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2021

# ESG Report

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# Our Strategy for Contributing to ESG

We work to make our world a better, smarter, safer place. For over a century, HDR has partnered with clients to shape communities and push the boundaries of what's possible. With expertise spanning over 11,000 employees in more than 200 locations around the world, our engineering, architecture, environmental and construction services bring an impressive breadth of knowledge to every project. Our optimistic approach to finding innovative solutions defined our past and drives our future.

Our evolving Environmental Social Governance (ESG) program builds on our global sustainability and resiliency program, which began in 1993. Our ESG strategy is based on the issues that are most material to our business. We focus on the issues that matter most to our employees, clients and the industries and communities we serve.

Of those material issues, climate change is increasingly being recognized as a global crisis, requiring urgent action and transformative change over the next decade. We support our clients in taking strategic action with meaningful impact. Our experts help to develop plans to transition to low-carbon economies; support scalable decarbonization across the energy, transportation and building sectors; apply data and scientific techniques to assess climate risk for communities and critical infrastructure; and provide innovative design and engineering solutions to adapt to impacts already occurring.

Internally, and as a basis for the services we provide, employee ownership is an important aspect of our culture. Employees choose to invest in HDR to benefit from their hard work and that of their co-workers—employee-owners all working toward the same goal, providing focused teamwork, and collaborating on behalf of our clients. As an employee-owned company, our organization believes that employee ownership by an informed and dedicated team improves the company's financial performance, creates high employee morale, and promotes organizational growth and value. Being employee owners gives us the opportunity to shape the ESG focus for our staff, clients and communities.

We have more than 25 years of sustainability leadership that began when we joined the U.S. Green Building Council (USGBC). Over the past two decades we have:

- Certified our first LEED project (2005)
- Developed our first company-wide GHG inventory (2007)
- Released our first corporate sustainability report (2008)
- Signed on to the Architecture 2030 Challenge (2009)
- Established a GHG baseline and GHG emission reduction target (2011)
- Became a charter member of the Institute for Sustainable Infrastructure (2012)
- Endorsed Health Product Declaration (2013)
- Published a sustainability policy and procedures (2014)
- Issued a waste prevention and recycling standard (2015)
- Conducted our first materiality assessment (2016)
- Achieved a silver level of achievement with the APTA Sustainability Commitment (2017)
- Certified our first Fitwel office: Arlington, VA (2018)
- Certified our first WELL project: (2019)
- Achieved our GHG reduction target — to reduce GHG emission levels 20% by 2020 from our baseline (2020)
- Joined Coalition Signing COP26 Communiqué (2021)

We continue to work toward a more sustainable future. In 2021, HDR was one of more than 60 of the largest and most influential international architecture, engineering and construction firms that worked with organizers of the 2030 Challenge to issue a communiqué to government leaders headed to the United Nations Climate Change Conference of the Parties (COP26). By signing the communiqué, HDR reaffirmed its commitment to the 2030 Challenge for reducing carbon emissions in the design and building professions, and to its internal commitment to reduce environmental impact through sustainable business practices.



Our future is indeed bright but requires thoughtful and committed focus. At HDR, we are proud to continue our journey as a broad-based, employee-owned firm that strives to improve this world we call home through commitment to our communities, our clients, our employees, and a resilient future.

*Eric Keen*

**Eric Keen**

Chairman and Chief Executive Officer  
HDR



We are weaving many of the commitments we have made to our employee-owners, to our communities and to the environment into one framework that will highlight our ESG priorities, goals and metrics.

## Sustainability & Resiliency at HDR

In 2021, we began to evolve our Sustainability & Corporate Responsibility initiative into a broader ESG program. We are weaving many of the commitments we have made to our employee-owners, to our communities and to the environment into one framework that will highlight our ESG priorities, goals and metrics.

- We facilitated application of the Envision sustainable infrastructure framework on the Omaha RiverFront Revitalization Project, achieving the first Envision verified project in Omaha, Nebraska, where our headquarters is located. The project also was the first Envision verified project in Nebraska, receiving a Platinum Rating.
- The Oregon Transportation Commission has made equity a top priority, and HDR helped the Oregon Department of Transportation turn that into actionable planning. The equity white paper will serve as the foundation for a new section in the Oregon Transportation Plan, another planning effort that HDR is leading for ODOT.
- The HDR Foundation, founded in 2012, provides grants to qualified organizations that are important to HDR such as education, healthy communities and environmental stewardship. In 2021, the Foundation awarded grants totaling nearly \$860,000 to worthy nonprofits serving 45 communities.

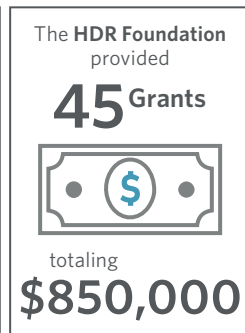
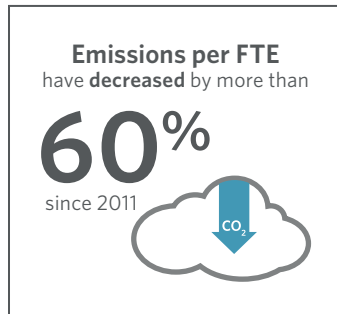
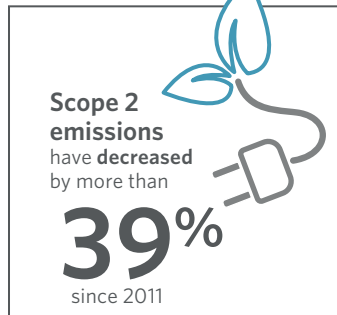
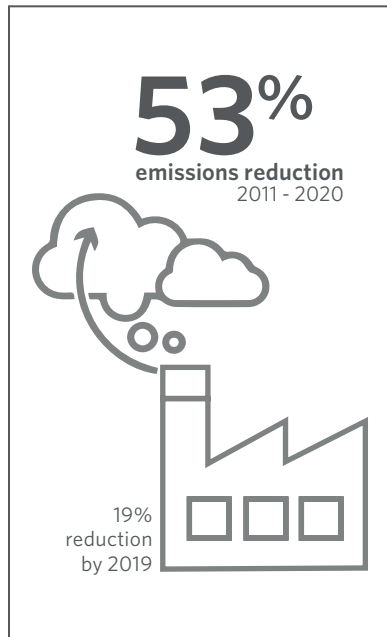
- In addition, we donated \$2 million to over 250 charitable organizations. We also provided an estimated \$2.5 million in corporate sponsorships to nearly 800 community organizations and professional associations.
- We had five projects recognized by Fast Company magazine in its 2021 World Changing Ideas Awards. One was Bubbles of Hope: A lightweight steel “shelter-in-place” structure that can be easily deployed to keep people safe during disaster response.
- We signed the COP26 Communiqué, reaffirming our commitment to the 2030 Challenge for reduction of carbon emissions.

We hope you find some inspiration in our projects, service activities and responsible business practice efforts. We look forward to sharing more as our ESG initiative gains momentum in 2022.

*Michaela Wittmann*

**Michaela Wittmann**, LEED Fellow, ENV SP, Fitwel Ambassador  
Corporate Director for ESG  
HDR

# 2021 HDR Highlights



**fitwel**<sup>SM</sup>

In 2018, HDR started using Fitwel, a global building certification system that promotes health, signing on as a Fitwel Champion, and certified our first office in Arlington, Virginia. In 2021, three of our offices were certified: New York office (1 star), Raleigh office (1 star), Toronto office (2 stars).



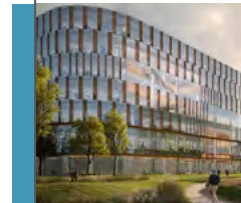
The HDR global headquarters in Omaha, NE, USA, received a Platinum Level Evidence-Based Design Touchstone Award from the Center for Health Design.



Waldkliniken Eisenberg in Eisenberg, Germany, received a Best Design Award for Europe, Middle East and Africa Region, Innovation from Fast Company.



Tres Rios Water Reclamation Facility Nutrient Recovery in Tucson, AZ, USA, received an Award of Merit for Excellence in Sustainability from Engineering News-Record Southwest.



The Shanghai Pharma Research and Development Campus in Shanghai Shi, China, received a Special Mention in the Unbuilt Institutional category in Architizer's A+Awards



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## MATERIALITY

# What's important to us?

We've built our ESG strategy based on what has the most impact on our business. By completing an objective and inclusive materiality assessment, we focused on the issues that matter most to our employees, clients, and the industries and communities we serve.





# Materiality Assessment Process



The content of this report is informed by the results of our first materiality assessment, which was completed in 2016.

## Approach

We conducted a materiality assessment in 2016 beginning with staff from diverse functional areas throughout the company. Each brought forward a unique perspective as we evaluated 35 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 insights on specific issues and align the relative impact of each ESG aspect. The result was a list of issues describing perceived impact to HDR, considering risks as well as 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 groups, ranging from clients to industry associations and government agencies to competitors. We also considered the importance ascribed to 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 perceived importance of each ESG theme when considering both internal and external perspectives. The results were also applied to inform the content of reporting. For most aspects, we have 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

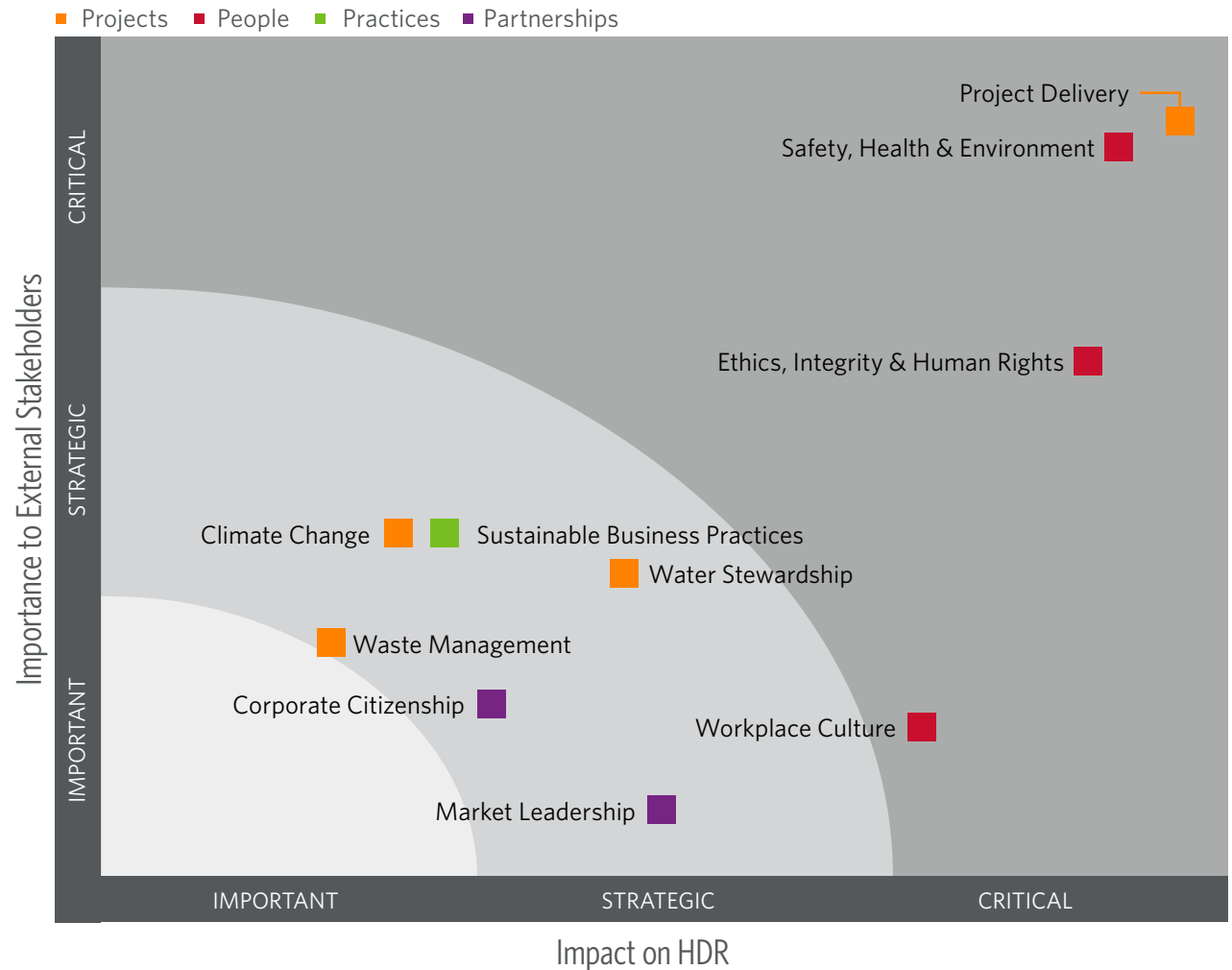
## Market Leadership

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. After an updated materiality assessment process, in 2016 we added a number of aspects that were not significantly included in previous reports. The relevant scope has not changed from previous reporting periods.

# Stakeholder Engagement

Our success depends on how well we engage our stakeholders. It is essential for us to listen and learn from those 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, online (internally and externally), 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 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 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 meet with them monthly on average. When working on projects, the frequency of our visits may be daily. We also engage our clients through our client report card program, administered quarterly.
- **Educational leaders and organizations**—Engaged at regular intervals. Minimum contact would occur annually; however, numerous opportunities are presented when we participate as guest speakers. Speaking engagements are generally not recurring with individual organizations, but in our locations across the country and abroad, quarterly activity is expected and/or exceeded.
- **Competitors and teaming partners**—We work with and team with competitors on many projects. Because of this and our interaction with them in professional organizations, these interactions occur quarterly and often monthly and/or even weekly, depending on the topics and events.

- **Civic organizations**—Quarterly, biannually and annually, depending on activities and events.
- **All staff**—Daily. Our intranet is updated daily.
- **Professional organizations**—Monthly.
- **Young professionals**—Monthly.
- **Retirees**—Quarterly.

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, monthly management meetings, quarterly leadership meetings, biannual retreats, company-sponsored trainings, web-based interactive tools such as Yammer and Microsoft Teams, surveys and more.

HDR is a transparent organization, and how we address key topics and areas of concern 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.



We want to connect what we do with community stewardship each and every day.



## Management Approach

Our strategic planning process determined our overall management approach, which is based on the four objectives that form the foundation of our business and culture.

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

In addition, five brand values 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 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 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 strive for design excellence and are committed to the practice of designing intelligent and inspiring architecture that expresses our clients' missions and values.

- Civic & Culture
- Education
- Health
- Justice
- Science
- Urban & Community Development

## Federal

Defense and intelligence and federal markets.

- Civilian Agencies
- Installations
- Mission Critical & Security

## Resources

When clients need resilient resource management solutions that address the interdependent social-ecological elements driving our world today, we offer proven experience.

- Industrial
- Power
- 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 mobility programs that are designed to improve overall performance.

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

## Water

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

- Conveyance
- Drinking Water
- Water Resource Management
- Fisheries
- Wastewater

## Field Services

- Construction Management
- Construction Engineering and Inspection
- Construction Administration
- Environmental Monitoring
- On-site Field Work

## Building Engineering Services

Our multi-disciplinary engineering, commissioning, building data management, digital and sustainability experts embrace 21st Century technologies to be responsive and agile in delivering innovative and elegant solutions to meet client needs.

- Commercial and Corporate
- Finance
- Hospitality (Hotels and Restaurants)
- Tech/Media/Telecom and Data

## Specialized Services

- Advisory Services
- Architecture
- Asset Management
- Commissioning & Operations
- Economics & Finance
- Engineering
- Environmental Sciences
- Planning & Consulting
- Project Delivery
- Program Management
- Right of Way
- Research
- Sustainability & Resiliency



## Project Locations

We have earned a strong reputation with clients on six continents. Our familiarity with cultural, aesthetic and technical differences gives our clients around the globe confidence in our ability to carry out their most important projects. Recently, our staff have worked on projects in more than 60 countries, including:

<a href="#">Australia*</a>	Italy*	South Korea
Austria	Japan	Spain
<a href="#">Canada*</a>	Kuwait*	Switzerland
Chile	Mexico	Tanzania
<a href="#">China*</a>	Netherlands	Trinidad and Tobago
Denmark	<a href="#">Norway</a>	Turkey
Djibouti	Panama	<a href="#">United Arab Emirates*</a>
Egypt	Poland	<a href="#">United Kingdom*</a>
<a href="#">Germany*</a>	<a href="#">Qatar*</a>	<a href="#">United States*</a>
Honduras	Romania	
Hong Kong	<a href="#">Saudi Arabia*</a>	
India	Singapore*	Vietnam
Israel*	South Africa	

Our work in U.S. territories includes the U.S. Virgin Islands, Puerto Rico, Guam, and Commonwealth of Northern Mariana Islands.

\* Countries with office(s) and/or employees.





# Global Issues, Impacts and Opportunities

## Climate Change Action

Government leaders and private companies have encouraged progress toward decarbonization with science-based targets intended to limit global warming to less than 1.5 degrees Celsius and avoid the worst impacts of climate change. Federal action in the United States is expected to bolster voluntary GHG reduction commitments and complement the leadership of organizations such as C40, the Global Covenant of Mayors for Climate and Energy, RE100, Science Based Targets Initiative, and the Task Force on Climate-related Financial Disclosures. Climate change is increasingly being recognized as a global crisis, requiring urgent action and transformative change over the next decade. To help our clients take strategic action with meaningful impact, we have identified the following opportunities for consideration:

- Develop actionable plans to transition to low-carbon economies, decoupling growth from GHG emissions
- Support scalable decarbonization across the energy, transportation and building sectors
- Apply data and scientific techniques to assess climate risk for communities and critical infrastructure
- Provide innovative design and engineering solutions to adapt to impacts already occurring due to climate change

## Social Equity

Social impacts and implications have been one component of the "triple bottom line" that has defined sustainability since the term was created in 1994. Recently, social equity/ environmental justice topics have become more prominent, and related considerations have become even more critical drivers of sustainable development. To help our clients work toward more equitable projects and services, we:

- Create an inclusive and effective equity-focused engagement approach
- Engage with clients and communities to understand their issues, perceptions and perspectives
- Consider issues that could adversely and disproportionately affect historically disadvantaged populations
- Collaborate to develop solutions that mitigate negative impacts and provide benefits equitably throughout affected communities

## 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 notes that more than 80% of global GDP is generated in cities. 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



## Global Issues, Impacts and Opportunities (cont.)

### 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 15 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 sectors, as well as a big-picture view of how decisions today will impact the future. There is significant overlap with this global agenda and HDR's core service areas, positioning us to help clients integrate sustainability principles in numerous SDG areas. They are defined by [The Global Goals](https://www.globalgoals.org/) as:

- **Clean Water and Sanitation:** Ensure availability and sustainable management of water and sanitation for all.
- **Affordable and Clean Energy:** Ensure access to affordable, reliable, sustainable and modern energy for all.
- **Industry, Innovation and Infrastructure:** Build resilient infrastructure, promote sustainable industrialization and foster innovation.
- **Sustainable Cities and Communities:** Make cities inclusive, safe, resilient and sustainable.

- **Responsible Consumption and 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:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.

Achieving the SDGs will require collaboration between the public and private sectors, as well as a big-picture view of how decisions today will impact the future.

### 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 regarding sustainability and resiliency
- International commitments to reduce GHG emissions
- Rating systems, such as LEED for the building sector, and Envision for horizontal infrastructure
- The importance of corporate sustainability to our clients and our staff



# Project Delivery

How staff interact with our project delivery framework paves the way for positive results for our clients and our communities. Our internal systems are steeped in a deep culture of quality and work to provide the foundation that our organization and project teams need to thrive and deliver community changing projects. We deliver a wide array of services, which requires that we provide flexibility to our project leaders and enable them to efficiently manage and execute work for our clients.

We understand the responsibility that comes with being a trusted advisor to our clients as we work to design critical infrastructure around the world. Whether designing a new hospital, bridge or water supply system, the integrity of our work is critical to the success and advancement of our reputation, clients, local communities and our business.

## Management Approach

Our matrix approach leverages our powerful global network and enables us to bring the right people together at the right times. Our local operations and technical leaders form close partnerships with our project teams and serve to support them in managing the complex array of risks facing our projects.

Our goal is to set the industry benchmark for excellence in services we provide to our clients. To do so, we have developed systems to support project delivery grounded in internationally accepted principles and guidelines, including: ISO 9001:2015; ISO 19011:2018; ISO 21500:2021; ISO 21502:2020 and the Project Management Institute's Project Management Body of Knowledge. The responsibility for development, implementation, monitoring and improvement is managed at the local level with oversight supported throughout the matrix, forming checks and balances within our project delivery framework.

## Looking Forward — 2022 and Beyond

Our organization strives for continued growth as a world-class professional services firm through excellence in project delivery. As part of our 2027 Strategic Plan, through partnership with executive leadership, we will evaluate our enterprise-wide suite of project delivery resources and catalog their effectiveness. Enhancements to our project delivery toolsets will propel us toward improved performance and strengthen our position in the marketplace.

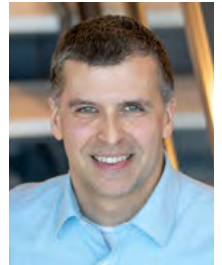
Over the past two years, we again transformed key processes—this time out of necessity to navigate the global crisis, but those changes have helped us improve the way we work, and we have evolved with the shifting global market. Looking ahead, we will continually work to adapt to changing circumstances while building on the foundational framework that has made us leaders in the communities where we provide value.

Our near-term focus areas of development:

- Advancing new technologies that support collaborative work and review processes for our project teams.
- Supporting the training and development of our workforce to meet technology, industry, and practice trends.
- Bolstering our monitoring programs to provide critical information to leadership, allowing them to drive improvements more effectively throughout the organization.

“ We consistently bring effective and scalable tools, training and resources to our project delivery teams. The breadth and variety of our work is a challenge that we address every day as we seek to provide the foundations that allow us to effectively serve our diverse client base.

**DAVID ROHAN**, PE, PMP, ENV SP,  
Vice President, Project Management Office Director



# Technical Integrity

We can only say, "Together, we make great things possible" if we are working the right way and producing quality products. To live up to our ideals, we establish processes and strive to have the right people who are equipped with the right tools in place. This alignment helps produce products that meet our clients' goals and needs.

## Management Approach

### ASSESSING AND MANAGING RISK

Our quality management system helps us identify project risk factors and positions us to anticipate and mitigate issues before they are realized. The process for determining a project's risk profile follows

- The operations leader, with input from an area business group (BG) representative and project manager (PM), conducts a risk assessment that evaluates whether the following factors exist
- When a project is deemed critical through this analysis, a risk management plan (RMP) is developed
- Roles and responsibilities are assigned
- RMPs are continually monitored and managed
- Ideal opportunities for risk reduction are identified during the project approach and resource review (PARR), when conducted, and project review process

### ASSESSING SUSTAINABILITY PERFORMANCE

Sustainability performance is measured regularly. With 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. We monitor our progress toward achievement of the corporate commitments we have made, and the measurements we have developed for our own business. These commitments can be found in the Appendix under "Commitments and Partnerships."

### APPLYING 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. We apply 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.



With 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.

# Community Impact

As a global firm, we understand that the entire world is our community and that our imperative is to improve the places where we live and work. We carry great responsibility for the change that our projects create within communities around the world. From hospitals to roadways, rivers to bikeways, our work shapes rural, suburban and urban environments. We have a vested interest in project success because our employee-owners live and play in those same communities. We take to heart our role in making the world a better, safer place for all.

## Management Approach

In many projects, our teams partner with clients and others to address the complex problems our communities face, such as issues of health and wellness, social equity, environmental justice, mobility and access, aging infrastructure, and disaster recovery. Many people in our communities struggle with inadequate access to transportation, healthy food, air and water.

We realize that a variety of perspectives make our project solutions stronger. As a multidisciplinary firm, we have the ability to create solutions that consider multiple perspectives and possibilities, including innovative spatial designs, new policies, hybrid programs, or new funding strategies. By working together with our clients and communities, we form collaborations that add meaning and value to the human experience. We listen first to clients and communities themselves.

We still have much work to do. But as problem-solvers, planners and designers, we are passionate about improving the conditions in our communities.



As problem-solvers, planners and designers, we are passionate about improving the conditions in our communities.

## PARTNERSHIPS SUPPORTING OUR EMPHASIS ON SUSTAINABLE DESIGN

- Continued engagement with **U.S. Green Building Council (USGBC)** regarding the **LEED** rating systems.
- Continued engagement with the **Institute for Sustainable Infrastructure (ISI)** related to the **Envision** rating system.
- Renewed commitment as a **Fitwel** Champion.
- Proud endorser of the **Architecture 2030 Challenge**, an initiative designed to dramatically reduce 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.
- Collaborating with the **International Living Futures Institute (ILFI)** to administer a corporate education/training and staff accreditation arrangement.
- 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 & Resilient Design

For more than 25 years, we've championed the belief that sustainability and resiliency are not about achieving a solitary target or end goal, but about changing values, culture and processes. Using a holistic approach to design, we have adopted requirements for all of our projects and have endorsed the Architecture 2030 Challenge to achieve dramatic reductions in GHG emissions. We continually explore and challenge long-held assumptions to find new ways to reduce energy demand, reduce or reuse water, reduce emissions, etc.

### Management Approach

While there are some design solutions appropriate for all projects, most are project-specific. We work to integrate solutions that make sense for the environment, geography, and users, while balancing long- and short-term goals.

### 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) | • Green Star                |
| • Envision                                     | • INVEST                    |
| • Fitwel                                       | • Labs21                    |
| • GBCI Guiding Principles                      | • Living Building Challenge |
| • Greenroads                                   | • LEED                      |
| • Green Globes                                 | • Passive House Institute   |
|                                                | • SITES                     |
|                                                | • WELL                      |

### SUSTAINABLE VALUE ANALYSIS

Our toolkit includes Sustainable Value Analysis (SVA) that accounts for a project's triple bottom line—its range of environmental, social and economic impacts. The process uses a suite of proven sustainability valuation methods that can be applied depending on the client and project context. SVA provides a business case for making sustainable project choices, identifying initiatives that will accomplish project goals, optimizing the total project value, and positioning projects for approval or funding.

### 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 and resiliency into projects. From the development and maintenance of an extensive product database, to development of risk assessment tools, our clients benefit from our investment in integrating sustainability and resiliency into our overall design and project delivery culture.

### PARTNERSHIPS

Developing sustainable, resilient 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.

### HEALTH & WELLNESS DESIGN & MEASUREMENT

Whether designing buildings or infrastructure, we are able to use a holistic, outcomes-focused design approach that goes beyond resource conservation to encompass promoting the health and wellness of individuals and communities. We actively work with our on-staff researchers and public health experts to understand and document how our design interventions impact the health and wellness outcomes that our clients and communities care about. We are also evolving our practices to promote positive outcomes in our own spaces, using our own sustainability standards alongside healthy building rating systems.





## Sustainable & Resilient Design (cont.)

### REGENERATIVE DESIGN

The term “regenerative” describes a process that mimics nature itself by restoring or renewing its own sources of energy and materials. At HDR, our architecture practice views regenerative design as design that reconnects humans and nature through the continuous renewal of evolving socio-ecological systems. Regenerative design moves beyond basic high-performance design toward renewal-focused impacts and metric-driven targets for carbon, water, nutrients, air, biodiversity, social and health categories. Our regenerative design framework provides a holistic view of performance metrics that should be at the center of design. Bringing these focus areas forward as key design goals allows us to explore “net positive” impacts for carbon, water, nutrients, air, biodiversity, social, and health, set achievable goals against existing benchmarks, and consider the project in its broader context.

### NET-ZERO EFFORTS

Many clients are seeking solutions that balance the project's impact on the environment. We are implementing these net-zero solutions for a number of projects. This includes providing a path to achieve net-zero carbon through a combination of passive and active design strategies to significantly reduce energy consumption, as well as incorporating strategies to achieve net-zero embodied carbon through a combination of local, renewable, and innovative carbon sequestering materials. Net-zero projects include:

- Georgia Institute of Technology, Carbon-Neutral Energy Solutions Laboratory (LEED Platinum Certified)
- Fort Carson 13th Combat Aviation Brigade Barracks (LEED Gold Certified)
- Jim Pattison Centre of Excellence (LEED Platinum Certified)
- National Geospatial Intelligence Agency
- Los Angeles Department of Water and Power, Multiple Projects
- Orange County Sanitation District Administration Building
- California Department of Corrections and Rehab, CMC SP4 and SP6
- King County Maintenance Facility
- King County South Bus Base
- University of Montana, Frank College of Forestry & Conservation
- Hamilton Center
- Asante Rougue Regional Medical Center Renovations
- Apache Cambridge Residential Development
- Grosvenor Estates - 7 Holbein
- P&J Live Aberdeen Energy Center

89+ million SF of global **sustainable** projects

70 million SF of **LEED** projects

234 **LEED Certified** projects —  
15 Platinum | 105 Gold | 84 Silver | 30 Certified

175 **LEED Registered** projects

21 **Envision Verified** projects —  
10 Platinum | 2 Gold | 4 Silver | 5 Bronze

2,737,242 SF of **WELL** projects —  
1 Certified | 2 Registered | 4 Assessments

546,508 SF of Fitwel projects —  
8 Certified | 2 Registered

483 LEED Accredited Professionals

125+ **Envision** Sustainability Professionals

16 **Green Globes** Professionals

28 **WELL** Accredited Professionals

12 **BREEAM** Accredited Professionals

9 **Fitwel** Ambassadors

5 Certified **Passive House** Designers

1 **Living Future** Accredited Professionals



# Climate Change

Communities, public agencies and businesses alike are taking action on climate change by developing and implementing long-term strategies to drastically reduce GHG emissions and adapt to a changing natural environment and business pressures. It's a challenge that affects every city, agency and business, requiring transformative changes in sectors such as energy, transportation, buildings, water and waste. Layered on top of aging infrastructure and the need to prioritize equity and environmental justice, our clients are faced with solving a complex web of interlocking issues requiring urgent action and innovative solutions.

Climate change presents risks and opportunities to our clients, with the potential for significant economic, environmental and social implications. At the same time, it is becoming increasingly commonplace to proactively work to seize opportunities in the transition to a green economy, positioning for related funding and reducing long-term cost through adoption of resilient, low-carbon technologies.

## Management Approach

As a professional services firm, a significant impact of climate change to our business is our own ability to meet the rapidly changing needs of the markets we service. Our teams 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 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.

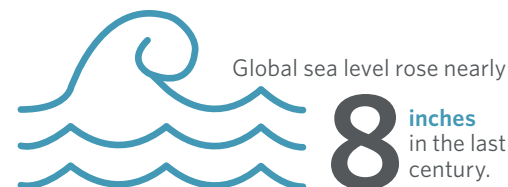
Because we serve a wide range of clients across diverse sectors—from healthcare and transportation to energy and water—it is important that we understand each client's unique risks and opportunities. And while there's no one-size-fits-all approach to addressing climate change, we aim to help each client develop a robust, data-driven strategy targeted at their material topics and 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 multidisciplinary approach is important to managing the inherent complexity of climate change-related projects.

## Looking Forward — 2022 and Beyond

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 address the unique challenges of the sectors we serve. Furthermore, we will continue to encourage our professionals to take leadership roles in organizations leading the dialogue on the impacts of climate change and resiliency. Our involvement in these organizations offers a design and engineering perspective, provides insight on emerging trends and issues, and, most importantly, allows us to better serve our clients.



The rate in the last two decades, however, is nearly double that of the last century.

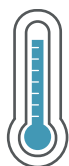
References: NOAA: <https://www.noaa.gov/news/2021-was-worlds-6th-warmest-year-on-record>; NASA: <https://climate.nasa.gov/evidence/>; EPA: <https://www.epa.gov/climate-indicators/climate-change-indicators-sea-level>

2021 was the

**6<sup>th</sup>** warmest year on record



Nine of the 10 hottest years on record have occurred in the past decade.



The planet's average surface temperature has risen about

**2** degrees Fahrenheit

since the late 19<sup>th</sup> century, a change driven largely by increased carbon dioxide emissions into the atmosphere and other human activities.

# Climate Action: Decarbonization

Reducing carbon emissions requires fundamental changes to nearly every aspect of community infrastructure—from the buildings where we live and work and the energy that powers them, to data storage for all the information we consume, to the way we get around. Communities and businesses are transitioning to lower carbon systems.

This transition requires systemic thinking to understand interdependencies between infrastructure systems to deliver compounding benefits with targeted GHG reduction strategies.

## Management Approach

When working on decarbonization projects, we focus on optimizing the connections between community infrastructure through shared solutions that reduce carbon emissions, while promoting economic and social prosperity. These include:

### DESIGNING TO ENHANCE SYSTEM RELIABILITY

As a recognized leader in transportation, energy, water, and building design, we prioritize decarbonization solutions to maintain reliability and enhance resiliency, while optimizing connections between interrelated infrastructure systems.

### UNDERSTANDING THE LOCAL COMMUNITY

Climate action strategies are effective when built upon local programs. Our local professionals often partner with national experts to plan and implement the most effective strategies for GHG emission reductions that fit their unique needs.

### FOCUSED SOLUTIONS ON MEANINGFUL IMPACT

Climate action strategies are identified and prioritized for implementation by ranking the relative impact of each strategy and identifying integrated solutions that deliver compounding benefits.

### COLLABORATING ACROSS DISCIPLINES

Implementation of climate action strategies requires a combination of diverse technical skills and experiences. Our teams blend engineers, scientists and economists to implement innovative and impactful solutions.

## PUTTING PLANS INTO ACTION

Our work includes thoughtful integration of renewable energy sources, including emerging technologies. There are numerous ways to develop and implement climate action strategies to decarbonize community infrastructure, including:

### Energy Systems

Developing infrastructure that powers the world is where HDR got its start over 100 years ago. It's this industry legacy that positions us to help reduce the carbon intensity of energy systems, while maintaining reliability and improving resiliency. We help communities do this by:

- Strategic planning of pathways to decarbonization that consider the intersection of how energy is consumed and delivered.
- Evaluating and integrating optimal energy storage and microgrid solutions into community infrastructure to maintain reliability and enhance resiliency.
- Considering how communities, campuses, and cities can benefit from shared energy infrastructure to create a significant change in reducing carbon emissions and enhancing resilience.

### Buildings

Communities are challenged to decouple carbon emissions from growth in the building sector. Reducing building carbon intensity will require simultaneous efforts to drastically improve efficiency, while transitioning away from fossil-fuel energy for heating, cooling and electrical systems. We help communities do this by:

- Designing high-performance, energy-efficient buildings.
- Bringing net-zero and regenerative design innovations to create buildings of a low-carbon future. Regenerative design seeks not only to reduce carbon emissions but also to have a net positive impact on the environment.
- Evaluating the net impact of building electrification today and in the future.



This transition requires systemic thinking to understand interdependencies between infrastructure systems.



## Climate Action: Decarbonization (cont.)

### Transportation

The transportation sector is one of the largest contributors to GHG emissions globally, signaling the need for transformative change in the way we move people and products. Decarbonizing transportation represents a significant shift in technology and human behavior, requiring support of policies and infrastructure to enable change at scale. We help communities do this by:

- Facilitating transit and mobility planning to offer innovative approaches that leverage transit as a catalyst for creating connected, vibrant communities.
- Planning for transportation electrification to help transform a sector historically reliant on fossil fuels.
- Designing renewable and resilient infrastructure to power an electrified future.

### Solid Waste

Carbon emissions from solid waste operations can be deceiving. While direct emissions generally represent a small percentage of a community's GHG inventory, indirect or consumption-based emissions, including the embodied carbon within discarded materials, are the single-largest source. We help communities address these issues by:

- Providing landfill gas recovery and reuse solutions that improve the effectiveness of collection systems, and evaluating reuse alternatives such as electricity generation and direct use of medium-Btu or renewable natural gas (RNG).
- Evaluating and designing solutions to implement the most economical and least carbon-intensive organics management alternatives.
- Building programs and infrastructure to support a circular economy.

### Wastewater

Effective management of municipal wastewater is not only important for public health and ecosystems, but also an increasingly critical strategy for climate action. Wastewater represents multiple climate action opportunities, such as direct emissions reduction through methane recovery and renewable energy generation. We help clients manage these issues with solutions like:

- Designing innovative wastewater treatment processes that provide opportunities to optimize generation of methane emissions to maximize recovery and reuse potential.
- Improving operating efficiency to reduce energy use.

### Land Use Planning

The physical effects of the climate crisis are readily apparent in communities around the world. Urban planning and design through a climate lens plays an integral role in changing cultural norms around mobility and consumption, while promoting low-impact development. We help communities manage these concerns by:

- Using an inclusive master planning process that unites community aspirations for low-carbon lifestyles with state-of-the-art urban design practices and market realities to serve the unmet needs of local residents and businesses.
- Walkable greenfield planning that results in active neighborhoods that cater to people of all ages, are environmentally friendly, and will stand the test of time.



### Looking Forward — 2022 and Beyond

The key to addressing the net-zero challenges faced by designers and other stakeholders in the industry is harnessing technology and data to make the best decisions. Developments in digital twins are at the forefront of this approach. The ability to invest in such technology enables businesses to assess and plan all areas of their building assets, including resources, energy use, construction, refurbishment, in-use facilities and scenario testing, and determining planned works.

Using leading technologies and innovative design, we are helping our clients achieve great strides toward net-zero carbon facilities. Some clients are close to achieving this by 2025, greatly reducing pressure on the grid and resulting in a purchasing need for green energy. Communities are complex, changing and dynamic environments that require a wide breadth of infrastructure. The most significant decarbonization solutions will consider the possible intersections of energy, buildings, transportation, water, and waste.

# Climate Action: Adapting to Change

While reducing the release of GHG emissions into the atmosphere may help avoid the worst impacts of climate change, clients across geographies are developing strategies to adapt to the changes already underway and assess the potential for future changes. Aiming to reduce the risk to businesses or communities, adaptation planning is critical to protecting people and the natural and built environment, while strengthening economic and social resilience.

This means understanding climate change threats in a local context by evaluating climate trends, projections, threats and the potential impacts on vulnerable populations and assets. Climate threat assessments need to be appropriate for dynamic systems where climate and non-climate stresses change over time with varying levels of sensitivity to change. At the same time, potential adaptation strategies must be economically justified and effective in mitigating risk to an acceptable level.

We help clients understand the immediate and long-term potential impacts of climate change and address these concerns. In some cases, we help clients navigate the entire process, facilitating a process to gather community input and prioritize adaptation strategies. For others, we'll provide technical insight into one aspect of the assessment, such as climate scenario modeling or economic analysis of adaptation strategy alternatives. On a project basis, we support integration of climate change into the siting, design specifications, or long-term operations of new assets. Altogether, adaptation and resiliency planning are important to our clients and a crucial element in project and business planning.



Climate threat assessments need to be appropriate for dynamic systems where climate and non-climate stresses change over time.

## ONE WATER

Recently, water utilities are moving toward a novel focus on sustainability, resource recovery, and improving operational efficiency through management of the entire water cycle—truly a One Water shift in how utilities have traditionally been managed.

HDR's One Water approach considers the interconnectivity between all phases of the hydrologic cycle within our communities and the multiple sectors and partnerships needed to address today's challenges and opportunities. The linkages between watersheds, drinking water, stormwater, wastewater, urban development, agriculture and industry create complex challenges as well as unique opportunities for holistic solutions.

Our One Water framework links equity and resiliency considerations with the traditional water quantity and quality lenses for evaluation of opportunities at program, plan and project scales. The inclusion of equity into our decision framework provides a more holistic approach to prioritize projects and initiatives that address historically underserved areas, while maintaining affordable programs. The framework also highlights opportunities to improve utility resiliency, particularly for customers within our communities who are more sensitive to disruptions and service impacts.

## 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 others, managing water is their business. Projects range broadly, but concerns tend to be the same: water availability and quality. Our professionals work with clients to address complex water issues and develop decision-making processes focused on sustainable near-term and long-term outcomes.

### WATER SCARCITY

Lake Mead, which sits behind the Hoover Dam, provides drinking water to over 22 million people in the Southwest and supports millions of acres of agricultural food production. The reservoir is currently at the lowest level ever recorded—less than 20 percent full. There are unprecedented water restrictions on users that are expected to worsen in coming years—negatively affecting both commerce and quality of life. Unfortunately, this is just one example of water scarcity throughout the globe.

#### Management Approach

In order to address scarcity, we need to work at a basin scale—first to understand the water availability and then to support decisions and projects that optimize that water. 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. We work with agencies that look to reuse treated water or use flood and stormwater capture to supplement water demand in drier months. Though innovative, basin-wide approaches, we strive to meet water needs while minimizing ecosystem impacts.

For example, HDR recently designed a groundwater recharge project to support river health and water availability during low flow periods. When the Platte River flows exceed target levels, excess flows are diverted, and water is impounded in the retention cells located over 400 acres of grassland. This project created suitable habitat for the endangered whooping crane, while at the same time recharging the groundwater, which is returned to the Platte River to increase the river's flows.

## WATER QUALITY

Safe and reliable water is vital for our communities. The use of water extends beyond drinking, to agriculture, aquaculture, recreation, and support of human health and the ecosystems in which we live. Because water is interconnected throughout the water cycle, we work with clients to try to improve water quality in wastewater and industrial discharges as well as stormwater runoff.

#### Management Approach

We work toward the mission of providing clean water for people and our planet. To do this, we help water utilities provide drinking water that is safe and reliable for their consumers. We help our customers comply with all rules and regulations by anticipating the impacts that a change to one aspect of treatment can have on other aspects of a water system. And we work to clean the water we use and return to streams, wetlands and the ocean.

Our professionals assist federal, state and local agencies and private sector clients with implementation of green infrastructure (GI) and low-impact development (LID) solutions. Our LID facilities strive to closely mimic natural hydrology and aid in reducing surface water pollution. We often combine stormwater management and natural system restoration to activate multiple benefits of improved water quality and ecosystem functions.

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. We are helping to drive watershed-based, cross-discipline solutions such as those being implemented in the Puget Sound region. The Puget Sound Initiative is taking a one-water approach to improving water quality by considering municipal wastewater, urban drainage, and water reuse, as well as industrial and nonpoint sources in developing pathways forward to improve water quality to support fisheries, marine life and recreational use of the Sound.





# 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 every day. Yet, the opportunity in getting it right is tremendous: The Ellen MacArthur Foundation estimates that a circular economy—one that promotes greater resource productivity—could be a trillion-dollar opportunity, with huge potential for innovation, job creation and economic growth.

## Management Approach

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 our waste sector services group, we have a proven track record of helping our clients recover and redirect materials to the most beneficial reuse and design the building blocks for circular economies. Our areas of focus include:

- **Waste planning**, to understand waste composition, evaluate hauling and material handling efficiency, and identify and prioritize opportunities to build a circular economy.
- **Material Recovery Facility (MRF)** and organics processing facility design, incorporating the latest technologies and utilizing sustainable design principles.

- **Landfill gas recovery and reuse**, converting methane into clean, renewable natural gas (RNG) to displace fossil fuel use.
- **Waste-to-energy**, to generate electricity from recovered materials.

## Looking Forward — 2022 and Beyond

We will continue to evolve our practice to meet the needs of our clients and stay ahead of emerging trends and issues. We continue to see growth in the number of communities working to improve organics management, with emphasis on food waste recovery. The U.S. recycling market has continued to experience volatility due to China having banned the import of most plastic waste, creating both uncertainty and opportunity. Interest in beneficially reusing landfill gas has become an increasingly common strategy for community-scale decarbonization. And while these areas are growing, we remain committed to helping clients extend the useful life of materials to maximize their value and eliminate waste.

Recycling is a

\$2<sup>trillion</sup> industry in the U.S.

Recent research shows that eight materials are responsible for:<sup>1</sup>

95%  
of water reuse

80%  
of land use

20%  
of global GHG emissions

<sup>1</sup> World Business Council for Sustainable Development





## Project Highlights

### 9 PENANG ROAD, UBS SINGAPORE

*UBS Singapore, Singapore*

UBS Singapore's eight-story Asia-Pacific flagship office is located in an eclectic area of museums and heritage sites, within the shopping district of Singapore Orchard Road. Situated between Dhoby Ghaut Mass Rapid Transit station and Fort Canning Park, occupants enjoy the convenience of the efficient public transportation system and unlimited access to 54 acres of lush greenery. HDR was involved with the fit-out of approximately 380,000 square feet across eight floors, providing mechanical, electrical and plumbing consultancy services alongside sustainability services for the project. The new office houses approximately 3,000 employees in a flexible workspace. The building has been fitted with state-of-the-art corporate communication facilities including an auditorium and a broadcast studio. A unique addition to the scheme is an area allocated for the UBS University, a space dedicated to employee training and development programs. UBS staff can also benefit from wellness spaces and a fully equipped gymnasium.

### LARGE-SCALE SOLAR SITES

*Silicon Ranch Corporation, USA*

Nashville-based Silicon Ranch Corporation is the U.S. solar platform for Shell, and one of America's largest independent solar power producers. For more than a decade, we've worked together to preserve the environment on tens of thousands of acres of solar sites, and served as owner's engineer to bring more than a gigawatt of solar power to life.

HDR contributes to these projects in multiple ways. Our environmental sciences and planning team prepares desktop analyses, conducts environmental surveys, and prepares Phase I site assessments to assess suitability and to permit solar sites across the U.S. When projects move forward, our civil, electrical and structural engineers step in as an extension of Silicon Ranch's engineering and operations teams. We have identified wetlands, conducted biological surveys and prepared Phase I site assessments to identify potential site constraints early in project development. Unmanned aerial systems, or drones, have been used to document current site conditions. Through coordination

with federal and state agencies, we have identified permit strategies to help minimize schedule impacts. When gopher tortoises were identified on site, our biologists worked closely with Silicon Ranch's contractors to adjust the site layout to minimize impacts to the gopher tortoise population. As demand for renewable energy grows, we're supporting Silicon Ranch's vision of creating community-supported, sustainable solar energy. From rural America to some of the world's most influential companies, the energy generated supports community efforts to decarbonize.

### CONNECT BEYOND REGIONAL MOBILITY PLAN

*Centralina Regional Council, Charlotte, NC, USA*

CONNECT Beyond is an innovative regional mobility initiative intended to create a long-term, modern, high-quality transit network for the two-state, 12-county region. CONNECT Beyond developed a cohesive vision and plan for future public transit and multimodal services in the region, which will serve as a blueprint for how to implement a robust, interconnected network combining high-capacity transit lines, enhanced bus service and other innovative mobility solutions. Crafted alongside 17 transit agencies, which account for 24.4 million transit trips and more than \$200 million in operating costs in 2018, CONNECT Beyond produces an integrated system that provides access to jobs, education, and medical facilities and services. It serves as the foundation to keep the region economically competitive and sustain and enhance its great quality of life.

### WATER QUALITY PLANNING AND ADVANCED NUTRIENT REMOVAL

*City of Coeur d'Alene, Coeur d'Alene, ID, USA*

Since 1980, the City has partnered with HDR for all aspects of wastewater management and planning, including design for collections and treatment improvements, process analysis, master planning, capital program planning, financial analysis and rate studies. Staff from the City and HDR collaborated to develop wastewater solutions, including optimized nutrient control for phosphorus and ammonia removal for the protection of the Spokane River and the Rathdrum/Spokane Aquifer.

## Project Highlights (cont.)

Today, the City's wastewater treatment plant meets one of the most stringent phosphorus discharge limits in the country, in addition to increasingly stringent ammonia-nitrogen removal and addressing carbonaceous biochemical oxygen demands effluent limits, all while developing treatment strategies to reduce the impact on ratepayers. Water quality conditions in the Spokane River and downstream in Long Lake (now Lake Spokane) drove the most recent wave of City planning and treatment plant improvements.

### **P&J LIVE ABERDEEN ENERGY CENTER**

*Aberdeen, Scotland, UK*

A hybrid, low-carbon Energy Center powers P&J Live Aberdeen, a landmark conference center for Europe featuring a 516,000-square-foot exhibition center and two hotels. HDR developed the energy strategy for the entire site and the engineering design for the Energy Center. The sitewide energy strategy addresses key issues including significant fluctuations in energy demand and meeting required carbon emission reductions. It's centered on the aspiration of the Aberdeen City Council to develop the most sustainable venue of its type within the United Kingdom, and embodies the Scottish government's "A 2050 Vision for Energy in Scotland."

The Energy Center provides zero carbon heating, cooling and power via a sitewide network to the conference center and hotels. Large peak demand and low baseload are managed with the use of energy storage in the form of hydrogen production, hot and cold thermal stores, and grid export for excess production. The holistic approach integrates energy technology, addresses waste management and provides a clean transport fuel. Each element is fundamental to the feasibility of the overall strategy, which considers finance, energy, efficiency, carbon footprint, local employment, local environment and sustainability with the goal of establishing Aberdeen as Europe's energy capital.

### **AQUIFERS TO STORE RECLAIMED WATER: NATURE PROVIDES AN ELEGANT SOLUTION**

The communities in the South Puget Sound of western Washington have been engaged in a long-term project treating their wastewater so it can be infiltrated to groundwater. This solves two problems: enhancing groundwater supply (which is locally used as a drinking water source) and reducing the nutrient load to Puget Sound.

The LOTT Clean Water Alliance (the regional wastewater utility in Thurston County, Washington) and HDR are conducting a multiyear study investigating the effectiveness of Soil Aquifer Treatment to recharge aquifers and preserve water quality. The study is specifically looking at the treatment effectiveness of a reclaimed water aquifer recharge facility that has been operating for approximately 10 years. This effort is referred to as the Reclaimed Water Infiltration Study, and is one of the few studies conducted for this application in a climate with a dry summer but a relatively wet and warm winter. This applied research activity is a great example of the innovative and exciting work supported and encouraged by HDR's Water Institute.

### **COMMUNITY LEADERS CELEBRATE THE LAUNCH OF FIRST MICROGRID IN SAN JUAN ISLANDS**

In 2021, the Orcas Power & Light Cooperative announced the launch of a microgrid, with the help of Governor Jay Inslee and U.S. Department of Energy Director of Energy Storage Research Imre Gyuk. Expected to be the first of many, the microgrid features battery energy storage designed by HDR, which ties into a community solar project expected to provide enough energy to power 500 homes.

The Decatur Island Battery Energy Storage System establishes a baseline of energy independence using clean, renewable energy. Intermittent energy generated from the solar array will be stored and dispatched using a controlled, strategic system capable of supplying four hours of backup power during an outage. The project also extends the life of the submarine cable that serves as the islands' main energy source and reduces energy use during peak load time, decreasing rates for Orcas Power & Light Cooperative's customers.

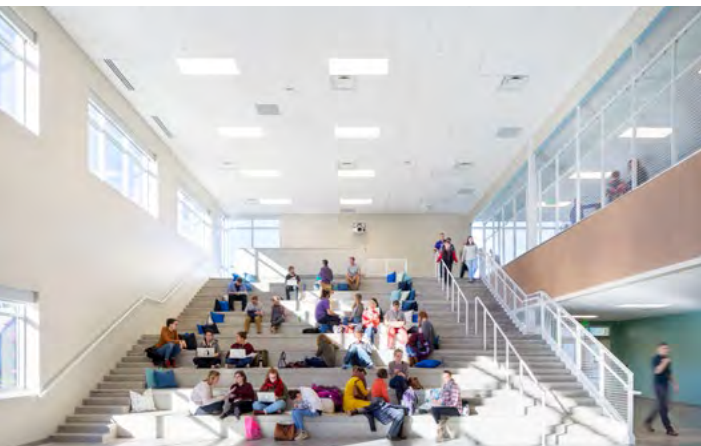


### **OMAHA RIVERFRONT PROJECT RECEIVES FIRST AWARD OF ITS KIND IN NEBRASKA**

A nearly \$300 million landscape overhaul in downtown Omaha received national recognition for its approach to environmental sustainability and resiliency. The effort merges three downtown parks that span 90 acres. When completed in 2023, the area will include a lakeside amphitheater, an 82,000-square-foot science center, playground, urban beach, volleyball courts, dog park and dozens of other amenities to connect the community.

The RiverFront Revitalization Project earned an Envision Platinum rating, the highest level possible from the Institute for Sustainable Infrastructure. It was the first project in Nebraska to receive Envision distinction. Several factors led ISI to bestow their highest rating on the massive undertaking, including having a best-in-class children's environment and restoring community assets and local character, stimulating sustainable growth and development by employing a large percentage of local workers, adding bike lanes and bike-sharing facilities, and implementing pedestrian mobility areas, incorporating historic and cultural features, adding a significant amount of public space and amenities, and preserving undeveloped land and remediating a brownfield.





“The entire HDR research team, along with the respective project teams, have done stellar work to integrate evaluation and knowledge-sharing throughout the course of these exceptional projects. We’ve argued for a long time that the promotion of health and wellness in the built environment extends beyond healthcare facilities. The Center for Health Design clearly shares this view, and **we’re proud to receive the first-ever Touchstone Awards for a corporate workplace and a school.**



**JERI BRITTIN**, PhD, Director of Research

## Project Highlights (cont.)

### THREE HDR PROJECTS RECOGNIZED BY FAST COMPANY INNOVATION BY DESIGN AWARDS

Three HDR projects that demonstrate new thinking about building and space typologies were recognized by Fast Company’s 10th annual Innovation by Design Awards. The awards honor creative work at the intersection of design, business and innovation, recognizing the people, companies and trends that have steadily advanced design to the forefront of the business conversation. Entries were judged on the key ingredients of innovation: functionality, originality, beauty, sustainability, user insight, cultural impact, and business impact.

Recognized projects included:

- Rodney Cook Sr. Park in Historic Vine City: A community resource that does double duty by seamlessly integrating functional engineering within a programmed park space.
- Cedars-Sinai Biomanufacturing Center: An advanced research facility that pushes the boundaries of both science and real estate design.
- Waldkliniken Eisenberg: A hospital unlike any other, where high-end hospitality concepts and elements from nature are abundant, providing joy and comfort.

### HDR WINS FOUR EVIDENCE-BASED DESIGN TOUCHSTONE AWARDS

The Center for Health Design recognized four HDR projects as part of its Evidence-Based Design Touchstone Awards. Three projects received the Platinum Level Award, including the new HDR global headquarters, the new Parkland Hospital and Methodist Fremont Health. Spero Academy was recognized at the Gold Level.

Touchstone Awards recognize the use of an evidence-based design (EBD) process in the pursuit of increasing value, improving outcomes and engaging stakeholders. Submissions are judged based on three touchstones of the process: collaborate, evaluate and share.

### HDR Global Headquarters: Platinum Level

At HDR’s new global headquarters, a high priority was placed on promoting employee well-being. Many design strategies for the building and neighborhood intended to spur people to be more physically active. A natural experiment including the old and new workplace environments, and two control sites, evaluated how the design and location of the headquarters affected employees’ sedentary behavior and physical activity—two vitally important health indicators. It was one of the first credible studies to link the holistic workplace to reductions in sedentary behavior and increases in light and moderate-to-vigorous physical activity.

### New Parkland Hospital: Platinum Level

Anchoring a new urban center and serving as the safety net hospital for Dallas County, the new 2.1 million-square-foot Parkland Hospital replaced a 60-year-old facility. The vision was to create a safe, welcoming, patient-centered healing environment promoting excellence in clinical care, teaching and research. A hospital research coalition, formed in 2016 to evaluate the new facility, determined its design impacts on patient and staff outcomes, generating knowledge for Parkland and the industry.

### Methodist Fremont Health: Platinum Level

Design at Methodist Fremont Health included a major addition to and renovation of the acute care hospital tower and an expansion and renovation of the long-term care facility. HDR’s study suggested that the architectural design of the acute care patient units would be associated with improved patient and staff outcomes.

### Spero Academy: Gold Level

Spero Academy is a public K-6 elementary charter school in Minneapolis that provides a national model of tailored education for children with autism spectrum disorder and other special needs. To accommodate planned programming expansion and meet the growing demand for Academy services, Spero hired HDR to help design a school building that embodied their mission. The process included discussions with Spero Academy staff related to ideal learning environments for the student population.



A low-angle photograph of two HDR construction workers on a bridge site. A woman in the foreground, wearing a white hard hat with the HDR logo, safety glasses, and a high-visibility yellow vest over a blue long-sleeved shirt, points her right index finger upwards. Behind her, a man with a grey beard and glasses, also wearing a white HDR hard hat and a high-visibility yellow vest over a grey shirt, holds a large set of architectural blueprints. The background shows the massive steel structure of a bridge under construction, with orange scaffolding and a cloudy sky.

PEOPLE

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

For over a century, HDR has partnered with clients to shape communities and push the boundaries of what's possible. Our expertise spans more than 11,000 employees in more than 200 locations around the world—and counting. Our engineering, architecture, environmental and construction services bring an impressive breadth of knowledge to every project. Our optimistic approach to finding innovative solutions defined our past and drives our future.



# 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 prioritize our clients’ best interests. We endeavor to 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 2021, we further expanded our service capabilities and global presence with the acquisitions of WKE and WRECO. We expanded our multimodal transportation services by acquiring WKE, an 80-person firm, based in Santa Ana, California, and we acquired WRECO, an 86-person firm based in Walnut Creek, California, experts in civil engineering, environmental compliance, geotechnical engineering and water resources planning.



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





## CODE OF BUSINESS ETHICS & CONDUCT

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

- Conflicts of interest
  - Employment of relatives
  - Required disclosures
- Equal employment opportunity
- Confidentiality of company affairs
- Political contributions
- Anti-Corruption and Anti-Bribery
- Antitrust laws
- Accounting practices and records maintenance
- Prohibitions against retaliation

# Ethics, Integrity and Human Rights

An ethical workplace begins with the tone set by leadership and the culture created for and by 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 and making integrity a priority in everything we do.

In an effort to reach these goals, we provide training on a variety of topics, including on our Code of Business Ethics & Conduct, and targeted training on worldwide anti-corruption regulations under our Anti-Corruption & Anti-Bribery Policy.

## Management Approach

### EMPHASIZING INTEGRITY IN ACTION

We provide a hotline—maintained by an external, independent firm that ensures anonymity when sought—that allows our employees to report suspected instances of improper conduct and violations of our Code of Business Ethics & Conduct.

### HARASSMENT AND DISCRIMINATION

We are committed to providing a comfortable work environment, free from intimidation for all employees, and we will not tolerate any form of harassment or discrimination.

### 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 client and contract requirements. Conflict of interest processes and plans apply to all HDR operating companies.

In addition, each employee is asked to review, acknowledge and sign our Code of Business Ethics & Conduct on an annual basis. All HDR employees must make annual disclosures so that any conflicts of interest can be evaluated. Additionally, before hiring individuals, we require that they disclose potential conflicts of interest, so that we can manage any conflicts from day one.

### 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.

### BOARD OF DIRECTORS

As an employee-owned company, how we manage our company matters. We are working for ourselves—and to sustain our business for the next generation of owners. A mix of internal and external directors helps guide our growth in a way that is responsible and responsive.

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

Board members are approved by our employee shareholders. Candidates are identified by a Nominating Committee of the Board in accordance with the nominating criteria.

## Business Statements

HDR's business statements are available on our website [hdrinc.com/business-statements](http://hdrinc.com/business-statements), including:

- [Anti-Corruption and Anti-Bribery Statement](#)
- [Code of Business Ethics and Conduct—U.S.](#)
- [Code of Business Ethics and Conduct—U.K.](#)
- [Environmental Policy Statement](#)
- [Equal Employment Opportunity Employer](#)
- [Modern Slavery and Human Trafficking Policy](#)
- [Tax Strategy](#)
- [Third Parties' Code of Business Conduct](#)

# Safety Matters

The essence of our success at HDR is built around our employees' dedication to carrying out their work in an efficient and effective manner. This can only be done when they are provided the tools, knowledge and skills necessary to perform their work safely. The commitment by HDR's employees to the culture of safety and understanding of processes and procedures presented in HDR's safety program endeavors to ensure that our employees are provided with the key ingredients necessary to support our core value of safety and maintain a competitive edge.

## Management Approach

Management's commitment to safety has provided the catalyst for continuous improvement to our Corporate Safety, Health and Environmental program. The focus of the program includes the following proactive processes and procedures in support of our value of safety:

- HDR employees are trained in hazard recognition skills and how to develop a Job Hazard Analysis (JHA) that supports identification of task hazards and the solutions to those potential hazards in order to minimize injuries/incidents.
- Offices and projects develop site-specific safety programs and Emergency Action Plans to support employee safety and health in their specific geographic location.
- Offices and project sites have developed site-specific Business Continuity Plans to support potential employee health and safety issues and business disruption events.
- Employees are provided with health and safety training to minimize hazards associated with their job assignments.



## Safety Matters

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:



**EMR  
RATING**

HDR'S  
**2021**  
RATE **0.56**

Industry average  
1.00

**DART  
RATING**

HDR'S  
**2021**  
RATE **0.12**

Industry average  
0.3

**TCIR  
RATING**

HDR'S  
**2021**  
RATE **0.21**

Industry average  
0.5

## Safety Matters (cont.)

- Implementation of a proactive triage/injury management system that provides employees with timely and effective medical support for work-related injuries.
- Provide employees with an integrated incident reporting system that supports timely reporting of all injury/illness, security, property damage and environmental incidents.
- Implementation of an emergency management support system that can communicate and warn all employees of catastrophic events such as earthquakes, hurricanes, active shooter and protest events.
- Training and use of a SH&E Standards for Field Work to equip project managers and field staff with the knowledge to effectively develop, implement and monitor a project safety program.
- Implementation of a Safety Coordinator program in all major offices to assist project and office staff in the development and implementation of project safety programs, JHAs, safety awareness boards and other site/office-specific HDR safety requirements.

“As the nature of HDR’s business continues to evolve and grow, so have the many field projects, programs, and job assignments that involve high-hazard work activities. As proactive leaders and managers, we must face this changing work environment and continue to upgrade and maintain our safety processes and procedures in support of our workforce in the field.



**JEFF KLEINFELTER**, MBA, CHMM,  
Vice President, Director of Safety, Health & Environmental

### Our Drive Forward

Our Drive to Zero program was initially developed in 2016 from the commitment and vision of our executive leadership and continues to embody our focus regarding the value of safety at HDR. Drive to Zero is a reminder of the importance and value that our company places on a safe and healthful working environment. It is also a reminder that all employees must be ambassadors of safety and continue to utilize and follow all of our safety practices and procedures that support our “zero incidents” culture at all of our offices and projects.

### Looking Forward — 2022 and Beyond

As technology continues to expand in the field of safety and health, we will strive to develop and implement programs and procedures that will serve as the catalyst for maintaining our “Drive to Zero” focus and value of safety for all of our employees.



Drive to Zero is a reminder of the importance and value that our company places on a safe and healthful working environment.





# Workplace Culture

Every good story has a solid foundation upon which it's created. HDR's foundation is our 11,000+ dedicated and talented employees. Our company was built on values and work ethic that 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 ensuring that 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 significant 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.

## EMPLOYEE ENGAGEMENT SURVEY

We regularly distribute a company-wide employee engagement survey. Survey responses allow us to understand and analyze how employees think we are doing in areas such as our workplace, career development, trust in senior leadership, manager effectiveness, individual needs and teamwork. The overall results provide a view, as well as metrics to measure progress toward our strategic plan. 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.

## ROBUST EMPLOYEE OWNERSHIP

We have been an employee-owned company since 1996. 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 A/E/C industry.

## 25 Years of Employee Ownership

In 1996, employees took control of our destiny and purchased HDR after more than a decade of ownership by an outside company. Today, HDR is a 100% employee-owned company with colleagues across the world who benefit from this ownership model.

Our employee ownership means the success of our company is shared by the people who make it happen. It makes us accountable to ourselves and to each other. Because it's our company, our actions and engagement make a difference—both today and in the future.

### WE CELEBRATE THESE NUMBERS

National Center for Employee Ownership's "The Employee Ownership 100" 2022 Rankings

1<sup>st</sup>

*Largest 100% employee-owned A/E firm, NCEO*

4<sup>th</sup>

*Largest 100% employee-owned company based in U.S., NCEO*

5<sup>th</sup>

*Largest employee-owned company based in U.S., NCEO*

“When employees are invested as owners, it becomes more than a job, and the commitment to success is crucial to the sustainability of the company for the future. Employees can shape the culture of the company for the better.

**KELLEY DORSETT**, CHID, NCIDQ, ILDA,  
Senior Interior Designer, Arlington, VA



“Employee ownership has enhanced my experience at HDR because it allows employees to have one more thing in common. Sharing successes creates a unique camaraderie.

**JOSE RODRIGUEZ**, PE,  
Construction Services Manager, Dallas, TX



“Employee ownership makes us a better company because you are not working for someone else, you are working for yourself and those around you. This drives a culture of genuine support from across the globe to deliver our best for clients time and again.

**TODD MCLEOD**, Highways, Structures & Asset Management  
Team Lead | Brisbane, Australia



“Life is volatile and fragile. Owning a part of HDR gives me a sense of stability and belonging that motivates me to be better, learn more, try harder, speak my truth, and it pushes me to be more involved in our company.

**KIM GOSTELI**, Canada Business Development Director,  
Vancouver, BC



# Learning and Development

HDR operates at its highest caliber when our employees are engaged, so when they say learning and development is a high priority, we listen. We invest in and support our employees so they can bring their best selves to work. While this attitude might not be unique, our approach certainly is—HDR is an accredited provider of continuing education credits through the International Accreditors for Continuing Education and Training (IACET) and American Institute of Architects (AIA). This means our internal courses go through rigorous design and review processes so that our employees can earn continuing education credit and maintain professional licenses and certifications. The programs in our global catalog cover a range of subjects:

- Supervisory and leadership development
- People skills
- Business basics
- Onboarding
- Risk, quality, and project management
- Health, safety, and environment
- Information technology
- Cybersecurity and data protection
- Marketing and business development
- Technical training
- Regulatory training

## Management Approach

Our internal learning programs include a variety of delivery methods, from informal lunch-and-learn sessions to traditional classroom instruction, and from self-led eLearning to highly interactive webinars and live, virtual instructor-led training (VILT). HDR's Learning & Organizational Development (L&OD) team develops and designs learning solutions that meet the needs of internal clients, the learners, and the company.

We rely on a learning management system (LMS) to house and deploy training, as well as track learner progress. Supervisors are encouraged to engage with their team's developmental journey. They have permissions to assign training and follow up on their team's status within the LMS (better known as "HDR University").

HDR fosters a culture of learning and strives to provide opportunities within the workplace, but it's also understood that not all learning and developmental needs can be met through internal programs and on-the-job learning alone. We encourage employees to seek the right resources to meet their professional development goals.

## Looking forward — 2022 and beyond

The ways of the world changed in 2020, and learning wasn't immune to those changes. HDR was deemed an essential business. While our offices stayed open, many of our staff began working from home full time, and what we traditionally accomplish in the classroom was no longer possible. The L&OD team had to rise to the challenge of "flipping" our classroom offerings into VILTs, allowing HDR employees to keep growing at a time when much of the world around us slowed.

As we continued to expand our catalog in 2021, HDR University also opened its virtual doors to all contingent workers within the company and staff around the world who joined HDR via acquisition—almost 1,000 new learners. Thankfully, when those eager new learners arrived, we had a catalog full of offerings that everyone, regardless of status or location, could participate in. Compared to the metrics from our previous ESG report in 2019, HDR offered 60% more training events in 2021, with a 500% increase in VILTs.

Another pivotal learning moment for HDR in 2021 was the continuation of leadership development programs that paused in 2020. The long-running Career Skills program transitioned to virtual delivery and held over 20 sessions for program participants—all offering continuing education credit.

Although the benefits of virtual learning became obvious, the need for face-to-face networking will always exist, and training is a great way to facilitate that connection. The Career Skills program held its first classroom training in

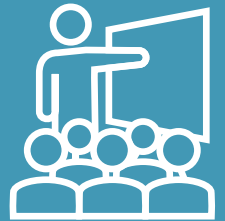
two years in November 2021 at the Omaha headquarters building, bringing multiple classes together after a year of virtual learning. Our Transportation and Water business groups (BG) also held their biennial conferences, offering over 140 sessions combined to attendees. These groups laid the foundation for future BG conferences in a socially distant world, with one of the conferences happening entirely virtually.

HDR's global workforce demands flexibility, and our programs that blend classroom, virtual, and self-paced learning offer just that in an impactful, inclusive way.

In 2021, we delivered an average of **9.25 hours of training per learner**,

reaching 11,913

people. We offered **1,696 unique trainings**, including 51,788 eLearning hours and 58,358 instructor-led training hours—with over two-thirds of those instructor-led hours delivered virtually.





# Wellness: Improving Quality of Life



“ Our wellness program has continued to grow and evolve over the years. It has become part of HDR's culture, and employees are excited to participate and take advantage of all the tools, resources, and incentives this program has to offer.

**HEATHER BERLO**, West Region Human Resources Director



Since 2013, we have worked to make wellness a significant part of our culture. We want to help our employees lead and enjoy their lives 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 health and well-being. In turn, these activities will impact safety, productivity, efficiency and employee engagement throughout HDR.

We provide the tools and support needed for our staff to live healthy and well. We understand that with well-being, it's all connected. We've historically had a big focus on physical wellness: earning Vitality Points for daily workouts, athletic events and sports leagues, challenges, online nutrition courses and weekly Active Rewards; as well as financial wellness and a clinical focus on biometric screenings and preventive care. In 2021, we also continued to pivot to meet the demands for mental wellness. Our holistic approach encompasses supporting emotional well-being, including stress management education, mental health campaigns and mental health support through our Employee Assistance Program; which goes hand in hand with enhancing social support for each other through volunteerism, community events and wellness challenges.

## Management Approach

We have dedicated resources in a full-time Wellness Manager to lead this effort, including the Vitality Group, our Wellness Platform partner. We've installed over 130 volunteer employee Wellness Coordinators, championing wellness to just over 10,000 employees across the U.S. and Canada.

We are very proud of the financial incentives we offer, which include a health club reimbursement and a wellness incentive tied to our medical insurance premium to help our employees benefit from affordable medical insurance.

Our Wellness Manager leads our Wellness Coordinators in all locations, as well as local and executive leadership, to help implement our program. The company uses many tools to ensure good communication about wellness topics, including:

- Welcome to Wellness email for onboarding new hires
- Tailored communications at the individual office level from Wellness Coordinators
- Wellness "Touchpoints": fliers/handouts in print rooms, office bulletins, department/team meetings
- Wellness intranet site
- Employee Assistance Program site and Mental Health Awareness site
- Yammer Wellness page and Mental Health Awareness page
- Volunteer Wellness Leadership Council, coordinators, and teams

Vitality offers a consistent suite of wellness initiatives and benefits to our diverse and widely dispersed population:

- 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
- Unique health profile to provide a clear view of health and provide suggestions for improvement
- An incentive design that offers instant gratification while sustaining long-term engagement
- And more!

Program improvements are based on employee feedback and medical claims analysis. Employee surveys and evaluations provide programming and website feedback.

## Wellness: Improving Quality of Life (cont.)

### Looking Forward — 2022 and Beyond

We understand the importance of investing in prevention and, most importantly, the health of our employees. We develop resources and provide support for employee well-being, with the goals of inspiring employees, creating a strong culture of wellness, and empowering employees to live their healthiest lives.

Items we will continue to evolve include:

- Incentive Strategy
- Targeted Communications
- Social and Community Spotlight
- Manager Support (here are some simple ways we plan to encourage our managers to support the program and show their employees that engagement is important within HDR):
  - Complete your Vitality Health Review
  - Participate in an employer-sponsored event
  - Lead a team or join a team in a Vitality Challenge
  - Participate in an onsite biometric screening
  - Talk about Vitality during your leadership meetings (e.g., have you completed your VHR, mention a current challenge that is going on, etc.)
  - Encourage your leadership team to participate in an event that visibly shows support.
  - Link your fitness tracking device to Vitality and schedule sessions where employees can walk with you.



2020 Gold Level Recognition  
Workplace Health Achievement  
through the American Heart  
Association (AHA)



## WELLNESS 2021 BY THE NUMBERS

**4.6%** improvement in biometric and lifestyle risk factors.

**4,312** employees earned a Wellness Credit (U.S.) / Premium deduction (Canada).

Turnover rate of only **7% for Gold and Platinum Status members.**

**83%** of employees say HDR cares about their health and well-being.

**37%** of employees feel encouraged by their supervisor/manager to participate in the wellness program.

**36%** of employees achieved Gold or Platinum Vitality Status. This percentage was **57%** higher compared to Vitality's Book of Business.

Overall engagement in Vitality was **50%** higher compared to Vitality's Book of Business.

HDR has a lower proportion of members with elevated risk for **8 out of 11 risk factors** compared to Vitality's Book of Business.

**\$15,295** in Vitality Squares gift cards earned, including a \$500 winner awarded from Vitality to one of our members.

**13.5 billion** steps walked, 2 billion more than in 2020.



## 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 a 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 just over 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, help motivate each other, and establish lifelong friendships through our various social clubs and charitable events in their communities.

### MENTORING PROGRAMS

Our 2022 Strategic Plan has a focus on evolving our professionals, including mentoring programs that empower employees to drive a positive workplace and 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.

Many offices manage mentoring programs to facilitate career growth, develop relationships and aid in employee knowledge of HDR as a company. Programs offer opportunities for protégés to prepare and deliver presentations in a supportive environment, as well as an internal library of books and resources focused on personal awareness and growth.

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

We recruit motivated, innovative individuals who see challenges as opportunities and take satisfaction from solving problems.



## Recruiting & Retaining the Best (cont.)

### 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.

### EMPLOYEE REFERRAL PROGRAMS

Great people know great people! For years, HDR has offered our employees the opportunity to be rewarded with a cash bonus when talent they have referred is hired.

### SCHOLARSHIP PROGRAM

HDR has a broad scholarship program that is used to build relationships with schools and help attract the brightest talent to our company. Each year, we partner with several universities and award 10 scholarships to students who are aspiring to careers aligned to HDR and are passionate about making our world a better place.

### HIRING LOCALLY

We believe 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 make outreach efforts 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.

### DIVERSITY RECRUITMENT

In 2021, HDR actively participated in Society of Hispanic Professional Engineers (SHPE) events to help recruit talent and build local relationships. In addition, the development and promotion of our employee network groups (ENG) has created a powerful sense of belonging at HDR, which helps with our diversity recruitment efforts.

### Looking Forward — 2022 and Beyond

Our 2022 Strategic Plan again highlights the benefits of mentoring programs, collaboration and building community. Strategies like “inspire people to lead from where they are” and “build organizational trust and collaboration” speak to our objectives to facilitate individual growth and learning, while amplifying our collective talent and knowledge.

HDR is on a continuous journey to diversify our recruitment workforce. In 2022 and beyond, we will continue to deepen our relationships with diversity-based organizations such as the National Society of Black Engineers (NSBE), the Society of Hispanic Professional Engineers (SHPE), the National Organization of Minority Architects (NOMA) and the Hiring Our Heroes program, which is dedicated to placing departing military professionals with businesses.

HDR is exploring the development of academic programs through partnerships with community colleges and trade schools.



Our vision is to be the employer of choice. HDR is a global organization committed to employee professional growth and development.



## HDR Promotes Cathy LaFata to Transportation Equity Director



Cathy LaFata, AICP CTP, is the Transportation Equity Director.

Cathy LaFata has taken on a new role as the company's transportation equity director, where she will apply more than 27 years of environmental justice expertise to help clients incorporate equity into projects at every level.

"Our clients are eager to figure out how to navigate this new world in front of them—where equity is now very much tied to federal funding," LaFata said. "We can help them

understand what an equity framework looks like, how they can incorporate equity into their organizations internally and how they can deliver their programs equitably."

In her new role, LaFata will help multidisciplinary teams deliver HDR's full breadth of advisory and technical services through an equity lens. She will support HDR's efforts to expand our equity practice, technical understanding and expertise. And she will assist clients as they adjust to changing evaluation criteria for project feasibility analysis or prioritization, while also identifying the right tools to help clients meet their equity goals.

LaFata has been practicing environmental justice in the transportation world since the requirement was introduced in 1994. She has managed and/or been a principal preparer of dozens of environmental documents for transit, rail and roadway improvement projects, including community impact assessments and EJ evaluations for transportation projects across the U.S.

LaFata has long been a strong advocate for equity throughout the transportation industry. She sits on the Transportation Research Board's Standing Committee on Equity in Transportation; the American Public Transportation Association's Planning, Policy, and Program Development Committee; and APTA EJ Subcommittee. She has also authored multiple articles on equity and environmental justice.

“Cathy will be instrumental in helping our clients plan, fund and deliver tailored, equity-centered initiatives and programs for all modes of transportation. Her work will continue building momentum for equitable solutions that improve the lives of those who need it most.



**JANET GONZÁLEZ TUDOR**, ENV SP, LEED AP, Transportation Operational Resiliency Director



## Nathalie Beauvais Joins HDR as Multidisciplinary Community Planning Resiliency Lead



Nathalie Beauvais,  
AIA International  
Associate, APA, LEED  
AP, Community Planning  
Resiliency Lead

Nathalie Beauvais, APA, AIA International Associate, LEED AP, has joined HDR as a community planning resiliency lead.

In every community and market, projects are requiring an increased focus on resiliency, equity and the impacts of climate change. Beauvais will provide climate change planning and resiliency leadership across markets to help clients develop more resilient projects. As a technical expert and climate lead, Beauvais will assist HDR teams and clients with

implementing performance-based risk assessment, climate change assessment and adaptation plans, vulnerability assessments, business continuity planning, greenhouse gas management plans, asset management plans and more.

“Providing for resiliency as well as using the best available information is a challenge that requires flexibility and adaptability,” Beauvais said. “I am looking forward to collaborating with the many areas of expertise at HDR to elevate climate change planning, which requires the integration of all components of the ecosystems of the built environment including the human aspect, understood via economic, public health and diversity.”

Beauvais has more than 30 years of experience as an architect, planner and urban designer primarily in the northeastern United States. She brings design, technical expertise and stakeholder engagement to the forefront when developing resilient buildings, infrastructure, nature-based solutions and innovations for integrated design approaches. Early in her career, she gained expertise planning for communities in Boston before moving to France, where she contributed to the development of a GIS-based, 3D software for the visualization of planning strategies for European cities. More recently, she worked as a senior leader in the resiliency and sustainability field for other consulting firms. Beauvais also worked for several years at Harvard University for the sustainable development of the Allston campus. She is a prolific author, speaker and panelist.

“Resiliency to climate change is more than a technical challenge; it is a transforming event for our built environment and operation processes. It requires cross-disciplinary expertise to provide for complete solutions. With Nathalie on our team, our clients will be able to better enhance their environments through access to more world-class knowledge in resiliency for built assets, ecosystems and communities.



**PAM YONKIN**, ENV SP,  
Transportation Sustainability and Resiliency Director





# Investing in Our Employees

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, Pathfinder Awards of Excellence are peer to peer and recognize standout contributions in any of eight award categories: Community Service, Creativity & Innovation, External Client Service, Internal Client Service, Leadership, Process Improvement, Productivity & Performance, and Teamwork. The program offers an avenue for any employee to nominate a coworker for outstanding performance, dedication and innovation in any area of operations.

Our company also expresses appreciation for continued service, dedication and commitment of employees through the Service Award Program. On the fifth and every fifth anniversary thereafter, full-time and part-time (working 30 hours or more per week) regular employees are provided with a generous gift card. These gift cards are HDR's way of thanking employees for their efforts and contributions over time.

Each year, current company 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 the position of Senior Vice President. Potential nominees may include employees who demonstrate outstanding leadership skills, have consistently exceeded expectations, are excellent communicators and who uphold our values.

Additionally, 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.

## Competitive Benefits

While career is a big part of our employees' lives, we know 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 employees, understanding that flexibility and balance look different for everyone.

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

### HEALTH BENEFITS

- Dental insurance
- Medical insurance
- Vision insurance
- Flexible spending accounts
- Health savings accounts
- Telehealth services
- Global business travel medical insurance
- Long-term care insurance

### WORK/LIFE BALANCE

- Adoption assistance
- Bereavement leave
- Jury duty pay
- Equipment to support working from home
- Family leave
- Paid parental leave
- Flexible schedules
- Leaves of absence
- Paid holidays
- Paid time off (PTO)
- Domestic partner benefits
- Tuition reimbursement
- Wellness and Employee Assistance Programs (EAP)
- Tobacco Cessation Program

While career is a big part of our employees' lives, we know it's not their whole life.



## Investing in Our Employees (cont.)

### FINANCIAL PROTECTION

- Accidental death and dismemberment insurance
- Business travel and accident insurance
- Disability insurance
- Life insurance
- Travel assistance program
- Financial wellness learning opportunities

### RETIREMENT BENEFITS

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

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

### Leadership Development

We offer multiple programs to support the growth and development of our future leaders. One example is HDR's CareerBOOST program, which prepares mid- and senior-level professionals who are recognized leaders in HDR for executive and principal level leadership positions. The program offers a combination of classroom and field exposure, providing advancement of core leadership competencies and increased understanding of HDR business practices and organizational roles and responsibilities. Each participant is paired with a sponsor who acts as a mentor, guide and advocate during the program.

### 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. In order to remain competitive, HDR participates in over 40 salary surveys each year as well as a few A/E roundtables. HDR also conducts an internal pay audit annually to ensure employees are being paid equitably. Local leadership is engaged to correct any red flags that arise.

### Reimbursements

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

### Performance Appraisals

Our Annual Performance Conversation (APC) is a formal time for employees and supervisors to review the past 12 months, celebrate successes, identify areas for improvement, and set goals for the next 12 months based on previous performance gaps or opportunities. Throughout the year, they are encouraged to engage in one-on-one meetings that are informal check-ins focused on three primary areas—connection, communication, and development. This process is both employee and supervisor driven and provides best practices to help make the APC as effective as possible.

# Inclusion, Diversity & Equity

## CREATING A COMPANY WHERE WE ARE VALUED, RESPECTED AND EMPOWERED

HDR's vision for ID&E is built on a culture that welcomes and celebrates everyone and seeks to build social health and strengthen communities through diversity, cultivating a safe, welcoming space that celebrates diversity and recognizes that we all achieve full potential through transparency and equal opportunity.

## Management Approach

From our CEO on down, we strive to encourage an 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 nationalities, generations, genders, races, sexual orientations, disabilities and ethnicities embrace each other's differences. As a result we are able to combine creativity and innovation with technical excellence to benefit our employees and our communities and deliver one-of-a-kind services to our clients.

We have policies in place supportive of this initiative that all employees must acknowledge. In alignment with our culture, we facilitate policy and procedures trainings concerning aspects of human rights that are relevant to business operations.

Providing an environment that enables people to be true to themselves requires us to be inclusive, with increased opportunities such as:

- Employee recruitment and 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

## EMPLOYEE ENGAGEMENT



17%  
HDR Enrolled

Our Employee Network Groups (ENGs) help create an inclusive and supportive environment where everyone is empowered to engage and contribute. Each group has an executive sponsor and is open to all employees. Our employee engagement starts with our eight Employee Network Groups (ENGs):

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



## WHAT WE BELIEVE



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

## OUR COMMITMENT



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

## INCLUSION AND DIVERSITY COUNCIL



Our global ID&E Council includes employees from all ENGs, business groups and global regions to help provide input and guidance to our ID&E strategies.

## ID&E EXECUTIVE STEERING TEAM



Our Executive Steering Team includes our CEO and several senior executive leaders to guide our work and establish priorities.



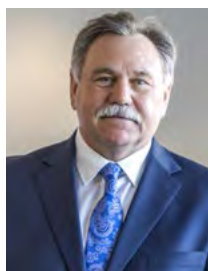
## Inclusion, Diversity & Equity (cont.)

### Looking Forward — 2022 and Beyond

We have made great strides in expanding our Inclusion, Diversity & Equity initiatives as a large global company, including hiring an ID&E director, creating an ID&E team to support our broader Strategic Plan and forming a global ID&E Council with a commitment to strengthen our culture of inclusion where everyone can reach their full potential. Future plans to expand HDR's ID&E initiatives are focused on:

- Developing an inclusive leadership training program
- Enhancing professional development programs to be more transparent and accessible
- Developing strategic partnerships to expand recruiting efforts
- Partnering with the HDR Foundation to create programs focused on community outreach

“I’m excited about our journey as we become a more inclusive and diverse organization that builds upon the best in all of us.



**ERIC KEEN,**  
HDR Chairman and CEO



## Society of Hispanic Professional Engineers National Convention

HDR is proud to be involved in the Hispanic and Latino/Latinx communities where we live and work, through organizations such as the SHPE and Bridges to Prosperity. The SHPE national convention is the largest gathering and Hispanics in STEM. As a sponsor, HDR team members connected with current and future Hispanic leaders.

The mission of our Hispanic/Latinx ENG is to engage and leverage HDR's unique Hispanic & Latinx talent and embrace our cultural pride while contributing to HDR's profitability goals. We are passionate about helping each other succeed and grow within HDR and about sharing our heritage with others. We are hard workers who enjoy having fun while practicing servant leadership. Whether you are Hispanic by nature, by choice, or simply love the Latin culture, this group is for you!

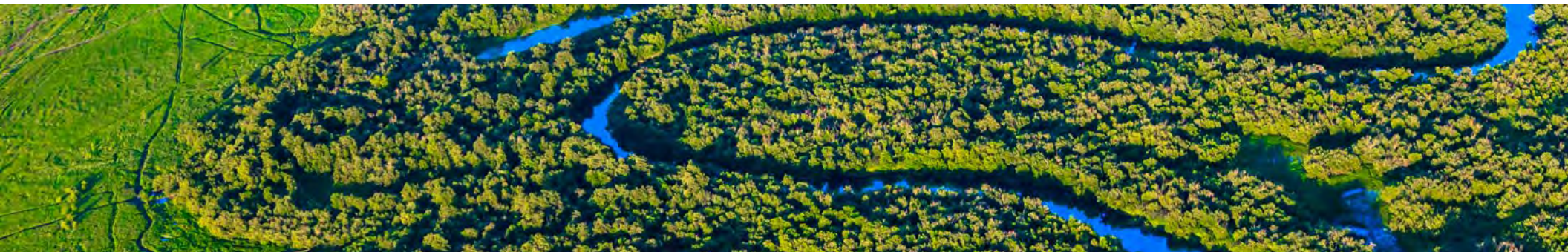


## SUSTAINABLE BUSINESS PRACTICES

# 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 the impacts of our business and developing our employees' skills to transform how buildings, infrastructure and communities are designed and built to support resiliency, sustainability and human health. Our Environmental Policy, updated in 2021, describes the priorities guiding our internal and external practices.





## Our Commitment

### Our Environmental Policy Statement

We are committed to reducing our environmental impact through responsible practices to our clients, employee-owners and communities. Our Environmental Policy Statement supports our commitment to leadership, quality, safety and corporate responsibility through our actions and the services we provide.

- We are committed to efficient and prudent use of resources, and compliance with applicable legal and other requirements that relate to our environmental aspects.
- We are committed to continual improvement of our environmental performance and the prevention of pollution.
- We develop and maintain environmental management programs with objectives and targets to minimize negative impacts on the environment as a result of our operations and delivery of our services.

These principles guide our actions:

- 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.

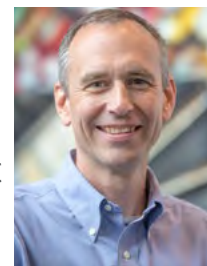
- Use financial resources efficiently on behalf of employee-owners and clients.
- Capture opportunities to support client programs in order to help them meet their sustainability goals.
- Provide technical opportunities and resources for our staff to increase sustainability-related expertise.
- Steadily improve company operations and efficiency.
- Track the environmental benefits of our projects.
- Make decisions using the evaluation of environmental, economic and social equity whenever possible.

### Key Sustainability 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.

“ We are committed to not only reducing our environmental impact through responsible support of our clients and communities, but also to increasing the equitable benefits our services bring to underserved and at-risk communities. It is our responsibility to create technically credible and positive environmental, social and economic benefits for the communities where our clients and employee-owners live, work and play.



**JOHN DUSCHANG,**  
Environmental Science and Planning Director





## HDR Joins Coalition Signing COP26 Communiqué

HDR was one of more than 60 of the largest and most influential international A/E/C firms that worked with organizers of the 2030 Challenge to issue a communiqué to government leaders headed to the United Nations Climate Change Conference of the Parties (COP26).

The communiqué challenges firms to improve their emissions reduction targets for the built environment. Professional organizations, such as the American Institute of Architects' Large Firm Roundtable, of which HDR is a member, also signed the communiqué. The firms and organizations represent over \$300 billion in annual construction and over 1 million building industry professionals worldwide.

According to a recent report from the Intergovernmental Panel on Climate Change, rapid and large-scale reductions in greenhouse gas emissions are needed to avoid the worst impacts of climate change.

"Those responsible for planning, designing and constructing the global built environment are leading and transforming our sector, so that it is a major part of the solution to the climate crisis," said Edward Mazria, Architecture 2030 founder and CEO.

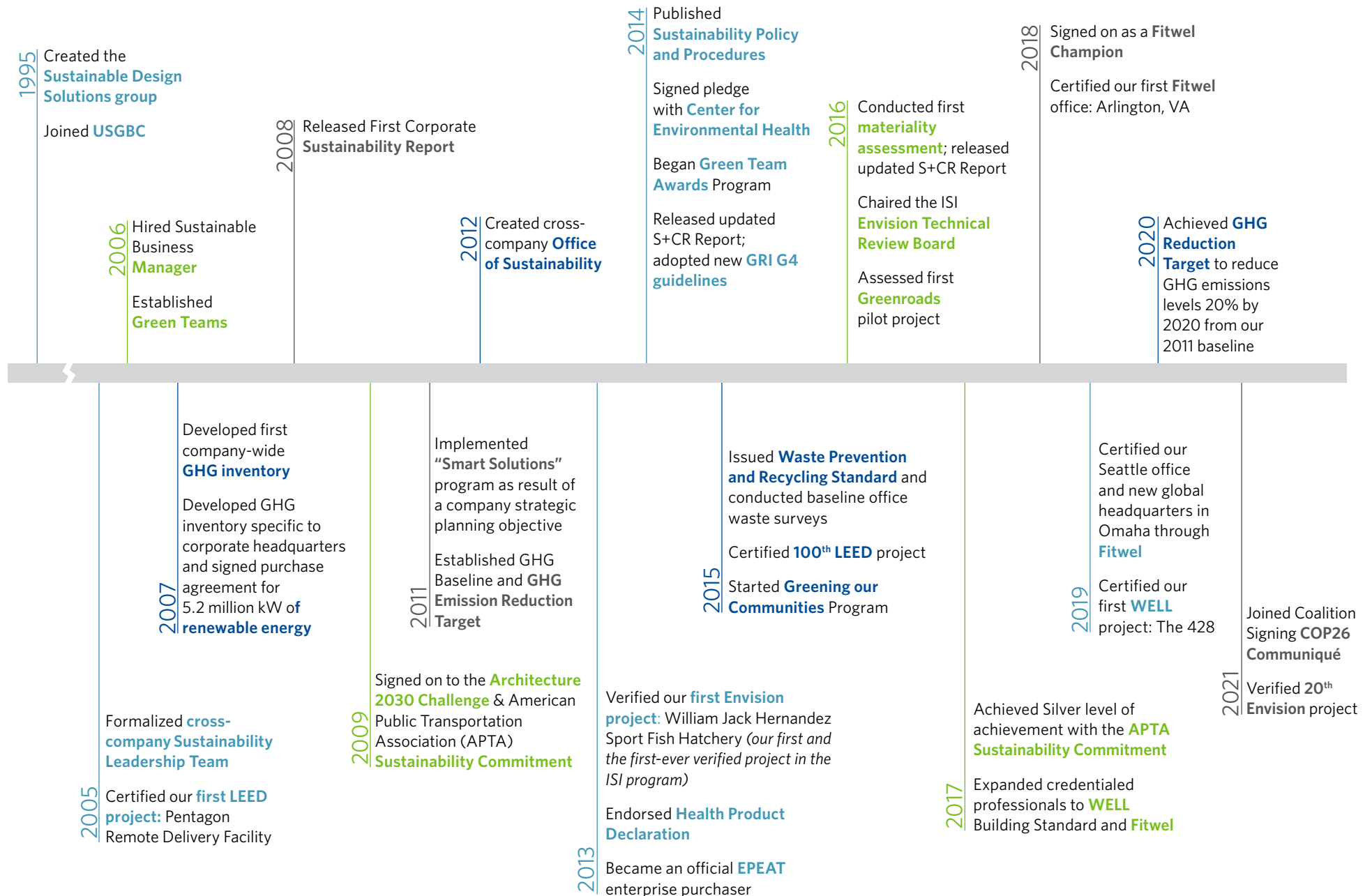
By signing the communiqué, HDR reaffirmed its commitment to the 2030 Challenge for reducing carbon emissions in the design and building professions, and to its internal commitment to reduce environmental impact through sustainable business practices.

“HDR endorses actions that move our industry toward significant reductions in carbon emissions.



**ERIC KEEN,**  
HDR Chairman and CEO

# More than 25 Years of Sustainability Leadership



# Sustainable Business Practices

We are committed to reducing the impacts of our business, including annually tracking and working to reduce our GHG emissions. In 2020, we achieved our GHG emissions reduction goal set in 2011: 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 and Resiliency worked with executive management, local office leadership and Green Teams to examine our day-to-day activities and make business improvements that deliver long-term sustainable value.

## Implementing Strategies with Multiple Sustainability Benefits

### 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 focused 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, sustainable materials and rating systems. We publish a quarterly internal sustainability newsletter, host presentations and lunch-and-learns, host virtual Green Team and Sustainability Leadership meetings, and publish related articles. We use internal tools such as Yammer, SharePoint and Microsoft Teams to share related articles and external educational opportunities.

### HEALTHY OFFICE ENVIRONMENTS

We are continuously seeking ways to improve our office environments so they are sustainable and healthy 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. The standards include information related to minimizing volatile organic compounds (VOCs) in paints, coatings, adhesives and sealants, as well as flooring and furniture. HDR has a standard contract with Steelcase furniture for all of the furniture that is purchased for our offices. The furniture we specify and purchase meets the USGBC's LEED CI IEQ Credit 4.5 for low-emitting furniture contributing to good indoor air quality. In 2014, we signed a pledge with the Center for Environmental Health (CEH), giving preference for flame retardant-free furniture.

### FITWEL

In 2018, HDR adopted Fitwel and certified our first office in Arlington, Virginia. As a Fitwel Champion, HDR committed to certifying a minimum of six offices. In 2019, the new HDR headquarters building in Omaha, Nebraska, received Fitwel's highest-possible rating of 3 stars.

Fitwel is an evidence-based design standard that enables positive impacts on employee and resident health through improvements to design and operations within buildings. It was developed by the U.S. Centers for Disease Control and Prevention and the U.S. General Services Administration, and is operated by the Center for Active Design. Workspaces that incorporate these evidence-based design and policy strategies support the physical, mental and social health of building occupants, clients and visitors.

In our Arlington office, leaders have adopted a healthy food standard for meetings and events, and the building is well-located in a mixed-use hub with easy access to public transportation, farmers markets and local open space amenities. The office received a Fitwel 2018 Best in Building Health Award for achieving the third-highest score for a commercial interior space certified in 2018.

In 2021, three of our offices were certified:

#### New York office: One-star rating

- It's located in a densely populated area of Manhattan, which offers walkable public amenities including public transit, restaurants and shops.
- It's an eight-minute walk from Bryant Park, which is a large green space surrounded by tall trees and other vegetation and water features. With a variety of covered seating options and walking paths, it functions as an escape from the city, enhancing mental and social health.
- There are a variety of indoor plants throughout the office floors, in addition to views from workspaces of greenery and other natural elements. Occupants can connect with nature to reduce stress and enhance mental health.

#### Raleigh office: One-star rating

- It's located in the Charter Square building, which offers free access to commuter showers and lockers. This helps encourage active commutes and increased physical activity.
- It's a 10-minute walk to various restaurants, shops, a street park with a basketball court and the recently updated historic Moore Square Park.
- There are multiple break areas with seating and a mothers room. Sit/stand "active workstations" are provided for almost 80% of employees.

#### Toronto office: Two-star rating

- It has a Walk Score of 100/100. There are multiple restaurants and shops, parks, transit stops and a weekday summer farmers market within walking distance. These amenities contribute to mental and social health, as well as providing access to fresh and healthy food.
- A subsidized membership fee is offered to a nearby gym. There is also a commuter shower and a small exercise room in the office to help promote physical activity.
- There is a strong focus on health programming in the office. Events contribute to social, physical and mental health, as well as helping the community.





Balanced sustainable solutions result in sound choices that improve all areas of our sustainable business practices.

## Smart Solutions

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 four areas:

#### 1. SMART PROCUREMENT

*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, by striving to make sustainable choices regarding the selection and use of products to do business. To do this, we try to work with suppliers that encourage sustainability in their supply chains and ask them for information that contributes to our carbon footprint (rental car 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, and search for products that reduce impacts on the environment.

#### 2. SMART TRAVEL

*Focus on our efforts to reduce the environmental impact of our employee commutes and 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 carshare programs, and encourage employees to be mindful in their transportation decisions, to communicate about ride-sharing when traveling together or to the same city, and to share transportation when mass transit is not available.

**Commute Survey** – We conduct an annual employee commute survey to track associated GHG emissions for inclusion in our 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 spending plan that allows employees to set aside pre-tax dollars for parking and mass transit expenses. Some offices have designated parking for carpools, hybrid and electric 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 200 locations, energy efficiency is important. 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 information, tools and resources to staff on waste prevention and minimization, recycling, composting and sustainable purchasing. Since that time, offices have participated in an annual Waste Prevention and Recycling (WPR) survey and updated their WPR Plan to set waste reduction goals for the following year.



Green Teams are made up of motivated professionals who help implement sustainable solutions, educate and promote sustainability in their local office.

## Smart Solutions (cont.)

### 4. SMART EMPLOYEE ENGAGEMENT

*Focuses on opportunities for employees to be involved in activities related to sustainability and corporate responsibility.*

**Green Teams** – Green Teams are made up of motivated professionals who help implement sustainable solutions, educate and promote sustainability in their local office. Green Team members help build a culture of sustainability in our offices by:

- Promoting sustainability through office improvements, education and events
- Working toward our GHG emission reduction target and our Smart Solutions goals
- Maintaining a network of professionals passionate about sustainability
- Improving the communities where we live and work

Green Teams help reduce our impacts by working with their office management to install more energy-efficient light bulbs or motion sensor light switches, encouraging employees and visitors to use alternative transportation options, and conducting an annual waste audit and setting goals for waste reduction.

In 2014, we developed the Green Team Smart Solutions Project (GTSSP), which consists of a collection of goals organized by category and Scope 2 or 3 emissions reductions. The GTSSP goals are intended to bring a baseline of sustainability to our offices and also serve as a springboard for new, creative ideas. The GTSSP is organized by the themes of the Smart Solutions Program, with each focus area including a number of goals to be pursued by each office.

Green Team Innovation Awards recognize and reward outstanding and innovative solutions that can be implemented in other offices, teams that are meeting or exceeding an established goal, and teams showing overall effort toward achieving HDR's GHG emissions reduction goal.

**Giving Back to 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.

Many Green Teams initiate community-focused activities throughout the year, engaging their office and working with other affinity groups. Activities include food and clothing drives, fundraising efforts, adopting an area for regular cleanup, planting and/or harvesting gardens, and helping with park repair and maintenance.

# Our GHG Emissions

Understanding GHG emissions resulting from our business activities helps us take action to mitigate climate change by implementing strategies to reduce our greatest impacts.

## Management Approach

We are continually working to further reduce our emissions through targeted investments in our offices and improved business practices, as well as educational and awareness initiatives. We regularly update our GHG inventory process so we can accurately identify and assess our most significant emissions sources, develop data-driven reduction strategies, and track progress toward our emissions reduction and other sustainability goals, such as energy and cost savings.

To track progress toward 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 seven categories and 26 emission sources:

**Scope 1** — Direct GHG emissions from sources that we own or control, 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 our activities, but are released from sources outside of our organizational boundary, including:

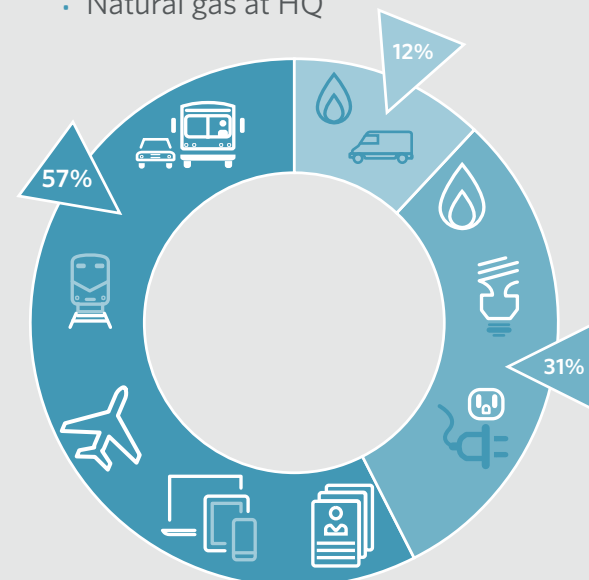
- Business travel, including air travel, hotel nights and ground transportation
- Employee commute, leased and owned vehicles and the headquarters parking shuttle
- Purchased goods, including electronics and paper

We rely on primary activity source data wherever possible. For example, actual electricity and natural gas use is compiled for our headquarters campus. Similarly, business travel and paper use data are provided by our vendors, based on bookings and purchases from national contracts. To improve the accuracy of GHG emissions resulting from employee commuting, we conduct an annual survey to understand location-specific trends in both mode and distance. For 2021 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 – 6,173 MTCO<sub>2</sub>e

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

- Vehicle fleet
- Natural gas at HQ



## Scope 3 – 29,015 MTCO<sub>2</sub>e

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

- Business travel
- Employee commute
- Purchased goods

## Scope 2 – 15,496 MTCO<sub>2</sub>e

Indirect emissions associated with consumption of:

- Electricity
- Natural gas in leased space

\* MTCO<sub>2</sub>e – 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).





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



## Our GHG Emissions (cont.)

### GHG Inventory History

Below is a summary of our GHG emissions since establishing our baseline in 2011 (in MTCO<sub>2</sub>e):

Scope	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Change
1	5,817	5,948	5,610	5,681	5,628	5,534	6,300	7,000	6,739	6,335	6,173	+3.6%
2	28,513	27,091	26,567	25,469	24,443	21,596	20,939	21,131	18,743	16,932	15,496	-44.0%
3	49,153	49,416	48,915	48,404	50,585	52,187	48,793	45,320	42,248	21,969	29,015	-41.8%
<b>TOTAL</b>	<b>83,483</b>	<b>82,455</b>	<b>81,092</b>	<b>79,554</b>	<b>80,656</b>	<b>79,317</b>	<b>76,032</b>	<b>73,451</b>	<b>67,730</b>	<b>45,236</b>	<b>50,684</b>	<b>-39.3%</b>

### Meeting Our Goal

Although COVID-19 resulted in reduced emissions, HDR emissions were trending in the right direction, as shown in an overall reduction of 19% from 2011 baseline by 2019. This includes the following reductions from the baseline:

- Scope 2 emissions reduced by 34%
- Employee commute emissions reduced by 35%
- Emissions per FTE decreased by 31%

COVID-19 significantly reduced both business and commute travel, as numerous staff were required or chose to work from home and business travel was limited. As a result, HDR's overall 2020 GHG Inventory showed the following reductions from the baseline:

- Business travel emissions down 57%
- Commute emissions down 83%
- Emissions per FTE decreased by 54%

### Adjustments

In 2021, we made baseline adjustments to business travel and employee commute for 2011-2019 to account for the acquisitions of WKE and WRECO. These emissions sources closely correlate full-time employee (FTE) count, so adjustments were made to account for a net increase of 166 employees based on these two acquisitions. We continually strive to improve our processes and the precision of our data.

Since 2015, we have used a proprietary, internally developed database and reporting platform to calculate our emissions inventory, allowing immediate access to pull data for client requests and for our own use internally. Both this internal system and the third-party system we used previously have provided benefit in automating calculations and developing a credible GHG inventory based on the GHG protocol, and use the latest emission factors available from the EPA and other reputable sources.

### Looking Forward — 2022 and Beyond

Strategic planning is intrinsic to how we do business at HDR. Since our employee buy-back in 1996, we've worked our way through nearly five company-wide strategic plans. The common denominator in these plans is our employees whose ideas, hard work, and dedication help shape a desirable future for ourselves, our clients, and our world.

Our 2022 Strategic Plan will soon be replaced by our 2027 Strategic Plan, which is currently in its formation. The 2027 Strategic Plan will provide the direction for our future ESG goals, including reducing Scope 1 emissions for sources we own or control, reducing Scope 2 indirect emissions associated with the use of purchased electricity and natural gas, and reducing upstream Scope 3 emissions, including business travel, employee commute, and procurement of goods. We will update our emissions goals in our 2022 ESG Report and begin reporting against them in 2023.

# 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 2019, we had recently moved to our newly constructed headquarters, in Omaha, Nebraska. Our new global headquarters achieved LEED v4 Gold certification for New Construction and includes many sustainable and energy efficiency measures. Utilizing chilled beams, daylighting, efficient equipment and appliances, as well as LED lighting, helped achieve energy efficiency goals. The project team used a whole building energy model, per LEED's criteria, to calculate anticipated energy reductions of 28.5% in energy usage and 23.8% when calculated by cost.

The building includes advanced metering capabilities, and the building envelope, as well as the mechanical, electrical, and plumbing systems, were commissioned and are supported through ongoing monitoring. Systems were further tested to see if energy use could be reduced on demand, to limit the amount of energy the building needed if available electricity was limited due to high heat and related stress on the power utility. The building was able to perform, on the hot, humid August day that the test occurred, and reduce energy usage yet keep staff comfortable and able to continue their work. By utilizing sustainable strategies in our office spaces, we are able to provide examples and firsthand experience and knowledge to our clients.

## 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:

- When designing the global headquarters, we used an integrated, collaborative process that allowed the design team to explore new ways to reduce energy demand. A life-cycle study conducted for the HVAC system led to the selection of a chilled beam system over a traditional variable air volume (VAV) system. This allowed the air handling size to be reduced by approximately 60% in comparison to a VAV system, which in turn reduced the facility's overall energy usage.

- The chilled beam concept is similar to a radiant system and requires less energy due to less required air flow within the system, 80% less than that of a VAV system, while providing proper ventilation.
- The chilled beam system contributes to a 68% Energy Use Intensity (EUI) reduction compared to the regional average.
- 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.
- Our Omaha headquarters incorporates daylighting and utilizes a distributed wireless network-based lighting system to control illumination levels due to changes in occupancy, time scheduling, and daylight harvesting.
- Glare and excessive light levels are reduced with automatic shades on all four façades and are controlled by sun-tracking sensors, which simultaneously raise and lower shades on each façade based on how much daylight penetrates office floors. These shades reduce solar load—and thus cooling requirements during the summer.
- Light occupancy sensors and daylight controls help achieve a lighting power density of 0.6 watts per square foot, 38% better than energy code, which was further trimmed by an additional 30% during post-occupancy commissioning.
- Installing efficient LED lighting fixtures in new and renovated office spaces.
- Reducing the Omaha headquarters energy load with the noted strategies and technology allowed us to use only one of the two chillers and meet the entire facility's cooling requirements during 2019.



68%

Energy Use Intensity (EUI) **reduction** compared to the regional average.



Approximate  
**33%**

reduction in electricity use for our newly constructed headquarters vs. our previous headquarters building.

## Controlling Our Energy Use (cont.)

- Using ENERGY STAR appliances, equipment and vending machines throughout our offices, when possible.
- Adopting EPEAT Bronze minimum standards for leased and purchased computers, laptops and monitors (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 do their jobs.
- Communicating with our technology vendors to discuss purchasing energy efficient electronics.
- 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 that office fit-outs and renovations identify energy efficiency opportunities and implement solutions.

### Looking Forward — 2022 and Beyond

Electricity and energy usage are dependent on regional temperature and weather. With an increased number of high heat days and a renewed focus on interior ventilation of buildings, we continue to monitor and measure energy usage and include efficiency measures while maintaining comfortable, healthy spaces for building inhabitants.



## HDR Receives Innovative Green Design Award

HDR was named one of the USGBC West North Central Region 2020 Community Leadership Award recipients, receiving a Merit Award in the Innovative Design, New Construction category for the design of our headquarters building in Omaha, Nebraska. Working closely with the building's owner, Noddle Companies, HDR's multidisciplinary team looked for synergies in the design to achieve efficiencies and healthy spaces.

"This recognition builds on the accomplishment of earning a LEED New Construction v4 Gold Rating," said Michaela Wittmann, HDR Corporate Director for ESG. "Impact categories developed for LEED v4 underscore how a project can benefit their local communities and our planet by emphasizing better environmental, economic and social outcomes. Applying that perspective to this project allowed us to push boundaries and innovate—creating a building that is highly efficient and responsive to its context."

Located in Omaha's Aksarben mixed-use neighborhood, the 10-story office building engages the surrounding neighborhood by enhancing amenities in the area and promoting interaction between the area's business community and public visitors. The design also included advanced green building strategies within the construct of a speculative office building typology. Specific achievements included: 68% Energy Use Intensity reduction compared to the regional average; a 31% water use reduction; an 87% irrigation reduction; a Lighting Power Density that is 38% better than code; and an estimated 15% Material Carbon Impact reduction over a comparable building.

"The creative process that HDR led resulted in a great project outcome," said Jay Noddle, president of Noddle Companies. "Initiatives such as sustainability, wellness, flexibility, cost and speed-to-delivery were all given a great deal of focus and attention as our teams collaborated together."

The 2020 Community Leadership Awards celebrate projects and teams going above and beyond to create healthy, resilient and sustainable buildings and communities. The 18 winners represent green building projects and experts from across local USGBC communities, including Central Plains, Iowa; Minnesota; Missouri Gateway; Nebraska Flatwater; North Dakota; South Dakota and Wisconsin.

Additional HDR Global Headquarters Awards:

- 2021 Platinum Level Award, Evidence-Based Design Touchstone Awards, Center for Health Design
- 2020 Award of Merit, Office/Retail/Mixed Use Category, Engineering News-Record Midwest
- 2020 Grand Award, Engineering Excellence Awards, American Council of Engineering Companies of Nebraska
- 2020 Honor Award, Engineering Excellence Awards, American Council of Engineering Companies
- 2020 Winner, Interior Design Excellence Awards, International Interior Design Association, Great Plains Chapter





## Decreasing Our Water Use

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. Where possible, we seek additional water savings. For example, the HDR office in Arlington, Virginia, is LEED Platinum certified and achieved a 30.6 percent water reduction.

- We have integrated low-flow fixtures into many of our offices, although many restroom facilities are located outside our rental space. Low-flow plumbing fixtures were included in the headquarters and contribute to a water use reduction calculation of 30.88% for the building.
- Our new Omaha headquarters has a zero lot-line and limited adjacent planting areas. There is no turf grass, but shrubs and plantings with low water demand use a microspray irrigation system to provide irrigation at a rate that is 87% below the EPA Water Budget baseline. The site was designed to manage 100% of rainwater runoff from the building and site through the use of an underground chamber detention system, which allows infiltration, slows the speed of the runoff, and filters and improves water quality prior to entering the City's stormwater collection system.

Our approach to managing water use for our business is shaped by our experience with clients facing water availability, sourcing and security challenges.

# Reducing Our Waste

Reducing the amount of waste generated through operations and by 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 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 makes managers and employees

aware of our sustainability principles and empowers them to make a difference in our office environments.

Since issuing the Waste Prevention and Recycling Standard, offices have participated in an annual Waste Prevention and Recycling survey and updated their WPR Plan to set waste reduction goals for the following year.

## 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.
- Offices often purchase reusable dishes, glassware, and/or utensils for kitchens.
- We minimize waste at coffee stations by using ceramic mugs, glasses and bulk packaged items.
- The coffee supplied in kitchens on each floor of the headquarters building is sustainably sourced coffee, supplied by a local roaster. Coffee machines for staff use in each kitchen grind and brew coffee into a cup, and then used grounds drop into the compost bin located in the cabinet below the counter.
- The life-cycle assessment conducted for the new global headquarters noted that the SidePlate technology, a steel connection system using only bolted connections, resulted in faster construction time, reduced inspection time and saved 67 tons of steel over traditional structural methods. This is the first time a SidePlate system was used in Nebraska.



Our policies aim to manage resource consumption and reduce waste.



#### CLEAN PAPER/PACKAGING

Office paper, books & magazines, envelopes, sticky notes, corrugated boxes



#### METALS

Aluminum cans, metal food cans



#### PLASTICS #1, 2, 3, 5

Soda bottles, plastic caps and lids, yogurt cups, food containers (rinsed)



### COMPOST

#### FOOD WASTE



#### COMPOSTABLE FOOD PACKAGING



#### WOODEN STIR STICKS



#### NAPKINS & PAPER TOWELS



#### PIZZA BOXES



#### SOILED PAPER PRODUCTS



#### GREENSTRIPE & GREENWARE CUPS



#### PAPER & PACKAGING



## Reducing Our Waste (cont.)

### Reusing

- Efforts are made to limit construction waste sent to the landfill from office renovation projects. Whenever possible, we look for ways to reuse materials within our office. We also donate materials, furniture and equipment to local charities for reuse, 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.
- When we host large or small conferences and meetings off-site, we work with the conference venue(s) to compost event food waste, coordinating conversations between convention center staff, the composting vendor and our staff to successfully facilitate composting. These events produce anywhere from 400 pounds of compost for smaller events to 1,500 pounds at larger events. This process has become standard procedure for our internal conferences and has led to opportunities to assist external conferences in facilitating similar processes.
- During the construction of the new headquarters building, the project diverted 79.3% of waste materials including metals, concrete, asphalt, wood, gypsum, plastics, paper, cardboard and glass from the landfill.

### E-WASTE

- Leased equipment is returned to IBM, which reuses what it can and recycles items that are obsolete. In addition, we use responsible electronics recyclers for any owned electronics items.

### PURCHASING

- We take advantage of sustainability-focused programs from our suppliers. For example, we track the number of "green" designated office supply purchases from Office Depot, and encourage sustainable office supply purchases by participating in the Office Depot Green Smart Cart program. All paper products purchased through our national vendor contain recycled content. We encourage reuse of office supplies like binders and folders. 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.

## Looking Forward — 2022 and Beyond

We are always looking for ways to improve our waste reduction efforts and continue the dialogue with our vendors and business partners.



A photograph of a grassy field with a wooden fence in the foreground. The fence is made of three stylized human figures holding hands, made of light-colored wood. The background is a lush green field with some yellow and orange flowers, slightly out of focus. A semi-transparent white box is overlaid on the lower left of the image, containing the text.

## 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.

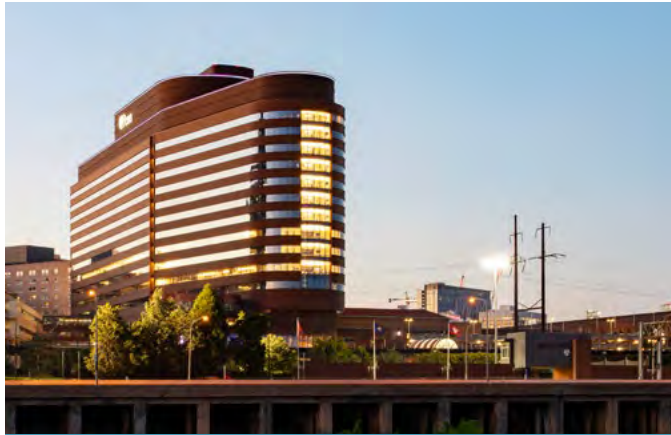


# Partnerships

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 are 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 partnership affiliations can be found on pages 80-86 in the [Appendix](#).



## HDR Recognized in Architizer's Inaugural Firm of the Year Awards

HDR earned recognition in six categories of the first annual Architizer A+Firm Awards. The awards were established to honor firms of every size and region of the world—celebrating work across all building typologies, nurturing the appreciation of meaningful design and promoting its potential for a positive impact on everyday life. Winners were selected for recognition based on excellence in aesthetics, innovation, impact, versatility and mission.

HDR was named the top firm in the Collaboration category, which honors firms practicing excellence in projects in which they collaborated with another firm and with at least three collaborations completed within the last 10 years. Additionally, HDR was named a finalist in the Commercial, Humanitarian, and Conceptual categories, with Special Mention nods in the XL Firm and Institutional categories.

In reviewing HDR's entire portfolio of work, the judges commented that "HDR stood out for its incredible versatility, placing among the world's best firms across

a wide variety of specializations. As a global team, the firm understands that collaboration is key, tapping local knowledge to produce architecture that is sensitive to its site and highly beneficial to local communities."

Submission requirements included project narratives and images for up to six projects that showed the firm's exemplary work for the category in which it was being submitted.

HDR projects submitted in the Collaboration category included: Joslyn Art Museum (Foster + Partners); Holland Performing Arts Center (Polshek Partnership Architects); Shirley Ryan AbilityLab (Gensler, Clive Wilkinson Architects, EGG Studio); Bridgepoint Active Healthcare (Diamond Schmitt, Stantec, KPMB Architects); Penn Medicine Patient Tower (PennFIRST team); and the Walter Cronkite School of Journalism at Arizona State University (Ehrlich Architects)



## Third Parties' Code of Business Conduct

Our third party vendors, subcontractors, suppliers, joint venture partners, agents and advocates (HDR Third Party Partners) play a significant role in building and maintaining HDR's brand and reputation. We expect HDR Third Party Partners to act in accordance with our principles set forth in our Third Parties' Code of Business Conduct (Code of Business Conduct). This Code of Business Conduct applies to all HDR Third Party Partners who have not adopted a mandatory code of ethics or conduct generally consistent with this Code of Business Conduct. HDR Third Party Partners that have a generally consistent code of ethics or conduct commit, by entering into an agreement with HDR, that they will comply with their code while working with and representing HDR. Each Third Party Partner must confirm that all employees assigned to work with or to represent HDR have reviewed this Code of Business Conduct or their generally consistent code of ethics or conduct and that they will provide any lower-tier subcontractors and subconsultants with access to this code or their code and require their compliance with that document.

Additional details can be found in the [Third Parties' Code of Business Conduct](#) posted on [hdrinc.com](#).

### **HDR EXPECTS OUR THIRD PARTY PARTNERS TO COMPLY WITH THE FOLLOWING PRINCIPLES:**

- Act with integrity
- Follow the law at all times and in all places
- Compete fairly and honestly
- Embrace diverse backgrounds and perspectives and treat people with dignity and respect
- Protect health, safety and the environment
- Avoid conflicts of interest
- Protect confidential information and intellectual property
- Comply with government contracting rules
- Keep accurate financial books and records
- Comply with trade regulations
- Do not accept or make unlawful or inappropriate payments or gifts
- Monitoring and compliance

The HDR Third Parties' Code of Business Conduct articulates our expectations of our partners and establishes minimum expectations for performance of agreements with HDR.



# 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

We ask questions to provoke a conversation, seeking to strengthen our relationships with both our business partners and the communities we serve. For more than 25 years our sustainability program has guided our strategies for addressing sustainability on both our projects and internal practices.

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.

## ABOUT THE HDR FOUNDATION

Our commitment to sustainability drives our grant-making activities through our philanthropic arm, the HDR Foundation. As responsible corporate citizens, our grant funding reaches the neighborhoods and communities where we live and work, addressing food security and educational needs for local schoolchildren, reviving impaired waterways and parks, and upgrading mental health support for families in crisis. As global citizens, we broaden our reach to the far corners of the world; we funded a security system for a girls school in Zambia, upgraded water systems for schoolrooms in Kenya, and are currently designing a pedestrian bridge in Uganda to connect families with markets and services.

Founded in 2012 by HDR Chairman and CEO Eric Keen, our Foundation has given back \$5 million to over 200 organizations since inception. We mirror our company's expertise through our three granting pillars: 1) environmental stewardship, 2) advancing healthy communities, and 3) improving education for all. We review all requests through an equity lens, ensuring our giving honors our corporate commitment to ESG values. In 2021, we awarded grants totaling \$860,000 to worthy nonprofits serving 45 communities.

Highlights include:

**Our largest grant to date.** \$100,000 award to Denver Urban Gardens. The award tackled food insecurity in 20 of Denver's most under-resourced neighborhoods. Our grant funded green infrastructure upgrades, developed outdoor classrooms, and trained garden managers in community outreach. The grant added a suite of STEM elements, engaging K-12 students in hands-on learning about environmental stewardship.

**Wyoming Indian High School.** They received funds to start an after-school STEM robotics program. The grant funded laptops, CAD software, a 3-D printer, and

“ I could not be more excited about the HDR Foundation's award to Denver Urban Gardens. Many of us from the Denver office have been volunteering with DUG for the last few years and have been really impressed by their connection and contribution to the community. We are excited to work with them in developing this new initiative—and even more excited to be able to help fund it.

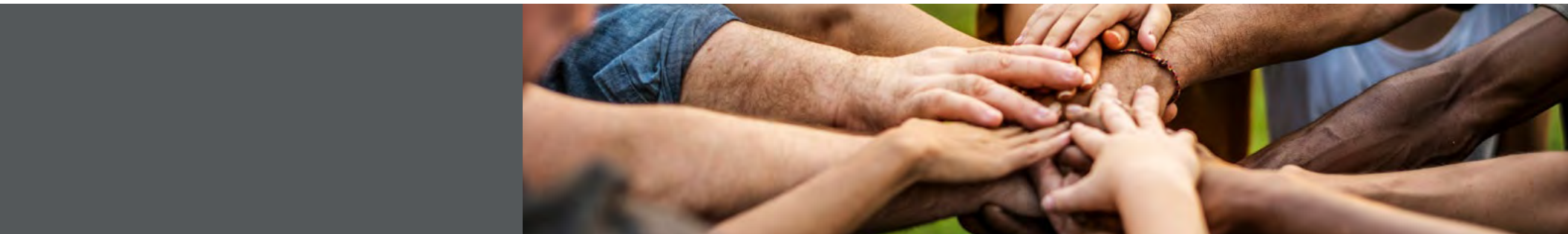


**JASON LONGSDORF**, AICP,  
Transportation Planning Business Class Lead

equipment to build robotic machines. Students learned coding, electronics, and basic engineering design. This grant was sponsored by one of our EITs who grew up on the reservation and wanted to bring her love of math and science back to her local school.

**Young Black & Lit.** Our \$65,000 grant bought the organization's first bookmobile, serving low-income Black families in Chicago's urban neighborhoods. The bookmobile delivers a diversity of literature, including culturally appropriate books for young readers.

**Converted an underused warehouse into a STEM "MicroLab," for high school students in the Red Hook, Brooklyn neighborhood.** The award funded construction materials and lab supplies for the RETI (Resilience Education Training Innovation) Center and provided a permanent facility for young people to learn about solar technology and green energy/green manufacturing skills.



## HDR's Young Professionals Partner with Local Organizations in Latest Round of HDR Foundation Grants

The HDR Foundation announced 18 new grants designed to inspire action through volunteerism.

The Young Professionals (YP) Action Grants funded more than \$85,000 to community-based organizations for volunteer activities conceived and led by our young professionals. Grants awards went directly to local organizations, and our YP's led each project.

Our YP's distributed meals to food banks and after-school programs, planted trees and restored parks in underserved neighborhoods, developed and assembled engaging STEM activities for grade school children, and led an effort to help assimilate recent refugees into their communities. Additionally, they led diaper drives, career development programs for first-time mothers, and the design and construction of an outdoor meditation space at a women's shelter.

Read more about the grants at [hdrinc.com/2021-hdr-foundation-grants](https://hdrinc.com/2021-hdr-foundation-grants).

“HDR's young professionals will be making a difference in their communities. I am excited about their leadership and look forward to seeing how they will use those skills at HDR. After all, they are the emerging leaders of this company.”



**CADEN GIGLIOTTI**, Civil EIT.  
YP Employee Network Group Chair,  
HDR Foundation Grant Review Committee Member

“I'm especially excited for the YP Action Grant projects in this round. A really special detail of these grants is also the present engagement of our YP teams which, with these grants, is magnifying the impact of their efforts. Our YP teams are supporting so many communities of varying needs.”



**MARIA YESENIA TREJO**, PE,  
Bridge Engineer,  
HDR Foundation Grant Review Committee Member



## Local Community Engagement

As employee-owners, we take to heart our responsibility to improve our communities—not only in design solutions for clients but also 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 where 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 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 believe it's a privilege to support charitable organizations in the areas we serve. We are driven to strengthen our communities and our industry, and provide much-needed support to organizations seeking to improve lives and inspire positive change.

In 2021, we donated \$2 million to over 250 charitable organizations. We also provided an estimated \$2.5 million in corporate sponsorships to nearly 800 community organizations and professional associations.

In addition to these efforts, the HDR Foundation and its Australian and Canadian counterparts are centered on helping the communities where we live and work. The HDR Foundation is primarily funded through employee donations. In 2021, our employees' donations exceeded \$1.27 million, received from our U.S. and Canadian employees. An estimated 38% of employees participated in our Day of Giving, including nearly 850 first-time donors. There are two accounts that accept charitable contributions: a General Giving Account, which funds grants pertaining to the HDR Foundation's areas of focus; and a Disaster Relief Account, which provides assistance to employees who incur uninsured losses or expenses due to federally declared disasters.





## Civic Affairs

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

### Management Approach

Our 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 our 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 our Political Action Committee (PAC), which coordinates HDR's support of elected officials
- Hosting a HDR National Policy Forum, bringing HDR employees together with members of Congress in Washington, D.C.

### Looking Forward — 2022 and Beyond

We are working to understand how the development of ESG in the various associations, political organizations, and political leadership priorities will impact society and our industry. The very nature of these organizations represents a broad spectrum of policy makers and those most impacted that will put us in a unique position to learn and promote our view as ESG evolves.



## 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 globally. 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' experiences. The outcome is mutually beneficial, enabling our employees to grow professionally while collaborating with others to make a positive impact.

- **We strive 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. We worked with the local convention authority to pilot both recycling and composting at a large HDR conference held at the center, and they have 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 Public Transportation Association, International Living Futures Institute, Practice Greenhealth and the Waste-to-Energy Research and Technology Council.

- **We invest in new initiatives that have potential for great impact.** For example, we are an Enterprise Sponsor of the International Living Futures Institute, acting as an ambassador and helping to recruit and train future ambassadors. We have staff working with the AIA Materials Knowledge Working Group on the 2050 Pledge for Materials. The intent of the pledge is to educate the building community to diminish impacts by using materials that are free of toxic substances, minimize GHG emissions and are environmentally and socially responsible.
- **We share success to help others adopt best practices.** Our employees speak nationally about sustainability topics, sharing real-world stories at organizational conferences such as the National Adaptation Forum, CleanMed, GreenBuild, World Energy Engineering Congress, American Society of Civil Engineers, American Public Transportation Association, Transportation Research Board and American Public Works Association.
- **We drive positive change in our supply chain.** We endeavor to work with suppliers that encourage sustainability in their supply chains. We look to support the companies that 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 health and environmental product information provided by complete HPDs and EPDs into our practice.



## ABOUT THIS REPORT

# Understanding our environmental, social and economic impacts.

Our ESG 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 report covering sustainability issues occurring throughout the company. This report details activities from January to December 2021 and updates the report published in 2020. We have included details of our direct operations and companies acquired during the calendar year of 2021. We exclude joint ventures where HDR was not the lead partner.







## GRI Content & Feedback

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 quality data 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.

### GRI Standards

This report is organized and presented in accordance with the GRI Standards established by the GRI, which include two options for reporting: "Core" and "Comprehensive." ***This report has been prepared in accordance with the GRI Standards: Core option.*** HDR has voluntarily followed GRI reporting guidelines since 2008.

### GRI Content Index

We provide a complete GRI Standard content index beginning on page 74.

### GRI Standard Numbers

Disclosures on GRI numbers are noted throughout the report. They are found at the bottom of each page noted by the associated GRI Standard Number.

### GRI

More information about the Global Reporting Initiative can be found at [www.globalreporting.org](http://www.globalreporting.org).

### Feedback & Comments

We welcome your feedback and suggestions about this report. Please send [comments to HDR](#).



## GRI INDEX

A comprehensive sustainability reporting framework.

The Global Reporting Initiative (GRI) is a nonprofit 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.

# GRI Index

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STRATEGY			
102-14	Statement from senior decision-maker	Letter	2, 3



DISCLOSURE NUMBER AND TITLE		SECTION	PAGE(S)
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102-16	Values, principles, standards, and norms of behavior	Pillar 1 - Projects Pillar 2 - People Pillar 3 - Practices Pillar 4 - Partnerships	17, 18 33 50 65
GOVERNANCE			
102-18	Governance structure	Appendix	79
STAKEHOLDER ENGAGEMENT			
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102-41	Collective bargaining agreements – This disclosure has been omitted because it is not applicable. Our work is primarily performed by licensed professionals who are generally not part of collective bargaining units.		
102-42	Identifying and selecting stakeholders	Materiality	10
102-43	Approach to stakeholder engagement	Materiality	10
102-44	Key topics and concerns raised	Materiality	10
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DISCLOSURE NUMBER AND TITLE		SECTION	PAGE(S)
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## APPENDIX

CHART 1: HDR Organizational Chart

TABLE 1: Commitments and Partnerships

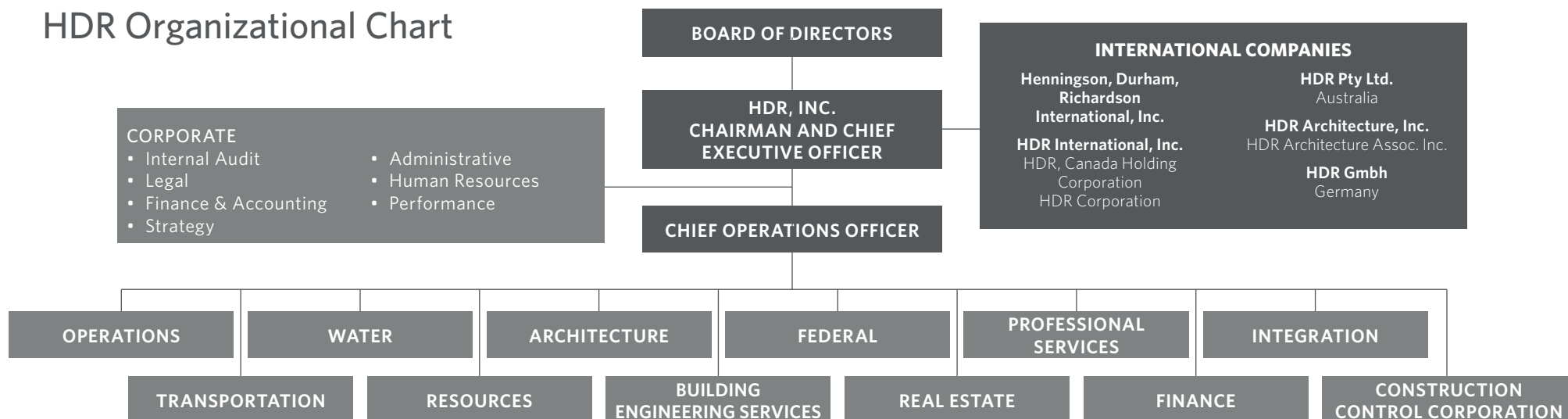
TABLE 2: Employees by Gender

TABLE 3: Employees by Age Group

TABLE 4: Employees by Region

TABLE 5: Employees by Minority Group

# HDR Organizational Chart



## HDR's Board of Directors

### Eric L. Keen, PE

#### Chairman and Chief Executive Officer, HDR

Eric is responsible for the leadership and strategic growth of the company. He previously served as president and chief operating officer and engineering company president, as well as transportation director. Eric has more than 40 years of experience in engineering and planning.

### Charles O'Reilly, PE

#### Vice Chairman, Chief Operating Officer, HDR

Charlie is responsible for the daily operations of the company. Previously, Charlie was the Transportation Group President. Prior to that position, he was the East region transportation director. Charlie has more than 40 years of experience in domestic and global operations and project work.

### David F. LeCureux

#### Chief Strategy Officer, HDR

David leads several of HDR's corporate groups including strategic planning, corporate relations, corporate marketing services and corporate communications. He implements and drives the overall corporate strategy that shapes HDR's global services and supports the firm's employee ownership model. David has over 25 years of experience with domestic and global operations and project work.

### Doug S. Wignall, FAIA, RAIC, LEED AP

#### Architecture President, HDR

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 "nontraditional" architectural services to keep pace with the challenging and diverse architectural field.

### Mary E. Peters

#### Former Secretary, United States Department 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.

### Richard R. Bell, PE

#### Former Chairman and Chief Executive Officer, HDR

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.

### John K. Wilson

#### Former President, Durham Resources, LLC

John is the former president of Durham Resources, LLC, a privately held financial management company. He has an extensive background in finance and accounting, and has served on the advisory boards of U.S. Bank NA Omaha and Duncan Aviation.

### Helvi Sandvik

#### President, Kidways, LLC

Helvi is the president of Kidways, LLC, a management consulting firm providing strategic planning, management consulting and executive and board coaching. She has worked in various leadership roles for 20 years, including president for NANA Development Corporation and Deputy Commissioner of the Alaska Department of Transportation and Public Facilities, Director of Statewide Aviation, Leasing and Airport Administration, and as an Alaska Northern Region Transportation Planner.

# Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2021 Commitments & Partnerships

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
<b>Airport Consultants Council (ACO)</b>	Delivering excellence in airport development.	We are a corporate member.	<a href="http://acconline.org">acconline.org</a>
<b>Airport Council International – North America (ACI-NA)</b>	Advocate policies and provide services that strengthen commercial airports' ability to serve their passengers, customers and communities.	We are a World Business Partner (Silver).	<a href="http://airportscouncil.org">airportscouncil.org</a>
<b>American Association of Airport Executives (AAAE)</b>	Provide resources for airport employees to advance their airport and their career.	We are a corporate member.	<a href="http://aaae.org">aaae.org</a>
<b>American Association of Port Authorities (AAPA)</b>	Promote the common interests of the port community, and provide critical industry leadership on security, trade, transportation, infrastructure, environmental and other issues related to port development and operations.	We are an Industry Solution Provider (ISP) Member.	<a href="http://aapa-ports.org">aapa-ports.org</a>
<b>American Association of State Highway and Transportation Officials (AASHTO)</b>	Educate the public and key decision makers about the critical role that transportation plays in securing a good quality of life and sound economy for our nation.	We are a Capitol Sponsor.	<a href="http://transportation.org">transportation.org</a>
<b>American Public Transportation Association (APTA)</b>	Strengthen and improve public transportation through advocacy, innovation and information sharing to ensure that public transportation is available and accessible for all Americans.	We are a business member, were named a silver-level signatory and have staff active on the Sustainability Committee.	<a href="http://apta.com">apta.com</a>
<b>American Public Works Association (APWA)</b>	Unite the diverse water community to advance public health, safety, the economy, and the environment.	We are a Prestige corporate member.	<a href="http://apwa.net">apwa.net</a>
<b>American Railway Development Association (ARDA)</b>	Promote the economic development, real estate development, technology, and environmental activities of North American railroads through the advancement of ideas and education of members to further promote the effectiveness of railway development.	We are a Platinum Level Corporate Sponsor.	<a href="http://amraildev.com">amraildev.com</a>
<b>American Segmental Bridge Institute (ASBI)</b>	Advance, promote, and innovate segmental bridging technology; share the knowledge; educate stakeholders; build professional relationships; and increase the value of our infrastructure by providing sustainable solutions.	We have a consulting membership.	<a href="http://asbi-assoc.org">asbi-assoc.org</a>
<b>American Shore and Beach Preservation Association (ASBPA)</b>	Advocate for healthy, sustainable and resilient coastal systems to sustain four interconnected core values provided by shores and beaches: community protection, a strong economy, ecologic health and recreation.	We are a corporate member.	<a href="http://asbpa.org">asbpa.org</a>
<b>American Short Line and Regional Railroad Association</b>	Provide the short line railroad community with their best opportunity to meet, discuss issues and develop short line industry positions and programs.	We are an Associate Business member.	<a href="http://aslrra.org">aslrra.org</a>
<b>American Society of Civil Engineers (ASCE)</b>	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.	<a href="http://asce.org">asce.org</a>
<b>American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)</b>	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 healthcare facilities.	<a href="http://ashrae.org">ashrae.org</a>



# Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2021 Commitments & Partnerships

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
<b>American Society of Mechanical Engineers (ASME)</b>	Serve diverse global communities by advancing, disseminating and applying engineering knowledge for improving the quality of life and communicating the excitement of engineering.	Staff have served on various committees, including chairing the Materials and Energy Recovery Division.	<a href="https://asme.org">asme.org</a>
<b>American Water Works Association (AWWA)</b>	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.	<a href="https://awwa.org">awwa.org</a>
<b>Architecture 2030 Challenge</b>	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 and continue to report and improve on our project and company performance every year.	<a href="https://architecture2030.org">architecture2030.org</a>
<b>Association of American Railroads (AAR)</b>	Advocate for sound public policy with federal legislators and administrators. Facilitate the operations, safety, security and research initiatives that allow railroads to meet the needs of their customers and help America achieve economic prosperity.	We are an Associate Member (Gold).	<a href="https://aar.org">aar.org</a>
<b>Association for Contract Textiles (ACT)</b>	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.	<a href="https://contracttextiles.org">contracttextiles.org</a>
<b>Association of Environmental Engineering and Science Professors</b>	Assist members in the development and dissemination of knowledge in environmental engineering and science.	We are a sustaining member.	<a href="https://aeesp.org">aeesp.org</a>
<b>Association of Metropolitan Water Agencies (AMWA)</b>	Unify and speak for the largest publicly owned drinking water systems on regulatory, legislative and security issues.	We are a corporate member.	<a href="https://amwa.net">amwa.net</a>
<b>Association of State Floodplain Managers (ASFPM)</b>	Promote education, policies and activities that mitigate current and future losses, costs and human suffering caused by flooding, and to protect the natural and beneficial functions of floodplains—all without causing adverse impacts.	We are a corporate member.	<a href="https://floods.org">floods.org</a>
<b>Business and Institutional Furniture Manufacturers Association (BIFMA)</b>	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.	<a href="https://bifma.org">bifma.org</a>
<b>Center for Environmental Health (CEH)</b>	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 2020, we updated our pledge (signed in 2014) with the CEH, giving preference for flame retardant-free furniture.	<a href="https://ceh.org">ceh.org</a>
<b>Coasts, Oceans, Ports, and Rivers Institute</b>	Unite the disciplines working to sustainably develop, protect and restore coasts, oceans, ports, waterways, rivers, and wetlands; integrating the key stakeholders into decision-making processes; advancing technological state of art and practice; and influencing public policy.	We are a corporate member.	<a href="https://asce.org/coasts-oceans-ports-and-rivers-engineering">asce.org/coasts-oceans-ports-and-rivers-engineering</a>
<b>Conference of Minority Transportation Officials</b>	Ensure opportunities and maximum participation in the transportation industry for minority individuals, veterans, people with disabilities and certified MWDDBE businesses through leadership training, professional development, scholarship and internship funding, political advocacy, partnership building and networking opportunities.	We are a Private Sector Corporation member.	<a href="https://comto.org">comto.org</a>

# Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2021 Commitments & Partnerships

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
<b>Congress for New Urbanism</b>	Promote walkable, neighborhood-based development as an alternative to urban sprawl using a proactive, multidisciplinary approach to restoring communities.	Our professionals are active members.	<a href="http://cnu.org">cnu.org</a>
<b>Edison Electric Institute</b>	Provide public policy leadership, strategic business intelligence, and essential conferences and forums to investor-owned electric companies.	We are an associate member.	<a href="http://eei.org">eei.org</a>
<b>Electric Products Environmental Assessment Tool (EPEAT)</b>	Assist purchasers in the public and private sectors with evaluating, comparing and selecting electronic products based on their environmental attributes.	Since 2013, we have been an official EPEAT enterprise purchaser, 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 make environmentally responsible purchases, while providing our employees with the tools they need to do their jobs.	<a href="http://epeat.net">epeat.net</a>
<b>Engineers Without Borders (EWB)</b>	Help developing countries 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.	<a href="http://ewb-usa.org">ewb-usa.org</a>
<b>Eno Transportation Foundation</b>	Shape public debate on critical multimodal transportation issues and build an innovative network of transportation professionals.	We are a Corporate Silver member.	<a href="http://enotrans.org">enotrans.org</a>
<b>Environmental &amp; Energy Technology Council of Maine (E2Tech)</b>	Build and expand the State's environmental, energy, and clean technology sectors.	We are a corporate member.	<a href="http://e2tech.org">e2tech.org</a>
<b>Green Guide for Health Care (GGHC)</b>	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.	<a href="http://gghc.org">gghc.org</a>
<b>Health Care Without Harm</b>	Transform health care worldwide so that it reduces its environmental footprint, becomes a community anchor for sustainability and a leader in the global movement for environmental health and justice.	We support Health Care Without Harm, a nonprofit organization seeking to transform health care worldwide to reduce its environmental footprint, and a leader in the global movement for environmental health and justice. Our commitment to protecting public health from climate change is especially aligned with Health Care Without Harm's goal to reduce health care's carbon footprint, foster climate-resilient healthcare systems, and to advocate for solutions that accelerate a transition to clean, renewable energy.	<a href="http://noharm.org">noharm.org</a>
<b>Healthy Affordable Materials Project (HAMP)</b>	Improve the lives and health of affordable housing residents by reducing the use of toxic materials in building products.	We are an advisor for the Healthy Affordable Materials Project (HAMP), which seeks to improve the lives and health of affordable housing residents by reducing the use of toxic materials in building products. Through the use of healthier building products and furnishings, the built environment contributes to the improved health of all people, especially lowest income communities.	<a href="http://hpd-collaborative.org/healthy-affordable-materials-project-hamp">hpd-collaborative.org/healthy-affordable-materials-project-hamp</a>

# Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2021 Commitments & Partnerships

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
<b>Health Product Declaration (HPD) Collaborative</b>	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 an Executive Board member (Secretary) and Board Member, our 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 product innovation and performance, and to provide associated human health information to aid in decision making and specifications of products.	<a href="http://hpd-collaborative.org">hpd-collaborative.org</a>
<b>Healthier Hospitals Initiative (HHI)</b>	Help 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 on a healthier, more sustainable future.	<a href="http://practicegreenhealth.org/healthierhospitals">practicegreenhealth.org/healthierhospitals</a>
<b>Hydropower Foundation</b>	Increase the waterpower community's opportunity to contribute to society and the environment.	We are a Director's Circle member.	<a href="http://hydrofoundation.org">hydrofoundation.org</a>
<b>Institute for Sustainable Infrastructure (ISI)</b>	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 framework, and we have more projects verified than any other firm. HDR staff are part of the Envision Review Board (ERB) and participate in several committees.	<a href="http://sustainableinfrastructure.org">sustainableinfrastructure.org</a>
<b>Intelligent Transportation Society America</b>	Advance the research and deployment of intelligent transportation technologies to save lives, improve mobility, increase accessibility and equity, promote sustainability, and improve efficiency and productivity.	We are a Professional Trust member.	<a href="http://itsa.org">itsa.org</a>
<b>Intermodal Association of North America</b>	Promote the growth of efficient intermodal freight transportation through innovation, education and dialogue.	We are a Supplier Division member.	<a href="http://intermodal.org">intermodal.org</a>
<b>International Bridge, Tunnel and Turnpike Association (IBTTA)</b>	Implementing state-of-the-art, innovative user-based transportation financing solutions to address the critical infrastructure challenges of the 21st century, through advocacy, thought leadership and education.	We are a Sustaining member.	<a href="http://ibtta.org">ibtta.org</a>
<b>International Institute of Sustainable Laboratories (I2SL)</b>	Engage all stakeholders in advancing the safety and sustainability of laboratories and other high-tech facilities globally.	HDR has My Green Lab Certified staff, and we champion I2SL programs locally and globally by helping the U.S. EPA and DOE promote sustainable laboratories and raise awareness about the benefits of I2SL throughout the industry.	<a href="http://i2sl.org">i2sl.org</a>
<b>International Living Future Institute (ILFI)</b>	Lead and support the transformation toward communities that are socially just, culturally rich and ecologically restorative.	HDR has a corporate education/training and staff accreditation arrangement with ILFI.	<a href="http://living-future.org">living-future.org</a>
<b>Matter</b>	Enable regenerative, high-performance buildings by providing access to unbiased, comprehensive and accurate material information.	HDR has a subscription to Matter, a material management platform that supports optimizing building material searches for the most appropriate, sustainable products selections. HDR staff use Matter to compare and contrast products, curate libraries for HDR and our clients, and build project specifications.	<a href="http://matterbuild.com/#/landing">matterbuild.com/#/landing</a>
<b>Mindful MATERIALS</b>	Dedicated to reducing, and ultimately reversing, the embodied impacts of the built environment through our collective material choices.	We are a supporting A/E business for this program that focuses on utilizing aggregated information on human health and environmental impacts for products from leading manufacturers, vetted by experts passionate about making it easier to make informed product choices.	<a href="http://mindfulmaterials.com">mindfulmaterials.com</a>



# Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2021 Commitments & Partnerships

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
<b>National Association of Clean Water Agencies (NACWA)</b>	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.	<a href="http://nacwa.org">nacwa.org</a>
<b>National Hydropower Association (NHA)</b>	Work to secure the energy, environmental, and economic benefits of hydropower resources for all Americans.	We are an active corporate member with professionals holding leadership positions on the Board of Directors.	<a href="http://hydro.org">hydro.org</a>
<b>National Railroad Construction and Maintenance Association (NRC)</b>	Create a positive business climate and make railway construction and maintenance safer and more efficient.	We are an Associate Member.	<a href="http://nrcma.org">nrcma.org</a>
<b>National Water Resources Association (NWRA)</b>	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 NWRA with professionals holding leadership and committee positions.	<a href="http://nwra.org">nwra.org</a>
<b>NC Sustainable Energy Association (NCSEA)</b>	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.	<a href="http://energync.org">energync.org</a>
<b>Northwest Hydroelectric Association (NWhA)</b>	Promote the region's waterpower as a clean, efficient energy while protecting the fisheries and environmental quality that characterize our Northwest region.	We are an active member, with professionals holding leadership positions on the Board of Directors.	<a href="http://nwhydro.org">nwhydro.org</a>
<b>Occupational Safety and Health Administration (OSHA)</b>	Ensure employee safety and health in the U.S. by working with employers and employees to create better working environments.	We support and grow our safety culture through a comprehensive health and safety program that has received national recognition for excellence. This program includes extensive mandatory safety training for all employees and is supported by a team of certified safety professionals.	<a href="http://osha.gov">osha.gov</a>
<b>Practice Greenhealth</b>	Promote healthcare industry commitment to sustainable, eco-friendly practices to improve the health of patients, staff and the environment.	We support both 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.	<a href="http://practicegreenhealth.com">practicegreenhealth.com</a>
<b>Railway Engineering Maintenance Suppliers Association (REMSA)</b>	Provide global business development opportunities, to transfer knowledge about markets, products and the industry to members and their customers, and to support the initiatives advancing the North American railroad industry.	We are a corporate member.	<a href="http://remsa.org">remsa.org</a>
<b>RMEL</b>	Prepare the electric energy industry for the future through education and networking.	We are a corporate member.	<a href="http://rmel.org">rmel.org</a>
<b>Smart Electric Power Alliance (SEPA)</b>	Accelerate the electric power industry's transformation to a modern energy future through education, research, standards, and collaboration.	We are a corporate member.	<a href="http://sepapower.org">sepapower.org</a>
<b>Solid Waste Association of North America (SWANA)</b>	Advance the industry from solid waste management to resource management through an emphasis on education, advocacy and research.	We are an active member, with professionals holding leadership positions on numerous boards and committees.	<a href="http://swana.org">swana.org</a>
<b>Sustainable Transport Council</b>	Benefit communities and the environment by recognizing sustainable transportation projects and by promoting sustainability education for transportation infrastructure.	We are a member of the Sustainable Transport Council; HDR staff members currently sit on the Greenroads Foundation Board of Directors.	<a href="http://greenroads.org">greenroads.org</a>

# Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2021 Commitments & Partnerships

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
<b>Texas Shore and Beach Preservation Association (TSBPA)</b>	Preserve, restore, and protect the shorelines of the Texas Coast for future generations to enjoy by bringing together individuals, coastal professionals and academics, property owners, government entities, and groups in finding solutions.	We are a corporate member.	<a href="https://texasasbpa.org/site">texasasbpa.org/site</a>
<b>Transportation Research Board (TRB)</b>	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.	<a href="https://nationalacademies.org/trb/transportation-research-board">nationalacademies.org/trb/transportation-research-board</a>
<b>U.S. Business Council for Sustainable Development (BCSD)</b>	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.	<a href="https://www.usbcsc.org">www.usbcsc.org</a>
<b>U.S. Conference of Mayors Climate Protection Center (USCOM)</b>	Provide mayors with guidance and assistance they need to lead their cities' efforts to reduce greenhouse gas emissions linked to climate change.	We support and are actively involved with the U.S. Conference of Mayors, including professionals participating in conferences and panels.	<a href="https://usmayors.org/programs/mayors-climate-protection-center">usmayors.org/programs/mayors-climate-protection-center</a>
<b>U.S. Green Building Council (USGBC)</b>	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.	<a href="https://usgbc.org">usgbc.org</a>
<b>Urban Land Institute (ULI)</b>	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.	<a href="https://uli.org">uli.org</a>
<b>Water Design-Build Council</b>	Evolve best practices for successful implementation of water projects through collaborative delivery methods, by facilitating thought leadership with stakeholders through research, education, and communication.	We are a corporate member.	<a href="https://watercollaboratedelivery.org">watercollaboratedelivery.org</a>
<b>Water Environment Federation</b>	Connect water professionals; enrich the expertise of water professionals; increase the awareness of the impact and value of water; and provide a platform for water sector innovation.	We are a corporate member.	<a href="https://wef.org">wef.org</a>
<b>Water for People</b>	Help people in developing countries develop locally sustainable drinking water resources, sanitation facilities and health and hygiene education programs.	We support Water for People in the quest to provide safe, clean water for every community. Across the nation, HDR employees volunteer their time and talent. We visit countries in need, not only to design reliable water and sanitation systems, but to provide essential education and training.	<a href="https://waterforpeople.org">waterforpeople.org</a>
<b>Water Research Foundation</b>	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.	<a href="https://waterfff.org">waterfff.org</a>
<b>WaterReuse Association (WRA)</b>	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.	<a href="https://watereuse.org/association">watereuse.org/association</a>
<b>WaterISAC</b>	Help water and wastewater utilities prevent, respond and recover from all-hazards security threats by providing them with information resources, such as threat alerts, mitigation resources, best practices, research, and education.	We are a corporate member.	<a href="https://waterisac.org">waterisac.org</a>

## Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2021 Commitments & Partnerships

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
<b>Western Energy Institute (WEI)</b>	Support the electric and gas industry by facilitating direct connections and open dialogues between extremely well-defined professional roles through member-driven programs, forums, committees, timely career development opportunities, and relaxing environments to collaborate and network.	We are a Platinum level member.	<a href="https://westernenergy.org">westernenergy.org</a>
<b>Women's Energy Network (WEN)</b>	Provide networking opportunities and foster the career and leadership development of women who work in the energy industries.	We are a corporate member.	<a href="https://womensenergynetwork.org">womensenergynetwork.org</a>
<b>WTS International</b>	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 Partner at the Trailblazer level and hold leadership positions on various committees at the local and national level.	<a href="https://wtsinternational.org">wtsinternational.org</a>



# Employee Demographic Information

Table 2: 2021 Employees by Gender

JOB GROUP	FEMALE	MALE	TOTAL
Executive/Senior Level Officials & Managers	3	37	40
First/Mid-Level Officials & Managers	366	1,520	1,886
Professional Technical	506	839	1,345
Professional Architecture	371	433	804
Professional Engineering	801	2,722	3,523
Professional Computer	33	171	204
Professional Other	789	311	1,100
Technicians	313	998	1,311
Administrative Support Workers	547	79	626
Craft Workers	0	1	1
Laborers and Helpers	0	3	3
<b>TOTAL</b>	<b>3,729</b>	<b>7,114</b>	<b>10,843</b>

Table 4: 2021 Employees by Region

COUNTRY	FEMALE	MALE	TOTAL
Australia	58	110	168
Canada	196	287	483
China	2	6	8
Germany	90	102	192
Guam	1	3	4
Ireland	0	1	1
Israel	2	1	3
Italy	0	1	1
Saudi Arabia	0	3	3
Singapore	6	17	23
United Arab Emirates	9	16	25
United Kingdom	61	218	279
United States	3,304	6,349	9,653
<b>TOTAL</b>	<b>3,729</b>	<b>7,114</b>	<b>10,843</b>

Table 3: 2021 Employees by Age Group

JOB GROUP	AGE <25	AGE 25-29	AGE 30-34	AGE 35-39	AGE 40-44	AGE 45-49	AGE 50-54	AGE 55-59	AGE 60-64	AGE 65+	TOTAL
Executive/Senior Level Officials & Managers	0	0	0	0	5	4	11	8	5	7	40
First/Mid-Level Officials & Managers	0	0	22	130	256	370	388	296	249	175	1,886
Professional Technical	14	133	185	215	187	164	129	112	105	101	1,345
Professional Architecture	15	88	156	162	108	87	79	44	39	26	804
Professional Engineering	169	784	743	543	362	245	202	169	170	136	3,523
Professional Computer	1	5	19	29	36	36	33	33	8	4	204
Professional Other	7	71	123	166	166	157	141	129	91	49	1,100
Technicians	111	144	157	153	127	130	143	137	128	81	1,311
Administrative Support Workers	36	102	95	52	57	60	72	63	56	33	626
Craft Workers	0	0	0	0	0	0	0	1	0	0	1
Laborers and Helpers	0	1	0	0	0	0	0	0	1	1	3
<b>TOTAL</b>	<b>353</b>	<b>1,328</b>	<b>1,500</b>	<b>1,450</b>	<b>1,304</b>	<b>1,253</b>	<b>1,198</b>	<b>992</b>	<b>852</b>	<b>613</b>	<b>10,843</b>

Table 5: 2021 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	NOT SPECIFIED (BLANK)	TWO OR MORE RACES	WHITE	TOTAL
Executive/Senior Level Officials & Managers	0	0	1	3	0	3	0	33	40
First/Mid-Level Officials & Managers	4	111	15	88	1	152	20	1,495	1,886
Professional Technical	3	78	27	75	1	107	42	1,012	1,345
Professional Architecture	1	139	14	53	2	231	22	342	804
Professional Engineering	8	500	62	237	6	333	101	2,276	3,523
Professional Computer	1	18	7	8	0	8	5	157	204
Professional Other	1	67	30	79	1	63	27	832	1,100
Technicians	2	86	54	150	2	126	49	842	1,311
Administrative Support Workers	0	34	36	48	4	66	26	412	626
Craft Workers	0	0	0	0	0	0	0	1	1
Laborers and Helpers	0	0	0	0	0	2	0	1	3
<b>TOTAL</b>	<b>20</b>	<b>1,033</b>	<b>246</b>	<b>741</b>	<b>17</b>	<b>1,091</b>	<b>292</b>	<b>7,403</b>	<b>10,843</b>