



Inclusion & Diversity Strategy

→ A culture of belonging where everyone
can thrive!

Our values define → who we are

Our commitment to Inclusion and Diversity (I&D) is to foster an environment of belonging and trust where everyone can be their authentic selves, engage, be heard, and feel valued in a community that enables them to reach their potential and thrive.

**» Commitment
with a purpose**



Safety

Ability to express your authentic self/voice without fear of judgment.

Teamwork

Bringing together diversity of thought, backgrounds, and experiences to embrace growth mindsets and inspire innovative solutions.

Respect

Value all individuals and nurture both internal and external relationships through listening and understanding.

Integrity

Doing the right thing professionally and ethically especially when no one is looking.

Where we want to be:

Strategic objectives

To achieve a culture of belonging and trust where all our people can thrive, we need each and every one of us to:

- ➔ **Be open:** Continue to build a more inclusive and diverse workplace where our people can thrive.
- ➔ **Be informed:** Use data and analytics to make more informed decisions about our people and our business.
- ➔ **Be accountable:** Refine how we measure and drive accountability for inclusion and belonging.
- ➔ **Be empathetic:** Enhance the inclusive leadership capabilities of our people.
- ➔ **Be bold:** Raise the level of conversation as a leading voice and strong supporter of I&D in our industry and implement leading practices of I&D.



How will we get there? Achieving our strategic objectives through our 'ABC' pillars:

→ **Attract, Build, Commit**



ABC pillars are the building blocks of our I&D strategy

A

Attract

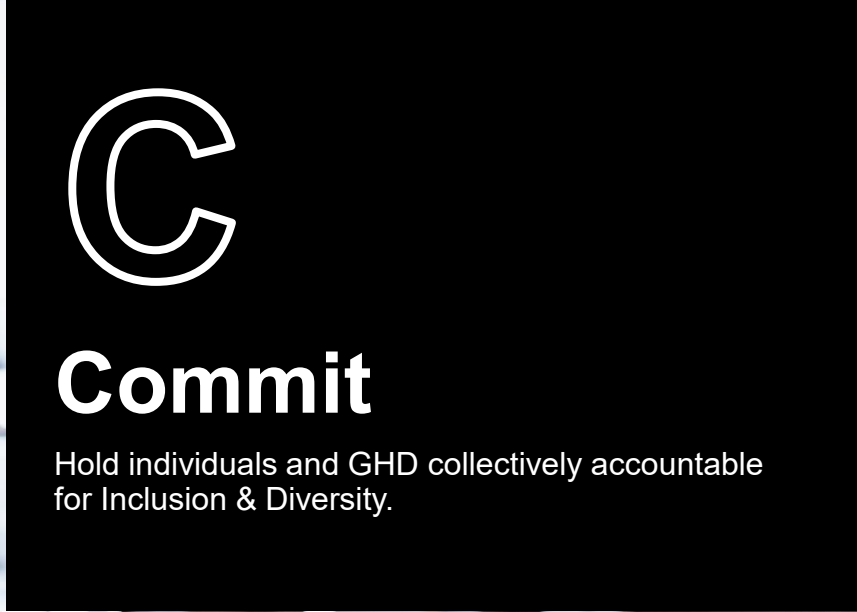
Hire and retain talent with diverse perspectives, identities, experiences and backgrounds, representing the communities we serve.



B

Build

Build inclusive teams, communities and an overall culture of belonging where all our people can thrive.



Hold individuals and GHD collectively accountable for Inclusion & Diversity.





Attract

- ↳ Hire and retain talent with diverse perspectives, identities, experiences, and backgrounds, representing the communities we serve.
- Partner with business leadership in setting measurable goals and strategies for attracting underrepresented talent (graduate & professional).
 - Leverage Employee Resource Groups (ERG) at career fairs, campus events, and other venues to share our commitment to I&D.
 - Create more I&D collateral/campaigns with Marcomms that can be utilized both internally and externally.
 - Collaborate with the People Team on I&D strategy around onboarding and retention.

Build

➔ Build inclusive teams, communities, and an overall culture of belonging where all our people can be their authentic self and thrive.

- Build a core set of enterprise and regional I&D goals that are engaging, sustainable and inclusive of all our people.
- Partner with the GHD Business School to build and embed Inclusive Leadership curriculum, resources, and experiences in our culture.
- Empower and invest in ERGs with the tools and resources to execute against their strategic priorities.
- Equip and inform the People Team as I&D influencers for impact across the business and throughout the employee life-cycle.
- Leverage our I&D Councils/Committees for feedback and input and as ambassadors for I&D internally and externally.
- Launch a robust Self-ID campaign to provide better information about our workforce.





Commit

↳ Accountable individually and collectively for I&D. We commit to routinely evaluate and adjust systems, processes, and policies to provide more equitable opportunities for our people.

- Strengthen and embed I&D considerations in our Talent Management, Performance Management and Career Planning practices and structures to make more equitable and transparent.
- Continue to focus on pay equity & benefits review and regularly monitoring.
- Establish I&D Governance and Reporting (including ESG goals) for increased consistency, transparency and impact.
- Develop strategic partnerships/sponsorship to gain more visibility, access to resources and amplify our commitment to I&D internally and externally.
- Hold our leaders accountable for I&D by incorporating I&D related goals into their performance assessment.
- Use Self-ID data, enabling us to make better and more inclusive decisions.
- Develop our external voice and influence our industry in I&D related topics by issuing statements, convening discussions and working with professional bodies.

Metrics that matter

Quantitative	Attract – Talent acquisition targets: Underrepresented talent e.g. gender, race/ethnicity, disability etc. Grad/intern and professional level targets – Workforce composition targets: By level, to be developed based on regional/SL by level with time horizon to achieve these targets dependent on availability of self ID data e.g., gender, ethnicity/race etc. – Retention: Targets/goals to be set across key demographics, business divisions, tenure, role/level etc. – Sponsorships/partnerships: Increase \$ spend on strategic alliances or sponsorships to show commitment to existing and potential employees	Build – People Experience Scores: Completion rates and actual scores from People Listening – Inclusive Culture Scores: % agreeing with “I feel a sense of belonging and inclusion at GHD” – I&D comms reach and engagement – Training participation rates – Robust identity data: % completion of self ID questions in GPS (also inferring Psych Safety) – Supplier Diversity/Social Sustainability Program	Commit – Pay equity targets: targets to close the gap by a certain % annually – Goals set: % of leaders and staff with an I&D related goal (KPIs for EGM-BGL level) – Resolution: Respond/resolve I&D Navex issues in timely manner – Promotion rates, performance rating differentials, career development & mobility: Review and report with diversity lens e.g. by demographics – Shareholdings, Principals, and Associates: Review and report with diversity lens e.g. by demographics – Compliance with any diversity recruitment policies/standards
Qualitative	– Onboarding survey feedback – Exit/stay interview feedback – Targeted ‘check in’ conversations	– Sentiment of inclusion/belonging from People Listening verbatim themes – I&D brand/voice by participation in internal & industry discussions, thought leadership etc., diversity of speakers/panels	– Sentiment of commitment to I&D from People Listening verbatim themes – Commit to action plans from workshop feedback – External awards/recognition

Employee Resource Groups

→ Our strategy

ERG Strategy

Our Employee Resource Groups provide a community of belonging that enables its members and allies to grow both personally and professionally.

Through these communities we aim to:

- Empower the practice of inclusive leadership
- Drive initiatives that celebrate diversity and promote inclusion
- Strengthen meaningful relationships
- Support career development
- Engage in distinctive experiences with our clients



ERGs will drive alignment, support innovation, and further their impact throughout the enterprise by collectively delivering across these three key areas of focus within their region.

1. Attraction & Engagement

Talent Acquisition

Connectivity

Engaging Allies

2. Professional Development

Career Development

Mentor/Sponsorship

Storytelling

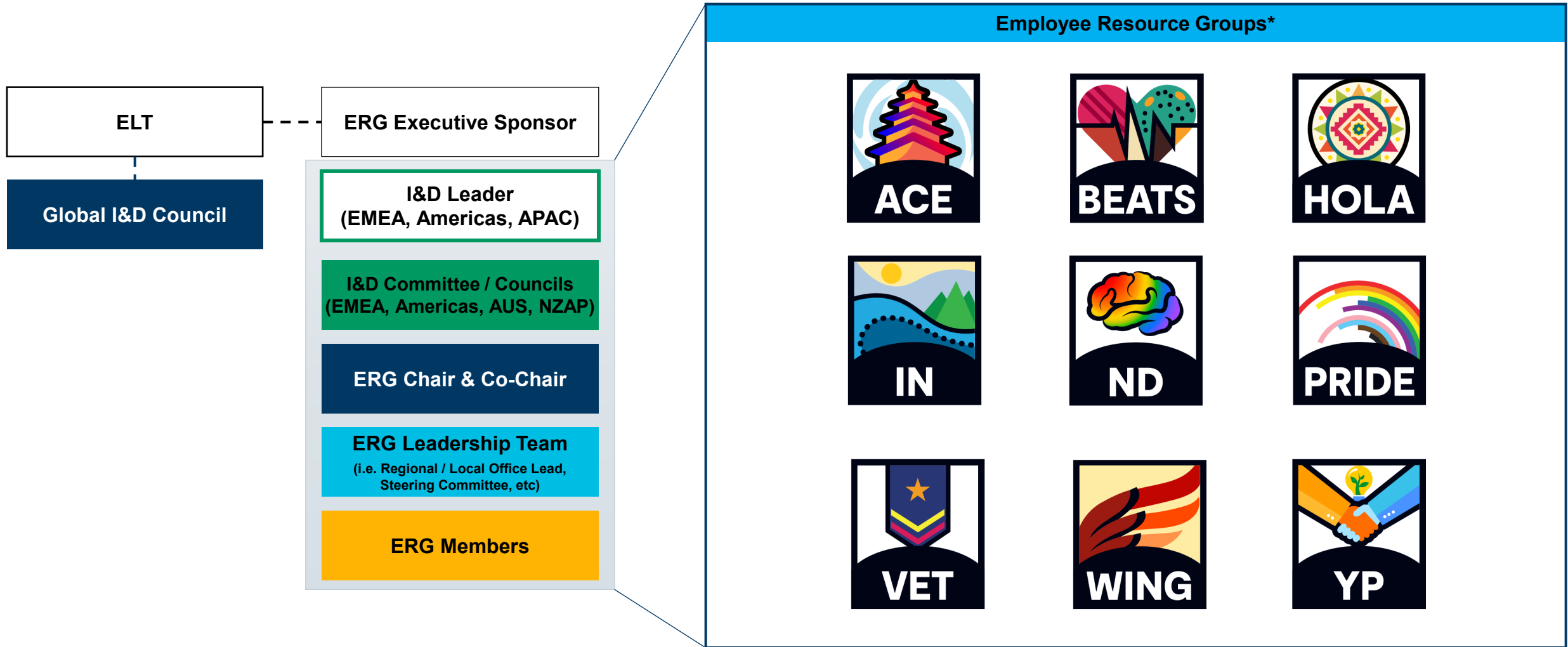
3. Community & Client Relations

GHD in the Community

GHD Foundation

Business Development

Working Together: Our Enterprise Structure



* While GHD has 9 ERGs in total, their distribution and focus may vary by ecoregion and specialized interests.

ERG roles, responsibilities & time commitments

ERG Executive Sponsor	ERG Chair/Co-Chair	ERG Leadership Team	ERG Members
Avg Time Commitment: 6-8 hours per month	Avg Time Commitment: 6-8 hours per month	Avg Time Commitment: 3-4 hours per month	Avg Time Commitment: 2-3 hours per month
– Provide vision, leadership and guidance to the ERG on strategies, activities and initiatives to advance mission. – Champion ERG to regional leadership, across the enterprise, and externally. Executive sponsor should be part of the ER Leadership Team – Hold the ERG accountable and responsible for progress to strategy and plans – Collaborate with I&D leader on resource needs and overall business of ERG. – Help drive consistency, offer guidance and increase attendance at events – Be a visible role model through personal commitment and sharing personal network	– Actively and visibly role model GHD's Values – Support the ERG leadership team with the guidance and support of the Executive Sponsor and I&D Leader – Work closely with Executive Sponsor & ERG leadership team to advance key focus areas in attraction & engagement, professional development, and community & client relations – Provide guidance to ERG Leadership team, in ERG meetings, and at events. – Represent ERG both internally and externally – Encourage ideas and opportunities for greater inclusion – Actively collaborate with other ERG leads locally and across the enterprise – Serve on local I&D Committee for 2-3 year term or on rotating basis	– Includes Regional Leaders, Council, and /or Steering Committee members – Supports the Chair/Co-Chair in implementing the ERG strategy and objectives within the Economic Region and/or local market – Partners with other ERG group leaders, Talent Acquisition, HR, I&D Leader, etc. to reach overall goals – Encourages ERG membership engagement and input – May be called upon to help organize ERG events and initiatives	– Work with the ERG Leadership Committee (and I&D Team when needed), attending ERG meetings where required and time permits – Be visible, approachable and accessible to people, creating opportunities for conversation – Explore ways to engage people in ERG activities

Key considerations:

- ERG time should not impact utilization
- Average time is across all ERG activities, not for each one
- Use professional judgment when deciding what to attend
- Collaborate across ERGs for greater impact



*** Thank You**