

Equity, Diversity, and Inclusion (ED&I) Plan

Effective Date: September 1, 2023

At **Heron Hydrologic**, we are committed to creating a diverse, equitable, and inclusive environment where every individual is valued and empowered. We believe that diversity drives innovation, improves decision-making, and delivers better outcomes for our employees and clients.

1. Equity

We strive for fairness in all aspects of our operations, ensuring equal access to opportunities, pay, and professional development for all employees, regardless of identity. We actively review recruitment, promotion, and retention practices to eliminate biases and foster a workplace where everyone has a chance to thrive.

2. Diversity

We actively recruit a diverse workforce that reflects the communities we serve. Our hiring practices are inclusive, ensuring representation across gender, race, ethnicity, disability, and other identities. By building diverse teams, we draw on a variety of perspectives to foster creativity and deliver better solutions for our clients.

3. Inclusion

We are committed to fostering a culture of respect and belonging. Through regular training on unconscious bias and cultural competency, we equip employees to contribute to an inclusive environment. Open communication is encouraged, and flexible work arrangements are available to meet diverse needs.

4. Community Engagement

We collaborate with universities, community organizations, and advocacy groups to support diversity in STEM. By offering internships and mentoring, we contribute to expanding diversity in the environmental consulting industry.

At Heron Hydrologic, we believe that a diverse, inclusive, and equitable workforce leads to better outcomes for everyone. We are committed to continuously advancing these values within our organization and in our work.

Commitments

Employees of Heron Hydrologic are asked to take the following commitments, which are in line with the values and mission of the company:

- To create an environment in which individual differences and the contributions of all team members are recognised and valued.
- To create a working environment that promotes dignity and respect for every employee.
- To not tolerate any form of intimidation, bullying, or harassment, and to discipline those that breach this policy.
- To make training, development, and progression opportunities available to all staff.
- To promote equity in the workplace, which believes is good management practice and makes sound business sense.
- To encourage anyone who feels they have been subject to discrimination to raise their concerns so we can apply corrective measures.
- To encourage employees to treat everyone with dignity and respect.
- To regularly review all our employment practices and procedures so that fairness is maintained at all times.

Training

As part of the onboarding process for all employees, you are expected to enroll and fully participate in the following training courses:

- Anti-racism awareness training, this can be completed [here](#)
- Unconscious bias training, this can be completed [here](#)

Employees are also encouraged to consider other courses that may benefit their awareness and that of other employees, and bring it to their supervisor for consideration.

ED&I Metrics

Employees and management in leadership roles at Heron Hydrologic are asked to commit to tracking and being aware of the following metrics.

1. Workforce Demographics

- Representation by Gender, Race, and Ethnicity: Track the percentage of employees in different gender, racial, and ethnic groups across all levels (e.g., entry-level, management, leadership).
- Diverse Hiring Rate: Measure the rate at which diverse candidates (based on gender, race, disability status, etc.) are being hired.
- Retention Rates of Underrepresented Groups: Compare retention rates across different demographic groups to see if certain groups are more likely to leave the company.

- Promotion Rates: Track promotions for underrepresented groups and see if they are promoted at rates comparable to others.

2. Hiring Practices

- Diverse Candidate Pool: Track the percentage of job candidates from underrepresented groups who are interviewed.
- Hiring Bias Reduction: Monitor blind recruitment practices (e.g., removal of names, schools, etc.) to reduce biases during the hiring process.
- Time-to-Hire for Diverse Candidates: Measure whether the hiring timeline for diverse candidates differs from other groups.

3. Pay Equity

- Salary Equity Audits: Conduct regular audits to ensure there are no significant pay disparities across gender, race, or other identities.
- Gender/Racial Pay Gap: Track the pay gap between men and women, and among different racial or ethnic groups.

4. Inclusion and Belonging

- Employee Satisfaction Surveys: Include specific questions related to employees' sense of belonging, inclusion, and equitable treatment. Track responses across different demographic groups.
- Inclusion Index Score: Use a composite score based on various survey items that measure inclusion, belonging, and psychological safety.
- Feedback from Employee Resource Groups (ERGs): Gauge the experiences and recommendations of ERGs on how inclusive the environment is.

5. Training and Development

- Completion Rate of EDI Training: Measure the percentage of employees, especially managers, who complete required diversity and inclusion training.
- Impact of Training: Use pre- and post-training assessments to track changes in awareness, understanding, and behaviors related to EDI.
- Mentorship and Sponsorship: Track participation in mentorship and sponsorship programs by underrepresented groups.

6. Supplier Diversity

- Spend with Diverse Suppliers: Track the percentage of procurement spend with women-owned, minority-owned, and other diverse suppliers.

- **Number of Contracts with Diverse Suppliers:** Measure the total number of contracts or agreements with businesses owned by underrepresented groups.

7. Leadership Accountability

- **Diversity Goals for Leadership:** Set specific representation goals for leadership roles (C-suite, VPs) in terms of gender, race, and other factors.
- **Performance Reviews Linked to EDI Goals:** Ensure leadership's performance reviews include progress on EDI initiatives as part of their evaluations.
- **Leadership Diversity:** Track the percentage of leadership positions occupied by individuals from diverse backgrounds.

8. Community Engagement

- **Community Investment in Underrepresented Groups:** Track corporate social responsibility (CSR) efforts that support diverse communities, such as grants, sponsorships, or volunteer hours.
- **Partnerships with Diverse Organizations:** Measure the number of partnerships with nonprofit organizations that focus on advancing equity and diversity.

9. Equity in Opportunity

- **Training Opportunities for Underrepresented Employees:** Track participation rates of underrepresented employees in leadership development programs, conferences, and other career-advancing opportunities.
- **Career Progression of Diverse Employees:** Analyze whether underrepresented employees have the same opportunities for advancement, training, and promotions as others.

These metrics allow Heron to set benchmarks, track progress, and make data-driven decisions to improve equity, diversity, and inclusion.

At the current stage of Heron Hydrologic, we focus on the metrics in Workforce Demographics and Hiring Practices while growing our team, with a goal of maintain at least 20% representation of traditionally underrepresented groups across the organization. As Heron continues to grow as a company, this policy is intended to be revisited to ascertain which metric can be feasibly tracked.