

Davis Pier Diversity, Equity, and Inclusion Statement - May 25, 2022

Acknowledgement of Systemic Racism

Davis Pier acknowledges the historical and ongoing harm caused by racism and white supremacy, both systemic and overt, against Black people, Indigenous people, and People of Colour (BIPOC). We also acknowledge that, while we have recently invested considerable time and resources to improve our company's practices, we have not always understood the magnitude of this issue. Nor have we always been committed to learning about racism and our role in addressing it.

Given the role we play with governments, we realize that we are in a privileged role to advise decision makers on policy direction and the design of programs and services. Without a strong understanding of racism and white supremacy, we are at risk of creating further barriers for BIPOC communities. There is little doubt that some of our previous work has likely further contributed to systemic barriers because of a limited understanding of racism.

A lack of awareness and understanding about the various forms of racism is not to be excused; racist acts can be unconscious or unintentional, but they still negatively impact and harm people similarly to those that are harmed by more overt and intentional racism.

Our Challenge and Commitment

We will embed anti-racism practices into all of our work, throughout the organization. We recognize this ongoing effort is essential to dismantling systemic racism and believe that critical reflection, direct action, and accountability are essential in promoting positive change.

It is crucial for us to play our role in addressing and eradicating all forms of racism within our work and our communities. This is consistent with our core values:

- **Integrity:** firm adherence to moral and ethical principles; making the right decisions.
- **Impact:** a powerful effect that something, especially something new, has on a situation or person
- **Fairness:** the state, condition, or quality of being fair, or free from bias or injustice
- **Openness:** the quality of being receptive to new ideas, opinions, or arguments; open-mindedness; transparency

We strive to create an environment where anti-racism work isn't a top-down approach, but something that every employee has the tools and knowledge to call out where systems foster inequality and hold our leaders accountable to address them.

More specifically, we are committed to:

1. Create internal awareness, understanding, and competency around systemic racism
2. Reflect on, clarify, and operationalize Davis Pier's values and alignment with anti-racist efforts
3. Incorporate an anti-racism and anti-oppression lens into all consulting project delivery
4. Integrate anti-racist efforts into operational aspects of the organization

Accountability for our anti-racism work is driven directly from firm ownership. Stewarded by our CEO, Davis Pier will appoint a Management Sponsor and Co-Leads that are all actively involved in driving initiatives within the firm. A committee will be engaged to support the work of the Co-Leads. Each member of the firm is required to dedicate time to DEI-related education and objectives. These efforts are included in our yearly performance management goals and annual reviews to ensure accountability.

Actions and Expectations

Anti-racism is not just a policy. It is a set of principles against which we measure every aspect of our work. As such, we have outlined key objectives we will undertake to ensure we are living up to our commitments:

- Intentionally build in structured time for firm-wide learning and sharing, creating a space to deconstruct manifestations of racism in our work and practice strategies to address it.
- Provide resources and tools to increase racial literacy and build firm-wide understanding of anti-racist and anti-oppression lens.
- Conduct research into hiring practices and make changes to how the firm conducts recruitment and promotion in order to avoid bias and racism.
- Incorporate DEI into our employee performance management framework to require the investment of employee time and effort, and recognizing team members who exemplify the anti-racist efforts in their work
- Increase Davis Pier accountability to marginalized communities by building partnerships with organizations that are anchored and supporting racialized communities to find reciprocal value proposition.

As such, Davis Pier has the following expectations of all team members regarding our DEI efforts:

- Prepare, attend, and participate in regular DEI sessions.
- Reinforce an anti-racist lens in our project delivery by utilizing DEI tools and establishing key points to check-in about diversity, equity, and inclusion during all phases of work: Proposals, Project Initiation, Engagement & Primary Research, and Debrief.
- Support others who opt to take on external anti-racism learning and development through a professional development budget.
- Frequently reflect on personal and professional actions through a DEI and anti-racism lens, while continuing to build self-awareness and taking corrective action when necessary.

Background on DEI work at Davis Pier:

In June 2020, Davis Pier brought together a committee to develop a set of anti-racism strategies in response to the urgent call to action arising from the Black Lives Matter movement. This

committee came together to address racism within the firm and incorporate anti-racism and anti-oppression into our work.

Over the course of seven months, 14 staff were able to take part in the committee with representation from all levels of the organization. There were nine committee meetings, and eight case studies to show how racism has shown up at Davis Pier.

Based on these meetings and studies, the committee put forth 10 recommendations, which were adopted by the firm.

The committee then shifted to appoint two internal co-leads, accountable to the CEO to manage the on-going Diversity, Equity, and Inclusion. The co-leads spent one day a week developing programming and educational opportunities for the firm, along with building out project delivery tools.

The above acknowledgement, challenge and commitment, and actions and practices are a direct result of this comprehensive work.

A Statement About DEI Regarding Other Equity Deserving Groups

Davis Pier's DEI efforts began in response to the international Black Lives Matter movement, but we know that race is not the only dimension that creates systemic inequities in our society. We will consider how other equity deserving groups, such as the LGBTQ2+ community and disability community, are impacted by our work and our workplace moving forward. This will be a future focus of our DEI committee.

A handwritten signature in black ink that reads "Michael Davis". The signature is written in a cursive, flowing style.