



# Our commitment to diversity, inclusion and belonging

Diversity and inclusiveness are core to who we are and how we work at Northland. Across the globe, we strive to foster an inclusive environment where people of all backgrounds and abilities are respected and valued.

We know that it will take a continuous commitment and effort to create a truly inclusive environment – one where everyone is empowered to do their best work, all differences are welcome, practices are equitable and everyone experiences a sense of belonging. Understanding this will be a progressive journey, we hold a collective commitment to the following:

- **Creating a trusting environment where our people feel secure and confident enough to engage in constructive dialogue...**by supporting and promoting an environment where our people can engage in meaningful, complex, and sometimes difficult conversations and by modeling positive, inclusive behaviours to ensure our people feel comfortable speaking up and speaking out.
- **Promoting inclusivity through cultural competency...**by offering educational opportunities for our people to reflect and learn, including unconscious bias and microaggressions education to recognize and minimize learned biases.
- **Acknowledging that advantages and barriers exist...**by applying an equity lens to our practices so that all our people have the same opportunities to grow their careers to their fullest potential.
- **Establishing processes to measure the ongoing efficacy of our diversity, inclusion and belonging initiatives...**by continuing to implement qualitative measurements designed to capture our people's experiences, as well as establishing a numeric baseline to track improvements on inclusion and engagement over time.
- **Recognizing our people for the work they do and values they hold...**by implementing merit-based and transparent talent and reward processes.
- **Sharing our diversity, inclusion and belonging plans with our board of directors...**by communicating our strengths and opportunities with the board to bring increased focus and accountability to our diversity and inclusion progress.

These commitments will drive the substantive and thoughtful actions we take as we accelerate our approach to diversity, inclusion and belonging.

**Mike Crawley**  
President & Chief Executive Officer

**Pauline Alimchandani**  
Chief Financial Officer

**David Povall**  
Executive Vice President, Development

**Morten Melin**  
Executive Vice President, Construction

**Wendy Franks**  
Executive Vice President, Strategy and Investment Management



**Rachel Stephenson**  
Chief People Officer