

2022

ESG REPORT



Our evolving Environmental Social Governance (ESG) program builds on our sustainability and resiliency program, which began in 1993.

Letter from Our CEO

We work to make the world better, brighter, and safer for all. For over a century, HDR has partnered with clients to shape communities and push the boundaries of what's possible — from green construction technology, to advanced accessibility and resiliency design. With expertise spanning over 11,000 employees in more than 200 locations worldwide, our engineering, architecture, environmental and construction services bring an impressive breadth of knowledge to communities across the globe. Our strategic approach to finding innovative solutions defines our past and drives our future.

Our evolving Environmental Social Governance (ESG) program builds on our sustainability and resiliency program, which began in 1993. Our ESG strategy is based on our materiality assessment, which defines the issues relevant to the sustainable development of our business as identified by our stakeholders, including our employee-owners.

The urgency for sustainable action, which is rapidly changing how design and construction are undertaken, is reflected in the distinct way we do business. As an employee-owned company, we believe that our unique structure improves the company's financial performance, creates high employee morale, and promotes organizational growth and value.

Further, we understand the contribution we can have in moving ESG initiatives forward. Over the past two decades of sustainable leadership, we have:

- Developed our first company-wide greenhouse gas (GHG) inventory (2007)
- Released our first Sustainability and Corporate Responsibility (S+CR) (2008)
- Established a GHG baseline and GHG emission reduction target (2011)
- 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)
- Achieved our GHG reduction target — to reduce GHG emission levels 20% by 2020 from our baseline (2020)
- Joined coalition signing COP26 Communiqué (2021)
- Transitioned to an ESG focus, establishing an ESG Charter and Advisory Board (2022)

We welcome the trend toward data-driven ESG metrics and disclosure. We see opportunities to remain recognized as leaders in the industry and leverage our culture of employee ownership to Make Great Things Possible.

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, clients, employees, and a resilient future.

Eric Keen

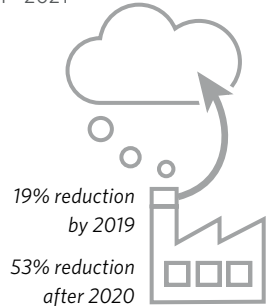
Eric Keen

Chairman and Chief Executive Officer
HDR

2022 HDR Highlights

39.3%

Overall emissions reduction
2011 - 2021



Scope 2
emissions
have **decreased**
by more than

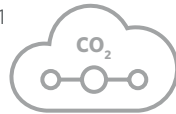
37%

since 2011

Emissions per FTE
have **decreased** by more than

50%

since 2011



40+ Members of **ESG**
Leadership Team
Across All Business Lines

More and more offices are developing
composting programs and we integrate
sustainability into our conferences,
helping us **divert more than**

43,000

pounds of waste from landfills each year



Employee participation in our
annual Day of Giving rose to

40%

in 2022, raising

\$1,500,000 USD



92%

of HDR Employees
own stock in the
company.



8

**Employee
Network Groups**

Asian Pacific | Black | LGBTQ+ | Hispanic |
People with Disabilities | Veterans | Women |
Young Professionals

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

Our
Workplace Planning Design Criteria
require **contractors**
plan for a
minimum of



50%

waste diverted from landfill
and directs designers to include
drawings notes for **carpet and**
ceiling tile take-back programs.

In 2022, the
HDR Foundation provided



62
Grants



totaling
\$1,500,000

RANKINGS

Recognized as a Leader in
Sustainability and Corporate Responsibility

Engineering News-Record

- No. 5 - Top 500 Design Firms
- No. 7 - Top 100 in Green Buildings Design Firms
- No. 2 - Top 5 in Health Care
- No. 2 - Top 10 in Hydro Plants
- No. 7 - Top 25 in Mass Transit & Rail Architect 50
- No. 4 - Top 50 Firms in Sustainability

The Employee Ownership 100

- No. 1 - Largest 100% employee-owned
architecture/engineering firm
- No. 4 - Largest 100% employee-owned
company based in U.S.
- No. 5 - Largest employee-owned company
based in U.S.



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 2022, two of our
offices were certified: Denver office (1 star) and Chicago office (1 star)



Sustainability is integral to our
headquarters building, which
achieved both

LEED BD+C NC v4 Gold

and a

Fitwel ★★ ★ 3-Star Rating



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List of Abbreviations

| ABBR. | DESCRIPTION |
|--------------------|---|
| A+BES | Architecture + Building Engineering Services |
| ACT | American Contract Textiles |
| AIA | American Institute of Architects |
| AIBC | Architectural Institute of British Columbia |
| APC | Annual Performance Conversation |
| APTA | American Public Transportation Association |
| AWWA | American Water Works Association |
| BIFMA | Business and Institutional Furniture Manufacturers Association |
| BIM | Building Information Modeling |
| C2C | Cradle to Cradle Certified |
| CAD | Computer Aided Drafting |
| CEH | Center for Environmental Health |
| CEU | Continuing Education Unit |
| COP26 | United Nations Climate Change Conference of the Parties (COP26) |
| CPD | Continuing Professional Development |
| CSO | Combined Sewer Overflow |
| CTDO | Chief Talent Development Officer |
| DART | Dallas Area Rapid Transit |
| DART Rating | Days Away, Restricted or Transferred |
| EAP | Employee Assistance Program |
| EMR | Experience Modification Rate |
| ENG | Employee Network Groups |
| EPA | Environmental Protection Agency |
| EPD | Environmental Product Declaration |
| EPEAT | Electronic Product Environmental Assessment Tool |
| ERB | Envision Review Board |
| ESCA | Employee S Corps of America |
| ESG | Environmental Social Governance |
| EUI | Energy Use Intensity (EUI) |

| ABBR. | DESCRIPTION |
|-----------------|---|
| FTE | Full-Time Equivalent |
| GBCI | Green Business Certification Inc. |
| GHG | Greenhouse Gases |
| GI | Green Infrastructure |
| GRI | Global Reporting Initiative |
| GTSSP | Green Team Smart Solutions Project |
| GWP | Global Warming Potential |
| HPD | Health Product Declaration |
| HVAC | Heating, Ventilation, and Air conditioning |
| IACET | Accreditors for Continuing Education and Training |
| ID&E | Inclusion, Diversity & Equity |
| IDOC | Illinois Department of Corrections |
| ISI | Institute for Sustainable Infrastructure |
| iSQ | Innovation Square |
| IUCN | International Union for Conservation of Nature |
| JHA | Job Hazard Analysis |
| L&OD | Learning & Organizational Development |
| LED | Light-Emitting diode |
| LEED | Leadership in Energy and Environmental Design |
| LGBTQ+ | Lesbian, Gay, Bisexual, Transgender, and Queer (or questioning) |
| LID | Low-impact development |
| MRF | Material Recovery Facility |
| MTCO2e | Metric tons of carbon dioxide equivalent |
| NACWA | National Association of Clean Water Agencies |
| NCEO | National Center for Employee Ownership |
| NOMA | National Organization of Minority Architects |
| NOx | Nitrogen oxides |
| NSBE | National Society of Black Engineers |
| OC SAN | Orange County Sanitation District |
| ODS | Ozone-depleting Substances |

| ABBR. | DESCRIPTION |
|------------------|---|
| OSHA | Occupational Safety and Health Administration |
| PAC | Political Action Committee |
| PFAS | Per- and Polyfluorinated Substances |
| PMO | Project Management Office |
| PTO | Paid Time Off |
| RNG | Renewable Natural Gas |
| S+CR | Sustainability and Corporate Responsibility |
| SF | Square Feet |
| SH&E | Safety, Health and Environmental |
| SHPE | Society of Hispanic Professional Engineers |
| SMPS | Society of Marketing Professional Services |
| SOx | Sulfur Oxides |
| SPU | Seattle Public Utilities |
| STEAM | Science, Technology, Engineering, the Arts and Math |
| STEM | Science, Technology, Engineering and Math |
| SVA | Sustainable Value Analysis |
| TAC | Transportation Association of Canada |
| TaLON | Technical and Leadership Optimization Network |
| TCIR | Total Case Incident Rate |
| USD | U.S. Dollars |
| USGBC | U.S. Green Building Council |
| VAV | Variable Air Volume |
| VILT | Virtual Instructor-led Training |
| VOCs | Volatile Organic Compounds |
| WE&RF | Water Environment & Reuse Foundation |
| WEF | Water Environment Federation |
| WPR | Waste Prevention and Recycling |
| WRF | Water Research Foundation |
| YP ENG | Young Professionals Employee Network Group |

Disclaimer: All information in this ESG Report, including but not limited to case studies, is provided solely for informational purposes and shall not be construed as legal advice or as creating any legally binding statements or assertions. In addition to disclosure of historical information, certain information regarding HDR contained in this ESG Report may constitute forward-looking statements. The forward-looking statements contained in this ESG Report are made as of the date of this Report and HDR does not assume any obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. The articles and quoted opinions or viewpoints expressed herein by individuals do not necessarily reflect those of HDR as an organization. In no event will HDR or its affiliates be liable for any decisions, actions, or omissions made or taken in reliance on the information in this ESG Report.



MATERIALITY

What's important to us?

We've built our ESG strategy based on what has the most impact on our business. The process of issue identification resulted from understanding our numerous stakeholders:

- Employee-Owners
- Clients
- Competitors
- Industry Organizations
- Regulatory Agencies
- Nongovernmental Organizations
- Community/Civic Organizations
- Suppliers & Vendors



Materiality Assessment Process



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

Approach

Our materiality assessment started with staff from diverse functional areas throughout the company. Each brought a unique perspective as we evaluated 35 ESG aspects relevant to our business and clients. After gathering initial feedback using a survey, the group met to share insights on specific issues and align the relative impact of each ESG aspect. The result was a list of issues describing the perceived impact to HDR, considering risks and opportunities. The horizontal placement of each theme on our materiality matrix represents the outcome of this effort.

Upon completing the internal assessment, we identified key groups, ranging from clients to industry associations and government agencies to competitors. We also considered the importance of ESG aspects through online surveys and desktop research. The vertical placement of each theme on our materiality matrix represents the outcome of this effort.

The combined results visually represent 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 topics that represent the organization's most significant impacts on the economy, environment, and people, including impacts on their human rights.

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

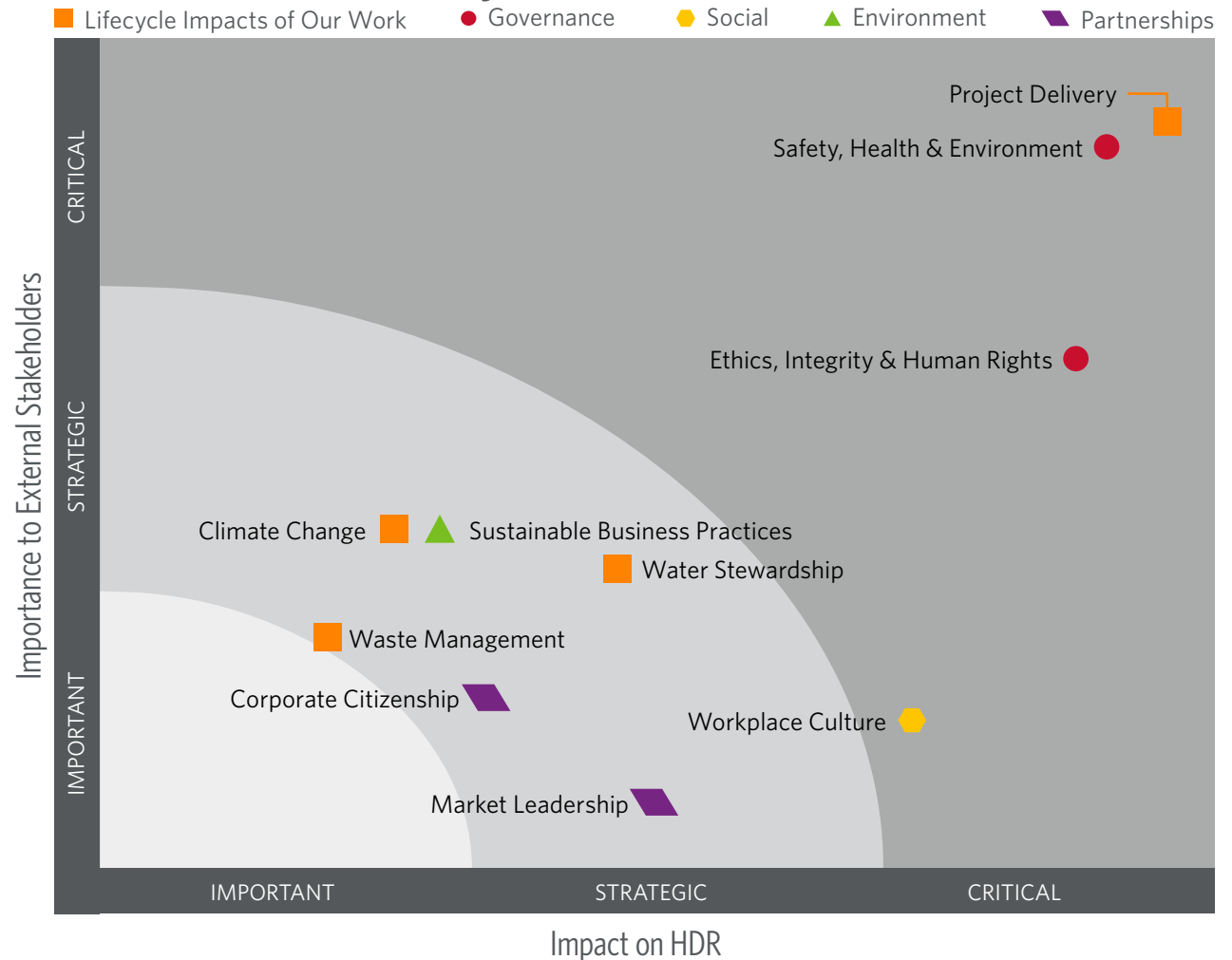
Market Leadership

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.

Stakeholder Engagement

Our success depends on the successful engagement of stakeholders. It is essential for us to listen and learn from stakeholders who live with the results of our work on a daily basis, including our employees. Our employees' opinions are vitally important, and we engage them — through internal meetings, organizations, career programs, online (internally and externally), 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 how we engage our stakeholders. We want to connect what we do with community stewardship. This can make a difference in our work and enable us to be more conscientious stewards. Groups are engaged regularly:

- **Clients** — Meet with clients throughout the course of a project and collaborate with clients through our quarterly client report card program.
- **Educational leaders and organizations** — Involve regularly through internal speaking engagements.
- **Civic organizations** — Quarterly, biannually and annually, depending on activities and events.
- **All staff** — Daily, through intranet updates.
- **Professional organizations** — Monthly.
- **Young professionals** — Monthly.
- **Retirees** — Quarterly.

There are numerous ways to engage stakeholders. Our preferred method is to involve individuals as a regular part of doing business through public meetings, surveys, facilitated sessions, written communications, social networking and other means. Some of our most significant accomplishments have been built on relationships we have developed with individuals worldwide. We value their input and use the information they provide to 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. Our company has regular employee feedback mechanisms, including annual meetings, monthly management meetings, quarterly leadership meetings, biannual retreats, company-sponsored training, web-based interactive tools such as Yammer, Microsoft Teams, surveys, and more.

HDR strives to be a transparent organization, and how we address key topics and areas of concern depends on where the concern surfaces. If it is with our external stakeholders, we work with our clients and organizations to implement plans and tactics to address and alleviate concerns. Internally, the topics and concerns are addressed through regular leadership meetings, town-hall settings, and other internal processes. Typically, following a meeting or town-hall setting, FAQs and follow-up information may be posted on our internal website for future reference.



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



Management Approach

Our strategic planning process is the foundation of our overall management approach. It is based on four objectives that form the backbone 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 our company. We do the right things for the right reasons. And we take personal responsibility to see things through.

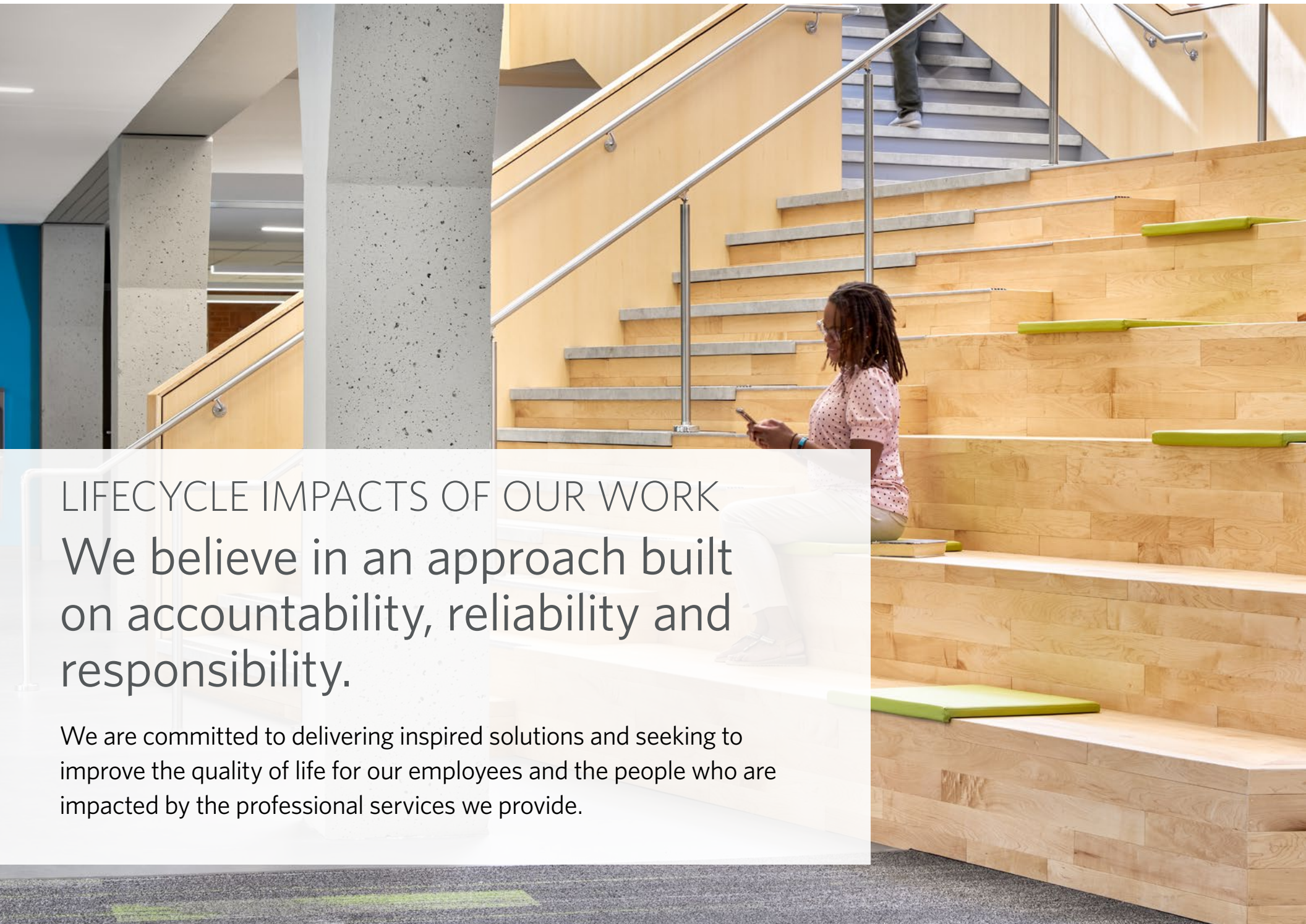
4. Push boundaries.

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.



LIFECYCLE IMPACTS OF OUR WORK

We believe in an approach built on accountability, reliability and responsibility.

We are committed to delivering inspired solutions and seeking to improve the quality of life for our employees and the people who are 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 connect people and even bring people to the facilities we've designed — facilities that deliver clean water and reliable energy. We design academic institutions to accommodate a growing breadth of people and pedagogies. We clean up beaches and shorelines to help restore ecosystems. Our professionals design the structures 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 highlight community pride and values.

Architecture

Our world-renowned architects and engineers create award-winning designs for urban environments, campuses and buildings. We are committed to designing intelligent and inspiring architecture that express our clients' missions and values in the following areas:

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

Building Engineering Services

Our multidisciplinary 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 in the following areas:

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

Federal

Defense and intelligence and federal markets.

- Civilian Agencies
- Installations
- Mission Critical & Security

Field Services

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

Resources

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

- Industrial
- Power
- Waste

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

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. We do so in:

- 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 in the following areas:

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



Project Highlights

HAMILTON CENTER, WASHINGTON

Forterra, Hamilton, WA, USA

On average, Hamilton, Washington, has faced flooding events every 3½ years, and the severity of these events is increasing due to climate change. Using a triple-net-zero approach for energy, water and waste to address this challenge, HDR designed a community that works in concert with nature and is situated above the 500-year flood plain. The design is highly resilient and reconnects humans with natural systems.

OC SAN HEADQUARTERS COMPLEX

Orange County Sanitation District, Fountain Valley, CA, USA

Orange County Sanitation District's headquarters complex in California is a 100,000-square-foot net positive energy office complex, which also achieved a 180% reduction in embodied carbon for construction, through the use of mass timber, the reduction of interior finishes and a prevalence of renewable materials. Over its lifetime, the project is estimated to sequester over 360 metric tons of carbon to help balance the operational and embodied carbon equation.

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.

We have identified wetlands, conducted biological surveys and prepared Phase I site assessments to identify potential site constraints early in project development. 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.

SHIP CANAL WATER QUALITY PROJECT

Seattle Public Utilities, Seattle, WA, USA

When fully implemented, the Ship Canal Water Quality Project, a joint project between Seattle Public Utilities (SPU)

and King County, is designed to reduce the frequency of combined sewer overflow (CSO) events to 1 per year at each of its outfall locations, based on a 20-year moving average. A new 2.7-mile storage tunnel will temporarily store 29 million gallons of CSO during these heavy rain events. HDR is the lead designer of the pump station that drains the storage tunnel after use. The pump station is located at the Ballard site and is the main above-grade feature of the project. The goals for the Ballard site are to express function locally and citywide, derive benefits for the Seattle community and SPU, contribute to and recognize the place and role of waterfront in Ballard, and connect the neighborhood to the waterfront. HDR helped to improve project sustainability for the entire project by facilitating application of the Envision framework. Sustainable elements include modeling tunnel sizing to improve resiliency and longevity, using phytoremediation and green stormwater infrastructure at the Ballard site, incorporating a temporary urban tree farm, and working with other organizations to improve safety, mobility and access.

LEVERAGING WATER REUSE TO SOLVE MULTIPLE CHALLENGES

Anne Arundel County, Crofton, MD, USA

Anne Arundel County's Our wAAtter Program is evaluating strategies to improve long-term water supply reliability and water quality in the Chesapeake Bay region. One piece of this strategy is to evaluate indirect potable reuse by adding advanced treatment processes to its Patuxent Water Reclamation Facility. This process would further treat wastewater effluent to national drinking water and potable reuse water quality standards, utilize this highly treated water for groundwater replenishment, and provide storage and recovery of potentially strained aquifer systems.

In October 2022, a treatment pilot system was installed at the Patuxent Water Reclamation Facility. The pilot train is testing five different advanced treatment processes to evaluate the finished water quality parameters compared to national drinking water standards and potable reuse guidance, including removal of pathogens and emerging constituent such as pharmaceuticals, personal care products

Project Highlights (cont.)

and per- and polyfluorinated substances (PFAS). Thousands of samples will be collected during the pilot project to demonstrate robust treatment and identify any areas for improvement. Results from this pilot testing will help inform the County as decision makers consider moving forward with demonstration-scale implementation.

SHAPING DART'S FUTURE MOBILITY AND SUSTAINABILITY PROGRAM

Dallas Area Rapid Transit, Dallas, TX, USA

Transit is a key part of the transportation network in north central Texas, and a driver of equity and opportunity in the community. As part of DART's long-range planning efforts, HDR assisted with the creation of the agency's 2045 Transit System Plan. This plan provided a guide for how to leverage the investment made in DART infrastructure through enhanced collaboration, customer-focused programs, and transit-oriented development, while not losing sight of system modernization needs. The plan included new and innovative approaches to enhance mobility and incorporates the new DART bus network, which launched on January 24, 2022.

HDR also assisted DART with updates to their sustainability plan, including the creation of their first Climate Action Plan, which was submitted to the Federal Transit Administration's Sustainable Transit for a Healthy Planet Challenge. This work laid the foundation for achieving meaningful changes that seek to continue to benefit the community, agency and planet.

HDR PROJECTS RECOGNIZED BY FAST COMPANY FOR ADDRESSING CONTEMPORARY SOCIAL ISSUES

West Bengal, India, and California, USA

Two HDR projects received awards in four categories in Fast Company's 2022 Innovation by Design program, which honors designers and businesses solving the most crucial problems of today and anticipating the pressing issues of tomorrow.

- iKure Health Hub in West Bengal, India, won the Data Design category, in addition to receiving honorable mention in both the Health and Social Justice categories. While artificial intelligence and computational

design are frequently deployed in the creation of complex architecture, the iKure Health Hub reclaims the technology in service of a high-performance, low-cost community center built using traditional vernacular construction. iKure Health Hub shows that the technologies can ultimately increase equity by repurposing and enhancing traditional labor and craft.

- The "Grand Boulevards" urban planning concept was named a finalist in the Urban Design category. The lack of affordable housing and workforce housing is a national crisis. The Grand Boulevards approach advocates for transforming placeless, abandoned strip commercial lands and arterials into places to live that are more affordable to the environment, households and cities. The Grand Boulevards concept recently inspired California Assembly Bill 2011, passed by the state legislature and signed into law by Gov. Gavin Newsom. AB 2011 rezones commercial areas on major boulevards for three- to six-story residential development. All told, the bill could enable the construction of more than two million new homes.

LEED CERTIFIED PROJECTS

- The Kingston Frontenac Public Library Central Branch achieved LEEDv4 ID+C for Commercial Interiors Gold certification. The project includes a complete interior renovation and new mechanical, electrical and life safety systems to modernize the library and prioritize sustainability and social equity. As the first LEED-certified public library in the Kingston, Ontario, Canada, it serves the community by reducing water usage, increasing energy efficiency, and measurably improving indoor air quality. The library's energy use intensity is 55% lower than the national benchmark for a library building, and it scored 24/25 points for optimized energy performance.
- The Innovation Square (iSQ) Phase II project achieved LEEDv4 BD+C for Core and Shell Gold certification. The 235,000-square-foot life science building's energy use intensity is 50% lower than the national benchmark. The project is designed to comply with Boston's Climate Change Preparedness and Resiliency requirements by elevating the building above the

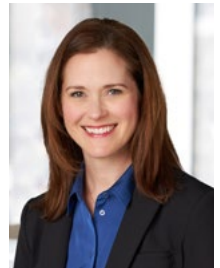
100-year flood line and accommodating deployable flood barriers at strategic locations.

- The Illinois Department of Corrections (IDOC) Administrative building achieved LEEDv4 BD+C for New Construction Gold certification. The 19,689-square-foot building's energy use intensity is 33% lower than the national benchmark. The building supports the IDOC In-Patient Treatment Facility (LEED Silver Certified) on the Joliet Treatment Center campus near Chicago. Both buildings include biophilic elements including landscapes and naturalistic elements that enrich the experience of patients, visitors and staff, and provide a healthy, meaningful connection to nature that reduces stress and allows for much-needed mental reprieve.

“After years of planning and design by our HDR multidiscipline team and working in step with the OC San executive leadership, I'm excited to see our dream

of this building become a reality. This OC San Headquarters Complex is a new home for staff that reflects the agency's mission and values of integrity, inclusion, honesty and respect. It captures our shared commitment to the environment by pushing the boundaries of sustainability with the first hybrid steel mass timber commercial structure seeking net-zero energy in Southern California.

VALERIE DeLOACH, Associate Education & Science Principal



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 they 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 advanced hospitals, multimodal transit, clean water supply systems, or renewable energy solutions, the integrity of our work is critical to the success and advancement of our reputation, clients, local and global communities.

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 the 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 organization, providing checks and balances within our project delivery framework.

Looking Forward — 2023 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.

We seek to evaluate the recent process changes necessitated during the recent COVID-19 pandemic and work to enhance and evolve the ones that helped us improve the way we work, and retire those that are no longer needed. 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.
- Enhancing commercial management, project controls and scheduling capabilities to support our project teams.
- Bolstering our monitoring programs to provide critical information to leadership, allowing them to drive improvements more effectively throughout the organization.

“Delivering projects for our clients and communities is at the heart of what HDR does, and we understand the responsibility that comes



with designing and delivering critical infrastructure across the globe. HDR's approach to project delivery is to form cohesive, collaborative teams comprised of the right combination of project management and technical resources necessary to meet our clients' needs. Our goal is to continually improve our project delivery skills and capabilities to deliver outstanding solutions that solve our clients' most challenging problems.

BRAD JOHNSON, PE,
Professional Services Director

Technical Integrity

We can only say, "Together, we make great things possible" if we are working and delivering quality services to our clients. To live up to our ideals, we establish processes and strive to engage the right people, equipped with the right tools, to be successful in the execution of their job duties, no matter where they sit in our organization. This alignment allows us to deliver services to our clients that meet their 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. Through a system of risk assessment gates that have evolved from lessons learned, we engage our business and technical leadership in the evaluation of service performance with specific focus on: client and community stewardship, fiscal performance measures, and the quality of the technical solutions being offered. This process works to support our project teams in delivering services to our clients.

ASSESSING SUSTAINABILITY PERFORMANCE

Sustainability is infused in the corporate commitments we make and we regularly measure and monitor our progress toward achievement of these commitments. 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 its standards of excellence.



With the varied projects and clients we serve, our philosophy of 'sustainability is a way of doing business' impacts what we do daily.

Community Impact

As a global firm, we understand the entire world is our community and 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.

Management Approach

In many projects, our teams partner with clients and others to address the complex problems our communities face. 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.

LOCAL SUPPLIERS

Our proactive National Supplier Diversity Program seeks to generate positive impacts to the communities in which we work and live. Small and diverse business inclusion can lead to opportunity for local economic growth and workforce development. We strive to support diverse firms to build capacity, expand, and thrive in the architecture and engineering marketplace. We endeavor to utilize local firms to provide third-party services to our offices such as catering, document reproduction, and recycling.

HABITATS PROTECTED OR RESTORED

Our work designing wildlife crossings has a positive impact on habitat restoration and connectivity.

- **Middle Fork Nooksack Fish Passage Project**
City of Bellingham, Middle Fork Nooksack River, WA, US — Restored fish passage to pre-dam conditions via a boulder-cluster channel that mimics bedrock-dominated glacial system
- **Southport Levee Improvement Project**
West Sacramento Area Flood Control Agency, West Sacramento, CA, US — A certified Envision project that implemented the creation of a riverine/wetland, reducing flood surge and improving water quality

IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY

Our Environmental Sciences and Planning group leads innovation and technical application of projects and programs across the industry that integrate nature-based and ecosystems-based solutions; support regenerative design; mitigate or otherwise rehabilitate for new development; steer projects away from impacting protected species, their habitats or their migration corridors; design to improve habitat and passage opportunities; and otherwise add environmental and biodiversity considerations into early phase planning and design.

Our support of regenerative design has a positive impact on biodiversity. Our regenerative design framework allows for a holistic view of performance metrics that can then be considered in the 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.

Additionally, our work supporting transportation infrastructure clients strives to create a positive impact on invasive species control.



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 the **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. 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 ahead of the United Nations Climate Change Conference of the Parties (COP26). We are a Charter Member of the Institute for Sustainable Infrastructure (ISI) and have a staff member on the Envision Review Board (ERB). We have received the most Envision awards for projects in the industry, continuously incorporating sustainability into infrastructure projects around the globe. 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.

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.

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) | • INVEST • Labs21 |
| • Envision | • Living Building Challenge |
| • Fitwel | • LEED (Leadership in Energy and Environmental Design) |
| • GBCI Guiding Principles | • Passive House Institute |
| • Greenroads | • SITES |
| • Green Globes | • WELL |
| • Green Star | |

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.

Sustainable & Resilient Design (cont.)

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.

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.

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.

Sustainable & Resilient Design Statistics

98+ million SF of global sustainable projects

80+ million SF of LEED projects

242 LEED Certified projects —
15 Platinum | 109 Gold |
87 Silver | 31 Certified

210 LEED Registered projects

23 Envision Verified projects —
11 Platinum | 3 Gold |
4 Silver | 5 Bronze

2,782,905 SF of **WELL** projects —
1 Certified | 2 Registered |
5 Assessments

491,277 SF of **Certified Fitwel** projects — 8 Certified | 3 Registered

463 LEED Accredited Professionals

125+ Envision Sustainability Professionals

8 Green Globes Professionals

28 WELL Accredited Professionals

3 BREEAM Accredited Professionals

6 Fitwel Ambassadors

5 Certified Passive House Designers

2 Living Future Accredited Professionals

An estimated **3 million adults** in the United States were forced to evacuate their homes in 2022 because of a natural disaster, according to the United States Census Bureau.

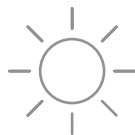


Global sea level rose nearly **8 inches** in the last century.



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

2022 is tied as the **5th warmest year on record**



Earth's average surface temperature in 2022 is effectively tied with 2015 as the fifth warmest on record, according to an analysis by NASA¹.



The planet's average surface temperature has risen about

2 degrees Fahrenheit

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

Climate Change

Communities, public agencies, and businesses are increasingly developing and implementing long-term strategies to reduce GHG emissions and adapt to a changing natural environment and business pressures. HDR and our clients are experiencing transformative changes to our energy, transportation, buildings, water, and waste infrastructure driven by efforts to reduce GHG emissions.

Management Approach

As a professional services firm, we seek to address climate change and its associated risks in two key ways. First, our own operational approach. Second, project delivery approaches that may support decarbonization and climate adaptation with the goal of reducing the potential risks of climate change to HDR, our clients and our communities.

Our Smart Solutions operational approach endeavors to support environmentally sustainable decision-making. Information regarding our decarbonization management efforts and GHG emissions is found in the corresponding sections of this Report.

HDR supports clients transitioning to infrastructure that reduces GHG emissions while addressing changing climate conditions and minimizing the impact on the built environment, natural resources, and communities.

References:

¹ NASA: <https://climate.nasa.gov/news/3246/nasa-says-2022-fifth-warmest-year-on-record-warming-trend-continues/>

Looking Forward — 2023 and Beyond

We plan to continue to monitor the physical, regulatory and market risks and opportunities that face our clients, which can inform HDR's responses to clients seeking to understand how we can aid their sustainability goals.

HDR hopes to continue to identify opportunities to improve operational activities, enhance our project delivery approach, and encourage our professionals to participate in organizations leading the dialogue on the impacts of climate change and resiliency. Our internal and external engagement on climate change offers us diverse design, engineering, and consulting perspectives to address climate change and support resilient communities.

2021 U.S. President Joe Biden signed a **\$1 trillion bipartisan infrastructure bill** that includes historic funding to protect the country against the detrimental effects of human-caused climate change. In 2022, key projects have been awarded and will continue in 2023.

2022 There were **18 weather/climate disaster events** with losses exceeding **\$1 billion each** that affected the United States.



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

Climate Action: Decarbonization

According to the United Nations, to avoid the worst implications of climate change, greenhouse gas emissions need to be reduced by half by 2030 and reach net zero by 2050¹. Reducing carbon emissions requires fundamental changes to nearly every aspect of community infrastructure. As a result, many communities and businesses are transitioning to lower carbon systems.

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

Management Approach

As indicated above, as a professional services firm, HDR has the opportunity to drive decarbonization in two key ways. First, the implementation of Smart Solutions to reduce our operational GHG emissions footprint.

Second, developing project delivery approaches and tools that support the transition to lower carbon systems and delivering clients' projects that inherently support decarbonization. Our experience in transportation, energy, water, and building design enables us to think systematically, work to optimize the connections between a community's infrastructure, and develop shared solutions that seek to reduce greenhouse gas emissions and promote economic and social prosperity.

The HDR regenerative design framework and tool strives toward net-zero by helping our design teams think through holistic strategies of regenerative design from day one of the design process. The development of a Hydrogen Project Development Toolkit seeks to aid the timely and cost-effective development of hydrogen infrastructure supporting the accelerated reduction of GHG emissions.

References:

¹United Nations: <https://www.un.org/sustainabledevelopment/climate-change/>

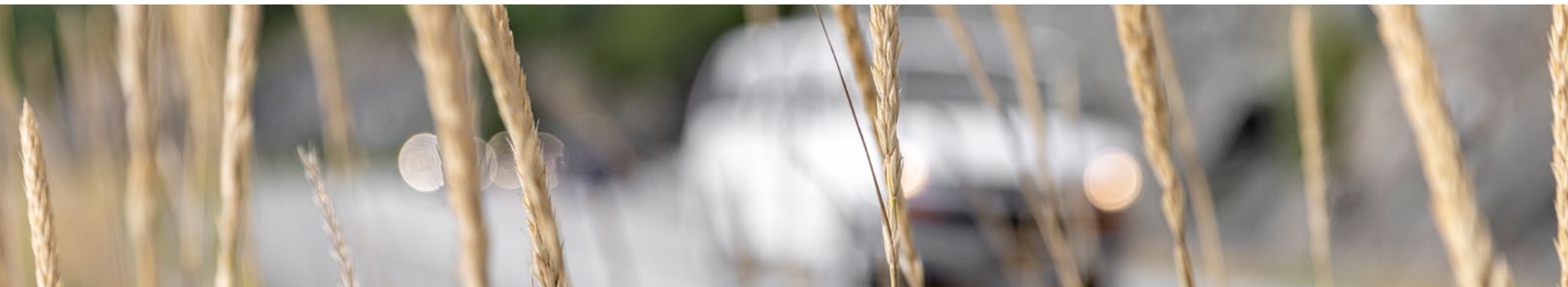
A digital twin is a dynamic, up-to-date representation of a physical object or system. Digital twins unlock value by supporting better decision-making for clients through a common data environment, real-time data (e.g., energy and carbon data), and enhanced data capture techniques.

Looking Forward — 2023 and Beyond

HDR will continue to support the reduction of GHG emissions through our operational activities and support clients' efforts to decarbonize.

One key to addressing the net-zero challenges faced by designers and other industry stakeholders is harnessing diverse perspectives, technology, and data to make the best decisions.

Communities are complex, changing, and dynamic environments requiring a wide range of infrastructure. Therefore, the most significant decarbonization solutions will consider the possible intersections of energy, buildings, transportation, water, and waste. Using our broad knowledge, industry-leading technical acumen, innovative technologies, and design, we will continue to help our clients take great strides toward net-zero carbon facilities.



Climate Action: Adapting to Change

In addition to efforts to reduce GHG emissions, businesses and communities are preparing to adapt to the changes already underway and assessing the potential for future changes to better manage related risks. Adaptation planning is critical to protecting people and the natural and built environment, while strengthening economic and social resilience.

This means understanding climate change in a local context by evaluating climate trends, projections, threats, and potential impacts on vulnerable populations and assets. Ideally, climate threat assessments should be tailored for dynamic systems where climate and non-climate stresses change over time. 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 potential immediate and long-term impacts of climate change and address these concerns. In some cases, we help clients facilitate 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. Finally, on a project basis, we support the integration of climate change into the siting, design specifications, or long-term operations of new assets. Adaptation and resiliency planning is important to our clients and crucial in project and business planning.

Ideally, climate threat assessments should be tailored for dynamic systems where climate and non-climate stresses change over time.

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 water 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. During the summer of 2022, the reservoir was at its 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 floodwater and stormwater capture to supplement water demand in drier months. Through innovative, basin-wide approaches, we strive to meet water needs while minimizing ecosystem impacts.

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 (EPA [Environmental Protection Agency], WRF [Water Research Foundation] and WE&RF [Water Environment & Reuse Foundation]), as well as industrial foundations, universities and utility research partners.

Looking Forward — 2023 and Beyond

Moving forward, water scarcity and water quality will continue to be pivotal topics for our communities. HDR will work to monitor policy and community sentiment concerning direct potable reuse, groundwater recharge, stormwater beneficial use, and interrelationships with agricultural demands.

ONE WATER APPROACH

Recently, water utilities have moved 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.



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.

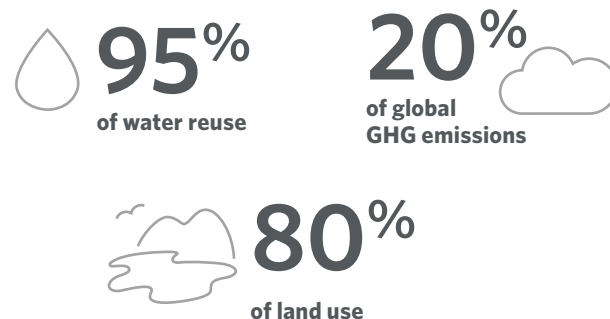
Looking Forward — 2023 and Beyond

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^{trillion} industry in the U.S.

Recent research shows that eight materials are responsible for: ¹



¹ World Business Council for Sustainable Development

A woman with long brown hair and a man with short dark hair are sitting at a white table in a modern office. They are both looking out a large window that offers a view of a city skyline. The woman is wearing a light-colored blazer over a teal top, and the man is wearing a blue polo shirt with the HDR logo on the chest. He is holding a blue pen. The background shows a bright, sunny day with a clear view of modern buildings.

GOVERNANCE

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

For over a century, HDR has shaped communities and pushed the boundaries of what's possible. Our expertise spans more than 11,000 employees in more than 200 locations around the world — and counting. We understand that good governance is the backbone of doing good business.

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.

In the 1990's our entrepreneurial spirit led us to become employee owners, energizing our company to win more global projects opening doors to share our talents with people around the world. 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." We endeavor to demonstrate the same commitment to quality today.

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

Awards & Rankings

HDR has garnered recognition that reflects our business approach, as demonstrated by these select rankings. Other awards & rankings can be found on [HDRinc.com](https://www.hdrinc.com).

We Continue to Expand Our Total Service Capabilities

In 2022, we further expanded our service capabilities with the acquisition of SPF Water Engineering, a water, wastewater, and hydrogeologic consulting firm, including its subsidiary, MDS Drafting. They are doing business as HDR | SPF and HDR | MDS.

Governance Structure

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 responsive, and responsible.

Looking Forward — 2023 and Beyond

We believe in an approach that is relevant, responsible, and accountable. For the last 100 years, we have served thousands of clients and completed thousands of projects, improving countless lives along the way.

The work we do serves generations of neighbors, and we hope the outcomes of our work will live long beyond our presence on earth. Every project plays a role in a broad context of interconnected social, economic, and ecological systems. Our work is ever-present in our lives and greatly influences how people experience the world. It is essential to how well society functions.

We will continue our unique approach to business, driven by our collaborative, employee-owned culture and design and technical leadership.



~11K
EMPLOYEES WORLDWIDE



200+
OFFICES AROUND THE GLOBE



15
COUNTRIES



23
ENVISION-VERIFIED PROJECTS
(more than any other firm)

We do things right to make great things possible



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. We also have implemented a mini-video series that seeks to highlight potential ethical dilemmas, proper ways to mitigate or avoid such dilemmas, and internal resources to aid employees.

Management Approach

EMPHASIZING INTEGRITY IN ACTION

We provide a hotline — maintained by an external, independent firm that allows 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 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.

Our Board of Directors is made up of nine members, six males and three females. Five 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, 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.

Management Approach

Management's commitment to safety has provided the catalyst for continuous improvement to our Corporate Safety, Health and Environmental (SH&E) 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 and Emergency Action Plans to support employee safety and health in their specific geographic locations.
- 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 in-person and virtual health and safety training to minimize hazards associated with their job assignments/tasks.
- Implementation of a proactive triage/injury management system that provides employees with timely and efficient medical support for work-related injuries.
- Employees can access 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 communications alert system that can warn all employees of catastrophic events such as earthquakes, hurricanes, active shooter and protest events.

- Training and use of SH&E Standards for field work processes and procedures 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 our offices to assist project and office staff in the development and implementation of proactive safety processes and procedures, JHAs, safety awareness boards and other site/office specific HDR safety requirements.

OCCUPATIONAL HEALTH SERVICES

Employees are provided with the safety and health training necessary to facilitate safe performance of the job tasks they are assigned. In addition, site specific plans and the JHAs are utilized for all project teams in order to preplan their work based on the identification of hazards and the steps necessary to minimize these hazards. JHAs are conducted daily by all field staff and are also required to be developed and utilized by all of HDR's subconsultant employees prior to performing a job task.

HDR protects the privacy of all of its employees regarding their personal health by ensuring that our Human Resources and safety management control procedures are in place to support confidentiality regarding any employee health related issues or incident events.

WORKER PARTICIPATION, CONSULTATION AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY

HDR uses processes such as office safety committees, conduct of Drive to Zero safety/quality observations, access and use of the HDR incident reporting system to identify incidents and near-misses, development and implementation of safety moments, development and review of site-specific safety plans, and JHAs. The HDR Safety web portal allows all employees access to all plans, programs, policies, procedures and training in support of the field or office tasks.

All HDR offices have established safety committees that include office employees and their manager. A monthly

safety scorecard is monitored and utilized by the committee to ensure compliance with all HDR office and employee safety requirements.

WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

HDR provides occupational and health training to employees with online safety orientation followed by site specific office safety training completed by the office safety coordinators.

Additional training for employees is provided by HDR in support of the employee's job assignment and could include high-hazard-type trainings and first aid/CPR. HDR requires

2022 SAFETY SCORING

We care about our people, and we're dedicated to keeping them healthy and safe. Our low incident rates and safety focus by our leadership show we're serious about safety.

EMR RATING

HDR'S RATE **0.65**
Industry average 1.00

DART RATING

HDR'S RATE **0.08**
Industry average 0.4

TCIR RATING

HDR'S RATE **0.27**
Industry average 0.7

Safety Matters (cont.)

employees conducting high-hazard field work to have 10-hour OSHA training to ensure that staff have a general awareness of the hazards of the field work.

All safety training, both classroom and online, is approved by the Learning & Organizational Development (L&OD) department in order to maintain a high level of professional training for all employees. Many courses include Continuing Education Unit (CEU) credits toward professional certifications.

HDR safety training is free of charge and is aligned with the hazards and requirements the employees must have to conduct their job in a safe and healthy manner.

PROMOTION OF WORKER HEALTH

HDR provides employees the ability to purchase discounted non-occupational healthcare benefits and services to support the employee's overall well-being and health. In addition, HDR maintains an Employee Assistance Program (EAP), which provides support and guidance for employees who may need additional support based on mental health or other nonoccupational health needs associated with health issues.

HDR's EAP program supports overall health and well-being. HDR also has a voluntary health program that supports physical and basic medical needs and allows participants to receive discounted medical costs as part of achieving their program physical fitness goals.

WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

HDR employees who work on projects are subject to HDR's occupational health and safety management system, client's safety program, and Occupational Safety and Health Administration (OSHA) or other regulatory requirements. HDR utilizes subconsultants that are generally required by contract to adhere to HDR's occupational health and safety management system. In addition, subconsultants are typically required to adhere to all regulatory and client safety requirements.

Employees and subconsultants can be subject to internal auditing by the HDR quality and safety teams.

PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

HDR has developed business continuity plans for all our offices to support catastrophic events associated with the safety and well-being of our employees in the office or on job sites.

In addition, all HDR offices and projects are required to maintain an Emergency Action Plan to assist in managing safety or health related events that could lead to significant employee incidents or injuries while performing their work activities.

HDR provides proactive emergency communications systems such as Prepara3 that issue timely communications to all employees involving potential hazards associated with HDR's office or field work environments.

HDR's leadership encourages all employees to report any potential safety or health issues associated with their work even if HDR is not the controlling authority on a project or job site. Employees are supported by the safety staff in their area or region that will assist in ensuring that the safety and well-being of our employees is prioritized.

“As the nature of HDR's business continues to expand, so have the many field projects, programs, and job assignments that involve high-hazard work activities and health exposures. As proactive leaders and managers, we continuously face changing health and safety work conditions and will continue to upgrade and find solutions to maintain our successful safety processes and procedures in support of our workforce in the field.



JEFF KLEINFELTER

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 follow and implement all of our safety practices and procedures that support our "zero incidents" culture at all of our offices/projects.

Looking Forward — 2023 and Beyond

As new innovative technology continues to expand in the field of safety and health, we will strive to develop and implement these effective programs and procedures that will serve as the catalysts for maintaining our "Drive to Zero" focus and value of safety for all of our employees.



SOCIAL

We believe in improving conditions for employee-owners, families, communities, and across the globe.

Our “Best Me, Best We” approach is foundational to our culture and encourages all employee-owners to seek what allows them to thrive. From our Learning & Organizational Development opportunities to our wellness program and our internal policies — we are building community and social well-being from the inside out.



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 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 competitive stock price appreciation, while also enjoying competitive salaries and benefits in the A/E/C industry.



More than 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:

1st

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

4th

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

5th

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, US

“ 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,
Directors of Highways | Brisbane, Australia

“ 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 Lead | Dallas, TX, US

“ 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, British Columbia, Canada



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.

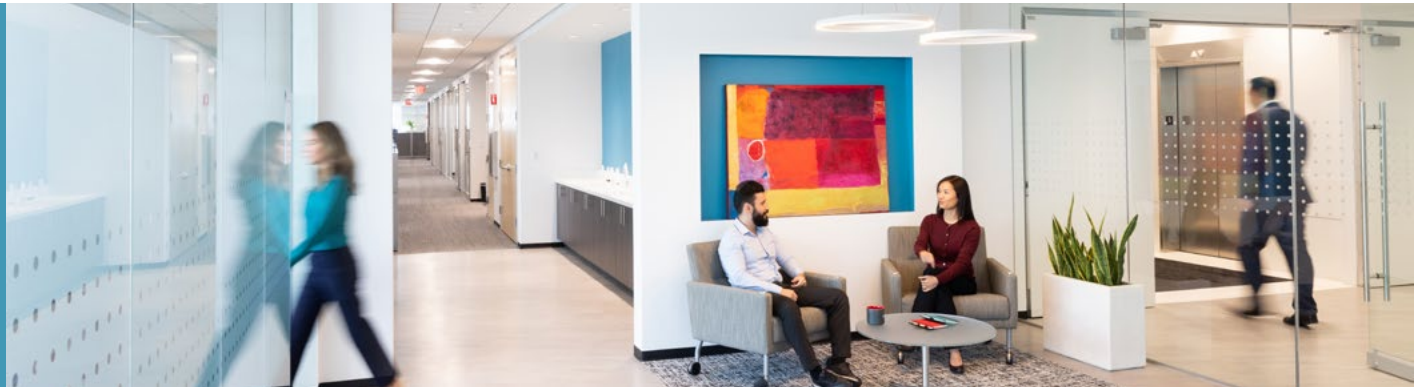
HEALTH BENEFITS

- 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 EAPs
- 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 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.

Wellness: Improving Quality of Life

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 tools and support for our staff to live healthy and well. We understand that with well-being, it's all connected. We've prioritized 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 2022, we continued to pivot to meet the demands for emotional and social wellness. Our holistic approach encompasses emotional wellness initiatives, including stress management education, and a continuous mental health awareness campaign to heighten awareness of mental health conditions, encourage positive discussions around difficult topics, and connect staff to resources available for mental health concerns through our Employee Assistance Program, along with enhancing social support for each other through volunteerism, community events and wellness challenges.

“Our Wellness Program keeps us motivated to move; the program is very interactive, convenient, and a lot of fun for all. In addition to gym rebates and annual premium savings, you are investing in your own health, which keeps you healthy, energetic, immune and pays you back in future years as we get older.”

KAMAKSHI SISTLA SAI

Water/Wastewater Project Manager



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 over 11,000 employees globally. This local representation of the Wellness Program allows for on-the-ground promotion of various wellness events and initiatives taking place in their specific regions rather than solely relying on top-down communications that may not be relevant to all audiences. Sharing initiatives between our offices also helps boost the reach of our wellness program and encourages collaboration.

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 consults with our Wellness Leadership Council and 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.

With Vitality's help, we can offer a consistent suite of wellness initiatives and resources to our diverse and widely dispersed population.

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

Looking Forward — 2023 and Beyond

We understand the importance of investing in the health and wellness 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.

WELLNESS 2022 BY THE NUMBERS

4,646 employees earned a Wellness Credit (U.S.)/Premium deduction (Canada).

Turnover rate of only **8% for Gold and Platinum Status members** compared to **18% for Bronze and Silver Status members**.

35% of employees achieved Gold or Platinum Vitality Status. This percentage was **62%** higher compared to Vitality's Book of Business.

Overall engagement in Vitality was **61%** higher compared to Vitality's Book of Business.

5,306 members logged a workout in 2022, almost 200 more than in 2021.

\$17,920 gift cards earned in Vitality Wheel spins from Active Rewards goals met.

\$14,385 in Vitality squares gift cards earned, including three \$500 winners awarded from Vitality to our members.



We recruit motivated, innovative individuals who see challenges as opportunities and take satisfaction from solving problems through creative and technical excellence for our clients.

Recruiting & Retaining the Best

Our greatest asset is our people — they own our company and our direction. 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 by considering what we owe the future.

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 take the next step 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 through elevating our communities and profession.

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

The Young Professionals Employee Network Group (YP ENG) is comprised of over 1,500 members globally. Its mission is to build a foundation for HDR's future success by providing opportunities that involve, integrate, and educate our future leaders. HDR offices are encouraged to establish and maintain local YP Chapters so that young professionals can build relationships, develop professionally, and share ideas to enhance our employee-owned firm. The YP ENG Leadership Team is responsible for publishing a quarterly newsletter called FUSE, hosting regional YP Summits, and organizing events for all employees across the firm. The YP ENG also partners with the HDR Foundation for YP Action Grants, where YPs are awarded funds for community service projects in across North America in amounts of up to \$5,000 USD.

MENTORING PROGRAMS AND PRACTICE GROUPS

Our 2022 Strategic Plan focused on evolving our professionals, including mentoring programs and Practice Groups 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.

Business Groups provide a similar platform around more technical content with market and discipline focused Practice Groups. Mentoring programs and Practice Groups lead to empowered, connected employees who can deliver their best to our clients.

Recruiting & Retaining the Best (cont.)

CAREER CONNECT

PROFESSIONAL DEVELOPMENT PROGRAM

We believe that the potential for leadership resides within everyone. That it can grow if continuously nurtured. That providing development opportunities can increase morale, improve productivity, promote better decision making, and build better teams. Above all, we believe that it's our duty to develop, connect, and inspire diverse leaders to build strong and vibrant communities.

Career Connect is a four-level development program launched for all employees. Each level builds on the previous and becomes progressively more challenging.

Younger staff members in several disciplines have 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. In 2022, HDR doubled the number of hires made through our employee referral program. Our employee referral program is a powerful tool that continues to help us build our diverse workforce.

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 2022, HDR actively partnered with multiple diversity-based organizations. These organizations included the Society of Hispanic Professional Engineers (SHPE), National Organization of Minority Architects (NOMA), National Society of Black Engineers (NSBE), and the Hiring Our Heroes program, which aligns outcoming military talent and spouses to the needs of industry. These events have helped hire talent and build local relationships.

Our Employee Network Groups help to 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. These groups demonstrate HDR's commitment to building a culture of inclusion. We routinely strategize and embrace these teams as part of our talent strategy:

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

PARAPROFESSIONAL PROGRAM

We created a partnership with a community college to build an academic program focused on developing the next generation of BIM/CAD designers through a Certificate and Associate's program. The curriculum is tailored to our industry, and training can be completed either in person or virtual. Once matured, this program will provide a path of entry in our industry to a much broader group of individuals who may have had limited ability attaining a professional engineering, architecture or related degree.

Looking Forward — 2023 and Beyond

Our 2027 Strategic Plan again highlights the Employee Experience. This will occur through the creation of an integrated employee development framework known as our Talent Ecosystem. It will provide greater clarity on what a career journey looks like, mapping to 50+ development initiatives and a talent ROI so we can focus on areas of the greatest impact.

One specific initiative involves an update to our Onboarding program to better tie it into an overall career journey experience. As well, we will be focusing our annual performance conversations around better role clarity as the steppingstone for development plans that capture input from mentors for growth into new opportunities. HDR is on a continuous journey to diversify our recruitment workforce. In 2023 and beyond, we will continue to deepen our relationships with diversity-based organizations such as the NSBE, SHPE, NOMA, and the Hiring Our Heroes programs.

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

Inclusion, Diversity & Equity

CREATING A COMPANY WHERE WE ARE VALUED, RESPECTED AND EMPOWERED

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

Management Approach

Beginning with our tone from the top, we strive to encourage an environment that accurately reflects the culture and diversity 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:

- Creativity and idea sharing
- Motivated, trusting atmosphere
- More engagement
- Better solutions for clients
- Changing people's mindsets about stereotypes
- Better understanding and reflection of clients and communities
- Better quality project opportunities



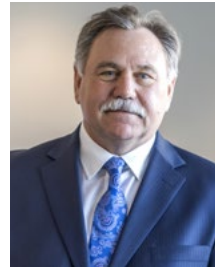
**17%
HDR Enrolled**

EMPLOYEE ENGAGEMENT

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 ENGs:

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

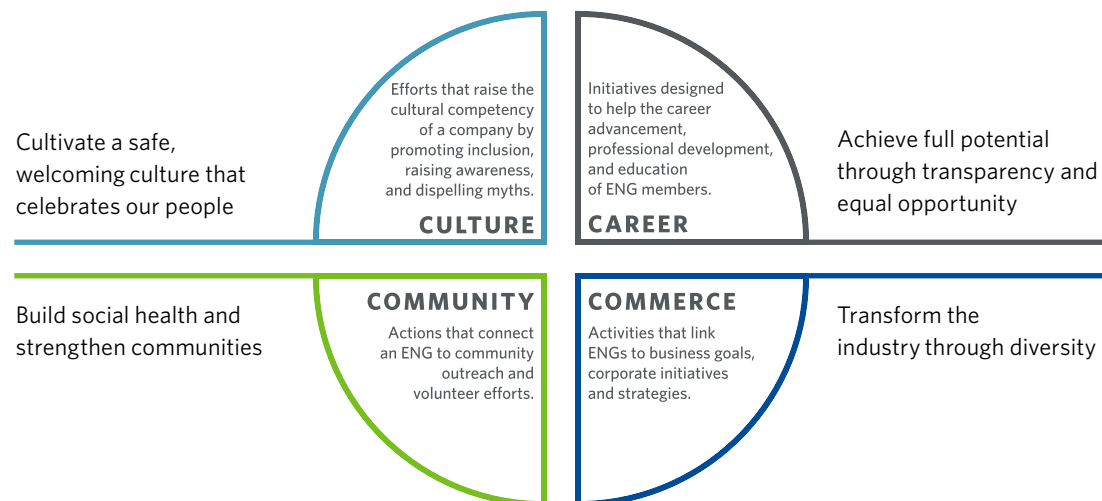
“I'm excited about our journey as we become a more inclusive and diverse organization that builds upon the best in all of us.



ERIC KEEN,
HDR Chairman and CEO

4C Model

We utilize the 4C Model to focus on the four pillars of Career, Culture, Community and Commerce. Our ENG membership grew by nearly 50% to over 2,000 employees, who represent 17% of our total workforce. The ENG initiatives range from recruiting and mentoring to leading internal sessions recognizing key diversity events throughout the year.



Inclusion, Diversity & Equity (cont.)

Looking Forward — 2023 and Beyond

We have made great strides in expanding our ID&E initiatives as a large global company, including establishing an ID&E team led by an ID&E Director to support our broader Strategic Plan. Our global ID&E Council held its first strategy meeting with the Executive Steering Team to present and recommend strategic priorities that will strengthen our culture of inclusion where everyone can reach their full potential. These initiatives are focused on:

- Developing an inclusive leadership and culture 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



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.



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.



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.



ID&E Executive Steering Team

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

Learning and Development

HDR operates at its highest caliber when our employees are engaged. 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 — as an employee-owned firm, we invest in ourselves with over 50 development initiatives. Our employees can also earn credit for their investment since HDR is an accredited provider of continuing education credits through the International Accreditors for Continuing Education and Training (IACET), the American Institute of Architects (AIA), and the CPD (Continuing Professional Development) Certification Service. This means our internal courses go through rigorous design and QC review processes for continuing education credits and maintaining professional licenses and certifications.

Management Approach

Our Learning & Organizational Development (L&OD) group is positioned as a cross-company practice as part of an integrated development approach for a unique career journey. 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 L&OD team develops and designs learning solutions that strive to meet the needs of internal clients, the learners, and the company.

In 2022, the L&OD team continued its shift toward designing major learning programs using a blend of classroom, virtual, and self-paced training. Metrics from our 2022 reports showed that blended and self-paced learning opportunities meant hundreds more people participated in training than in 2021 — proof that removing barriers to learning created more inclusive opportunities for all. The L&OD team also partnered with groups throughout the business, such as our Project Management Office (PMO), to design a series of locally led learning events. This approach gave partners and learners in any location access to quality curriculum backed by corporate subject matter experts.

Additionally in 2022, hundreds of professionals came to Omaha to attend the Resources Business Group conference and the first ever Architecture + Building Engineering Services (A+BES) conference. The L&OD team supported each event so the attendees could earn continuing education credit for their time. The first A+BES Conference offered attendees the chance to earn CPD continuing education credits through our new membership with the CPD Certification Service based in the U.K.

Another milestone was the rollout of HDR's leadership development program: Career Connect which includes mentoring opportunities, cohorts, coaching and facilitates the critical knowledge transfer between generations. It's also accessible to any employee — another area where our enrollment reports show an increase in the diversity of the participants. Career Connect now stands alongside long-running programs such as TaLON (Technical and Leadership Optimization Network) and CareerBOOST that support current and future technical professionals and business leaders.

The L&OD team also introduced the "Supervisor Series" in 2022, which packaged and recommended existing learning events to help people managers better understand our systems, hone essential skills, and foster inclusive leadership.

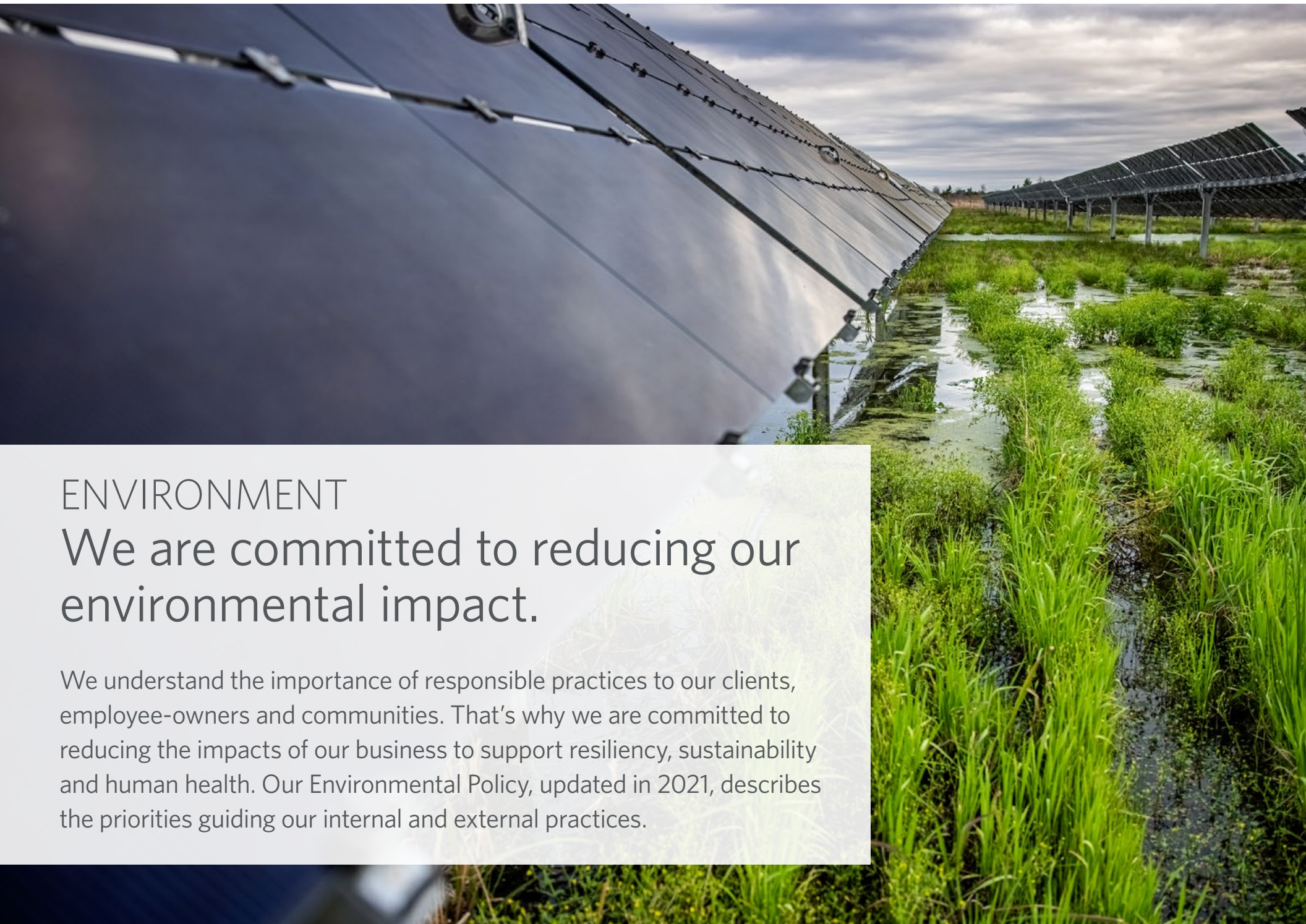
Looking Forward — 2023 and Beyond

HDR has recently designated our first Chief Talent Development Officer (CTDO). This executive-level role works directly with the L&OD team and supports employee development across over 15 corporate leaders (collectively known as "Journey Guides") through a Talent Ecosystem framework. This integrated approach will seek to provide clarity around what a career journey can look like, ways we can better connect to our 50+ development initiatives, and how we can better understand our talent return on investment for long-term impact, growth, and resiliency.



In 2022, we delivered an average of **8.67 hours of training per learner**, reaching 12,256 people. We offered **1,535 unique trainings**, including 56,151 eLearning hours and 50,114 instructor-led training hours — with two-thirds of those instructor-led hours delivered virtually.





ENVIRONMENT

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 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 leadership, quality, safety and corporate responsibility through our actions and the services we provide by supporting the following:

- Efficient and prudent use of resources, and compliance with applicable requirements that relate to our environmental aspects.
- Continual improvement of our environmental performance and prevention of pollution.
- Developing and maintaining environmental management programs with objectives to minimize negative impacts on the environment.

“We seek to use our talents and knowledge to change the world for the better by helping our clients build sustainable, resilient and equitable projects. We do this better by promoting our own culture of sustainability and by continually seeking ways to go above and beyond to do our part to support a healthy planet.



PAM YONKIN, ENV SP,
Sustainability and Resiliency Director

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 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.

Our Strategic Plan

Our 2027 Strategic Plan emphasizes the following, consistent with a broad commitment to sustainability:

- The work we do doesn't just serve our neighbors today; it serves generations of neighbors — and the outcomes that transpire because of our work are revealed over lifetimes.
- Every project plays a role in a broad context of interconnected social, economic and ecological systems. A change in one system can create a ripple effect through others. Few professions demand such a holistic view.
- Our work is ever-present in our lives and greatly influences how people experience the world. It is essential to how well society functions.
- A special ethos is needed to fully appreciate the professional responsibility that comes with creating the building blocks that help humanity thrive. This ethos needs to live firmly within us as an industry, as a company, and as an individual.

Our Strategic Plan's focus includes partnering with clients, peers, and community leaders to make our work more sustainable, resilient, and equitable. To accomplish this, we are committed to:

- Supporting clients in the transition to a low-carbon economy
- Advancing our regenerative design framework
- Expanding the use of our sustainability tools
- Implementing and continuously refining our scalable climate resiliency framework
- Advancing thought leadership that inspires equitable solutions
- Advancing our work in building performance analytics
- Generating sustainable, regenerative, and restorative design strategies for existing buildings and infrastructure
- Evaluating and implementing circular economy principles in the built environment
- Elevating the use of healthy materials and materials transparency on our projects

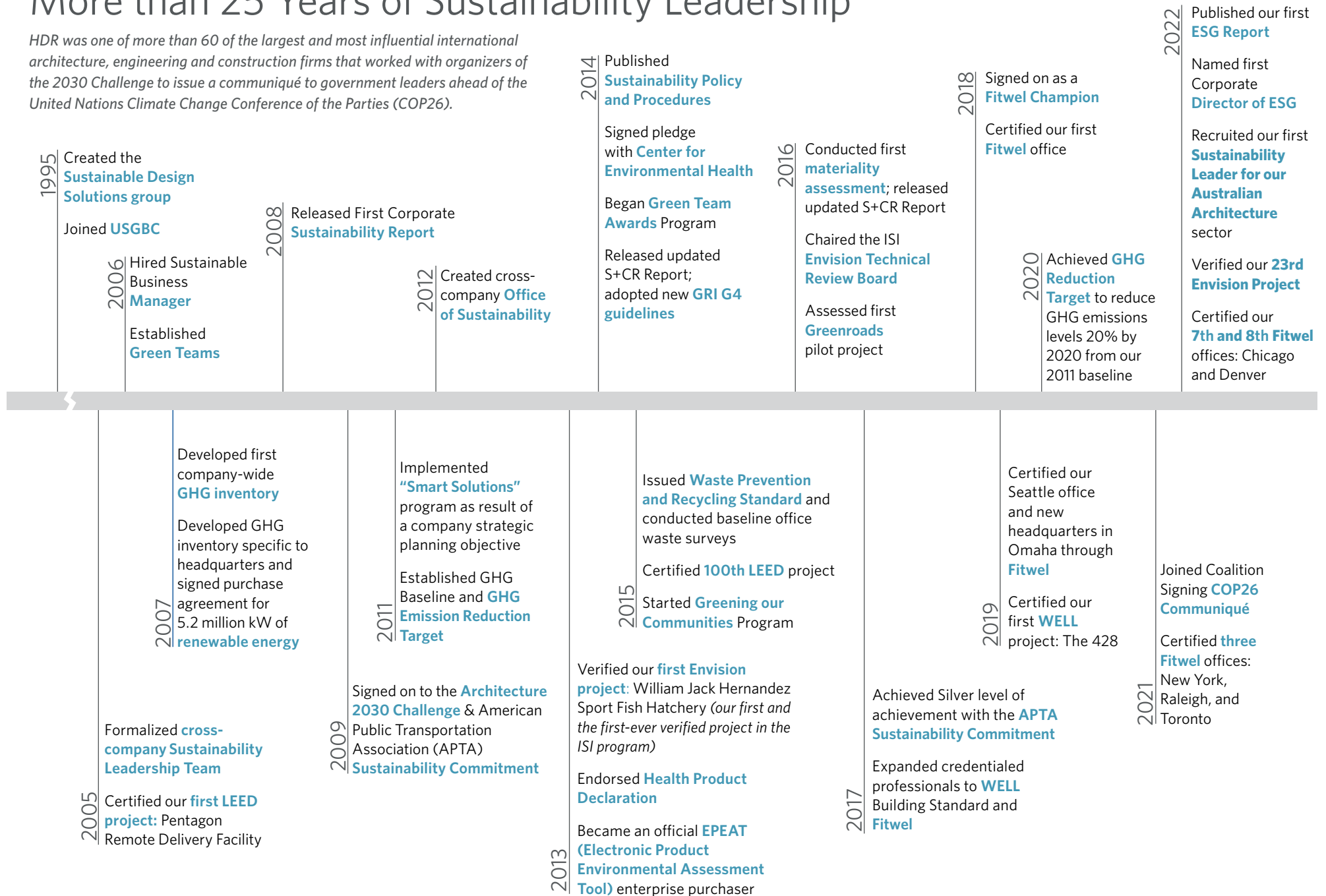
Key Sustainability Priorities

We plan to focus on the following sustainability priorities:

- Transform how buildings and infrastructure are designed and built to support resiliency, sustainability and human health.
- Improve our business practices to reduce environmental impacts and share our progress.

More than 25 Years of Sustainability Leadership

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 ahead of the United Nations Climate Change Conference of the Parties (COP26).



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 provide external educational opportunities.

HEALTHY OFFICE ENVIRONMENTS

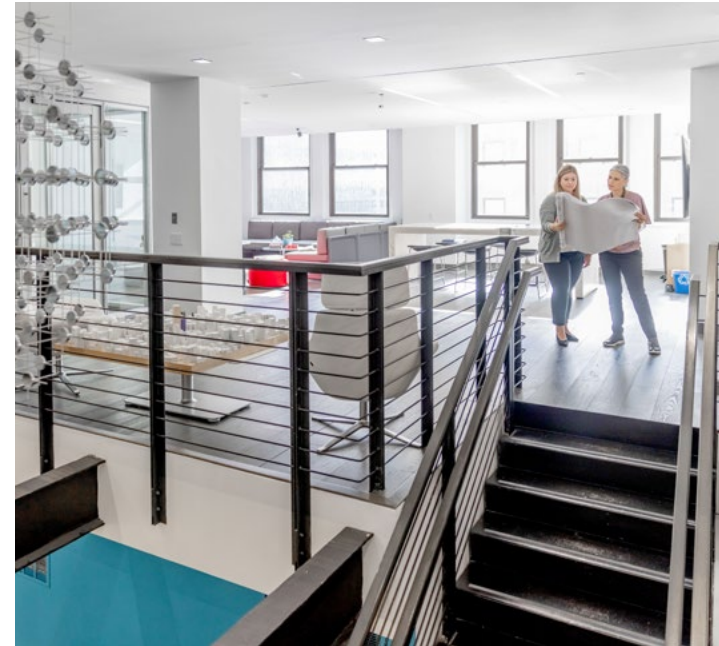
We are continuously seeking ways to improve our office environments so they are sustainable and healthy for our employees. Space planning looks to maximize natural light, as well as provide access to fresh air and green space for employees. We look at accessibility to walking or biking, and neighborhood adjacencies and amenities so employees can enjoy 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 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. 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 the HDR headquarters building in Omaha, Nebraska, which received Fitwel's highest-possible rating of 3 stars. As a Fitwel Champion, HDR committed to certifying a minimum of six offices. We now have eight offices that are certified:

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.



Fitwel Certified Offices

Total 491,277 SF

Chicago (1 star) 12,907 SF
Denver (1 star) 13,470 SF
New York (1 star) 38,836 SF
Phoenix (2 stars) 53,338 SF
Raleigh (1 star) 65,267 SF
Seattle (1 star) 32,810 SF
Toronto (2 stars) 19,394 SF
Headquarters (3 stars) 255,255 SF



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 look 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.

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 efficient appliances, occupancy sensors and energy-efficient lighting.

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.



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 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, HDR 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.

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

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 across Scope 1, Scope 2, and Scope 3 as described below:

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 (heating, ventilation, and air conditioning) 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:

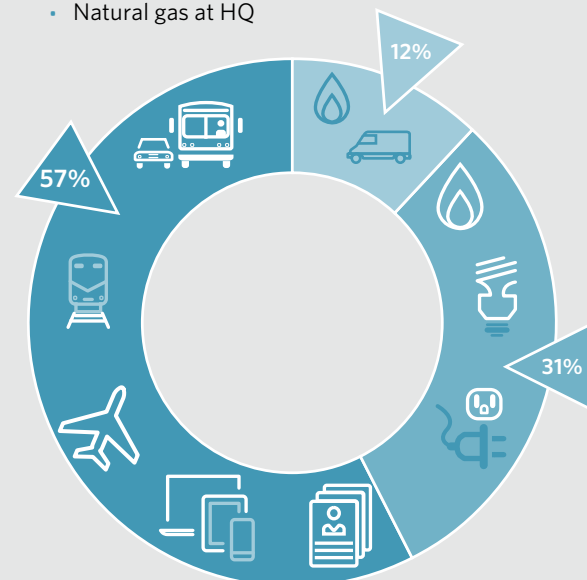
- Business travel, including air travel, hotel nights and rental vehicles
- Employee commute
- Purchased and leased goods, including electronics and paper

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 and international 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 2022 data, approximately 55 percent of our employees participated in the commute survey. Location-specific results were extrapolated to estimate emissions for all employees globally.

Scope 1 – 6,543 MTCO₂e

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

- Vehicle fleet
- Natural gas at HQ



Scope 3 – 36,650 MTCO₂e

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 – 15,123 MTCO₂e

Indirect emissions associated with consumption of:

- Electricity
- Natural gas in leased space

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



Continued improvement: Reduced GHG emissions by 30% in 2022 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 MTCO₂e):

| SCOPE | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Change |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------|
| 1 | 5,817 | 5,948 | 5,610 | 5,681 | 5,628 | 5,534 | 6,300 | 7,000 | 6,739 | 6,335 | 6,173 | 6,543 | +12% |
| 2 | 28,513 | 27,091 | 26,567 | 25,469 | 24,443 | 21,596 | 20,939 | 21,131 | 18,743 | 16,932 | 15,496 | 15,123 | -47% |
| 3 | 49,153 | 49,416 | 48,915 | 48,404 | 50,585 | 52,187 | 48,793 | 45,320 | 42,248 | 21,969 | 29,015 | 36,650 | -25% |
| TOTAL | 83,483 | 82,455 | 81,092 | 79,554 | 80,656 | 79,317 | 76,032 | 73,451 | 67,730 | 45,236 | 50,684 | 58,316 | -30% |

Meeting Our Goal

In 2011, HDR established a goal to reduce GHG emissions by 20% by 2020, adjusted for growth, from a 2011 baseline. Although COVID-19 resulted in reduced emissions, HDR emissions were trending downward prior to the onset of the pandemic, as shown in an overall reduction of 19% from the 2011 baseline by 2019. In 2020, HDR set the goal of reducing GHG emissions by 20% by 2020 from a 2011 baseline. HDR's 2020 GHG Inventory showed that GHG emissions per FTE (full-time equivalent) decreased by 54% compared to 2011. This decrease was primarily attributed to dramatic reductions in employee commute and business travel emissions.

Although the goal was met in 2020, the 2021 Inventory demonstrated that overall emissions were greatly reduced compared to both 2019 and the baseline of 2011, with a 25% emissions reduction compared to 2019 and a 39% emissions reduction compared to 2011. The 2022 Inventory showed more of a return-to-normal; however, emissions were still significantly lower than both 2019 and 2011, with a 14% reduction from 2019 and a 30% reduction compared to the baseline of 2011.

Adjustments

In 2022, we made improvements to our data collection procedures to ensure that data were being accurately captured from our international offices. Additionally, we worked to increase the accuracy of emissions from purchased and leased electronics by using emission

factors for specific make and model instead of assuming a representative make and model for each category of electronics. We also tried to improve the response rate of our annual employee commute survey, achieving a response rate of 56%, the highest to date.

Since 2015, we have used an HDR-developed database, 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 using the latest emission factors available from the EPA and other reputable sources.

Looking Forward — 2023 and Beyond

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 2027 Strategic Plan was released in early 2023 and will provide direction for future ESG goals, including setting a new GHG reduction goal. We will update our emissions goal in the 2023 ESG report and begin reporting against the new goal in 2024.

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 moved to our newly constructed headquarters, in Omaha, Nebraska which achieved LEED v4 Gold certification for new construction and includes many sustainable and energy efficiency measures. Utilizing chilled beams, daylighting, efficient equipment and appliances, and LED (light-emitting diode) 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.

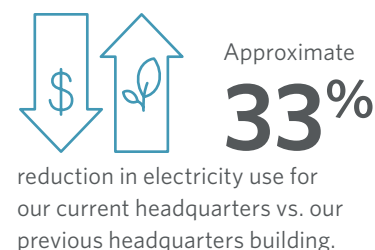
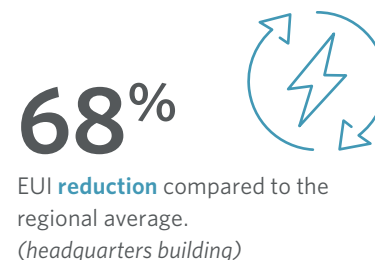
The building includes advanced metering capabilities, and the building envelope, as well as the mechanical, electrical, and plumbing systems, were commissioned and are supported through ongoing monitoring. Systems were further tested to see if energy use could be reduced on demand, to limit the amount 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 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 system contributes to a 68% Energy Use Intensity (EUI) reduction compared to the regional average.
- We look to optimize natural light by utilizing an open office plan around the perimeter of the space as well as furniture and lower partitions to allow maximum light penetration. Offices, conference rooms, break rooms and support spaces are generally organized in the interior of the floor and include glass and glass sliding doors to also access natural light.
 - Our 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. Automatic shades on all four façades are controlled by sun-tracking sensors to raise and lower shades on each façade based on daylight light levels. The shades also help to reduce solar load and related 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.

- We work with our Corporate Real Estate Department to identify and implement energy-efficient opportunities in our leased spaces. Efficient LED lighting fixtures are generally used in new and renovated office spaces.
- ENERGY STAR appliances, equipment and vending machines are typically used throughout our offices, when possible.
- The adoption of 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 enable environmentally responsible purchases while providing our employees with the tools they need to do their jobs.
- We engage our Green Teams in our offices around the globe to help reduce office energy use with more energy-efficient lighting, motion sensors, and other initiatives.



Controlling Our Energy Use (cont.)

Looking Forward — 2023 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 monitor and measure energy usage and include efficiency measures while maintaining comfortable, healthy spaces for building inhabitants.

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



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.

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 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 feasible, 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 plumbing fixtures into many of our offices, although many restroom facilities are located outside our rental space. Office kitchen areas utilize low-flow faucets and water efficient dishwashers. Low-flow plumbing fixtures were included in the headquarters building and contribute to a water use reduction calculation of 30.88% for the headquarters building (LEED v4).
- Our headquarters has a zero lot-line and limited adjacent planting areas. There is no turf grass. 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 headquarters was designed to manage 100% of the rainwater runoff from the building and site through the use of an underground chamber detention system, which was designed to allow infiltration, slow the speed of the runoff, and filter and improve water quality prior to entering the City's stormwater collection system. Utilizing this system can prevent stormwater runoff from overwhelming the stormwater collection system in the area and causing street flooding during a large rain event.

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 our office spaces. 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

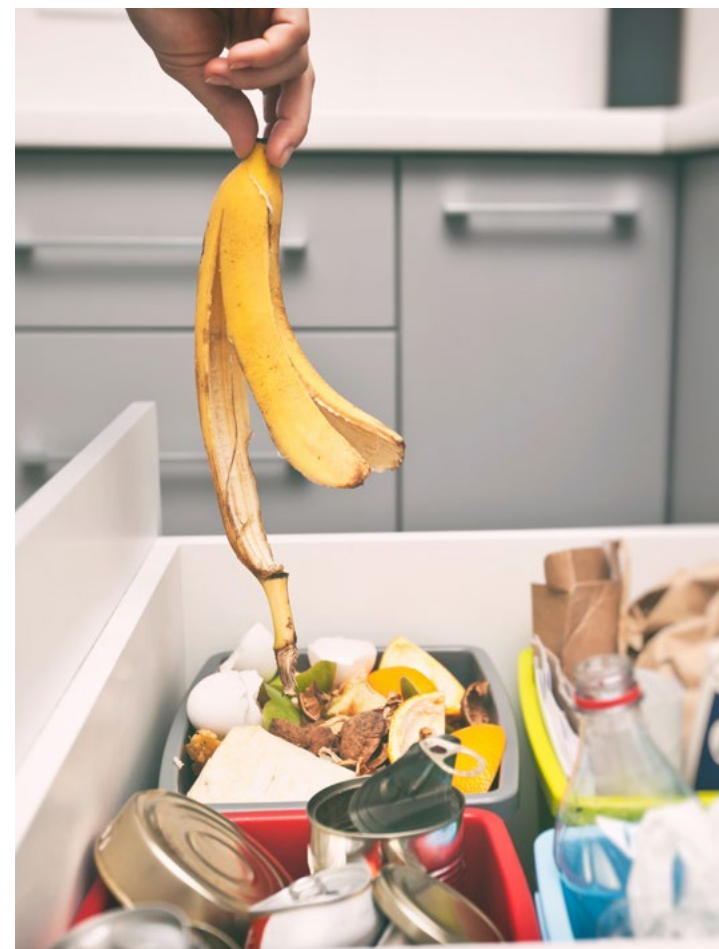
In October 2015, we issued a company-wide WPR Standard as part of our company-wide Sustainability Policies, with the goal of overall waste reduction, as well as reducing the amount and type of waste that goes to landfills. The standard, which provides information, tools and resources on waste prevention and minimization in office settings, 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 WPR Standard, offices have participated in an annual WPR survey to identify waste streams and set waste reduction goals for the following year. Two typical waste streams include organics (food waste, coffee waste) and recyclable materials (paper, cardboard, metals, plastics), which has led offices to implement composting and recycling to the extent possible in their office location.

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 reduce 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 the used grounds drop into the compost bin located in the cabinet below the counter.
- The life-cycle assessment conducted for the 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 feasible in 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 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

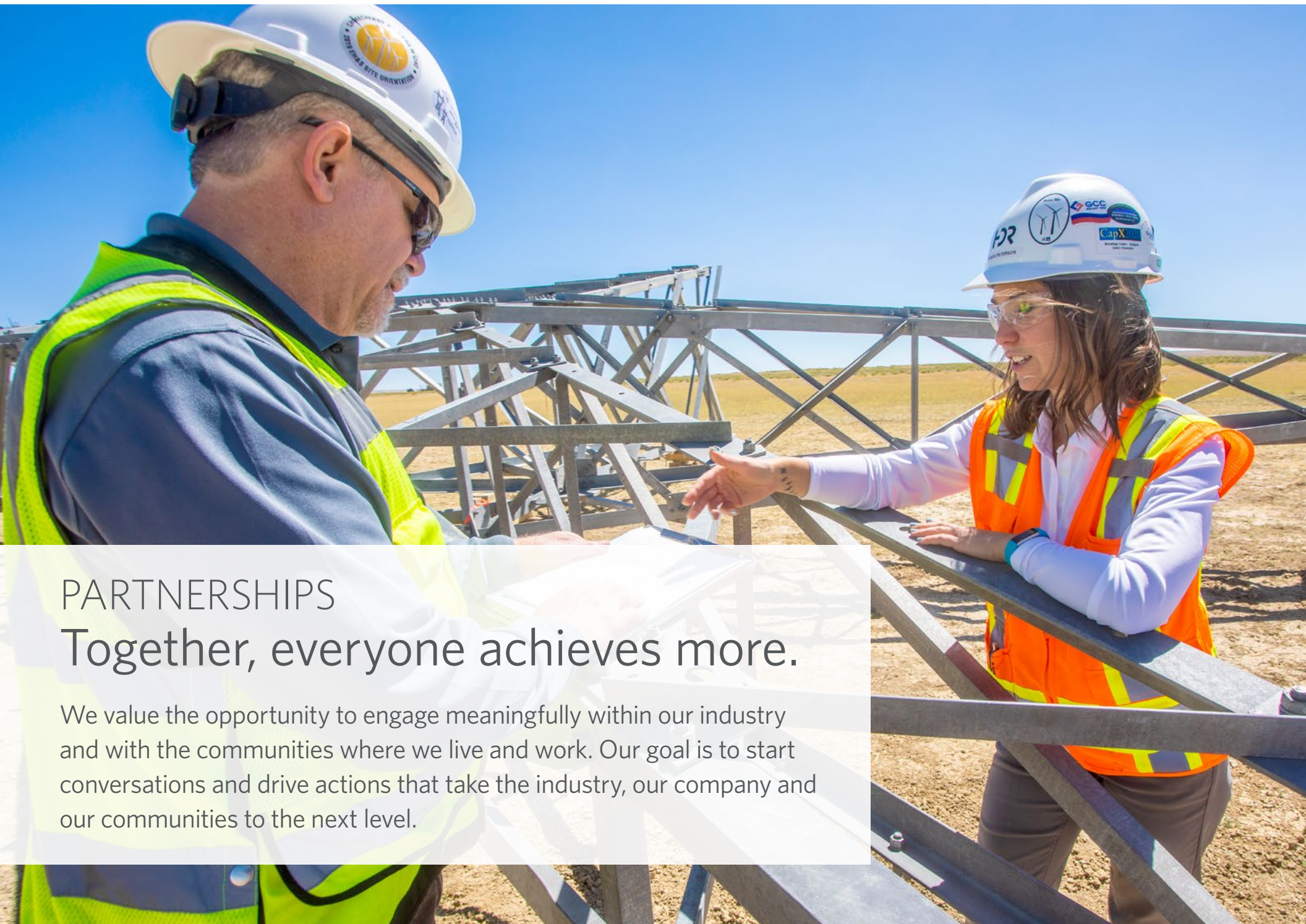
- Leased equipment is returned to IBM, which reuses what it can and recycles items that are obsolete. In addition, we use responsible electronics recyclers for any owned electronics items.
- Any owned devices that are not returned to IBM/CSI will be recycled via specialized electronics recycling companies such as [ERA](#) this includes tablets, cell phones and non-ibm/csi/leased machines.

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 — 2023 and Beyond

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



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 73-81 in the [Appendix](#).

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

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 our 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



Corporate Citizenship

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

Management Approach

Our values drive everything we do.

- Live the network. We **think global and act local**, and as a result we learn from each other. We strive to bring together the right people for each individual client and engagement, ensuring the right skills, expertise, experience and teamwork.
- **Listen first.** To find the best answer, we try to understand the root and complexity of the problem.
- **Hold ourselves accountable.** We are empowered to find the best solutions for our clients and for our own company.
- Push boundaries. We **strive to do things better** and stretch further.
- 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.

The HDR Foundation aligns its giving with these same values.

Looking Forward — 2023 and Beyond

We expect to expand our ID&E grant program, increasing funding opportunities and reaching additional non-profit organizations. Our employees have embraced this opportunity to bring real impact to our diverse and growing communities.

TARGETED GRANT MAKING

Of particular note in 2022 is the HDR Foundation's targeted grantmaking through the lens of the company's ID&E goals. In 2022, the Foundation partnered with our ID&E Director to launch a unique grant program that provides grant support to non-profit organizations whose mission it is to champion ID&E efforts in their communities. This is but one example of how we turn our values into action.

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. 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 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 2022, HDR donated over \$3 million to over 260 charitable organizations. We also provided an estimated \$3.5 million in corporate sponsorships to nearly 1,000 community organizations and professional associations.

HDR FOUNDATION

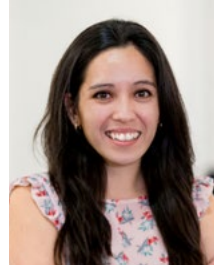
In addition to these efforts, the HDR Foundation and its Australian and Canadian counterparts are centered on helping the communities where we live and work. The HDR Foundation is primarily funded through employee donations. In 2022, our employees' donations exceeded \$1.5 million, up almost 18% from 2021. Donations are received from our U.S., Canadian, and Australian employees. An estimated 40 percent of employees participated in our annual Day of Giving campaign, including nearly 1,550 first-time donors.

The Foundation's grant focus aligns with our company expertise: education, environmental stewardship, and healthy communities. Targeted grant programs, such as the Young Professionals (YP) Action Grant, program support our emerging company leaders in volunteer service and community action. An additional Foundation fund, the Disaster Relief Account, provides assistance to employees who incur uninsured losses or expenses due to federally declared disasters.

Looking Forward — 2023 and Beyond

The HDR Foundation's success with targeted grant programs such as the YP Action Grant has led to expansion of our impact in local communities, which HDR plans to continue into 2023. These targeted grants led by our emerging leaders, teaches STEM/STEAM education courses, organizes tree plantings to improve parks and green spaces, builds school rain gardens, and restores streambeds and riparian zones. Particularly impactful were recent efforts our YPs led to help refugee communities in several cities with tools to rebuild their lives, here, in their new country.

“Recognizing that we can respond to global events that are forcing people to seek refuge in new countries is one of my favorite aspects of the YP Action Grant program. The adaptability of the YP Action Grant program to meet present needs is one of its greatest strengths.”



MARIA YESENIA TREJO, PE,
Project Controls Specialist,
HDR Foundation Board Member



In calendar year 2022, HDR Employee Owners' Political Action Committee made political contributions to federal, state and local candidates across the United States. HDR Inc. made additional political contributions in states and localities where corporate contributions are permitted.

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 monitor the business environment in which our company operates and to empower our employees to participate in shaping the affairs of local, national, and global societies. 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
- Directing the activities of the HDR Employee Owners' Political Action Committee (PAC), which coordinates HDR's support of elected officials

Looking Forward — 2023 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 and social issues in their field.

Management Approach

We can influence the industry in many ways, both locally and globally. We leverage relationships with many business partners — clients, communities, teaming partners, suppliers and industry organizations, and professional organizations — to help advance sustainable practices. This approach allows us to share insight on emerging issues while 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 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, Canadian Green Building Council, Urban Land Institute (ULI), the National Hydropower Association and Northwest Hydroelectric Association, Water Environment Federation (WEF), National Association of Clean Water Agencies (NACWA), American Water Works Association (AWWA), American Public Transportation Association, AWWA Sustainable Water Conference, Water Reuse Symposium, American Clean Power, Australian Institute of Architects, and Solid Waste Association of North America.
- **We invest in new initiatives that have the potential for significant impact.** For example, internally, we invest in a corporate culture that celebrates sharing ideas. This past year, we hosted our first A+BES IMPACT, conference, the latest addition to our regular E+S biannual IMPACT conference. Each of these events brings together leaders and innovative thinking from across the world to discuss ideas and learn from one another. Additionally, 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, AWWA Sustainable Water Conference, Water Reuse Symposium, the Ontario Association of Architects Conventions, AIBC Architects Conventions, Canadian Wood Council, The Center for Sustainable Health Systems, Canadian Green Building Council, Transportation Association of Canada (TAC), ITE Canada, 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 companies 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 (HPD), the Cradle to Cradle Certified (C2C) product registry, or the Environmental Product Declaration (EPD) protocol. We strive to integrate the health and environmental product information provided by complete HPDs and EPDs into our practice. For example, in Canada, we are working with Concrete Canadian on developing a Low Carbon Concrete Specification, and with the Canadian Wood Council to develop and encourage adoption of mass timber.



ABOUT THIS REPORT

Understanding our environmental, social and governance impacts.

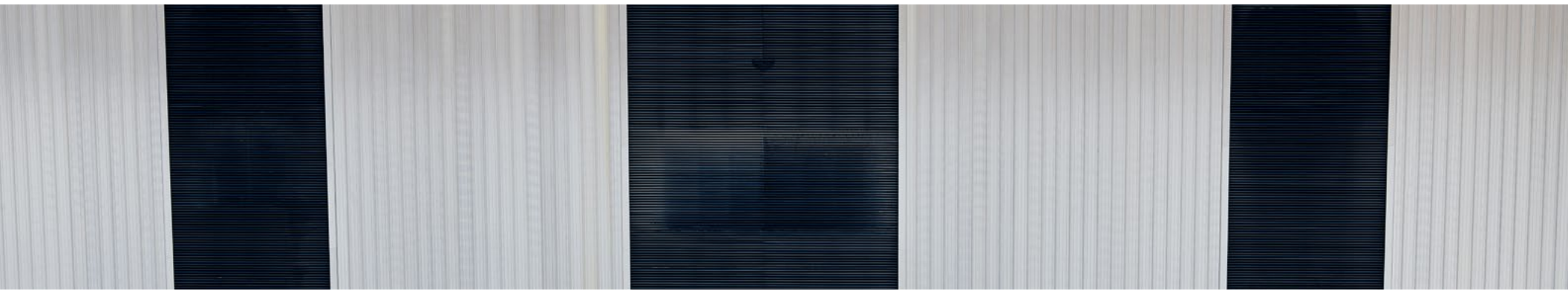
Our ESG Report demonstrates our commitment to understanding our environmental, social and governance impacts by examining activities in our offices and our community impact. We produce a detailed ESG report on an annual basis. This report details activities from January to December 2022 and updates the report published in 2021.



GRI INDEX

A comprehensive sustainability reporting framework.

The Global Reporting Initiative (GRI) is a nonprofit organization that provides a common language for businesses to report on their ESG metrics. GRI provides all companies and organizations with a comprehensive sustainability reporting framework that is widely used around the world.



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 66.

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.

Feedback & Comments

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

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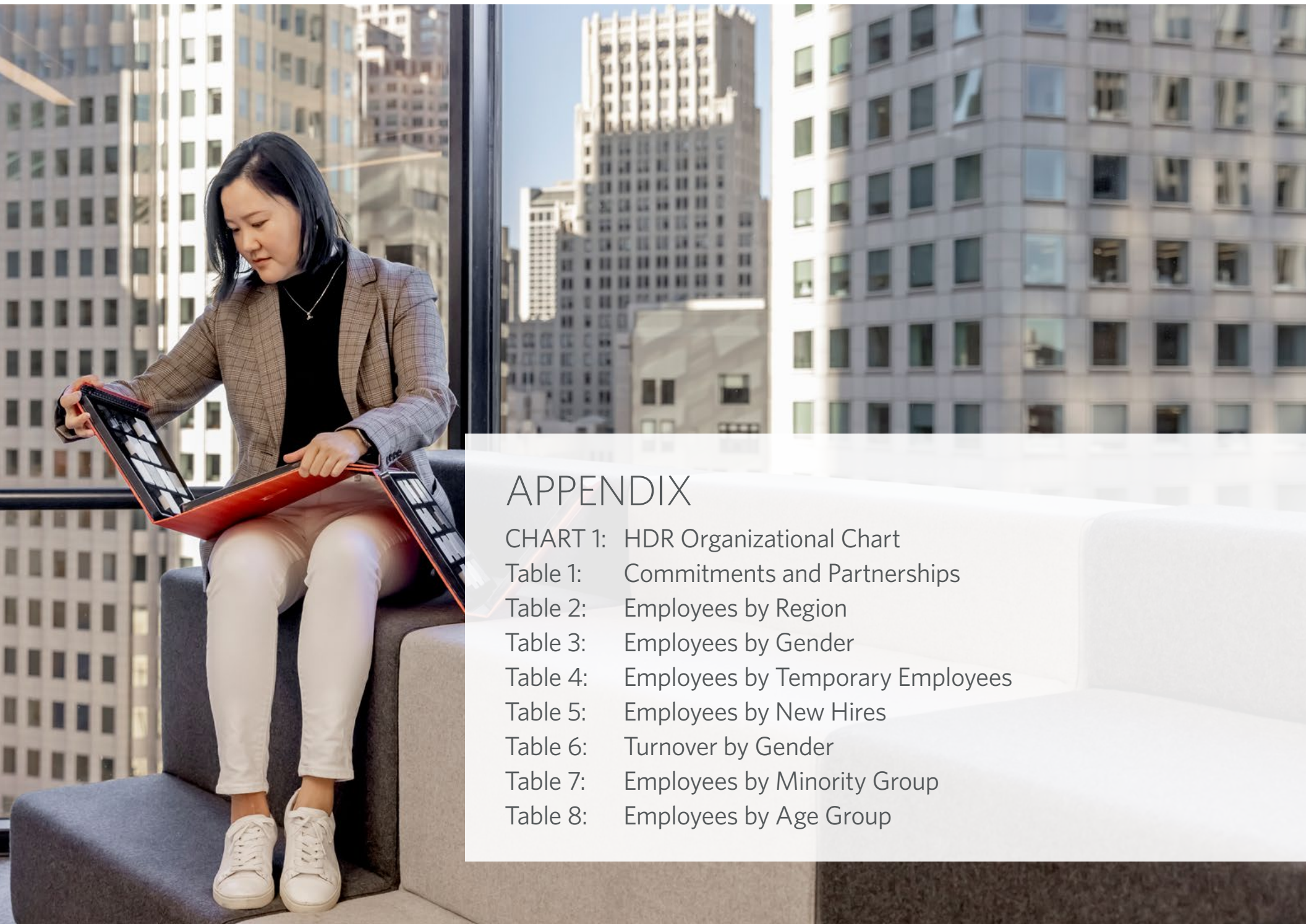
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This ESG Report seeks to provide information generally responsive to GRI standards. In consideration of the purpose of this Report, the intent of the GRI Standards, and HDR's unique characteristics, this Report does not include responses to all GRI Standards. In the interest of space and efficiency, HDR has not separately included responses to those GRI Standards that are not directly on point or relevant to the enterprise.

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| 403-10 | Work-related ill health |
| 405-2 | Ratio of basic salary and remuneration of men to women |
| 407-1 | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk |
| 408-1 | Operations and suppliers at significant risk for incidents of child labor |
| 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor |
| 410-1 | Security personnel trained in human rights policies or procedures |
| 413-2 | Operations with significant actual and potential negative impacts on local communities |



APPENDIX

CHART 1: HDR Organizational Chart

Table 1: Commitments and Partnerships

Table 2: Employees by Region

Table 3: Employees by Gender

Table 4: Employees by Temporary Employees

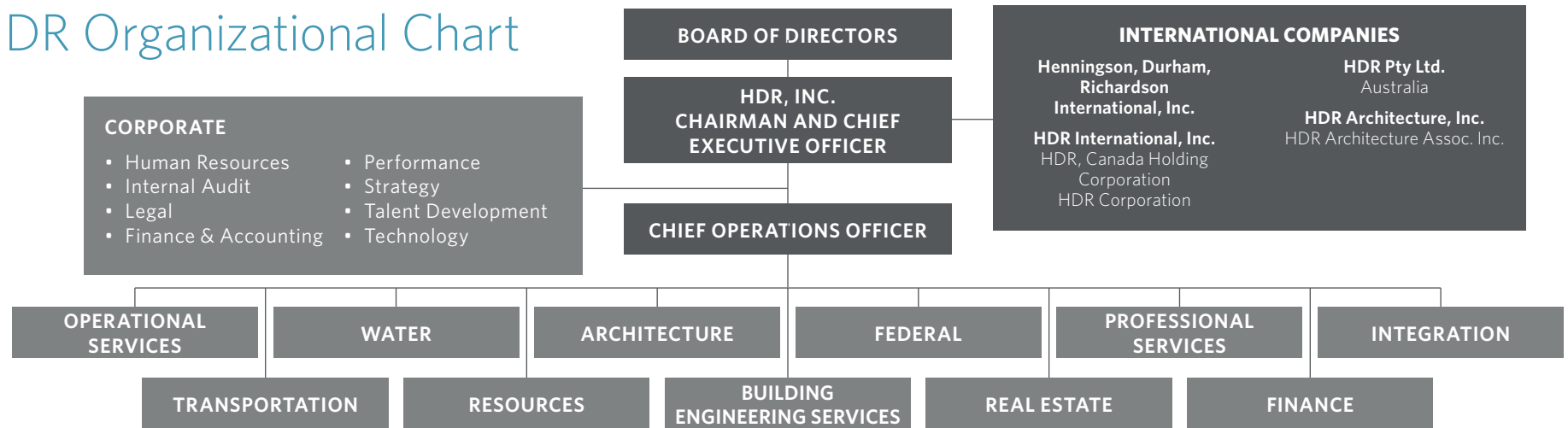
Table 5: Employees by New Hires

Table 6: Turnover by Gender

Table 7: Employees by Minority Group

Table 8: Employees by Age 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.

John W. Henderson, PE

Vice Chairman and Chief Operating Officer, HDR

As chief operating officer and board vice chairman, John is responsible for daily operations of the company. He previously served as chief administrative officer for HDR, where he provided executive leadership for several global corporate programs. Prior to joining HDR, John had a distinguished career in leading wide-ranging programs for the Department of Defense. He served in numerous command and staff positions throughout his career in the U.S. Army Corps of Engineers. After retiring, he was appointed to serve as assistant secretary of the Air Force for Installations, Environment and Energy.

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.

Erin Hunt, PE

Water President, HDR

As president of our global water practice, Erin is responsible for its leadership and strategic growth. She ensures that we pull together the top minds and resources from around the globe to design the smartest solutions to our clients' challenges. Erin brings over 20 years of industry experience, including many successful roles at HDR, from project engineer to project manager, from business development lead to operations manager. For the past three years, she has served as operations manager for our offices in Florida, Alabama and Mississippi.

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: 2022 Commitments & Partnerships

| ORGANIZATION | THEIR MISSION | OUR COMMITMENT | WEBSITE |
|--|--|---|--|
| Airport Consultants Council (ACC) | Delivering excellence in airport development. | We are a corporate member. | acconline.org |
| Airport Council International - North America (ACI-NA) | Advocate policies and provide services that strengthen commercial airports' ability to serve their passengers, customers and communities. | We are a World Business Partner (Silver). | airportscouncil.org |
| American Association of Airport Executives (AAAE) | Provide resources for airport employees to advance their airport and their career. | We are a corporate member. | aaae.org |
| American Association of Port Authorities (AAPA) | 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. | aapa-ports.org |
| American Association of State Highway and Transportation Officials (AASHTO) | 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. | transportation.org |
| American Membrane Technology Association (AMTA) | Promote, advocate and advance the understanding and application of membrane technology to create safe, affordable and reliable water supplies, and to treat municipal, industrial and agricultural waste waters for beneficial use. | We are a corporate member. | amtaorg.com |
| American Public Transportation Association (APTA) | Strengthen and improve public transportation through advocacy, innovation and information sharing to ensure that public transportation is available and accessible for all Americans. | We are a business member, have been recognized as a silver-level member through the APTA Sustainability, and have staff active on the Sustainability Committee. | apta.com |
| American Public Works Association (APWA) | Unite the diverse water community to advance public health, safety, the economy, and the environment. | We are a Prestige corporate member. | apwa.net |
| American Railway Development Association (ARDA) | 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. | amraildev.com |
| American Segmental Bridge Institute (ASBI) | 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. | asbi-assoc.org |
| American Shore and Beach Preservation Association (ASBPA) | 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. | asbpa.org |
| American Short Line and Regional Railroad Association (ASLRRA) | 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. | aslrra.org |
| American Society of Civil Engineers (ASCE) | Achieve a more sustainable and natural built environment by helping civil engineers fully understand, embrace and apply the principles and practices of sustainability to their work. | We have been involved in the organization for many years and hold leadership positions on various committees. | asce.org |

Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2022 Commitments & Partnerships

| ORGANIZATION | THEIR MISSION | OUR COMMITMENT | WEBSITE |
|---|--|---|--|
| American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) | Advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world. | As members of the technical committee, we assisted in the development of Standard 189.2: Design, Construction and Operation of High-Performance Green Health Care Facilities, which prescribes the procedures, methods and documentation requirements related to high-performance green healthcare facilities. We were on the 2021-2022 ASHRAE Investor Honor Roll. | ashrae.org |
| American Society of Mechanical Engineers (ASME) | Serve diverse global communities by advancing, disseminating and applying engineering knowledge for improving the quality of life and communicating the excitement of engineering. | Staff have served on various committees, including chairing the Research & Technology Committee on Water and Steam in Thermal Systems and serving on the board of directors. | asme.org |
| American Water Works Association (AWWA) | Provide knowledge, information and advocacy to improve the quality and supply of water in North America and beyond. | We hold positions on various committees, including staff selected as a Vice President for the board of directors for 2023. | awwa.org |
| Architecture 2030 Challenge | Dramatically reduce the building sector's global-warming-causing greenhouse gas emissions by changing the way buildings and developments are planned, designed and constructed. | We signed the 2030 Challenge in 2009 and continue to report and improve on our project and company performance every year. | architecture2030.org |
| Association of American Railroads (AAR) | 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). | aar.org |
| Association for Contract Textiles (ACT) | Promote the value of contract textiles through five goals, including: establishing and promoting voluntary performance and environmental guidelines and supporting textile design education and vocation. | We have been involved as a joint committee member for many years and continue to consult as needed. | contracttextiles.org |
| Association of State Dam Safety Officials (ASDSO) | Improve the condition and safety of dams and lower the risk of dam failures through education, support for state dam safety programs, and fostering a unified dam safety community. | We are a sustaining member. | damsafety.org |
| Association of State Floodplain Managers (ASFPM) | 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 partner. | floods.org |
| Business and Institutional Furniture Manufacturers Association (BIFMA) | Lead, advocate, inform and develop standards for the North American office and institutional furniture industry. | We have participated as a Joint Committee Member for the development and ongoing updating of the BiFMA sustainable furniture standards, "e3" and "level" program for many years. We continue to consult as needed. | bifma.org |
| Center for Environmental Health (CEH) | Protect people from toxic chemicals by working with communities, consumers, workers, government, and the private sector to demand and support business practices that are safe for public health and the environment. | In 2020, we updated our pledge (signed in 2014) with the CEH, giving preference for flame retardant-free furniture. | ceh.org |
| Coasts, Oceans, Ports, and Rivers Institute (COPRI) | 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. | asce.org/coasts-oceans-ports-and-rivers-engineering |

Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2022 Commitments & Partnerships

| ORGANIZATION | THEIR MISSION | OUR COMMITMENT | WEBSITE |
|--|---|---|--|
| Conference of Minority Transportation Officials | Ensure opportunities and maximum participation in the transportation industry for minority individuals, veterans, people with disabilities and certified MWDBE businesses through leadership training, professional development, scholarship and internship funding, political advocacy, partnership building and networking opportunities. | We are a Private Sector Corporation member. | comto.org |
| Congress for New Urbanism | Promote walkable, neighborhood-based development as an alternative to urban sprawl using a proactive, multidisciplinary approach to restoring communities. | Our professionals are active members. | cnu.org |
| Construction Management Association of America (CMAA) | Promote, support, educate, and develop professionals who lead the delivery of programs and projects within the built environment. | We are a service provider organizational member at the mega level. | cmaanet.org |
| Edison Electric Institute | Provide public policy leadership, strategic business intelligence, and essential conferences and forums to investor-owned electric companies. | We are an associate member. | eei.org |
| Engineers Without Borders (EWB) | 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. | ewb-usa.org |
| Eno Transportation Foundation (ENO) | Shape public debate on critical multimodal transportation issues and build an innovative network of transportation professionals. | We are a Corporate Silver member. | enotrans.org |
| Environmental & Energy Technology Council of Maine (E2Tech) | Build and expand the State's environmental, energy, and clean technology sectors. | We are a corporate member. | e2tech.org |
| Green Guide for Health Care (GGHC) | Integrate enhanced environmental and health principles and practices into the planning, design, construction, operations and maintenance of healthcare facilities. | We were a founding partner, and our professionals were involved in the early development of this guide and have contributed to various revisions. | gghc.org |
| Health Care Without Harm | 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. | noharm.org |
| Healthy Affordable Materials Project (HAMP) | 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. | hpd-collaborative.org/healthy-affordable-materials-project-hamp |

Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2022 Commitments & Partnerships

| ORGANIZATION | THEIR MISSION | OUR COMMITMENT | WEBSITE |
|--|---|--|--|
| Health Product Declaration (HPD) Collaborative | Work with the collaborative includes bringing a new standardized format for reporting product content and health-related information for building products; created to increase transparency and to provide the human health context for information in decision making and specifications of products. | With positions as an Executive Board member (Secretary) and Board Member, our work with the collaborative includes updating the standardized format for reporting product content and health-related information for building products. The HPD increases transparency and product innovation and performance, and provides associated human health information and certifications to aid in decision making and specifications of products. | hpd-collaborative.org |
| Healthier Hospitals Initiative (HHI) | Help healthcare entities focus efforts toward a healthier, more sustainable future — healthier food, leaner energy, less waste, safer chemicals, smarter purchasing, engaged leadership. | We have been a supporting A/E business for this program, which helps healthcare entities focus on a healthier, more sustainable future. Our involvement has included consulting on the development of programs for sustainable furniture, fabric and flooring criteria, guidance and goals. | practicegreenhealth.org/healthierhospitals |
| Hydropower Foundation | Increase the waterpower community's opportunity to contribute to society and the environment. | We are a member. | hydrofoundation.org |
| Institute for Sustainable Infrastructure (ISI) | Promote and support the planning, design, construction and operation of more sustainable infrastructure projects and programs. | We are a Charter Member of ISI and an early adopter of the Envision sustainable infrastructure 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. | sustainableinfrastructure.org |
| Intelligent Transportation Society America (ITS) | 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. | itsa.org |
| Intermodal Association of North America (IANA) | Promote the growth of efficient intermodal freight transportation through innovation, education and dialogue. | We are a Supplier Division member. | intermodal.org |
| International Bridge, Tunnel and Turnpike Association (IBTTA) | 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. | ibtta.org |
| International Institute of Sustainable Laboratories (I2SL) | 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. | i2sl.org |
| International Living Future Institute (ILFI) | 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. | living-future.org |
| Matter | 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 product libraries for HDR and our clients, and build project specifications. | matterbuild.com/#/landing |
| Mindful MATERIALS | 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. | mindfulmaterials.com |

Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2022 Commitments & Partnerships

| ORGANIZATION | THEIR MISSION | OUR COMMITMENT | WEBSITE |
|---|--|---|--|
| National Association of Clean Water Agencies (NACWA) | Provide leadership in environmental policy and technical resources on water quality and ecosystem protection issues in parallel with the Clean Water Act. | We are an active corporate affiliate member with professionals holding leadership positions. | nacwa.org |
| National Hydropower Association (NHA) | 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. | hydro.org |
| National Railroad Construction and Maintenance Association (NRC) | Create a positive business climate and make railway construction and maintenance safer and more efficient. | We are an Associate Member. | nrcma.org |
| NC Sustainable Energy Association (NCSEA) | Cultivate a robust clean energy ecosystem that unifies and benefits all of its stakeholders: consumers, businesses, the clean energy industry and utility energy providers. | We are a corporate member. | energync.org |
| Northwest Hydroelectric Association (NWHHA) | Promote the region's waterpower as a clean, efficient energy while protecting the fisheries and environmental quality that characterize our Northwest region. | We are a corporate member, with professionals holding leadership positions on the Board of Directors. | nwhydro.org |
| Occupational Safety and Health Administration (OSHA) | Ensure employee safety and health in the U.S. by working with employers and employees to create better working environments. | 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. | osha.gov |
| Practice Greenhealth | Promote healthcare industry commitment to sustainable, ecofriendly 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. | practicegreenhealth.com |
| Railway Engineering Maintenance Suppliers Association (REMSA) | 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. | remsa.org |
| RMEL | Prepare the electric energy industry for the future through education and networking. | We are a corporate member. | rmel.org |
| Smart Electric Power Alliance (SEPA) | Accelerate the electric power industry's transformation to a modern energy future through education, research, standards, and collaboration. | We are a corporate member. | sepapower.org |
| Solid Waste Association of North America (SWANA) | 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. | swana.org |
| Sustainable Transport Council | 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. | greenroads.org |

Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2022 Commitments & Partnerships

| ORGANIZATION | THEIR MISSION | OUR COMMITMENT | WEBSITE |
|--|--|---|---|
| Texas Shore and Beach Preservation Association (TSBPA) | 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. | texasasbpa.org/site |
| Transportation Research Board (TRB) | Provide innovative, research-based solutions to improve transportation. [Part of the National Academies of Sciences, Engineering, and Medicine.] | We are an Titanium member of the Global Affiliate Sustaining Circle with professionals holding leadership and committee positions. | nationalacademies.org/trb/transportation-research-board |
| U.S. Business Council for Sustainable Development (BCSD) | Harness the power of collaborative projects, platforms and partnerships to develop, deploy and scale solutions to ecosystems, energy, materials and water challenges. | We are a corporate member. | www.usbcsd.org |
| U.S. Conference of Mayors Climate Protection Center (USCOM) | Provide mayors with guidance and assistance they need to lead their cities' efforts to reduce greenhouse gas emissions linked to climate change. | We support and are actively involved with the U.S. Conference of Mayors, including professionals participating in conferences and panels. | usmayors.org/programs/mayors-climate-protection-center |
| U.S. Green Building Council (USGBC) | Expand green building practices through its LEED green building certification program, education and advocacy to support public policy that fosters green buildings and communities. | We were the first architecture firm to join the USGBC in January 1994, and continue our strong support as a Platinum-Level Sponsor. Our professionals have held significant leadership roles and noteworthy board and committee positions within the organization. | usgbc.org |
| U.S. Society on Dams | Empower professionals to advance sustainable benefits of dams and levees for society. | We are a sustaining member. | ussdams.org |
| U.S. Water Alliance | Drive One Water breakthroughs that positively transform our environment, economy, and society. | We are a member and staff are active on the One Water Council. | uswateralliance.org |
| Urban Land Institute (ULI) | Initiate research that anticipates emerging land use trends and issues, and propose creative solutions based on that research. | We are an active member of ULI with professionals holding leadership and committee positions. | uli.org |
| Water Collaborative Delivery Association (WCDA) | 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. | watercollaboratedelivery.org |
| Water Environment Federation (WEF) | 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. | wef.org |
| Water for People | 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. | waterforpeople.org |
| Water Research Foundation (WaterRF) | Sponsor research to enable water utilities, public health agencies and other professionals to provide safe and affordable drinking water to consumers. | We are a consultant subscriber. | waterrf.org |
| WaterReuse Association (WRA) | 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. | watereuse.org/association |

Commitments & Partnerships — Community and Stakeholder Engagement

Table 1: 2022 Commitments & Partnerships

| ORGANIZATION | THEIR MISSION | OUR COMMITMENT | WEBSITE |
|---------------------------------------|--|--|---|
| WaterISAC | 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. | waterisac.org |
| Western Energy Institute (WEI) | 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. | westernenergy.org |
| Women's Energy Network (WEN) | Provide networking opportunities and foster the career and leadership development of women who work in the energy industries. | We are a corporate member. | womensenergynetwork.org |
| WTS International | Help women find opportunity and recognition in the transportation industry through professional activities, networking opportunities and access to industry and government leaders. | We are a Corporate Partner at the Trailblazer level and hold leadership positions on various committees at the local and national level. | wtsinternational.org |

Employee Demographic Information

Table 2: 2022 Employees by Region

| COUNTRY | FEMALE | MALE | TOTAL |
|----------------------|--------------|--------------|---------------|
| Australia | 72 | 111 | 183 |
| Canada | 224 | 330 | 554 |
| China | 2 | 4 | 6 |
| Germany | 75 | 85 | 160 |
| Guam | 2 | 5 | 7 |
| Ireland | 1 | 9 | 10 |
| Israel | 2 | 1 | 3 |
| Italy | 0 | 1 | 1 |
| Saudi Arabia | 0 | 5 | 5 |
| Singapore | 6 | 15 | 21 |
| United Arab Emirates | 8 | 14 | 22 |
| United Kingdom | 75 | 236 | 311 |
| United States | 3,593 | 6,725 | 10,318 |
| TOTAL | 4,060 | 7,541 | 11,601 |

Table 3: 2022 Employees by Gender

| JOB GROUP | FEMALE | MALE | TOTAL |
|---|--------------|--------------|---------------|
| Executive/Senior Level Officials & Managers | 6 | 34 | 40 |
| First/Mid-Level Officials & Managers | 417 | 1,673 | 2,090 |
| Professional Technical | 595 | 925 | 1,520 |
| Professional Architecture | 429 | 452 | 881 |
| Professional Engineering | 822 | 2,847 | 3,669 |
| Professional Computer | 41 | 175 | 216 |
| Professional Other | 877 | 332 | 1,209 |
| Technicians | 281 | 1,021 | 1,302 |
| Administrative Support Workers | 592 | 79 | 671 |
| Laborers and Helpers | 0 | 3 | 3 |
| TOTAL | 4,060 | 7,541 | 11,601 |

Table 4: 2022 Temporary Employees

| JOB GROUP | FEMALE | MALE | TOTAL |
|--------------------------------------|-----------|------------|------------|
| First/Mid-Level Officials & Managers | 0 | 6 | 6 |
| Professional Technical | 9 | 14 | 23 |
| Professional Architecture | 4 | 3 | 7 |
| Professional Engineering | 3 | 16 | 19 |
| Professional Other | 1 | 2 | 3 |
| Technicians | 73 | 107 | 180 |
| Administrative Support Workers | 1 | 4 | 5 |
| TOTAL | 91 | 152 | 243 |

Table 5: 2022 New Hires

| JOB GROUP | FEMALE | MALE | TOTAL |
|---|------------|--------------|--------------|
| Executive/Senior Level Officials & Managers | 0 | 1 | 1 |
| First/Mid-Level Officials & Managers | 43 | 143 | 186 |
| Professional Technical | 157 | 204 | 361 |
| Professional Architecture | 122 | 101 | 223 |
| Professional Engineering | 180 | 569 | 749 |
| Professional Computer | 9 | 9 | 18 |
| Professional Other | 140 | 68 | 208 |
| Technicians | 66 | 256 | 322 |
| Administrative Support Workers | 193 | 30 | 223 |
| Laborers and Helpers | 0 | 1 | 1 |
| TOTAL | 910 | 1,382 | 2,292 |

Table 6: 2022 Turnover by Gender

| | FEMALE | MALE | TOTAL |
|---------------------------------|--------------|--------------|--------------|
| Annualized Voluntary Turnover | 12.2% | 10.6% | 11.2% |
| Annualized Involuntary Turnover | 1.1% | 1.3% | 1.3% |
| TOTAL | 13.3% | 11.9% | 12.4% |

Employee Demographic Information

Table 7: 2022 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 | 2 | 0 | 3 | 0 | 34 | 40 |
| First/Mid-Level Officials & Managers | 4 | 133 | 22 | 89 | 1 | 181 | 21 | 1,639 | 2,090 |
| Professional Technical | 4 | 98 | 35 | 95 | 3 | 118 | 50 | 1,117 | 1,520 |
| Professional Architecture | 1 | 172 | 16 | 50 | 2 | 244 | 18 | 378 | 881 |
| Professional Engineering | 7 | 512 | 81 | 256 | 4 | 334 | 91 | 2,384 | 3,669 |
| Professional Computer | 1 | 24 | 6 | 10 | 0 | 8 | 6 | 161 | 216 |
| Professional Other | 1 | 61 | 40 | 94 | 1 | 88 | 28 | 896 | 1,209 |
| Technicians | 3 | 58 | 66 | 154 | 3 | 134 | 41 | 843 | 1,302 |
| Administrative Support Workers | 0 | 34 | 39 | 62 | 3 | 65 | 21 | 447 | 671 |
| Laborers and Helpers | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 3 |
| TOTAL | 22 | 1,092 | 306 | 812 | 17 | 1,176 | 276 | 7,900 | 11,601 |

Table 8: 2022 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 | 13 | 10 | 1 | 7 | 40 |
| First/Mid-Level Officials & Managers | 0 | 1 | 37 | 147 | 300 | 395 | 411 | 339 | 274 | 186 | 2,090 |
| Professional Technical | 37 | 176 | 212 | 241 | 198 | 175 | 149 | 119 | 117 | 96 | 1,520 |
| Professional Architecture | 23 | 121 | 179 | 145 | 126 | 88 | 81 | 50 | 38 | 30 | 881 |
| Professional Engineering | 213 | 818 | 753 | 582 | 359 | 267 | 193 | 160 | 178 | 146 | 3,669 |
| Professional Computer | 1 | 5 | 23 | 27 | 40 | 35 | 35 | 35 | 12 | 3 | 216 |
| Professional Other | 17 | 74 | 149 | 169 | 181 | 170 | 157 | 132 | 94 | 66 | 1,209 |
| Technicians | 43 | 136 | 162 | 154 | 143 | 144 | 157 | 144 | 130 | 89 | 1,302 |
| Administrative Support Workers | 36 | 122 | 95 | 78 | 45 | 70 | 68 | 56 | 62 | 39 | 671 |
| Laborers and Helpers | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 3 |
| TOTAL | 371 | 1,453 | 1,610 | 1,543 | 1,397 | 1,348 | 1,264 | 1,046 | 907 | 662 | 11,601 |