions, this is the key to understanding
- Address misunderstandings, resolve disagreements and apologize as appropriate
- If someone has upset you, communicate how this happened and how it made you feel
- Examine your assumptions, more importantly validate any preconceived notions you may have about a person or an event before acting on them



Document Number	Title	Revision	Date
MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

- Ensure all voices are heard. Point out when peers are being cut off or interrupted
- Value differences in opinions, ideas, and perspectives, all which drive innovation
- Challenge behaviours and practices (professional and social) that exclude some members of the team
- Be an ally to someone you feel is being marginalized in the workplace
- Educate yourself more broadly on the topics of diversity and inclusion



Document Number	Title	Revision	Date
MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

5 COMPLIANCE AND KPI'S

5.1 COMPLIANCE

All staff are expected to comply with this policy. Complaints can be submitted to your manager or the Human Resources department. All complaints, whether systemic or otherwise will be investigated in a professional and timely manner. Violations to company policy will be addressed and disciplinary consequences may follow if appropriate and warranted.

5.2 MEASUREMENT AND GOALS

MH is committed to ensuring progress on our commitment to diversity and inclusion. We track key metrics as it relates to gender representation and ethnicity. We set aspirational targets and measure this piece of the employee experience through exit interviews, and engagement or pulse surveys. We aspire to continuously improve these measures as we build and strengthen our existing diversity initiatives.



Document Number	Title	Revision	Date
MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

6 COMMUNICATION AND REVIEW

This document shall be communicated to all stakeholders using the following methods:

Audience	Communication Method
All personnel	<ul style="list-style-type: none">• Governance Portal: Policies and Procedures• Employment Handbooks (HR page of MH Connect)• Launch campaign with training

This policy will be reviewed annually and as required by law. Updates to this document will be posted on MH Connect, under Governance> Policies and Procedures and communicated to all personnel.



Document Number	Title	Revision	Date
MH-HRD-00-POL-0013	Diversity, Equity and Inclusion Policy	B01	9/6/2022

7 REFERENCES

The following documents/reference interface with this document. The most recent version of this policy can be found within our Electronic Document Management System (EDMS) MH Connect>Governance>Policies.

Document Number	Title
MH-HRD-00-POL-0001.pdf	Respect in the Workplace
MH-HRD-00-POL-0010.pdf	Code of Conduct
Portal Page	MH Connect>Sites>Programs/Initiative>Diversity and Inclusion