



September 7, 2021

Ms. Shelly Numan
Port of San Diego
1400 Tidelands Avenue
National City, CA 91950

SUBJECT: RICK ENGINEERING COMPANY – DIVERSITY, EQUITY AND INCLUSION
POLICIES AND COMMITMENTS REFERENCE RFQ 21-03SN

Dear Shelly:

This letter and enclosed attachment are in response to your request of August 30, 2021 to provide relevant information on our commitments to the values of diversity, equity and inclusion.

Rick Engineering Company fully supports diversity, equity and inclusion in our culture, policies, and programs. We achieve this in many different ways including:

1. Equal Employment Opportunity programs and policies
2. Outreach efforts and support in our subcontracting
3. Community involvement

Within each of these categories we actively implement, support and monitor the progress in many ways. To that end, we have attached our Equal Employment Opportunity Affirmative Action Plan Policy Statement.

Upon your review, we would be happy to answer any questions or provide further specific information regarding our programs, goals, and progress.

Sincerely,

RICK ENGINEERING COMPANY

A handwritten signature in blue ink, appearing to read "K. Gibson", is written over a horizontal line.

Kevin Gibson

K:\Files\gibson_kevin\text\Port DEI cover ltr.docx

Affirmative Action Policy Statement

As an Affirmative Action employer, Rick Engineering Company is committed to the principles and practices of equal employment opportunity and affirmative action. It is the stated policy of Rick Engineering Company that unlawful harassment is prohibited and that all employees and applicants shall receive equal consideration and treatment.

It is our policy to recruit, hire, place, train, transfer, and promote persons in all jobs on the basis of the individual's qualifications for the position being filled, without regard to: race, color, religion, religious creed, pregnancy, sex, sexual orientation, transitioning status, gender, gender identity, gender expression, ancestry, national origin, age (over 40), genetic information, medical condition (cancer/genetic characteristics), military status, veteran status, mental disability, physical disability (including HIV and AIDS), marital or partnership status, request for family leave or pregnancy disability leave, request for medical care, matriculation or political affiliation, hair texture and protective hairstyles (natural hair such as Afros or braids), status as a victim of domestic violence, or any other basis protected by local, state, or federal law.

We will base decisions on employment so as to further the principle of equal employment opportunity, and we will insure that placement decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for employment opportunities.

We will insure that all personnel actions such as employment, upgrading, rates of pay or other forms of compensation, benefits, demotions, recruitment, advertising, terminations, transfers, layoffs, returns from layoff, selection for Company-sponsored training, education, tuition assistance, and social and recreational programs will be administered without regard to: race, color, religion, religious creed, pregnancy, sex, sexual orientation, transitioning status, gender, gender identity, gender expression, ancestry, national origin, age (over 40), genetic information, medical condition (cancer/genetic characteristics), military status, veteran status, mental disability, physical disability (including HIV and AIDS), marital or partnership status, request for family leave or pregnancy disability leave, request for medical care, matriculation or political affiliation, hair texture and protective hairstyles (natural hair such as Afros or braids), status as a victim of domestic violence, or any other basis protected by local, state, or federal law.

As a government contractor, Rick Engineering Company is required to establish Affirmative Action Programs for the employment and advancement of women, minorities, veterans, and disabled persons. Our Affirmative Action Plan for veterans covers Vietnam Era, disabled, recently separated, protected, and other eligible veterans. "Other eligible veterans" includes those who served in a war. It also includes those who served in a campaign or on an expedition for which a badge or medal was awarded.

Although disabled individuals are protected under both California and Federal equal opportunity laws, if you are disabled or a covered veteran and wish to identify yourself for purposes of Rick Engineering Company's Affirmative Action Program, please inform Kristin Gendron, Coordinator of EEO Programs. This information is voluntary, and refusal to provide it will not subject you to discharge or disciplinary treatment.

A disabled individual for the purposes of this program is defined as any person who has a physical or mental impairment which substantially limits one or more of such person's major life activities, and has a record of such impairment or is regarded as having such an impairment. "Life activities" may be considered to include communication, ambulation, self-care, socialization, education, vocational training, employment, transportation, adapting to housing, etc. For purposes of this Affirmative Action Program, primary attention is given to those life activities which affect employability. Information will be kept confidential except that a) Supervisors may be informed regarding work restrictions, b) first aid and safety personnel may be given appropriate information, and c) government officials investigating compliance shall be informed.

If you need special accommodations for the performance of any job at Rick Engineering Company due to a physical or mental disability, please inform Kristin Gendron. It would assist us if you tell Ms. Gendron about any a) special methods, skills, and procedures which would qualify you for positions which otherwise you might not be able to do, and b) reasonable accommodations we could make to enable you to perform the job properly and safely. These might include special equipment, changes in physical layout of the job, or elimination of certain duties.

This Affirmative Action Plan narrative is available for inspection by any employee or applicant upon request. Please arrange for a suitable time and place for inspection by contacting Kristin Gendron. No employee or applicant will be coerced, intimidated, interfered with, or discriminated against for filing a complaint or assisting with an investigation concerning equal employment opportunity. You are protected against any such harassment.

Rick Engineering Company welcomes women, minority, veteran, and disabled applicants at all job levels and encourages their hire and promotion. We also seek applicant referrals from our current employees.

It is my firm belief that jobs must be open to all qualified persons, and I am personally committed to the success of Affirmative Action Programs as an important business goal. Kristin Gendron has been designated as the Coordinator of EEO Programs with overall responsibility for monitoring the Affirmative Action Program for Rick Engineering Company. Goals and results shall be monitored throughout the year and will be reviewed with all Managers and Supervisors. If you have any questions or complaints regarding our Affirmative Action Program, please contact me or Kristin Gendron.

Kai Ramer
President & Chief Operating Officer

Diversity, Equity, and Inclusion Plan

Diversity, equity, and inclusion are core values for Nasland Engineering.

Nasland Engineering is committed to ensuring that staff, consultants, and vendors of all ages, backgrounds, religions, races, ethnicities, gender, national origins, sexual orientations, physical abilities, and all other visible and non-visible differences feel welcome and respected, are treated equitably, and are to fully engage with working at, for, and with Nasland Engineering.



Our Diversity, Equity, and Inclusion (DEI) plan provides a framework for new and existing related DEI initiatives and policies across Nasland Engineering.

Program Initiatives

The creation of a more inclusive and equitable environment is an ongoing process. As such, Nasland remains committed to:

- **Employment Opportunity:** Nasland ensures our practices and processes attract a diverse range of candidates and that candidates are recruited, hired, developed, and promoted based on merit and their alignment to our values.
- **Diverse Talent:** Nasland continually recruits, retains, develops, and invests in talent across an array of individuals.
- **Inclusive Systems:** Implementing organizational systems, policies and practices that address bias and prohibit discrimination of any kind. Ensuring everyone feels part of the team.
- **Communication:** Improve dialogue to promote diversity, equity, and inclusion.
- **Respectful Climate:** Nasland provides a welcoming, inclusive, respectful, and supportive work environment for people from diverse backgrounds and perspectives.
- **External Relationships:** Nasland is committed to building long-lasting relationships with key external organizations and partners who share our commitments to diversity, equity, and inclusion.

Our Actions and Policies

Below is a list of some of our recent actions and policies that support our commitment to diversity, equity, and inclusion program initiatives.

- **Management and Personnel Training:** Managers Harassment Training; Cyber Security Training; In-house Technical Training
- **Nasland Policies:** Equal Employment Opportunity (EEO) Plan; Employee Code of Conduct; Leave Policy
- **Partner Organizations:** Math Engineering Science Achievement (MESA) Involvement:
 - Resume and Interview Workshop Panel Member
 - Host of Student Shadow Days
- **Giving Back:** CALMENTOR Mentorship Program for hiring/partnering with Small and Disadvantaged Businesses; SMPS Mentorship Program

Equal Employment Opportunity (EEO) Program

Since the founding of Nasland Engineering, we have worked diligently at removing barriers and creating opportunities for under-represented groups in our internal hiring practices as well as selection of sub-consultant firms.

We actively recruit women and under-represented groups to our company through referrals from existing staff members, scholarship contributions, attendance at career fairs, internship programs, participation with various professional and student organizations, and other community involvement.

Equal Opportunity Policy

Nasland Engineering is an equal opportunity employer and makes employment decisions based on merit. We want to have the best available person in every position. Company policy prohibits discrimination against any job applicant or fellow employee because of race, creed, color, religion, sex, national origin or ancestry, age, marital status, physical or mental disability, medical condition, sexual orientation, veteran status, or any other consideration made unlawful by federal, state or local laws. All such discrimination is unlawful.

This policy applies to all employment practices and personnel actions including, but not limited to recruitment, selection, training, utilization, assignments, promotion, compensation, benefits, performance evaluations, transfer, discipline, layoff or termination. Employment decisions are made on the basis of merit.

Nasland Engineering is committed to providing a work environment free of discrimination. In keeping with this commitment, the company maintains a strict policy prohibiting unlawful harassment, including sexual, racial or religious harassment. This policy prohibits harassment in any form, including verbal, physical and visual harassment.

The Human Resources Department of Nasland Engineering will monitor all employee related activity to ensure the company EEO policy is being carried out appropriately. Any deviations in the policy will be reported immediately to the Human Resources Department, which will review the situation with senior management. An investigation will be made, and appropriate disciplinary action will be taken against any employee found to be in non-compliance with this policy. The company will not retaliate against an employee for filing a complaint and will not knowingly permit retaliation by management, employees or co-workers.

This policy and any subsequent updates will be posted on the company bulletin board. All newly hired employees are provided a copy of this policy during their orientation. This policy is reviewed at least annually with all supervisors involved in employment decisions. All supervisors will be rated upon their adherence to this policy as part of their annual performance evaluation.

This EEO policy will be disseminated, upon request, to the City of San Diego, organizations and publications running employment advertisements on our behalf, community organizations, and to others as necessary.

Equal Employment Opportunity (EEO) Program

Program Goals

1. Select the best qualified person for each position.
2. Maintain a workforce composition at all levels representative of available workforce.
3. Assist and encourage all employees to achieve their maximum potential.
4. Use qualified under-represented firms as sub-consultants as much as possible.

Implementation

1. Utilize recruitment and placement methods to seek out and encourage women and under-represented job applicants.
 - * Advertise all open positions in newspapers serving under-represented communities, the Employment Development Department, and placement offices of local educational, occupational and training institutions.
 - * Request referrals of qualified under-represented and women applicants from the faculty of local universities and vocational schools.
 - * Develop relationships and participate in community and professional organizations servicing various under-represented communities.
 - * Encourage existing staff to recruit others.
 - * Prior to conducting interviews, the Human Resources Department shall make sure that every possible action has been taken to attract a pool of qualified candidates, with particular emphasis on inclusion of any protected group members that are under-represented.
 - * Maintain documentation of these recruitment efforts as well as information obtained from each applicant.
2. Assist employees to advance professionally utilizing:
 - * College internship program
 - * In-house training courses
 - * On-the-job training
 - * Employer paid workshops, seminars, and training programs
 - * Flexible work schedules to accommodate job-related course work
 - * Career counseling
 - * Assistance with paperwork related to LSIT, EIT, LS and PE certification
 - * Written educational requirements for all positions available to employees
 - * In-house posting of any available promotional opportunities
 - * Encourage all staff to seek and prepare for promotional opportunities
3. Make use of under-represented and women sub-consultants:
 - * Utilize lists available from state and local agencies
 - * Seek out MBE and WBE sub-consultants by interviewing other prime consultant firms
 - * Continue to use those MBE and WBE sub-consultants who provide superior performance for both public and private work
4. Provide reasonable accommodations for all disabled job applicants and employees.

Outreach Efforts

Demonstrated Commitment to Equal Opportunity

In addition to Nasland Engineering's in-house policy of equal opportunity, our objective is to assemble a highly qualified team of professionals to complete every project to the client's satisfaction. It is our goal to make subcontracting opportunities available to all interested and qualified firms.

Nasland Engineering has been aggressive in seeking out new and existing SLBE/ELBE/MBE/WBE/DBE/DVBE/ or OBE businesses to team with. For every project, we try to put together a team that will allow us to exceed the Agency's goals for Under-Represented Groups and Women utilization. We notify and request proposal information from various firms who have already expressed an interest in the project by attending the pre-selection meetings; we contact firms with which we have an established relationship; and we contact firms which are listed on the City's list of certified SLBE/ELBE businesses. Our relationships with professional and community organizations serving the various under-represented communities allow us to receive leads and introductions to additional firms and individuals.

Nasland Engineering Outreach Efforts

Nasland has demonstrated commitment to utilizing the services of SLBE/ELBE/MBE/WBE/DBE/DVBE/OBE firms in our sub-consultant selection.

- Utilize the City of San Diego's SLBE/ELBE Directory on the City's website (<http://www.sandiego.gov/eoc/boc/slbe.shtml>)
- Follow-up with firms listed on the pre-proposal attendance sheet to discuss teaming opportunities
- Meet with City of San Diego staff to review requirements and obtain the latest EOCP information and lists
- Utilize Caltrans DBE List
- Utilize SANDAG's A&E Bench Directory (DBE and SB certified firms)
- Maintain a spreadsheet tracking of our consultants we contacted and the outcome of the dialogue
- Inclusion of disadvantaged firms on our team, always exceeding the participation goal associated with the project

Outreach Efforts

General On-going Outreach Efforts

- Attendance at City of San Diego's Quarterly SLBE/ELBE meetings to network with small, local businesses, learn more about the program, and to network with potential teaming opportunities. Participate in City of San Diego sponsored Job Fairs
- Participation in Job Fairs at San Diego State University
- Shadow Days/Open Houses – Nasland hosts MESA (Math, Engineering, Science Achievement) students for Shadow Day events in our office
- Other industry outreach events
 - City of San Diego Consultant's Quarterly Meetings
 - SANDAG Outreach/Networking Events
 - Camp Pendleton Day
 - Paths to Partnerships
 - Subs for Subs
 - City of San Diego sponsored Job Fairs
- Regular attendance and Board positions at Professional Organizations
 - American Council of Engineering Companies (ACEC) - Board Member
 - American Society of Civil Engineers (ASCE)
 - California Land Surveyors Association (CLSA) – Board Member and Past President
 - American Public Works Association (APWA) – Board Member
 - Society of American Military Engineers (SAME) – Board Member
 - Society for Marketing Professional Services (SMPS) – Board Member
- CALMENTOR Mentor/Protégé program. Participation as a Mentor the past two years sponsors small business firms.



MESA Interview and Resume Workshop



SDSU's Professional Development Day

Community Involvement

Community Involvement and Outreach

Student Encouragement and Financial Assistance

For many years, Nasland Engineering employees have been involved in encouraging young people to enter the engineering profession. One aspect of this program is participation in a series of career related seminars at local high schools.

Our firm has also contributed to the Trek Tech Science Camp in the past. This is a week-long summer camp program developed by the American Association of University Women to motivate eighth-grade girls in the subjects of math and science.



UCSD Trek Tech Program

Scholarships

Scholarships offered by Nasland Engineering include contributions to the civil engineering department at:

- San Diego State University
- Society of Women Engineers (SWE)
- Society of Hispanic Professional Engineers (SHPE)

Internships

Nasland Engineering has had a student internship program for more than 40 years that provides an opportunity for civil engineering students at local universities to obtain training and experience while attending school. Often, these students are offered a full-time professional position upon graduation.

We are an active participant on the Industry Advisory Board of the **MESA (Math, Engineering, Science Achievement) engineering program through SDSU**. This allows us to meet with and interact with under-represented students studying for careers in engineering. Our involvement includes:

- Participation in APWA internship program
- Attendance at program-sponsored career fairs for intern and entry level recruitment
- Hosting MESA students for Shadow Day events in our office
- Serving as panelists and speakers at MESA student workshops and seminars relating to job search skills and the engineering profession
- Participating in activities sponsored by MESA, including the Calculator Olympics

San Diego MESA Alliance				
SHADOW DAY 2012 CONFIRMATION				
Contact Name	Carol Gooden			
Company Name	Nasland Engineering			
Company Address	4740 Ruffner Street			
City	San Diego	State	CA	Zip Code 92111
Ph	858-292-7770	Email	carolg@nasland.com	
<p>Thank you for participating in SDMA Shadow Day 2012! We certainly appreciate you taking time from your busy schedule to give our students a chance to witness your everyday experiences.</p> <p>Below is a list of students who will shadow you and/or your colleagues on Wednesday, November 7th. These students have been chosen, keeping in mind your request and the students' major or interest. Please note: there may be some last minute changes due to situations beyond our control.</p> <p>Again, thank you for your participation.</p> <p>Natasha Celise ncelise@mail.sdsu.edu Ph: (619) 594-7704 Fx: (619) 594-2108</p>				

Community Involvement

Nasland Gives Back

Nasland Engineering staff participates in the San Diego Architecture-Engineering Recruitment Consortium, an organization committed to assisting under-represented groups obtain employment in the industry.

Nasland Supports Education

- Student Internship Program
- Tech Trek Science Camp
- Judging – Greater San Diego Science and Engineering Fair
- Engineering Day at the Mall
- Engineers Without Borders (EWB)
- Student Shadow Day
- Fifth Grade Student Outreach Program (ACEC)
- Job Fairs (UCSD and SDSU)
- College Resume Workshops
- SDSU's MESA Engineering Program (MEP)
- Student Mentorship Program
- Speaker at K-12 Schools to describe engineering profession



Student Shadow Day

Community Volunteer Work

The employees of Nasland Engineering give something back to our community through personal volunteer efforts. We believe that active community involvement is essential to the betterment of society, as well as our profession. Many members of our staff perform volunteer work with various civic organizations including:

- Friends of Balboa Park
- Boy Scouts of America
- Girl Scouts of the USA
- Big Brothers Big Sisters of San Diego County
- Habitat for Humanity
- Ronald McDonald House Charities San Diego
- The Salvation Army Holiday Toy Drive
- Saint Vincent de Paul
- Saint Didacus Parish School
- San Diego Surfrider Foundation
- El Capitan High School Lacrosse Program
- Miss Lakeside Scholarship Pageant
- 4-H, FFA, and County Fair Boards
- Youth Sporting Groups



Science Fair Judging



Boy Scout Project Tour *above*
Annual Salvation Army Toy Drive *left*

Subconsultant Outreach Program

Our commitment to Diversity, Equity, and Inclusion

Nasland Engineering regularly pursues the use of subconsultants on projects when we are the prime consultant and have historically met or exceeded diverse business subcontracting goals for our work. We team with diverse firms for a variety of services, including landscape architecture, environmental, geotechnical, traffic engineering, mechanical and electrical engineering, and structural engineering design.

Our Diversity Outreach Plan

Outreach Plan for: Nasland Engineering

Outreach Coordinator Name: Kristie Bevacqua

- Firm leadership team will meet regularly with existing and interested firms to discuss areas of capability and partnering
- Host and/or attend outreach events as a means of developing relationships with diverse business sub-consultants
- Mentor disadvantaged and small firms



CHAPTER A: POLICY STATEMENT

41 C.F.R. §§ 60-300.44(a); 60-741.44(a)

It is the policy of Harris & Associates, Inc. and my personal commitment that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or individual with a disability at all levels of employment, including the executive level. Harris & Associates, Inc. does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, Harris & Associates, Inc. is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees and qualified employees with disabilities at all levels, including the executive level. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. Harris & Associates, Inc. will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:

- (1) Filing a complaint;
- (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;
- (3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
- (4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Our obligations in this area stem from not only adherence to various state and federal regulations, but also from our commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or an individual with disability. Harris & Associates, Inc.'s EEO policy and affirmative action obligations include the full support from CEO, President Lisa Larrabee.

Harris & Associates, Inc. will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the AAP, identify the need for remedial actions, determine if

objectives were attained, and determine if opportunities to participate in company-sponsored activities were extended to all employees and applicants.

The Harris & Associates, Inc. is also committed to abiding with the Pay Transparency Nondiscrimination Provisions and therefore, will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. The Harris & Associates, Inc.'s employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the Harris & Associates, Inc.'s legal duty to furnish the information.

It is also Harris & Associates, Inc.'s policy not to discriminate because of a person's relationship or association with a protected veteran. This includes spouses and other family members. Also, Harris & Associates, Inc. will safeguard the fair and equitable treatment of protected veteran spouses and family members with regard to all employment actions and prohibit harassment of applicants and employees because of their relationship or association with a protected veteran.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact your local Human Resources Team. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with a local Human Resources representative.



Lisa V. Larrabee
CEO and President

January 2021

Diversity, Equity, and Inclusion (DEI) at Harris

Commitment to DEI

The Port District's commitment to Minority Business Enterprise (MBE), Woman Business Enterprise (WBE), Small Business Enterprise (SBE), Emerging Business Enterprise (EBE), Disabled Veteran Business Enterprise (DVPE), and Other Business Enterprise (EBE) reflects your belief in inclusion, diversity, and developing the Port of San Diego and surrounding communities. Harris shares this value. Diverse backgrounds and perspectives are sources of our strength and integral to the results we deliver. Partnering with Harris enables collaboration with a team of people from a variety of backgrounds and cultures. This results in a greater range of ideas and solutions based on our collective understanding of end-users and community needs. At Harris, diversity starts within:

- 41% of Harris' employees are women, 10% are veterans, almost half (43%) are Black, Indigenous, or People of Color (BIPOC), and 4% identify as people with disabilities
- 42% of our managers and directors are women
- 32% of our managers and directors are people of socially underrepresented groups
- 40% of our most senior leadership are women (including our CEO, Lisa Larrabee), and 20% are people who immigrated to the United States

The Harris Way

"DEI simply makes us all better. Better as people, better at our job, better at relating to others, better members of our communities. Humans are beings of relationships. DEI enriches all our relationships."

-Lara Jennings, Harris Senior Director, Project Management/Construction Management

To foster DEI, among other highlights, Harris:

- Provides paid family leave for all gender identities to support gender equality and work-life balance.
- Offers healthcare insurance for part-time employees (minimum 20 hours per week). This makes it possible for any employee, including those with families, to flex their hours while retaining precious benefits.
- Delivers stellar learning programs, so no matter what the need, certificate, or program, all our employees can continuously learn, grow, and advance in their careers.
- Hires people who represent the communities that we live in and serve. Employee referrals and active engagement with local universities and organizations generates diverse representation.



Harris' executive leadership team believes Harris must seize this moment in history to integrate more fully with society's issues and needs as human beings, in ways that go beyond our service offerings, with a focus on areas where we can make a difference.

Working Together for Change

2020 has brought many challenges while also creating an awakening for some and a validation for others around many social injustices. Harris is seizing this moment to more fully address societal issues in ways that go beyond our service offerings. Harris also recognizes our corporate social responsibility to cultivate an ever more inclusive culture where people can be themselves and do their best work. Driven by purpose and passion, volunteers from across Harris participate in our DEI Action Team which aims to:

- Create a more inclusive, equitable, and just world for our children.
- Ensure all feel welcome, valued, supported, and fully able to participate here at Harris.
- Fulfill a commitment to social justice.
- Promote inclusivity and counteract the painful impacts of exclusivity.
- Foster Science, Technology, Engineering, and Math (STEM) opportunities and inclusion for underrepresented groups.
- Help eliminate systemic racism and exclusionary patterns within the industry.
- Reach Harris' highest potential to make a difference through DEI
- Bring our shared values more fully to life.

To achieve those objectives, we're focusing on:

1. Advancing inclusion and belonging through employee education, onboarding, training, and mentoring.
2. Ensuring bias-free selection, hiring, and access to all opportunities
3. Continually assessing all workplace behaviors, policies, procedures, and practices to ensure equity and non-discriminatory elements.
4. Activating Employee Resource Groups.
5. Strengthening STEM-related community outreach and partnerships.
6. Fostering charitable giving and volunteerism in support of community inclusivity programs.

An Ongoing Journey

Like the Port District, Harris is on an ongoing journey of inclusivity and change. As Harris CEO, Lisa Larrabee, reflects *"By doing this work, we can be better consultants because our orientation shifts to acceptance of people as a whole, thereby creating an environment where we can readily share different perspectives, ideas, and approaches. This environment then yields more holistic and sustainable solutions to our clients' challenges. It is our becoming in this journey that paves the way for our future."*

Diversity, Equity, and Inclusion Strategy (DEI) Strategy

Statement of DEI Strategy: Foster a more equitable, diverse, and inclusive workplace that empowers all to reach their highest potential.

State of DEI in 2021

Workforce Representation + Management Roles

- **Women:** 42% of employees
 - 42% of senior leadership and 45% of people management roles filled by **women**
- **POC:** 44% of employees
 - 29% of senior leadership and 30% of people management roles filled by **POC**
- **LGBTQ2IA+:** Not currently tracked
- **Identify as people with disabilities:** 2% of employees

Engagement + Communication

- Created initial foundation for DEI Volunteer Group activities.

Training + Education

- Provided harassment prevention training to all employees and managers and ad hoc unconscious bias training.

Recruiting

- Using mainstream recruitment sourcing networks.
- 39% of qualified candidates were **women** (26% specific to STEM roles) and 43% were **POC** (54% specific to STEM roles).

Top Business + DEI Priorities Driving Our DEI Strategy

1. Inspire and empower employees to live our Purpose, Vision, and Shared Values every day.
2. Develop employee awareness, education, and practice of DEI principles.
3. Increase diversity of qualified applicants for STEM-related positions.

Top DEI Actions

1. Roll out and implement our refreshed Purpose, Vision, and Shared Values.
2. Design/select and launch DEI-related employee, manager, and leadership curriculum.
3. Activate and operationalize an Employee Resource Group for POC.
4. Establish and foster STEM-related community outreach and partnerships in our industry.
5. Foster charitable giving and volunteerism in support of community inclusivity programs for POC and women in STEM.
6. Create and implement new policies for charitable giving and volunteerism that support our DEI focus and priorities.
7. Enable hiring teams to interview in alignment with our Shared Values and to unbiasedly assess candidates for Shared Values and DEI behaviors (in addition to skills and capabilities).
8. Conduct current state analysis to assess employee experience with respect to our Shared Values and DEI behaviors through an employee survey.
9. Assess and update workplace policies to support our Shared Values and DEI behaviors.

State of DEI by End of 2022

Workforce Representation + Management Roles

- **Women + POC:** Build a pipeline of viable candidates for ongoing succession to leadership roles and internal mobility for advancement in progressive roles at Harris.
- **Women:** Ensure gender diversity holds a steady state in leadership and management positions, including the BOD.
- **POC:** Increase representation in leadership and management positions.
- **LGBTQ2IA+:** Provide multiple, optional ways to self-identify. Determine ways to support and offer resources.
- **Identify as people with disabilities:** Continue to provide multiple, optional ways to self-identify. Determine ways to support and offer resources.

Engagement + Communication

- Have benchmark data on employees' DEI experiences at Harris to glean insight and measure improvement (collected via survey).

Training + Education

- Have 100% of people and project managers complete training on fostering a respectful workplace and inclusivity.

Recruiting

- Expand DEI STEM networks and recruiting pipeline to include 2 specialized networks and 2 community outreach and partnership initiatives that embrace diversity and inclusion and have explicit DEI STEM-driven mission statements to feed our pipeline.

Underlying Beliefs + Assumptions

1. Living our Shared Values ingrains DEI into Harris' present and future.
2. All employees recognize and support the personal and professional growth potential of embracing DEI principles and priorities and are motivated to act.
3. Continued profitability affords time and resources for DEI efforts.

Risk Factors + Pitfalls to Avoid

1. Loss of dedicated time and resources due to escalating/unforeseen crises.
2. Challenges in attracting "all voices" to the table to engage on DEI principles and priorities.
3. Limited diversity in industry talent pools.

Acronym Key

BOD: Board of Directors

DEI: [diversity, equity, and inclusion](#)

LGBTQ2IA+: lesbian, gay, bisexual, transgender, queer, questioning, two-spirit, intersex, asexual, and other identities that fall outside of cisgender and heterosexual paradigms

POC: People of Color

STEM: science, technology, engineering, and mathematics

EXECUTIVE ORDER 11246 AFFIRMATIVE ACTION PLAN (AAP)

for

**MICHAEL BAKER INTERNATIONAL HOLDCO CORPORATION
500 Grant Street, Suite 5400, Pittsburgh, PA 15219 (412) 918-4000**

ENGINEERING FUNCTIONAL UNIT

01/01/2021 - 12/31/2021

PART I: AAP FOR MINORITIES AND WOMEN

**PART II: AAP FOR PROTECTED VETERANS
AND INDIVIDUALS WITH DISABILITIES**

AA/EEO Contact: Emily Coulter
Senior HR Analyst
MICHAEL BAKER INTERNATIONAL
(412) 269-4676

CONFIDENTIAL TRADE SECRET MATERIALS

(Not for distribution except on a need-to-know basis within MICHAEL BAKER INTERNATIONAL).

This AAP contains confidential information which is subject to the provisions of 18 U.S.C. 1905. Chrysler Corp. v. Brown, 441 U.S. 281, 19 FEP 475 (1979).

Copies of this AAP and all related appendices, documents, and support data are made available on loan to the U.S. Government upon the request of said Government on the condition that the Government hold them totally confidential and not release copies to any persons whatsoever. This AAP and all its supporting documents contain much confidential information which may reveal, directly or indirectly, the plans for business or geographical expansion or contraction of Michael Baker International Holdco Corporation (hereinafter "MICHAEL BAKER INTERNATIONAL"), along with its three operating subsidiary companies, including, Michael Baker International, Inc., Michael Baker Engineering, Inc. (a New York-based engineering company), and Vermont General Insurance Company (a captive insurance company that writes no third-party insurance coverage). MICHAEL BAKER INTERNATIONAL considers this AAP to be exempt from disclosure, reproduction, and distribution under the Freedom of Information Act upon the grounds, among others, that such material constitutes (1) personnel files, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(6); (2) confidential, commercial, or financial information, which is exempt from disclosure under 5 U.S.C. 552(b)(4); (3) investigatory records compiled for law enforcement purposes, the production of which would constitute an unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(7)(C); and (4) matters specifically exempted from disclosure by statute, which are exempt from disclosure under 5 U.S.C. 552(b)(3). Notice is hereby given of a request pursuant to Title 41 Code of Federal Regulations, Part 60-40.3 that portions of this AAP be kept confidential.

MICHAEL BAKER INTERNATIONAL wishes to make it clear that it does not consent to the release of any information whatsoever contained in this AAP under the Freedom of Information Act or otherwise. If the U.S. Government, or any agency or subdivision thereof, is considering breaching the conditions under which this AAP was loaned to such Government, or is considering a request for release of this AAP under the Freedom of Information Act, a request is hereby made that the Government immediately notify the Chief Human Resource Officer of MICHAEL BAKER INTERNATIONAL of any and all Freedom of Information Act requests received by the Government or any other contemplated release of this AAP by the Government which relates to information obtained by the Government from the Company. We further request that everyone who has any contact with this AAP or its supporting data treat such information as totally confidential and that such information not be released to any person whatsoever. Retention or disclosure of information relating to identifiable individuals may also violate the Privacy Act of 1974.

MICHAEL BAKER INTERNATIONAL AAP FOR ENGINEERING

TABLE OF CONTENTS

Background	4
Applicable Affirmative Action Laws and Regulations	4
Protected Groups	5
Program Terminology	6
Reliance on EEOC's Guidelines	6
Reporting Period	6
Statement of Purpose for Parts I and II	7
PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN	8
Table of Contents	9
Chapter 1: Organizational Profile	10
Chapter 2: Job Group Analysis	11
Chapter 3: Placement of Incumbents in Job Groups	12
Chapter 4: Determining Availability	13
Chapter 5: Comparing Incumbency to Availability	15
Chapter 6: Placement Goals	16
Chapter 7: Designation of Responsibility	17
Chapter 8: Identification of Problem Areas	20
Chapter 9: Action-Oriented Programs	21
Chapter 10: Internal Audit and Reporting	24
PART II: AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES	25
Table of Contents	26
Chapter A: Policy Statement	27
Chapter B: Review of Personnel Processes	29
Chapter C: Physical and Mental Qualifications	30
Chapter D: Reasonable Accommodation to Physical and Mental Limitations	31
Chapter E: Harassment	32
Chapter F: External Dissemination of Policy, Outreach and Positive Recruitment	33
Chapter G: Internal Dissemination of Policy	35
Chapter H: Audit and Reporting System	36
Chapter I: Responsibility for Implementation	37
Chapter J: Training	40
Chapter K: Data Collection Analysis	41
Chapter L: Compensation	42

INTRODUCTION TO PARTS I AND II

BACKGROUND

Founded in 1940 as unincorporated consulting firm by Michael Baker, Jr., the company that is now MICHAEL BAKER INTERNATIONAL provides professional and consulting services for public and private sector clients worldwide. MICHAEL BAKER INTERNATIONAL's markets of focus include Architecture, Aviation, Defense, Environmental, Geospatial Information Technologies, Homeland Security, Municipal and Civil, Pipelines and Utilities, Planning, Rail and Transit, Transportation, and Water. The services provided span the complete life cycle of infrastructure and managed asset projects, including planning, design, construction services, asset management, and asset renewal.

MICHAEL BAKER INTERNATIONAL, incorporated in Pennsylvania on February 15, 1946, is a holding company, with three operating subsidiary companies, including, Michael Baker International, Inc.

MICHAEL BAKER INTERNATIONAL is a federal government supply and service contractor subject to the affirmative action requirements of Executive Order 11246, the Rehabilitation Act of 1973 as amended, and the Vietnam Veterans' Readjustment Assistance Act of 1974, Section 4212. MICHAEL BAKER INTERNATIONAL is required to prepare annual written Affirmative Action Plans (AAP's) for minorities and women, for protected veterans, and for individuals with disabilities for our organization. Failure to comply with these laws and their implementing regulations, which are enforced by the Office of Federal Contract Compliance Programs (OFCCP), can result in debarment of the Company from future contracts and subcontracts.

As stipulated in federal regulations, a prerequisite to the development of a satisfactory affirmative action plan is the evaluation of opportunities for protected group members, as well as an identification and analysis of problem areas inherent in their employment. Also, where our analysis reveals a difference between incumbency (and/or hiring rates for veterans) and availability, an adequate AAP details specific affirmative action steps to guarantee equal employment opportunity. These steps are keyed to the problems and needs of protected group members. For minorities and women, such steps include the development of placement goals to address the disparity between incumbency and availability. For protected veterans and individuals with disabilities, such steps will include a thorough review of the Company's outreach efforts to determine the effectiveness of such efforts in closing the hiring and/or utilization gaps. It is toward this end that the following AAP of MICHAEL BAKER INTERNATIONAL was developed.

APPLICABLE AFFIRMATIVE ACTION LAWS AND REGULATIONS

MICHAEL BAKER INTERNATIONAL's AAP for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

MICHAEL BAKER INTERNATIONAL has separately developed an affirmative action plan for protected veterans and individuals with disabilities (Part II) prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741(Affirmative Action Program for Individuals with Disabilities), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-300 (Affirmative Action Program for protected veterans).

The Jobs for Veterans Act (JFVA), Public Law 107-288, effective December 1, 2003, increased the threshold for coverage under 38 U.S.C. §4212 from \$25,000 to \$150,000; grants VEVRAA protection to those veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (62 Fed. Reg. 1209); changes the definition of “recently separated veteran” to include “any veteran during the three-year period beginning on the date of such veteran’s discharge or release from active duty”; changes “Special Disabled Veterans” to “Disabled Veterans,” expanding the coverage to conform to 38 U.S.C. § 4211 (3); and, following publication of the final regulations, requires contractors to post job listings with their local employment service delivery system.

PROTECTED GROUPS

Coverage under affirmative action laws and regulations applies to:

Women and minorities who are recognized as belonging to or identifying with the following race or ethnic groups: Blacks/African Americans, Hispanics/Latinos, Asians/Pacific Islanders, American Indians/Alaskan Natives, and Two or More Races.

Any veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or who was discharged or released from active duty because of a service-connected disability.

Recently separated veterans: any veteran currently within three-years of discharge or release from active duty.

Veterans who served on active duty in the U.S. military during a war or campaign or expedition for which a campaign badge is awarded.

Veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

An individual with a disability: 1) a person who has a physical or mental impairment that substantially limits one or more of his/her major life activities; (2) has a record of such impairment, or (3) is regarded as having such an impairment.

PROGRAM TERMINOLOGY

The terms, "comparison of incumbency to availability," "deficiency," and "problem area," appearing in this AAP, are terms MICHAEL BAKER INTERNATIONAL is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance whatsoever. Although MICHAEL BAKER INTERNATIONAL will use the terms in total good faith in connection with its AAP, such use does not necessarily signify that the Company agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives.

The comparison of incumbency to availability contained herein is required by Government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with Government regulations, as interpreted by Government representatives. The use of certain geographic areas and sources of statistics does not indicate MICHAEL BAKER INTERNATIONAL's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this AAP. Such statistics and geographic areas will be used, however, in total good faith with respect to this AAP.

The grouping of job titles into a given job group does not suggest that MICHAEL BAKER INTERNATIONAL believes the jobs so grouped are of comparable worth.

Whenever the term "goal" is used, it is expressly intended that it "should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin," as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e)(2).

This AAP is not intended to create any contractual or other rights in any person or entity.

RELIANCE ON EEOC'S GUIDELINES

Although MICHAEL BAKER INTERNATIONAL does not believe any violation of Title VII of the Civil Rights Act exists, it has developed this AAP in accordance with and in reliance upon the EEOC's Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608.

REPORTING PERIOD

This AAP is designed to cover the following reporting period,

- AAP implementation period: 1/1/2021 – 12/31/2021
- Transaction period: 1/1/2020 – 12/31/2020

STATEMENT OF PURPOSE FOR PARTS I AND II

This AAP has been designed to bring women and men, members of minority groups, protected veterans, and individuals with disabilities into all levels and segments of MICHAEL BAKER INTERNATIONAL's workforce in proportion to their representation in the qualified relevant labor market.

The AAP, therefore, is a detailed, results-oriented set of procedures which, when carried out, results in full compliance with equal employment opportunity requirements through the equal treatment of all people.

The manner in which this is to be accomplished becomes technical and somewhat complicated. There are several reasons for this. First, MICHAEL BAKER INTERNATIONAL is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. These guidelines and requirements are in themselves somewhat technical and complex. In addition, relevant court decisions, which are often useful in interpreting, but sometimes conflicting with these requirements and guidelines, must be taken into account when developing and implementing the AAP. Furthermore, in determining MICHAEL BAKER INTERNATIONAL's current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must come into play.

The technical, legal, and mathematical aspects of the AAP, however, all have one common purpose—to allow us to properly identify three key concepts:

1. Where we stand now,
2. Where we must go,
3. How best to get there.

These three concepts are the Affirmative Action Plan.

MICHAEL BAKER INTERNATIONAL

ENGINEERING FUNCTIONAL UNIT

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

FOR

01/01/2021 – 12/31/2021

PART I**AAP FOR MINORITIES AND WOMEN****TABLE OF CONTENTS**

CHAPTER 1:	ORGANIZATIONAL PROFILE 41 C.F.R. § 60-2.11
CHAPTER 2:	JOB GROUP ANALYSIS 41 C.F.R. § 60-2.12
CHAPTER 3:	PLACEMENT OF INCUMBENTS IN JOB GROUPS 41 C.F.R. § 60-2.13
CHAPTER 4:	DETERMINING AVAILABILITY 41 C.F.R. § 60-2.14
CHAPTER 5:	COMPARING INCUMBENCY TO AVAILABILITY 41 C.F.R. § 60-2.15
CHAPTER 6:	PLACEMENT GOALS 41 C.F.R. § 60-2.16

ADDITIONAL REQUIRED ELEMENTS OF AFFIRMATIVE ACTION PROGRAMS

CHAPTER 7:	DESIGNATION OF RESPONSIBILITY 41 C.F.R. § 60-2.17(a)
CHAPTER 8:	IDENTIFICATION OF PROBLEM AREAS 41 C.F.R. § 60-2.17(b)
CHAPTER 9:	ACTION-ORIENTED PROGRAMS 41 C.F.R. § 60-2.17(c)
CHAPTER 10:	INTERNAL AUDIT AND REPORTING SYSTEM 41 C.F.R. § 60-2.17(d)

PART I: AAP FOR MINORITIES AND WOMEN

CHAPTER 1: ORGANIZATIONAL PROFILE

41 C.F.R. § 60-2.11

Workforce Analysis

MICHAEL BAKER INTERNATIONAL conducted a workforce analysis to identify employees at ENGINEERING by gender and race/ethnicity in each job title. The data was collected from payroll records dated 12/31/2018.

Job titles are listed by organizational unit. Job titles are listed from lowest to highest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles.

For each job title, MICHAEL BAKER INTERNATIONAL identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of employees who are White, Black, Hispanic, Asian, American Indian or Alaskan Native employees, Native Hawaiian or Pacific Islander, and Two or More races, and the male and female employees within each of these race/ethnic groups.

See the *Workforce Analysis* for the results per organizational unit.

CHAPTER 2: JOB GROUP ANALYSIS

41 C.F.R. § 60-2.12

Although the workforce analysis was conducted individually for every job title, after it was completed, job titles were grouped for the comparison of incumbency to availability and for setting goals. There were several reasons for grouping jobs.

Many job titles are so similar in content that handling them individually in the AAP is not necessary. Grouping together these very similar titles is appropriate for the comparison of incumbency to availability. For many job titles, the availability data that can be collected is limited, and the same data must be used for several related jobs. Therefore, grouping these related titles together is logical. Also, many job titles have so few incumbents in them that identifying disparities between incumbency and availability by job title is meaningless—as problem areas would be identified in terms of fractions of people. By grouping several similar titles and increasing the number of employees involved, a meaningful comparison can be conducted; any identified problem areas are more likely to be in terms of whole people. Consequently, goals established to correct problem areas are also more likely to be in terms of whole people.

The three reasons for grouping job titles all discuss "similar" or "related" jobs. That is the most critical guideline in creating job groups. Above all, the job titles placed into a job group must be more similar or related to each other than the job titles in other job groups.

Job groups must have enough incumbents to permit meaningful comparisons of incumbency to availability and goal setting. Ideally, if a job group is identified as containing a problem area, it should be large enough that a goal of a least one whole person can be established. No minimum size has been established for this purpose, however, since it is dependent not only on the size of the job group, but also on the size of the availability percentage and the number of minorities or women already employed in the job group.

MICHAEL BAKER INTERNATIONAL did not combine job titles with different content, wages, or opportunities if doing so would have obscured problem areas (e.g., job groups which combine jobs in which minorities or women are concentrated with jobs in which they are underrepresented).

CHAPTER 3: PLACEMENT OF INCUMBENTS IN JOB GROUPS

41 C.F.R. § 60-2.13

Each job group appears on a Job Group Report with a job group name and number. The report lists each job title in the job group. For each job title, the worksheet provides the following information: EEO reporting category, job title, employee headcounts for each job title, and overall percentages by gender and race/ethnicity as of 12/31/2020.

See the *Job Group Analysis* for the listing of the job titles and the associated race and gender headcounts per job group.

CHAPTER 4: DETERMINING AVAILABILITY

41 C.F.R. § 60-2.14

"Availability" is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment at MICHAEL BAKER INTERNATIONAL for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if MICHAEL BAKER INTERNATIONAL's employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus our current employment (from the workforce analysis), identify problem areas and establish percentage placement goals to correct the problems.

Steps in Comparison of Incumbency to Availability

Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2010 Census of Population.
 - A. Local labor area: An Employee Zip Code Analysis was used to identify the most precise local labor area for MICHAEL BAKER INTERNATIONAL. The final local labor area met the following two (2) conditions: 1) it includes all counties/county sets where 5% or more of the employees/applicants resided, and 2) when summed, those counties/county sets accounted for at least 78% of the total applicants/employees within the at-issue workforce. Smaller contributing counties/county sets are removed (i.e., trimmed) unless they are necessary to reach 78%. Once trimmed, the weights for the remaining counties/county sets were proportionately increased to reach 100%.
 - B. Reasonable labor area: National

See the *Zip Code Analysis* report for the counties included in the local labor area.

Note: Zip code analysis results only apply to job groups where populated census data is available.

2. Internal Factor: The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. See the *Internal Availability Analysis* for more detail.

Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights.

Weights were never assigned in an effort to hide or reduce problem areas.

Identify Final Availability: Weights were multiplied by the component-specific data to produce weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each sex and race/ethnic group, as well as for minorities in the aggregate.¹

See the *Availability Analysis* for the availability breakdown for each job group.

¹ In most cases, the final availability report (and most other technical reports in this AAP) only includes data/information for females and minorities in the aggregate.

CHAPTER 5: COMPARING INCUMBENCY TO AVAILABILITY
41 C.F.R. § 60-2.15

Once final availability estimates were made for each job group, MICHAEL BAKER INTERNATIONAL compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of 12/31/2018 and that group's final availability.

See the *Comparison of Incumbency to Availability* for the results per job group.

CHAPTER 6: PLACEMENT GOALS

41 C.F.R. § 60-2.16

MICHAEL BAKER INTERNATIONAL has established an annual percentage placement goal whenever it found that minority or female representation within a job group was less than would reasonably be expected given their availability. In each case, the goal was set at the availability figure derived for women and/or minorities, as appropriate for that job group. These goals take into account the availability of basically qualified persons in the relevant labor area. They also take into account anticipated employment opportunities with our organization. Goals are not rigid and inflexible quotas which must be met but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and through implementation of our action-oriented programs (see Chapter 9). Selections will occur only from among qualified applicants. Goals do not require the hiring of a person when there are no vacancies or the hiring of a person who is less likely to do well on the job ("less qualified") over a person more likely to do well on the job ("better qualified"), under valid selection procedures. Goals do not require that MICHAEL BAKER INTERNATIONAL hire a specified number of minorities or women.

A goal is a guidepost against which MICHAEL BAKER INTERNATIONAL, a community group, or a compliance agency can measure progress in remedying identified deficiencies in MICHAEL BAKER INTERNATIONAL's workforce. By setting realistic goals, MICHAEL BAKER INTERNATIONAL should be able to meet the goals, assuming we conduct effective recruitment and advertising efforts to ensure an adequate pool of qualified minority and/or female applicants.

See the *Placement Goals* report for each job group and the *Goals Progress Report* for progress made since the previous AAP.

CHAPTER 7: DESIGNATION OF RESPONSIBILITY

41 C.F.R. § 60-2.17(a)

As part of its efforts to ensure equal employment opportunity to all individuals, MICHAEL BAKER INTERNATIONAL has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the Chief Executive Officer, members of the Human Resources Team, and those employed as supervisors and managers have undertaken the responsibilities described below.

Chief Executive Officer

The primary responsibility and accountability for implementing the AAP rests with Brian A. Lutes, MICHAEL BAKER INTERNATIONAL's President & Chief Executive Officer. This person is responsible, through the Chief Human Resource Officer, the Human Resources Department, and managers and supervisors for adherence to MICHAEL BAKER INTERNATIONAL's policy of equal employment opportunity and affirmative action. This role includes, but is not limited to, the following duties:

1. Designate appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring MICHAEL BAKER INTERNATIONAL's AAP.
2. Ensure that those designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Impart the personal direction that ensures total involvement and commitment to equal employment opportunity programs through MICHAEL BAKER INTERNATIONAL's AAP.

Human Resources Team

Penny Mercadante, MICHAEL BAKER INTERNATIONAL's Chief Human Resource Officer is responsible for overall supervision of the AAP. The Chief Human Resource Officer ensures, through members of the Human Resources Department, and department managers and supervisors, that all relevant policies and procedures are adhered to. Specific responsibility for accomplishing this Affirmative Action Program is assigned to Emily Coulter, Sr Analyst. Her responsibilities, along with members of the Human Resources Department, include, but are not limited to, the following:

1. Developing the Affirmative Action Program and the methods for its effective implementation.
2. Advising management in the modification and development of MICHAEL BAKER INTERNATIONAL's policies to ensure the enhancement of equal employment opportunity for all employees and potential employees within existing equal employment opportunity guidelines.

3. Developing, implementing, and maintaining audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will
 - a) Indicate need for remedial action, and
 - b) Determine the degree to which goals and objectives have been obtained.
4. Conducting periodic audits to ensure all required posters and those advertising MICHAEL BAKER INTERNATIONAL's equal employment opportunity policies and AAP are displayed and that MICHAEL BAKER INTERNATIONAL's equal employment opportunity and AAP policies are being thoroughly communicated.
5. Reviewing all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.
6. Ensuring that all new employees receive a special orientation to MICHAEL BAKER INTERNATIONAL's equal employment opportunity policy and are thoroughly informed with regard to the AAP and its objectives.
7. Ensuring that recruitment advertising is placed in minority and female-oriented publications, as applicable.

Managers and Supervisors

In their direct day-to-day contact with MICHAEL BAKER INTERNATIONAL's employees, managers and supervisors have assumed certain responsibilities to help the Company ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to, the following:

1. Aggressively adhere to MICHAEL BAKER INTERNATIONAL's equal employment opportunity and affirmative action policy.
 - A. Support and assist the Chief Human Resource Officer in successfully implementing the AAP.
 - B. Review and monitor progress reports regarding the status of goal achievement.
 - C. Take action to prevent harassment of employees placed through affirmative action efforts.
2. Assign employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.

3. Ensure that all interviews, offers of employment and/or wage commitments are consistent with MICHAEL BAKER INTERNATIONAL's policy.
4. Implement the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
5. Assist in identifying problem areas and provide needed information for establishing and meeting department affirmative action goals and objectives.
6. Reviewing job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.

CHAPTER 8: IDENTIFICATION OF PROBLEM AREAS

41 C.F.R. § 60-2.17(b)

Terminology

The phrases “comparison of incumbency to availability,” and “problem area” appearing in this chapter are terms MICHAEL BAKER INTERNATIONAL is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although MICHAEL BAKER INTERNATIONAL will use the terms in good faith in connection with its AAP, such use does not necessarily signify the Company agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, and objectives. Whenever the term “goal” is used, it is expressly intended that it “should not be used to discriminate against any applicant or employee because of race, color, religion, gender, or national origin,” as stated in Title 41 Code of Federal Regulations, Part 60-2.16(e).

In addition to comparing incumbency to availability within job groups, MICHAEL BAKER INTERNATIONAL has conducted studies to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the action-oriented programs described in Chapter 9 of this AAP.

Goals are established within each of the job groups at no less than the current availability data for the job group.

41 C.F.R. § 60-2.17(b)(1): Workforce by Organizational Unit and Job Group

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the *Workforce Analysis*.

An analysis of minority and female utilization within each job group was accomplished by a thorough investigation of the *Comparison of Incumbency to Availability* reports.

41 C.F.R. § 60-2.17(b)(2): Personnel Activity

Applicant flow, hires, promotions, and terminations were analyzed by job group. An analysis of selection disparities in personnel activity between men/women and whites/minorities was accomplished by a thorough examination of transaction data. See the *Summary of Personnel Transactions Report* for each job group.

41 C.F.R. § 60-2.17(b)(3): Compensation Systems

Compensation analyses were conducted by comparing the salaries for men v. women, and whites v. minorities in each job title.

CHAPTER 9: ACTION-ORIENTED PROGRAMS

41 C.F.R. § 60-2.17(c)

MICHAEL BAKER INTERNATIONAL tailors our action-oriented programs each year to ensure they are specific to the problem identified.

Action-Oriented Programs:

The Action-Oriented Programs designed to address the underutilization of women and minorities are listed below. These Action-Oriented Programs will be carried-out throughout the AAP year. The Vice President of Talent Acquisition, with the help of the managers, will be responsible in ensuring that the following are implemented.

Recruitment:

1. MICHAEL BAKER INTERNATIONAL will continue its recruiting efforts through the MICHAEL BAKER INTERNATIONAL website, outside agencies, and job service postings.
2. Advertisements will always carry the EEO/AA tagline.
3. MICHAEL BAKER INTERNATIONAL will participate in job fairs if there are sufficient numbers of opening to warrant participation.
4. MICHAEL BAKER INTERNATIONAL will continue to recruit at numerous colleges and universities including but not limited to Penn State, Texas A&M, Cal-Poly, Virginia Tech, etc. MICHAEL BAKER INTERNATIONAL targets universities based in part on the high-level of diversity of its student body.
5. MICHAEL BAKER INTERNATIONAL will initiate and maintain communication with organizations having special interests in the recruitment of women and minorities, specifically those targeted to our industry.
6. MICHAEL BAKER INTERNATIONAL will continue to employ interns who work during the summer and part-time during the school year.
7. MICHAEL BAKER INTERNATIONAL will continue to publish recruiting brochures where minority and female members of the workforce are included, as well as in other Company literature.
8. MICHAEL BAKER INTERNATIONAL will continue to utilize an employee referral program to encourage employees to refer colleagues to apply to open positions.

Job Specifications/Selection Process:

1. Develop position descriptions that accurately reflect position functions and are consistent

for the same position from one location to another.

2. Develop job or worker specifications that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. Develop specifications that are free from bias with regard to age, race, color, religion, national origin, disability or veteran status.
3. Approved position specifications and worker specifications will be made available to all members of management involved in the recruiting, screening, selection, and promotion process. Specifications may also be made available to recruiting sources.
4. MICHAEL BAKER INTERNATIONAL will continue to use only worker specifications that include job-related criteria.
5. MICHAEL BAKER INTERNATIONAL will continue to carefully select and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.

Job Advancement:

1. Minority and female employees can be made available for participation in Career Days, Youth Motivation Programs, and related activities in the community, as desired.
2. MICHAEL BAKER INTERNATIONAL will continue to post or announce job opportunities. MICHAEL BAKER INTERNATIONAL's Job Posting Policy System requires postings of all positions up to the Senior Management level.
3. MICHAEL BAKER INTERNATIONAL will continue to make use of the current talent pool to promote within when possible, which fosters employee growth and career opportunity.
4. Establish, whenever feasible, formal career counseling programs to include behavioral development, education, job rotation, buddy system, and outsourced developmental opportunities.
5. Require supervisory personnel to submit justification when apparently qualified minority or female employees are passed over for upgrading.
6. Review seniority practices to ensure such practices are non-discriminatory and do not have discriminatory effect.
7. All MICHAEL BAKER INTERNATIONAL employees are actively encouraged to participate in facilities and Company-sponsored social and recreational activities.
8. MICHAEL BAKER INTERNATIONAL will continue to use our formal employee evaluation program. The performance appraisal is used for annual reviews for all

employees.

9. Tuition reimbursement is offered to all full-time employees with six months of continuous service that meet performance and conduct standards and are interested in pursuing an undergraduate degree or an advance degree directly related to our business and the employee's profession.

In addition to the programs outlined above, MICHAEL BAKER INTERNATIONAL established an internal Diversity and Inclusion Council comprised of nine recognized leaders across the company, sponsored by both the Chief Human Resources Officer and the Chief Executive Officer. The Diversity and Inclusion Council's purpose is to identify initiatives that support the action-oriented programs thus supporting the affirmative action plan and identified goals. The Council also assists in implementing the programs throughout the company to ensure adoption and progress toward goals.

CHAPTER 10: INTERNAL AUDIT AND REPORTING

41 C.F.R. § 60-2.17(d)

Inherent in the AAP is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record keeping systems on applicants, employees, and components of the AAP itself. Periodic reports from supervisors, department managers, the Senior HR Analyst, and other relevant persons are required.

The objective of all record keeping systems to be implemented is to assess the results of past actions, trends, the appropriateness of goals and objectives, the appropriateness and relevancy of identified solutions to problems, and the adequacy of the Plan as a whole. In addition, a further objective is to identify the proper corrective actions to be made to all components.

In order to fully achieve the objectives of such a record keeping system, the results of it must lead to follow-up through feedback to managers, supervisors, and staff, through reallocation of resources, through modifications to plans and the record keeping system itself, through appropriate recognition of personal achievements as well as punitive actions for discriminatory acts. For any identified deficiencies, appropriate corrective action will be identified and implemented.

The records that are maintained are the basis for updating the AAP, including revising the availability data and establishing annual numerical goals. The internal audit and reporting system is used as the basis for evaluating systemic, results-oriented programs and affirmative action efforts.

The MICHAEL BAKER INTERNATIONAL auditing and reporting system periodically measures the effectiveness of its total AAP. The Chief Human Resource Officer:

1. Monitors records of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out;
2. Requires internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained;
3. Reviews report results with all levels of management; and
4. Advises top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

MICHAEL BAKER INTERNATIONAL

ENGINEERING FUNCTIONAL UNIT

**PART II: AFFIRMATIVE ACTION PLAN FOR PROTECTED VETERANS AND
INDIVIDUALS WITH DISABILITIES**

FOR

01/01/2021 – 12/31/2021

PART II

AAP FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

TABLE OF CONTENTS

CHAPTER A:	POLICY STATEMENT 41 C.F.R. §§ 60-300.44(a); 60-741.44(a)
CHAPTER B:	REVIEW OF PERSONNEL PROCESSES 41 C.F.R. §§ 60-300.44(b); 60-741.44(b)
CHAPTER C:	PHYSICAL AND MENTAL QUALIFICATIONS 41 C.F.R. §§ 60-300.44(c); 60-741.44(c)
CHAPTER D:	REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL LIMITATIONS 41 C.F.R. §§ 60-300.44(d); 60-741.44(d)
CHAPTER E:	HARASSMENT 41 C.F.R. §§ 60-300.44(e); 60-741.44(e)
CHAPTER F:	EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND POSITIVE RECRUITMENT 41 C.F.R. §§ 60-300.44(f); 60-741.44(f)
CHAPTER G:	INTERNAL DISSEMINATION OF POLICY 41 C.F.R. §§ 60-300.44(g); 60-741.44(g)
CHAPTER H:	AUDIT AND REPORTING SYSTEM 41 C.F.R. §§ 60-300.44(h); 60-741.44(h)
CHAPTER I:	RESPONSIBILITY FOR IMPLEMENTATION 41 C.F.R. §§ 60-300.44(i); 60-741.44(i)
CHAPTER J:	TRAINING 41 C.F.R. §§ 60-300.44(j); 60-741.44(j)
CHAPTER K:	DATA COLLECTION ANALYSIS 41 C.F.R. §§ 60-300.44(k); 60-741.44(k)
CHAPTER L:	COMPENSATION 41 C.F.R. §§ 60-300.21(i); 60-741.21(i)

CHAPTER A: POLICY STATEMENT

41 C.F.R. §§ 60-300.44(a); 60-741.44(a)

It is the policy of MICHAEL BAKER INTERNATIONAL and my personal commitment that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or individual with a disability at all levels of employment, including the executive level. MICHAEL BAKER INTERNATIONAL does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, MICHAEL BAKER INTERNATIONAL is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. MICHAEL BAKER INTERNATIONAL will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:

- (1) Filing a complaint;
- (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;;
- (3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
- (4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Our obligations in this area stem from not only adherence to various state and federal regulations,

but also from our commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or an individual with disability. MICHAEL BAKER INTERNATIONAL's EEO policy and affirmative action obligations include the full support from me, Brian A. Lutes, as MICHAEL BAKER INTERNATIONAL's President & Chief Executive Officer.

MICHAEL BAKER INTERNATIONAL will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the AAP, identify the need for remedial actions, determine if objectives were attained, and determine if opportunities to participate in Company-sponsored activities were extended to all employees and applicants.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact the Human Resources Department. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with the Human Resources Department during regular business hours (9:00 AM EST – 5:00 PM EST).

Brian A. Lutes
President & Chief Executive Officer

12/31/2020

CHAPTER B: REVIEW OF PERSONNEL PROCESSES
41 C.F.R. §§ 60-300.44(b); 60-741.44(b)

To ensure that all personnel activities are conducted in a job-related manner which provides and promotes equal employment opportunity for all known protected veterans and employees and applicants with disabilities, reviews are periodically made of the Company's examination and selection methods to identify barriers to employment, training, and promotion.

- 1) MICHAEL BAKER INTERNATIONAL periodically conducts a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of 1) known protected veteran applicants and employees; and 2) applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all available training opportunities. In order to determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known protected veterans and individuals with disabilities, both applicants and employees. In determining the qualifications of a protected veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered.
- 2) MICHAEL BAKER INTERNATIONAL ensures that its personnel processes do not stereotype individuals with disabilities or protected veterans in a manner which limits their access to jobs for which they are qualified.
- 3) MICHAEL BAKER INTERNATIONAL ensures that applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communication technologies.
- 4) MICHAEL BAKER INTERNATIONAL provides reasonable accommodations, unless such accommodations will cause undue hardship to the Company, to applicants and employees with disabilities to ensure that equal employment opportunity are extended in the operation of its personnel processes.
- 5) MICHAEL BAKER INTERNATIONAL ensures that information and communications systems are accessible to all employees and applicants with disabilities even in the absence of a specific request for accommodation.

CHAPTER C: PHYSICAL AND MENTAL QUALIFICATIONS
41 C.F.R. §§ 60-300.44(c); 60-741.44(c)

To ensure that all physical and mental qualifications and requirements are job-related and promote equal employment opportunity for all known protected veterans and employees and applicants with qualified disabilities, reviews are periodically made of the Company's physical and mental qualifications and requirements as they relate to employment, training, and promotion.

The Company's physical and mental job requirements are reviewed to determine whether or not they are job-related and consistent with business necessity and safe performance on the job.

Schedule for Review: Review will take place as new job requirements are established.

CHAPTER D: REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL LIMITATIONS

41 C.F.R §§ 60-300.44(d); 60-741.44(d)

MICHAEL BAKER INTERNATIONAL will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities or who are disabled veterans unless it can demonstrate that the accommodations would impose an undue hardship on the operation of business. Such reasonable accommodations are implemented in the Company's electronic and/or online application systems. The Company ensures that qualified applicants and employees with disabilities, who are unable to fully utilize the system, are provided equal opportunities to apply and be considered for all jobs. MICHAEL BAKER INTERNATIONAL will confidentially review performance issues of employees with known disabilities to determine whether a reasonable accommodation is needed when: 1) the employee is having significant difficulty with job performance, and 2) it is reasonable to conclude that the problem is related to the known disability.

Employees may also contact the following at any time to formally request an accommodation:

Michael Baker International Benefits Department
Email: BenefitsDept@mbakerintl.com

CHAPTER E: HARASSMENT
41 C.F.R. §§ 60-300.44(e); 60-741.44(e)

MICHAEL BAKER INTERNATIONAL has developed and implemented a set of procedures to ensure that its employees with disabilities and protected veterans are not harassed due to those conditions. A copy of the sexual harassment policy, which includes a section prohibiting harassment of individuals with disabilities or protected veterans is available for distribution to new as well as to existing employees.

CHAPTER F: EXTERNAL DISSEMINATION OF POLICY, OUTREACH AND POSITIVE RECRUITMENT

41 C.F.R. §§ 60-300.44(f); 60-741.44(f)

Based upon the Company's review of its personnel policies as described in Chapter B, the following activities will be implemented or continued to further enhance our affirmative action efforts. All activities are the responsibility of the Vice President of Talent Acquisition.

- 1) Initiate and maintain communication with organizations having special interests in the recruitment of and job accommodations for protected veterans and individuals with disabilities.
- 2) Include workers with disabilities when employees are pictured in consumer, promotional, or help wanted advertising.
- 3) Disseminate information concerning employment opportunities using internet resources and also to publications that primarily reach protected veterans and individuals with disabilities.
- 4) Provide information emphasizing job opportunities for protected veterans and individuals with disabilities to local educational institutions, public and private.
- 5) Inform all recruiting sources, in writing and orally, of the Company's affirmative action policy for protected veterans and individuals with disabilities.
- 6) The public shall be notified of Michael Baker International's Plan through postings and publications. The Commitment to Equal Employment Opportunity and Diversity Statement can be found on our website, www.mbakerial.com.
- 7) All communication with the public in regard to recruitment, jobs, interviews, and employment shall emphasize that Michael Baker International is an EO/AA/VEV/Disabled employer. Recruiting advertisements and job postings include a statement that Michael Baker International is an EO/AA/VEV/Disabled employer.
- 8) List with the State Employment Development Department all suitable job openings.

The exemptions for posting jobs are when positions are,

- (1) executive and top management positions,
- (2) positions that will be filled from within the contractor's organization,
- (3) and positions lasting three days or less.

This is an on-going activity. A listing of job opportunities reported to the local State Employment Service Delivery System is always kept current.

- 9) Participate in veteran "job fairs" with Veterans' Administration rehabilitation facilities and schools which specialize in training or educating protected veterans.

- 10) MICHAEL BAKER INTERNATIONAL will also grant leaves of absence to employees who participate in honor guards for the funeral of veterans.

CHAPTER G: INTERNAL DISSEMINATION OF POLICY
41 C.F.R. §§ 60-300.44(g); 60-741.44(g)

In order to gain positive support and understanding for the affirmative action program for protected veterans and individuals with disabilities MICHAEL BAKER INTERNATIONAL will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the Chief Human Resource Officer. The following policies and procedures are designed to foster support and understanding from MICHAEL BAKER INTERNATIONAL's executive staff, management, supervisors, and other employees in an effort to encourage all employees to take the necessary actions to aid MICHAEL BAKER INTERNATIONAL in meeting its obligations.

- 1) Include the policy in the Company's policy manual and other in-house publications. The policy manual is made available to all employees via the Company intranet and highlighted in new hire orientation as well as annual compliance training materials.
- 2) Conduct special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation, making clear the Chief Executive Officer's support and expectations of the AAP.
- 3) Inform union officials of the contractor's policy and request their cooperation.
- 4) Include non-discrimination clauses in all union agreements and review all contractual provisions to ensure they are non-discriminatory.
- 5) Post the policy on Company bulletin boards, along with the Company's harassment policy which includes protection from harassment on the basis of disability.

CHAPTER H: AUDIT AND REPORTING SYSTEM
41 C.F.R. §§ 60-300.44(h); 60-741.44(h)

MICHAEL BAKER INTERNATIONAL has developed and currently implements an audit and reporting system that addresses the following:

- 1) Measures the effectiveness of MICHAEL BAKER INTERNATIONAL's overall affirmative action program and whether the Company is in compliance with specific obligations.
- 2) Indicates the need for remedial action. Any corrective actions will be the responsibility of the Chief Human Resource Officer.
- 3) Measures the degree to which MICHAEL BAKER INTERNATIONAL's objectives are being met.
- 4) Determines whether there are any undue hurdles for individuals with disabilities and protected veterans regarding Company sponsored educational, training, recreational, and social activities. This will also include, but will not be limited to, the review of the on-line and electronic application system to determine their accessibility and ensuring that procedures to request for accommodations are prominently displayed and that individuals with disabilities can readily obtain the needed accommodation.

CHAPTER I: RESPONSIBILITY FOR IMPLEMENTATION

41 C.F.R. §§ 60-300.44(i); 60-741.44(i)

As part of its efforts to ensure equal employment opportunity to protected veterans and individuals with disabilities, MICHAEL BAKER INTERNATIONAL has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment system. To that end, the Chief Executive Officer, members of the Human Resource Team, and those employed as supervisors and managers have undertaken the responsibilities described below.

Chief Executive Officer

Brian A. Lutes, President & Chief Executive Officer of MICHAEL BAKER INTERNATIONAL, has overall responsibility for implementation of the Affirmative Action Programs. The Chief Executive Officer's responsibilities include, but are not limited to, the following:

1. Designating appropriate personnel with the responsibility for overseeing, administering, implementing, and monitoring the Company's AAP.
2. Ensuring that designated personnel responsible for all AAP components are given the necessary authority and top management support and staffing to successfully implement their assigned responsibilities.
3. Imparting the personal direction that ensures total involvement and commitment to equal employment opportunity programs through MICHAEL BAKER INTERNATIONAL's AAP.

Human Resources Department

Penny Mercadante, Chief Human Resource Officer, is responsible for overall supervision of the AAP. The Chief Human Resource Officer ensures, through members of the Human Resources Team, and department managers and supervisors, that all relevant policies and procedures are adhered to. Specific responsibility for accomplishing this Program is assigned to Emily Coulter, Sr HR Analyst. Her responsibilities, along with members of the Human Resources Department, include, but are not limited to, the following:

1. Developing the AAP and the methods for its effective implementation.
2. Keeping management informed of the latest developments in the area of equal employment opportunity and affirmative action.
3. Collaborating with Senior Management on EEO and AAP issues.
4. Assisting line management in arriving at solutions to EEO/AA problems.
5. Assisting in the identification of problem areas.

6. Developing, implementing, and maintaining audit and reporting systems to measure effectiveness of equal employment opportunity programs, including those that will
 - a) Indicate need for remedial action,
 - b) Determine degree to which goals and objectives have been obtained.
7. Ensuring that relevant staff, (i.e., managers, and supervisors) are aware of the AAP and that their work performance is being evaluated in part on the basis of their equal employment opportunity efforts and results.
8. Reviewing all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensuring that all requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.
9. Conducting periodic audits to ensure that all required posters and the equal employment opportunity policies and AAP are displayed properly.
10. Conducting audits to ensure that the Invitation to Self-Identify (pre and post offer) for protected veterans and individuals with disabilities, the Company's equal employment opportunity, and AAP policies are being utilized appropriately and thoroughly communicated.
11. Ensuring that employees are re-surveyed regarding their disability status every five (5) years and send out reminders to employees, at least once during the five (5) year intervals, that they may voluntarily update their disability status at any time.
12. Serving as the liaison between MICHAEL BAKER INTERNATIONAL and enforcement agencies.
13. Serving as the liaison between MICHAEL BAKER INTERNATIONAL and organizations and community action groups for protected veterans and individuals with disabilities.
14. Ensuring the Company's VETS-4212 form is filed annually with the Veterans' Employment and Training Service (VETS).

Managers and Supervisors

In their direct day-to-day contact with the Company's employees, managers and supervisors have assumed certain responsibilities to help MICHAEL BAKER INTERNATIONAL ensure compliance with equal employment opportunity programs and effective implementation of the AAP. These include, but are not limited to the following:

1. Aggressively adhering to the Company's equal employment opportunity policy.

2. Supporting and assisting the Chief Human Resource Officer and the Human Resources Department in maintaining and successfully implementing the AAP.
3. Working with the Human Resources Department to review and monitor progress reports regarding the status of affirmative action programs.
4. Taking action to prevent harassment of employees placed through affirmative action efforts.
5. Assigning employees to significant jobs that might lead to greater personal growth and value, and counsel them with respect to what is needed for upward mobility within the employment structure.
6. Working with the Human Resources Department to review all job descriptions and specifications to ensure they are free of discriminatory provisions and artificial barriers. Ensure that all job requirements are job-related, that they are realistic, and that they reflect the actual work requirements of the essential job duties.
7. Ensuring that all interviews, offers of employment and/or wage commitments are consistent with the Company's policy.
8. Implementing the internal promotion and transfer of all employees under their supervision consistent with AAP goals and objectives.
9. Assisting in identifying problem areas and providing needed information for establishing and meeting department affirmative action goals and objectives.
10. Seeking and sharing information on feasible accommodations which have been or could be made for known disabilities.

CHAPTER J: TRAINING
41 C.F.R. §§ 60-300.44(j); 60-741.44(j)

MICHAEL BAKER INTERNATIONAL trains all employees involved in any way with the recruitment, selection, promotion, disciplinary actions, training, and related processes of individuals with disabilities or protected veterans to ensure commitment to the Company's stated affirmative action goals.

CHAPTER K: DATA COLLECTION ANALYSIS
41 C.F.R. §§ 60-300.44(k); 60-741.44(k)

MICHAEL BAKER INTERNATIONAL has adopted the current national percentage of veterans in the civilian labor force of 5.7% as its hiring benchmark for protected veterans. MICHAEL BAKER INTERNATIONAL will update its hiring benchmark as new data is published and updated via the OFCCP's website. The hiring benchmark is applied to each job group within MICHAEL BAKER INTERNATIONAL.

MICHAEL BAKER INTERNATIONAL also adopted the current national utilization goal of 7.0% for qualified individuals with disabilities. MICHAEL BAKER INTERNATIONAL will update its utilization goal as new data becomes available, updated and published. The 7.0% utilization goal is applied *to each job group* within MICHAEL BAKER INTERNATIONAL.

Goals and/or benchmarks do not require that MICHAEL BAKER INTERNATIONAL hire, promote, train, and/or retain a specified number of individuals with disabilities and/or protected veterans. These goals/benchmarks are not rigid and inflexible quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. A goal is a guidepost against which MICHAEL BAKER INTERNATIONAL, a community group, or a compliance agency can measure progress in remedying identified deficiencies in MICHAEL BAKER INTERNATIONAL's workforce.

MICHAEL BAKER INTERNATIONAL has collected the required data and conducted studies to identify areas of opportunities in the employment of protected veterans and individuals with disabilities. MICHAEL BAKER INTERNATIONAL will continue to monitor and update these studies periodically during each AAP year. In each case where the hiring benchmark for protected veterans and/or the utilization goal for individuals with disabilities are not met, affirmative actions, as appropriate, will be taken consistent with the activities mentioned in Chapter F (External Dissemination of Policy and Outreach and Positive Recruitment) and measures described in Chapter H (Internal Audit and Reporting) of this AAP.

See the *Hiring Benchmark and Utilization Goals Analyses*.

CHAPTER L: COMPENSATION
41 C.F.R. §§ 60-300.21(i); 60-741.21(i)

It is the policy of MICHAEL BAKER INTERNATIONAL that when offering employment or promotion to protected veterans or individuals with disabilities, the amount of compensation offered will not be reduced because of any disability income, pension, or other benefit the applicant or employee receives from another source.

September 7, 2021

Shelly Numan
Procurement Analyst II
Procurement Services
Port of San Diego
1400 Tidelands Ave
National City, CA 91950

Subject: Request for Qualifications (RFQ) 21-03SN:
Category 1: As-Needed Civil Engineering Services and
Category 2: As-Needed Project Management (PM) & Construction
Management (CM) Services

In response to your recent inquiry regarding NV5's commitment to inclusion, diversity, and equity we are pleased to report that *NV5 is committed to diversity and inclusion in the workplace and our communities where we live and work. We strive to take intentional action to honor that commitment.*

By Giving Employees a Voice

Our Employee Resources Groups unite employees with common backgrounds, providing a safe space to share idea with colleagues about their backgrounds, promoting professional development for members, and engaging organizations within our communities. Our current groups include community outreach, continuing education and internships, women, veterans, LGBTQ+, and underrepresented minority groups.

By Creating Opportunities

We are engaging with nationwide organizations to provide sponsorship for students and professional development for employees.

NV5 recently committed a total of \$275,000 in scholarships through the National Society of Black Engineers. We have also provided recent grants to the American Indian Science and Engineering Society's A.T. Anderson General Scholarship Fund.

By Engaging Our Communities

Being a good corporate citizen requires active engagement in our communities. As part of this engagement, NV5 has created corporate volunteer initiatives with the Boys and Girls Club of America (BGCA) and the Future City Competition.

In addition to the diversity and inclusion initiatives noted above, assessing representation in the company is done through our Affirmative Action Plans developed annually of our

Affirmative Action Programs with analysis of our efforts for successful implementation. Our annual plans reaffirm our belief in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment. The regular review by our company, as described in our AAPs (Affirmative Action Plans), helps ensure compliance with our policy to provide equality of opportunity in all aspects of employment, and that all personnel activities, such as the recruitment, selection, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes remain free of illegal discrimination and harassment based on upon race, color, religion, sex, sexual orientation, gender identity, and national

We are excited at the opportunity to continue our relationship with the Port of San Diego, and will provide signatures to the revised agreement when presented via DocuSign, as requested in your August 30, 2021 correspondence.

It is our expectation that, with this written response confirming our corporate-wide Diversity and Inclusion Initiative, in addition to our signed, updated agreement, will be considered in satisfactory response to your August 30, request. Please do not hesitate to contact myself at (858) 927-3654, via email at carl.henderson@NV5.com or Tamara O'Neal at (858) 385-2103, or via email at tamara.oneal@nv5.com if you would like additional information.

Sincerely,

A handwritten signature in blue ink that reads "Carl Henderson". The signature is fluid and cursive, with the first name "Carl" and last name "Henderson" clearly legible.

Carl Henderson, PhD, PE, GE
Chief Diversity Officer /SoCal CQA Group Director

Psomas

Psomas' commitment to Inclusion, Diversity, and Equity

Psomas believes supporting and encouraging diversity both within our firm and participating in industry wide efforts is important. Our former CEO was a founding member of our first internal Diversity Committee over 12 years ago, and that foundation has evolved to the current Diversity, Inclusion and Belonging (DIB) Committee, which is chaired by a principal of the firm who is an active participant in ACEC's national Diversity and Inclusion Working Group. We strive to continuously enhance and improve our program. Supported by our CEO, Board of Directors, and members of our Senior Leadership Team (SLT) our DIB Committee has a direct conduit to Psomas leadership which allows for commitment of firm resources when needed.

Psomas' Mission Statement for Diversity, Inclusion, and Belonging: To promote a workplace that respects and celebrates all cultures, races, religions, national origins, genders, ages, physical abilities, veteran status, and sexual orientations, and facilitates a culture of inclusion, resulting in a diverse workforce that reflects our community and creates value for our stakeholders.

To support this mission statement, three DIB goals were developed with supporting actions and programs for each goal. Goals include inclusion, external relations, and representation.

Current Metrics and examples include:

- In addition to serving as a group providing a conduit and communication link between employees and our senior leadership, our DIB Committee serves several other purposes. It has historically facilitated participation in D&I activities, such as employee meetups at community events and internal celebrations like our annual Cultural Potluck held in each office, where employees bring in dishes to share that celebrate their heritage. The committee also works on providing learning opportunities related to D&I. Our DIB Committee keeps a library of resource articles collected over the years that is available to all employees and we look for opportunities to provide awareness building activities for our staff. In 2021 we plan to use a program offered by one of our online learning services to provide an Unconscious Bias Awareness course for staff members that are interested in participating.
- We support the formation of Employee Resource Groups (ERGs) to foster employee engagement, relationship building, and facilitate a diverse and inclusive workplace. Our first ERG supporting Young Professionals is off the ground and running, and there has been interest shown in forming two additional ones for Professional Women and Parents/Caretakers that are currently in planning.
- As previously mentioned, the Chair of our DIB committee is an original member of ACEC's Diversity and Inclusion Working Group (DIWG), formed in 2019. Through a series of breakout groups, conference calls, and in-person conferences, this group developed the Diversity and Inclusion Keys to Success and Lesson Learned report. The report was published in March 2020 with the goal of sharing best practices related to D&I and providing a roadmap to help companies in our industry increase effectiveness of their D&I efforts.
- We have a history of supporting and encouraging staff participation in external groups and committees that contribute to D&I efforts in our industry. One of our principals, who co-founded our original Diversity Committee, previously served as Chair of the APWA national Diversity Committee. We also have staff members currently serving these roles at their local

industry groups, such as the Women's Transportation Seminar (WTS) D&I Chair for the Sacramento Chapter.

Equity and Social Justice through our work:

- Addressing equity and social justice begins with the recognition that one size does not fit all. Just as people are unique and have differing needs, so do neighborhoods and communities. It is dismissive and potentially destructive to prescribe a solution for a community simply because it worked somewhere else, or to implement a program or design without diligently seeking and incorporating input from the community into the process. Finding equitable solutions requires delving into the specific needs of the individual communities we work within. No one knows a community better than the people who call it home. These are the experts on the positive and negative aspects of their community, and they are the best equipped to give intimate perspectives on what is working well and what is not. Decisions about infrastructure or programs and policy should no longer be focused exclusively on congestion, throughput, or vehicle storage as they were in the past. Projects have widespread impacts on neighborhoods and the people who live in them. Our focus today must be broadened to livability, wellbeing, sustainability, and the empowerment of communities, including providing alternatives and managing the impacts of gentrification and displacement.

How Psomas measures success and continues to further these values

In addition to the metrics and examples noted above, below are some examples of ongoing programs within the firm to further our commitment to Inclusion, Diversity and Equity within the firm.

- Another one of Psomas goals is representation – Make annual progress toward staff diversity at all levels of the organization that more closely reflects our community. We believe having voices of different backgrounds and experiences helps create valuable dialogue and discussions with broader points of view. Having varying perspectives makes us smarter and stronger. Going off the premise of 'we don't know what we don't know,' this year our Governance Committee looked at adding more diversity to our board of directors. After a four-month process and reviewing over 30 candidates we selected an African American woman to serve as an advisor to our board. She is an MBA and the CEO of a full-service management consulting and technology firm with deep understanding of items such as mergers and acquisitions and developing and implementing strategic initiatives. She will be the second woman on our Board, but our first outside board member that is either a female or minority. We are excited about her future contributions! We believe this is an important step in an ongoing evolution of encouraging diversity among our managerial and senior leadership teams that is reflective of our firm demographics and the communities we serve.
- One of the key points of emphasis from our participation in the DIWG, and reflected in the D&I Keys to Success Report noted above, was the importance in instilling a 'Top Down' approach to D&I, where leadership and buy-in at the top of the organization is critical to progress and success. Our Senior Leadership Team has taken that to heart and held several internal meetings throughout this year to discuss D&I efforts at our firm and future areas for progress. Realizing that expert guidance to help inform and guide our decision making would be beneficial, we began researching and interviewing D&I consultants and selected one in late 2020. Earlier this year (2021), to help guide our DIB strategy and planning going forward, we began working with our consultant in a series of sessions with our SLT.

Memo



Contractor's Policy on Equal Employment Opportunity 41 C.F.R. §§ 60-300.44(a); 60-741.44(a)

TO: All Employees
FROM: Alexander Rothchild
DATE: January 1, 2021

It is the policy of Arcadis and my personal commitment that equal employment opportunity be provided for all persons in all facets of employment, including recruitment, hiring, retention, promotion, performance assessment, awards, and career-development opportunities regardless of race, religion, creed, color, national origin, sex, age, sexual orientation/transgender status, citizenship status, marital status, and status as a protected veteran or individual with a disability at all levels of employment, including the executive level. Arcadis does not and will not discriminate against any applicant or employee regardless of race, religion, creed, color, national origin, sex (including pregnancy, sex stereotyping, gender identity, gender expression or transgender status), age, sexual orientation/transgender status, citizenship status, protected genetic information, marital status, status as a parent, political affiliation and status as a protected veteran or individual with a disability (mental or physical), or retaliation based on protected EEO activity.

In addition, Arcadis is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. Arcadis will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:


- (1) Filing a complaint;
- (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;
- (3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
- (4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Our obligations in this area stem from not only adherence to various state and federal regulations, but also from our commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, creed, color, national origin, sex, age, sexual orientation/transgender status, citizenship status, marital

status, and status as a protected veteran or individual with a disability. Arcadis's EEO policy and affirmative action obligations include the full support from CEO, Alexander Rothchild.

Arcadis will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the AAP, identify the need for remedial actions, determine if objectives were attained, and determine if opportunities to participate in company- sponsored activities were extended to all employees and applicants.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact your local Human Resources representative. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with a local Human Resources Representative.

A handwritten signature in black ink, reading "Alexander Rothchild", positioned above a horizontal line.

ANA CEO
Alexander Rothchild

DIVERSITY AND INCLUSION POLICY

Introduction

Arcadis appreciates the value inherent to a diverse workforce and an inclusive work environment: more holistic and grounded decision making, higher performance and more innovation; greater employee engagement; and enhanced market reputation.

At Arcadis we value the differences between people and the contribution these differences make to our business.

Our diversity and inclusion programs aim to develop an open and inclusive workplace that enhances diverse thinking at all levels in the organization for the purpose of employee engagement and better meeting of our client needs. We will actively encourage diversity and inclusion, finding ways of utilizing the differences that exist to improve our business and make our people feel accepted and recognized. This means that we actively and flexibly seek to support the unique needs of many different employees. Our people should reflect the societies where we do business. We need to truly represent the many and varied cultures of the markets we serve. So we have to be committed and make continuous improvements in order to be an employer of choice for all our people around the world.

Above all, in line with the Arcadis value of **integrity** and our keystone behavior: **We value each other**, we are committed to ensuring that all employees feel valued, included and are treated with respect and dignity – it is a business need and our responsibility.

Responsibilities

It is the responsibility of everyone at Arcadis and particularly our leaders and managers to create an environment where:

- There is an appreciation for diversity. The company will ensure that all employees are treated fairly and with respect and dignity;
- The ability to contribute and access opportunities is based on merit. The company will adopt and actively encourage those practices and procedures that ensure all employees have equal opportunity to achieve their full potential;
- Inappropriate attitudes or behaviors in the workplace are not accepted. The company will address any instance of inappropriate behavior and confront attitudes based on inappropriate stereotypes;
- We nurture and encourage diverse teams to bring their diversity of thought through collaboration to add value to Arcadis clients and projects;
- We seek to understand the impact of our behaviors and decisions, and work to create an inclusive workplace that values diversity.

Equal Opportunity In Employment

Arcadis aims to provide equal opportunities by selecting, recruiting, developing, and promoting the best qualified people in all job families in a fair and non-discriminatory manner. We aim to ensure that this occurs by measuring applicants against objective selection criteria, whilst keeping in mind that competences, skills, and qualifications can be acquired in different ways.

Our aim is to give every employee fair access to all workplace opportunities and benefits. As such, all leaders and managers should make fair, non-discriminatory decisions about all work-related matters. This includes elements such as:

- training and development opportunities;
- promotion opportunities;
- work allocation;
- hours of work;
- salary levels and packages;
- leave arrangements (of all types);
- performance assessment;
- talent identification;
- retention;
- disciplinary procedures; and
- restructuring.

At Arcadis all employees have the responsibility for supporting and implementing this policy. Leaders and managers are responsible for developing and encouraging a positive environment, where all employees feel valued and are treated

with respect. Managers and staff must take responsibility for reporting breaches of this policy, and should themselves act in accordance with its spirit.

Underrepresented Groups

Arcadis recognizes that there is underrepresentation of certain groups in the workforce and believes that a focused commitment to implementing practices and actions with these groups will help us to create a strong, dynamic company producing the most innovative ideas for a global competitive edge. The company has decided to initially focus efforts on gender equality as research provides evidence that a focus on gender equality will have a positive effect on overall inclusion and with that it will benefit other underrepresented groups.

Gender Equality

Arcadis recognizes the under representation of females in engineering and consultancy within the built and natural environment. We also recognize that embracing differences helps drive innovative outcomes. Therefore, Arcadis is committed to developing and measuring a more formalized approach on gender equality that ensures equity and diversity principles and practices are applied across the employment lifecycle to support and improve gender equality outcomes in the workplace.

A formalized approach will enable us to:

- provide both women and men access to equal opportunities and outcomes, including equal remuneration for work of equal or comparable value;
- remove barriers to the full and equal participation of women in the workforce;
- provide full and genuine access to all roles and jobs, with a focus on leadership roles for women and men;
- eliminate discrimination on the basis of gender;
- improve company performance and our ability to meet our client needs.

Commitment to take action

To enable the above, all regions are required to develop a Diversity and Inclusion policy and action plan consistent with the global policy and establish key performance outcomes to ensure equality is reviewed and improved across the employment lifecycle. Specifically, the regions are required to take active steps to increase the representation of females at senior levels in their part of the organization, improving pay equity between males and females, setting female participation goals and constantly reviewing the recruitment process to eliminate bias.

The responsibility and accountability for gender equality resides with the Executive Leadership Team and the Regional Senior Leadership teams. Progress is reported periodically in the quarterly reviews and formally communicated in the annual report.

For all regions, as well as globally, it is our aim to have the same percentage of women in leadership positions (Level 12, 13, 14) as we have women in the overall organization.

Regional leaders can decide to focus on other underrepresentative groups **in addition** to the global focus on gender equity.

Support

To support leaders, managers and others in achieving the diversity and inclusion objectives, training and education in diversity, equal opportunity and harassment can be made available through the Human Resources departments in the regions.

The HR teams will proactively monitor company performance in meeting the objectives, standards and policies, and set targets for the achievement and maintenance of this policy which will be communicated to the ELT and regional leadership teams and the Arcadis workforce at regular intervals.

**EQUAL OPPORTUNITY CONTRACTING (EOC)**

1200 Third Avenue, Suite 200 • San Diego, CA 92101
Phone: (619) 236-6000 • Fax: (619) 236-5904

A. WORK FORCE REPORT

The objective of the *Equal Employment Opportunity Outreach Program*, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

NO OTHER FORMS WILL BE ACCEPTED
CONTRACTOR IDENTIFICATION

Type of Contractor: ☐ Construction ☐ Vendor/Supplier ☐ Financial Institution ☐ Lessee/Lessor

☒ Consultant ☐ Grant Recipient ☐ Insurance Company ☐ Other

Name of Company: Arcadis U.S., Inc.

ADA/DBA: _____

Address (Corporate Headquarters, where applicable): 630 Plaza Drive, Suite 200

City: Highlands Ranch County: Douglas State: CO Zip: 80129

Telephone Number: (303) 471 - 3530 Fax Number: N/A

Name of Company CEO: Alex Rothchild

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address: 9620 Chesapeake Drive, Suite 106

City: San Diego County: San Diego State: CA

zip: 92123

Telephone Number: (760) 535 - 8539 Fax Number: N/A Email: Richard.Farr@arcadis.com

Type of Business: Consultancy, Engineering, Construction Management Type of License: B199900317

The Company has appointed: Brian Kundert

As its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate and enforce equal employment and affirmative action policies of this company. The EEOO may be contacted at:

Address: 630 Plaza Drive Suite 200 Highlands Ranch, CO 80129

Telephone Number: (720) 344 - 3831 Fax Number: N/A Email: Brian.Kundert@arcadis.com

- ☒ One San Diego County (or Most Local County) Work Force - Mandatory
- ☐ Branch Work Force *
- ☐ Managing Office Work Force

Check the box above that applies to this WFR.

*Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.

I, the undersigned representative of Arcadis U.S., Inc.

(Firm Name)

San Diego, California hereby certify that information provided

(County)

(State)

herein is true and correct. This document was executed on this 1st day of April, 2021

Taylor Dyer

(Authorized Signature)

Taylor Dyer

(Print Authorized Signature Name)

WORK FORCE REPORT - Page 2

NAME OF FIRM: Arcadis U.S., Inc. DATE: April 1, 2021OFFICE(S) or BRANCH(ES): San Diego, CA COUNTY: San Diego County

1. INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- | | |
|--------------------------------------|---|
| (1) Black or African-American | (5) Native Hawaiian or Pacific Islander |
| (2) Hispanic or Latino | (6) White |
| (3) Asian | (7) Other race/ethnicity; not falling into other groups |
| (4) American Indian or Alaska Native | |

Definitions of the race and ethnicity categories can be found on Page 4

ADMINISTRATION OCCUPATIONAL CATEGORY	(1) African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial											15	1		
Professional	1				2						7	6		
A&E, Science, Computer														
Technical				2							1	1		
Sales														
Administrative Support												2		
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

*Construction laborers and other field employees are not to be included on this page

Totals Each Column	1	0	0	2	2	0	0	0	0	0	23	10	0	0
--------------------	---	---	---	---	---	---	---	---	---	---	----	----	---	---

Grand Total All Employees

38

Indicate by Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled														
----------	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														



CHAPTER A: POLICY STATEMENT

41 C.F.R. §§ 60-300.44(a); 60-741.44(a)

It is the policy of Harris & Associates, Inc. and my personal commitment that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or individual with a disability at all levels of employment, including the executive level. Harris & Associates, Inc. does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, Harris & Associates, Inc. is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees and qualified employees with disabilities at all levels, including the executive level. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. Harris & Associates, Inc. will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:

- (1) Filing a complaint;
- (2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;
- (3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
- (4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Our obligations in this area stem from not only adherence to various state and federal regulations, but also from our commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity and status as a protected veteran or an individual with disability. Harris & Associates, Inc.'s EEO policy and affirmative action obligations include the full support from CEO, President Lisa Larrabee.

Harris & Associates, Inc. will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the AAP, identify the need for remedial actions, determine if

objectives were attained, and determine if opportunities to participate in company-sponsored activities were extended to all employees and applicants.

The Harris & Associates, Inc. is also committed to abiding with the Pay Transparency Nondiscrimination Provisions and therefore, will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. The Harris & Associates, Inc.'s employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the Harris & Associates, Inc.'s legal duty to furnish the information.

It is also Harris & Associates, Inc.'s policy not to discriminate because of a person's relationship or association with a protected veteran. This includes spouses and other family members. Also, Harris & Associates, Inc. will safeguard the fair and equitable treatment of protected veteran spouses and family members with regard to all employment actions and prohibit harassment of applicants and employees because of their relationship or association with a protected veteran.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact your local Human Resources Team. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with a local Human Resources representative.



Lisa V. Larrabee
CEO and President

January 2021

Diversity, Equity, and Inclusion (DEI) at Harris

Commitment to DEI

The Port District's commitment to Minority Business Enterprise (MBE), Woman Business Enterprise (WBE), Small Business Enterprise (SBE), Emerging Business Enterprise (EBE), Disabled Veteran Business Enterprise (DVPE), and Other Business Enterprise (EBE) reflects your belief in inclusion, diversity, and developing the Port of San Diego and surrounding communities. Harris shares this value. Diverse backgrounds and perspectives are sources of our strength and integral to the results we deliver. Partnering with Harris enables collaboration with a team of people from a variety of backgrounds and cultures. This results in a greater range of ideas and solutions based on our collective understanding of end-users and community needs. At Harris, diversity starts within:

- 41% of Harris' employees are women, 10% are veterans, almost half (43%) are Black, Indigenous, or People of Color (BIPOC), and 4% identify as people with disabilities
- 42% of our managers and directors are women
- 32% of our managers and directors are people of socially underrepresented groups
- 40% of our most senior leadership are women (including our CEO, Lisa Larrabee), and 20% are people who immigrated to the United States

The Harris Way

"DEI simply makes us all better. Better as people, better at our job, better at relating to others, better members of our communities. Humans are beings of relationships. DEI enriches all our relationships."

-Lara Jennings, Harris Senior Director, Project Management/Construction Management

To foster DEI, among other highlights, Harris:

- Provides paid family leave for all gender identities to support gender equality and work-life balance.
- Offers healthcare insurance for part-time employees (minimum 20 hours per week). This makes it possible for any employee, including those with families, to flex their hours while retaining precious benefits.
- Delivers stellar learning programs, so no matter what the need, certificate, or program, all our employees can continuously learn, grow, and advance in their careers.
- Hires people who represent the communities that we live in and serve. Employee referrals and active engagement with local universities and organizations generates diverse representation.



Harris' executive leadership team believes Harris must seize this moment in history to integrate more fully with society's issues and needs as human beings, in ways that go beyond our service offerings, with a focus on areas where we can make a difference.

Working Together for Change

2020 has brought many challenges while also creating an awakening for some and a validation for others around many social injustices. Harris is seizing this moment to more fully address societal issues in ways that go beyond our service offerings. Harris also recognizes our corporate social responsibility to cultivate an ever more inclusive culture where people can be themselves and do their best work. Driven by purpose and passion, volunteers from across Harris participate in our DEI Action Team which aims to:

- Create a more inclusive, equitable, and just world for our children.
- Ensure all feel welcome, valued, supported, and fully able to participate here at Harris.
- Fulfill a commitment to social justice.
- Promote inclusivity and counteract the painful impacts of exclusivity.
- Foster Science, Technology, Engineering, and Math (STEM) opportunities and inclusion for underrepresented groups.
- Help eliminate systemic racism and exclusionary patterns within the industry.
- Reach Harris' highest potential to make a difference through DEI
- Bring our shared values more fully to life.

To achieve those objectives, we're focusing on:

1. Advancing inclusion and belonging through employee education, onboarding, training, and mentoring.
2. Ensuring bias-free selection, hiring, and access to all opportunities
3. Continually assessing all workplace behaviors, policies, procedures, and practices to ensure equity and non-discriminatory elements.
4. Activating Employee Resource Groups.
5. Strengthening STEM-related community outreach and partnerships.
6. Fostering charitable giving and volunteerism in support of community inclusivity programs.

An Ongoing Journey

Like the Port District, Harris is on an ongoing journey of inclusivity and change. As Harris CEO, Lisa Larrabee, reflects *"By doing this work, we can be better consultants because our orientation shifts to acceptance of people as a whole, thereby creating an environment where we can readily share different perspectives, ideas, and approaches. This environment then yields more holistic and sustainable solutions to our clients' challenges. It is our becoming in this journey that paves the way for our future."*

Diversity, Equity, and Inclusion Strategy (DEI) Strategy

Statement of DEI Strategy: Foster a more equitable, diverse, and inclusive workplace that empowers all to reach their highest potential.

State of DEI in 2021

Workforce Representation + Management Roles

- **Women:** 42% of employees
 - 42% of senior leadership and 45% of people management roles filled by **women**
- **POC:** 44% of employees
 - 29% of senior leadership and 30% of people management roles filled by **POC**
- **LGBTQ2IA+:** Not currently tracked
- **Identify as people with disabilities:** 2% of employees

Engagement + Communication

- Created initial foundation for DEI Volunteer Group activities.

Training + Education

- Provided harassment prevention training to all employees and managers and ad hoc unconscious bias training.

Recruiting

- Using mainstream recruitment sourcing networks.
- 39% of qualified candidates were **women** (26% specific to STEM roles) and 43% were **POC** (54% specific to STEM roles).

Top Business + DEI Priorities Driving Our DEI Strategy

1. Inspire and empower employees to live our Purpose, Vision, and Shared Values every day.
2. Develop employee awareness, education, and practice of DEI principles.
3. Increase diversity of qualified applicants for STEM-related positions.

Top DEI Actions

1. Roll out and implement our refreshed Purpose, Vision, and Shared Values.
2. Design/select and launch DEI-related employee, manager, and leadership curriculum.
3. Activate and operationalize an Employee Resource Group for POC.
4. Establish and foster STEM-related community outreach and partnerships in our industry.
5. Foster charitable giving and volunteerism in support of community inclusivity programs for POC and women in STEM.
6. Create and implement new policies for charitable giving and volunteerism that support our DEI focus and priorities.
7. Enable hiring teams to interview in alignment with our Shared Values and to unbiasedly assess candidates for Shared Values and DEI behaviors (in addition to skills and capabilities).
8. Conduct current state analysis to assess employee experience with respect to our Shared Values and DEI behaviors through an employee survey.
9. Assess and update workplace policies to support our Shared Values and DEI behaviors.

State of DEI by End of 2022

Workforce Representation + Management Roles

- **Women + POC:** Build a pipeline of viable candidates for ongoing succession to leadership roles and internal mobility for advancement in progressive roles at Harris.
- **Women:** Ensure gender diversity holds a steady state in leadership and management positions, including the BOD.
- **POC:** Increase representation in leadership and management positions.
- **LGBTQ2IA+:** Provide multiple, optional ways to self-identify. Determine ways to support and offer resources.
- **Identify as people with disabilities:** Continue to provide multiple, optional ways to self-identify. Determine ways to support and offer resources.

Engagement + Communication

- Have benchmark data on employees' DEI experiences at Harris to glean insight and measure improvement (collected via survey).

Training + Education

- Have 100% of people and project managers complete training on fostering a respectful workplace and inclusivity.

Recruiting

- Expand DEI STEM networks and recruiting pipeline to include 2 specialized networks and 2 community outreach and partnership initiatives that embrace diversity and inclusion and have explicit DEI STEM-driven mission statements to feed our pipeline.

Underlying Beliefs + Assumptions

1. Living our Shared Values ingrains DEI into Harris' present and future.
2. All employees recognize and support the personal and professional growth potential of embracing DEI principles and priorities and are motivated to act.
3. Continued profitability affords time and resources for DEI efforts.

Risk Factors + Pitfalls to Avoid

1. Loss of dedicated time and resources due to escalating/unforeseen crises.
2. Challenges in attracting "all voices" to the table to engage on DEI principles and priorities.
3. Limited diversity in industry talent pools.

Acronym Key

BOD: Board of Directors

DEI: [diversity, equity, and inclusion](#)

LGBTQ2IA+: lesbian, gay, bisexual, transgender, queer, questioning, two-spirit, intersex, asexual, and other identities that fall outside of cisgender and heterosexual paradigms

POC: People of Color

STEM: science, technology, engineering, and mathematics



September 7, 2021

Shelly Numan, Procurement
San Diego Unified Port District
3165 Pacific Highway
San Diego, California 92101

Subject: RFQ 21-03SN, Category 2: As-Needed Project/Construction Management (PM/CM) Services; Inclusion, Diversity & Equity Statements

Dear Ms Numan,

We are receipt of your letter dated August 30, 2021 requesting our corporate participation to Inclusion, Diversity and Equity programs to extend the Port's commitment. At AECOM we have a strong commitment to these programs through our corporate Equity, Diversity & Inclusion initiatives. Attached please find the requested materials about our internal programs and the measures of success we recognized implementing them across our company. They include the following:

- Statement of Commitment
- Equal Employment Opportunity & Affirmative Action
- AECOM's Total commitment to Equity, Diversity & Inclusion, (ED&I)
- Measuring the Success of AECOM's ED&I Policies, Procedures, Programs & Plans
- Thrive

Lastly, we accept the addition of the new Specification Section 23, Equal Opportunity Employment, to the contract as well as the revised Rate Schedule Dates of November 1, 2021 to October 31, 2026.

If you have further questions, I can be reached at 858-354-9165 or john.dautel@aecom.com.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "John Dautel", is placed below the "Yours sincerely," text.

John Dautel, PE
Project Manager
T: 858.354.9165
john.dautel@aecom.com

CC: Chris Mockus



Statement of Commitment from AECOM's Chief Executive Officer

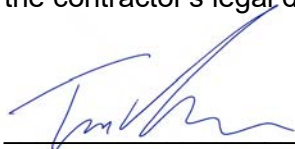
It is the policy of AECOM not to discriminate or allow the harassment of employees or applicants on the basis of sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law with regard to any employment practices, including recruitment, advertising, job application procedures, hiring, training, promotion, transfer, compensation, job assignments, benefits, and/or other terms, conditions of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. This policy applies to all jobs at the Company. The Company will continue to ensure that individuals are employed, and that employees are treated during employment, without regard to their sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by law in all employment practices as follows:

Employment decisions at the Company are based on legitimate job-related criteria. All personnel actions or programs that affect qualified individuals, such as employment, promotion, demotion, transfer, recruitment, advertising, termination, rate of pay or other forms of compensation, and selection for training, are made without discrimination because of any basis protected by law. Employees may choose to voluntarily disclose their sex, race, national origin, disability and protected veteran status at any time by contacting Human Resources. Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The Company makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the Company's business.

As AECOM's Chief Executive Officer, I am fully committed to the principles of equal employment opportunity and affirmative action. I have appointed EEO Officers responsible for supporting the successful implementation of the Company's Affirmative Action Plans (AAPs). Those EEO Officers work with Affirmative Action Coordinators at various locations of the Company, with joint responsibility for implementation of the Company's affirmative action activities. The EEO Officers and Affirmative Action Coordinators have the full support of top management and the staff necessary to fully implement this Program. All managers and supervisors will take an active part in the Company's AAPs to ensure qualified employees and prospective employees are considered and treated in a nondiscriminatory manner with respect to all employment decisions. Furthermore, AECOM will solicit the cooperation and support of all employees for the Company's Equal Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Plans include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Programs. The Affirmative Action Coordinator is responsible for periodically reviewing progress in the compliance and implementation of the policy of affirmative action. In accordance with public law, the Company's program of affirmative action for qualified individuals with disabilities and the program of affirmative action for protected veterans are available for inspection in the Human Resources Department, Monday through Friday, from 9:00 a.m. to 5:00 p.m. upon request.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review or hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Executive Order 11246, all as amended, and/or any other federal, state, or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations. AECOM will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.



Troy Rudd

January 2021

Equal Employment Opportunity and Affirmative Action

AECOM is committed to providing equal employment opportunity, without discrimination, to all employees and qualified applicants for employment without regard to race, ethnicity, sex, pregnancy, age, ancestry, military or veteran status, color, religion, creed, disability, marital status, medical condition, genetic information, national origin, gender (including gender nonconformity and status as a transgender or transsexual individual), gender identity, gender expression, sexual orientation, citizenship status or any other characteristic protected by applicable federal, state or local law.

Equal employment opportunity applies to all terms, conditions and privileges of employment, including, but not limited to, recruitment, hiring, compensation, training, promotion, demotion, transfer, termination, benefits, furloughs and retirement.

All employees are responsible for maintaining a respectful workplace free of unlawful discrimination, harassment and retaliation.

Any employee who witnesses or observes any form of discrimination, including harassment, related to this policy, is encouraged to report the incident to his or her supervisor, management or to a Human Resources representative. Employees may also use the AECOM Ethics Hotline 1-888-299-9602 or 1-770-613-6332 (outside of the U.S.) or email AECOMethics.hotline@tnwinc.com to report incidents of discriminatory, harassing or retaliatory conduct in the workplace.

Any manager/supervisor who knows of, or thinks he or she knows of, or witnesses a potential violation of this policy, has an added responsibility to act and must notify Human Resources immediately. To the extent possible, all notifications will be maintained with strict confidentiality.

We will take appropriate disciplinary action, up to and including termination of employment, if: (a) an employee is determined to have violated this policy; (b) an employee files a false complaint or provides false information regarding a complaint; (c) an employee fails to fully cooperate in the investigation of a complaint of alleged discrimination, harassment, retaliation or other noncompliant behavior; or (d) an employee retaliates against another employee for complaining of harassment or discrimination, or for participating in an investigation related to a complaint of harassment or discrimination.

As a government contractor, AECOM is committed to complying with the requirements of Executive Order 11246, as amended, Section 503 of the Rehabilitation Act, as amended, and the Vietnam Era Veterans Readjustment Assistance Act, as amended. As such, AECOM will create and maintain written Affirmative Action Plans. U.S.-based employees are able to review the non-confidential aspects of Affirmative Action Plans during normal business hours by contacting your EEO Officer or Human Resources Department.

AECOM's Total Commitment to Equity, Diversity and Inclusion (ED&I)

Equity, diversity and inclusion are core to AECOM's Vision — a world where infrastructure creates opportunity for everyone.

When we bring together a multitude of voices, ensure that every voice is heard, and cultivate equitable opportunities for all, we are stronger, smarter and better.

Our commitment to equity, diversity and inclusion enables us to better anticipate our clients' needs, understand the challenges facing the communities we serve, drive innovation that propels our industry forward, and realize our purpose of delivering a better world.



EQUITY

AECOM enables equal access and opportunities for all. We recognize that we don't all start from the same place because advantages and barriers exist. We aim to correct the imbalance by ensuring that everyone has access to the same opportunities for professional development, career advancement and business opportunities. We provide our people and our consulting partners—especially small, disadvantaged, and service-disabled veteran-owned businesses—with access to opportunities to thrive and grow. We are also committed to fairness, social justice and environmental justice in the projects we help plan, design and deliver.

DIVERSITY

Diverse ideas, perspectives and backgrounds are central to our business success. We bring together a multitude of voices and perspectives. We know from experience that diversity in backgrounds, culture, ideas, and perspective is central to business success. The ways in which we differ, both visibly and invisibly, fuel innovation and give us a competitive advantage. Moreover, the way we leverage the diversity of the communities we serve brings their ideas, needs, challenges and opportunities to the forefront, and drives successful outcomes for clients, communities, and people.

INCLUSION

AECOM fosters an environment of respect and belonging, where we are free to be our whole selves, and where every voice is welcome and valued. Inclusion is not just a practice—it is a deeply held value that brings innovation, creativity, and pride in our work. Our Employee Resource Groups are forums where employees voluntarily come together based on shared characteristics and interests, promoting a strong sense of inclusion and individual value. Inclusivity also extends to how we provide our consulting partners and stakeholders a seat at the table, encouraging their participation and ideas in the projects we deliver.

AECOM's ED&I Program Strategy

Equity, Diversity & Inclusion (EDI) are central to AECOM's Vision: A world where infrastructure creates opportunity for everyone.

We are committed to ensuring the voices of our people are included, heard and respected, and that AECOM is a place where our diverse talent thrives with equitable opportunities to grow and deliver superior business results. This is achieved by raising awareness, taking action, and making a difference in the key areas of focus:

AECOM's Commitment to Equity, Diversity and Inclusion	
People	<p>We attract, retain and develop talent from different backgrounds, worldviews and ways of thinking.</p> <ul style="list-style-type: none"> Recruit and retain women, veterans and regional/local minority groups Advance EDI-focused learning and development opportunities
Culture	<p>We create inclusive, engaging and respectful work environments.</p> <ul style="list-style-type: none"> Define and design a more inclusive culture and engage employee groups to drive change Ensure company policies, procedures and practices collectively uphold EDI
Capability	<p>We deliver solutions that prioritize the social impact of equity, diversity and inclusion.</p> <ul style="list-style-type: none"> Ensure our project teams reflect the diversity of the clients and communities we serve Factor EDI considerations into the projects we pursue and deliver
Market	<p>We leverage the diversity of our people to enrich communities and lead our industry.</p> <ul style="list-style-type: none"> Support NGOs through leadership, services, volunteerism and philanthropy Engage women-, minority-, disabled- and veteran- owned businesses



*"Equity, Diversity and Inclusion are guiding principles that translate into commitment, accountability and action. In a company like AECOM they not only build opportunities for our people and our consulting partners; they help us plan, design and build projects that improve and connect communities. Our daily mission is to raise our voices as agents for positive change and create lasting benefits for our people, our partners and our communities." - **Bev Richardson**, AECOM Senior Director for Equity, Diversity & Inclusion*

Measuring the Success of AECOM's to Equity, Diversity and Inclusion (ED&I) Policies, Procedures, Programs and Plan

1. AECOM's Success in Engaging a Diverse, Inclusive Workforce

AECOM is at the forefront of employee diversity, exceeding the industry's performance in hiring Black, Indigenous and People of Color (BIPOC) and women in science and engineering (S&E) professions, which include engineers, architects, certified planners, environmental scientists, construction management professionals, and other S&E professions.

BIPOC Employees in S&E Professions*:

S&E Industry Average: 21%

AECOM: 23%

Women Employees in S&E Professions*:

S&E Industry Average: 14%

AECOM: 31%

** per the National Center for Science and Engineering, 2021*

2. AECOM's Success in the Establishment of Employee Resource Groups to promote and advance ED&I

Since 2019, AECOM's commitment to ED&I has included the company's initiative to establish Employee Resource Groups (ERGs), which are forums where diverse AECOM employees come together voluntarily based on their shared characteristics and commitment to ED&I. ERGs include Black, Asian/Pacific Islander, Latinx, Native/Indigenous, LGBTQ, veteran, women, and disabled employees and their friends and allies, and are open to all employees.

ERGs promote a strong sense of inclusion and individual value and stress that everyone's voice counts. They promote inclusion, combat unconscious bias, and affirm that AECOM places a high value on ED&I as core values. ERGs also promote ED&I in AECOM's work collaboration with the firm's consulting partners—stressing that a culture of inclusion and sharing ideas makes for successful projects. In the past two years, AECOM employees have stood up ERGs in offices throughout the United States. Moreover, the firm has identified ED&I champions across North America.

Active ERGs in AECOM's southern California offices include: ED&I, African-American, Veterans, LGBTQ, Women, Asian-Pacific Islander, Latino ERGs, and Great Places to Work ERG (GP2W) ERGs.

3. Successful Outreach Efforts to DBEs, SBs, and VOSBs

AECOM's outreach approach to achieving the firm's ED&I goals for partnering with small, disadvantaged and veteran-owned firm outreach has resulted in measurable success. Through networking events, social media platforms, and project-specific websites such as <http://aecomsandagoutreach.com>, AECOM has conducted successful networking and outreach, including:

- An October 28, 2020 Virtual DBE/SB/VOSB Open House. AECOM worked with over 100 local DBE/SB/VOSB firms to share information on how to work with AECOM.
- An November 16, 2020 networking event, where AECOM met with over 100 DBE/SBs in San Diego and scheduled one-on-one sessions during a Virtual Speed Networking Event.
- A December 8-10, 2020 networking event, where AECOM dedicated eight 2-hour sessions with 69 potential subconsultants, during which six AECOM managers met with multiple firms.

- Post-networking feedback: AECOM reconnected with each firm to get their feedback on the outreach effort and provided instructions to help prospective partners get approved as vendors. 97% of responding firms found the event “very helpful” in a survey following the event.

AECOM added several firms from these networking events to our A&E team, including Schaefer Ecological Solutions, PanGIS, Entech Consulting, ADKI Engineering, Clark Land Resources, and MTGL. We also included Katherine Padilla and Associates (KPA) on an AECOM project for Caltrans District 11, enabling KPA to work for Caltrans for the first time.

4. ED&I Success Reflected in Client and Industry Recognition

AECOM has a consistent record in meeting DBE/SB participation goals on consulting contracts. Through the firm’s participation in programs such as Caltrans’ *Calmentor*, AECOM has provided mentoring and teaming with local DBE/SB businesses for over 20 years. AECOM has continued to partner with our 2019/2020 protégé firm through the Covid pandemic through successful virtual meetings. AECOM’s DBE/SB/VOSB involvement and mentor-protégé focus have earned significant awards, among them:

- Conference of Minority Transportation Officials (COMTO), National Award for Minority Business Inclusion
- The “Best of the Best” Top Supplier Diversity Programs, US Veterans Magazine
- Caltrans District 11, Small Business Council, Prime Contractor of the Year
- Women’s Business Enterprise National Council: Enterprise Award, Top Corporations for Women’s Business
- Caltrans recognition for the success of AECOM’s mentorship of Calmentor firm, EHM Architecture
- “Best of the Best” winner, Black EOE Journal, Hispanic Network Magazine and Professional Woman’s Magazine for commitment to diversity and excellence in fostering an inclusive environment
- Human Rights Campaign (HRC) LGBTQ survey: Consistently at 100 Points (Perfect Score)
- Best Diversity Company, Diversity/Careers in Engineering & Information Technology Magazine
- Employer of the Year, Women’s Transportation Seminar International, Seattle
- Hispanic American Construction Industry Association 2017 Mentor-Protégé Award
- Employer of the Year, Greater New York Chapter, Women’s Transportation Seminar, New York

“AECOM has been a tremendous and consistent partner in advancing diversity and inclusion across the transportation sector. AECOM was one of the first major firms at the table pushing for inclusion and diversity in the transportation engineering and construction industry.” - A. Bradley Mims, President and CEO, Conference of Minority Transportation Officials, 2018 National Awards Event

5. AECOM's Subcontracting Goal Attainment in the Past Three Years

Real results provide the best evidence of AECOM's commitment. The following table describes six recent AECOM prime contracts that demonstrate the firm's contracting goal achievement and commitment to DBE/SB involvement, even in cases where there were no agency-established DBE/SBE/VOSB contracting goals.

Project / Location / Description / Contract Fee	Contract Owner	DBE %		SBE %	
		Goal	AECOM	Goal	AECOM
SDG&E On-Call Environmental Services Contract, San Diego San Diego Region, CA, On-call environmental services for utility projects (\$10.497 M)	Scott Boczkiewicz, SDG&E Environmental Department Lead telephone 858-503-5043 email: sboczkiewicz@sdge.com	42	49.4	none	49.4
Los Angeles Metro: Purple Line Phase II, CMSS Contract Los Angeles, CA, Project and construction management for the design-build of a new subway line (\$30 M)	Michael McKenna, PE, LA Metro Executive Officer, Westside Purple Line Extension Section 2 telephone: 424-551-4447 email: mckennam@metro.net	38.3	44	N/A	44
San Diego County Association of Governments, A&E On-Call Engineering & Environmental Services Contract (5007800) San Diego Region. Various engineering and environmental services for transportation infrastructure (\$8.4 M)	Susan Huntington, Program Manager telephone: 619-595-5389 email: susan.huntington@sandag.org	none	17.7	None	17.7
Citracado Parkway Extension (Andreasen Drive to W. Valley Pkwy) City of Escondido, CA. Final design services for a new roadway (\$2.1 M)	Matt Souttere, City of Escondido, Project Manager telephone: 760-839-4574 email: msouttere@escondido.org	none	6	None	6
San Diego Association of Governments, Construction Management Services Contract (007800) (federally-funded Task Orders) Interstate highway and railroad/transit infrastructure in San Diego County (\$11.9 M)	Steve Hoyle, Program Manager, SANDAG telephone: 760-518-8715 email: steve.hoyle@sandag.org	16	27	None	17.7
County of San Diego On-Call Environmental Services for FHWA-Funded Projects San Diego Region, CA, On-call environmental services for road / bridge projects with federal funding (\$440,502)	Gail Getz, County of San Diego Dept. of Public Works, Project Manager, telephone: 858-694-3911 email: gail.getz@sdcounty.ca.gov	23	26.6	N/A	26.6

6. AECOM's Successful Mentoring and Programs for Businesses and People

Through AECOM's participation in programs like the Caltrans *Calmentor* Program and San Diego County Water Authority Mentor-Protégé Program, we provide mentoring and teaming for DBE, SB, and VOSB firms. Since March 1995, AECOM has been a mentor to more than 20 firms under *Calmentor*, San Diego County Water Authority, and U.S. Navy, Army, and Air Force programs. AECOM continues to apply this experience and nationwide mentoring programs and to apply lessons learned and best practices.

Examples of AECOM's mentoring of businesses and personnel include:

Forming Prime Joint Ventures with DBE/SB/VOSB firms: In San Francisco, AECOM teamed with local PM firm, EPC, in a joint venture as program manager for the construction of the \$1.5 billion Central Subway. When AECOM began working with EPC, the firm had around 20 employees. Now one of the Bay Area's leading infrastructure management consultants, EPC continues to work with AECOM in a close partnership.

For the Los Angeles Metro Purple Line Subway, Section 2, AECOM formed a prime program management joint venture in 2016 with three DBE firms: TEC Management Consultants, Safework, and Morgner Construction Management. The four firms brought together an accomplished team with experience on the Metro Regional Connector, Crenshaw Corridor, Eastside Extension, and Exposition Corridor Phases 1 and 2. As members of the Prime JV, these firms benefited from AECOM's mentorship and participated in all the key decisions of the CM project.

DBE Mentor-Protégé Program Success. The AECOM-led Purple Line Section 2 CM Joint Venture team designed and implemented a formal DBE Mentoring Program for all 14 DBE firms on the PM contract team. The goals of the mentoring program were to assist, train and support DBEs to build their technical proficiency and management capabilities. The CEO of Primet Joint Venture team member, TCE Consultants, Tim Coffey, led this Mentor Protégé program, coordinated regular assessments, and reported on the program's effectiveness to his fellow JV Executive Committee members regularly.

Vesting DBE/SB/VOSB Partners with Management Authority and Responsibility. An example of a very successful DBE collaboration in AECOM's current work in San Diego is on the firm's A&E contract. SANDAG issued AECOM a task order to design a major Bike Path. AECOM in turn engaged DBE partner, Chen Ryan & Associates, to independently manage the project and perform most of the work. Chen Ryan provided the Project Manager, whose successful leadership provided valuable business experience for Chen Ryan in a partnership with AECOM. The successful project directly benefiting SANDAG and the community.

Life-Long Partnerships that help small firms become tomorrow's leaders. AECOM partnered with SE3 Consultants, a DBE firm based in Chicago, since 2009, including the firm on several consulting contracts for the Illinois Tollway. AECOM mentored SE3 personnel and helped the firm it grow from a four-person operation in 2009 to a thriving 80-person company today with prime contracts in several states. AECOM also mentored SE3 on work for the Illinois DOT, helping the firm win an IDOT prime PM contract in 2020. AECOM and SE3 continue to collaborate, and SE3's management team is an integral part of AECOM's work for the Illinois Tollway. SE3 leaders are highly-sought after by clients for their technical and management expertise.

Mentoring People and Building Careers and Communities. An example of AECOM's commitment to mentoring and professional development is the Alameda Corridor Rail Expressway Project in Los Angeles, which included a job training and development program that increased the project's economic benefits to residents of communities along the alignment. One construction contract managed by the AECOM-led PM Joint Venture team required the pre-apprenticeship construction trade training for 650 residents and non-trade training for 350 residents; enrolled 650 graduates of the pre-apprenticeship programs in union-sponsored apprentice programs; and hired local residents to perform at least 30 percent of the work hours. As part of this effort, the Alameda Corridor Conservation Corps provided education and jobs to local disadvantaged adults aged 18 to 23.

THRIVE

Equity, diversity and inclusion are core to our vision — a world where infrastructure creates opportunity for everyone

When we bring together a multitude of voices, ensure that every voice is heard and cultivate equitable opportunities for all, we are stronger, smarter and better.

Our commitment to equity, diversity and inclusion enables us to better anticipate our clients' needs, understand the challenges facing the communities we serve, drive innovation that propels our industry forward and realize our purpose of delivering a better world.



EQUITY

We enable equal access and opportunities for all.

We recognize that we don't all start from the same place because advantages and barriers exist. We aim to correct the imbalance, ensuring that everyone has access to the same opportunities for professional development, career advancement and business opportunities.

DIVERSITY

We bring together a multitude of voices and perspectives.

We strive to be as unique as the communities we serve. Diversity of ideas, perspectives and backgrounds is critical for business success. The ways in which we differ (visible & invisible) fuel innovation and give us competitive advantage.

INCLUSION

We ensure every voice is heard.

We are fostering an environment of respect and belonging, where we are free to be our whole selves, every voice is welcome and valued and we are enabled to do our best work.

TAKING ACTION



Building Diverse Talent

To tackle the world's most complex challenges, we attract, hire, and develop talented people of all backgrounds, and ensure inclusivity and fairness in our sourcing, interview and hiring processes. Through our partnerships with nonprofit organizations and universities, we offer robust internships, graduate development programs and volunteer opportunities that help give underserved populations access to STEAM education.



Enriching Communities

Our Blueprint for a Better World platform reflects our responsibility to champion equity, diversity and inclusion in our communities through pro-bono work, volunteerism, philanthropy and strategic partnerships with global nonprofit organizations like Engineers Without Borders and Water for People. We deepen our engagement with communities through our commitment to supplier diversity, providing leadership to ensure that diverse-owned businesses are supported and successful.



Expanding Understanding

To help every employee feel valued and included, we're creating an inclusive workplace through community-building, training and family-friendly benefit policies. We conduct regular employee surveys and "real talk" discussions to understand our employees' experiences and provide a forum for deeper understanding and empathy. Our employee resource groups create a sense of belonging and lead community outreach, and strategic mentorships promote ongoing dialogue and heightened awareness.



Thinking Without Limits

Fostering equity, diversity and inclusion can't be done in a silo. By cultivating a workforce that more closely represents our clients and the communities we serve, we are able to better anticipate and respond to their needs. Further, we prioritize the social impact and benefits of equity, diversity and inclusion, factoring in these considerations into every project we pursue and the innovative solutions we deliver.

MAKING A DIFFERENCE



Investing in Our Future

To invest in the communities in which we work, we partnered with local transit agency Valley Metro Rail in Phoenix, AZ, on an internship program that provided 25 students hands-on experiences in planning and design.

"I'm proud to introduce these students to our professions and welcome the opportunity to give back."

Alvin Livingstone, AVP and transit engineering manager, Phoenix, AZ



Celebrating Our People

For PRIDE, we held a roundtable discussion with our LGBTQ+ colleagues and allies who shared their experiences.

"While I have been part of organizations where I felt being LGBTQ+ was only tolerated, AECOM celebrates it. When you are free to be your true and whole self, your potential is limitless."

Wendy Lopez, senior vice president of business development, Dallas, TX



Building a Better World

Our Blueprint Travel Grant (BTG) program supports employees' service-based trips in partnership with charitable organizations globally.

"Thanks to BTG, I helped purify drinking water for an orphanage on the remote Zinga Islands. The project was dear to my heart because I am South African by birth and Ugandan by descent."

Kevina Kakembo, candidate quantity surveyor, Gauteng, South Africa



Responding to Crisis

We work with the ACE Mentor Program of Greater NY (a free after school program for underrepresented high school students interested in architecture, engineering and construction) to provide professional mentorship. The alternate health facility we built in Long Island, NY, in response to the pandemic was a particularly meaningful project for the students because it was in their very own neighborhood.



Engaging the Community

We partnered with a broad and diverse design team to create the new home for the L.A. Clippers, the Inglewood Basketball & Entertainment Center (IBEC) in the Inglewood neighborhood of Los Angeles, California. The new IBEC supports jobs and economic revitalization, bringing millions of dollars to affordable housing, renter support and to education and youth services.



Supporting Small and Diverse Businesses

We identify qualified and ethical firms through a robust outreach program, and host and participate in client and industry events that provide an opportunity for small and diverse firms to network and market their products and services to us.



For the third year in a row, we've earned a perfect score of 100 on the Human Rights Campaign (HRC) Foundation's 2020 Corporate Equality Index (CEI) and been designated a Best Place to Work for LGBTQ Equality in the United States. This recognition reflects our long-standing commitment to providing equality for all.



We have been named one of Fortune magazine's "World's Most Admired Companies" for six consecutive years, an indication that we continue to demonstrate our commitment to fostering the diversity of our people, achieve world-class safety results, infuse sustainability principles throughout the organization and give back to communities.



Our recognition by VIQTORY as a Military Friendly GOLD Employer is based on our recruiting, retention, advancement and overall commitment to veterans and military spouses. We have a long-standing commitment to supporting those who serve as well as those who have returned to civilian life, and we partner with numerous organizations that assist veterans with obtaining the support they need during and after their service.

Equal Employment Opportunity Policy Statement

HDR, Inc. and its subsidiaries, hereinafter referred to as HDR, have been and will continue to be equal opportunity employers. We are dedicated to maintaining a work environment which extends equal opportunity for employment and employment-related benefits to all individuals. HDR will recruit, hire, train and promote and will insure that all personnel actions such as compensation, benefits, layoffs, terminations, transfers, education, tuition assistance, social and recreation programs and other terms, conditions and privileges of employment are administered without regard to ancestry, race, color, sex, sexual orientation, gender identity, genetic information, religion, national origin, age, creed, veteran status, citizenship status, marital status, disability status, or any other basis prohibited by law, except where these are essential bona fide occupational qualifications. Compensation for services will not be reduced because of any disability income, pension or other benefits the applicant or employee receives from another source. Towards this objective, HDR has adopted affirmative action programs to assure equal opportunity and compliance with Federal, and local legislation.

Job qualifications for hire, promotion and transfer are established only if they are directly job-related and consistent with business necessity and the performance of the job. Any information obtained relating to a person's physical or mental condition shall be kept confidential except to extent that supervisors and managers may be informed of work limitations or reasonable accommodations necessary, first aid and safety personnel may be informed if emergency precautions or treatment might be necessary and information may be released to Government officials investigating compliance.

If a reasonable accommodation is needed, employees are requested to complete a voluntary disclosure form to assist HDR in identifying possible accommodations, which could enable more effective and safe performance. Reasonable accommodations such as special equipment, job restructure, modified work schedule or other accommodations will be made to enable employees to perform the essential functions of the job and to enable applicants to complete the application process, provided the accommodation does not impose an "undue hardship" on the company.

HDR will not subject employees and applicants to harassment, intimidation, threats, coercion or retaliation because they engaged or may engage in filing a complaint or assisted in a review, investigation or hearing related to any federal, state or local law.

HDR strongly disapproves of any form of discrimination or harassment of individuals applying for work or working at HDR, and furthermore, seeks to make employees at all levels sensitive to the issue and inform them of their equal employment rights.

Concerns or suggestions regarding HDR's Equal Employment Opportunity Policies and their application should be directed to your supervisor, your Managing Principal, Area Manager, or William J. Manhart, Senior Vice President, Chief Human Resources Officer and Corporate EEO Officer (HDR, Inc., 1917 South 67th Street, Omaha, NE 68106, 402/399-1000). All allegations of harassment or discrimination will be investigated in as confidential a manner as possible and corrective action, including discipline or discharge, taken where appropriate. Retaliation against employees filing a complaint is strictly prohibited, as are false charges of discrimination or harassment.

All employees are encouraged to take an active role in promoting our affirmative action efforts. The Affirmative Action Program is available for your inspection during regular business hours by appointment with your Managing Principal or Area Manager.

[California/Seattle, Washington Policy](#)
[Nebraska, Austin, Texas and Portland, Oregon Policy](#)
[Iowa Policy](#)
[San Francisco, California Policy](#)
[New Jersey Policy](#)

[Connecticut Policy](#)
[DC Policy](#)
[Massachusetts Policy](#)
[Minnesota Policy](#)



Eric L. Keen P.E.
Chairman and CEO

December 31, 2020

HDR DIVERSITY & INCLUSION

Together, we build on each other's life experiences and perspectives to make great things possible every day.

The variety of perspectives makes our company stronger.

We strive to create a work environment in which employees of different generations, genders, races, nationalities, sexual orientations, abilities, religions, ethnicities work together to deliver one-of-a-kind services to our clients.

In 2020 we launched new employee network groups aimed at broadening awareness and promoting inclusion. Efforts are not limited to and include:

- The development of a training program to help heighten awareness of unconscious biases
- A web-based tool to prepare our workforce for working in other countries and with other cultures.
- Cultivating a more diverse workforce through key partnerships with universities and local schools to support students in math, engineering and science.

"Our journey to become a more inclusive and diverse organization that builds upon the best in all of us is exciting."

HDR Chairman and CEO Eric Keen

As a global firm, we understand that the entire world is our community and that our imperative is to improve the places where we live and work. By working together with our clients and communities we form collaborations that add meaning and value to the human experience.

All industries must do their part to create a more unified and empathetic world and, though our industry is only a small part of the global economy, our voice can be heard at every scale.

Through our philanthropic programs such as the HDR Foundation, Bridges to Prosperity and Engineers Without Borders, we help communities in need through donations, volunteer opportunities for employees and not-for-profit engineering and architecture work.

HDR's award-winning National Supplier Diversity Program is a corporate commitment to invest in the health and stability of our communities. The program promotes and encourages competitive subcontracting opportunities by embracing partnering relationships with the diverse socioeconomic and small business community through outreach, qualification, training, education, mentoring, and utilization.

We still have much work to do. In 2020, HDR added key leadership focused on inclusion and diversity. Our Global Director of Inclusion & Diversity Abraham Carrillo works on our initiatives for empowerment of our employees and that "inclusion and diversity are intrinsic to the fabric of the company."



Our Story

Together, anything is possible.

We believe that the way we work can add meaning and value to the world. That ideas inspire positive change. That coloring outside the lines can illuminate fresh perspectives. And that small details yield important realizations. Above all, we believe that collaboration is the best way forward.

We specialize in engineering, architecture, environmental and construction services. While we are most well-known for adding beauty and structure to communities through high-performance buildings and smart infrastructure, we provide much more than that. We create an unshakable foundation for

progress because our multidisciplinary teams also include scientists, economists, builders, analysts and artists.

Our employees, working in more than 200 locations around the world, push open the doors to what's possible each and every day.

10k+

Employees Worldwide

200+

Offices Around the Globe

13

Countries Where We Operate

14

Markets We Serve

104

Years of Pushing Boundaries



Our History

A Century of Pushing Boundaries

Our history started in 1917, when a determined engineer named Henning H. Henningson founded Henningson Engineering Company in Omaha, Nebraska. While traveling across rural Nebraska, he was struck by how many communities lacked clean water and electric power. Determined to help, his first project was for the City of Ogallala, NE and he designed a power house. Similar projects followed and his work expanded to other mid-western communities.

While working on development of a Southeastern Nebraska Public Power District, Henningson met Willard Richardson, an electrical engineer. In 1936, Richardson joined the firm and provided input on

electrification work throughout the Midwest. Soon after, a civil engineer named Chuck Durham joined the firm. Durham took charge of the firm's civil work. Durham and Richardson were made partners in 1946 and became the "D" and "R" in HDR.

The duo helped spur a new era of growth and leadership, adding architectural services in the 1950s and later resource management, community planning, transportation and more. By the early 1980s, we were operating in 21 U.S. offices with 1,100 employees. Our entrepreneurial spirit continued into the 1990s, as our employee ownership energized the company.

Today, we're a global company, with nearly 10,000 employees in more than 200 locations around the world. And while this means we can bring an impressive breadth and depth of services to our clients, it's our commitment to the place we call home that makes us special. Everyday our employees strive to make a difference, both in the work they get paid to do and as community volunteers.

While we can't say what our future holds, we do know this: we'll be right there with our clients, collaborating and creating in the only way we know how—together.



Our Culture

We believe in doing the right things for the right reasons.

We trace this back to our early days as the Henningson Engineering Company, when the company motto was “Work Well Done.” As we helped design the infrastructure of the Midwestern United States, we looked out for our clients’ best interests. We demonstrate the same commitment to quality with our clients today.

Part of that commitment starts with letting people do what they do best. Much of our entrepreneurial spirit comes from Chuck Durham—the “D” in HDR—who learned to fly and made our company the first U.S. architecture-engineering firm to regularly use

aircraft to visit project sites. Today, you’ll notice that spirit as we seek work in new markets, expand the services we offer clients and encourage employees to continue learning.

By treating each other with respect, listening to others’ ideas and holding ourselves accountable, we build strong relationships with each other and with our clients.

New employees embrace our unique culture after joining our company. We believe it sets us apart from other firms.

Follow Us





Inclusion, Diversity and Equity

What We Believe

HDR is our company. Together, we build on each other's life experiences and perspectives to make great things possible every day. This shapes our collaborative culture, encourages organizational trust and connects us closer to the clients and communities we serve.

Our Commitment

As employee owners, we all have a role in creating an inclusive environment where each of us are welcomed, valued, respected and empowered to bring our authentic selves to work every day.

Inclusion, Diversity and Equity Council

Our global Inclusion and Diversity Council includes employees from all business group and global regions to help provide input and guidance to our inclusion and diversity strategies.

Employee Network Groups

Our Employee Network Groups help create an inclusive and supportive environment where everyone is empowered to engage and contribute. Each group has an executive sponsor and is open to all employees.

We are proud to currently support these Employee Network Groups:

- Asian Pacific
- Black
- Hispanic/Latinx
- LGBTQ+
- People with Disabilities
- Veterans
- Women
- Young Professionals



Supporting Our Communities

We are all part of something bigger.

Both as individuals and as a company, we take pride in trying to make our communities better. We support charitable organizations financially and with our time—because it's the right thing to do.

Our volunteers rehabilitate homes for people in need, mentor students looking for role models and share our professional talents with the underprivileged. Whether it's providing basic needs, beautifying a public place or leading enriching activities, we are passionate about being engaged.

Many of our team members volunteer for Engineers without Borders, an organization focused on designing and implementing sustainable water, energy and sanitation projects in developing countries. And through our Design 4 Others volunteer group, more than 100 of our professionals provides architecture, engineering and planning services to critical-need communities with limited resources.

By embracing our communities, we can help shape a promising future for everyone.





HDR Foundation

We believe giving back is not only a civic duty, but a privilege.

As the company founder, H.H. Henningson noted nearly a century ago: "There is always time enough for kindness." To carry out that legacy, we created the HDR Foundation to amplify the positive impact our employees are making in their local communities.

The HDR Foundation provides grants to registered non-profit organizations and charities that align with HDR's areas of expertise: education, healthcare and healthy communities, and environmental stewardship. As an employee-funded and employee-driven foundation, preference is given to organizations located in communities in which HDR employees live and work, and those which have strong employee involvement. Since its inception in 2012, the HDR Foundation has provided more than \$3 million in grants to over 150 organizations.

Learn more about the HDR Foundation at hdrinc.com/foundation.

The HDR Foundation is a separate legal entity from the corporation HDR, Inc. The HDR Foundation (EIN 46-0961680) is an IRS-designated 501 (c) (3) Exempt Private Foundation which carries out a charitable mission in accordance with all IRS guidelines governing such entities. Monies donated to the HDR Foundation are used to make charitable grants to qualifying nonprofit organizations and are not for the benefit of HDR, Inc.



Published Rankings

National Center for Employee Ownership

No. 10 - The Employee Ownership 100: America's Largest Majority Employee-Owned Companies

Architectural Record, 2020

No. 3 - Top 300 Architecture Firms

Building Design Magazine, "World Architecture Survey" 2020

No. 4 - Top 100 Global Design Firms

By Market Sector

- No. 1 - Healthcare
- No. 1 - Science and Technology
- No. 4 - Government
- No. 7 - Education
- No. 7 - Mixed-Use

Building Design+Construction, "Giants 400" 2020

No. 2 - Top A/E Firms

Engineering News-Record, 2020

No. 6 - Top 500 Design Firms

No. 6 - Top 50 in Transportation

- No. 3 - Top 25 in Bridges
- No. 5 - Top 25 in Highways
- No. 6 - Top 25 in Mass Transit & Rail
- No. 6 - Top 25 in Airports
- No. 7 - Top 15 in Marine & Port Facilities

No. 5 - Top 20 in Water

No. 6 - Top 50 in General Building

- No. 2 - Top 25 in Health Care
- No. 4 - Top 10 in Correctional Facilities
- No. 5 - Top 25 in Government Offices
- No. 12 - Top 25 in Commercial Offices

No. 7 - Top 100 Green Buildings Design Firms

- No. 1 - Top 5 Health Care Green Design Firms
- No. 4 - Top 5 Manufacturing & Industrial

No. 12 - Top 50 in Power

- No. 3 - Top 10 in Hydro Plants
- No. 8 - Top 10 in Solar Power
- No. 8 - Top 25 in Transmission & Distribution Plants
- No. 9 - Top 25 in Fossil Fuel

No. 9 - Top 200 Environmental Firms

- No. 4 - Top 10 in Environmental Science
- No. 6 - Top 10 in CM/PM Work
- No. 9 - Top 10 in Consulting/Studies Work
- No. 10 - Top 10 in Engineering/Design Work
- No. 15 - Top 20 Wastewater Treatment
- No. 15 - Top 20 in Water Treatment/Supply

No. 14 - Top 50 Designers in International Markets

No. 15 - Top 150 Global Design Firms (based on all revenue)

No. 49 - Top 225 International Design Firms (based on revenue outside the U.S.)

Top Design Firms in Environment

- No. 3 - Top 15 in Dams & Reservoirs
- No. 4 - Top 10 in Solid Waste
- No. 5 - Top 50 in Water Supply
- No. 5 - Top 25 in Wastewater Treatment Plants
- No. 6 - Top 25 in Sanitary & Storm Sewers
- No. 6 - Top 50 in Sewer & Waste
- No. 7 - Top 20 in (Water) Transmission Lines & Aqueducts
- No. 7 - Top 20 in Water Treatment & Desalination Plants
- No. 15 - Top 15 in Site Assessment & Compliance
- No. 20 - Top 20 in Chemical & Soil Remediation
- No. 38 - Top 50 in Hazardous Waste

No. 40 - Top 50 Design Firms in Petroleum

- No. 15 - Top 25 in Pipelines

Top 50 Design Firms in Manufacturing

- No. 3 - Top 5 in Semiconductors
- No. 4 - Top 15 in Data Centers
- No. 8 - Top 50 in Telecommunications

Top 100 Professional Services Firms

- No. 8 - Top 50 Program Management Firms
- No. 9 - Top 20 Firms in Combined Design and CMF/PM Professional Services Revenue
- No. 12 - Top 100 Construction Management-for-Fee Firms

AWARD-WINNING

2018 SAME Large Business Award in Support of Small Business

2015 SAME Large Business Award in Support of Small Business

2014 SAME Industry Small Business Advocate Award (Jackie Hacker)



SOCIOECONOMIC CATEGORIES KEY FEATURES

- Small Business
- Minority-Owned
- Small Disadvantaged
- Woman-Owned
- HUBZone
- Veteran-Owned
- Service Disabled Veteran-Owned
- Disadvantaged Enterprise

For more information:
Jackie Hacker

Supplier Diversity & Small Business Program Director

Small Business Liaison Officer (SBLO)

Phone: 816.360.2769

jackie.hacker@hdrinc.com

SUPPLIER DIVERSITY & SMALL BUSINESS PROGRAM

HDR's Supplier Diversity & Small Business Program

HDR's Supplier Diversity Program is a corporate commitment to invest in the health and stability of our communities. The program promotes and encourages competitive subcontracting opportunities by embracing partnering relationships with the diverse socioeconomic small business community through outreach, qualification, training, education and utilization.

What does HDR expect from its Small Business Partners and Suppliers?

- Integrity
- Commitment to compliance
- Truth in negotiations
- Safety
- Respect
- Continuous improvement
- Open communication
- Provide exceptional customer service
- Take responsibility of accepting ownership of the results

Subcontracting Opportunities

If your company is interested in subcontracting opportunities with HDR, please fill out the Small Business Profile Form found on the HDR Small Business Information Page (hdrinc.com/SmallBusiness) and email to HDR's small business liaison officer. This will allow us to further evaluate your firm's capabilities and experience so we may better match your capabilities to future teaming opportunities. When your firm's capabilities match an opportunity, HDR's small business liaison officer or a regional team leader will be in touch with you. We are committed to growing small businesses and offering our clients well-rounded teams to service their project needs.

GLOBAL SERVICES

- Architecture
- Engineering
- Environmental
- Military Planning & Asset Management
- Construction Services



The Federal mission has evolved, so has HDR. We have grown to become one of the industry's top firms while maintaining client focus. We deliver cost-effective, mission-critical services to our Federal clients. We assemble teams from the top minds and resources around the globe who design the smartest solutions to address their unique needs.

Today, our 10,000 employees work in more than 200 locations around the world, providing the complete range of award-winning services to support the goals and objectives of our clients. Our all-service teams are custom-fit to each project, taking it from small detail to great achievement and building strong relationships along the way.

Together, we make great things possible.

Mentoring

HDR is proud to be a long-time participant in multiple Mentor-Protégé Programs including DOD, SBA, DHS, EPA, CALTRAN and Texas Turnpike Authority. HDR recognizes our

small business partners as an integral part of the process to achieve success for complex projects. HDR's Mentor-Protégé Program is an opportunity to mentor, transfer technology, generate innovative ideas, and assist our small business partners with opportunity to grow, succeed, and develop long-term relationships that bring our clients sustainable solutions.

SB Training/Counseling

HDR's Small Business Program director initiates and facilitates training workshops geared for the small diverse business community. This includes presenting at conferences, coordinating and facilitating training sessions, and acting as a host and speaker for educational events. In addition, she provides counseling to businesses that are new to the industry to help them understand subcontract documents, how to position for subcontract work, and points of contacts for resources to assist them with business counseling.



4225 E Conant St
Long Beach, CA 9080
www.moffattnichol.com

SUBJECT: Equal Employment Opportunity and Affirmative Action Policy Statement

APPLIES TO: All Employees and Applicants for Employment

DATE: July 1, 2020

Moffatt & Nichol Long Beach is an equal opportunity employer and provides equal opportunity in employment for all qualified persons. Moffatt & Nichol Long Beach makes employment decisions including, but not limited to, recruiting, hiring, promotion, demotion, training, compensation, benefits, disciplinary actions, and terminations on the basis of merit. Employment decisions are based on an individual's qualifications as they relate to the job under consideration. Employment decisions will be based on the principles of equal employment opportunity and with the intent to further Moffatt & Nichol Long Beach's commitment to affirmative action and equal employment.

Moffatt & Nichol Long Beach will take affirmative action to ensure that qualified minorities, females, individuals with disabilities, and protected veterans are introduced into the workforce, encouraged to apply for promotion, and considered as promotional opportunities arise.

The policy prohibits unlawful discrimination based on gender (which includes pregnancy, childbirth, or related medical conditions, the actual gender of the individual or the identity, appearance or behavior of an individual, whether or not that identity, appearance, or behavior is different from that traditionally associated with the individual's gender or birth), sexual orientation, race, color, creed, religion, national origin, citizenship, ancestry, pregnancy, age, marital status, registered domestic partner status, medical condition (which includes genetic characteristics), physical or mental disability, status as a protected veteran, or any other consideration made unlawful by applicable federal, state or local laws, ordinances or regulations. Moffatt & Nichol Long Beach also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics. All such discrimination is unlawful.

Moffatt & Nichol Long Beach is committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in Moffatt & Nichol Long Beach's operations and prohibits unlawful discrimination by any employee of Moffatt & Nichol Long Beach, including supervisors, coworkers, and subordinates. To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, we will make a good faith effort to provide reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result.

Any applicant or employee who believes he or she requires an accommodation in order to apply for a job or to perform the essential functions of a job should contact the EEO officer and request such an accommodation. The individual with the disability should specify what accommodation he or she needs to apply for or perform the job. Moffatt & Nichol Long Beach will analyze the situation, engage in an interactive process with the employee, and respond to the employee's request.

If you believe you have been subjected to any form of unlawful discrimination, submit a complaint, preferably in writing, to your supervisor, Moffatt & Nichol Long Beach's Human Resources Department, or the EEO officer. If these individuals are not available, or in the event you believe that one of these individuals has engaged in inappropriate behavior in violation of this policy, submit a complaint to any other supervisor as soon as possible. Supervisors must report any and all conduct of which they are made aware which violates, or may violate, this policy to myself or other upper-level managers, as appropriate. Your complaint should be specific and should include the names of the individuals and witnesses involved. We will promptly undertake an effective, thorough, and objective investigation and attempt to resolve the situation.



4225 E Conant St
Long Beach, CA 9080

www.moffattnichol.com

If we determine that unlawful discrimination or a violation of this policy has occurred, effective remedial action will be taken commensurate with the severity of the offense, up to and including termination. Appropriate action also will be taken to deter any future discrimination.

There will be no retaliation against any employee who brings a complaint under the equal employment opportunity policy or who assists in investigating such a complaint, even if the investigation produces insufficient evidence that there has been a violation, or if the charges cannot be proven.

Employees and applicants are encouraged to identify their race, gender, disability status, and their protected veteran status. This self-identification is strictly voluntary, confidential, and will not result in retaliation of any sort.

The top executive of our corporation fully supports our equal employment opportunity and affirmative action efforts. As President and CEO of Moffatt & Nichol Long Beach, I am committed to the principles of equal employment opportunity and affirmative action. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of the company, I have selected Felicia Corbett as the EEO officer for Moffatt & Nichol Long Beach. One of the EEO officer's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of our Affirmative Action Program.

In furtherance of Moffatt & Nichol Long Beach's policy regarding equal employment opportunity and affirmative action, Moffatt & Nichol Long Beach has developed a written Affirmative Action Program which sets forth the policies, practices, and procedures which the company is committed to applying to ensure that its policy of non-discrimination and affirmative action is accomplished. Any questions should be directed to me, your supervisor, or Felicia Corbett, EEO Officer.

A handwritten signature in black ink, appearing to read 'Eric Nichol', written over a horizontal line.

Eric Nichol
President and CEO

POLICY STATEMENT

We are committed to our Equal Opportunity policy and Affirmative Action Plan. We prepared the Plan to accurately reflect our current status, our actions to date, and our intentions for the future. We assigned overall responsibility for fulfillment of the Equal Employment Opportunity policy and Affirmative Action Plan to Julianne C. Nevins, Chief Operations Officer, who will periodically conduct analyses of all personnel actions to ensure that we are living up to our stated intention.

Our management is responsible for the ongoing monitoring of all personnel actions in their respective areas of supervision and will carry out the intentions of the Equal Opportunity policy and Affirmative Action Plan to the fullest extent possible.

Our employment practices are non-discriminatory and are based upon factors that are job-related. Factors such as race, color, religion, creed, sex, marital status, familial status, national origin, ancestry, citizenship status, age, disability, medical condition, veteran status, military service, sexual orientation, genetic information, gender identity, or gender expression, and any other factor protected by state or local law, are not job-related. We designed the Affirmative Action Plan to report and monitor all related procedures that will include, but will not be limited to:

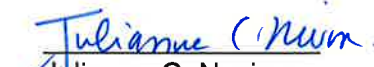
1. Recruiting, hiring, training, and promoting in all job classifications without discrimination;
2. Basing decisions on employment only upon factors that are job-related, so as to further the principle of equal employment opportunity;
3. Ensuring that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities; and
4. Ensuring that all other personnel actions, such as compensation, benefits, transfers, layoffs, return from layoffs, company-sponsored training, education, tuition assistance, social and recreational programs, will be administered without discrimination.

We promise not to retaliate against any person who files a complaint concerning Equal Opportunity or Affirmative Action and will ensure that no one harasses, intimidates, threatens, coerces, or discriminates against any individual exercising rights under this policy.

The Persons with Disabilities and Veterans Affirmative Action Plan is available for inspection in the Human Resources Department during normal business hours. Please contact Julianne C. Nevins, Chief Operations Officer, for further information.



Charles J. Russo
CEO



Julianne C. Nevins
Chief Operations Officer

PAY TRANSPARENCY NONDISCRIMINATION PROVISION

We will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by us, or (c) consistent with our legal duty to furnish information. 41 CFR 60-1.35 (c)

Diversity, Equity & Inclusion at Simpson Gumpertz & Heger

1. STRATEGY

Simpson Gumpertz & Heger (SGH) is committed to a workplace culture that fosters and supports rewarding careers for a diverse workforce. While a commitment to diversity is at the core of our activities, we are also focused on fostering and maintaining a culture of inclusion at SGH.

Our efforts include:

- Elevating **Awareness and Education** and connecting people through roundtables, presentations, and formal programs.
- **Inclusion:** Above all, we want to foster and maintain a culture of inclusion at SGH – a diverse community, with equal access to opportunities, in an inclusive environment where all perspectives and voices are valued for their contributions. We are currently invested in work, led by our executive leadership team with an outside consultant, on identifying strategic diversity, equity, and inclusion (DE&I) priorities and goals.
- **Talent Acquisition:** We have long striven to have a diverse applicant pool for our hiring. We post all openings on a wide range of job boards, including many with a diversity focus. This includes the state employment agencies and agencies that assist veterans and individuals with disabilities in obtaining employment. Our college recruiting program partners with diversity chapters on campus, and we recruit at schools and colleges with significant minority and female enrollments. We incorporate special efforts to reach individuals with disabilities and covered veterans with our recruiting activities at all schools. We maintain appropriate contacts with local veterans' representatives for such purposes as advice, technical assistance, and referral of potential employees. We continually assess hiring and representation.
- **Equity:** We assess gender pay equity annually. SGH is a member of the 100% Talent Compact with the Boston Women's Workforce Council (The Boston Women's Workforce Council's mission is to close the gender pay gaps, and they work with the business community to remove the visible and invisible barriers for working women). SGH also maintains an Affirmative Action Plan to confirm fair access to employment opportunities and an internal workforce that is an accurate reflection of the demographics of the external qualified available workforce.
- **Mitigating Bias:** Mitigating bias is a critical element of our DE&I strategy. Our approach, a partnership with the NeuroLeadership Institute (NLI), is to help individuals and teams build the skills to identify types of bias, identify policies or programs prone to bias, and enact changes to mitigate the risk of bias in decision-making.
- **Our Industry:** SGH is a member of the Design Professional Coalition (DPC), a coalition within the American Council of Engineering Companies. The DPC took up diversity and inclusion (D&I) in our industry as a focus in 2018, and SGH took the opportunity to learn from other firms and actively contribute through joining the DPC D&I working group. The working group issued a white paper in early 2020. At a local level, all SGH offices are actively leading

or participating in local science, technology, engineering, and math (STEM) programs and mentorship programs in our regions to engage, excite, and enlighten students to pursue careers in architecture, engineering, and construction.

2. FORMAL POLICIES

It is SGH policy to seek and employ qualified personnel at all of its locations and facilities and to provide equal employment opportunities for all applicants and employees in recruiting, hiring, placement, training, compensation and benefits, promotion, transfer, and termination. To achieve this, SGH is dedicated to employ and advance in employment qualified individuals without regard to actual or perceived race, color, religion, creed, sex, marital status, familial status, national origin, ancestry, citizenship status, age, disability, medical condition, veteran status, military service, sexual orientation, genetic information, gender identity, gender expression, reproductive health decisions, or any other factor protected by state or local law.

SGH is committed to providing a workplace free from discrimination and harassment. SGH will not tolerate unlawful discrimination or harassment of SGH's employees, or others present at our facilities, by anyone, including any supervisor, coworker, vendor, client, or customer of SGH. Harassment or discrimination is unlawful when it is based on any of the following protected characteristics (actual or perceived): age (40 and above), criminal record (applications only), disability, genetics (results of genetic testing), marital status, familial status, national origin or ancestry, citizenship status, race or color, religion or creed, sex, sexual orientation, gender identity or gender expression, veteran status or military service, pregnancy or pregnancy-related condition, reproductive health decisions, or status in any group protected by state or local law. Unlawful discrimination of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment will not be tolerated by SGH.

3. PROJECT TEAMS

SGH is committed to supporting the growth and development of minority-owned, emerging, and woman-owned business enterprises. SGH's diversity initiatives include seeking certified firms through State Office of Minority and Women Business Assistance programs. Minority- and woman-owned business enterprises will have opportunities to perform portions of work or provide portions of goods or services under awarded contracts when their bids and proposals meet contractual requirements and are competitive in pricing, service, and quality.

In the event that subconsultants are required under awarded contracts, SGH seeks out minority business enterprises to participate in projects by providing equitable opportunities to compete for selection as subconsultants. SGH is not a certified minority, disadvantaged, or woman-owned business enterprise.

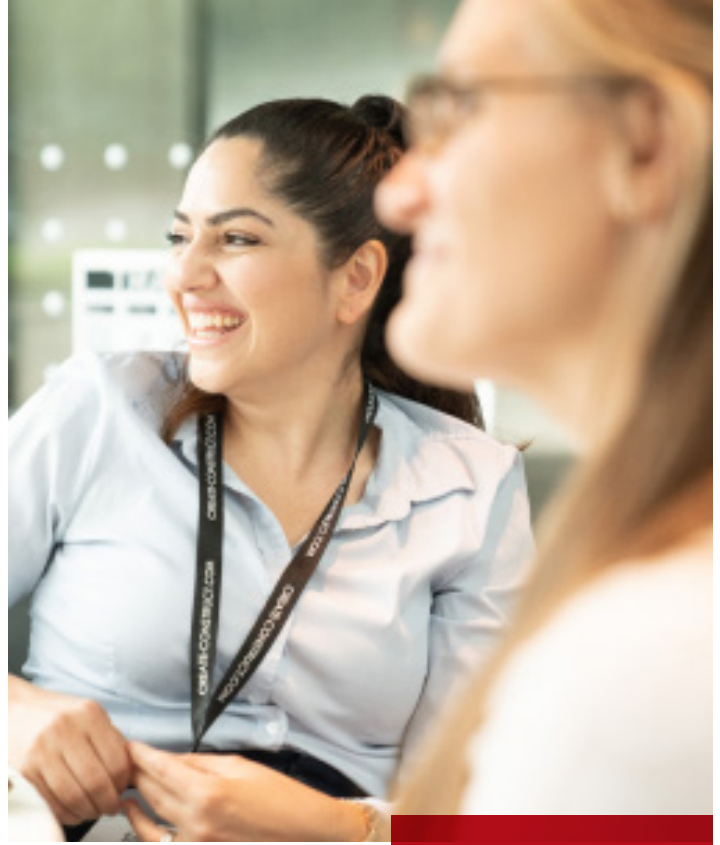
DIVERSITY, EQUITY & INCLUSION AT SIMPSON GUMPERTZ & HEGER

STRATEGY

Simpson Gumpertz & Heger (SGH) is committed to a workplace culture that fosters and supports rewarding careers for a diverse workforce. While a commitment to diversity is at the core of our activities, we are also focused on fostering and maintaining a culture of inclusion at SGH.

Our efforts include:

- Elevating **Awareness and Education** and connecting people through roundtables, presentations, and formal programs.
- **Inclusion:** Above all, we want to foster and maintain a culture of inclusion at SGH: a diverse community, with equal access to opportunities, in an inclusive environment where all perspectives and voices are valued for their contributions. We are currently invested in work, led by our executive leadership team with an outside consultant, on identifying strategic diversity, equity, and inclusion (DE&I) priorities and goals.
- **Talent Acquisition:** We have long striven to have a diverse applicant pool for our hiring. We post all openings on a wide range of job boards, including many with a diversity focus. This includes the state employment agencies and agencies that assist veterans and individuals with disabilities in obtaining employment. Our college recruiting program partners with diversity chapters on campus, and we recruit at schools and colleges with significant minority and female enrollments. We incorporate special efforts to reach individuals with disabilities and covered veterans with our recruiting activities at all schools. We maintain appropriate contacts with local veterans' representatives for such purposes as advice, technical assistance, and referral of potential employees. We continually assess hiring and representation.
- **Equity:** We assess gender pay equity annually. SGH is a member of the 100% Talent Compact with the Boston Women's Workforce Council (The Boston Women's Workforce Council's mission is to close the gender pay gaps, and they work with the business community to remove the visible and invisible barriers for working women). SGH also maintains an Affirmative Action Plan to confirm fair access to employment opportunities and an internal workforce that is an accurate reflection of the demographics of the external qualified available workforce.
- **Mitigating Bias:** Mitigating bias is a critical element of our DE&I strategy. Our approach, a partnership with the NeuroLeadership Institute (NLI), is to help individuals and teams build the skills to identify types of bias, identify policies or programs prone to bias, and enact changes to mitigate the risk of bias in decision-making.
- **Our Industry:** SGH is a member of the Design Professional Coalition (DPC), a coalition within the American Council of Engineering Companies. The DPC took up diversity and inclusion (D&I) in our industry as a focus in 2018, and SGH took the opportunity to learn from other firms and actively contribute through joining the DPC D&I working group. The working group issued a whitepaper in early 2020. At a local level, all SGH offices are actively leading or participating in local science, technology, engineering, and math (STEM) programs and mentorship programs in our regions to engage, excite, and enlighten students to pursue careers in architecture, engineering, and construction.





September 3, 2021

21LET030

Ms. Shelly Numan
Procurement Services
Port of San Diego
1400 Tidelands Avenue
National City, CA 91950

Dear Ms. Numan,

RE: RFQ21-02BD: Triton Engineers' Commitment to Inclusion, Diversity and Equity

In response to your letter of August 30, 2021, we advise that the Principals at Triton Engineers, Inc. share the Port District's commitment to inclusion, diversity, and equity in hiring practices and confirm that we are fully committed to these values. Accordingly, we accept this and the other revised terms of the agreement. It is our intention to implement policies consistent with the Port District's initiatives with respect to equal opportunity employment as described Section 23 which we understand will be added to the original agreement. In accordance with Section 23, Triton will provide a written statement outlining our commitment and our plan to implement efforts to recruit subconsultants and employees in a non-discriminatory manner, and we will track and report on these efforts.

Triton is a very small business that has provided marine engineering services to the Port of San Diego and most of the Port's tenants, including shipyards, boat repair facilities, and marinas, for over 20 years. Being a small firm, our workforce is primarily built from the use of contract staff and the use of subconsultants and our policy since Triton Engineers was established 23 years ago has been to engage the required resources on a non-discriminatory basis. Our CAD drafting capabilities for example, for the past 12 years has included an employee of minority status (10 years), and a minority owned drafting firm (2 years). In addition, since 2003, Triton has exclusively used a DVBE certified small/minority owned business for the provision of digital printing and plotting services (Downtown Digital). We intend to continue these relationships.

A review of our use of subconsultants over the past year shows that most major providers have dedicated EEO Policy Statements in place similar to the requirements provided by the Port District in Section 23. In fact, service providers that we listed for the subject RFQ include a firm with an active Affirmative Action and Equal Opportunity Policy (COWI) matching the Port District's requirements and a small business that is a Service-Disabled Veteran Owned Business (SDVOSB). To ensure this practice of diversity continues, Triton will evaluate each provider's Affirmative Action and Equal Opportunity Policies in conjunction with their technical capabilities. Additionally, all requests during outreach efforts for hiring of contract staff or permanent employees will include a statement of our commitment to diversity, equality, and inclusion. As we have done in the past, Triton will remain dedicated to employing qualified staff without regard to actual or perceived race, color, religion, creed, sex, marital status, national origin, gender identity, or any other factor protected by state or local law.

Please contact us should you require clarification on any items presented or have any questions.

Sincerely,

TRITON ENGINEERS, INC.

Joe Perrone, P.E.
Principal



RFQ 21-02BD

Commitment to Inclusion, Diversity and Equity

As-Needed Marine Structural Engineering Services

San Diego Unified Port District

September 7, 2021

→ The Power of Commitment





September 7, 2021

GHD Proposal No. 11223632

Shelly Numan, Procurement Analyst II
Procurement Services, Port of San Diego
1400 Tidelands Avenue
National City, CA 91950

Subject: Commitment to Inclusion, Diversity, Equity for RFQ 21-02BD, As-Needed Marine Structural Engineering Services

Dear Ms. Numan:

GHD is happy to comply with the request to provide additional information regarding our commitment to inclusion, diversity and equity. The following pages reflect GHD's core values and code of conduct, inclusion and diversity policies, our STEM program, GHD's employee resource groups, affirmative action, GHD's policies on gender diversity and race, and our EEO and discrimination policy.

Additional information on all of the above, including information not included can be found on our website at www.ghd.com. Please feel free to contact me with any questions.

Sincerely,

GHD, Inc.

A handwritten signature in blue ink, appearing to read "Victor Tirado", is written over a light blue horizontal line.

Victor Tirado, PE
Project Manager
+1 858 633-4809
Victor.Tirado@ghd.com

Contents

1.	Core Values and Code of Conduct	04
2.	Inclusion and Diversity	06
3.	STEM Program	09
4.	Employee Resource Groups	10
5.	Affirmative Action	11
6.	Rainbow Alliance of Diverse Identities for Inclusion (RADII)	13
7.	BEATS (Black Empowerment, Action, Teamwork & Success)	14
8.	EEO and Discrimination Operational Policy	15

© GHD 2021

This document is and shall remain the property of GHD. The document may only be used for the purpose for which it was commissioned and in accordance with the Terms of Engagement for the commission. Unauthorized use of this document in any form whatsoever is prohibited.

→ 1. Core Values & Code of Conduct

GHD's Code of Conduct establishes our behaviour expectations and conduct requirements. GHD will fully endeavour to comply with the laws of the countries in which we operate that are applicable to our work and our people, and promote ethical business and personal behaviour consistent with our core values of Safety, Teamwork, Respect and Integrity.

Any breach of this Code is a serious matter that may result in disciplinary action and impact your ongoing employment with GHD.

Safety

We keep our people safe.

We intrinsically value the safety of ourselves and others affected by our operations and services.

- Manage risk proactively and comply with GHD SAFEGuards
- Never let the effects of drugs or alcohol put ourselves or others at risk
- Respect our client's measures to reduce risk and comply with their safety rules
- Implement the Authority to Stop Work when unsafe behaviours or conditions are identified
- Accept personal accountability, reward positive behaviour and discourage unwanted behaviour – Safety Means Awareness, Responsibility and Teamwork (SMART)

Teamwork

We are connected.

We collaborate within our global community to help and support each other to achieve client, personal and company goals.

- Openly communicate and collaborate with all team members and perform all tasks in a timely manner.
- Engage in work practices that focus on cooperation and accomplishment, and encourage all team members to participate and share knowledge.
- Recognize the skills, abilities and contributions of others and seek to bring the best out in other people.
- Understand the commercial nature of our business and add value to our clients' businesses by forming lasting relationships through the delivery of high quality service.



Respect

We care.

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

- Work with mutual respect and treat all people with dignity, fairness, and courtesy and appreciate individual and cultural differences.
- Uphold and enhance GHD's reputation.
- Maintain a workplace that is free from any form of inappropriate behaviour, unlawful discrimination and harassment or bullying and that creates an environment supportive of reporting of same without fear of reprisal.
- Act in a professional manner at all times, demonstrate impartial judgement, be punctual, dress appropriately for the business circumstances, and act with common sense.
- Use GHD equipment, services and facilities with utmost care and for the purpose for which they were provided. Protect GHD property, and where GHD has responsibility, the property of clients, from theft, misappropriation and misuse.
- Take responsibility for working in a sustainable, healthy and safe manner.

Integrity

We keep our word.

We embrace honesty and trustworthiness through professional and ethical behaviour with our clients, communities and each other.

- Abide by applicable laws, regulations and customs applicable at that time and in that location.
- Comply with GHD policies, procedures, manuals, codes of conduct, guidelines and associated instructions.
- Act honestly and fairly in dealings with colleagues, clients and the general public and look after GHD's business interests.
- Refuse to accept gifts, financial payments, favours or benefits that are intended to, would be perceived to, or are likely to cause you to act in a biased manner in the course of your duties.
- Never offer gifts, financial payments, favours or benefits either directly, or through a third party, which are intended to provide GHD with an improper, unfair, or illegitimate commercial advantage.

- Maintain the confidentiality of proprietary information, records or materials, whether GHD's or a client's, during and beyond employment at GHD.
- Respect GHD's Intellectual Property rights and notify any breaches to the appropriate manager.

Respect the privacy of individuals and comply with privacy laws in relation to the collection use and handling of other people's personal information.

Avoid any conflict of interest or potential conflict of interest or the appearance thereof and disclose to the appropriate managers any personal matter that may lead to an actual or perceived conflict of interest.

Report to the appropriate managers improper business conduct where discovered.

→ 2. Inclusion and Diversity

GHD's efforts to cultivate a culture of inclusion stems first and foremost from our values of safety, teamwork, respect, and integrity. We strive for an inclusive culture where all of our people feel safe enough to bring their authentic selves to work.

In addition, GHD's purpose of *Together with our clients, we create lasting community benefit* invokes an inclusive approach to our work. We have as our core, a deep sense of responsibility to make the world in which we live and work a better place. By definition, inclusion pulls diversity into how we listen to, consider and shape our work environment and outcomes for our clients.

GHD recognizes the power of heterogeneity including:

- Age
- Culture and Faith (including Indigenous peoples)
- Gender
- LGBTQIA+
- Physical and/or Mental Diversity (including Neurodiversity)
- Race (including Visible Minorities)

GHD's 2021 Inclusion & Diversity Strategy is a key component of our "Make It Real" strategy blueprint, which includes as a key area of commitment to be No.1 in Diversity and Inclusion in our industry competitor set. In North America, we will do this through activities in the following three high level focus areas:



Through these high level focus areas, GHD North America will deliver on the six expected outcomes (listed below) related to strengthening our Culture of Belonging. We will track metrics and report progress against defined targets for each of the expected outcomes. We will ensure accountability and visibility by placing responsibility at our highest levels of leadership (Executive General Managers, Regional General Managers, Business Group Leaders and Principals).



Expected outcomes

- 1. Recruitment**
Improved percentage of diverse employees
- 2. Respect**
Improved diverse employee engagement scores
- 3. Remuneration**
Closing the Pay Equity gap
- 4. Representation**
Improved percentage of diverse employees in leadership pipelines
- 5. Retention**
Improved diverse employee retention rate
- 6. Recognition**
Acknowledged as number one amongst our industry competitor set

Each of the three high level focus areas contains a range of corresponding activities that will drive GHD to these expected outcomes. While the Strategy is ambitious, it will be accomplished through a variety of activities that will be launched over the course of the 2021 financial year.

Key Focus Areas with Activities

	Equity	Belonging	Growth
Recruitment: Improved percentage of diverse employees	<ul style="list-style-type: none"> – TA Engaging D&I Campus Groups with ERGs directly as part of Graduate Intake Program – Engage multiple universities in NA through Neurodiversity Hub with a steady talent pipeline into the Business – Career Relaunch program – Career Trackers/Career Seeker (INROADS) 		
Representation: Build Opportunities for Leadership Diversity (BOLD)	<ul style="list-style-type: none"> – Facilitated Executive IDPs for emerging diverse talent – Quarterly review with RGMs of progress on actions to improve diverse representation in mid-level roles and leadership pipelines – Launch Virtual ERG Summit meetings with facilitated career development focus – Sponsorship program for emerging diverse talent (Champions for Change) 		<ul style="list-style-type: none"> – Create and distribute quarterly D&I Metrics report
Respect: Improved diverse employee engagement scores		<ul style="list-style-type: none"> – Unconscious Bias 2.0 Training pilot launch in ON – Launch lunch and learn learning on topics such as micro aggressions, privilege, intervening in situations counter to GHD values, and courageous conversation facilitation 	<ul style="list-style-type: none"> – Include D&I questions in Engagement Survey



Retention: Improved diverse employee retention rate

Remuneration: Closing the Pay Equity gap with established targets

Recognition: Acknowledged as number one amongst our industry competitor set

– Benefits Review

– Pay Equity Review

– Diverse Supplier Program

– Education pieces through ERG iConnect pages
 – Relaunch Diversity Question use in company meetings & record outcomes
 – Launch use of dates of acknowledgement in corporate communications
 – Launch Indigenous Acknowledgements in meetings and posted in offices

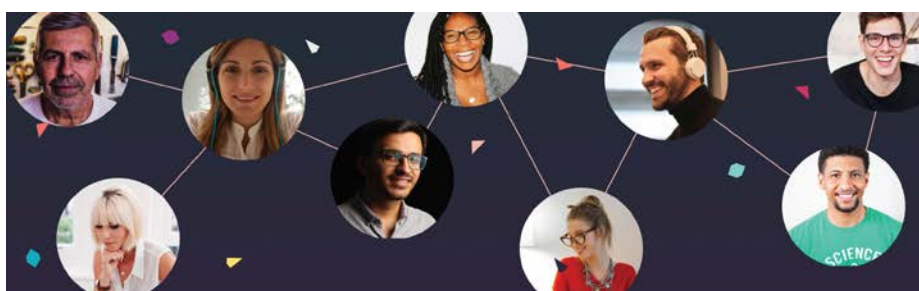
– Launch Optimizing Training available for hiring managers of Neurodiverse employees

– Branding of ERGs for internal and external use

– External Benchmarking
 – Annual review of D&I Strategy, including refresh of targets
 – Annual Global Diversity & Inclusion Report, including NA progress

→ 3. STEM (Science, Technology, Engineering and Math) Program

At GHD we take our community very seriously. GHD supports disadvantaged communities by participating in and sponsoring the MESA Science, Technology, Engineering and Math (STEM) program led by San Diego State University. Our team regularly invites students from disadvantaged schools to shadow our engineers and we often participate in local science fairs and programs as guest speakers.



STEM Shadow Day

Motivate, provide direction, and inspire students in their pursuit of a technical/science degree.

THURSDAY, NOVEMBER 19, 2020
9:00-12:00 PM PST / 1:30-4:30 PM PST

Deadline for industry to register is Thursday, October 15, 2020

For more information, visit:
<https://mesa.sdsu.edu/activities/shadow-day>



→ 4. Employee Resource Groups

Employee Resource Groups welcome the involvement of all, though their focus is on acting as a resource group to enhance networking, mentoring, professional development, and client engagement for underrepresented diversity groups at GHD.

Our Mission

Employee Resource Groups provide diversity groups the platform to connect with each other and GHD through various events and programs, which challenge and empower our employees to grow both personally and professionally while promoting a diverse environment within GHD and our communities.

Our Goals

Connect diverse employees and other staff to promote "One GHD"

Empower diverse employees to become GHD leaders

Challenge diverse employees to give back and become community leaders

Promote a diverse and inclusive environment within GHD and our communities

Our Pillars

1. Professional Development
2. Community Outreach
3. Professional Networking
4. Commercial Impact

Resource Groups*

YP (Young Professionals) – Providing a platform to connect with each other and GHD through various events and programs, which challenge and empower NAYPs to grow both personally and professionally while promoting a diverse environment within GHD and our communities.

WinG (Women in GHD) – Connecting, empowering, and challenging women to grow personally and professionally in order to promote diversity within GHD and our communities.

BEATS (Black Empowerment, Action, Teamwork, & Success) – Promoting an inclusive and empowering environment with a focus on recruiting, retaining, and advocating for Black employees. We aspire to change the culture of our industry by leveraging our diversity, providing a safe space for difficult and necessary dialogue, creating connections, and contributing to the business success of GHD.

RADII (Rainbow Alliance of Diverse Identities for Inclusion) – Ensuring that GHD is a welcoming and inclusive environment for employees who identify as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, or Asexual, or as other sexual or gender minorities (LGBTQIA+), through our iConnect presence, corporate advocacy, internal visibility, and external initiatives.

HOLA (Hispanic Organization for Leaders and Achievers) – HOLA celebrates intra-diversity while advocating for the Hispanic/Latino community as a whole. Strongly bonded by language and culture, HOLA is a network of employees that work to recruit, develop and retain current and future Hispanic/ Latino talent at GHD. If you are interested in joining, please contact Ilisel.Espinal@ghd.com

Veterans – Connecting, empowering, developing, engaging and supporting the recruitment and retention of GHD's military veteran employees, while providing valuable company, client, and community contributions in the employee's respective geographical region. If you are interested in joining, please contact Shannon.Froiland@ghd.com

IN (Indigenous Network) – IN provides connection, support, and showcase for the development and growth of GHD's First Nations, Métis, Inuit, Native Americans, Pacific Islanders (Guam/Saipan), Native Hawaiians, and Native Alaskan employees. We are in this together as indigenous peoples and allies to celebrate heritage and contribute toward a thriving culture of inclusion and diversity at GHD. If you are interested in joining, please contact Etienne.Bordeleau@ghd.com

Neurodiverse – Connecting, empowering, developing, engaging and supporting the recruitment and retention of GHD's Neurodiverse employees, while providing valuable company, client, and community contributions in the employee's respective geographical region. If you are interested in joining, please contact Susan.Willis@ghd.com

Asian – Connecting, empowering, developing, engaging and supporting the recruitment and retention of GHD's Asian employees, while providing valuable company, client, and community contributions in the employee's respective geographical region. If you are interested in joining, please contact Alice.Varkey@ghd.com

Non-Native Language – Connecting, empowering, developing, engaging and supporting the recruitment and retention of GHD's employees who are non-native English or French (depending on work location), while providing valuable company, client, and community contributions in the employees respective geographical region. If you are interested in joining, please contact Jon.Hendy@ghd.com

→ 5. Affirmative Action

Signed into law in 1965 by President Johnson, Executive Order 11246 required federal contractors to adopt an affirmative action program. The program was designed for federal contractors to take "affirmative action" for the employment and advancement of qualified minorities. It also stated that discrimination based upon a person's race and ethnicity shall be unlawful. The "affirmative action" or "positive steps" a federal contractor were expected to take involved eliminating existing barriers of equal opportunity that have disproportionately affected minorities. Later, in 1967, affirmative action programs included the same requirements for women.

Today, affirmative action programs have been expanded to require federal contractors to apply affirmative action to minorities, women, protected veterans, and individuals with disabilities, with a focus on engaging in effective outreach efforts to attract, employ, and advance those underrepresented groups without barriers to equal opportunity. Further, the federal program prohibits discrimination in employment decisions on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, veteran status and disability.

As part of the Office of Federal Contract Compliance Programs (OFCCP) requirements and GHD's affirmative action program, GHD is required to produce an annual Affirmative Action Plan (Plan). The purpose of the Plan is to provide our leaders and employees with a comprehensive assessment, including statistical analysis, of our affirmative action efforts and is designed to identify employment goals, potential barriers to equal employment opportunities and progress made in meeting our goals. The Plan also includes a narrative description of GHD's employment policies, practices and procedures that support the goal of equal opportunity fostering a diverse and inclusive community.

The annual Plan includes a set of required statistical reports that allow GHD to evaluate its workforce and determine areas where women, racial/ethnic minorities, protected veterans and individuals with disabilities.

More information regarding our Affirmative Action plan is located on our website at www.ghd.com.





AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY POLICY

The Company reaffirms its belief and commitment in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment.

The Company has developed and maintained a written Affirmative Action Program (AAP). The company's Chief Executive Officer supports the affirmative action program and urges each employee to commit to carrying out the intent of this policy. The Company maintains an audit and reporting system to determine overall compliance with its equal employment opportunity mandates. The EEO Administrator oversees the affirmative action plan development, modification, implementation, effectiveness, reporting requirements and conducts management updates. The Company invites any applicant and/or employee to review the Company's written Affirmative Action Plan. This plan is available for inspection upon request during normal business hours at the Human Resources office.

As part of the Company's commitment to this overall process, it will seek to ensure that all aspects of employment, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff and termination processes remain free of illegal discrimination based upon race, color, religion, sex, sexual orientation, gender identity, national origin, disability (as defined under Section 503 of the Rehabilitation Act of 1973) or protected veteran status (as defined under Vietnam Era Veterans' Readjustment Assistance Act of 1974). Company ensures that all employment decisions are based only on valid job requirements. Regular review helps to ensure compliance with this policy.

The Company will ensure that employees and applicants shall not be subjected to harassment due to their status described above, or any harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities; (1) filing a complaint with the Company or with federal, state, or local agencies regarding status covered under this AAP, (2) assisting or participating in any investigation, compliance review, hearing, or any other activity related to the administration of any federal, state, or local equal employment opportunity or affirmative action statute pertaining to the status covered under this AAP; (3) opposing any act or practice made unlawful by section 503 and/or VEVRAA, and (4) exercising any other right protected by section 503 and/or VEVRAA or its implementing regulations in this part.

By:  _____

Iver Skavdal
North America
GHD

→ 6. Rainbow Alliance of Diverse Identities for Inclusion (RADII)

RADII had a formal launch presentation on June 30, 2020. This presentation was our official launch event to all of North America and was well attended. We discussed many topics starting with a brief history of the LGBTQIA+ movement, moving into significant symbols of today, and concluding with where this group has plans to expand and collaborate in the future.



National Coming Out Day & Transgender Awareness Week

National Coming Out Day is celebrated every year on October 11th. This is an annual LGBTQIA+ awareness day to support people to “come out of the closet” and express their true identifier.

Transgender Awareness Week is observed during the second week of November each year. This is a one-week celebration leading up to Transgender Day of Remembrance, which memorializes victims of transphobic violence.

In November 2020, RADII hosted a live presentation to discuss National Coming Out Day, as well as Transgender Awareness Week. Topics discussed in this presentation include: What coming out means, tips for navigating coming out in a professional environment, guidelines when someone comes out to you, the difference between gender and sex, struggles faces by transgender people, and ways each of us at GHD can contribute to a trans-inclusive workplace.

Additional Resources

If you would like to further educate yourself on terms used within the launch presentation and for other amazing resources please use the GLAAD media guide located here.

What does the plus sign in ‘LGBTQIA+’ stand for?

The plus sign in ‘LGBTQIA+’ denotes minority sexual orientations and gender identities not otherwise captured in the initialism.

To be clear, ‘sexual orientation’ refers to a description of the gender(s), to which an individual is attracted. Heterosexual (attraction to the opposite gender), homosexual (attraction to the same gender), and bisexual (attraction to two genders) are examples of this concept. Some minority sexual orientations, however, such as pansexual (attraction to all genders), are not listed in the initialism and are therefore captured by the plus sign.

In the same way, ‘gender identity’ refers to a person’s innate sense of their own gender, and common examples of gender identity are female and male. Some minority gender identities, such as nonbinary and agender (without gender), are not listed in the initialism and are therefore captured by the plus sign.

The plus sign also includes culture-specific identities such as Two Spirited in North American Indigenous cultures, as well as many others worldwide, that draw upon one or both of the concepts of sexual orientation and gender identity. In addition, the plus sign serves as a reminder that many of the sexual orientations and gender identities appearing in the initialism may also be present on a spectrum between rigid definitions, and that the ways that people define themselves are not restricted to particular labels. Lastly, it addresses gender identities and sexual orientations that our society may not have vocabulary for yet, but which may evolve over time.

In this way, we hope that our use of the plus sign in our initialism is inclusive.

More information is available on our website at www.ghd.com.

→ 7. BEATS (Black Empowerment, Action, Teamwork, & Success)

Mission Statement: BEATS is a network of Black employees that promotes an inclusive and empowering environment. Our mission is to recruit, retain, and advocate for Black employees across GHD by promoting and facilitating both professional and personal growth opportunities through direct collaboration with senior leadership and allies of diversity and inclusion. We aspire to provide an environment and programming that value and leverage our diversity, provide a safe space for difficult and necessary dialogue, create connections, and contribute to the business success of GHD.

Values

Empowerment: Creating a safe space to discuss issues and develop solutions

Action: Challenging status quo behavior, leading to actual change

Teamwork: Collaborating with allies to help push forward our overall strategy

Success: Using quantifiable metrics and performance indicators to assess progress toward our targets

Focus Areas

Business: Supporting GHD's efforts in educating its employees and the communities it serves on the benefits of having a local GHD presence.

Employees: Providing engaging opportunities that will facilitate professional development for GHD employees.

Community: Partnering with GHD to increase meaningful and impactful outreach to predominantly Black communities.

Recruiting: Serving as an extension of GHD's hiring staff to attract and recruit external candidates and retain competitive Black talent.

Communications: Promoting the attributes and efficacy of BEATS through the distribution of information to GHD's employees while also ensuring awareness of programmatic initiatives, events, and opportunities.

Client Engagement: Aligning with clients and colleagues in professional societies and collaborate with their existing Black employee resource groups.



Black Empowerment, Action, Teamwork, & Success (BEATS)

BEATS Leadership Team



John Davis
Chairman
(Buffalo)



Ryan Thomas
Co-Chair
(Niagara Falls)



Ashley Lucas
Co-Chair
(Santa Rosa)

BEATS Regional Chairs

Southeast

LeRena Thomas (Bowie)

West

Tori Landry (Eureka)

Mid-Con

Kimberly Simpson (Houston)

Northeast

Québec Atlantic

Habib Akande (Montréal)

Ontario

Nick Bauer (Mississauga)

Western Canada

André Joseph (Calgary)

Midwest

James Abston (Detroit)



→ 8. EEO and Discrimination Operational Policy

GHD is an equal opportunity employer committed to creating a diverse workforce and inclusive culture, which attracts and retains the best people for the job. Guided by our core values of Safety, Teamwork, Respect and Integrity, GHD takes preventative and positive action to ensure our work environment and employment practices are non-discriminatory and all people are treated fairly and equally.

GHD is committed to providing a safe and professional workplace free from discrimination.

This policy outlines the principles of equal employment opportunity and advises all employees, wherever we operate, across every part of our business, of the expected behaviour at GHD.

Scope

This policy applies to all GHD employees and workplace participants including contractors, consultants and other third parties globally. The workplace is any place where business or work related activities are conducted and includes, but is not limited to, work related events, business travel, conferences, training sessions and online activity including social media.

This policy encompasses all aspects of employment, including but not limited to, recruitment and selection, training, promotion, discipline, work allocation, compensation, leave arrangements, conditions and benefits, and termination of employment.

In addition to this policy, GHD also complies with all related legislation in all jurisdictions of operation and GHD subsidiaries may supplement this policy with local addendums addressing such matters.

All United States operating entities of GHD ensure non-discrimination and equal employment in all programs and activities in accordance with all US federal laws and Federal Defense Contractors Regulations, including Title VI of the Civil Rights Act of 1964.

Equal Employment Opportunity (EEO)

Fair and Equal Treatment in Employment

GHD values and respects the diverse backgrounds of our employees and ensures that all workplace aspects of employment, as outlined above, are accessible to all employees. In recognition of the importance of, and an

individual's right to, fair and equitable treatment in the workplace, GHD endeavours to take appropriate steps to remove any obstacles or barriers which may prevent employees receiving the same opportunities.

Managers and supervisors are required to model appropriate standards of behaviour and to make fair, non-discriminatory decisions about the workplace.

Unbiased Recruitment

GHD's merit-based recruitment and selection practices including advertisements, job descriptions and interview processes, aim to attract and recruit a diverse range of new talent in an unbiased manner. With a focus on suitability to the role and individual performance and potential, successful applicants are appointed based on demonstrated business, technical and behavioural requirements. That is, the skills and abilities of the candidate are measured against the inherent requirements of the position.

It is unacceptable and may be against the law to ask job applicants questions, or to in any way seek information, about personal characteristics (e.g., relationship status, caregiving status, religion), unless this can be shown to be directly relevant to a genuine requirement of a position.

Implementation and Outreach

GHD is committed to fostering an environment which allows its people to reach their full potential regardless of individual background or difference. To facilitate inclusivity, GHD continuously integrates principles of equality in its planning, policies and practices. Further, in an effort to increase awareness and implement proactive management practices, GHD:

- Develops, implements and promotes strategies which attempt to eliminate practices, behaviours or biases that may contribute to inequality in employment and in the workplace;
- Provides specialist training and support for groups that are under-represented in the workforce and encourages them to take up training and career development opportunities; and
- Actively improves access, participation and inclusion of particular groups who have been traditionally under-represented by implementing special measures. Target groups include, but are not limited to, women, members of cultural minorities, the LGBTI community, older workers, and people with disabilities.

Unacceptable Workplace Conduct

Discrimination

Discrimination is treating people differently, negatively, or adversely because of irrelevant personal characteristics which include: race, national or ethnic origin, colour, religion, age, gender, gender identity, gender expression, sexual orientation, marital and relationship status, parental status, medical condition, political affiliation, physical or mental disability, carer or family responsibilities, pregnancy, veteran status, pardoned or spent criminal conviction and any other basis protected by law.

Indirect discrimination includes setting a condition or requirement that a group or class of people with a particular characteristic cannot meet, and which is not reasonable in the circumstances.

Discrimination is unlawful and strictly prohibited by GHD. GHD will not tolerate any instances of this type of behaviour occurring in the workplace. Disciplinary action for violations of this policy will be based on the nature and severity of the violation, and may include informal or formal counselling, warnings, or termination.

Disciplinary action will also apply to employees who knowingly allow such behaviour to continue. Deliberate false accusations are of an equally serious nature and may result in disciplinary action up to and including termination.

Victimisation / Retaliation

Victimisation / retaliation involves treating someone unfairly or subjecting that person to adverse action (i.e., action which negatively impacts an individual's employment) because they have made, or intend to make, a discrimination complaint or report. This also includes those who have supported another person in making a complaint or have assisted in any investigation of a complaint. Victimisation / Retaliation is strictly prohibited at GHD and is unlawful. If an individual believes they have been subject to victimisation / retaliation, they should follow the complaint process outlined in this policy.

Complaints

GHD encourages all employees to raise their concerns or complaints regarding EEO or discrimination, regardless of whether they are a recipient of the behaviour or a witness to an incident. All matters will be treated seriously, confidentially and in a timely manner.

Managers and supervisors are required to report any discrimination complaint they receive or any discrimination that they observe or become aware of, to their local People Manager or Business Partner.

The procedure for reporting concerns or complaints is outlined in GHD's Global Grievance Handling Operational Policy.

Aside from the internal process at GHD, employees may also choose to pursue complaint procedures or administrative or judicial remedies with local governmental entities. Information related to local governmental entities is provided in local supplements.

Alternative Anonymous Complaint Procedure

GHD understands that in some instances it may be difficult to discuss the matter with a manager or People Team representative. Therefore, incidents can be reported confidentially and anonymously using GHD's external global reporting partner, Navex Global.

The details for accessing Navex Global are outlined in GHD's **Global Grievance Handling Operational Policy** or **Global Workplace Behaviour Operational Policies** available on our website at www.ghd.com.

Related information

This policy may be supplemented by local amendments within your employee handbook or iConnect Portal. In addition, the following resources support this policy:

- **Global Workplace Behaviour Learning module** – to be completed by all staff every 2 years, unless local laws require more frequent completion.
- **US EEO and AAP Policy Statement**
- **Local Employee Assistance Program (EAP)**
- **GHD's Code of Conduct**
- **Global Grievance Handling Operational Policy**
- **Global Harassment Operational Policy**
- **Global Bullying Operational Policy**





AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY POLICY

The Company reaffirms its belief and commitment in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment.

The Company has developed and maintained a written Affirmative Action Program (AAP). The company's Chief Executive Officer supports the affirmative action program and urges each employee to commit to carrying out the intent of this policy. The Company maintains an audit and reporting system to determine overall compliance with its equal employment opportunity mandates. The EEO Administrator oversees the affirmative action plan development, modification, implementation, effectiveness, reporting requirements and conducts management updates. The Company invites any applicant and/or employee to review the Company's written Affirmative Action Plan. This plan is available for inspection upon request during normal business hours at the Human Resources office.

As part of the Company's commitment to this overall process, it will ensure all aspects of employment, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes remain free of illegal discrimination based upon race, color, religion, sex, sexual orientation, gender identity, national origin, disability (as defined under Section 503 of the Rehabilitation Act of 1973), protected veteran status (as defined under Vietnam Era Veterans' Readjustment Assistance Act of 1974), or a person's relationship or association with a protected veteran, including spouses and other family members. The Company ensures all employment decisions are based only on valid job requirements. Regular review helps ensure compliance with this policy.

The Company will ensure that employees and applicants shall not be subjected to harassment due to their status described above, or any harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities; (1) filing a complaint with the Company or with federal, state, or local agencies regarding status covered under this AAP, (2) assisting or participating in any investigation, compliance review, hearing, or any other activity related to the administration of any federal, state, or local equal employment opportunity or affirmative action statute pertaining to the status covered under this AAP; (3) opposing any act or practice made unlawful by section 503 and/or VEVRAA, and (4) exercising any other right protected by section 503 and/or VEVRAA or its implementing regulations in this part.

September 7, 2021

Jocelyne R. Rodriguez
Assistant Procurement Analyst
Procurement Services
Port of San Diego 1400
Tidelands Ave
National City, CA 91950

Subject: Request for Qualifications (RFQ) 21-12ND:
As-Needed Quality Control and Design Review Services

In response to your recent inquiry regarding NV5's commitment to inclusion, diversity, and equity we are pleased to report that *NV5 is committed to diversity and inclusion in the workplace and our communities where we live and work. We strive to take intentional action to honor that commitment.*

By Giving Employees a Voice

Our Employee Resources Groups unite employees with common backgrounds, providing a safe space to share idea with colleagues about their backgrounds, promoting professional development for members, and engaging organizations within our communities. Our current groups include community outreach, continuing education and internships, women, veterans, LGBTQ+, and underrepresented minority groups.

By Creating Opportunities

We are engaging with nationwide organizations to provide sponsorship for students and professional development for employees.

NV5 recently committed a total of \$275,000 in scholarships through the National Society of Black Engineers. We have also provided recent grants to the American Indian Science and Engineering Society's A.T. Anderson General Scholarship Fund.

By Engaging Our Communities

Being a good corporate citizen requires active engagement in our communities. As part of this engagement, NV5 has created corporate volunteer initiatives with the Boys and Girls Club of America (BGCA) and the Future City Competition.

In addition to the diversity and inclusion initiatives noted above, assessing representation in the company is done through our Affirmative Action Plans developed annually of our

Affirmative Action Programs with analysis of our efforts for successful implementation. Our annual plans reaffirm our belief in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment. The regular review by our company, as described in our AAPs (Affirmative Action Plans), helps ensure compliance with our policy to provide equality of opportunity in all aspects of employment, and that all personnel activities, such as the recruitment, selection, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes remain free of illegal discrimination and harassment based on upon race, color, religion, sex, sexual orientation, gender identity, and national

We are excited at the opportunity to continue our relationship with the Port of San Diego, and will provide signatures to the revised agreement when presented via DocuSign, as requested in your August 30, 2021 correspondence.

It is our expectation that, with this written response confirming our corporate-wide Diversity and Inclusion Initiative, in addition to our signed, updated agreement, will be considered in satisfactory response to your August 30, request. Please do not hesitate to contact myself at (858) 927-3654, via email at carl.henderson@NV5.com or Tamara O'Neal at (858) 385-2103, or via email at tamara.oneal@nv5.com if you would like additional information.

Sincerely,

A handwritten signature in blue ink that reads "Carl Henderson". The signature is fluid and cursive, with the first name "Carl" and last name "Henderson" clearly distinguishable.

Carl Henderson, PhD, PE, GE
Chief Diversity Officer /SoCal CQA Group Director

September 7, 2021

Jocelyne R. Rodriguez, Assistant Procurement Analyst
Procurement Services
Port of San Diego
1400 Tidelands Avenue
National City, CA 91950



Re: Statement Acknowledging the Port District's Commitment to Inclusion, Diversity and Equity

Dear Ms. Rodriguez,

We understand that the Port of San Diego has requested additional information from Interwest acknowledging the Port Districts' commitment to inclusion, diversity and equity. Please see below:

EQUAL EMPLOYMENT, DIVERSITY AND A RESPECTFUL WORK ENVIRONMENT

Interwest "The Company" is committed to providing a positive work environment in which employees can perform to the best of their ability. We provide a safe workplace that values diversity and encourages respect for all employees.

The Company is firmly committed to the spirit and principle of equal employment opportunity and to compliance with all federal, state and local laws that prohibit discrimination on the basis of race, creed, color, religion, national origin, ancestry, citizenship status, age, disability or handicap, sex, marital status, veteran status, sexual orientation, genetic information, gender identity or expression, and any other legally protected classifications. This policy applies to all employment decisions, including recruiting, hiring, training, promotions, pay practices, disciplinary actions and terminations.

The Company also strictly prohibits workplace harassment based on the above-protected classifications, including sexual harassment. Inappropriate sexual conduct in the workplace includes, but is not limited to, unwelcome touching, hugging, kissing, groping, leering, sexual acts, discussion of sexual acts, lewd comments, pornography, sexual jokes, emails, cartoons and pictures. Propositions, requests for sexual favors or demands to engage in intimate relationships will not be tolerated. Inappropriate sexual conduct may involve persons of the same or different genders. This policy applies to conduct that occurs in the workplace and any work-related setting outside of the workplace. It applies to all officers, directors and employees. The Company also strictly prohibits unlawful harassment of our employees by vendors, suppliers, clients and any other third parties who come into contact with our employees in connection with the Company's services.

The Company will provide reasonable accommodations to qualified persons with a disability to enable them to perform the essential functions of their jobs. The Company also will provide reasonable accommodations to employees due to religious practice or observance. If you require a reasonable accommodation due to a disability or religious practice or observance, please notify a member of the Human Resources Team.

If anyone feels they have been the victim of unlawful discrimination or harassment by any employee, officer or director of the Company or by any third party, they should immediately report it to their supervisor, the Chief Compliance Officer, the Chief Human Resources Officer, any member of the Executive Leadership Team or through the Ethics Helpline. The Company will promptly investigate any reports of discrimination and/or harassment, and, if substantiated, will take appropriate corrective action. There will be no retaliation against anyone who, in good faith, reports harassment or cooperates in any investigation of such a report based on their participation in the investigation.

Sincerely,



Paul Meschino

Vice President of Operations

pmeschino@interwestgrp.com

SAMPLE

domusstudio

June 3, 2019

City of San Diego As-Needed Architectural Services for Public Works Department
(H197088, H197089 & H197090)

Re: Outreach Efforts

Our Clients represent a diverse cross section of the Southern California population and as such our pool of subconsultant team members need to reflect that diverse representation also. With our 33 years of experience, domusstudio has had the opportunity to work with numerous local subconsultants, large and small, on a variety of building types. For this City of San Diego, As-Needed Architectural Services Contract we wanted to make these subcontracting opportunities available to all interested and qualified firms. Consequently, we created an RFP for each design discipline and reviewed it with a minimum of 3 consultants within each discipline. (See the summary table below). An important factor for that review and our ultimate selection was our familiarity and past experience with the various firms for each discipline. This previous experience can also have a key impact to the project work flow and consequently, directly to the Client, the City of San Diego, and the ultimate timely success of the project. As an additional factor, with our long experience history, while reviewing subconsultant firms, we were able to identify and ultimately select a number of qualified SLBE, DVBE, and OBE firms who met all of our selection criteria and fit into our outreach program and the qualifications necessary for this City of San Diego contracting opportunity.

SUBCONSULTANT OUTREACH REVIEW LIST

DISCIPLINE	FIRM NAME		
Civil Engineering	BDS Engineering	Michael Baker Int'l/ RBF Consulting	Snipes - Dye Associates
Structural Engineering	Martin & Libby Structural Engineers	Structural Engineering Solutions	Wiseman & Rohy Engineering
Mechanical Engineering	McParlane & Associates	BSE Engineering	Syska Hennessey Group
Electrical Engineering	Dersch Design	BSE Engineering	Syska Hennessey Group
Landscape Architecture	Deneen Powell Atelier Landscape	Schmidt Design Group	KTUA Landscape
Cost Estimating	O'Connor Construction Management	Campbell Anderson	Cummings Corporation
Geotechnical Engineer	SCS&T	CTE	Geocon
CASP	Paul L. Bishop, Architect		
Alternative Energy Analysis	Dersch Design		

SAMPLE

domusstudio architecture as a firm supports and individual staff members actively participate in the American Institute of Architects (A.I.A.) functions, both within that organization and at their outside sponsored community events. For example, one of the Partners chaired the Design Awards Committee and another sits as a representative on the City of San Diego Technical Advisory Committee (TAC). Additionally, we have staff who have an active role in the Women in Architecture committee and Practice Management committees. We have Principals and Staff who volunteer their time to serve as Commissioners and Master Commissioner for the California Architects Board - Supplemental Exam Development.

Principals participate on Local/City and County Planning Committees, volunteer as adhoc instructors/jurors at the New School of Architecture and Woodbury University for student presentations and events. In addition, many of the staff actively work within their respective churches on volunteer efforts and councils that serve their ministry and the communities as a whole.

Our annual Donations/Contributions typically span a variety of Social and Non-Profit Organizations that can assist in fundraising or to provide assistance and benefits to those who need help for any number of economic, homeless, health, and social needs.

SAMPLE

Designer/Job Captain

domusstudio architecture is seeking a Designer/Job Captain to expand our talented team. Our emphasis is on design/sustainability and our studio on the edge of Maple Canyon helps foster design collaboration with mentoring from five Principals and an experienced team. We keep the same team together from the beginning of the project through construction providing you exposure to the full range of the practice, helping you prepare for your exams. You must have at least a Bachelor's Degree in Architecture, ideally three years' experience, be a self-starter, top of your design class and be proficient in Revit. Our design typologies include Sacred facilities, Fire Stations, Libraries, Educational (DSA experience a plus), Senior Housing and Custom Residential. domusstudio was founded in 1986 and is a design-oriented studio with excellent benefits including health insurance, paid vacations, holidays, annual Profit Sharing and hourly compensation commensurate with experience with potential for overtime. We value your time and growth experiences outside of the studio and only expect a 40 hour week, Monday-Thursday 7:30-9:30 and half days Friday 8-12. **We are an E.O.E. and encourage minorities to apply.**

August 2021

How to Apply: email PDF Resume and Portfolio (5MB Max)

Contact: David Keitel, AIA, Principal

Email: david.keitel@domusstudio.com

Website: www.domusstudio.com

SAMPLE

DISCLOSURE OF DISCRIMINATION COMPLAINTS

As part of its proposal, the Consultant must provide to the City a list of all instances within the past 10 years where a complaint was filed or pending against the Consultant in a legal or administrative proceeding alleging that Consultant discriminated against its employees, subcontractors, vendors or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.

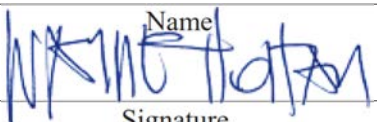
CHECK ONE BOX ONLY.

- ☒ The undersigned certifies that within the past 10 years the Consultant has NOT been the subject of a complaint or pending action in a legal administrative proceeding alleging that Consultant discriminated against its employees, subcontractors, vendors or suppliers.
- ☐ The undersigned certifies that within the past 10 years the Consultant has been the subject of a complaint or pending action in a legal administrative proceeding alleging that Consultant discriminated against its employees, subcontractors, vendors or suppliers. A description of the status or resolution of that complaint, including any remedial action taken and the applicable dates is as follows:

DATE OF CLAIM	LOCATION	DESCRIPTION OF CLAIM	LITIGATION (Y/N)	STATUS	RESOLUTION/REMEDIAL ACTION TAKEN

Consultant Name domusstudio architecture

Certified By Wayne Holtan Title Principal

 Name
Signature Date 06/03/2019

USE ADDITIONAL FORMS AS NECESSARY

**EQUAL OPPORTUNITY CONTRACTING (EOC)**

1200 Third Avenue, Suite 200 • San Diego, CA 92101
 Phone: (619) 236-6000 • Fax: (619) 236-5904

A. WORK FORCE REPORT

The objective of the *Equal Employment Opportunity Outreach Program*, San Diego Municipal Code Sections 22.3501 through 22.3517, is to ensure that contractors doing business with the City, or receiving funds from the City, do not engage in unlawful discriminatory employment practices prohibited by State and Federal law. Such employment practices include, but are not limited to unlawful discrimination in the following: employment, promotion or upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other forms of compensation, and selection for training, including apprenticeship. Contractors are required to provide a completed *Work Force Report (WFR)*.

NO OTHER FORMS WILL BE ACCEPTED
CONTRACTOR IDENTIFICATION

Type of Contractor: ☐ Construction ☐ Vendor/Supplier ☐ Financial Institution ☐ Lessee/Lessor

☒ Consultant ☐ Grant Recipient ☐ Insurance Company ☐ Other

Name of Company: domusstudio architecture, LLP

ADA/DBA: domusstudio architecture, LLP

Address (Corporate Headquarters, where applicable): 2800 Third Ave

City: San Diego County: San Diego State: CA Zip: 92103

Telephone Number: 619.692.9393 x 15 Fax Number: NA

Name of Company CEO: Partnership

Address(es), phone and fax number(s) of company facilities located in San Diego County (if different from above):

Address: same as above

City: _____ County: _____ State: _____
 Zip: _____

Telephone Number: _____ Fax Number: _____ Email: _____

Type of Business: Architecture Type of License: Architecture

The Company has appointed: Jill Childers

As its Equal Employment Opportunity Officer (EEOO). The EEOO has been given authority to establish, disseminate and enforce equal employment and affirmative action policies of this company. The EEOO may be contacted at:

Address: 2800 Third Avenue, San Diego, CA 92103

Telephone Number: 619.692.9393 x 20 Fax Number: NA Email: business.manager@domusstudio.com

☒ One San Diego County (or Most Local County) Work Force - Mandatory

☐ Branch Work Force *

☐ Managing Office Work Force

Check the box above that applies to this WFR.

*Submit a separate Work Force Report for all participating branches. Combine WFRs if more than one branch per county.

I, the undersigned representative of domusstudio architecture

(Firm Name)

San Diego, CA hereby certify that information provided
 (County) (State)

herein is true and correct. This document was executed on this Third day of June, 2019



(Authorized Signature)

Wayne Holtan

(Print Authorized Signature Name)

WORK FORCE REPORT - Page 2

NAME OF FIRM: domusstudio architectureDATE: 06/03/2019OFFICE(S) or BRANCH(ES): 1COUNTY: San Diego

1. INSTRUCTIONS: For each occupational category, indicate number of males and females in every ethnic group. Total columns in row provided. Sum of all totals should be equal to your total work force. Include all those employed by your company on either a full or part-time basis. The following groups are to be included in ethnic categories listed in columns below:

- | | |
|--------------------------------------|---|
| (1) Black or African-American | (5) Native Hawaiian or Pacific Islander |
| (2) Hispanic or Latino | (6) White |
| (3) Asian | (7) Other race/ethnicity; not falling into other groups |
| (4) American Indian or Alaska Native | |

Definitions of the race and ethnicity categories can be found on Page 4

ADMINISTRATION OCCUPATIONAL CATEGORY	(1) African American		(2) Hispanic or Latino		(3) Asian		(4) American Indian/ Nat. Alaskan		(5) Pacific Islander		(6) White		(7) Other Ethnicity	
	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)	(M)	(F)
Management & Financial												1		
Professional														
A&E, Science, Computer		1									10	2		
Technical			1	1	1						2	4		1
Sales														
Administrative Support														
Services														
Crafts														
Operative Workers														
Transportation														
Laborers*														

*Construction laborers and other field employees are not to be included on this page

Totals Each Column		1	1	1	1						12	7		1
--------------------	--	---	---	---	---	--	--	--	--	--	----	---	--	---

Grand Total All Employees

24

Indicate by Gender and Ethnicity the Number of Above Employees Who Are Disabled:

Disabled												1		
----------	--	--	--	--	--	--	--	--	--	--	--	---	--	--

Non-Profit Organizations Only:

Board of Directors														
Volunteers														
Artists														



Ralph Roesling
Kotaro Nakamura
Mun Ying Kung
Chikako Terada
Joe Mansfield
Rommel Olaes
Raúl Díaz
Tyson Cline
Rick España
Chris Bradbury
Gemma Hsiueh

Dear Ryan L. Harris and the Port of San Diego,

Roesling Nakamura Terada Architects, Inc. (RNT) shares the Port of San Diego's commitment to inclusion, diversity, and equity. Our firm's employment policies and practices provide equal employment opportunity for all applicants, employees, and sub-consultants. RNT does not unlawfully discriminate on the basis of race, color, religion, religious creed (including religious dress and religious grooming), sex (including pregnancy, perceived pregnancy, childbirth, breastfeeding, or related medical conditions), gender, gender identity (including transgender identity and transitioning), gender expression and sex stereotyping, national origin, ancestry, citizenship, age, physical or mental disability, legally protected medical condition or information (including genetic information), family care or medical leave status, military caregiver status, military status, veteran status, marital status, domestic partner status, sexual orientation, status as a victim of domestic violence, sexual assault or stalking, enrollment in a public assistance program, engaging in protected communications regarding employee wages, requesting a reasonable accommodation on the basis of disability or bona fide religious belief or practice, or any other bases protected by local, state, or federal laws.

RNT also makes reasonable accommodations for disabled applicants and employees; for pregnant employees who request an accommodation with the advice of their health care providers, for pregnancy, childbirth, or related medical conditions; for employees who are victims of domestic violence, sexual assault, or stalking; and for applicants and employees based on their religious beliefs and practices. This policy applies to all areas of employment, but not limited to, including recruitment, hiring, training, promotion, compensation, benefits, transfer, disciplinary action, termination, and social and recreational programs.

As a certified Minority Business Enterprise (MBE), it is part of RNT's initiative to utilize consultant team members with disadvantaged certifications (certified woman, minority, disabled veteran, lesbian-, gay-, bisexual-, or transgender- owned business enterprises, etc.), when possible. Our firm shares subcontracting opportunities through outreach meetings and industry organizations and utilizes the UCP data base of businesses as a resource for subcontractors.

In addition, RNT recognizes MLK, Veteran's and Juneteenth as company holidays.

Our commitment of inclusion, fair treatment in access, opportunity and advancement for all individuals are consistent with the Port's values.

Sincerely,

Ralph Roesling, FAIA
Roesling Nakamura Terada Architects, Inc.
roesling@rntarchitects.com | C: 619.972.1123
363 Fifth Avenue, San Diego, CA 92101
www.rntarchitects.com

September 7, 2021

Ryan L. Harris
Procurement Analyst II
Procurement Services
Port of San Diego
1400 Tidelands Avenue
National City, CA 91950

Dear Ryan Harris,

SILLMAN, a certified small business, is a collaborative and diverse architectural firm which has been providing quality design solutions since 1976. We are dedicated to fostering an inclusive environment that promotes diversity and equity. Not only do we exemplify these principles in our work; we incorporate these shared values into the core identity of our organization. Be it our clients, our projects, or our people, we believe that there is strength in diversity, equity, and inclusion.

Our approach is award winning. In 2021, SILLMAN was the recipient of PSMJ's A/E/C Employer of Choice® award, solidifying our inclusive company which is committed to equitable employee engagement and diversity of voices.

INCLUSION

SILLMAN values company-wide transparency that builds trust and a sense of inclusion. In our inclusive environment, our voices are welcomed, heard, and respected. We believe the foundation of success is stellar teamwork both internally, as well as externally. One of our core values is More Voices = Better Solutions. We seek out a myriad of voices and values, which leads us to a deeper level of creative problem solving and better solutions.

Our corporation even goes to the extent of having quarterly Strategy Meetings, which encourages employees to provide input and honest feedback on the direction of the company's initiatives. This isn't only useful in generating ideas, it also creates a safe space where everyone feels relevant and part of the shared mission. Furthermore, our twice weekly staff meetings and regular small group discussions are an inclusive exercise in promoting honest discussions, relationships, and teamwork. Now more than ever, we have an increased ability to communicate more efficiently with one another through programs like Microsoft Teams and Zoom. As a whole, we aspire to be a collective of shared values, using our diverse insights and unique abilities to make a difference together.

DIVERSITY

Creating an inclusive culture is vital to the success of our diversity endeavors, which also improves culturally diverse thinking, engagement, and the overall design process. Our diversification goes beyond just hiring a truly diverse workforce comprised of individuals with a wide range of characteristics; we also cultivate diversity by providing a safe environment for people to feel comfortable voicing their unique opinions and viewpoints, thus increasing overall well-being individually and as a team.

As a multicultural and multilingual company, we embrace diverse opinions at all levels of our company. It is essential to us that everyone is proud of their culture, as well as comfortable in voicing their opinions and incorporating their unique perspectives into the work they do. Our management team encompasses a wide array of cultural backgrounds, genders, and ages, thereby creating an environment in which everyone is encouraged to provide input on our shared goals. Furthermore, the owners of SILLMAN represent a variety of races, genders, cultures, languages, religions, skillsets, and life experiences. With multiple viewpoints, we are able to tackle issues from all sides as they arise, and also inspire unique designs.

As a certified Small Business Entity, we are committed to working with diverse businesses, which are certified as Minority Business Enterprises (MBE), Woman Business Enterprises (WBE), Emerging/Small Local Business Enterprises (ELBE/SLBE), Disadvantaged Business Enterprises (DBE), Disabled Veteran Business Enterprises (DVBE), and other Small Businesses (SB).

(Below you will find a Workforce Report, which shows our diverse staff and their correlating positions.)

EQUITY

As an equal opportunity employer, who embraces diversity of all kinds, SILLMAN is committed to following all applicable City, State and Federal laws; we also go above and beyond the requirements to ensure diversification and equity within our team.

SILLMAN believes that our employees are our most valuable asset and have several internal policies aimed at promoting equity. For example, our Mentor Program is a platform for leaders to help empower others to reach their goals and achieve leadership ranks. Through open and honest communication, they are able to identify the mentee's unique aspirations and offer consistence guidance on how to bridge the gap. These natural conversations help mentee's find their personal path towards professional growth and their place in the SILLMAN family.

Overall, SILLMAN is dedicated to treating our employees equally, with respect, and recognize the beauty in diversity. It is our intent to maintain a work environment that is free of harassment, discrimination, or retaliation because of age, race, ethnicity, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition (including genetic characteristics), genetic information, marital status, sex, gender, gender identity, gender expression, sexual orientation, military or veteran status, citizenship status, or any other status protected by federal, state, or local laws.

Equity within our company doesn't stop at the door, it is a value we also incorporate into our projects as well. Projects at SILLMAN have heavily considered the role architectural design plays in fostering equity in a community. Our long history of quality architectural services includes community centers, affordable housing, and more. For the last 20-30 years we have worked with the San Diego Housing Association in completing over 700+ affordable housing projects to bring more equity into the city of San Diego.

As a local San Diego business, we celebrate our diverse team and cultivate an environment that promotes our mutual values of inclusion and equity. These shared values are inherently interrelated and are vital for not only the continued success of SILLMAN; but also empowers our team members to be the best version of themselves, and in return this improves our ability to better meet our clients' needs. Our professional design philosophy is based on a holistic collaborative process, which encourages input from our clients and their stakeholders through honest and open communication. Ultimately, SILLMAN's 45+ years of success is directly related to these shared core values.

Occupational Category	African American		Hispanic or Latino		Asian		American Indian/ Native Alaskan		Pacific Islander		White		Other	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
MANAGEMENT & FINANCIAL	1	1	1		1									
A&E, SCIENCE, COMPUTER			7		4			1			6	8		1
ADMINISTRATIVE SUPPORT			1	1								5		
<i>Total:</i>	1	1	9	1	5			1			6	13		1

GRAND TOTAL:
38
EMPLOYEES

21
Male

17
Female