

DIVERSITY, EQUITY AND INCLUSION POLICY

Introduction

CallisonRTKL recognizes the value inherent in a diverse workforce and an inclusive work environment: more holistic and equitable decision-making, higher performance and more innovation; greater employee engagement; and enhanced market reputation.

At CallisonRTKL, we value the differences among people and the contribution these differences make to our business. It is everyone's responsibility to live and endorse a culture of diversity, equity and inclusion at CallisonRTKL.

Our diversity, equity and inclusion programs aim to develop an open and inclusive workplace that enhances diverse thought at every level across the organization for greater employee engagement and stronger connection with our clients. We pledge to actively encourage diversity, equity and inclusion, finding ways of utilizing our differences to improve our business and enhance our relevance and uniqueness. This means that we actively celebrate our individuality and support the distinctive needs and insight of our employees. We need to genuinely represent the many and varied cultures of the markets we serve. And we are committed to striving for continuous improvement in our business and within our communities.

Above all, we have a responsibility to each other. We are committed to seeing that all employees feel valued, included and are treated with respect and dignity – it is both a business need and our responsibility.

Equity and equality are two strategies we can use to achieve fairness. Equity is giving everyone what they need to be successful. Equality is treating everyone the same. Equality aims to promote fairness, but it can only work if everyone starts from the same place. CallisonRTKL commits to an environment that will create a path to fairness.

Responsibilities

It is the responsibility of each person at CallisonRTKL, and particularly our leaders and managers, to create an environment where:

- There is an appreciation and committed support for diversity. CallisonRTKL is committed to providing our employees with an environment where everyone is treated fairly, with respect and dignity.
- The ability to contribute and access opportunities is based on merit. CallisonRTKL has adopted and actively encourages practices and procedures that allow all employees to have equal opportunity to achieve their full potential.
- Inappropriate attitudes or behaviors in the workplace are not permitted or tolerated. CallisonRTKL will address any instance of inappropriate behavior and confront attitudes based on inappropriate stereotypes.
- We nurture and encourage diverse teams to bring their diversity of thought and collaboration to add value to CallisonRTKL clients and projects.
- We seek to understand the impact of our behaviors and decisions, and work to create an inclusive workplace that values diversity.

Equal Opportunity in Employment

CallisonRTKL seeks to provide equal opportunities by selecting, recruiting, developing, and promoting the best

qualified people in all job families in a fair and non-discriminatory manner. We measure applicants against objective selection criteria, while keeping in mind that competencies, skills, and qualifications can be acquired in different ways.

Our pledge is to give every employee fair access to workplace opportunities and benefits. As such, leaders and managers should make fair, non-discriminatory decisions in all work-related matters.

At CallisonRTKL employees have the responsibility for supporting and implementing this Policy. Leaders and managers are responsible for developing and encouraging a positive environment where all employees feel valued and are treated with the utmost respect. Managers and staff must take responsibility for acting in accordance with the spirit of this Policy.

Underrepresented Groups

CallisonRTKL recognizes that there is underrepresentation of certain groups in the workplace and believes that a focused commitment to implementing practices and actions will help us to create a strong, dynamic company. CallisonRTKL focuses many of its efforts and initiatives on race and gender equity as research shows that taking proactive action in this area will positively affect overall inclusion with the biggest impact.

Our commitment to Equity

CallisonRTKL recognizes that embracing differences helps drive innovative outcomes. As such, CallisonRTKL is committed to a formalized approach to parity across all employee categories in support of diversity, equity and inclusion.

At CallisonRTKL, our formalized approach includes and enables us to:

- Provide each of our employees access to equal opportunities and outcomes, including equal remuneration for work of equal or comparable value.
- Proactively remove any potential barriers to the full and equal participation of our diverse employees in the workplace.
- Provide full and genuine access to all roles and jobs, regardless of our differences.
- Address bias in the interview process by including diverse interviewers, and by soliciting resumes or CVs from diverse candidates for all vacancies.
- Eliminate any potential discrimination on the basis of race or sex.
- Improve company performance and our ability to meet our client needs.

Support

To support leaders, managers and others in achieving our diversity, equity and inclusion objectives, training and education in bias, diversity, equal opportunity and harassment is available through Human Resources.

Local HR teams will proactively monitor company performance in meeting our objectives, standards and policies, and set targets for the achievement and maintenance of this Policy which will be communicated to our leadership teams at regular intervals.