



2016

**Sustainability
+ Corporate
Responsibility**

HR



Sustainability at HDR



In 2015, our sustainability program turned 20 as our professionals continued pushing boundaries to provide value to our clients through sustainable solutions.

During 2015, HDR's sustainability program turned 20. And, proudly, our professionals continue to push boundaries to provide value to our clients through sustainable solutions, as well as continue our challenge to reduce our own environmental footprint, even while we continue to grow in size. We are also working as change agents in a variety of ways to try to move our industry towards accepting sustainability and resilient design as standard practice.

Bringing value to our clients via sustainability:

- We were selected to develop a sustainability assessment framework for King Abdullah Economic City. The overall goal to develop an integrated framework rooted in the City's vision under which various sustainability initiatives will be assessed.
- We were hired by New York City to complete a technical study to identify building-based greenhouse gas emissions reduction targets. This study is a part of NYC's plan to reduce the city's GHG emissions 80% by 2050.
- We were awarded a work order with King County, Washington, for the research of sustainable products and materials commonly used for wastewater facilities. The overall goal of the project was to:
 1. Develop a list of commonly used materials across most wastewater facilities.
 2. Produce a list of materials and ranking criteria for use in the Sustainability Guidelines.

Reducing our own impact:

- Our San Francisco office took first place for employee participation, small-organization category in the 2015 Great Race for Clean Air.
- We published Waste Prevention and Recycling Standards and asked each office to complete a baseline survey on office waste and identify opportunities to reduce waste in 2016.

- We made progress in reducing our emissions, noting more than a 6% reduction in emissions from 2011-2014.
- At our headquarters campus, we worked with a local compost start-up and the local convention center to compost close to 1,500 pounds of food waste from an HDR conference.

Acting as change agents:

- Michaela Wittmann accepted a role as the chair of the Envision® Review Board for the Institute for Sustainable Infrastructure. This board is the primary decision-making body for the Envision Sustainable Infrastructure Rating System.
- Nitin Katiyar, Project Manager, was selected to participate in the 2015 Water Environmental Federation Leadership Institute.
- Mike McMahon, Senior Hydro-Meteorologist, was named to the American Water Works Association Climate Change Review Panel.

Remembering...

On a more somber note, we also lost a key member of the HDR family and our sustainability family. Mona Eigbrett, friend and sustainability training manager at HDR, passed away unexpectedly after a fifteen year career here. Her passion for the environment and wanting to make the world a better place will carry on with many of us as we continue to strive to make sustainability a part of all we do.

Michaela Wittmann

Michaela Wittmann, LEED Fellow, ENV SP, GGP
Director, Sustainability
HDR



2015 Highlights

We issued a company-wide Waste Prevention and Recycling Standard

114

offices completed the baseline survey and set waste reduction goals.



83

Project Awards Received



11

NO. 11 Top 100 Green Buildings Design Firms *Engineering News-Record*



over **22,000** pounds of food waste diverted from landfill

Our headquarters campus composted throughout 2015, and we worked with Omaha's CenturyLink Center and Metropolitan Entertainment & Convention Authority to integrate sustainability into our conferences—successfully completing composting at our transportation conference the convention center.



Since 2011, we've reduced paper use by **42%**



42%

14

organizations received grants from the HDR Foundation



Worked in



55

countries

8,137

employees participated in



956

unique training events

Our Sustainability Program turned



20



LEED®

550



101



Total Certified Projects

79%

of wellness survey respondents participate in the Vitality* program.



*Vitality is a comprehensive, interactive and personalized wellness program that provides tool and guidance to help employees live a healthy life!

NO. 24

Top Green Architecture Firms

Building Design + Construction Giants 300



Recognized for leadership in Sustainable Business Practices:

WasteCap Nebraska
Sustainable Business of the Year award

Alliance for Workplace Excellence
EcoLeadership Award

Practice Greenhealth
Healthcare Champion for Change

Pathfinder Awards Program



25th

Anniversary

The San Francisco office, took

1st



place for employee participation, small-organization category in the 2015 **Great Race for Clean Air**



2016 Highlights

Envision

214  ENV SPs

 **5** Projects Verified in 2016

- Historic Fourth Ward Park, Atlanta, GA – Envision Gold
- Holland Energy Park, Holland, MI – Envision Platinum
- Kansas City Streetcar, Kansas City, MO – Envision Platinum
- Hardeeville Water Reclamation Facility Expansion, Hardeeville, SC – Envision Bronze
- I-4 Ultimate Interstate Improvement Project, Central Florida – Envision Platinum

500 volunteers packed more than

100,000 food bags for Kids Against Hunger during our Resources Business Group Conference.



For our Water Business Group Conference we partnered with the Arbor Day Foundation to donate

700 trees to the Chesapeake Bay Watershed Restoration, a 200-mile-long estuary that runs through six states and the District of Columbia.



LEED

565  LEED APs

 **116** Total Certified projects...

...including:

- Fort Carson 13th CAB Barracks – LEED-NC v2009 Gold
- University of Colorado Hospital AIP2 Ph4 – LEED-CI v2009 Silver
- South Placer Adult Correctional Facility – LEED-NC v2.2 Silver
- University of California San Diego (UCSD) Central Research Services Facility – LEED-NC v2009 Gold
- San Bernardino Transit Center – LEED-NC v2009 Gold

Working with Bridges to Prosperity (B2P), a non-profit organization that builds footbridges in isolated communities around the world, HDR Structural Engineer Curt McDonald joined a volunteer team of bridge experts to help build a

168-foot 

footbridge in the village of Lura, in Churuquita Grande, Coclé, Panama

10 Awards for Sustainability and CSR 

CHAMPION FOR CHANGE
PRACTICE GREENHEALTH

WORKPLACE EXCELLENCE SEAL OF APPROVAL
ALLIANCE FOR WORKPLACE EXCELLENCE

HEALTH & WELLNESS SEAL OF APPROVAL
ALLIANCE FOR WORKPLACE EXCELLENCE

ECOLEADERSHIP AWARD
ALLIANCE FOR WORKPLACE EXCELLENCE

GREEN GOOD DESIGN AWARD FOR GREEN ARCHITECTURE
CHICAGO ATHENAEUM

VANGUARD AWARD
GREENROADS

SUSTAINABILITY LEADERSHIP AWARD
BUSINESS INTELLIGENCE GROUP

SUSTAINABILITY SERVICE OF THE YEAR
BUSINESS INTELLIGENCE GROUP

"HELPING HAND" AWARD
AMERICAN ROAD & TRANSPORTATION BUILDERS ASSOCIATION

PRESIDENTS AWARD
NATIONAL HYDROPOWER ASSOCIATION (NHA)



Greening our Communities events involved:

 **56** Events

 **51** Offices

nearly **1,000** service hours 

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MATERIALITY

What's important to us?

We've built our Sustainability+Corporate Responsibility strategy based on what has the most impact on our business and to exceed the expectations of our external stakeholders. By completing an objective and inclusive materiality assessment process, we've focused on the issues that matter most to our employees, clients, and the industries we serve.



Materiality Assessment Process



The content of this report is informed by the outcomes of our first comprehensive materiality assessment, completed internally during 2016. Previously, we relied on insight from other company-wide efforts, such as strategic planning and research accompanying rebranding activities, to identify topics to include in our report.

Approach

We began the materiality assessment process in March 2016 by convening staff from diverse functional areas throughout the company. Each brought forward a unique perspective as we evaluated 35 environmental, social, and governance (ESG) aspects that are relevant to our business and the clients we serve. After gathering initial feedback using a survey, the group met in-person to share insight on specific issues and align on the relative impact of each ESG aspect. The result was a prioritized list of issues based on the potential impact to HDR, considering both risks and opportunities. The outcome of this effort is represented by the horizontal placement of each theme on our materiality matrix.

Upon completion of the internal assessment, we identified key external stakeholder groups, ranging from clients to industry associations and government agencies to competitors. Next, before engaging stakeholders, we determined a weighting methodology that represented the amount of influence each stakeholder has on HDR's business. Finally, we evaluated the relative importance of ESG aspects through online surveys and desktop research. The outcome of this effort is represented by the vertical placement of each theme on our materiality matrix.

The combined results provide a visual representation of the relative importance of each ESG theme when considering both internal and external perspectives. The results were also applied to inform content for this report. While the materiality assessment identified a few new aspects that we are evaluating internally, for most, HDR has had management programs in place for many years and our approach is included in this report.



The Global Reporting Initiative defines materiality as information that “may

reasonably be considered important for reflecting the organization’s economic, environmental and social impacts, or influencing the decisions of stakeholders.”



Material Themes, Aspects & Boundaries

Project Delivery

Technical Integrity • Community Impact/ Acceptance • Sustainable Design • Ethical Procurement

Safety, Health & Environment

Injuries/Safety Incidents

Ethics, Integrity & Human Rights

Living Wage • Equal Remuneration • Anti-Discrimination • Anti-Corruption & Bribery • Client Privacy/Security • Regulatory Compliance

Water Stewardship

Water Scarcity • Water Quality

Workplace Culture

Diversity & Inclusion • Recruitment and Retention • Training & Development • Compensation • Benefit Coverage • Wellness

Sustainable Business Practices

Greenhouse Gas Emissions • Energy Use • Water Use • Waste Generation

Climate Change

Greenhouse Gas Emissions • Climate Shocks & Stress

Corporate Citizenship

Local Community Engagement • Political Accountability

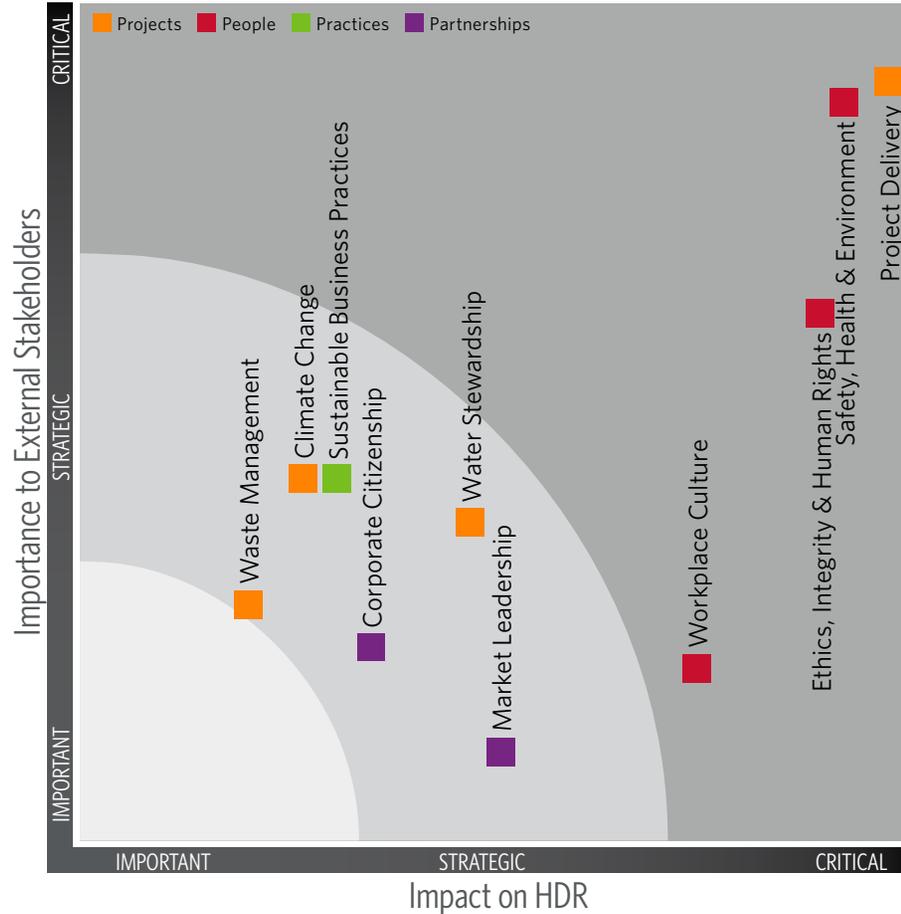
Market Leadership

Industry/Technical Community Engagement

Waste Management

Landfills • Material Recovery

Materiality Matrix - Themes



The primary result of our materiality assessment was identification of the ESG aspects highlighted throughout this report. Due to a much more thorough and focused materiality assessment process, we did add a number of aspects that were not included significant in previous reports. The relevant scope has not changed from previous reporting periods.





Stakeholder Engagement

Our success depends on the successful engagement of stakeholders. We engage identified stakeholders in different ways depending on their needs and the geographical areas where we work. It is essential for us to listen and learn from stakeholders who live with the results of our work on a daily basis, including our employees. Our employees' opinions are vitally important and we engage them in many different ways; through internal meetings, organizations, career programs, face to face, through social media and in one-on-one meetings. Every decision we make involves people, systems and services and this all feeds into the way we work with and serve our clients. Because stakeholder engagement is so important to us, we will continue to evolve and change the way we engage our stakeholders to make sure we have high acceptance of what we do within our organization as well as within our clients' markets. We want to connect what we do with community stewardship each and every day. This makes a difference in our work, and makes us more conscientious environmental stewards. We will continue to involve and engage stakeholders as necessary to support our goals. Groups engaged on a regular basis and the frequency of engagement include:

- **Clients**—engaged in regular client meetings. When we are not engaged with our clients on projects, we average monthly meetings with them. When working on projects, the frequency of our visits may be daily. We also engage our clients through our client report card program, administered on a quarterly basis.
- **Educational leaders and organizations**—engaged at regular intervals. Minimum contact would occur on an annual basis; however, numerous opportunities are presented when we participate as guest speakers. The speaking engagements do not happen on a regularly scheduled basis, but with our locations across the country and abroad, quarterly activity is expected and/or exceeded.
- **Competitors & Teaming Partners**—we work with and team with competitors on many projects we pursue. Because of this and our interaction with them in

professional organizations, these interactions happen quarterly and often occur monthly and/or even weekly depending on the topics and events.

- **Civic organizations**—quarterly, bi-annually and annually, depending on activities and events.
- **Professional organizations**—monthly basis.
- **Young professionals**—monthly basis.
- **Retirees**—quarterly basis.

There are numerous ways to engage stakeholders. Our preferred method is to engage individuals as a regular part of doing business, through public meetings, surveys, facilitated sessions, written communications, social networking and other means. Some of our greatest accomplishments have been built on relationships we have developed with individuals around the world. We value their input and use the information they provide as we frame our business activities. Our employees actively engage in their communities by participating in focus groups, community panels, nonprofit boards, professional organization leadership positions and panels. We have regular feedback mechanisms within our company for our employees, including our annual meeting, management meetings on a monthly basis and leadership meetings on a quarterly basis, retreats biannually, company-sponsored trainings as needed, blogs, surveys and more.

HDR is a fairly transparent organization, and how key topics and areas of concern are addressed is dependent on where the concern surfaces. If it is with our external stakeholders, we work with our clients and organizations to put plans and tactics in place to address and alleviate concerns. Internally, the topics and concerns are addressed through our regular leadership meetings that include "town-hall" atmospheres. Employees may raise topics/concerns to be addressed during the event. To continue the conversation, FAQs and follow-up information are posted on our internal website for future reference. All of our reporting is available to employees on a regular basis.



Because stakeholder engagement is so important to us, we continue to evolve and change the way we engage our stakeholders to make sure we have high acceptance of what we do within our organization as well as within our clients' markets.





Management Approach

Our overall management approach is based on the four objectives that form the foundation of our business and culture and were determined through our most recent strategic planning process:

1. Culture of Connection
2. Meaningful Experiences
3. Best-All Around
4. Global Perspectives

In addition, five brand values were defined to drive our business and allow us to continually reevaluate our progress toward meeting our objectives:

1. Live the Network.

We think global and act local, and as a result we learn from each other. We bring together the right people for each individual client and engagement, ensuring the right skills, expertise, experience and the highest level of teamwork. Every time.

2. Listen first.

To find the best answer, we need to understand the root and complexity of the problem. We start by listening.

3. Hold ourselves accountable.

We are empowered to find the best solutions for our clients and for our own company. We do the right things for the right reasons. And we take personal responsibility to see things through.

4. Push boundaries.

We strive to do things better and stretch further. From our internal processes to the work we deliver, and from the projects we do, to the careers we enable.

5. Design smart.

We have the skills and ability to tailor our approach to each situation, whether it's tried and tested, or something more cutting edge. We deliver our best work by designing smart.



We are empowered to find the best solutions for our clients and for our own company.



PROJECTS

We believe in an approach that is relevant, responsible and accountable.

We are committed to delivering inspired solutions—improving the quality of life for both our employees and the people who are ultimately impacted by the professional services we provide.



Investing in Work that Matters

Every day we come to work knowing that what we do matters. We design safe roads and bridges that take people past the facilities we've designed—facilities that deliver clean water and reliable energy. We design academic institutions to accommodate a growing diversity of programs, people and pedagogies. We clean up beaches and shorelines and help restore ecosystems. Our professionals design the facilities where scientists may someday discover a cure for cancer; the healthcare spaces that help heal mind, body and spirit; and the civic, social and cultural architecture that makes a community's citizens proud of who they are and what they value.

Architecture

Our architects and engineers are world-renowned for award-winning designs for urban environments, campuses and buildings. We continually set the standards for design excellence, and are committed to the practice of designing intelligent and inspiring architecture that expresses our clients' missions and values.

- Academic
- Aviation
- Civic
- Defense
- Healthcare
- Justice
- Retail & Mixed-Use
- Science & Technology
- Sport & Recreation
- Workplace

Federal

- Architecture
- Engineering
- Planning & Asset Management
- Environmental
- Energy
- Construction

Resources

When clients need resilient resource management solutions that address the interdependent social-ecological elements driving our world today, we offer proven experience. Our risk-based approach to project implementation helps keep budgets in check and tight schedules on track.

- Power
- Oil and Gas
- Mining
- Industrial
- Waste

Transportation

Our clients' goals are to keep people and freight moving safely and efficiently, whether by land, sea or air. Our goal is to develop customized and comprehensive mobility programs that improve overall performance.

- Aviation
- Freight Rail
- Highways and Local
- Roads
- Maritime
- Transit

Water

We combine the latest technical innovations with practical solutions. Our water consulting services are comprehensive and range from source water development, system master planning and regulatory compliance services to infrastructure design, management and sustainable operation.

- Drinking Water
- Wastewater
- Water Resource Management

Integrated Delivery

- Construction Management
- Design-Build
- Program Management
- Public-Private Partnerships

Specialized Services

- ASMEC (Architectural, Structural, Mechanical, Electrical, Civil Design Centers)
- Economics
- Environmental Sciences and Planning
- Field Services
- Geospatial Solutions
- Geotechnical
- Private Development
- Project Controls
- Real Estate Services
- Resiliency & Emergency Management
- Strategic Communications
- Surveying
- Sustainability
- Tunneling
- Value Engineering





Project Locations

HDR has earned a strong reputation with clients on six continents. Our familiarity with cultural, aesthetic and technical differences gives our international clients confidence in our ability to carry out their most important projects. We have worked on projects in the following countries:

Afghanistan	El Salvador	Libya	Saudi Arabia
Argentina	Egypt	Malaysia	Singapore
Aruba	Finland	Mexico	South Africa
Australia	France	Mongolia	South Korea
Bahamas	Georgia	Mozambique	Spain
Bahrain	Germany	Netherlands	Switzerland
Belgium	Ghana	Nicaragua	Taiwan
Belize	Guam	Norway	Tanzania
Brazil	Guatemala	Oman	Trinidad and Tobago
British Indian Ocean Territory	Honduras	Panama	Ukraine
Canada	India	Peru	United Arab Emirates
Chile	Indonesia	Philippines	United Kingdom
China	Ireland	Poland	United States
Columbia	Italy	Portugal	U.S. Virgin Islands
Costa Rica	Japan	Puerto Rico	Vietnam
Cyprus	Jordan	Qatar	
Djibouti	Kazakhstan	Russia	
Dominican Republic	Kuwait	Saipan	



Global Issues, Impacts & Opportunities



Economic and population growth throughout the world are notably increasing the demand for natural resources.

Urbanization

By 2050, the United Nations predicts that 66 percent of the population will be living in urban areas—more than 7 billion people. This means that not just the largest cities in the world are driving global growth. McKinsey Global Institute believes that half of worldwide gross domestic product (GDP) comes from cities with populations from 150,000 to 10 million. The result is an increasingly mobile population with a marked rise in capacity needs, including transportation, water and healthcare. Increasingly concentrated cities will also cause sustainable development challenges. Risks of unchecked development could include poor water and air quality, pathogens in our food supply, and urban sprawl and congestion. We have identified multiple opportunities to assist our clients in dealing with the rise in urbanization, including:

- Planning wisely for urban growth
- Offering specialized expertise in the areas of sustainable transit, freight rail, energy and healthcare
- Planning a sustainable energy future
- Providing regional solutions to regional challenges

COP21 Paris Agreement

In November 2015 the United Nations Climate Change Conference (COP21) was held in Paris, France. Representatives from 196 parties negotiated the Paris Agreement, to work toward limiting and/or reducing global warming to less than 2 degrees Celsius. The Agreement is built on the foundation that we must all collectively do more to address climate change. Once countries ratify the agreement, they commit to establishing their own ambitious GHG emissions reduction target and associated mitigation and adaptation measures. The urgent call-to-action and increased transparency related to climate change will

require transformative change across many sectors, with collaboration between public and private entities. To help our clients take strategic action with meaningful impact, we have identified the following opportunities:

- Developing long-term plans to transition to low-carbon economies, decoupling growth from GHG emissions
- Identify scalable reductions in GHG emissions in the energy, transportation, and building sectors
- Assess climate risk using the latest data and scientific techniques
- Apply innovative design and engineering solutions to adapt to change

Increased Demand for Natural Resources

Economic and population growth throughout the world are notably increasing the demand for natural resources. The result is increased pressure on energy, food and water resources. Water availability, sourcing and security are becoming global issues due to climate dynamics and weather volatility. Conservation movements will mean increasing priority and pressure for introducing sustainability into more and more projects.

To manage increased pressure on energy, food and water resources, we have identified the following opportunities:

- Actively participate in wise planning for sustainable water supply, transmission, treatment, distribution and protection
- Offer scientific approaches to address climate change in engineering and architecture projects
- Integrate sustainable solutions into all projects
- Safeguard resources by minimizing our own impact



Global Issues, Impacts & Opportunities

Sustainable Development Goals (SDGs)

In September 2015 the United Nations announced a global Sustainable Development strategy comprised of 17 goals and 169 targets, designed to stimulate action over the next fifteen years in areas of critical importance for humanity and the planet. Together, these goals aim to end poverty, protect the planet, and ensure prosperity for all. Achieving them will require collaboration between the public and private sector, and a big picture view of how decisions today will impact the future. There's significant overlap with this global agenda and HDR's core service areas, positioning us to help clients integrate sustainability principles in the areas of:

- Clean Water & Sanitation: Ensure access to water and sanitation for all
- Affordable & Clean Energy: Ensure access to affordable, reliable, sustainable and modern energy for all
- Industry, Innovation & Infrastructure: Build resilient infrastructure, promote sustainable industrialization and foster innovation
- Sustainable Cities & Communities: Make cities inclusive, safe, resilient and sustainable
- Responsible Consumption & Production: Ensure sustainable consumption and production patterns
- Climate Action: Take urgent action to combat climate change and its impacts
- Life Below Water: Conserve and sustainably use the oceans, seas and marine resources
- Life on Land: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

Influence on our Services and Operations

We recognize that industry trends and external drivers influence our service offerings and our internal operations, including:

- Increased interest in GHG reporting and sustainability planning by our clients
- EPA regulations under the Clean Air Act to monitor GHG emissions
- Net-zero energy, waste and water initiatives set forth by the federal government
- Executive Orders issued by the president regarding sustainability and resiliency
- International commitments to reduce GHG emissions
- Rating systems, such as the LEED rating system for the building sector, and Envision for horizontal infrastructure
- The importance of corporate sustainability to our clients and our staff





Project Delivery

To say that we work on “projects” doesn’t accurately convey the importance of what our architects, engineers, scientists and other professionals do everyday. We understand the responsibility that comes with being a trusted advisor to designing buildings and critical infrastructure around the world. Whether designing a new hospital, bridge, or water supply system, the technical integrity of our work is critical to our clients, local communities, and our business.

Management Approach

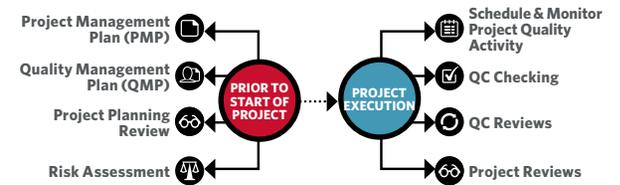
Our goal is to set the industry benchmark for excellence in services we provide to our clients. To do so, we have developed a Quality Management System (QMS) based on the fundamental principles and guidelines set forth by the ISO 9001:2008 series of international standards for quality management. Our Quality Office professionals report directly to executive management and are responsible for the development, implementation, monitoring, support, and auditing of our QMS.

Our QMS provides an important framework for ensuring that we are reaching the highest levels of quality—both for you and for ourselves. We remain focused on continual opportunities for improvement throughout our daily activities to achieve client satisfaction and meet performance expectations. The QMS includes programs, policies, and business processes, and has four key elements:

- **Management Responsibility.** Management actively promotes quality in our business activities and defines responsibilities for maintaining our focus on quality.
- **Resource Management.** Resources are trained, available, and committed to providing quality services.
- **Professional Service Delivery.** Processes and procedures are in place that promotes quality in the delivery of our products and services.
- **Measurement, Analysis, and Improvement.** Continual improvement is achieved through performance measurement and identification of areas for improvement.

Looking Forward

Our continued focus is to develop and implement strategies to manage organizational risk, position our company to consistently provide quality services to our clients, and support our staff in working efficiently and effectively. We do this through the monitoring of the implementation and effectiveness of the QMS, and collection of client and staff feedback. This in turn results in the development and refinement of our training, procedures, standards, and practices. We work closely with local and regional leadership to improve their QMS implementation strategies, and the local culture of quality.



“Quality and Risk Management structure and philosophies are interwoven throughout all our business functions

and fully supported by our executive management. We are an organization whose values and integrity drive us to constantly improve our service delivery to our clients.”

JEROME BROWN, QUALITY OFFICE DIRECTOR



Integrated Business Focus

Through an integrated system approach to quality, we focus on the stability and efficiency of feedback loops, and evaluate mechanisms to make sure our internal processes are meeting our business and client needs. Benefits include:

- Consistent client delivery
- Higher client satisfaction rates
- Financial stability and integrity
- Employee empowerment
- Continuous system improvement



CASE STUDY

Shooting for PARR

The projects we work on are as dynamic as the clients and markets we serve. We know to plan for the unexpected and take time to understand potential obstacles. We believe this is so important that we've built an industry-leading process to do just that: we affectionately call it PARR.

Project Approach and Resource Review (PARR) is our specialized, independent technical review process designed to continually improve our level of performance. This process is intended for our larger projects, as well as smaller ones with recognized technical complexity. Completed during the early stages of a project, PARR provides the project team with an independent review of technical concepts, key understandings, and potential project risks.

To ensure objective feedback, a PARR is performed by individuals independent of the project with relevant technical qualifications and expertise necessary. The team's review is focused on ensuring that client expectations will be met, which includes consideration for technical, schedule, and staffing risks. If any potential risks are identified, the PARR team works closely with the Project Manager to address these concerns. Through this constructive feedback, our teams are able to expand the use and development of lessons learned and best practices.

During 2015, we completed the PARR process for clients across all of our business groups. Our Quality Office is continuing to work across our business to get the most out of the process, both for our clients and our business.

PARR's Goal: Answer Three Questions

- 1 Will our approach meet our client's needs?
- 2 Do we have the right resources assigned?
- 3 Have the risks been properly mitigated?



CASE STUDY

Jim Pattison Centre of Excellence in Sustainable Building Technologies and Renewable Energy Conservation at Okanagan College

The LEED Platinum Jim Pattison Centre of Excellence in Sustainable Building Technologies and Renewable Energy Conservation was named the most sustainable post-secondary building in Canada, according to Corporate Knights Magazine's 2016 Green Building Review. The building, located in Penticton, British Columbia, became the first of its size in the region to achieve this certification in June 2015. It was designed to be one of most innovative and advanced sustainable facilities in the world, designed to the standards of the Living Building Challenge, the most rigorous sustainability program on the planet. The most exhilarating aspect of the Centre of Excellence is that the building itself will be used extensively as part of the teaching curriculum. The design allows most aspects of the building and its systems to be accessible and demonstrable, and live building data will be available to learn from. To encourage conservation and behavioral adaptation, energy use will be metered at each classroom, workshop, office and other areas. Real-time energy usage will be demonstrated in each space with red/yellow/green indicators and full

LED displays showing comprehensive data. The Centre of Excellence is a living experiment in sustainable innovation, and a testament to the power of integrated design. We hope the lessons learned from its design, construction and ongoing operations will educate its students and inspire other communities to follow suit, resulting in a building that lives up to its name.

SUSTAINABLE FEATURES

- 96% Energy Cost Savings from ASHRAE
- 83% Reduction in Water Use
- 70.18 MJ/m² compared to national average of 1,696 MJ/m²
- Radiant hydronic heating and cooling active slab
- Natural Ventilation
- Geo-exchange System
- Solar PV that generates 43 kWh/m²/year
- Wood Frame has 1170 tonnes of embodied carbon compared to 3360 tonnes if concrete was used



Technical Integrity

We can only say, “Together, we make great things possible,” if we are working the right way and producing quality projects. To do this, we establish the proper processes and ensure we have the right people with the right tools to their best work. This alignment produces superior projects that meet our clients goals and needs.

Management Approach

EMPHASIZING INTEGRITY IN ACTION

An ethical workplace begins with the employees. We believe that our employees are our most valuable assets. Each person deserves to work in a positive, productive environment, and we will do our best to provide that. Reaching that goal requires everyone’s commitment to our values and ethical standards. That means making integrity a priority in everything we do. This includes training in our Corporate Code of Ethics, as well as the Foreign Corrupt Practice.

We provide a hotline—maintained by an external, independent firm—that allows our employees to report suspected instances of improper conduct or violation of our Code of Ethics. Employees may use the hotline when they are uncertain of the appropriate person to talk to or if they want their report to be anonymous. Information on the hotline is readily available on our intranet or from any Human Resources representative.

MANAGING CONFLICTS OF INTEREST

Processes and plans to deal with conflicts of interest are essential to us as a company. We need to be aware of and address all client and contract requirements and acknowledge that some contracts will have specific demands above and beyond the requirements we typically encounter. Conflict of interest processes and plans apply to all HDR operating companies. When a conflict of interest plan is necessary, we address the following areas:

- Steps needed to avoid a conflict of interest
- Steps needed if we uncover that a conflict of interest exists
- Clear delineation of responsibilities and verifications

We break these steps into three models that cover the majority of situations we encounter.

1. Critical
2. Complex
3. Routine

Our project approach is summarized as follows:

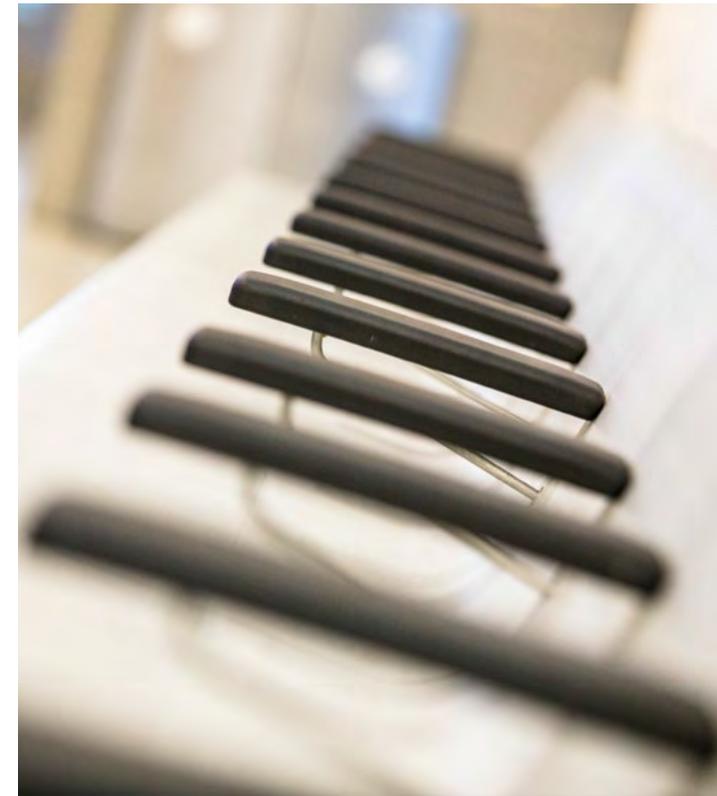
- Watch for conflicts, whether specifically noted in contract or not
- Be fully aware of contract language about conflicts and requirements
- Promote education and awareness through communication
- The project manager is responsible for adherence to Conflict of Interest/Avoidance Plan

In addition to the above steps, each employee is asked to review, acknowledge and sign our corporate code of ethics on an annual basis. We expect all employees to maintain the highest standard of integrity and professional business ethics in the conduct of company affairs.

Compliance with all laws and regulations applicable to the company is an essential element of this policy, as is the strict avoidance of conflicts of interest (or the appearance of such conflicts) and any other activity or transaction that would be unethical, unlawful or otherwise harmful to the company’s interests. Such prohibited activities include, but are not limited to, improper political contributions, payments to government or corporate officials and employees, other improper payments and improper accounting practices. Employees should avoid any personal interest or activity that may create or appear to create a conflict with their company responsibilities and assignments.

ASSESSING AND MANAGING RISK

Our overall quality management system helps us identify critical projects. If a project is identified as critical, a risk assessment must be conducted. The process for determining these factors follows:



We trace our values back to our early days as the Henningson Engineering Company, when the company motto was “Work Well Done.”



Technical Integrity



Our Client Report Card program fosters improved communications and helps keep us client-focused.

- The area manager, with input from an area business group (BG) representative and project manager (PM), must conduct a risk assessment focused on evaluating following elements:
 - High level of risk in achieving desired project results with respect to quality, profitability and client satisfaction
 - Significant schedule limitations
 - High level of technical complexity identified
 - Projects that are part of a key pursuit
 - Critical to future business growth
 - Very large projects determined by BG thresholds
 - Risk assessment and critical project process followed
 - When designated as a critical project, a risk management plan (RMP) will be developed
- Roles and responsibilities are assigned:
 - PM is responsible for RMP development; Regional BG director (or designee) is responsible for working with the PM for development and acceptance of RMP
 - RMPs are continually monitored and managed
 - Ideal opportunities are identified during the project approach and resource review (PARR) and management review process

ASSESSING SUSTAINABILITY PERFORMANCE

Sustainability performance is measured on a regular basis. With all the varied projects and clients that we serve, our philosophy of “sustainability is a way of doing business” impacts what we do on a daily basis. The corporate challenges we have entered, as well as the measurements we have developed for our own business, are monitored as needed. We also report and update our sustainability statements biannually.

ENSURING PROFESSIONAL MARKETING STANDARDS

As a global professional services firm, HDR undertakes significant business-to-business marketing activities. Beyond the scope of specific and targeted marketing activities designed to help our firm win work, we also engage in a wide variety of other marketing activities, including advertising and public relations in both traditional and social media. HDR adheres to the code of ethics espoused by the Society of Marketing Professional Services (SMPS), which requires marketing professionals to strive to maintain and advance their knowledge of professional services marketing, respect the body of marketing knowledge, and contribute to its growth, while also continually seeking to raise the standards of excellence in professional services marketing.

MEASURING CLIENT SATISFACTION

Our Client Satisfaction Program (Client Report Card) is designed to evaluate project performance and aid in client retention. This program is a powerful tool in identifying strengths and weaknesses and recognizing potential problems that could damage long-term client relationships and ultimately result in company losses. The program fosters improved communications and helps keep us client-focused.

To complete a Client Report Card, an independent research company conducts a telephone survey with a client. During the survey, clients are made aware that the information collected will be provided back to HDR's leadership, which will then be shared with team members associated with the client/project. Clients are asked to rate HDR in areas of project related attributes, project personnel, return on investment, and overall satisfaction. Clients are also asked to rate their relationship with HDR and the likelihood of rehiring and recommending HDR. We see this overall effort as an opportunity to improve our service and relationships with our clients.

Surveys that receive a rating of two or less (less-than-satisfactory) on any question are directed to the appropriate HDR project team member and instructed to complete an Action Plan with intent to resolve issues with the client/project within 30 days.



CASE STUDY

Holland Energy Park

HDR worked with the Holland Board of Public Works (HBPW) and their stakeholders to design a reliable, world-class facility to provide sustainable, long-term power and act as a educational hub. The surrounding greenspace is a comfortable community destination and a link connecting people to the community.

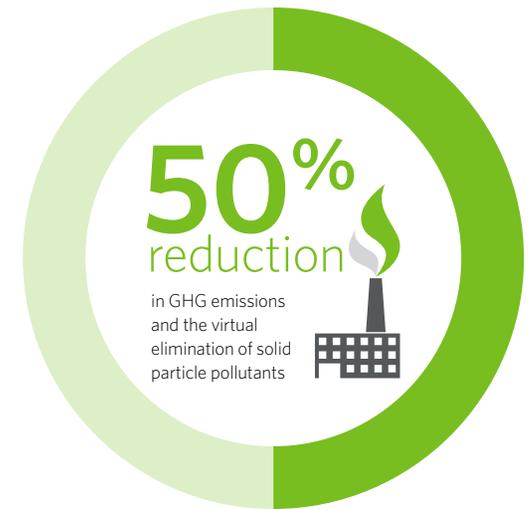
Our engineers, economists and architects collaborated with the HBPW and the community to reimagine a new 145/125-megawatt combined cycle natural gas plant. As the owner's engineer, we've called on a diverse range of expertise from more than 70 of our teammates to help bring the project to life.

We listened closely to understand stakeholders' concerns and priorities by leading a Sustainable Return on Investment process—a first-of-its-kind for the power generation industry—in tandem with a traditional alternatives analysis. One option rose to the top: a 2-on-1 combined cycle plant. Our architects then worked with stakeholders to capture the essence of what the plant and site could become.

We took great care to create a progressive design in a natural, park-like setting complete with paths, a waterfall and extensive natural greenery and wildflowers. A project so mindful of its impact, it's the first power plant to achieve Envision Platinum Verification. As a nod to a community that's so invested, the design also includes a public gallery to see and learn about power generation. The plant will be an integral piece of the surrounding Macatawa Greenspace and an essential element of the Holland Community's Energy Plan, a 40-year plan to reduce the city's overall carbon footprint.

SUSTAINABLE FEATURES

- Envision Platinum Verified
- Expanding greenspace, connected to adjacent bike/pedestrian trails
- 50 percent reduction in GHG emissions
- Expansion of Holland's innovative municipal snowmelt system, believed to be the largest of its kind in the USA
- Natural Resource Restoration
- Sustainable Return on Investment
- Water Efficient Landscaping
- Restored wetlands
- Public gallery to see and learn about power generation
- Sustainable signage



2x 
fuel efficiency
over previous power generation



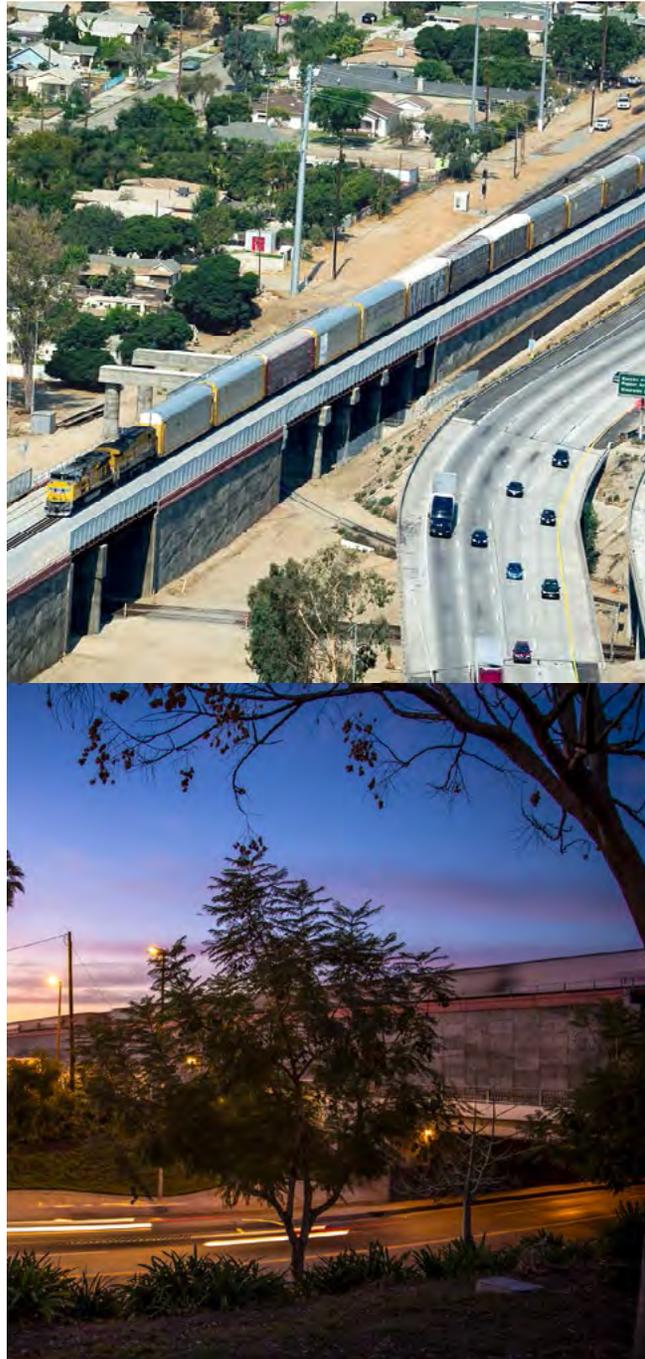
Community Impact

We are proud of the beneficial impacts our projects have on the communities we serve. We have to be cautious and thoughtful, though, when planning and designing projects to ensure we understand and help our clients to understand the extent of potential effects (good and bad) that could result from the project.

Management Approach

We have a vested interest in project success because our dynamic and integrated teams live and play in the same communities where we work. We recognize the importance of adding value to our local communities by solving tough challenges and inspiring positive change. Through our local offices, we have a strong, local familiarity with a solid and in-depth understanding of project requirements and constraints. We add our technical expertise to our local knowledge and that produces benefits that are sometimes greater than we ever imagined.

One of the most important questions we can ask when starting to work with a client is, "What does success look like on this project?" This question helps to bring out social and community issues that could get lost in the detail of planning and design. Setting broad and specific goals helps to ensure that our projects become a part of and an asset to the community.



CASE STUDY

Colton Crossing Flyover

Union Pacific Railroad

COLTON, CALIFORNIA, USA

Fifty miles east of Los Angeles, the Colton Crossing posed a bottleneck for the freight rail industry dating back to 1883. HDR partnered with more than 20 stakeholder groups to create an 8,150-foot flyover structure to take Union Pacific Railroad's east/west tracks 35 feet above the north/south tracks of BNSF Railway, relieving this chokepoint for the industry. In addition to providing economic benefits nationwide due to increased freight mobility from nearby ports of Long Beach and Los Angeles, this pioneering project has improved life for the local community by easing congestion, improving air quality and reducing noise.

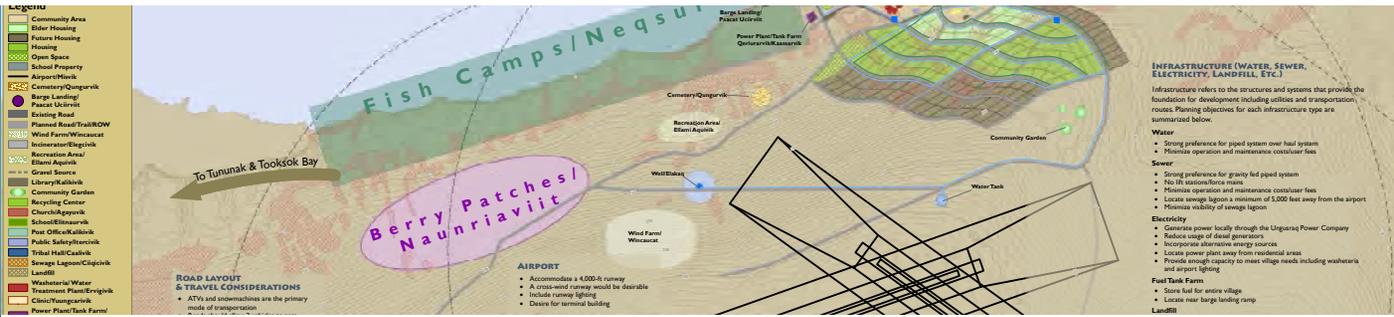
Navigating a web of project complexities, we addressed the concerns of many community stakeholders, two Class I railroad companies in addition to other affected business owners. After years of inaction, we developed an innovative solution that resulted in overwhelming support and helped secure public and private funding for final design and construction.

Primary design challenges included keeping mainlines open during construction and overcoming tight site constraints with poor soil conditions and seismic considerations. One answer came from the use of cellular concrete for the support structure, a first for this type of application.

Prior to construction, residents repeatedly complained about noise at the busy rail interchange during multiple pre-project community-impact meetings. Immediately upon opening, the flyover design reduced the need for horn blasts by 50 percent and even greater noise reduction is expected in the future.



CASE STUDY



Mertarvik Community Layout Plan

HDR worked with the relocating village of Newtok, Alaska, to ensure the survival of their community and preserve their traditional way of life.

A Yup'ik Eskimo village located on the Bering Sea coast, Newtok was threatened by flooding and continuing erosion along the banks of the Ninglick River, which caused loss of the landfill and barge landing and reduced river access. Studies showed there was no feasible way to stabilize the river banks, resulting in the village deciding to relocate.

The new village relocation site, called Mertarvik, is located on Nelson Island

In conjunction with the Newtok Traditional Council, HDR developed a community layout plan (CLP) that:

- Provides centrally-located community facilities for interaction and learning
- Outlines infrastructure to reduce operation and maintenance costs, such as gravity fed water and sewer systems
- Considers alternative energy sources, such as wind, to reduce dependence on diesel fuel
- Accommodates a growing population

The new site layout includes:

- Housing layout strategy
- Infrastructure siting—water system, sanitary sewer system, solid waste facilities, storm drainage and grading, fuel and power system
- Identification of a gravel road system
- Commercial and public building layout strategy
- Marine facilities siting
- Airport siting

Continuous community and agency involvement were important parts of this project. Community meetings and the CLP were conducted in English and Yup'ik to maximize participation in the process. Many of the Elders only spoke Yup'ik. HDR provided one-on-one interviews with community residents, conducted public workshops, and provided agency coordination between Village Safe Water, Newtok Traditional Council, the Division of Community Advocacy, and others.



PARTNERSHIPS SUPPORTING OUR EMPHASIS ON SUSTAINABLE DESIGN

- Continued engagement with **USGBC** for development of the **LEED** rating systems.
- Continued engagement with **ISI** in developing the next version of the **Envision** rating system.
- Proud endorser of the **Architecture 2030 Challenge**, an initiative designed to dramatically reduce greenhouse gas (GHG) emissions by changing the way buildings are planned, designed and constructed.
- A founding endorser of the **Health Product Declaration Open Standard**, a format for reporting the content and associated health impacts of building products.
- Extensive involvement in the development of the **Green Guide for Healthcare** (GGHC) and also participated in the Green Hospital Working Group.
- Member of **Practice Greenhealth** and as such is committed to moving sustainability forward as a key component of healthcare design; also the architecture sponsor for Practice Greenhealth's Greening the OR Initiative.
- Joint committee member for the development of the **American Contract Textiles (ACT) Sustainable Textile Standards**.
- Member of the **Business and Institutional Furniture Manufacturers' Association (BIFMA) e3 Sustainable Furniture Standards** joint committee.

Sustainable Design

For more than 20 years, we've championed the belief that sustainability isn't just about achieving a solitary target or end goal, it's about changing values, culture, and processes. Using a holistic approach to design, we have adopted high-performance sustainability requirements for all of our projects and have endorsed the Architecture 2030 Challenge to achieve dramatic reductions in greenhouse gas emissions. We explore and challenge long-held assumptions to find new ways to reduce energy demand, reduce or reuse water, reduce emissions, etc.

Management Approach

Every project has an opportunity to incorporate some level of sustainability. While there are some sustainable design solutions that are appropriate for all projects, most are project-specific. We work to integrate project-specific solutions that make sense for the environment, users and the long-term cost to the client. Our first step on every project is to identify the sustainable goals for a project so that we can focus on the best sustainable solutions.

INTEGRATED DESIGN

Our integrated approach involves project team members, client(s), users and other stakeholders and our holistic approach considers all systems interdependently. We use a number of tools to stay focused on the goals that were identified early in project design, including working with many global assessment systems to rate the environmental impact and performance of buildings, including:

- BREEAM (BRE Environmental Assessment Method)
- ENERGY STAR
- Envision®
- Estidama (Emirates Green Building Council)
- Greenroads
- Green Building Label (Taiwan)
- Green Globes
- Green Star
- International Green Construction Code™
- INVEST
- Labs21®
- Living Building Challenge
- LEED®
- SITES

SUSTAINABLE VALUE ASSESSMENT

Our process includes sustainable value assessment (SVA) that accounts for a project's triple-bottom line—its full range of environmental, social and economic impacts. The process builds on best practices in cost-benefit analysis and financial analysis methodologies, complemented by state-of-the-art risk analysis and stakeholder elicitation techniques. This process builds on economic theory to estimate the monetary value of a project through its environmental, social and economic impacts, and provides decision support to increase the likelihood of project funding by prioritizing sustainable initiative benefits.

TOOLS

We are dedicated to developing tools and improving processes that empower our colleagues and clients. We have created a number of tools and resources to facilitate the integration of sustainability into every project. From greening our master specifications, to the development and upkeep of an extensive database of sustainable products, our clients benefit from our investment in integrating sustainability into our overall design and project delivery culture.

PARTNERSHIPS

Developing sustainable solutions means knowing the industry and understanding the dynamics of integrated design. We are committed to working in partnership with other sustainable design industry leaders and organizations.

Looking Forward

We work to ensure that sustainability is part of each project conversation. We have been very involved with the Institute for Sustainable Infrastructure (ISI) and the new Envision sustainable infrastructure rating system—verifying numerous projects in 2016 and using the framework as a design and process improvement tool for many other projects. Our focus includes ensuring our designs are both sustainable and resilient and we see a growing need for ensuring both factors are incorporated into each project.





CASE STUDIES

Award-winning Sustainable Design

HDR Wins Industry-Leading 8th Phoenix Award

The Salvation Army Omaha Joan & Ray Kroc Corps Community Center in Omaha, Nebraska, earned an industry-leading eighth USEPA Phoenix Award for HDR. The selection committee recognized its service to the underserved community as a model of foundation leadership and vision to create a dynamic center that meets a variety of social needs. The winning projects were recently honored at an awards ceremony during Brownfields 2015 in Chicago, Illinois. The Phoenix Award is widely recognized as the premier award of excellence in brownfield redevelopment and revitalization.

The Salvation Army Omaha Joan & Ray Kroc Corps Community Center was born out of the generosity of Ray Kroc and his wife Joan, founders of McDonalds™ and quiet, generous philanthropists. Serving as a neighborhood anchor, the Kroc Center offers arts, education and recreation programs. The facility is nestled on a 16-acre, former brownfield site.

Sun Link Tucson Streetcar Wins Coveted Arizona Forward Environmental Excellence Awards

The Sun Link Tucson Streetcar Project recognized at Arizona Forward's 35th Annual Environmental Excellence Awards, earning a first-place Crescordia award in the Healthy Communities Multimodal Transportation and Connectivity category, and selection from among all Crescordia recipients for the coveted President's Award. Crescordia is a Greek term meaning "to grow in harmony." More than 120 entries were received in Arizona's oldest and most prestigious awards competition focusing exclusively on sustainability.

The Sun Link runs along a 3.9-mile route with 24 stops and a frequency of operation of 10 minutes during the day and 20 minutes during the evening. It connects five major districts: University of Arizona (UA), 4th Avenue and Main Gate Business Districts, Downtown Tucson and the west side Mercado District. More than 100,000 people live and work within a half mile of the streetcar route.

The iconic project was vital in improving the look and feel of downtown, while providing a much-needed boost to the community's infrastructure. Positive environmental impacts from the project include: lowering operating costs and increasing asset value, reducing waste sent to landfills, conserving energy and water, and reducing harmful greenhouse gas emissions.

Tower 55 Multimodal Improvement Project Receives Coveted Hay Award

The American Railway Engineering and Maintenance-of-Way Association recognized the Tower 55 Multimodal Improvement Project with the coveted Dr. W. W. Hay Award for Excellence for outstanding achievement in railway engineering. Named to honor the memory and accomplishments of one of their members and leaders William Walter Hay, the annual award honors one railway project for innovation, safety and service, performance and reliability.

Union Pacific Railroad and BNSF Railway joined forces as part of a public-private partnership to develop the \$114.5-million project, which alleviated congestion at one of the busiest rail intersections in North America. The confluence of five major freight and passenger rail routes brings more than 100 trains through the Tower 55 interlocker daily.

The project returned \$1.1 billion in public benefits, including \$30 for every federal dollar invested. These improvements allow 40 percent more rail traffic to traverse Tower 55, avoiding \$996 million in additional supply chain costs. Eliminating at-grade crossings improves safety and is forecast to reduce motorist and pedestrian delays by 100,000 hours annually. The project enables the reduction of carbon dioxide emissions by more than 93,000 tons per year and lowers fuel consumption by 22,600 gallons per day.





CASE STUDY

HDR is Lead Designer for Alaska's First Greenroads Pilot Project

HDR served as lead designer for the West Dowling Road Phase II project in Anchorage, Alaska's first and only project to date to receive the Greenroads designation. The Greenroads rating system was developed specifically to measure sustainability for transportation projects, and a project has to meet 12 project requirements and several team-selected voluntary credits.

The \$46.8 million West Dowling Road Phase II project is the final piece in a complex, multi-phased, multimodal project to improve east-west connectivity through downtown Anchorage. Phase II included a new segment of Dowling Road that will provide four lanes with a raised center median, two new signalized intersections, a new bridge and bike lanes. HDR managed environmental activities and permitting, hydraulic design, public involvement, right-of-

way acquisition and relocation and assisted during bidding and construction. Phase II was completed this month, with the entire project scheduled to be complete in October.

"The Greenroads tool allowed the client to see design and construction practices from a more holistic view and complement their value engineering process," said Christopher Croft, roadway engineer and project manager. "It also helped communicate a new approach to infrastructure development, accentuating the benefits and value of incorporating sustainability practices and showcasing Alaska DOT's commitment to the community."

Timing was a key factor in establishing the path to pursue Greenroads, Croft said. "The DOT project manager had just heard about Greenroads at a conference and saw West Dowling as a great candidate. Our team was well-versed in Greenroads and we were able to partner with our client on how to make this vision real."



"The Greenroads Pilot Project complements HDR's other sustainability metrics – such as Envision and LEED – and helps our clients understand the benefits of environmental, economic and social aspects and ways to improve communities everywhere."

JANET GONZALEZ, TRANSPORTATION SUSTAINABILITY LEAD





CASE STUDY

Parkland Hospital

Parkland Health & Hospital System

DALLAS, TEXAS, USA

The new Parkland Hospital is a \$1.27 billion healthcare facility replacing the existing Parkland Memorial Hospital built in 1954. The HDR + Corgan Joint Venture team led the design for a master plan of a new 64-acre healthcare campus, as well as for the 862-bed full-service acute care replacement hospital.

From its inception, the design for the new Parkland Hospital was distinctly about this medical center's relevance in connecting to the city's urban fabric, and importance as a civic anchor. The combination of its physical relationship to multiple modes of public transportation, and the incorporation of "linear parks" as major design elements for orientation and navigation, established a strong developmental framework for the overall conceptual development.

One of the key design strategies involved siting the buildings between existing Dallas Area Rapid Transit (DART) light rail and bus transfer systems, making the complex readily accessible by public transportation from any location, including Dallas/Fort Worth Airport. "Putting the park

back into Parkland" was another design priority. Vegetated space on the campus encompasses 425,000-square-feet, with drought-tolerant vegetation that reflects the Texas landscape. This, along with an efficient irrigation system reduces irrigation use by 60 percent. The sustainably designed wellness garden and outdoor parks weave throughout the facility to foster pedestrian activity. All outdoor spaces reinforce the transparency felt throughout the campus. The healing garden offers a view to the hospital lobby and the chapel garden provides a peaceful retreat for staff, patients and families.

Access to natural light is associated with shorter hospital stays; the design allows natural light to shine in all of the private patient rooms, waiting areas and corridors. Inside, lighting is adjusted using a low-voltage lighting control system to help ensure patients and staff are comfortable and safe.

SUSTAINABLE FEATURES

- 34% savings in energy use
- Building orientated to efficiently manage and control solar heat gain
- Reduces indoor water use by 31%
- Reduce water consumption for irrigation by approximately 50%
- Locally-sourced stone and glass building materials
- 83% of construction waster diverted from the landfill

Award-winning hospital



LEED Gold Certified



2015 Honor Award, Built category—American Institute of Architects (AIA) Dallas



2015 Design Award—Texas Society of Architects/ AIA Texas



2015 Gold Award—*Building Design+Construction* Building Team Awards



2015 National Award of Excellence—Post-Tensioning Institute





CASE STUDY



Small Business Advocate

We place significant value on small and socioeconomic business utilization requirements and maintain a robust Small Business Program to meet our mission and goals. Our program includes diverse subcontractor recruitment, development, mentoring, outreach, and comprehensive reporting. This strategy ensures we are complying with all requirements for working with small, minority, and other socioeconomic business groups and helps our small business partners perform as subcontractors and prime contractors.

We're committed to increasing the utilization of our small and socioeconomic business partners to achieve a premier Small Business Program that our clients expect. It's the right thing to do and our project teams support this program and comply with all its requirements. Our program and diligence has been recognized by several recent awards.

HDR Receives Large Business Award at 2015 SAME Small Business Conference

HDR received the Large Business award for outstanding support to small business programs at the 2015 Society of Military Engineers' Small Business Conference held in New Orleans, Louisiana.

The annual awards program honors the achievements and accomplishments of small businesses, individuals who advocate for furthering small business interests and large businesses that work to strengthen and support small business.

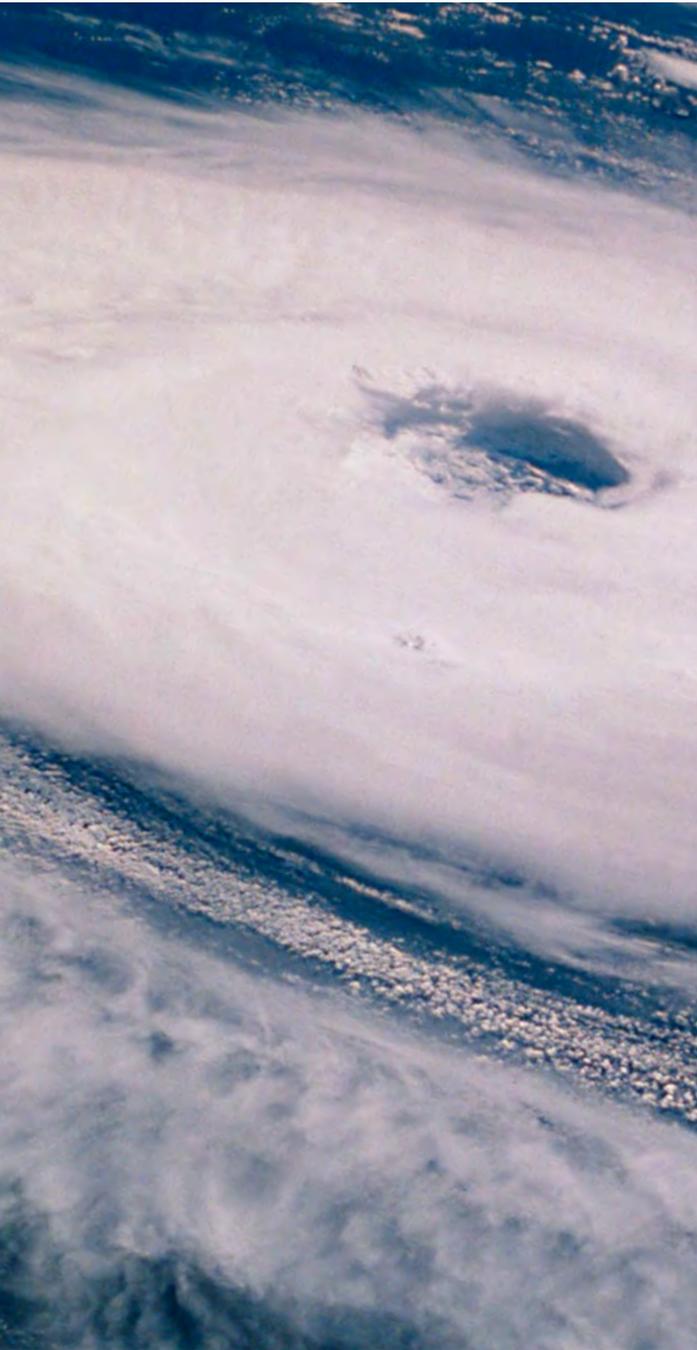
HDR's Hacker Receives 2014 SAME Industry Small Business Advocate Award

Jackie Hacker, HDR's Small Business Program director, was selected by the Society of American Military Engineers to receive the 2014 SAME Industry Small Business Advocate Award. The award was presented at the 2014 SAME Small Business Conference held in Kansas City, Missouri.

The award is presented to an individual who has been an outstanding spokesperson and advocate for small business with the Small Business Administration, Department of Defense agencies and other groups, and for outstanding contributions to SAME small business conferences, training sessions and forums.

Hacker, who is based in HDR's Kansas City, Missouri, office, works with small businesses in the federal, state and local government small business programs. Prior to joining HDR, Hacker founded Jackie Hacker & Associates, LLC, which provided federal business development services to small and large businesses. In this role she served as the small business liaison officer for a major defense contractor and oversaw a highly decorated small business program, including seven Department of Defense Nunn Perry Awards.

She previously received the 2011 Regional Vice Presidents Medal and 2008 Presidential Award for Small Business Advocate of the Year, both from the Society of American Military Engineers.



Climate Change

Communities, public agencies and businesses alike are taking action on climate change by developing long-term strategies to significantly reduce greenhouse gas (GHG) emissions and adapt to a changing natural environment. It's a challenge that spans virtually all functions within a city, agency or business, requiring transformative changes in sectors such as energy, transportation and buildings. Layered on top of growing urbanization and aging infrastructure, our clients are faced with solving a complex web of interdependent issues requiring urgent action and innovative solutions.

Climate change presents both risks and opportunities to our clients, with the potential for significant economic, environmental and social implications. At the same time, many are proactively working to seize opportunities in the growth of renewable energy markets or reducing long-term cost through adoption of other low-carbon technologies.

Management Approach

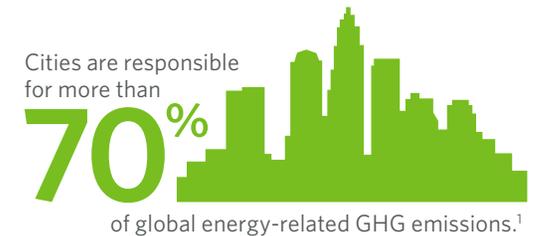
While the direct impacts of climate change to our business are not significant, as a professional services firm, we must be prepared to help our clients respond to the physical, regulatory and other market-based risks and opportunities. This might include assessing and mitigating physical risks, navigating new regulations associated with reducing GHG emissions, or developing a climate adaptation plan that meets stakeholder concerns. Our capacity to address these challenges is directly linked to our competitiveness in a growing market and our ability to meet clients' expectations.

Because we serve a wide-range of clients across diverse sectors—from healthcare to transportation to oil and gas—it is important that we understand each clients' unique risks and opportunities. And while there's no one-size-fits-all approach to taking action on climate change, we aim to help each client develop a robust, data-driven strategy informed by stakeholder input. This enables a greater understanding of the potential impact, financial implications, and alternatives to address specific risks or capitalize on opportunities.

To do so, we bring together cross-functional teams with diverse perspectives and the right mix of technical expertise. For some projects this may include hydro-meteorologists and asset management professionals, while for others it includes architects, energy modelers, and renewable energy experts. This multi-disciplinary approach is critical to managing the inherent complexity of climate change projects.

Looking Forward

Change is the only constant. We will continue to monitor the physical, regulatory, and market risks and opportunities that our clients face, while collaborating internally to better understand the unique challenges of the sectors we serve. Furthermore, we will continue to encourage our employees to take on leadership roles in the organizations leading the dialogue on climate change and resiliency. Our involvement in these organizations offers a design and engineering perspective, provides insight to emerging trends and issues, and most importantly, better allows us to serve our clients.



References:

1 | [C40 Cities](#)

2 | [Climate Change Report 2015: The mainstreaming of low-carbon on Wall Street](#); CDP, November 2015



CASE STUDY



Hunts Point Peninsula Resiliency Evaluation & Pilot Project

New York City Economic Development Corporation (NYCEDC)

NEW YORK, NEW YORK, USA

The Hunts Point Peninsula is a 1.65 square mile area that includes the world class 329-acre City-owned Hunts Point Food Distribution Center (FDC) that is critical to supplying food regionally to over 22 million people, the Bronx Wastewater Treatment Plant, and a diverse mix of other residential and industrial use areas. The vulnerabilities of communities like Hunts Point's and the regional risks to maintaining critical services through extreme weather events and other external disturbances became clear following Hurricane Sandy in 2012 which has focused the region and Hunts Point specifically on identifying both resilient energy as well as flood risk reduction alternatives to their community.

HDR was selected to develop a stakeholder engagement plan to build off the collaborative work completed to date and identify and evaluate resiliency project options for energy as well as flood risk reduction to the Hunts Point community. HDR offered a cross-functional and cross-business group team to provide engineering, environmental and resource planning, feasibility and economic analysis, design, cost estimating and public engagement services with the objective of selecting the best, feasible Pilot Resiliency Energy Project that meets the criteria and

objectives of the Cities Advisory Working Group. Using our Sustainability Return on Investment (SROI) methodology which quantifies the full range of life-cycle benefits and costs for all stakeholders allowed HDR to provide a comparative framework to screen resilient energy and flood risk reduction projects leading to the selection of a Pilot Resiliency Energy Project and the subsequent conceptual design and environmental review work needed to move the \$45M project forward.



Climate Action: Reducing GHG Emissions



The Paris Agreement’s global ambition to limit global warming requires transformative, long-term changes.

The Paris Agreement’s global ambition to limit global warming to 1.5°C above pre-industrial levels has renewed interest of business and governments to set science-based targets to reduce GHG emissions. This requires transformative, long-term changes in many key sectors which HDR serves, including:

TRENDS & DRIVERS	OUR BUSINESS COMMITMENT
<p>Buildings</p> <p>The emphasis on reducing GHG emissions in buildings is twofold: first, buildings consume nearly half of all the energy produced in the United States and were responsible for about 45 percent of GHG emissions. Secondly, rapid urbanization in many developing countries will increase demand for more commercial and residential building space. According to Navigant Research, global building stock will grow from 138.2 billion m² in 2013 to 171.3 billion m² in 23. What this really means is that by 2023, approximately 75 percent of the built environment will be either new or renovated. For these reasons, buildings must be designed, built, and operated in a way that drastically reduces fossil-fuel energy use through efficiency and renewable energy integration.</p> <p>References/Sources: Frequently Asked Questions; U.S. Energy Information Agency, 2016. International Energy Outlook 2016; U.S. Energy Information Agency, 2016.</p>	<p>In recognition of the opportunity for the architecture and building community to lead the transformation of the building sector, HDR endorses the Architecture 2030 Challenge and has adopted the ambitious fossil fuel, GHG-emitting energy consumption performance standards. Additionally, we have implemented high-performance standards for all of our building projects, and work with a number of global assessment systems to rate the environmental impact and performance of buildings.</p> <p>We have 116 LEED-certified projects and have more than 150 LEED-registered projects totaling over 46 million square feet, as well as more than 3.8-million-square-feet of BREEAM, Green Globes, Kaiser Permanente, CalGreen, Living Building Challenge or NetZero Water/Energy projects.</p>
<p>Energy</p> <p>Energy production and use account for two-thirds of GHG emissions globally. Transitioning to clean energy must occur while sustaining economic growth, maintaining reliability, and expanding availability of modern energy to the billions of people that lack access to the most basic energy services today. The use of low-carbon energy sources is expanding rapidly, with renewables accounting for nearly half of all new power generation capacity globally in 2014. According to data released by the U.S. Energy Information Agency (EIA), renewable energy in the U.S. through the first half of 2016, including hydro-electric power, biomass, geothermal, wind, and solar, provided 16.9 percent of electricity generation—a 3.2 percent increase from 2015.</p> <p>References/Sources: Energy & Climate Change – World Energy Special Report; International Energy Agency (IEA), 2015. World Energy Outlook; International Energy Agency, 2016. Renewables and Carbon Dioxide Emissions; U.S. Energy Information Agency, 2016.</p>	<p>Our expertise in renewable energy generation and energy storage has grown in parallel with the renewable energy market. What began as an extension of other established expertise – such as permitting and right-of-way – has grown into an investment in dedicated team members focused on helping clients integrate renewables into their energy portfolio. We’ve proudly supported the development of over 200 wind and 120 solar projects, earning HDR recognition as a leader in our industry.</p>



Climate Action: Reducing GHG Emissions



TRENDS & DRIVERS

OUR BUSINESS COMMITMENT

Transportation

The transportation sector represents 23 percent of global GHG emissions, driven by the fact that almost all (94 percent) of the world's transportation energy comes from petroleum-based fuels. Growth in transport GHG emissions has continued to increase, despite the availability of more efficient vehicles and implementation of innovative policies. Reversing this trend will require a combination of avoided journeys and modal shifts, uptake of improved vehicle and engine performance technologies, low-carbon fuels, investments in related infrastructure, and changes in the built environment.

References/Sources:

[Climate Change 2014: Mitigation of Climate Change – Working Group III Contribution to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change](#); *Intergovernmental Panel on Climate Change, 2014.*

Transportation is core to HDR's business, including experience successfully developing all types of transit in a wide range of communities—from first-time transit implementation to integration of new technologies within an existing transit network. We approach transit projects as opportunities to not only reduce GHG emissions, but also promote greater environmental stewardship, community enhancement and economic growth. Similarly, we also help clients implement sustainable principles in the design and construction of other transportation projects—such as highways and freight rail—to achieve faster project delivery, earn greater community support, lower operating and maintenance costs, and improve profitability.

Waste

The waste sector in itself represents a relatively small percentage of global GHG emissions, at about just 4 percent. However, the potential for the industry to drive emission reductions in other sectors through advanced material recovery and reuse is unique. When materials are recovered and repurposed, not only are GHG emissions from waste treatment reduced, but GHG emissions are also avoided in other sectors such as energy, forestry, agriculture, mining, transport and manufacturing. This positive trickle down effect is a major driver for advanced thinking on circular economies.

References / Sources:

[Greenhouse Gas Inventory Data Explorer](#); *U.S. Environmental Protection Agency, 2016.*
[Waste & Climate Change – Global Trends and Strategy Framework](#); *United Nations Environment Programme, 2010.*

Like other aspects of our business, HDR's waste practice has evolved with the industry. What began as landfill management services grew into designing advanced material recovery facilities and zero waste planning. Today, a core part of our waste practice focuses on helping clients achieve their landfill avoidance goals, identify or create new markets for recovered materials, and redirect materials to their most beneficial use.



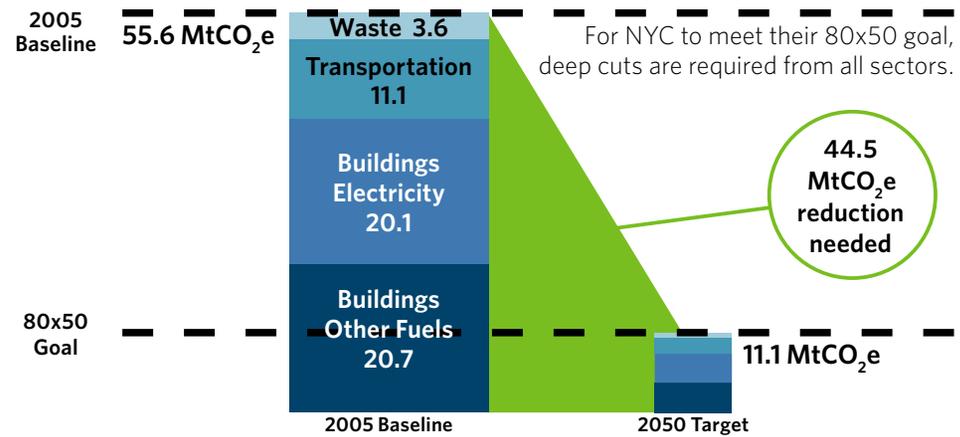
CASE STUDY

Transforming New York City's Buildings for a Low-Carbon Future

New York City Economic Development Corporation (NYCEDC)

NEW YORK, NEW YORK, USA

GHG Emissions Reduction Targets



For NYC to meet their 80x50 goal, deep cuts are required from all sectors.

HDR led a technical study for the NYC EDC to identify building-specific GHG emission reduction strategies for the entire building sector in New York City.

Improved building performance will be critical to for New York City to achieve a 30 percent reduction in building sector GHG emissions by 2025 (30 by 25), and an 80 percent reduction in citywide GHG emissions by 2050 (80 by 50). So to help one of the largest, most complex cities in the world develop a strategy to meet visionary GHG reduction goals, HDR defined opportunities and strategies for deep carbon reductions for the entire building stock of New York City.

Our team leveraged existing data sets collected under mandatory local laws, including building-level benchmark data covering over 2.1 billion square feet and building system

level audit data, to analyze patterns of current energy performance and energy consumption of buildings. Providing a benchmark of average, low- and high-performing building energy use, we were able to develop data-driven GHG reduction targets.

To verify analyses in earlier One City: Built to Last and Pathways reports, our team also developed benchmark energy models for existing buildings and energy consumption from new construction. Energy model iterations were developed to test a set of intervention methods for both new and existing buildings. Our analysis considered strategies such as use of alternative materials, control systems, lighting and HVAC systems, and the impacts of these measures in 2025 and 2050.

The HDR team also performed a cost-benefit analysis and triple bottom line evaluation for the defined intervention methods. Based on this analysis and required GHG reduction targets, HDR provided recommendations for measures that the City should implement for existing buildings and new construction projects in order to meet the 30 by 25 and 80 by 50 goals.

Throughout the process, we supported the One City: Built to Last Technical Work Group, comprised of the U.S. Green Building Council, real estate interests and industry experts who will help the city develop the right mix of policies and programs needed to transform the building stock and place the city on the pathway to meet its GHG reduction goals.





Climate Action: Adapting to Change

While reducing GHG emissions is required to avoid the worst impacts of climate change, many clients in vulnerable geographies are already beginning to develop strategies to adapt to the changes that are already underway and assess the potential for future changes. Aiming to reduce the risk to their business or community, adaptation planning is critical to protecting people and the natural and built environment, while strengthening economic and social resilience.

This means understanding climate threats in a local context, by evaluating climate trends, projections, and threats and the potential impacts to the people and assets that need protected. The assessment needs to be appropriate for dynamic systems, where climate and non-climate stressors change over time with varying levels of sensitivity to change. At the same time, potential adaptation strategies must be amenable to stakeholders, economically justified, and effective in mitigating risk to an acceptable level.

We've become increasingly involved in this process with our clients. In some cases, we'll help navigate the entire process, facilitating an inclusive stakeholder engagement process to gather community input and prioritize adaptation strategies. For others we'll provide technical insight to one aspect of the assessment, such as climate scenario modeling or economic analysis of adaptation strategy alternatives. On a project basis, we also work with clients to consider how climate change might impact siting, design specifications, or long-term operations. Altogether, adaptation planning is becoming increasingly important to the clients we serve and as a result, become an important piece of project planning.



Adaptation planning is critical to protecting people and the natural and built environment, while strengthening economic and social resilience.



CASE STUDY



East Idaho Loop Corridor, Transportation Vulnerability Assessment

Idaho Transportation Department

BUTTE, CUSTER & LEHMI COUNTIES, IDAHO, USA

As part of the East Idaho Loop Corridor Planning effort, HDR evaluated the risk of “performance failure” on 33 bridges along a 160-mile corridor in Butte and Lemhi counties.

The assessment presented the level of risk relative to other bridges along the corridor, evaluating the risk of performance failure that would require significant work and result in increased costs to Idaho Transportation Department (ITD). HDR tapped into the DOT databases to gather data and synthesized the information into a data dashboard reporting tool, allowing for a quick overview of bridge metrics, as-built drawings and site photos.

Our risk assessment framework considered both the likelihood of performance failure, and the associated financial consequences. Using a Markov-Chain model and transition probabilities, we evaluated the likelihood of performance failure by estimating whether each bridge would deteriorate into the poor condition over the next 10 years. Considerations such as the potential for floodwaters to overtop the bridge deck and vulnerability to scour were

also factored into the likelihood risk rating. To evaluate the consequences associated with performance failure, we used the replacement costs for each bridge as the primary financial indicator of risk. Lastly, we also included an analysis of hydrologic risk, evaluating future risk to each bridge based on historic analysis and the projection of future flow regimes. Beginning with an accounting of the region’s historic flow hydrologic data, our hydrologic assessment also considered future climate scenarios—including changes in air temperatures and opportunity for rain and snow flooding events—using global climate modeling, downscaling and hydrologic modeling.

Our approach, analysis and recommendations were summarized in a GIS Story Map, delivering an easy-to-navigate, visually impactful report. HDR’s assessment provides ITD with insight to develop targeted preservation plans to mitigate risk, extend the service life of structures, and improve the resiliency of this important transportation corridor.





Our In-House Testing Facilities

We are committed to providing the resources needed — human labor, technical expertise, equipment and facility space — to support the discovery, development and application of innovative solutions.

- Applied Research and Engineering Center (AREC) | Claremont, CA
- Environmental Measurements Operations Center (EMOC) | Nanuet, NY
- Technology Validation Center (Technology Center) | Johnstown, NY

Water Stewardship

We work with a variety of clients for whom water is a priority in their business. For some water is an essential resource for conducting business; for some managing water is their business. Projects range broadly, but concerns tend to be the same: water availability, demand and quality. Businesses and agencies are vying for this increasing scarce resource and our professionals work with clients to address complex water issues, as well as developing decision-making processes focused on sustainable near-term and long-term outcomes.

Water Scarcity

As population and demand continue to rise, people around the world are increasingly experiencing challenges related to water needs. We frequently see situations where water is already allocated and securing future supplies is strained by competing demands, climate variability, environmental needs, and population growth uncertainty. Access to sufficient and high quality surface water, groundwater, or reclaimed water sources for today's needs, and into the future, is complex yet achievable.

Management Approach

We help to guide clients to solutions that address their communities' challenges, while balancing economic, environmental and social equity requirements. We use Sustainable Return on Investment (SROI) analysis to assist water leaders in balancing the multiple, often competing, ways that people want and need to use water, as well as and evaluating options and making decisions on delivery strategies for major investments.

Our water supply planners help to evaluate risk and uncertainty, measure system reliability and resiliency, and quantify the value of benefits related to ecosystem function and health. With our depth of expertise comes the power to craft bold approaches tailored to specific water supply conditions, management strategies, regulatory structures, and cost and schedule performance.

Water Quality

Safe, reliable, quality water is vital for our communities. Agencies must manage complex, diverse, and integrated supply systems and consider potential for issues caused by contaminants. Other clients must manage water as it is leaving their site, to ensure water quality isn't reduced due to site, pesticides or fertilizer impacts.

Management Approach

We help water utilities ensure that the water supply is not only safe but in compliance with the myriad of federal, state, and local regulatory requirements. We help our customers comply with all rules and regulations by anticipating the impacts that change to one aspect of treatment can have on other aspects of a water system.

We also look at stormwater controls and help clients comply with the federal mandates such as the Clean Water Act. Our professionals assist federal, state, and local agencies and private sector clients, successfully implement Green Infrastructure and Low Impact Development projects and achieving stormwater-related goals.

We support independent and collaborative research studies for numerous municipal, government and professional organizations (USEPA, WRF, and WE&RF), as well as industrial foundations, universities and utility research partners. Three in-house laboratories, various mobile testing capabilities and over 50 technical experts passionate about research create the foundation of our Water Institute.





CASE STUDY

Puget Sound Regional Water Supply Resiliency Project

SEATTLE, WASHINGTON, USA

The Water Supply Forum, which is comprised of public water systems and local governments from King, Pierce, and Snohomish Counties, is conducting the Regional Water Supply Resiliency Project to better prepare for the impacts of significant system stresses and enhance water supply system resiliency. There are four major water supply utilities in the three-county area: Seattle Public Utilities (SPU), Everett Public Works, Tacoma Water, and Cascade Water Alliance (Cascade).

Now more than ever, our communities are faced with increasing threats to our natural resources and infrastructure systems due to a myriad of hazards, both old and new. This resiliency project provides continued collaboration among local governments in the central Puget Sound to help the water utilities of Snohomish King and Pierce Counties take proactive steps in evaluating and enhancing this region's water system resiliency.

The initial and specific topic areas evaluated in this current phase of the Resiliency Project include earthquakes, drought, water quality and climate change. For each risk topic a committee of Forum utility representatives and risk-area experts was formed to evaluate regional system vulnerabilities and identify potential mitigation measures. Project evaluations will contribute to development of resiliency plans and mitigation measures and public education on regional water system risks.

Earthquake Evaluation: This piece involves identifying the seismic hazards in the three-county area performing a high-level seismic evaluation of risk to critical infrastructure and providing education on earthquake risks to water system operators in this region.

Drought Evaluation: This evaluation assesses adequacy of water supplies during drought conditions with the intent to identify drought vulnerability and identify/evaluate potential advance and response measures that could mitigate drought risk.

Water Quality Evaluation: This component involves identifying water quality risk events that would disrupt the delivery of safe and acceptable water supply. The risks identified will be prioritized based on likelihood and consequences and potential mitigation measures for the highest priority risks will be proposed.

Climate Change Evaluation: This part will build on existing work occurring in the region to assess the impacts of climate change explore potential vulnerabilities in the regional water supply systems, examine indirect impacts of climate change on demand and enhance understanding of the impacts of climate change for Forum members.

HDR is responsible for project management helping to develop the project's mission statement, level of effort, scope of work and work plans identifying areas of cross-over and expert advice on risk assessments and resources.





CASE STUDY

Bay Area Clean Water Agency's Nutrient Optimization Project

Bay Area Clean Water Agency

SAN FRANCISCO, CALIFORNIA, USA

The iconic San Francisco Bay is one of the world's greatest natural resources. As the largest estuary on the Pacific coast, its value to the California economy is enormous, and its biodiversity significantly contributes to the quality of life for nearly seven million residents of the Bay Area.

While nutrient discharges to the San Francisco Bay have not created impairment problems (e.g., excessive algal growth), recent studies have shown that the Bay's historic resilience to nutrient loading may be weakening. As a result, nutrients are a growing concern for the health of the ecosystem.

It is estimated that 63 percent of the annual average total nitrogen load to the San Francisco Bay is from publicly owned treatment works (POTWs). In response to this, the Regional Water Quality Control Board expressed intention to require POTWs to meet more stringent regulations in the future.

The Regional Board adopted a Nutrient Watershed Permit in April 2014 that requires all municipal Bay dischargers to conduct studies for the optimization and upgrade of their facilities. The Bay Area Clean Water Agency (BACWA) is coordinating these studies for its 39 member POTWs. Originally formed in 1984 to protect the health of the San Francisco Bay, BACWA's member agencies serve approximately 6.5 million people and have a combined treatment capacity of approximately 900 MGD. The outcomes from this study will play a role in developing future regulations.

BACWA hired HDR, along with Brown and Caldwell, to evaluate nutrient management and reduction strategies at all 39 POTWs. The strategies include interim improvements, sidestream treatment, and upgrades to further reduce nutrient discharges.

In addition, the study will summarize nutrient management and reduction strategies, such as reclamation, wetlands, nutrient trading, the impacts of sea level rise, and others. The results of this study will provide BACWA members with information for a proactive approach to limit the availability of essential nutrients in the Bay.

Our team members will work with the regional board and BACWA to shape regulations for all San Francisco Bay dischargers. Our team will visit each of BACWA's 39 member agency treatment plants, generating individualized recommendations on optimization strategies and facility upgrades that will be submitted to the Regional Board.

Successful completion of this groundbreaking project will require a unique combination of industry-wide collaboration, regulatory and practical expertise, to balance treatment plant operations, regulatory compliance, and the health of the San Francisco Bay.



"This project will set the stage for developing strategies to manage and reduce POTW nutrient discharges to the

San Francisco Bay that is both economical and sustainable. It is an honor to contribute in helping keep the Bay clean."

J.B. NEETHLING, WASTEWATER TECHNICAL DIRECTOR



Waste Management

The concept of recycling has occurred in nature for thousands of years, and for many businesses, government agencies and municipalities, managing waste provided a launching point for sustainability programs as we know them today. Waste in itself is a signal of inefficiency, where “throwing something away” also implies a loss of all the energy, water, and other natural resources that went into producing that item. And while the desire to recover materials to extend their useful life is intuitive, the challenge of doing so has increased with the diversity and complexity of the materials that we use everyday. Yet, the opportunity in getting it right is tremendous: the Ellen MacArthur Foundation estimates that a circular economy—one that promotes greater resource productivity—to be a trillion-dollar opportunity, with huge potential for innovation, job creation and economic growth.

- **Economics & financing**, using our Sustainable Return on Investment (SROI) approach to account for triple-bottom-line costs and benefits.
- **Waste-to-energy**, to generate electricity from recovered materials.

LANDFILL MANAGEMENT

While our clients continue on their zero waste journeys, responsibly managing landfills will remain of critical importance. Whether helping with regulatory compliance, implementing effective monitoring systems, designing expansions or assisting with site closure, our goal is to help clients efficiently manage their operations while protecting the environment and ensuring long-term integrity.

Looking Forward

We will continue to evolve our practice to meet the needs of our clients and stay ahead of emerging trends and issues. We anticipate growth in organic management, with emphasis on food waste recovery in certain geographies. We're also leveraging our long-history of landfill management to help power sector clients manage coal combustion residuals in compliance with recent regulatory changes. And while these areas are growing, we remain committed to our core practice of helping clients extend the useful life of materials to maximize their value and eliminate waste.

Management Approach

MATERIAL RECOVERY

While the concept of recycling is universal, we've learned through working with many clients that programs must be tailored to meet the needs of the local community. This begins with evaluating existing or potential local policies and continues through how materials are collected and processed. Most importantly, material recovery programs must be independently viable through the value provided to the local economy and the environment. Within HDR's waste sector services group, we've developed a robust materials recovery practice with the ability to help client's develop a comprehensive and sustainable program that meets their landfill diversion goals. Our areas of focus include:

- **Waste planning**, to understand waste composition, evaluate hauling and material handling efficiency, and identify and prioritize opportunities for improvement.
- **Material Recovery Facility (MRF)** and composting facility design, incorporating the latest technologies and utilizing sustainable design principles.



89 million tons kept out of landfills.¹

In the United States, about 35% of materials were recovered from municipal solid waste through recycling and composting.



\$1 trillion:  Circular economy opportunity, with huge potential for innovation, job creation and economic growth.



CASE STUDY

Waste-to-Energy Expansion & Refurbishment

H-Power

OAHU, HAWAII, USA

As a land of beauty packed with residents and tourists year-round, there simply isn't a lot of space available on the Hawaiian Island of Oahu to send municipal solid waste to landfills. A key solution to address this dilemma is an advanced waste-to-energy facility that sits on a 23-acre industrial park in Kapolei, Hawaii. For the past two decades, this facility has transformed about 2,000 tons of municipal waste a day into energy that is sold to the local power company—enough to support 45,000 homes, leaving just 10 percent of the original waste volume as residual ash. Waste is combusted in water-cooled furnaces using refuse derived waste (RDF) technology at temperatures higher than 1,800 degrees Fahrenheit. Recent upgrades to pollution control systems use fabric filters to meet or exceed all state and federal emission standards.

HDR provided owner's engineer services for an expansion of the existing facility and refurbishment of existing equipment components. The expansion added a single train mass burn unit to increase system flexibility and ensure that the facility will continue to operate well into the future. The new unit is equipped with state-of-the-art air pollution control equipment that should allow it to lower NOx emissions below those of similar facilities in the continental United States. HDR also provided construction monitoring and startup oversight for this 900-ton-per-day expansion unit that reducing reliance on expensive imported fossil fuels.

H-POWER provides important environmental benefits to the residents of Oahu. The City has conducted several life-cycle studies, using Research Triangle Institute's (RTI), MSW Decision Support Tool (DST), and triple-bottom-line methodology, to assess H-POWER's global impacts on waste management, recycling, and greenhouse gas (GHG) emissions. In every case, the facility has demonstrated substantial cost savings, avoided imports of fossil fuels (about 1 barrel of oil avoided for every ton of MSW combusted), and avoided associated air pollution impacts including avoided greenhouse gas (GHG) emissions.



Since its inception, H-Power has reduced the volume of waste by 90%.



Specialized systems reduce NOx emissions by more than 50% below the EPA)current

Maximum Achievable Control Technology (MACT) requirements.



H-POWER generates up to 10% of the island's electrical needs.



OUR PEOPLE

We work to make our world a better, smarter, safer place.



Growing from one location in Nebraska in 1917, our 10,000 employees work in more than 250 locations around the world. Our professionals represent hundreds of disciplines and work on diverse teams to provide services and solutions well beyond the scope of traditional AEC firms. Our far-ranging network enables us to meet client needs, no matter how specialized they are.





We Strive to Create Value

In 1917, Henning H. Henningson was struck by how many people near and far needed clean water and electricity. So he founded the Henningson Engineering Company in Omaha, Nebraska, adding value to the local community and inspiring positive change in neighboring states.

By the 1930s, our company was moving rural communities forward by lighting up their streets and helping them recover from drought. Just 20 years later, we added architectural services to our growing roster and expanded our engineering services to include resource management, community planning, transportation and more.

A civil engineer named Chuck Durham led our early era of growth, as we expanded from 15 employees to 1,700. Chuck went on to become a philanthropic giant, instilling the value of giving back into the fabric of our culture.

Our entrepreneurial spirit continued into the 1990s, as our employee-ownership energized the company. By winning more global projects, we opened doors to share our talents with people around the world. Today, we continue to collaborate with our clients to push boundaries and uncover new possibilities.

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, who learned to fly and made our company the first U.S. architecture-engineering firm to regularly use aircraft to visit project sites. Today, that spirit shows 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.

We Continue to Expand Our Total Service Capabilities

In January 2015, we further expanded our service capabilities with the acquisition of Brentwood, Tennessee-based Infrastructure Corporation of America (ICA), specializing in transportation engineering, asset maintenance and management; and the asset purchase of MEI, LLC, a liquid natural gas (LNG) consulting firm based in Pooler, Georgia. ICA does business as HDR | ICA, and MEI operates as HDR | MEI. Additionally, in July 2015, CEI Architecture, one of western Canada's leading architectural practices, joined HDR.



The future is determined by those who have the courage to shape it and are committed to working together.



Code of Ethics

HDR actively supports the ethical principles that guide our values, striving to be a good citizen in each community where we operate an office or have project responsibility. All employees must follow the company's strict Code of Ethics governing:

- Conflicts of interest
- Solicitation of fellow employees
- Equal Employment Opportunity
- Affirmative Action/Drug Free Workplace
- Outside employment and activities
- Confidentiality of company affairs
- Fraternalization and employment of relatives
- Political contributions
- Payments to government officials and employees
- Bribes, payoffs and kickbacks
- Antitrust laws
- Accounting practices and records
- Required disclosures
- Employee responsibility
- Remedial action

Ethics, Integrity & Human Rights

An ethical workplace begins with the employees. We believe that our employees are our most valuable assets. Each person deserves to work in a positive, productive environment, and we will do our best to provide that. Reaching that goal requires everyone's commitment to our values and ethical standards. That means making integrity a priority in everything we do. This includes training in our Corporate Code of Ethics, as well as the Foreign Corrupt Practice.

Management Approach

We provide a hotline—maintained by an external, independent firm—that allows our employees to report suspected instances of improper conduct or violation of our Code of Ethics. Employees may use the hotline when they are uncertain of the appropriate person to talk to or if they want their report to be anonymous. Information on the hotline is readily available on our intranet or from any Human Resources representative.

STABLE LEADERSHIP

HDR's officers and board of directors are committed to quality, professionalism and integrity. Most of our executive officers have been with us for more than a decade, providing stable leadership to guide the company's long-term strategy and daily operations.

Our Board of Directors is made up of eight members, seven males and one female. Four of the members are current HDR employees, who also serve as our internal board. The other four are external members.

If a board member needs to be added or replaced, the decision is vetted with our executive leadership and then brought to a vote by our employee-owners (shareholders). The following criteria is considered when proposing a new candidate as a board member: conceptual thinker, group skills, willing to decide and be responsible, willing to voice opinion, connected to ends, connected to ownership, comfortable with delegating choice, personal commitment and change and risk tolerance. While HDR always strives to be diverse, the best candidate is put forward and selected, regardless of gender or other indicators of diversity.

ROBUST EMPLOYEE OWNERSHIP

We have been an employee-owned company for almost two decades. Our management believes that employee ownership by an informed and dedicated staff improves the company's financial performance, creates high employee morale and promotes organizational growth and value. Impressive continual growth rates reinforce this philosophy and demonstrate the benefits of all employees sharing in the value of the organization they have helped create.

Each year the company's stock is evaluated by an independent financial advisory firm that specializes in providing valuation services to employee-owned companies. Employee-owners have enjoyed stock price gains annually, while also enjoying competitive salaries and benefits in the AEC industry. Today, more than 88 percent of active employees own HDR stock. During the 2015 buy/sell period, more than 60% of employees purchased stock to add to their portfolio.

HARASSMENT AND DISCRIMINATION

We are committed to providing a comfortable work environment, free from intimidation for all employees, and will not tolerate any form of harassment or discrimination. This includes sexual harassment, retaliation against individuals bringing forward or participating in an investigation of discrimination or harassment, or discrimination or harassment of individuals placed through affirmative action.

COMPLIANCE

In today's legal environment, fines and non-monetary sanctions for non-compliance with laws and regulations can arise. If HDR encounters any discussions around this subject, we seek to be proactive and cooperate with our client in reaching a resolution that is fair and reasonable to all. We also value the confidences of our clients as well as our contractual commitments to confidentiality, and do not discuss with third parties the circumstances involving other projects. HDR handles all issues swiftly and has not incurred any sanctions for non-compliance.





0
OSHA
CITATIONS

0
ENVIRONMENTAL
CITATIONS



Safety Matters

No matter where we are or what services we are providing, we recognize that the safe way is the only way and provide the resources needed to make this happen. We know that providing safe and healthy working conditions and complying with all safety and environmental laws and regulations leads to better projects and greater value for our clients.

Management Approach

To fulfill our commitment to safety, our Corporate Safety, Health, and Environmental program has the following objectives:

- All HDR employees will understand office and project-site hazards to which they may be exposed and will understand how to prevent harm to themselves and others from exposure to these hazards.
- Supervisory staff will understand and carry out their office and project-site safety, health, and environmental responsibilities effectively, including:
 - Analyzing office and project sites to identify potential hazards and measures to control them.
 - Providing proper personal protective clothing or gear.
 - Providing safety training and enforcing the application of safe work practices.
 - Providing performance feedback and corrective action to the appropriate parties.
 - Ensuring all injury/illness, damage, environmental and near miss incidents are reported and investigated.
 - Reviewing subcontractor safety records as a consideration in source selection.



“We don’t see safety as only a compliance issue, but rather we focus on creating the kind of environment that we want to live

and work in. One that we value because we don’t want to see anyone harmed. We are always looking at ways to continually improve and create that ideal work environment.”

DARRYL SHOEMAKER, GROUP PRESIDENT, RESOURCES



We care about our people, and we’re dedicated to keeping them safe. Our low safety rates and certification by third-party review programs show we’re serious about safety.





CASE STUDY

Award-Worthy Safety Program

In 2015, HDR's Safety Program was honored with several awards. Although the greatest reward of a strong safety program is safe and healthy employees and partners, we always greatly appreciate recognition for our efforts.

PLATINUM AWARD OF HONOR WITH DISTINCTION

National Safety Council

This award, which is given to Nebraska's Safest Companies, recognizes strong safety programs with an overall positive safety culture. Evaluation criteria include the overall breadth of the program, recent proactive changes, top management involvement, incident statistics and overall commitment. HDR's Omaha Campus has been recognized for 15 straight years.

GOLD CORPORATE HAZARD RECOGNITION AWARD

National Safety Council

This award is given to companies that have established an operational Hazard Recognition Program that includes

employee education, a system for reporting and correcting hazards, and a process for employee participation and engagement. Gold status is awarded for improving hazard reporting three years in a row.

SIGNIFICANT IMPROVEMENT AWARD

National Safety Council

Award given to companies achieving a minimum 20 percent reduction in serious injuries and illnesses, using days away from work ("lost-time") as the criteria from the previous calendar year. In 2013, HDR incurred 10 lost-time injuries. This number was reduced to 4 in 2014, a 60 percent improvement.

MILLION WORK HOURS AWARD

National Safety Council, Affinity

This Safety Recognition is awarded to members who have worked over one million man-hours without a lost-time accident. From Jan. 1, 2014 to June 9, 2014, HDR experienced zero lost-time accidents while accumulating a total of 6,344,727 man-hours.

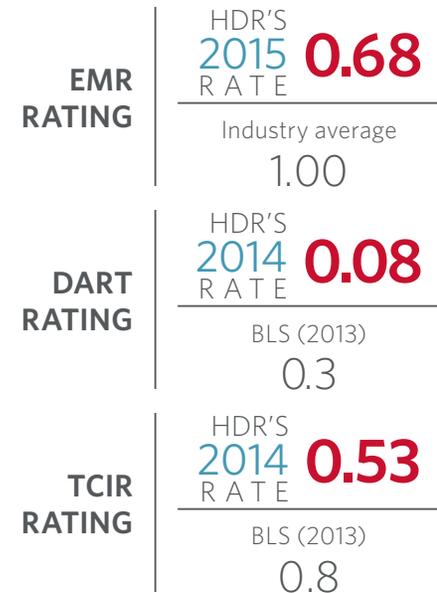
SOUTH TEXAS INDUSTRIAL INDUSTRY SAFETY EXCELLENCE AWARD

Contractors Safety Council

The award recognizes commendable safety performance of individual contractor firms. The award conveys strong support of contractor safety performance in full recognition of the fact that contractors have the primary responsibility for execution of on-site safety—working in conjunction with the owner, architects and engineers—to ensure an overall safe workplace.

Our Commitment to Safety

Our commitment to safety is evidenced by our low experience modification rate (EMR) and injury incident rates (Days Away Restricted Transfer [DART] and Total Case Incident Rate [TCIR]). HDR's EMR is one of the lowest achievable, and our OSHA recordable incident and lost time injury rates are consistently lower than the industry average for our NAICS code (5413 – Architectural, Engineering, and Related Services).





Workplace Culture

Every good story has a solid foundation upon which it's created. HDR's foundation is our nearly 10,000+ dedicated and talented employees. The values and work ethic upon which HDR was built continue to thrive today. From the employee focus groups, to surveys, to steering team discussions, we learned that the significance of hiring, developing, and retaining talented staff was paramount. We recognize that creating connections with all employees is essential to ensure our history exceeds well beyond 100 years. To maintain our competitive edge, we must unleash the power of our people and empower them to do their best work.

Management Approach

We actively and continuously examine our culture and those elements that could make the most significantly impacts. One of our strategic objectives is to ensure a "Culture of Connection." Key strategies to achieving this objective include:

EMPOWER people to drive a positive, energized workplace where people feel valued and do their best work.

CONNECT people from all corners of the company to build internal relationships, improve access to leadership, and better inform employees of current capabilities and results.

PROMOTE and **PRACTICE** mindful stewardship of our communities and resources to create shared value.

CREATE collaborative, convenient, and distinctly HDR work environments to foster quality teamwork and optimize productivity.

CULTURE SURVEY

We regularly distribute a company-wide culture survey. Our culture survey responses allow us to understand and analyze what our employees think our current culture is. The overall results provide a factual and comprehensive view that we utilize as we work through our strategic plan and into the future. This information allows us to plan and make adjustments as we move forward.

CULTURE OF OWNERSHIP

Employee ownership is an important aspect of our culture. Each day we go to work, contribute our best, and use our skills to add excellence to our projects. Employees choose to invest in HDR to benefit from their hard work and that of their coworkers—employee-owners all working toward the same goal, providing focused teamwork and collaborating on behalf of our clients.



"I invest in HDR for a number of reasons—it's solid performance, pride of ownership—but ultimately it's because I want a stake in a company I believe in."

SHANNON WILLIAMS, WATER RESOURCES ENGINEER



Training & Development

We believe in the development of our employees and strive to provide learning opportunities and development models to facilitate positive growth for them and our company. HDR is unique in that we are an accredited provider of continuing education credits through the International Association for Continuing Education (IACET) and American Institute of Architects (AIA). The majority of our internal courses go through rigorous design and review processes in order to meet the high-level of standards required for our employees to earn continuing education credit for professional license and certification renewals. Our training programs are tailored to address:

- Supervisory and Leadership Development
- Effective Communication & Interpersonal Skills
- Onboarding
- Risk Management
 - Project Management
 - Health, Safety & Environment
 - Quality
 - Information Technology
- Marketing & Client Services

Management approach

It's important we find the balance for time between employee development and meeting client needs. We employ a variety of delivery methods (e.g., on-location and virtual classrooms, on-line self-directed modules) along with an instructional design model to focus on small chunks of content and just-in-time availability. Classroom events are provided for project management and marketing given the nature of its content.

Looking Forward

Training in 2016 has been focused on the successful implementation and use of our new enterprise resource planning (ERP) software for planning, purchasing, marketing, finance and human resources. We are looking for 2017 to be a significant year as we roll out new hire onboarding programs designed for unique groups of new hires, and supervisory training on managing the day-to-day needs of direct reports.



In 2015, 8,137 employees participated in 956 unique events.

More than 20,905 facilitator-led classroom hours were delivered and more than 20,492 eLearning hours were logged. This translates to an average of 5 hours of training per employee.



Omaha Wellness Fair

Wellness – Improving Quality of Life

Since 2013, HDR has worked to make wellness a significant part of our culture. We want to help our employees lead and enjoy their healthiest lives both while they're at work and play today, and after they retire. Our goals for this program are to improve the quality of life for all employees and their families through programs that promote healthy lifestyles and to provide multidimensional health and wellness initiatives to improve employee health. In turn, these activities will impact safety, productivity, efficiency and employee engagement throughout HDR.

HDR wants to provide the tools and support needed for our staff to live healthy and well. Regardless if the goal is to have more energy, lose weight, manage stress, or maintain a healthy lifestyle. We want to provide some of those opportunities that can be the catalyst for an enriching life.

Management approach

We have dedicated resources including the Vitality Group, our Wellness Platform partner, and a full-time Wellness Manager to this effort. In just two short years we installed over 130 volunteer employee Wellness Coordinators, championing wellness to more than 9,000 employees across the U.S. and Canada.

Wellness services HDR provides include health education opportunities, 100% tobacco cessation coverage within program guidelines, immunizations, and health club subsidies or rebates. We are very proud of the financial incentives we offer, which also include Wellness Credit that is available to our employees participating in the HDR medical benefit plan that meet program guidelines.

Our wellness program manager works with wellness coordinators in all locations, as well as executive leadership to help implement our program, which includes:

- Stress management education
- Participation in National Walk to Work Day
- On-site fitness classes

- Mental health consultations
- Alcohol and drug education awareness programs
- 24/7 health line
- Wellness/fitness challenges/competitions
- Wellness fairs
- Crisis intervention/post-trauma counseling

The company uses many tools to ensure good communication about wellness topics, including:

- Wellness bulletin boards
- Healthy cooking demonstrations
- Local farmers market information
- Healthy living and wellness awareness and educational programs (e.g., lunch 'n learns, informational resources, etc.)
- Resources library
- Nutritional information provided for cafeteria foods
- Staff wellness advisory team

Benefits of Vitality, our Wellness Platform partner, include:

- Free annual blood screenings
- Free annual health risk appraisals
- Confidential access to personal medical screening data
- Educational tools to assist our employees with a healthy lifestyle
- Customized personal goals and discounts to fitness facilities
- Many other benefits

Program improvements are based on employee feedback. Employee surveys and evaluations provided programming and website feedback, which we forwarded Vitality. As a result, they initiated website enhancements to make wellness tracking easier for employees and their spouses.



Many office participate in National Walk at Work Day

CASE STUDY

Honored to Receive Governor's Wellness Award

In September 2015, HDR was recognized by the state of Nebraska with a Governor's Wellness Award. We received a "Grower" award, which goes to organizations that demonstrate significant health improvements through empowerment of their employees. The designation is valid for three years.

In his notification letter, the Governor said that by meeting the standards of this award, HDR demonstrates leadership and vision, and most importantly, has provided an opportunity for employees and families to live a healthy life and improve the quality of life for Nebraskans.

Over the last three years, our wellness manager has worked with the company's wellness coordinators throughout the United States and Canada to implement the program.

The wellness program includes a wide range of incentives and educational programs geared to physical activity/ weight management, nutrition and preventive medical care. Positive outcomes include administering a company-wide team weight loss challenge in 2014. HDR participants lost 6,548 pounds, and 25% of them made a significant long-term health improvement having lost at least 10% of their weight nine months later. HDR also moved the needle on the at-risk BMI population from 63% to 60%.

Since the inception of the program we have seen 10% more of our population move from borderline relative risk to optimal health and 7% transition from poor health to borderline risk.



of employees participated in at least one health and wellness program over the past 12 months.



"These statistics prove that our wellness program is making an impact. Change takes time, but

we're proud of the way our employees are embracing the program and we believe that having this program for the well-being of our employees is the right thing to do."

JUDY WEBSTER, HUMAN RESOURCES DIRECTOR



Recruiting & Retaining the Best

Our greatest asset is our people. We recruit motivated, innovative individuals who see challenges as opportunities and take satisfaction from solving problems, and we empower our employees to grow as individuals and contribute toward making our world a better place.

Management Approach

EXPERIENCED PROFESSIONALS

We realize that experienced employees are often looking for more. Sometimes, they seek challenge or opportunity for growth; or perhaps it's a chance to be part of a strong, passionate team.

Our team's entrepreneurial spirit and diversified skills offer a unique framework to find the right roles for professionals to succeed. Each individual's professional insights are both an asset to share with our clients and a guide to write the next chapter in their career.

We work to leverage the talent and experience of our employees to continue to grow both as professionals and a successful organization.

CULTIVATING THE NEXT GENERATION

Staff members born between 1960 and 1980 represent the company's largest employee age group—about half of all employees. Younger professionals—born after 1980—currently comprise nearly 30 percent of professional staff. Because these individuals represent our future, we provide numerous development opportunities and activities geared toward professional development to create networking opportunities and foster the next generation of HDR leaders.

YOUNG PROFESSIONALS GROUPS

Many HDR offices have Young Professionals Groups (YPGs) where employees can build relationships, develop professionally, have a forum for sharing ideas and just have fun. The YPGs publish a quarterly newsletter called FUSE, host yearly regional summits and organize local and firm-wide events.

People can make a difference locally through our community service groups. We can help motivate each other with our running, biking and other fitness clubs. People can make lifelong friends through our various social clubs and charitable events in their communities.

MENTORING PROGRAMS

With our 2017 Strategic Plan calling for a *Culture of Connection*, the Young Professionals made it a goal to ensure there is a mentoring program that aligns with the strategies in our plan—to empower employees to drive a positive workplace and to connect people in the company to build relationships. Mentoring also promotes total service capabilities by pairing experienced project managers or technical experts with employees eager to improve.

In an effort to make mentoring available to all employees, approximately 20 young professionals representing 15 offices and many disciplines—including architecture, engineering, environmental science, and economics—embarked on an initiative to evaluate our mentoring programs. Employees researched local mentoring programs; programs offered by our competitors, clients or professional organizations; and other affinity groups that offer mentoring. After analyzing all of this information, the YPG outlined a suite of best practices to consider for mentoring program structure.

Mentoring programs lead to empowered, connected employees who can deliver their best to our clients.

NEXTGEN GROUPS

Younger staff members in several disciplines formed groups to grow professionally by enhancing their technical and corporate knowledge. This knowledge is broadened by networking with peer groups throughout HDR to learn what the company is doing as a whole, rather than just locally.



We empower our employees to grow as individuals and contribute toward making our world a better place.



Investing in our Employees



Career is a big part of our employee's lives, but it's not their whole life.

We are dedicated to creating a workforce that's engaged and productive. That is why we work hard to develop programs and benefits that allow our employees to flourish.

Employee Recognition

It is important to recognize and celebrate employee contributions toward the achievement of business objectives. Our recognition programs focus on outstanding individual and team performance, technical areas of expertise and contributions to the communities we serve. For example, the Pathfinder Awards program is a peer-recognized program recognizing standout contributions in any of eight award categories: Community Service, Creativity, External Client Service, Internal Client Service, Leadership, Process Improvement, Productivity & Performance, and Teamwork. The peer-driven program offers an avenue for any employee to nominate a coworker for outstanding performance, dedication and innovation in any area of HDR's operations.

Three professional titles (principal professional associate, senior professional associate and professional associate) have been established to recognize technical or creative experts who achieve varying levels of eminence in their profession. Within HDR these titles are equivalent in status and benefits to senior vice president, vice president and associate vice president, respectively.

Our company expresses appreciation for continued service, dedication and commitment of employees through the Service Award Program. On the second, fifth and every fifth anniversary thereafter, full-time and part-time (working 30 hours or more per week) regular employees may select an anniversary gift from an online catalog of options. The gift is HDR's way of thanking employees for their efforts and contributions over time.

Additionally, each year, current officers nominate employees for consideration by the executive management team for recognition and promotion to the positions of associate, associate vice president or vice president. The Associate Program recognizes employees who embody high standards of personal and professional

conduct and show extraordinary potential for advancing in technical, creative or business careers. Current vice presidents may be nominated by senior vice presidents for consideration for the position of senior vice president. Employees who demonstrate outstanding leadership skills, have consistently exceeded expectations, are excellent communicators, and who uphold HDR's values may be candidates for nomination.

Competitive Benefits

Career is a big part of our employee's lives, but it's not their whole life. That's why we offer a complete benefits package and support suggestions to enhance the work/life balance of our teams, understanding that flexibility and balance are different for each person.

Our benefits support a health and wellness focus and help with financial planning and retirement. Employees can continue their education with internal training opportunities, as well as tuition assistance. We also offer programs to support personal and professional development.

HEALTH BENEFITS

- Dental insurance
- Medical insurance
- Vision insurance
- Health savings accounts
- Flexible spending accounts
- Telehealth services
- Workcare

WORK/LIFE BALANCE

- Adoption assistance
- Bereavement leave
- Jury duty pay
- Counseling
- Day care
- Equipment to support working away from home
- Family leave
- Flexible schedules
- Leaves of absence
- Paid holidays
- Modified dress code policy
- Paid time off program (PTO)
- Tuition assistance
- Wellness and Employee Assistance Programs (EAP)
- Tobacco Cessation Program





FINANCIAL PROTECTION

- Accidental death and dismemberment insurance
- Business travel and accident insurance
- Disability insurance
- Life insurance
- Travel assistance program

RETIREMENT BENEFITS

- 401(k) and employee stock ownership plans
- Roth 401K
- Retiree medical, dental and vision insurance

Benefits are provided to employees who are regularly scheduled to work 30 hours per week or more. Part-time employees who work 20 hours per week are encouraged to participate in the BEST 401(k) program with corporate match, and also qualify for business travel and accident insurance, as well as FrontierMEDEX assistance. Temporary employees are also eligible to participate in the BEST 401(k) program with corporate match.

Leadership Development

HDR offers programs to support the growth and development of its future leaders.

Engineering offers a two-tiered Career Skills program designed to equip professionals with the tools necessary to advance their careers and develop leadership skills. The 13-month Career Skills I program includes a focus on building fundamentals for success through the Dale Carnegie program, as well as building business skills through interaction with regional management teams and business group representatives. Career Skills II advances mid- and senior-level professionals' core leadership competencies, increases understanding of our business practices and of the roles and responsibilities of HDR matrix leaders.

Architecture offers the BOOST leadership training program that focuses specifically on strengthening leadership abilities and competencies. It is intended to recognize, develop and retain employees who demonstrate the potential for future leadership within the company. It is open to all Architecture full-time employees from all disciplines.

Fair Wages

We are committed to fair and equitable compensation practices and strive to maintain pay rates that are comparable to other companies in the industry and geographic area. We conduct an annual audit of wages to ensure employees are being paid equitably.

Reimbursements

We encourage all employees to continue educational and developmental activities outside of work and provide reimbursement for tuition and professional registrations. Bonuses are paid to employees attaining an accredited technical registration/certification.

Performance Appraisals

Our policy calls for each employee to receive a formal performance appraisal at least once during each 12-month period coinciding with the employee's anniversary date of employment or calendar year.

Our performance management policy has a three-step process:

- 1. Performance planning:** Clear, challenging, yet attainable goals are identified for each employee, which are jointly developed by managers and their direct reports.
- 2. Performance coaching:** Periodic discussions are held between managers and their direct reports regarding progress made in achieving the goals defined in the performance planning stage. Performance should be supported throughout the performance period and shouldn't be considered a one-time event.
- 3. Performance appraisal:** An employee's performance is appraised or measured against agreed-upon standards. This continuous cycle results in employee growth and productivity that supports overall corporate objectives.



The BOOST leadership training program focuses specifically on strengthening leadership abilities and competencies.





CASE STUDY

Five Recognition Programs with Specific Area Focus

Our expertise and acumen drive the success of our clients and HDR. And each year, those who practice at the highest levels receive special recognition. Five unique programs offer recognition for different types of contributions. In addition to identifying those who are playing key roles in our success as a business, the programs are meaningful because they are peer driven and adhere to stringent guidelines.

1. **Service Awards** – Recognizes commitment and express our appreciation for continued service and effort. On the second, fifth and every fifth anniversary thereafter, full-time and part-time (working 30 hours or more per week) regular employees receive recognition and a personalized gift.
2. **Pathfinders Awards of Excellence Program** – Recognizes employees whose dedication to quality, innovation and productivity goes far beyond the norm. Our employees drive this award program and are recognized at both the local and company-wide levels.
3. **Associates Program** – recognizes employees who embody high standards of personal and professional conduct and show extraordinary potential for advancing in technical, creative or business careers. These employees demonstrate enthusiastic leadership and excellence in their fields, increasing levels of responsibility and initiative for continued growth and development activities.
4. **Professional Associates Program** – Recognizes technical or creative experts who achieve varying levels of eminence in their profession. These are professionals who author technical papers, speak at industry conferences, participate in professional organizations, lead HDR activities in particular fields, mentor or train others, and exemplify our prominence and reputation in the industry.
5. **Officers Program** – Recognizes business and operational leaders who develop and implement business strategy, manage company resources, integrate marketing and operations, demonstrate on-plan performance, and attract and maintain key clients.

The Pathfinders Committee uses an electronic format for much of the process to reduce the environmental footprint of the program.



“The level of advancement and specialization of our professionals is continually elevating,

demonstrating our advanced service capabilities. In addition to architects and engineers, we now have more scientists, real estate specialists, planners, economist, communication specialists, and others who are at very advanced levels of technical and creative achievement in their industries.”

TOM SANDERS, DEPUTY DIRECTOR
OF PROFESSIONAL SERVICES



Diverse, Global Workforce

Diversity encompasses all the ways that human beings are both similar and different. Its impact rests on inclusion and exclusion, and the ways that similarities and differences are used. The critical questions for organizations such as ours are two-fold:

1. Are there exclusions that hinder our ability to be successful?
2. Are there inclusions that could increase our ability to be successful?

When considering the three pillars of the employee experience, as defined by Deloitte University's Leadership Center, we understand that inclusion is a business imperative.

1. Employee Empowerment
2. True to Self
3. Employee Engagement

Management Approach

HDR strives to encourage a workplace environment that accurately reflects the rich culture and individual differences of our local communities where we live and work. We are committed to a company culture in which employees of differing generations, genders, colors, races, sexual orientations, disabilities and ethnicities work well together to deliver one-of-a-kind services to our clients. We have policies in place supportive of this initiative that all employees are required to acknowledge.

As part of our culture, we dedicate training to policies and procedures concerning aspects of human rights that are relevant to operations.

Providing an environment that enables people to be true to themselves requires us to be inclusive and offers great opportunities:

- Employee recruitment & retention
- Creativity and idea sharing
- Motivated, trusting atmosphere

- High engagement = high discretionary effort
- Increased potential for profitability
- Better solutions for clients
- Changes people's mindsets about stereotypes
- Better understand and reflect clients and communities
- Better quality project opportunities

We use the following recruitment tools in support of our goal to have a more diverse organization:

- Attend conferences such as the NSBE (National Society of Black Engineers)
- Local office involvement with diverse organizations in their communities (Veteran, Minority, Women and Individuals with Disabilities)
- Membership in diverse organizations in our industry (Society of Military Engineers, Society of Womens Engineers etc.)
- Advertisements in diverse association publications
- Participation in diverse job fairs
- Outreach to leadership of diverse student organizations
- Scholarships to diverse students
- Targeted social media

HIRING LOCALLY

HDR believes in hiring all employees, including senior management, from our local communities. Our philosophy is that we are a global firm with a local presence. It is important to us to have employees located where our clients are. To that end, we want senior management to participate and operate in our local communities. We will always look for the strongest candidate for all of our posted positions, but we look for opportunities to hire individuals locally whenever possible.



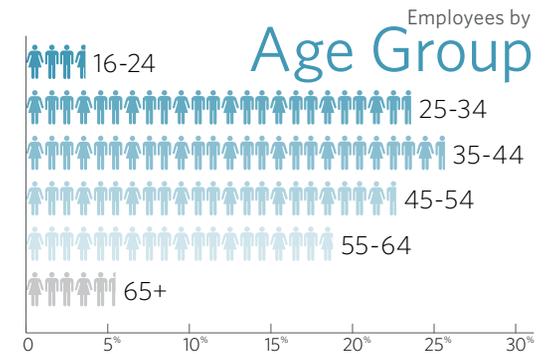
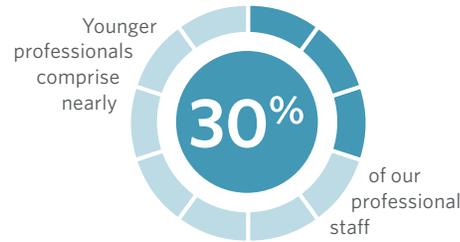
It is the synthesis of our different perspectives that will drive truly new ways of thinking.



Diverse, Global Workforce



9,815 Employees
68% Male • 32% Female





SUSTAINABLE BUSINESS PRACTICES

We are committed to reducing our environmental impact

We understand the importance of responsible practices to our clients, employee-owners and communities. That's why we are committed to reducing our environmental impact and increasing employee skills to accomplish evolving environmental expectations. Our Environmental Policy, adopted in 2008, describes the priorities guiding both our internal and external practices.



Our Commitment

Our Environmental Policy

This policy supports our services and actions, as well as our commitment to leadership, quality, safety and corporate responsibility. Our actions are guided by the following principles:

- Create technically credible and positive environmental, social and economic benefits for the communities where clients and employee-owners live, work and play
- Reduce fossil-fuel use, water consumption and waste generation
- Use financial resources efficiently on behalf of employee-owners and clients
- Capture opportunities to support client programs to help them meet their sustainability goals
- Provide technical opportunities and resources for our staff to increase sustainability-related expertise
- Steadily improve company operations and efficiency
- Track the environmental benefits of our projects
- Make decisions using the triple bottom line

Key Priorities

We focus on two key priorities to move toward our goal of incorporating sustainability into everything we do:

- We transform how buildings and infrastructure are designed and built to support resiliency, sustainability and human health.
- We improve our business practices to reduce environmental impacts and share our progress in a transparent manner.



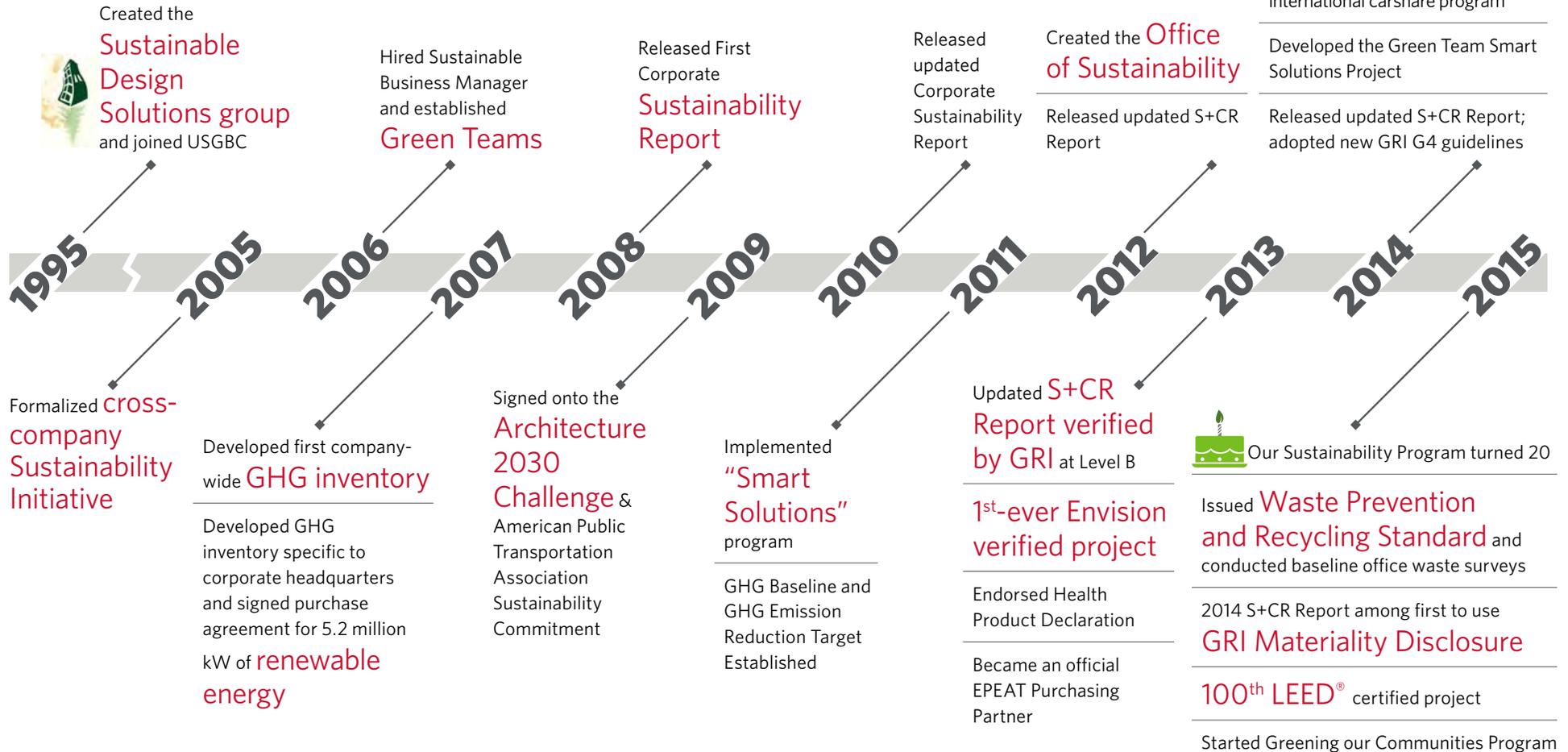
“Sustainability helps define who we are. We improve lives, we build communities and we safeguard our natural resources. We take

our corporate social responsibility seriously...from the way we’ve adopted our internal procedures to taking it upon ourselves to develop high-performance standards for our projects. We live sustainability every day.”

BRIAN HOPPY, ENVIRONMENTAL SERVICES DIRECTOR



20 Years of Sustainability Leadership



Recognized for **leadership** in Sustainable Business Practices:

- WasteCap Nebraska Sustainable Business of the Year
- Alliance for Workplace Excellence EcoLeadership Award
- Practice Greenhealth Healthcare Champion for Change



Sustainable Business Practices

We are committed to reducing our carbon footprint and annually tracking our GHG emissions reductions. In 2011, we made it a priority to reduce our company-wide Scope 1, 2 and 3 emissions 20 percent by 2020 from our 2011 baseline, adjusted for growth. To achieve this goal, our Office of Sustainability works with executive management, local office leadership and Green Teams to examine our day-to-day activities and determine where we can make business improvements that deliver long-term sustainable value.

Implementing Strategies with Multiple Sustainability Benefits

GREEN TEAMS

Green Teams are made up of motivated professionals who help implement sustainable solutions, educate and promote sustainability in their local office. Green Teams work toward meeting our GHG emissions reduction target, achieve our Smart Solutions goals, maintain a network of professionals passionate about sustainability, and provide in-office networking and social opportunities. Green Teams help reduce the energy use of our offices through posting reminders to turn off lights by light switches, working with their office management to install more energy efficient light bulbs or motion sensor light switches, and encouraging employees to participate in alternative commuting. Many Green Teams have spearheaded efforts to purchase reusable products for their offices or employees bring their own dishes and use office dishwashers, when possible.

TRAINING AND COMMUNICATION

We have both formal and informal training regarding environmental purchasing and other sustainability topics. We offer e-learning, webinars and in-person training opportunities. Training focuses on sustainable strategies for multiple architecture and engineering services.

In addition, we have a formal communication plan that includes providing information on a variety of environmental topics, such as purchasing. We publish a monthly internal

sustainability newsletter, host presentations and lunch and learns, host bi-monthly Green Team and Sustainability Leadership meetings, and publish related blogs. Environmental purchasing progress and new endeavors are included in our communications.

HEALTHY OFFICE ENVIRONMENTS

We look to provide a sustainable and healthy office environment for our employees. Space planning looks to maximize natural light, as well as provide access to fresh air and green space for employees. We look at accessibility to walking or biking, and neighborhood adjacencies so employees can enjoy the outdoors or get a bit of fresh air. Many offices offer on-site showers for staff's use after commuting or after any daytime physical activities.

We make efforts to eliminate toxic and hazardous substances from the workplace. In our Sustainable Office Finish Standards we have identified materials, finishes and furniture that meet the most stringent sustainable requirements and indoor air quality standards for tenant improvements of all HDR office renovations. This document contains information related to minimizing VOC's in paints, coatings, adhesives, and sealants as well as flooring and furniture. HDR has a standard with Steelcase furniture for all of the furniture that is purchased for our offices. The furniture we specify and purchase meet the USGBCs LEED CI IEQ Credit 4.5 for low-emitting furniture for contributing to good indoor air quality.

In December 2014, we signed a pledge with Center for Environmental Health (CEH) giving preference for flame retardant-free furniture. The pledge commits signers to increase purchasing and specification of cost-competitive furniture products that meet appropriate flammability standards without the use of FRs, and communicate preference for fire-safe FR-free products with all vendors and suppliers.



Green Teams
are essential to
our Sustainable
Business Practices
initiatives.





Smart Solutions

All segments of the company are tasked with making environmental sustainability our standard way of doing business. Balanced sustainable solutions result in sound choices that are resource-sensitive, provide opportunities for economic growth and development, and consider the broad context of each decision. Our Smart Solutions program helps to instill those principles in our approach to improving all areas of our sustainable business practices.

Management Approach

Our Smart Solutions Program focuses on three areas:

1. SMART PRODUCT USE

Focus on initiatives regarding the selection and use of products in our offices, including materials, equipment and supplies.

Supply Chain – We are always looking for ways to make our supply chain more sustainable. To do this, we work with suppliers that encourage sustainability in their supply chains and we ask them for information that contributes to our carbon footprint (car rental miles driven, or paper consumed for example), acknowledging suppliers that help us work toward mutual sustainability goals. We encourage and take advantage of sustainability-focused programs from our suppliers and vendors.

2. SMART BUSINESS TRAVEL

Focus on our efforts to reduce the environmental impact of our employee commutes and business travel. Since 2013, we have been advocating and tracking the purchase of carbon offsets for business travel.

Business Travel – We communicate with staff regarding information and strategies to reduce the environmental impacts of business travel—for air travel, car rental and hotel, as well as guidance on purchasing voluntary carbon offsets. We work with ZipCar, international carshare program, and encourage employees to be mindful of Smart Travel and communicate about ride-sharing when traveling together or to the same city, often meeting to share transportation when mass transit is not available.

Commute Survey – We conduct an annual employee commute survey to track associated GHG emissions for input to the annual GHG inventory, as well as to solicit input on strategies to make our employees' commute to work more sustainable. The results are summarized each year and presented to Department Managers and the Executive Management Team to prioritize investment in strategies such as installing showers or bike racks in offices where possible, or covering expenses for bus, subway, ferry, light rail, and train if used to commute to work.

Alternative Commuting – To encourage our employees to use alternative commuting options, we have a Flexible Benefits Plan that allows employees to set aside pre-tax dollars for parking and mass transit expenses. Some HDR offices have designated parking for carpools and/or hybrid vehicles. Our employee commute survey also shows the amount of alternative commuting that is taking place. Typically, rail and bus use remain steady, depending on office relocations.

3. SMART OFFICE ENVIRONMENTS

Focus on initiatives to create sustainable, healthy work environments for our employees.

Energy Efficiency – With more than 225 locations, energy efficiency is a primary concern. To minimize our impact, many offices work with property management to incorporate energy saving features like occupancy sensors and energy-efficient lighting. ENERGY STAR appliances and equipment are included in our sustainable office standards.

Waste Prevention – In 2015, we issued a company-wide Waste Prevention and Recycling Standard as part of our Sustainability Policies to provide staff information, tools and resources on waste prevention and minimization, recycling, composting and sustainable purchasing. Each office was asked to participate in an annual Waste Prevention and Recycling survey, as well as maintain a Waste Prevention and Recycling Plan. Over 110 offices completed the baseline survey and set waste reduction goals for 2016.



CASE STUDY

Sustainable Office Environments

With more than 225 locations, we are continually working with offices spaces to ensure sustainability. Whenever we plan to relocate an office, our leasing agent begins by asking a lot of questions about where we are moving, including sustainability characteristics. For example, will the new space be near mass transit? Are there restaurants, stores and other amenities within easy walking distance? Is bicycle transit feasible and can bike racks be set up? Is it a LEED®-certified structure? This information is included in the market study we are provided and helps in the decision making process. Once a space is selected, our staff works to make our spaces more sustainable. Depending of the unique opportunities in each space, this might include engaging lighting designer, acoustics experts, and energy and sustainability experts. Once recent example of this successful process is the Arlington, Virginia office, which relocated to a new building certified under LEED Core and Shell.

Arlington Office

Sustainability was an integral element from day one in the design of the new Washington, DC-area office at Arlington, Virginia, which targeted LEED platinum certification. Staff moved into the office in January 2016. Sustainability planning included a lighting study and a study by our acoustics team into the noise impact of ceiling tiles and carpet being removed from the space. Sustainable design solutions included LED lighting and the addition of islands of carpet and clouds of high-efficiency acoustic ceiling tiles. The lighting and controls solution will save an estimated 330,000 kWh of electricity—enough to power 21 homes for a year. The investment also reduces our greenhouse gas emissions by 228 metric tons.

Employee Well-Being

Sustainability adds significantly to employee health and comfort. We look at numerous factors that can have an affect on employee well-being, including:

- Ample natural light
- Comfortable temperature levels
- Nontoxic building materials
- Green cleaning products
- Healthy air quality
- Access to views and nature
- Noise control



“As part of our sustainability strategy, we’ve specified a high-efficiency LED lighting and controls solution. Additionally, we were

able to negotiate a ‘net of electric’ revision to the lease, which allows us to capture the energy costs saved. With these savings we will recover the front-end build-out premium in a little over five years, and will save an additional \$200,000 by the end of the 11-year lease.”

STEVE MANLOVE, MANAGING PRINCIPAL, ARLINGTON, VA



New Arlington, VA, office high-efficiency lighting and controls estimated to save 330,000 kWh of electricity.



Our GHG Emissions

Measuring and reporting GHG emissions resulting from our business activities is important to understanding and reducing our greatest impacts.

Management Approach

We continually update our processes, so we can better understand identify the greatest sources of GHG emissions within our organization, establish a data-driven approach to developing reduction strategies, and track progress in reducing emissions and towards meeting other sustainability goals, such as energy and cost savings.

In 2011, HDR established a goal to reduce GHG emissions by 20 percent by 2020, adjusted for growth, from a 2011 baseline. To track progress towards this goal, we began calculating our GHG emission inventory annually since 2011 in accordance with the GHG Protocol Corporate Standard, the most widely used, voluntary GHG accounting standard in the world. As such, our direct and indirect GHG emissions are reported in eight categories and 26 emission sources:

Scope 1—Direct GHG emissions from sources that are owned or controlled by HDR, including:

- Direct energy use, including natural gas used for heating in owned office spaces
- Fugitive emissions from refrigerants used in the HVAC system at our headquarters campus
- Vehicle fleet, including gasoline, diesel, and other fuel used in owned or leased vehicles and parking shuttles

Scope 2—Indirect emissions associated with the use of all purchased electricity and natural gas in leased spaces, including:

- Indirect energy use, including natural gas in leased office spaces and purchased electricity across all offices

Scope 3—All other indirect emissions not included in Scope 2. Scope 3 emissions are a consequence of the HDR's activities but are released from sources outside of our organizational boundary, including:

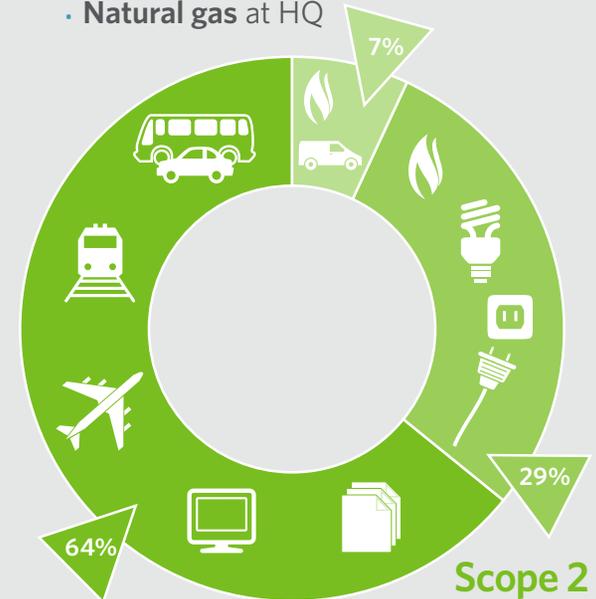
- Business travel, including air travel, hotel nights, and ground transportation
- Employee commute, leased and owned vehicles, and the headquarter parking shuttle
- Purchased goods, including electronics and paper

We rely on primary activity source data wherever possible. For example, actual electricity and natural gas use is used for HDR's headquarters campus. Similarly, business travel and paper use data is provided by our vendors, based on bookings and purchases from national contracts. To improve the accuracy of GHG emissions resulting from employee commuting, HDR conducts an annual survey to understand location-specific trends in both mode and distance. For 2015 data, approximately 40 percent of our employees participated in the commute survey. Location-specific results were extrapolated to estimate emissions for all employees globally.

Scope 1 – 5,717 MTCO₂e

Direct GHG emissions from sources that are owned or controlled by the entity.

- Company owned/leased **vehicles**
- **Natural gas** at HQ



Scope 3 –

52,235 MTCO₂e

Indirect emissions not included in Scope 2; a consequence of the entity's activities, but are released from sources outside its organizational boundary.

- Business **travel**
- Employee **commute**
- **Electronics**
- **Paper**

Scope 2 –

24,549 MTCO₂e

Indirect emissions associated with consumption of:

- **Electricity**
- **Natural gas** in leased space

* MTCO₂e – Metric Tons Carbon Dioxide Equivalent is the unit of measure used to compare emissions from various greenhouse gases based upon their global warming potential (GWP).



Our Target:
Reduce GHG emissions levels 20% by 2020 from our 2011 baseline, adjusted for growth.

Our GHG Emissions

GHG Inventory History

Below is a summary of our GHG emissions since establishing our baseline in 2011 (in MTCO₂e):

	2011	2012	2013	2014	2015	CHANGE
Scope 1	5,957	6,086	5,692	5,779	5,719	-4.0%
Scope 2	27,417	25,871	25,260	24,569	23,549	-14.1%
Scope 3	50,131	50,572	50,253	49,874	52,236	4.2%
Total	83,504	82,529	81,205	80,223	81,504	-2.4%

Adjustments

In 2015, we made a baseline adjustment to our GHG inventory to (1) account for several acquisitions and (2) align our inventory with the new [Scope 2 Guidance](#). Since 2011, HDR has completed several strategic acquisitions that added about 1,500 employees to our company and dozens of new office locations. As such, we adjusted the baseline for our direct and indirect energy use to account for the acquired office space and employee commute data to account for the additional employees. Secondly, to align our inventory with the Scope 2 Guidance, we re-categorized GHG emissions resulting from natural gas in leased office spaces from Scope 1 to Scope 2.

For the past six years, HDR has used a GHG accounting software platform to improve the accuracy and consistency of our inventory. For 2015 data, we transitioned from a third-party system to a proprietary, internally developed database and reporting platform, allowing immediate access to pull data for client requests and for our own use internally. Both systems have provided benefit in automating calculations and developing a credible GHG inventory that is based on the GHG protocol and uses the latest emission factors available from the U.S. Environmental Protection Agency and other reputable sources.

Progress Toward our Goal

- Emissions from paper use has decreased by nearly 50% since 2011.
- Purchased electricity for the Omaha headquarters has decreased nearly 50% since 2011.
- Employee commute emissions, which comprises a significant portion of our Scope 3 emissions (approximately 60%), has had an overall increase of 2.6%.
- Scope 1 & 2 emissions have decreased nearly 10% since 2011.

Looking Forward

Over the next year, we will continue to use our GHG inventory as insight for identifying targeted emission reduction strategies. We will continue to find opportunities to improve energy efficiency in owned and leased office spaces, encourage use of alternate transportation for both business travel and commuting, and reduce our material use.



Controlling Our Energy Use

We strive to achieve energy efficiency in our office spaces, just as we seek to provide our clients with energy efficient buildings and infrastructure. In our headquarters buildings, we are able to directly monitor electricity and natural gas usage, which enables us to document our energy usage and the collective effectiveness of efficiency measures. From 2013 to 2015, the annual electricity usage at our two headquarters buildings decreased by 28%, which enabled us to realize a 23% reduction in electricity costs, despite a 7% increase in the average cost of electricity per kWh. The dramatic reduction in energy usage allowed us to reduce our utility's electricity demand fee from large demand to small demand, while our office square footage remained the same at approximately 161,000 SF. As employee owners, we appreciate saving money and reducing operating costs and find satisfaction in saving resources and operating efficiently.

Management Approach

We continuously look for ways to reduce energy use, while maintaining staff comfort. Our energy management plan includes numerous avenues to reduce energy use, including:

- Optimizing natural light in our buildings by utilizing an open office plan, furniture and lower partitions where possible, in order to allow maximum light penetration. Offices, conference rooms, break rooms and support spaces are generally organized in the interior of the floor. Where offices or conference rooms occur on the building perimeter, glass sliding doors are used to allow light to fill the room and penetrate beyond.
- Installing efficient lighting fixtures and LED lighting whenever possible. During a recent lighting retrofit at the Omaha headquarters office, approximately 4,500 fluorescent light bulbs were replaced with lower wattage bulbs that provide the same light output. The recent interior renovation project included LED lighting for the majority of new fixtures installed.

- Installing occupancy sensors, so lights turn off when not in use.
- Energy Star™ appliances, equipment and vending machines are used throughout our offices, when possible.
- Adopting EPEAT Bronze minimum standards for leased and purchased computers, laptops and monitors in (January 2007). In 2011, HDR joined as an EPEAT Enterprise Purchasing Partner. Participating in this program and incorporating the requirements into our leasing and purchasing helps us to ensure we are making environmentally responsible purchases while providing our employees with the tools they need to get their jobs done.
- Continually communicating with our technology vendors to ensure our purchased electronics are increasingly energy efficient.
- Engaging Green Teams to help reduce the energy use of our offices through posting reminders to turn off lights by light switches, working with their office management to install more energy efficient light bulbs or motion sensor light switches, and implementing other initiatives.
- Working with our Real Estate Department to ensure office fit-outs and renovations identify energy efficiency opportunities and implement the best solutions.



We continuously look for ways to reduce energy use, while maintaining staff comfort.





Decreasing Our Water Use



Our Sustainable Office Finish Standards outline a 20% water savings requirement for all tenant fit-out and renovation projects.

We are well aware of issues surrounding water availability, sourcing and security—working every day with clients who are facing those issues. That experience shapes our approach to managing water use for our business.

Management Approach

We implement and maintain water savings in our offices each year by utilizing the HDR Sustainable Office Finish Standards. These standards include a requirement for the use of low-flow fixtures in office fit-out and renovation projects. A 20% water savings requirement is outlined, for all tenant fit-out and renovation projects. Several projects occur each year, providing water savings in the process. Where possible, HDR seeks additional water savings. For example, the HDR Atlanta office is LEED CI Gold certified and achieved a 31.8% water reduction.

- We encourage installation of low flow plumbing fixtures for office renovations. We have integrated low-flow fixtures into many of our offices, although many restroom facilities are located outside our rental space. A renovation at our headquarters office resulted in approximately a 70% reduction in water usage for new restroom. The calculated water savings is approximately 790,000 gallons of water per year.
- HDR Omaha headquarters campus has landscaped areas and turf grass surrounding our buildings. These areas are irrigated with underground sprinklers and drip irrigation. The facilities staff works to be efficient with watering and consults the weather forecast prior to scheduling when the sprinklers are used. Additionally, sprinkler heads have been replaced with those that use 40 percent less water. When turf grass is mowed, clippings are mulched and left on the grass to aid in moisture and nutrient retention. The use of fertilizers and pesticides is also minimized.
- The Omaha campus also uses a rain garden that was developed adjacent to a large surface parking area. Run-off from the parking surface is routed to the rain garden before it flows to the storm sewer inlet.



Reducing Our Waste

Nearly everything we do creates waste. Reducing the amount of waste generated by the business and employees is beneficial for the environment and reduces business costs.

Management Approach

Our policies aim to manage resource consumption and reduce waste. In 2014, HDR published its first comprehensive Sustainability Policy and Procedures document and in 2015 we issued a Waste Prevention and Recycling Standard. Our policy and procedures document defines requirements for communicating and implementing sustainable practices for conserving resources, managing waste diversion and disposal, and establishing sustainability goals and reporting. It is HDR policy to administer a sustainability program that defines and manages business practices to reduce the environmental impacts on our employees, our clients, and our communities. Any exceptions to this policy and procedures must be approved by the director of sustainability and the chief executive officer. The Sustainability Policy and Procedures document addresses the following topics:

- Eliminate Single-Use Water Bottles
- Eliminate Purchase of Coffee Pods and Single-Cup Coffee Packets (K-Cups or Flavia)
- Establish Default Double-Sided Print Settings
- Establish Recycling and Waste Reduction
- Follow Standards for Sustainable Finishes

WASTE PREVENTION AND RECYCLING STANDARD

In October 2015, we issued a company-wide Waste Prevention and Recycling Standard as part of our company-wide Sustainability Policies, with the goal of overall waste reduction, as well as reducing the amount and type of waste that goes to landfills. The standard, which provides information, tools and resources on waste prevention and minimization, includes guidance for recycling and composting, as well as reduction, reuse and sustainable purchasing for office products, food, paper, etc. Our Sustainability Policy provides managers and employees

with an understanding of our sustainability principles and empowers them to make a difference in HDR office environments.

To create our baseline for evaluation, each office was asked to participate in an annual Waste Prevention and Recycling survey regarding current waste practices, reduction efforts and diversion strategies, and to set some office-specific goals for 2016. More than 110 offices completed the baseline survey and set waste reduction goals for 2016.

Reducing

- We created a Catering Guidance Checklist that specifies providing condiment items and beverages packaged in bulk, where applicable; avoiding individually boxed lunches; and encouraging vendors to switch to reusable serving dishes they collect after the meal.
- We minimize waste at coffee stations through the use of ceramic mugs, glasses, and bulk packaged items.

Reusing

- Efforts are made to limit construction waste sent to the landfill from office renovation projects. We look to reuse materials within our office when possible. In addition, materials, furniture and equipment are donated to local charities when possible for re-use, resale, or for them to recycle and receive the profit.

Recycling

- To the extent possible in all of our locations, we recycle cans, bottles, plastics, office paper, newspapers, cardboard, packaging, fluorescent lighting tubes, compact fluorescent light bulbs, computers, cell phones, food waste for composting, furniture, and plant trimmings/grass clippings.
- Many offices and Green Teams hold recycling events to collect items that may not typically be collected in that office, such as batteries, glass, plastic bags, etc.



We are proud to be recognized for our Sustainable Business Practices

• Sustainable Business of the Year Award, WasteCap Nebraska

The Sustainable Business of the Year Award is presented to a Nebraska business or organization with an active Green Team that incorporates holistic, sustainable business practices. HDR has approximately 60 Green Teams throughout the company, including one at its Omaha headquarters. WasteCap Nebraska is a nonprofit organization dedicated to eliminating waste in Nebraska. [View the video.](#)

• Healthcare Champion for Change, Practice Greenhealth

The Champion for Change Award recognizes businesses and organizations that demonstrate successful accomplishments in “greening” their own organizations, while also assisting their healthcare clients to expand their sustainable practices and improve their facilities’ environmental performance, supplying healthcare products and services that are considerate of the earth and its resources.

• EcoLeadership Award, Alliance for Workplace Excellence

Award-winning employers demonstrate a commitment to environmental sustainability in several areas, including waste minimization, water conservation, pollution prevention, environmentally-conscious travel and energy efficiency.



Reducing Our Waste

- We work with the conference venue(s) to compost event food waste, facilitating the process to coordinate the convention center staff, composting vendor, and HDR staff in order to successfully facilitate composting nearly 1,500 pounds per event. This process has become standard procedure for our internal conferences and we have begun to assist external conferences with similar results. At BioCycle REFOR15, we worked with the American Biogas Council, Black Earth Compost and hotel staff to collect and compost more than 500 pounds of food scraps and food-soiled paper. It was the first time the DoubleTree Boston North Shore had taken on organics diversion, and the experience was a success.

E-WASTE

Leased equipment is returned to IBM, who reuses what they can and recycles items that are obsolete. In addition, we are in the process of writing e-waste policy that will require all offices to use an e-Steward or a company that is ISO 14001 certified.

PURCHASING

We take advantage of sustainability-focused programs from our suppliers, for example tracking the number of 'green' designated office supply purchases from Office Depot, and encouraging sustainable office supply purchases by participating in the Office Depot Green Smart Cart program. We encourage reuse of office supplies like binders and folders, as well as reuse or relocation of furniture, when allowable. Additionally, guidance related to sustainable lunch meetings is included in our Catering Guidance Checklist for staff and lunch caterers to use when planning smaller lunch meetings in our office. We also purchase bulk items when possible to eliminate waste from single-serve packaging.

SUSTAINABLE PURCHASING LEADERSHIP COUNCIL (SPLC)

HDR was an early member of the Sustainable Purchasing Leadership Council (SPLC), launched in July 2013; and the only A/E firm invited to the initial table. We offer a unique perspective on the procurement and specification of sustainable materials, both as a major purchasing organization and as designers for the built environment. The Council is in partnership and coordination with existing initiatives and its main goal is to accelerate the market's adoption of sustainable purchasing best practices. The council convenes a community of leaders, offers guidance for implementation, and is proposing a leadership recognition program similar to LEED and Envision.



"Composting efforts at the Omaha headquarters office have increased to over 400 pounds/week and have

reduced the number of on-site trash dumpsters by 50 percent—from two dumpsters to one."

KIM SOSALLA-BAHR, SENIOR SUSTAINABILITY CONSULTANT



PARTNERSHIPS

Together everyone achieves more.



We value the opportunity to engage meaningfully within our industry and with the communities where we live and work. Our goal is to start conversations and drive actions that take the industry, our company and our communities to the next level.



Partnerships

Business is built on relationships. It takes teamwork to complete projects and it takes partnerships to build thriving businesses and communities. We take our relationships seriously—challenging conventional thinking and pitching in whenever we can—as we strive to improve our industry and communities.

Management Approach

Partnerships help us to stay connected and engaged, as well as up-to-date on current practices and issues. Our staff is encouraged to be active members of societies and organizations relating to our business and to participate in civic and community activities. A list of industry commitments and partnerships affiliations can be found on pages 95-100 in the [Appendix](#).



“Being selected as a 2015 IMPACT Award recipient gives HDR’s employee owners well-deserved recognition for their

role developing infrastructure, which is critical to our community’s economic growth and quality of life. We’re delighted to be included in this great list of recognized businesses as well as extremely proud of our hard-working and caring employees. It is both an honor and a privilege to receive this award from the Greater Phoenix Chamber of Commerce.”

DAVID SKINNER, VICE PRESIDENT/AREA MANAGER

CASE STUDY

Phoenix Office Receives “Economic Driver” IMPACT Award

The Greater Phoenix Chamber of Commerce (GPCC) honored HDR as one of eight local companies to receive a 28th annual IMPACT Award.

The IMPACT Awards honor the accomplishments of businesses and the impact they have on the Valley’s business community and economy.

Each year, the GPCC recognizes two recipients in each of four categories: Community Champion, Economic Driver, Entrepreneurial Excellence and Response to Adversity.

HDR received the “Economic Driver” business of the year in the small- to medium-sized category (defined as fewer than 250 employees in Arizona).

Our IMPACT application to the chamber focused on the incredible economic impact of our projects and highlighted our local work partnering with Valley Metro on the light rail, delivering the South Mountain EIS for ADOT that will make construction of the state’s largest project possible, and our leadership on other infrastructure and architecture projects that have transformed the Valley. These include delivering on the Interdisciplinary Science and Technology Building 4 for Arizona State University and our history of excellence on managing water/wastewater facilities for the city.



Corporate Citizenship

We recognize that our role in the global marketplace extends far beyond the scope of any one project or program. It is vital that we consider the social impacts of both our projects and practices, and evolve our organization and policies to meet the needs of an ever-changing landscape.

Management Approach

Our values drive everything we do.

- Live the network. We **think global and act local**, and as a result we learn from each other. We bring together the right people for each individual client and engagement, ensuring the right skills, expertise, experience and the highest level of teamwork. Every time.
- Listen first. To find the best answer, we need to understand the root and complexity of the problem. We **start by listening**.
- Hold ourselves accountable. We are empowered to **find the best solutions** for our clients and for our own company. We do the right things for the right reasons. And we take personal responsibility to see things through.
- Push boundaries. We **strive to do things better** and stretch further. From our internal processes to the work we deliver, and from the projects we do, to the careers we enable.
- Design smart. We have the skills and ability to **tailor our approach to each situation**, whether it's tried and tested, or something more cutting edge. We deliver our best work by designing smart.

We ask question to provoke a conversation, seeking to strengthen our relationships with both our business partners and the communities we serve. Our sustainability program—which turned 20 in 2015—guides strategies for addressing sustainability on both our projects and internal practices.



CASE STUDY

HDR Foundation Aids in Providing Breast Milk to Infants, Sea Expeditions to Students

The HDR Foundation once again took a unique approach to giving, awarding financial support to two nonprofit organizations during the company's second round of small grants in the summer of 2015. Those nonprofits were the Three Rivers Mothers' Milk Bank of Pittsburgh, Pennsylvania, and Salish Sea Expeditions in Bainbridge Island, Washington.

Three Rivers Mothers' Milk Bank provides medically fragile infants with pasteurized breast milk. The milk comes from screened donors and is used when the biological mother's milk is unavailable. The HDR Foundation is excited to help in these efforts, which is a simple and highly effective way to decrease infant mortality rates, prevent lifelong disabilities and lower healthcare costs. The milk bank's funding will be used to purchase three commercial-grade freezers and a temperature monitoring system to store the milk.

The other grant winner, Salish Sea Expeditions, provides innovative marine science education programs that annually serve about 700 students from fifth grade and up. The program teaches scientific principles as students navigate Puget Sound on a 61-foot sailing vessel. The grant will be used for the design and installation of a caged "carousel" style system of oceanographic water quality monitors. The gear will enable students to conduct more sophisticated projects and will allow staff to gather accurate data.





Local Community Engagement

As employee-owners, we take to heart our responsibility to improve our communities—not only in design solutions for clients, but by actively participating in our communities. As a firm that specializes in building, shaping and serving communities, we take special pride in volunteering for community programs, leading community organizations, helping protect the environment and educating our children. It's simply part of our culture and ongoing commitment to the communities in which we all live, work and play.

Management Approach

It's important to have employees engaged in their communities by giving back where they live—through professional organizations, charitable contributions, in kind donations or numerous additional activities. This includes listening and working with civic leaders in organizations where we reside and conduct business. We work with clients to engage the public on projects that will occur in their communities. We work with our vendors to make sure we are doing all we can to reduce waste and create a positive experience for all parties involved. Decades ago, in 1930, our founder, H.H. Henningson produced a calendar that stated, *"There is always time enough for Kindness."* This is a motto we still embrace and live today!

Employees are encouraged to participate in efforts that better their individual communities. Offices coordinate efforts that benefit their locality, dependent on their needs. Projects run the gamut – from helping children learn to fish, to raising money for medical research, to collecting food, to cleaning up parks, and much more. Offices often have in-office "drives" for clothing, food, to adopt families during the holidays, or to support local organizations when they are running low on supplies.

Generally, we assist organizations that: support community improvement (build-a-thons, beautification campaigns), assist with community enhancement initiatives (arts, community groups) or provide education and development for youth and related professional organizations (youth groups, science, math and A/E projects). We also support United Way/CHAD agencies through an annual employee giving campaign and an umbrella corporate contribution.

In addition to these efforts, the HDR Foundation was created in 2012 and is centered on helping the communities where we are rooted. The primary way the HDR Foundation is helping communities is through grants to nonprofit organizations, providing more than half a million dollars in grants to local organizations—fueled by donations from employees. Our giving is targeted to the communities in which our employees live and work, focusing on the U.S. or organizations that support global initiatives. We support employee engagement by giving preference to organizations at which our employees are highly involved. When organizations apply for grants, we request that they provide letters of recommendation from all HDR employees involved with their organization.



Giving Back to Our Communities

Community engagement improves a person's sense of well-being, lowers stress levels, increases self confidence, improves career skills, provides career experience, and helps everyone make new friends and expand spheres of influence. It also makes people happier by adding meaning and enrichment to their lives. Our employees are big proponents of the principle, "doing well by doing good." They will tell you volunteering is an essential part of the equation that leads to a satisfying personal life and professional career.

Anchorage

Staff inspired fourth and sixth-grade students by conducting STEM (Science, Technology, Engineering and Math) "Structures" presentations at a local elementary school. They showed slides and brought soil and water to encourage students to get their hands dirty.

Sacramento

Area offices sponsored and participated in the 25th Annual "Chalk it up to Sacramento!" Participants in the fundraising event draw chalk art in sponsored sidewalk squares to raise money for local youth art programs. Employees volunteered as artists to create a chalk artwork representing an HDR project, as well as volunteering as musicians.

Phoenix

Our office sponsored volunteer efforts honoring Make a Difference Day. A team of volunteers and family members joined Growhouse Community Garden to deconstructed compost bins to make way for new ones. The also built and assembled four garden beds and cleaned up the alley behind the community garden.

Missoula

Employees and family members joined hundreds of volunteers for the Clark Fork Coalitions 30th Anniversary of its Annual River Cleanup, which collected tons of trash from 15 miles of riverbank.

Rapid City

Employees joined 1,350 other area volunteers in the United Day of Caring for the third consecutive year. Our team helped install vinyl flooring in the new ReStore office building. United Way of the Black hills supports 33 agencies that make up the Rapid City branch and are focused on health and human services needs.

Ottawa & Kingston

Employees raised \$1,450 for cancer research by participating in Canada's annual Terry Fox Run/Walk. Fox is a Canadian icon who, in 1980, after having one leg amputated, ran across Canada to raise money and awareness for cancer research.

Boston

Employees held a coat drive for the New England Center for Homeless Veterans, donating winter coats, pants, sweaters, and gloves for former service men and women.

New York

Employees donated more than 4,000 cans of food to City Harvest by participating in CANstruction NY. The entry was named "Harold and the Purple Cans," inspired by the famed children's book "Harold and the Purple Crayon." Our donation included beans, fruits, vegetables and fish.

Charlotte

Employees participated in the BB&T Corporate Cup 5K/ Half Marathon for the seventh consecutive year. Sixty-five employees participated, helping the local YMCA raise money that will go toward youth programs. The team finished in first place in its division in terms of participation.

Tampa

The Young Professionals Group coordinated a holiday gift drive for Hope Children's Home, fulfilling the wish lists of more than 60 boys and girls. The home has rescued more than 5,000 abandoned, abused, neglected and orphaned children from all over the world.



Our employees are big proponents of the principle, "doing well by doing good."





CASE STUDY



Greening our Communities

Each year, our Office of Sustainability uses the heightened awareness of Earth Day to celebrate the sustainability and environmental efforts that we do all year, as a company and as individuals. In 2015, we stepped it up a notch thanks to local office leadership and our Green Teams, and held our first-annual Greening our Communities events, which encouraged all employees to get involved in their community by hosting a clean-up event.

Greening our Communities turned out to be even more successful than anticipated, with nearly 50 offices participated in events across the country during April and May—from Anchorage to Jacksonville; Honolulu to Portland, Maine.

We were inspired to initiate this large, new program due to the enthusiasm and passion of our more than 60 Green Teams. Using our Earth Day theme, which is “Earth Day is Every Day,” we encouraged employees to plan clean-up events around the timeframe of Earth Day, April 22nd. Events ended up running from early April through May.

We chose clean-up events because they are generally simple to organize and can be hosted during the lunch hour (if desired), minimizing impacts to employees’ time.

Organizers were encouraged to follow their passions when choosing a clean-up event—whether it was a parks, waterways or downtown. We also suggested planning events that were geographically close to their offices to make it easier for people to attend, whether scheduled after work or during the lunch hour.

Events ranged from cleanups at parks, lakes, creeks, watersheds and trails to e-waste recycling collection, garden and tree planting, to adopting city planters, highways and downtown bioswales.

Some events included:

- The Kansas City and Lee’s Summit, Missouri, offices worked with Kansas City WildLands to restore the amazing remnant ecosystem at Rocky Point Glades and its surrounding natural community. They pulled and bagged invasive exotic garlic mustard and cutting exotic shrub honeysuckle that threaten the wild land.
- The North Charleston, South Carolina, office did a kayak sweep of the Folly Beach marsh islands.
- The San Francisco, California, office partnered to renovate a local childcare provider’s home and yard.



HDR Foundation



The mission of the Foundation is to support activities that align with our values and areas of expertise to benefit the communities where we live and work.



Environmental Business Journal recognized HDR's efforts to give back to communities by giving the firm a 2014 **Business Achievement Award in the Social Contributions category**.

HDR was recognized for its work establishing the HDR Foundation, which awarded grants to 20 non-profit organizations throughout the United States in its first two years.

Our Areas of Focus

Our focus areas mirror our knowledge and expertise. We provide grants for projects that demonstrate a direct impact on their communities, as well as projects that can be replicated or scaled. Specific areas of focus include:

Education

Our company, clients and communities benefit from a well-educated, skilled and informed population. Examples of projects we may fund include:

- K-12 education projects that support architecture, engineering, design, environmental science, consulting and planning

Healthcare and Healthy Communities

With a healthcare design practice that is consistently ranked No. 1, we value the importance of healthcare and healthy communities. Examples of projects we may fund include:

- Active lifestyles
- Wellness education
- Preventative healthcare
- Alternative healthcare delivery methods

Healthy Environment

We recognize the value of environmentally responsible practices to our clients, employee-owners and communities. Examples of projects we may fund include:

- Projects that promote use and development of active transportation modes, such as walking or biking
- Water, energy and waste reduction projects
- Innovative, small-scale renewable energy and water reuse projects
- Community-led environmental restoration efforts that improve water quality, habitat and community green spaces

Other, Employee Directed

On occasion, the HDR Foundation may provide targeted grants in other areas based on our areas of expertise. These may take the form of annual employee-supported campaigns that target preselected, strategic initiatives.

Where We Give

The HDR Foundation provides grants to 501(c)(3) nonprofit organizations, federally recognized tribal governments, and political subdivisions such as school districts or libraries. Grants are given to the communities where our employees live and work, focusing on organizations that support global initiatives.

Employee Involvement

Grants enhance our tradition of assisting charitable organizations by matching the interests and financial contributions of our employees to support organizations that share our values.

Employee-Sponsored Grants

The HDR Foundation takes employee involvement in our communities to a new level. The grant application process includes employees who act as "champions" for agencies and organizations eligible for financial support. Preference is given to organizations where employees volunteer and to projects that affect work at the community level, encourage local partnerships and leverage additional sources of funding.

Large grants (generally more than \$15,000) are considered annually, while smaller grants are reviewed two times a year. A Grant Giving Committee reviews grant proposals and provides funding recommendations to the HDR Foundation Board for discussion and approval. More information about the grant process is available on hdrinc.com under Foundation.

By promoting close employee involvement with a qualifying community organization, the grant process in essence helps symbolize the foundation's mission.

The grant process is coordinated and led by a Grant Giving Committee that reviews grant proposals and provides funding recommendations to the board for discussion and approval. Committee recommendations are based on the merits of applications received and the participatory support of HDR employees. The Committee is also charged with evaluating progress of recipient organizations at the conclusion of the grant periods and monitoring progress toward stated program objectives.



CASE STUDY

Employees Volunteer to Install Solar Array Farm with GRID Alternatives



In May 2015, GRID Alternatives developed the country's first solar garden dedicated exclusively to serving low-income households—29 kilowatts providing electricity for eight local families. With help from a large grant award from the HDR Foundation, the garden has tripled in size, producing 100 kilowatts of power. In all, up to 35 families will benefit from lowered energy bills—saving residents \$500 to \$600 per year.

As part of the grant, employees from our Denver Green Team volunteered to help with the installation of the Montrose project.

The Green Team had three members make the five-hour drive to Montrose to help with the installation of the 151 kW (DC) systems. They camped overnight in a tent at a local RV park and spent both days working on the project. It takes about three weeks to complete this type of solar array, not including all the preparation work, ground testing, feasibility, etc.

When the solar garden is complete, it will be largest of its kind, producing 5.5 million kWh over its life, which will save 45 local families more than \$1 million combined. The solar garden will prevent more than 4,800 tons of carbon emissions, which is the equivalent of planting over 112,000 trees, according to GRID Alternatives.



“Working in the energy efficiency field for more than 10 years, I have recommended photovoltaic systems for many projects, but never had the opportunity to actually work on the installation of a PV system, so I am really excited about it. Through this HDR grant, we hope to use HDR employees and clients for the PV installation project. This will be an excellent team-building exercise and also help in creating awareness for energy efficiency and sustainability in general.”

NIDHI KHANNA, SENIOR SUSTAINABLE CONSULTANT





Civic Affairs

We work in a relation-based industry, where active involvement in political, community, and professional activities are vital to our success.

Management Approach

HDR's Civic Affairs Program has increased its presence in the public policy world as our company has grown in size and breadth of services. The program's mission is to create avenues of access to key federal, state and local elected officials and policy makers. We operate in a diverse set of markets on a local, state and federal level, making interactions with key policy makers increasingly important.

The Civic Affairs Program features a variety of activities, including:

- Working with local, state, and federal elected officials on key issues affecting HDR's business
- Working with local HDR offices on the development of community-based civic affairs programs and activities
- Coordinating participation in national organizations, including many attended by government officials and our clients
- Serving on the board of Employee S Corps of America (ESCA) to advocate for the employee Ownership model
- Leading the HDR Political Action Committee (PAC), which coordinates HDR's support of elected officials
- Hosting a bi-annual HDR National Policy Forum, bringing HDR employees together with members of Congress in Washington, D.C.

CASE STUDY

Transportation Funding is Focus of "Stand Up 4 Transportation" Day

As the transportation funding bill, Moving Ahead for Progress in the 21st Century (MAP-21), was getting close to expiring on May 31, 2015, there was an effort to raise awareness about our country's lack of a long-term, sustainable and reliable transportation funding bill; and the American Public Transportation Association (APTA) hosted a nationwide Stand Up 4 Transportation Day.

Today, more than 90 APTA member agencies and firms from across the nation participated in various events in their communities, and more than 260 organizations—transit agencies, businesses, advocacy groups, state associations, universities, business leaders—signed up to participate.

HDR supported APTA's efforts to encourage our nation's leaders to set aside partisanship and act to repair, strengthen and build our transportation infrastructure. We recognize the importance of infrastructure investment across the U.S. and the need for a long-term transportation bill. HDR staff in Arizona, California, Florida, Georgia, Illinois, Utah and Texas actively participated in their local Stand Up for Transportation Day events—ranging from press conferences and parades to community rallies and petitions to Congress.

"As engineers, planners and architects, we see the need to strengthen our infrastructure every day and should stand up for investment in our nation's future," said Charlie O'Reilly, Transportation director.





Market Leadership

Consistent with our commitment to continuously develop the technical expertise of our employees, we also share the responsibility of advancing the industry. When it comes to improving the environmental and social impacts of our work, we believe that promoting best practices externally benefits the industry as a whole. For this reason, HDR encourages and supports our people to be thought-leaders within their disciplines, to participate and lead within industry associations, and to contribute time and effort to voluntary initiatives addressing the most relevant and impactful sustainability issues in their field.

Management Approach

We are able to influence the industry in many ways, both locally and nationally. We leverage relationships with many business partners—including clients, communities, teaming partners, suppliers, and industry organizations and professional organizations—to raise the bar in advancing sustainable practices. This approach allows us to share insight on emerging issues while also learning from others' experience. The outcome is mutually beneficially, enabling our employees to grow professionally while collaborating with others to make a positive impact.

- **HDR strives to be a leader in the communities where we live and work.** For example, employees initiated a conversation with the convention center in Omaha, Nebraska, to encourage them to expand their recycling program and add a composting program. The local convention authority worked with HDR to pilot both recycling and composting at a large HDR conference held at the center and has since made the programs available to other businesses using their meeting space.
- **Our employees serve in leadership positions with professional organizations advancing sustainability** such as the Institute for Sustainable Infrastructure, U.S. Green Building Council, Great Lakes Energy Wind Collaborative, American Wind Energy Association, Hydropower Research Foundation, the National

Hydropower Association, the Center for Environmental Health, and Practice Greenhealth.

- **We invest in new initiatives that have potential for great impact.** For example, we are a charter member of ISI and were the first firm to commit to having 100 of our employees get credentialed as Envision Sustainability Professionals. We were also a founding endorser of the Health Product Declaration (HPD) Open Standard draft, a format for the reporting of product content and associated health information of building products to inform consumers about potential impact on human health.
- **We share success to help others adopt best practices.** Our employees speak nationally about sustainability topics, sharing real-world success to organizations such as: the National Association of Environmental Professionals, California Floodplain Management Association, American Public Transportation Association (APTA), American Public Works Association (AWWA) and New Partners for Smart Growth.
- **We drive positive change in our supply chain.** We work with suppliers that encourage sustainability in their supply chains. We look to support the companies who are committed to continuous improvement in these areas. We ask manufacturers to provide product information using one of the following tools: Healthy Building Network's Pharos Project, the Health Product Declaration, the Cradle to Cradle Certified (C2C) product registry, or the Environmental Product Declaration (EPD) protocol. We integrate the comprehensive health and environmental product information provided by complete HPDs and EPDs into our daily practice.



CASE STUDY

Leading the Way

In 2015, we had numerous professionals join committees and boards that help us to advance the industry.

McMahon Named to AWWA Climate Change Manual Review Panel (M71)

Mike McMahon, Senior Hydro-meteorologist, was named to the American Water Works Association (AWWA) Climate Change review panel (M71). He will collaborate with the AWWA Resource Community work group as a subject matter expert to edit and review documentation that will become part of the AWWA guidance materials for climate change adaptation. This document will become the protocol by which AWWA will guide its members through the process of climate change mitigation and adaptation resilience.

HDR's Sustainability Design Practice Represented in Health Product Declaration Collaborative (HPDC)

Jean Hansen was elected to HPDC's 2015-2016 board of directors. A Sustainable Principal, Interior Design, Jean is a founding board member of the HPDC, a customer-led member organization committed to the improvement of the

building industry's environmental and health performance. It created, supports and advances the HPD Open Standard, which enables the transparent disclosure of building product content and associated health information.

The composition of the board reflects the growing adoption of the HPD Open Standard, which was marked by the September 2015 release of its first major update: HPD 2.0.

Additional Appointments

- Michaella Wittmann led the first meeting of the Institute for Sustainable Infrastructure's (ISI) new Envision Technical Review Board, which she will be chairing for three years. ISI created this board with the intent of having it be the primary Envision decision-making body.
- Michaella Wittmann was asked to serve a three-year term on ISI's Board. She occupies one of three seats representing the American Council of Engineering Companies (ACEC).
- Janet Gonzalez was selected to participate on a research panel: Transit Cooperative Research Program (TCRP) H53 – Toolkit for Sustainable Transit Agencies.
- Mark Meaders joined the Advisory Board for the Sustainability in Interior Design Master's program at the University of North Texas.
- Colin Rohlfing was appointed to the President's Export Council, which serves as the principal national advisory committee on international trade.



"Having a member of HDR's Sustainable Design practice in the HPDC reinforces HDR's industry leadership

and commitment to the design of healthy spaces for our clients. I know that Jean will positively shape the direction of the material transparency movement for our entire industry in 2016."

COLIN ROHLFING, LEED AP BD+C, VICE PRESIDENT, DIRECTOR OF SUSTAINABLE DEVELOPMENT



ABOUT THIS REPORT

Understanding our environmental, social and economic impacts.

Our Sustainability + Corporate Responsibility Report demonstrates our commitment to understanding our environmental, social and economic impacts by examining activities in our offices and in our project work. We produce a detailed, straightforward and comprehensive report covering sustainability issues occurring throughout the company on a bi-annual basis. This report details activities from January to December 2015 and updates the report published in 2014. We have included details of our direct operations and companies acquired during the calendar year of 2015. We exclude joint ventures where HDR was not the lead partner.





GRI Content & Feedback



We believe that the way we work can add meaning and value to the world.

We applied the Global Reporting Initiative's (GRI) completeness principle to encompass the dimensions of scope, boundary and time of our report. For example, in developing our GHG inventory, we selected the highest quality data available in the context of our business objectives and the GHG Protocol's principles of relevance, completeness, consistency, transparency, and accuracy. Throughout our report, we take care to present information that is reasonable and appropriate.

G4 Core

The Report is organized and presented in accordance with the G4 framework established by the GRI. The G4 framework includes two options for reporting in accordance: "Core" and "Comprehensive." This Report fulfills the disclosure requirements for the "Core" option. HDR has voluntarily followed GRI reporting guidelines since 2008.

GRI Content Index

We provide a complete GRI G4 content index beginning on page 82.

GRI Indicators

Disclosures on GRI indicators are noted throughout the report. They are found at the bottom of each page noted by the associated G4 indicator.

GRI

More information about the Global Reporting Initiative can be found at www.globalreporting.org.

Feedback and Comments

We welcome your feedback and suggestions about this report. Please send comments to Michaella Wittmann, Director, Sustainability at michaella.wittmann@hdrinc.com.



GRI INDEX

A comprehensive sustainability reporting framework.



The Global Reporting Initiative (GRI) is a non-profit organization that promotes economic, environmental and social sustainability. GRI provides all companies and organizations with a comprehensive sustainability reporting framework that is widely used around the world.



PERFORMANCE INDICATOR	DESCRIPTION	SECTION	PAGE(S)
STRATEGY & ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy.	Letter	2, 3
ORGANIZATIONAL PROFILE			
G4-3	Name of the Organization.	Cover	1
G4-4	Primary brands, products, and services.	Projects	13
G4-5	Location of the organization's headquarters.	People	43
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Appendix	88
G4-7	Nature of ownership and legal form.	People	44, 47
G4-8	Markets served.	Projects People	13-14 88
G4-9	Scale of the organization.	Projects People Appendix	13, 14 42, 56 88, 101-102
G4-10	Number and demographic information of employees.	People Appendix	56 101-102
G4-12	Describe the organization's supply chain.	Projects Practices	29 61, 68, 78
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	People Practices	43
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Projects People Partnerships	17-19, 22-28, 34, 36-39, 41 49 58, 62
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Projects People Partnerships Appendix	25 49 71-79 95-100
G4-16	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> • Has positions in governance bodies • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic. 	Projects Partnerships Appendix	25 78-79 95-100





PERFORMANCE INDICATOR	DESCRIPTION	SECTION	PAGE(S)
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in the organization's consolidated financial statements or equivalent documents.	Appendix	88
G4-18	Process for defining the report content and the Aspect Boundaries. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	Materiality About this Report	7-8 80
G4-19	Material Aspects identified in the process for defining report content.	Materiality	9
G4-20	For each material Aspect, report the Aspect Boundary within the organization, as follows: • Report whether the Aspect is material within the organization • Report any specific limitation regarding the Aspect Boundary within the organization	Materiality	9
G4-21	For each material Aspect, report the Aspect Boundary outside the organization, as follows: • Report whether the Aspect is material outside of the organization • If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified • Report any specific limitation regarding the Aspect Boundary outside the organization	Materiality	9
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Materiality Practices	8-9 64
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Materiality	8-9
STAKEHOLDER ENGAGEMENT			
G4-24	List of stakeholder groups engaged by the organization.	Materiality	10
G4-25	Basis for identification and selection of stakeholders with whom to engage.		10
G4-26	Organization's approach to stakeholder engagement.		10
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns.		10
REPORT PROFILE			
G4-28	Reporting period.	About this Report	80
G4-29	Date of most recent previous report.		80
G4-30	Reporting cycle.		80
G4-31	Contact point for questions regarding the report or its contents.		81
G4-32	'In accordance' option the organization has chosen. GRI Content Index for the chosen option. Reference to the External Assurance Report.		81
G4-33	Policy and current practice with regard to seeking external assurance for the report.		81
GOVERNANCE			
G4-34	Governance structure of the organization.	Appendix	88





PERFORMANCE INDICATOR	DESCRIPTION	SECTION	PAGE(S)
ETHICS AND INTEGRITY			
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Materiality Projects People Practices	10 20, 25-28 44, 46 58-60
ECONOMIC			
Economic Performance			
G4-EC1	Direct economic value generated and distributed.	Partnerships	71-76
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Projects People Practices	15-16 30-38 60
Market Presence			
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation.	People	55
ENVIRONMENTAL			
Energy			
G4-EN3	Energy consumption within the organization.	Practices	62-65
G4-EN4	Energy consumption outside of the organization.		63-64
G4-EN5	Energy intensity.		63-64
G4-EN6	Reduction of energy consumption.		62-65
G4-EN7	Reductions in energy requirements of products and services.		63-65
Emissions			
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1).	Practices	63-64
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2).		63-64
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3).		63-64
G4-EN18	Greenhouse gas (GHG) emissions intensity.		63-64
G4-EN19	Reduction of greenhouse gas (GHG) emissions.		63-64
Compliance			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	People	44
Transport			
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.	Practices	61, 63-64





PERFORMANCE INDICATOR	DESCRIPTION	SECTION	PAGE(S)
SOCIAL			
LABOR PRACTICES AND DECENT WORK			
Employment			
G4-LA1	Employee turnover by age group, gender and region.	Appendix	102
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	People	52-53
Occupational Health & Safety			
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs,	People	45-46
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender		46
Training & Education			
G4-LA9	Average hours of training per year.	People	48
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.		48, 51
G4-LA11	Percentage of employees receiving regular performance and career development reviews.		52-53
Diversity and Equal Opportunity			
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	People Appendix	56 88, 101-102
SOCIETY			
Local Communities			
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	People Partnerships	49-50 71-76
Marketing Communications			
G4-PR5	Results of surveys measuring customer satisfaction	Projects	21
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	Projects	21



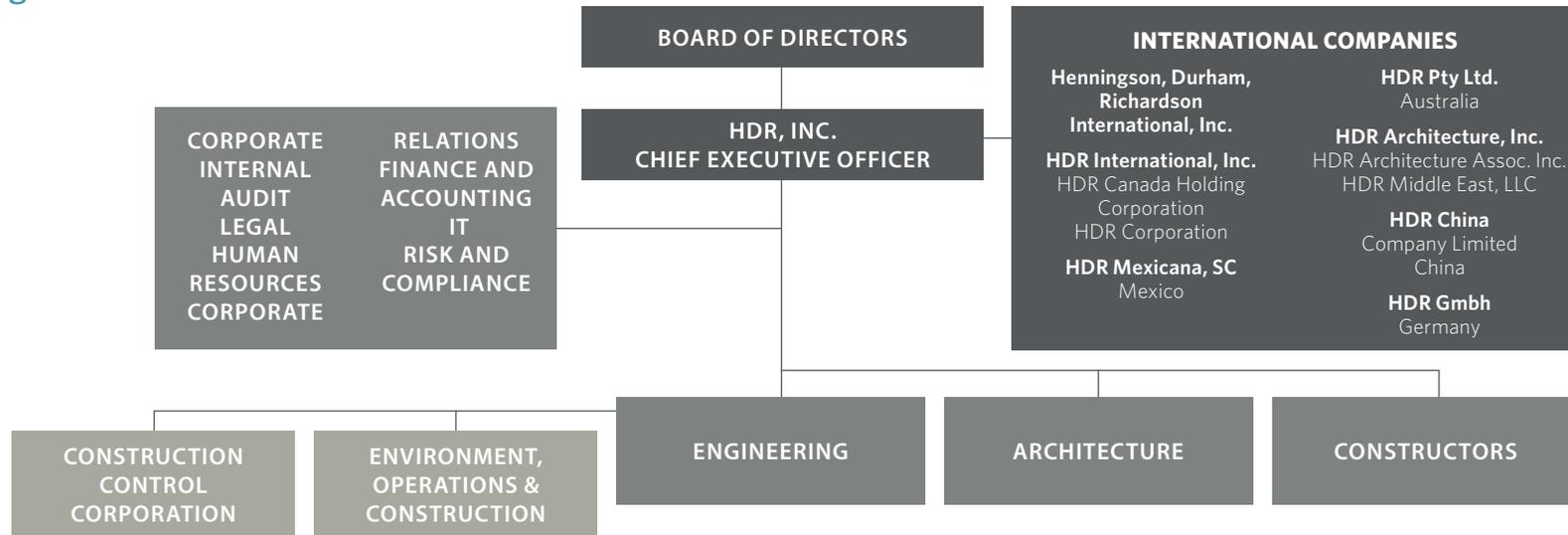


APPENDIX

- CHART 1: HDR Organizational Chart
- TABLE 1: Awards & Recognition - Company
- TABLE 2: Awards & Recognition - Office
- TABLE 3: Awards & Recognition - Rankings
- TABLE 4: Awards & Recognition - Project
- TABLE 5: Commitments and Partnerships
- TABLE 6: Employees by Gender
- TABLE 7: Employees by Age Group
- TABLE 8: Employees by Minority Group
- TABLE 9: Employees by Region
- TABLE 10: Hires by Gender
- TABLE 11: Hires by Age Group
- TABLE 12: Hires by Minority Group
- TABLE 13: Hires by Region



HDR Organizational Chart



HDR'S BOARD OF DIRECTORS

George A. Little, P.E., ENV SP

Chairman and Chief Executive Officer, HDR, Inc.

As CEO and chairman of HDR, Inc., George is responsible for our growth and strategic direction. He previously was president of our engineering company, director of operations and served as our Minneapolis department manager. He also has extensive experience in project management and engineering design for large power and energy projects.

Eric L. Keen, P.E., ENV SP

Chief Operating Officer and Vice Chairman, HDR, Inc.

Eric is responsible for the strategic growth and daily operations of the company. He previously was president of our engineering practice and has also served as our transportation director. Eric has more than 35 years of experience in engineering and planning.

Doug S. Wignall, AIA, RAIC, LEED AP

Architecture President

Doug is responsible for guiding strategic growth in our healthcare, science and technology, civic, justice and higher education markets. With us for more than two decades, he has been instrumental in our expansion into new market segments worldwide and championing the evolution of our “non-traditional” architectural services to keep pace with the challenging and diverse architectural field.

Tim Connolly, ENV SP

Executive Vice President & Director of Risk Management and Compliance, HDR, Inc.

Tim is responsible for protecting our human, financial and physical resources, including ensuring compliance with external regulations, international compliance, developing and enforcing internal policies and procedures. Tim has been with us for 25 years.

Richard R. Bell, P.E.

Former Chief Executive Officer, HDR, Inc.

Richard is the former CEO and Chairman of HDR, Inc. Employed with us from 1974 to his retirement in December 2011, he served as our CEO beginning in 1996, when he led the company buyback from foreign ownership.

Mary E. Peters

Former United States Secretary of Transportation

Mary served in this role from 2006 to 2009. Before that, she was administrator of the Federal Highway Administration and director of the Arizona Department of Transportation. Mary is a respected national expert on transportation policy and public-private partnerships.

John K. Wilson

Past President, Durham Resources, LLC

John was with Durham Resources for more than 25 years, where he engaged in numerous business acquisitions, divestitures and financings related to the natural gas distribution industry, commercial and residential real estate development, community banking and various securities within the public markets. He also is on the board of MDU Resources Group, Inc., and is a certified public accountant.

Raymond V. Hession

Chair, eHealth Ontario Board of Directors

Raymond also serves as Chair, Innovation Advisory Board – Service Ottawa. He has extensive experience in governance in private, public, community service and health sectors for more than 35 years, including Chair, HLB Decision Economics prior to their acquisition by HDR. He was founding Chair of the Agency for Cooperative Housing; founding Chair of the Ontario Health Quality Council; Chair of the Board of The Ottawa Hospital/The Rehabilitation Centre of Eastern Ontario and the Royal Canadian Mint.





APPENDIX

2015 Awards & Recognition

TABLE 1: 2015 AWARDS & RECOGNITION—COMPANY

ORGANIZATION	AWARD
Practice Greenhealth	<ul style="list-style-type: none"> Healthcare Champion for Change
Alliance for Workplace Excellence	<ul style="list-style-type: none"> EcoLeadership Award
Environmental Business Journal	<ul style="list-style-type: none"> Business Achievement Award - Social Contributions
Society of American Military Engineers	<ul style="list-style-type: none"> Outstanding Support to Small Business Programs -Large Business
Zweig Group Hot Firm List	<ul style="list-style-type: none"> Top 100 Fastest Growing Firms, No. 69

TABLE 2: 2015 AWARDS & RECOGNITION—OFFICE

OFFICE LOCATION	RECOGNITION
Portland, OR	<ul style="list-style-type: none"> City of Portland, Sustainability at Work - Gold Certified
Austin, TX	<ul style="list-style-type: none"> Austin Green Business Leader - Silver Level
Phoenix, AZ	<ul style="list-style-type: none"> Greater Phoenix Chamber of Commerce, Economic Driver - IMPACT Award
San Francisco, CA	<ul style="list-style-type: none"> Green Business of the City and County of San Francisco
Omaha, NE	<ul style="list-style-type: none"> WasteCap Nebraska, Sustainable Business of the Year

TABLE 3: 2015 AWARDS & RECOGNITION—RANKINGS

PUBLICATION	RANKINGS
<p>Engineering News-Record</p> <p>No. 9 - Top 500 Design Firms</p>	<ul style="list-style-type: none"> No. 11 - Top 100 Green Design Firms <ul style="list-style-type: none"> No. 1 - Top 5 in Health Care No. 16 - Top 200 Environmental Firms <ul style="list-style-type: none"> No. 2 - Top 10 Environmental Science No. 9 - Top 10 CM/PM No. 10 - Top 10 Consulting/Studies No. 15 - Top 20 Water Treatment/Supply No. 20 - Top 20 Wastewater Treatment No. 16 - Top 50 in Power <ul style="list-style-type: none"> No. 4 - Top 10 in Hydro Plants No. 5 - Top 10 in Wind Power
<p>Building Design+ Construction "Giants 300"</p>	<ul style="list-style-type: none"> No. 24 - Top Green Building Architecture Firms Top Design Firms in Environment <ul style="list-style-type: none"> No. 3 - Top 15 Dams & Reservoirs No. 4 - Top 10 in Solid Waste No. 5 - Top 20 in (Water) Transmission Lines & Aqueducts No. 6 - Top 50 in Water Supply No. 7 - Top 50 in Sewerage & Solid Waste No. 8 - Top 20 in Water Treatment & Desalination Plants No. 8 - Top 25 in Wastewater Treatment Plant No. 10 - Top 25 in Sanitary & Storm Sewers No. 11 - Top 15 in Site Assessment and Compliance No. 27 - Top 50 in Hazardous Waste





APPENDIX

2015 Awards & Recognition

TABLE 4: 2015 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
AIA Nebraska Headquarters Lincoln, NE	<ul style="list-style-type: none"> Merit Award, Built category - American Institute of Architects (AIA) Nebraska chapter
Al Maha Centre for Children and Young Adults Doha, Qatar	<ul style="list-style-type: none"> Winner, Health - Future Projects category - World Architecture Festival (WAF)
Argonne National Laboratory, Energy Sciences Building Lemont, IL	<ul style="list-style-type: none">  Secretary's Achievement Award - U.S. Department of Energy
Aspirus Wausau Hospital, Surgery and Cardiovascular Addition Wausau, WI	<ul style="list-style-type: none"> Top Project - The Daily Reporter of Milwaukee Top Projects Program
Aztec Pedestrian Bridge Aztec, NM	<ul style="list-style-type: none"> Structures Category Winner, Engineering Excellence Awards, American Council of Engineering Companies of New Mexico National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies
BBSRC National Virology Centre: the Plowright Building at the Pirbright Institute Pirbright, Surrey, United Kingdom	<ul style="list-style-type: none"> Special Mention - R&D Magazine Laboratory of the Year Awards Platinum Award - Building Design+Construction Building Team Awards
Bridgepoint Active Healthcare Toronto, Ontario, Canada	<ul style="list-style-type: none"> Winner, Category B (Built Project Over \$25 Construction Cost) - AIA National Healthcare Design Awards Generative Space Award - Caritas Foundation
Bruckner Bridges Over Amtrak and CSX Bronx, NY	<ul style="list-style-type: none"> Silver Award, Structural Systems Category, Engineering Excellence Awards, American Council of Engineering Companies of New York
Budd Inlet Treatment Plant Primary Sedimentation Basin Olympia, WA	<ul style="list-style-type: none">  Project of the Year - Environment (\$25 - \$75 Million), American Public Works Association (APWA), Washington State Chapter
Chicago to Council Bluffs-Omaha Passenger Rail Study Illinois, Iowa and Nebraska	<ul style="list-style-type: none"> Engineering Achievement Award, Special Projects Category, Engineering Excellence Awards, American Council of Engineering Company of Iowa
City of Clute Wastewater Treatment Plant - Refurbishment Clute, TX	<ul style="list-style-type: none">  Project of the Year - Environmental (\$5 - \$25 Million), American Public Works Association, Texas Chapter



The new building signals the transformation of Argonne's campus to an interdisciplinary and sustainable campus.

ARGONNE NATIONAL LABORATORY, ENERGY SCIENCES BUILDING, LEMONT, IL



APPENDIX

2015 Awards & Recognition

TABLE 4: 2015 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
Cleveland Clinic Abu Dhabi Abu Dhabi, UAE	<ul style="list-style-type: none"> • Merit Award, Built category - American Institute of Architecture (AIA) Middle East • Best Hospital Design - Building Healthcare Middle East Awards • Best Sustainable Hospital Project - Building Healthcare Middle East Awards • People's Choice - Building Healthcare Middle East Awards
Colton Crossing Flyover Colton, CA, USA	<ul style="list-style-type: none"> • Award of Merit, Outstanding Civil Engineering Achievement Awards, American Society of Civil Engineers
Crystal Springs San Andreas Transmission System Upgrade San Francisco, CA, USA	<ul style="list-style-type: none"> • Construction Management Project Award, Public Works - \$25 Million, Honorable Mention, Construction Management Association of America, Northern California Chapter
Council Point Water Treatment Plant Council Bluffs, IA, USA	<ul style="list-style-type: none"> • Engineering Achievement Award, Water and Wastewater Category, Engineering Excellence Awards, American Council of Engineering Company of Iowa
County Road 19-20-22 Realignment/SWWD Central Draw Overflow Project Cottage Grove, MN, USA	<ul style="list-style-type: none"> • Honor Award, Engineering Excellence Awards, American Council of Engineering Companies of Minnesota
Edmonds Community Centre and Fred Randall Pool Burnaby, BC, Canada	<ul style="list-style-type: none"> • Distinction Award for Accessibility - International Paralympic Committee/International Association for Sports and Leisure Facilities (IPC/IAKS)
Granite Bay Pumping Stations Granite Bay, CA, USA	<ul style="list-style-type: none"> • Energy Project of the Year, American Society of Civil Engineers, Sacramento Section
Great Falls Wastewater Treatment Plant Disinfection and Ammonia Removal Improvements Great Falls, MT, USA	<ul style="list-style-type: none"> • First Place, Best Projects Award, Engineering News-Record Mountain States
Henry Doorly Zoo & Aquarium Gateway to the Wild Omaha, NE, USA	<ul style="list-style-type: none"> • Merit Award, Design Build Category - American Society of Landscape Architect (ASLA), Great Plains Chapter
Howard University, Interdisciplinary Research Building Washington, DC, USA	<ul style="list-style-type: none"> • Honor Award - American Institute of Architects (AIA), New Jersey chapter
Humber River Hospital Toronto, ON, Canada	<ul style="list-style-type: none"> • Gold Award, Infrastructure category - Canadian Council for Public-Private Partnerships (CCPPP) Awards for Innovation and Excellence • Winner, Large Project Category - Toronto Construction Association (TCA) Project Achievement Awards



Improving efficiency, while enhancing air quality and reducing noise for the local community.

COLTON CROSSING FLYOVER, COLTON, CA



APPENDIX

2015 Awards & Recognition

TABLE 4: 2015 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
Hyalite/Sourdough Water Treatment Plant Bozeman, MT, USA	<ul style="list-style-type: none"> Outstanding Membrane Plant Award, Large Facility, Northwest Membrane Operators Association National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies Grand Project Award, Engineering Excellence Awards, American Council of Engineering Companies of Montana
Joslyn Art Museum, Art Works Omaha, NE, USA	<ul style="list-style-type: none"> Honor Award, Interiors category - American Institute of Architects (AIA) Nebraska chapter Winner, Education category - International Interior Design Association (IIDA), Great Plains chapter IDEA Awards Honor Award, Innovative Use of Space - International Interior Design Association (IIDA), Great Plains chapter IDEA Awards
Lauritzen Gardens Conservatory Addition Omaha, NE, USA	<ul style="list-style-type: none"> Honor Award, Built category - American Institute of Architects (AIA) Nebraska chapter Merit Award, Architecture category - American Institute of Architects (AIA), Central States Region
McAlpine Creek Wastewater Management Facilities Effluent Filters Upgrades and Expansion Charlotte, NC, USA	<ul style="list-style-type: none"> Award of Merit, Water/Wastewater Category, Design-Build Project Awards, Design-Build Institute of America
Minnesota Department of Transportation Rumble Strip Study Grand Marais and Two Harbors, MN, USA	<ul style="list-style-type: none"> Honor Award, Engineering Excellence Awards, American Council of Engineering Companies of Minnesota
Mulgrave Senior School Addition Vancouver, BC, Canada	<ul style="list-style-type: none"> Silver Award of Excellence, \$15 to 40 Million category - Vancouver Regional Construction Association for Contractors
National Synchrotron Light Source II, Brookhaven National Laboratory Upton, NY, USA	<ul style="list-style-type: none">  Secretary's Award of Excellence - U.S. Department of Energy Best of the Best, Higher Education/Research Project - Engineering News-Record (ENR) National Best Higher Education/Research Project - Engineering News-Record (ENR) New York
New Brunswick Landing New Brunswick, NJ, USA	<ul style="list-style-type: none"> Distinguished Engineering Award, New Jersey Alliance for Action
Niobrara Valley Preserve Learning Center Johnstown, NE, USA	<ul style="list-style-type: none"> People's Choice, Unbuilt category - American Institute of Architecture (AIA) Nebraska chapter



NSLS-II will benefit the U.S. economy and improve quality of life by providing state-of-the-art capabilities for x-ray imaging and high-resolution energy analysis.

NATIONAL SYNCHROTRON LIGHT SOURCE II,
BROOKHAVEN NATIONAL LABORATORY, UPTON, NY



APPENDIX

2015 Awards & Recognition

TABLE 4: 2015 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
NYCT Rockaway Line Emergency Stabilization New York, NY, USA	<ul style="list-style-type: none"> • Diamond Award, Engineering Excellence Awards, American Council of Engineering Companies of New York • National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies
Parkland Hospital Dallas, TX, USA	<ul style="list-style-type: none"> • Honor Award - American Institute of Architects (AIA), Dallas chapter • Design Award - Texas Society of Architects/AIA Texas • Gold Award - Building Design+Construction Building Team Awards • National Award of Excellence - Post-Tensioning Institute • Merit Award, Built category - American Institute of Architects (AIA) Nebraska chapter • Top Award - Topping Out Awards • Community Impact Award - Topping Out Awards
Phase 3 Water Treatment Plant Expansion Rancho Murieta, CA, USA	<ul style="list-style-type: none"> • Water Treatment Project of the Year, American Society of Civil Engineers, Sacramento Section
Roseville Road Bridge Replacement Roseville, CA, USA	<ul style="list-style-type: none"> • Bridge Project of the Year, American Society of Civil Engineers, Sacramento Section • Construction Management Project Award, Construction Management Association of America, Northern California Chapter
Route 17 Transportation Corridor Study Monticello to Harriman, NY, USA	<ul style="list-style-type: none"> • Gold Award, Studies, Research and Consulting Engineering Services Category, Engineering Excellence Awards, American Council of Engineering Companies of New York
Russell Street Reconstruction Sioux Falls, SD, USA	<ul style="list-style-type: none"> • Grand Project Award, Engineering Excellence Awards, American Council of Engineering Company of Arizona • National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies
Samuel Simmonds Memorial Hospital Barrow, AK, USA	<ul style="list-style-type: none"> • Winner, Healthcare category - International Interior Design Association (IIDA), Great Plains chapter IDEA Awards
Santa Ana River Interceptor Santa Ana, CA, USA	<ul style="list-style-type: none"> • Award of Excellence, American Council of Engineering Companies, Orange County Chapter
SR-57 Northbound Widening Brea and Fullerton, CA, USA	<ul style="list-style-type: none"> • Project Achievement Award, Transportation/Highway - \$11-50 Million, Construction Management Association of America - Southern California Chapter
State Hygienic Laboratory at the University of Iowa Coralville, IA, USA	<ul style="list-style-type: none"> • Nation's Healthiest Lab Award - Association of Public Health Laboratories (APHL)



A sustainably designed wellness garden and outdoor parks weave throughout the facility to foster pedestrian activity.

PARKLAND HOSPITAL, DALLAS, TX



APPENDIX

2015 Awards & Recognition

TABLE 4: 2015 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
Sun Link Tucson Streetcar Tucson, AZ, USA	<ul style="list-style-type: none"> • Grand Award, Engineering Excellence Awards, American Council of Engineering Company of Arizona • National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies
Swamp Creek Bridge No. 546 Replacement Snohomish County, WA, USA	<ul style="list-style-type: none"> • Bronze Award, Engineering Excellence Awards, American Council of Engineering Companies of Washington
Tower 55 Multimodal Improvements Fort Worth, TX, USA	<ul style="list-style-type: none"> • Dr. W. W. Hay Award for Excellence, American Railway Engineering and Maintenance-of-Way Association
U.S. 34 Missouri River Bridge Sarpy County, NE; Mills County, IA, USA	<ul style="list-style-type: none"> • Grand Project Award, Engineering Excellence Awards, American Council of Engineering Company of Nebraska • Honor Award, Transportation Category, Engineering Excellence Awards, American Council of Engineering Company of Iowa • National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies
Vermont Public Health Laboratory Burlington, VT, USA	<ul style="list-style-type: none"> • Award of Merit, Government Buildings category - Engineering News-Record (ENR) New England
Western Avenue Infrastructure Design Project Cambridge, MA, USA	<ul style="list-style-type: none"> • Silver Award, Engineering Excellence Awards, American Council of Engineering Companies of Massachusetts • #1 Best New Bike Lane, America's 10 Best New Bike Lanes of 2015, PeopleForBikes
Wheelspur Multimodal Facility Long Island City, NY, USA	<ul style="list-style-type: none"> • Gold Award, Transportation Category, Engineering Excellence Awards, American Council of Engineering Companies of New York
Willow Hill Pipeline Rehabilitation Folsom, CA, USA	<ul style="list-style-type: none"> • Utility Project of the Year, American Society of Civil Engineers, Sacramento Section
Wollongong Central Development Wollongong, NSW, Australia	<ul style="list-style-type: none"> • Jury Winner, Shopping Center category - Architizer A+ Awards • Popular Choice Winner, Shopping Center category - Architizer A+ Awards • National Award for Architecture, Commercial category - Australian Institute of Architects (AIA) • Architecture Award, Commercial Architecture category - Australian Institute of Architects (AIA) New South Wales chapter • Architecture Award, Urban Design category - Australian Institute of Architects (AIA) New South Wales chapter • Commendation, Colorbond Award for Steel Architecture - Australian Institute of Architects (AIA) New South Wales chapter • International Association of Lighting Design (IALD) Award - Australian Institute of Architects (AIA) New South Wales chapter



This half-mile project has it all: clear separation; a direct route to a regional network of bike paths; bike signals with leading intervals.

Source: www.peopleforbikes.org/blog/entry/americas-10-best-new-bike-lanes-of-2015

WESTERN AVENUE INFRASTRUCTURE DESIGN PROJECT, CAMBRIDGE, MA, USA



APPENDIX

Commitments & Partnerships—Community and Stakeholder Engagement

TABLE 5: COMMITMENTS & PARTNERSHIPS

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
American Biogas Council (ABC)	Create jobs, environmental sustainability and energy independence by growing the American biogas industry.	We are a corporate member.	americanbiogascouncil.org
American Public Transportation Association (APTA)	Strengthen and improve public transportation through advocacy, innovation and information sharing to ensure that public transportation is available and accessible for all Americans.	We signed the APTA Sustainability Commitment at the gold level and are represented on their Sustainability Committee.	apta.com
American Society of Civil Engineers (ASCE)	Achieve a more sustainable and natural built environment by helping civil engineers fully understand, embrace and apply the principles and practices of sustainability to their work.	We have been involved in the organization for many years and hold leadership positions on various committees.	asce.org
American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)	Advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world.	As members of the technical committee, we assisted in the development of Standard 189.2: Design, Construction and Operation of High-Performance Green Health Care Facilities, which prescribes the procedures, methods and documentation requirements, related to high performance green health care facilities.	ashrae.org
American Society of Mechanical Engineers (ASME)	Serve diverse global communities by advancing, disseminating and applying engineering knowledge for improving the quality of life; and communicating the excitement of engineering.	We hold a chair position in the Materials and Energy Recovery Division.	asme.org
American Solar Energy Society (ASES)	Increase the use of solar energy, energy efficiency and other sustainable technologies by advancing education, research and policy.		ases.org
American Water Resources Association (AWRA)	Establish a common meeting ground for people concerned with water resources in order to advance multidisciplinary water resources education, management and research.		awra.org
American Water Works Association (AWWA)	Provide knowledge, information and advocacy to improve the quality and supply of water in North America and beyond.	We hold positions on various committees, including the Climate Change review panel.	awwa.org
American Wind Energy Association (AWEA)	Promote wind energy as a clean source of electricity for consumers around the world.	We have been a member of AWEA for 15 years and hold leadership positions on various committees at the local and national level.	awea.org
Architecture 2030: 2030 Challenge	Dramatically reduce the building sector's global-warming-causing greenhouse gas emissions by changing the way buildings and developments are planned, designed and constructed.	We signed the 2030 Challenge in 2009.	architecture2030.org
Association for Contract Textiles (ACT)	Promote the value of contract textiles through five goals, including: establishing and promoting voluntary performance and environmental guidelines and supporting textile design education and vocation.	We are a joint committee member for the development of the ACT Sustainable Textile Standards.	contracttextiles.org
Association of Metropolitan Water Agencies (AMWA)	Unify and speak for the largest publicly owned drinking water systems on regulatory, legislative and security issues.	We are a corporate member.	amwa.net



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ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
Business and Institutional Furniture Manufacturers Association (BIFMA)	Lead, advocate, inform and develop standards for the North American office and institutional furniture industry.	We participate as a Joint Committee Member for the development and ongoing updating of the BIFMA sustainable furniture standards, 'e3' and 'level' program.	bifma.org
Center for Environmental Health (CEH)	Protect people from toxic chemicals by working with communities, consumers, workers, government, and the private sector to demand and support business practices that are safe for public health and the environment.	In December 2014, we signed a pledge with enter for Environmental Health (CEH) giving preference for flame retardant-free furniture.	ceh.org
Congress for New Urbanism	Promote walkable, neighborhood-based development as an alternative to urban sprawl using a proactive, multidisciplinary approach to restoring communities.	Our professionals are active members.	cnu.org
Electric Products Environmental Assessment Tool (EPEAT)	Assist purchasers in the public and private sectors to evaluate, compare and select electronic products based on their environmental attributes.	In 2013, we became an official EPEAT Purchasing partner, after following EPEAT Bronze minimum standards for leased and purchased computers, laptops and monitors for over seven years. Participating in this program and incorporating the requirements into our leasing and purchasing helps us to ensure we are making environmentally responsible purchases, while providing our employees with the tools they need to get their jobs done.	epeat.net
Engineers Without Borders (EWB)	Help developing counties worldwide become more stable and prosperous by providing necessities such as clean water, power, sanitation and education.	Our professionals actively volunteer their time and engineering expertise.	ewb-usa.org
Environmental & Energy Technology Council of Maine (E2Tech)	Build and expand the State's environmental, energy, and clean technology sectors.	We are a corporate member.	e2tech.org
Greater Washington Board of Trade - Green Committee	Promote sustainable business practices by working with federal, state and local governments; utilize research, education and best practices to raise awareness of Greater Washington's green assets and business practices; support regional transit-oriented development and alternative transportation; establish a regional greenhouse gas reduction target.	As a board member, we promote sustainable business practices by working with federal, state and local governments to raise awareness, promote green transportation and establish regional greenhouse gas reduction targets.	bot.org
Green Guide for Healthcare (GGHC)	Integrate enhanced environmental and health principles and practices into the planning, design, construction, operations and maintenance of healthcare facilities.	We were a founding partner and our professionals were involved in the early development of this guide and have contributed to various revisions.	gghc.org
Greenroads Foundation	Benefit communities and the environment by recognizing sustainable transportation projects and by promoting sustainability education for transportation infrastructure.	We are a member of Greenroads and an advocate for the Greenroads Rating System.	greenroads.org



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ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
Health Product Declaration (HPD) Collaborative	Work with the collaborative includes bringing a new standardized format for reporting product content and health-related information for building products; created to increase transparency and to provide the human health context for information in decision-making and specifications of products.	With positions as a board member and pilot committee member, work with the collaborative includes bringing a new standardized format for reporting product content and health-related information for building products. The HPD is meant to increase transparency and to provide the human health context for information in decision-making and specifications of products.	hpdcollaborative.org
Healthier Hospitals Initiative (HHI)	Helps healthcare entities focus efforts toward a healthier, more sustainable future—healthier food, leaner energy, less waste, safer chemicals, smarter purchasing, engaged leadership.	We are a supporting A/E business for this program, which helps healthcare entities focus efforts toward a healthier, more sustainable future.	healthierhospitals.org
Institute for Sustainable Infrastructure (ISI)	Promote and support the planning, design, construction and operation of more sustainable infrastructure projects and programs.	We are a Charter Member of ISI and an early adopter of the Envision sustainable infrastructure rating system. We were the first company to register a project with ISI with the goal of an Envision Project Verification. We are active in several key Envision committees, including the Public Information and Technical Committees. We also chair the Envision Review Board (ERB) and hold a position representing ASCE on the Board of Directors.	sustainableinfrastructure.org
International Living Future Institute (ILFI)	Lead and support the transformation toward communities that are socially just, culturally rich and ecologically restorative.	We act as an ambassador and member of the LBC ambassador advisory panel, helping recruit and train future ambassadors for the advocacy of the Living Building Challenge.	living-future.org
International Solid Waste Association (ISWA)	Promote sustainable and professional waste management worldwide through research, publications, education and training.	We are an active member of ISWA with professionals holding leadership positions and on various committees.	iswa.org
Labs21	Improve the energy efficiency and environmental performance of laboratory and high performance facilities from a “whole building” perspective.	We champion the Labs21 program locally and globally by helping the U.S. EPA and DOE promote sustainable laboratories and raise awareness about the benefits of Labs21 throughout the industry.	i2sl.org
Local Government Commission (LGC)	Provide inspiration, technical assistance and networking to local elected officials and other community leaders who are working to create healthy, walkable and resource-efficient communities.		lgc.org
Municipal Waste Management Association (MWMA)	Promote operational efficiencies, facilitate information, foster innovation and promote legislative advocacy around environmental regulations.	In this environmental affiliate of the United States Conference of Mayors, our MWMA members promote operational efficiencies, facilitate information, foster innovation and promote legislative advocacy around Superfund, brownfields redevelopment, clean air, clean water and waste-to-energy regulations.	usmayors.org/mwma
National Association of Clean Water Agencies (NACWA)	Provide leadership in environmental policy and technical resources on water quality and ecosystem protection issues in parallel with the Clean Water Act.	We are an active member of NACWA with a number of professionals holding leadership positions.	nacwa.org



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ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
National Hydropower Association (NHA)	Work to secure the energy, environmental, and economic benefits of hydropower resources for all Americans.	We are an active member of NHA with a number of professionals holding leadership positions on the Advisory Board, including the President of the Association.	hydro.org
National Water Resources Association (NWRA)	Provide a forum for public and private entities concerned with the management, conservation and use of water and land resources.	We are an active member of NWAR with professionals holding leadership and committee positions.	nwra.org
NC Sustainable Energy Association (NCSEA)	cultivate a robust clean energy ecosystem that unifies and benefits all of its stakeholders: consumers, businesses, the clean energy industry and utility energy providers	We are a corporate member.	energync.org
Northwest Hydroelectric Association (NWHHA)	Promote the region's waterpower as a clean, efficient energy while protecting the fisheries and environmental quality which characterize our Northwest region.	We are members of the Advisory Board, which has successfully represented the needs of the region and its members within the hydropower industry since 1981.	nwhydro.org
Occupational Safety and Health Administration (OSHA)	Ensure employee safety and health in the U.S. by working with employers and employees to create better working environments,		osha.gov
Practice Greenhealth	Promote healthcare industry commitment to sustainable, eco-friendly practices to improve the health of patients, staff and the environment.	We are members of Practice Greenhealth, a nonprofit organization founded on the principles of positive environmental stewardship and best practices in the healthcare community. Our commitment to healthy materials is especially aligned with Practice Greenhealth's goal to phase out hazardous substances and toxic chemicals to improve patient safety and care. We are also supporters and presenters at the organization's annual CleanMed conference.	practicegreenhealth.com
Renewable Choice Energy	Promote a revolutionary shift in the energy economy and the end of dependence on carbon-based fuels by working to change the global energy paradigm towards one of sustainability and ecological regeneration.		renewablechoice.com
Renewable Northwest Project	advocate for the expansion of environmentally responsible renewable energy resources in the Northwest through collaboration with government, industry, utilities, customers, and advocacy groups.	We are a corporate member.	rnp.org
Solid Waste Association of North America (SWANA)	Advance the practice of environmentally and economically sound management of municipal solid waste in North America.		swana.org
SWANA Applied Research Foundation	Support SWANA's mission through leveraging research dollars to conduct collectively-funded and defined applied research projects that address pressing solid waste issues.	We are a member of the Advisory Board, which identifies and selects collectively-funded research on pressing solid waste issues.	swana.org/Research/AboutARF.aspx



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ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
Sustainable Purchasing Leadership Council (SPLC)	Support and recognize purchasing leadership that accelerates the transition to a prosperous and sustainable future.	We were an early member of the council, which launched in July 2013; and the only A/E firm invited to the initial table. We are offering a unique perspective on the procurement and specification of sustainable materials, both as a major purchasing organization and as designers for the built environment.	sustainablepurchasing.org
Transportation Research Board (TRB)	Provide innovative, research-based solutions to improve transportation. [Part of the National Academies of Sciences, Engineering, and Medicine.]	We are an Organizational Affiliate member of TRB with professionals holding leadership and committee positions.	www.trb.org
U.S. Business Council for Sustainable Development (BCSD)	Harness the power of collaborative projects, platforms and partnerships to develop, deploy and scale solutions to ecosystems, energy, materials and water challenges.	We are a corporate member.	www.usbcsd.org
U.S. Conference of Mayors Climate Protection Center (USCOM)	Provide mayors with guidance and assistance they need to lead their cities' efforts to reduce greenhouse gas emissions linked to climate change,		usmayors.org/climateprotection/revision
U.S. Green Building Council (USGBC)	Expand green building practices through its LEED green building certification program, education and advocacy to support public policy that fosters green buildings and communities,	We were the first architecture firm to join the USGBC in January 1994, and continue our strong support as a Platinum-Level Sponsor. Our professionals have held significant leadership roles and noteworthy board and committee positions within the organization. Two LEED Fellows have been selected from HDR; one in the inaugural year class of 2011 and the second in 2012.	new.usgbc.org
U.S. Water Alliance	Advance policies and programs that build a sustainable water future for all.	We are an annual member of the alliance, which is dedicated to working to forge a new vision for a sustainable water future. Alliance members support the exploration and analysis of critical clean water issues, providing meaningful information to citizens and policy-makers and recognizing organizations and individuals for outstanding innovation and achievements.	uswateralliance.org/
U.S. Zero Waste Business Council	Educate, inform and document the performance of Zero Waste Businesses using scientific methods to help businesses and communities become more healthy and sustainable,	We joined the U.S. Zero Waste Business Council as a Founding Member in 2013.	uszwb.org/
Urban Land Institute (ULI)	Initiate research that anticipates emerging land use trends and issues, and propose creative solutions based on that research,	We are an active member of ULI with professionals holding leadership and committee positions.	uli.org
Waste-to-Energy Research and Technology Council (WTER)	Identify and advance the best waste-to-energy technologies to increase the global recovery of energy and materials from used solids.	We are members of the Advisory Board, which works together with engineers, scientists and managers from universities and industries to identify and advance the best available waste-to-energy (WTE) technologies for the recovery of energy or fuels from municipal solid wastes and other industrial, agricultural, and forestry residues.	seas.columbia.edu/earth/wter



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ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
Water Environment Research Foundation (WERF)	Manage independent scientific research that leads to cost-effective responses to water quality concerns affecting the environment and human health.	We are a corporate member.	werf.org
Water for People	Help people in developing countries develop locally sustainable drinking water resources, sanitation facilities and health and hygiene education programs.		waterforpeople.org
Water Research Foundation	Sponsor research to enable water utilities, public health agencies and other professionals to provide safe and affordable drinking water to consumers.	We are a corporate member.	waterrf.org
WaterReuse Association	Advance beneficial, efficient uses of high-quality, locally produced, sustainable water sources for the betterment of society and the environment.	We are a corporate member.	waterreuse.org/association
WaterReuse Research Foundation	Conduct and promote applied research on the reclamation, recycling, and reuse and desalination of water.	We are a corporate member.	waterreuse.org/foundation
WTS International	Help women find opportunity and recognition in the transportation industry through professional activities, networking opportunities and access to industry and government leaders.	We are a corporate member at the Trailblazer level and hold leadership positions on various committees at the local and national level.	wtsinternational.org



APPENDIX

Employee Demographic Information

TABLE 6: EMPLOYEES BY GENDER

JOB GROUP	FEMALE	MALE	TOTAL
Executive/Senior Level Officials and Managers	3	34	37
Officials and Managers	225	1271	1496
Professionals	1,935	3,922	5,857
Technicians	351	1,314	1,665
Administrative	628	77	705
Craft Workers	1	25	26
Laborers and Helpers	3	23	26
Operatives	0	3	3
Totals	3,146	6,669	9,815

TABLE 7: EMPLOYEES BY AGE GROUP

JOB GROUP	16-24	25-34	35-44	45-54	55-64	65+
Executive/Senior Level Officials and Managers	0	0	7	10	19	1
Officials and Managers	0	22	310	543	510	111
Professionals	136	1,762	1,692	1,156	838	273
Technicians	170	361	339	338	343	114
Administrative	48	173	158	167	123	36
Craft Workers	1	2	9	7	4	3
Laborers and Helpers	0	4	6	7	7	2
Operatives	0	0	0	2	0	1
Totals	355	2,324	2,521	2,230	1,844	541

TABLE 8: EMPLOYEES BY MINORITY GROUP

JOB GROUP	AMERICAN INDIAN OR ALASKAN NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO OF ANY RACE	NATIVE HAWAIIAN OR OTHER PACIFIC	WHITE	NOT DISCLOSED	MULTI RACE
Executive/Senior Level Officials and Managers	0	0	0	2	0	34	1	0
Officials and Managers	1	56	10	52	2	1271	86	18
Professionals	11	509	118	281	8	4,381	425	124
Technicians	5	71	142	210	3	1,052	131	51
Administrative	3	21	48	48	2	497	72	14
Craft Workers	1	0	4	8	0	13	0	0
Laborers and Helpers	0	0	2	2	0	18	3	1
Operatives	0	0	0	0	0	3	0	0
Totals	21	657	324	603	15	7,269	718	208

TABLE 9: EMPLOYEES BY COUNTRY

COUNTRY	
Afghanistan	3
Australia	155
Canada	291
China	6
Germany	295
United Arab Emirates	29
United States	9,036
Totals	9,815



APPENDIX

Employee Demographic Information

TABLE 10: HIRES BY GENDER

JOB GROUP	FEMALE	MALE	TOTAL
Executive/Senior Level Officials and Managers	0	1	1
Officials and Managers	17	61	78
Professionals	234	415	649
Technicians	163	418	581
Administrative	102	26	128
Craft Workers	0	2	2
Laborers and Helpers	0	2	2
Totals	516	925	1,441

TABLE 11: HIRES BY AGE GROUP

JOB GROUP	16-24	25-34	35-44	45-54	55-64	65+
Executive/Senior Level Officials and Managers	0	0	1	0	0	0
Officials and Managers	0	1	14	30	28	5
Professionals	43	241	171	107	67	20
Technicians	238	132	62	56	69	24
Administrative	48	33	23	17	5	2
Craft Workers	0	1	0	0	1	0
Laborers and Helpers	0	0	1	1	0	0
Totals	329	408	272	211	170	51

TABLE 12: HIRES BY MINORITY GROUP

JOB GROUP	AMERICAN INDIAN OR ALASKAN NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO OF ANY RACE	NATIVE HAWAIIAN OR OTHER PACIFIC	WHITE	NOT DISCLOSED	MULTI RACE
Executive/Senior Level Officials and Managers	0	0	0	0	0	1	0	0
Officials and Managers	0	3	0	4	0	59	10	2
Professionals	1	62	16	31	2	397	122	18
Technicians	6	41	61	74	0	321	61	17
Administrative	0	3	6	12	0	77	26	4
Craft Workers	0	0	0	0	0	2	0	0
Laborers and Helpers	0	0	0	0	0	1	0	1
Totals	7	109	83	121	2	858	219	42

TABLE 13: HIRES BY COUNTRY

COUNTRY	
Afghanistan	3
Australia	59
Canada	77
China	2
Germany	61
Kuwait	1
United Arab Emirates	6
United States	1,232
Totals	1,441