



**To achieve Avison Young's vision of creating a respectful and supportive workplace that reflects the communities we serve while developing a culture actively supporting and promoting D&I initiatives on a global basis, the Diversity & Inclusion Advisory Council is focusing on five key areas in the first half of 2021:**



## Attraction and recruitment

Expand our recruiting pools and **require a diverse slate of candidates** and interview panel; update our **on-boarding process**.



## Development and advancement

Implement a **mentoring program**, starting with members of our Employee Resource Groups, to support development, advancement and retention.



## Employee engagement

Launch **global D&I survey** to gauge current state of engagement, capture attitudes around D&I and better understand our global demographics.



## Supplier diversity

Implement a **supplier diversity strategy** including the identification of diverse and inclusive vendors, establishment of direct and indirect spending metrics, and creation of a supplier code of conduct.



## Communications

Launch **unconscious bias training** for all staff via AY Learn; drive **Employee Resource Group involvement**.