

A photograph of a field of purple lavender flowers in the foreground, with a modern building featuring large glass windows in the background. The building is slightly out of focus, emphasizing the flowers.

2018

Sustainability + Corporate Responsibility

HR



Letter from the CEO



Our key highlights this year include our efforts to address resiliency, restorative design, and design impacts on health & wellness.

I'm pleased to share our sustainability highlights from the last two years with you. For us, sustainability is not only a way to provide value to our clients, but a way of conducting our own business as well.

Key among our highlights this year are our efforts to address resiliency, restorative design, and design impacts on health and wellness, as well as continually improve our sustainable business practices.

With that in mind, here are some highlights:

- HDR was named a silver-level signatory by the American Public Transportation Association for our commitment to sustainability.
- The HDR Foundation distributed 34 grants in 2017, totaling more than \$500,000 and bringing its five-year total in grant money distributed to nearly \$1.5 million.
- We earned three awards from the Alliance for Workplace Excellence, for overall workplace excellence, health and wellness, and sustainable business practices.

Sustainability is still a cornerstone of our efforts. We also:

- Continue to lead the industry in working with the Envision sustainable infrastructure rating system, with eight Envision®-verified projects by the end of 2017—the most of any firm.
- Began updating and formalizing the process by which we integrate sustainable solutions in our leased spaces. The Office of Sustainability is working with our real estate staff, lighting designers and sustainable materials experts.
- Designed our new headquarters building using sustainable practices, and following LEED® v4 and Fitwel standards.

More detailed examples of the work we do related to both sustainability and resiliency are contained in this report. I'm proud of the work our employees do every day, whether they help clients develop more sustainable and resilient projects, lead a local Green Team, or support our efforts through recycling. No matter how large or small, each one of us has a role to play in ensuring sustainable resources for generations to come.

Eric L. Keen

PE, ENV SP
Chairman and CEO
HDR



Sustainability at HDR



We work to transform how buildings, infrastructure and communities are designed and built to support resiliency, sustainability and human health; and improve our business practices to reduce impacts.

Our sustainability program continues to evolve as we worked to achieve our goals to (1) transform how buildings, infrastructure and communities are designed to support resiliency, sustainability and human health; and (2) improve our business practices to reduce impacts, while sharing our progress in a transparent manner. In all we do we look to:

Bring value to our clients via sustainability

- The Factoria Recycling and Transfer Station in Bellevue, Washington, received the Green Project Award for Innovation and Achievement in Sustainability from the Northwest Construction Consumer Council.
- Our long-term solid waste management strategy for the City of Toronto, Ontario, was named a Gold Award winner by the Solid Waste Association of North America in the category of Integrated Solid Waste Management Systems.
- An HDR-designed bus rapid transit system in Albuquerque, New Mexico, became the first in the United States to meet the Gold BRT Standard from the Institute for Transportation & Development Policy.
- We became an Accredited Service Provider for CDP, who runs the global disclosure system that enables companies, cities, states and regions measure and manage environmental impacts through self-reporting. We help CDP review city reports for thoroughness of their reported climate change data.

Reduce our impact

- Our Office of Sustainability collaborated with our Information and Technology Department and Accounting to launch a paper reduction challenge. The educational and technology campaign resulted in a reduction of more than 300 pages per person in 2017.
- We made progress in reducing our emissions, noting more than a 5 percent reduction in emissions from 2011-2017.

Act as change agents

- Our employees are active on boards and committees that are driving the architecture, engineering and construction industries towards sustainability. Our staff served on the Board of Directors, Envision Review Board and technical committees of the Institute for Sustainable Infrastructure, which manages the Envision sustainable infrastructure framework. Much of the focus in 2017 was on developing version 3 of the rating system.
- Staff served on the Executive Board and as a pilot committee member for the Health Product Declaration (HPD) Collaborative.
- Our Transportation Sustainability Director co-chaired the APTA Sustainability Committee and served on the Greenroads Foundation Board of Directors.
- We are an Enterprise Sponsor of International Living Futures Institute, and act as an ambassador and member of the Living Building Challenge ambassador advisory panel.

We are honored to be recognized for our efforts in sustainability. In 2017, we won numerous awards for integrating sustainability into our projects, as well as our own business practices, globally and locally, including the Alliance for Workplace Excellence EcoLeadership, Workplace Excellence and Health & Wellness Seals of Approval. These honors and achievements are celebrated in this report.

Michaela Wittmann

LEED Fellow, ENV SP, Fitwel Champion
Director, Sustainability
HDR



2017 Highlights

100-YEAR ANNIVERSARY

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



43,000
pounds of food waste from landfills each year

Waste Prevention & Recycling Plans by **93** offices



11 Years of Green Teams



RECOGNIZED FOR LEADERSHIP IN SUSTAINABILITY & CSR



Alliance for Workplace Excellence
EcoLeadership Award
Workplace Excellence Seal of Approval
Health & Wellness Seal of Approval

Earth Day Omaha
Friend of the Environment Award

Keep Nebraska Beautiful
Environmental Award – Business/Industry Award, First Place

State of Hawaii
Hawaii Green Business Program Award

Nebraska Recycling Council
Green Team of the Year Award

HDR became an Accredited Service Provider for CDP.



CDP ACCREDITED PROVIDER 2017

★ *Engineering News-Record*—No. 10 ★
Top 100 Buildings Green Design Firms

A LEADER IN RATING SYSTEM IMPLEMENTATION

ENVISION	210 ENV SPs	9 Verified Projects
LEED	542 LEED APs	136 Certified Projects
GREENROADS	8 STPs	1 Certified Project
5 WELL APs	4 Fitwel Ambassadors	2 Living Future Accredited

★ *Woman Engineer Magazine*—No. 27 ★
Woman Engineer Awards: Top 50 Employers

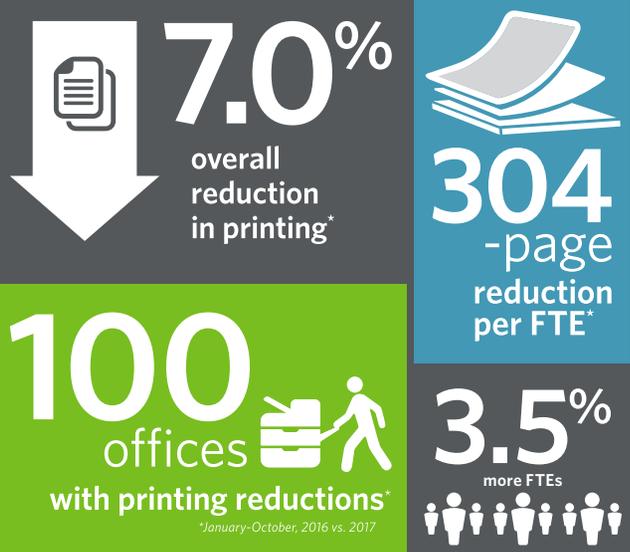
PRINT **LESS**, PRINT **SMART**
2017 Printing Reduction Challenge

7.0% overall reduction in printing*

304-page reduction per FTE*

100 offices with printing reductions*
*January-October, 2016 vs. 2017

3.5% more FTEs



Achieved **SILVER** with the American Public Transportation Association's (APTA) Sustainability Commitment



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MATERIALITY

What's important to us?



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



Materiality Assessment Process



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

Approach

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

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

The combined results provide a visual representation of the relative importance of each ESG theme when considering both internal and external perspectives. The results were also applied to inform the content of our 2016 report, as well as this report. For most aspects, we have had management programs in place for many years, and our approach is included in this report.



The Global Reporting Initiative defines materiality as information that “may

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



Material Themes, Aspects & Boundaries

Project Delivery

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

Safety, Health & Environment

Injuries/Safety Incidents

Ethics, Integrity & Human Rights

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

Water Stewardship

Water Scarcity • Water Quality

Workplace Culture

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

Sustainable Business Practices

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

Climate Change

Greenhouse Gas Emissions • Climate Shocks & Stress

Corporate Citizenship

Local Community Engagement • Political Accountability

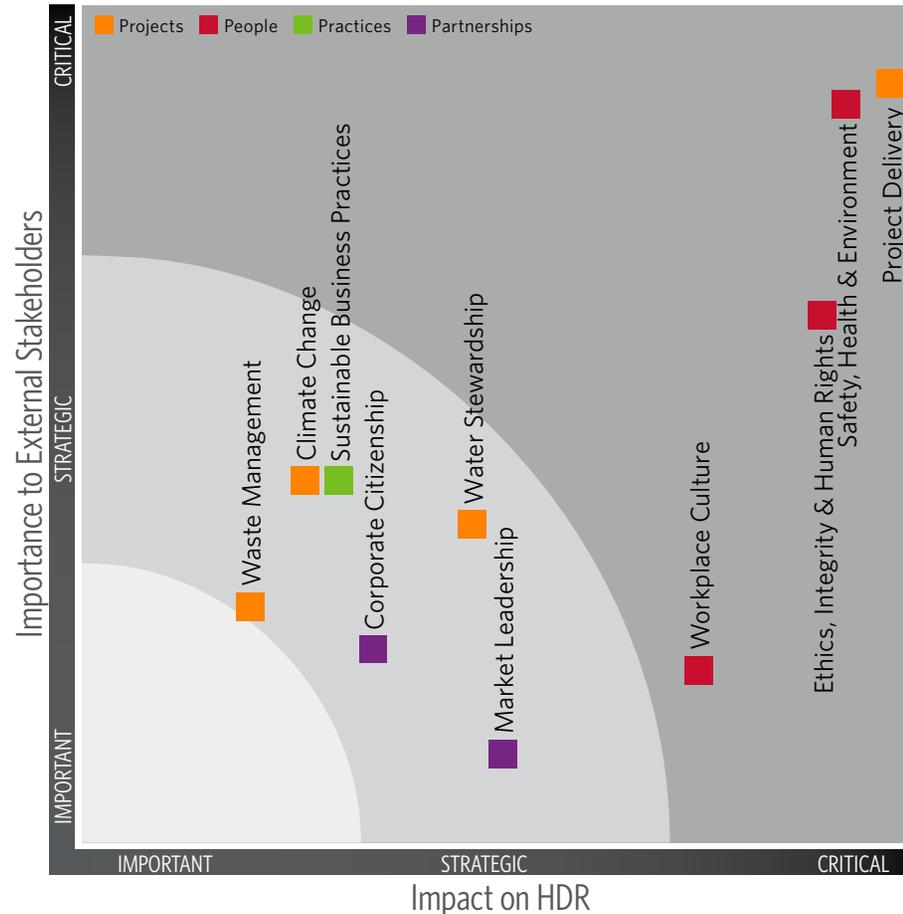
Market Leadership

Industry/Technical Community Engagement

Waste Management

Landfills • Material Recovery

Materiality Matrix - Themes



The primary result of our materiality assessment was identification of the ESG aspects highlighted throughout this report. Due to a much more thorough and focused materiality assessment process, in 2016 we added a number of aspects that were not significantly included in previous reports. The relevant scope has not changed from previous reporting periods.



Stakeholder Engagement

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

- **Clients**—Engaged in regular client meetings. When we are not engaged with our clients on projects, we average monthly meetings with them. When working on projects, the frequency of our visits may be daily. We also engage our clients through our client report card program, administered quarterly.
- **Educational leaders and organizations**—Engaged at regular intervals. Minimum contact would occur annually; however, numerous opportunities are presented when we participate as guest speakers. Speaking engagements are generally not recurring with individual organizations, but in our locations across the country and abroad, quarterly activity is expected and/or exceeded.
- **Competitors and teaming partners**—We work with and team with competitors on many projects we pursue. Because of this and our interaction with them

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

- **Civic organizations**—Quarterly, biannually and annually, depending on activities and events
- **Professional organizations**—Monthly.
- **Young professionals**—Monthly.
- **Retirees**—Quarterly.

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

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



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



Management Approach

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

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

In addition, five brand values drive our business and allow us to continually re-evaluate our progress toward meeting our objectives:

1. Live the Network.

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

2. Listen first.

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

3. Hold ourselves accountable.

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

4. Push boundaries.

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

5. Design smart.

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



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



PROJECTS

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



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



Investing in Work That Matters

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

Architecture

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

- Community
- Education
- Health
- Justice
- Science
- Tech
- Workplace

Federal

- Civilian Agencies
- Installations
- Mission Critical and Security

Resources

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

- Industrial
- Development
- Power & Energy
- Waste

Transportation

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

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

Water

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

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

Integrated Delivery

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

Specialized Services

- Architecture
- Asset Management
- Commissioning & Operations
- Economics
- Engineering
- Environmental Sciences
- Finance
- Planning & Consulting
- Project Delivery
- Real Estate
- Research
- Sustainability & Resiliency

Project Locations

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

<u>Afghanistan</u>	Ireland*	Singapore
Austria	Israel*	South Africa
<u>Australia</u> *	Italy*	South Korea
Brazil	Japan	Spain
<u>Canada</u> *	Kuwait*	Switzerland
Chile	Mexico	Tanzania
<u>China</u> *	<u>Norway</u>	Trinidad and Tobago
Djibouti	Panama	<u>Turkey</u>
Egypt	Poland	<u>United Arab Emirates</u> *
<u>Germany</u> *	<u>Qatar</u> *	<u>United Kingdom</u>
Honduras	Romania	<u>United States</u> *
India	<u>Saudi Arabia</u> *	Vietnam

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



Global Issues, Impacts and Opportunities



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

Urbanization

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

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

Climate Change Action

While the United States submitted a formal notice of withdrawal from the Paris Climate Agreement in August 2017, leaders of cities and private companies have declared their ongoing commitment to working toward limiting and/or reducing global warming to less than 2 degrees Celsius. Federal action is being replaced by voluntary commitments, and through organizations such as C40, the Global Covenant of Mayors for Climate and Energy, and We Are Still In, climate action remains an imperative. By establishing their own ambitious GHG emissions reduction target and associated mitigation

and adaptation measures, the public and private sectors are driving transformative change across many sectors. To help our clients take strategic action with meaningful impact, we have identified the following opportunities:

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

Increased Demand for Natural Resources

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

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

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



Global Issues, Impacts & Opportunities

Sustainable Development Goals (SDGs)

In September 2015, the United Nations announced a global Sustainable Development strategy comprised of 17 goals and 169 targets, designed to stimulate action over the next 15 years in areas of critical importance for humanity and the planet. Together, these goals aim to end poverty, protect the planet, and ensure prosperity for all. Achieving them will require collaboration between the public and private sectors, and a big-picture view of how decisions today will impact the future. There's significant overlap with this global agenda and HDR's core service areas, positioning us to help clients integrate sustainability principles in the areas of:

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

Influence on Our Services and Operations

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

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



Together, these goals aim to end poverty, protect the planet, and ensure prosperity for all.



Project Delivery

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

Looking Forward

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

Management Approach

Our goal is to set the industry benchmark for excellence in services we provide to our clients. To do so, we have developed a Quality Management System (QMS) based on the fundamental principles and guidelines set forth by the ISO 9001:2015 series of international standards for quality management. Our Quality Office professionals report directly to executive management and are responsible for the development, implementation, monitoring, support and auditing of our QMS.

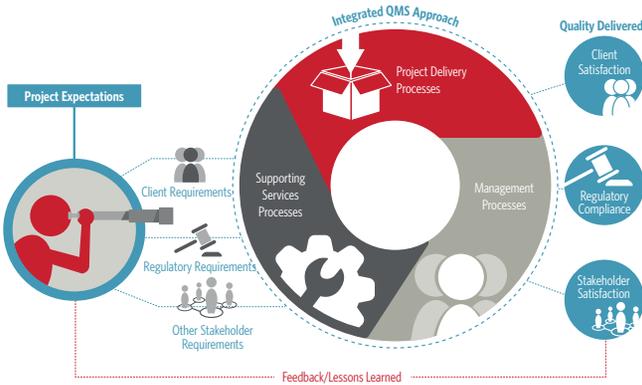
Our QMS provides an important framework for ensuring that we are reaching the highest levels of quality—both for you and for ourselves. We remain focused on continual opportunities for improvement throughout our daily activities to achieve client satisfaction and meet performance expectations. The QMS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

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



“Our leadership has set forth a Drive to Zero goal that challenges staff throughout our company in elevating our attention to quality of our service and product delivery - both internally, and externally to our clients. Our diligence and focus as we execute our work will ensure that we are able to continue to deliver projects both large and small that better our communities.”

JEROME BROWN, CMQ/OE
VICE PRESIDENT, QUALITY OFFICE DIRECTOR



Integrated Business Focus

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

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



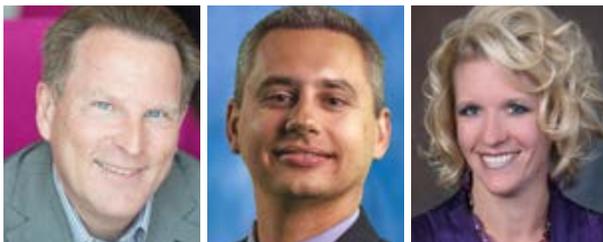
“Our QMS is our
playbook for success.”

CASE STUDY

Our People and Process Deliver Our Promise

When we present our work, we’re making a promise to our clients and the public. We make sure our product delivers on our promise by executing project activities using our Quality Management System (QMS).

During World Quality Month 2017, several senior professionals discussed our QC Project Review process.



WILL SHARP, PE, PTOE
NATIONAL HIGHWAYS
BUSINESS CLASS
DIRECTOR

DAN DOMALIK, PE,
CMQ/OE
DESIGN QUALITY
CONTROL MANAGER

**BETHANY
SHINGLETON, PE**
OFFICE PRINCIPAL,
SALT LAKE CITY

IN YOUR WORDS, WHY DO WE HAVE A QUALITY MANAGEMENT SYSTEM?

Dan HDR has extremely talented and experienced people, the best of the best, but that’s not enough by itself. You also need to have a good process—my equation is ‘People plus Process equals our Product.’ Our QMS is the best set of processes we’ve honed over the years to leverage the talents of our people, so it’s the ‘Process’ part of our equation. You can compare it to football—you can have the best skill players at every position, but you still need a playbook and practice to succeed. Our QMS is our playbook for success.

WHAT ARE QC REVIEW, QUALITY REVIEW CHECKING AND PROJECT REVIEW, AND WHY DO WE HAVE THESE STEPS?

Will QC Reviews are required for our client deliverables and include an independent quality review, resolution of the QC review comments with the reviewer and project team, and documentation. These steps are essential to quality control at the project level.

WHAT ARE THE KEY ISSUES WE FACE AT THIS STAGE?

Dan Time is a great challenge—the pace of work in design has increased a lot, partly due to design-build and alternative delivery. Even bid-build is faster as tools and technology create the expectation that we move faster, and that can compete with quality. Our key challenges are staff awareness and accountability: We are continually working to increase awareness of our QMS and educate new staff about our approach, and hold ourselves accountable through auditing and QA processes.

WHAT PROCESSES, TOOLS AND TECHNIQUES HELP US SUCCESSFULLY COMPLETE THESE STEPS?

Will The key is project planning and follow-through. We must have the right level of expertise on the project, carefully plan the quality review efforts in the project schedule, and work the plan. Allow time for QC review so you can discuss and make any necessary changes. Our manual lays out a good process; the key is following it, documenting activities and resolving comments.

WHAT ADVICE DO YOU HAVE FOR THE REST OF US CONCERNING THE IMPORTANCE OF QC REVIEW AND QUALITY REVIEW CHECKING?

Bethany Quality reviews are a way to have fresh eyes and perspectives that provide insight and guidance, and identify areas that could become an issue. It’s not about criticizing; it’s a step where the reviewer can point out a potential issue that needs to be addressed. A third party can see things that you might miss when you’re focused on all the details of a project.

HOW CAN WE IMPROVE?

Will We’re a global company, with tremendous technical talent, including numerous Professional Associates. Staff with specialized or unique deliverables can reach out to a huge network for assistance. They can identify staff to provide additional expertise to help identify risks, develop risk mitigation strategies, and conduct quality control reviews. I like the term collective accountability—we are all in this together.



CASE STUDY



Southern Ohio Veterans Memorial Highway State Route 823 Independent Quality Firm

Ohio Department of Transportation

PORTSMOUTH, OH, USA

Traversing 16 miles of forested hills in the Appalachian Plateau, the Southern Ohio Veterans Memorial Highway is Ohio's largest transportation project ever at \$634 million. The route will bypass the city of Portsmouth, allowing motorists to skip traffic signals and intersections. This project is the Ohio Department of Transportation's (ODOT) first public-private partnership (P3) and completes the Appalachian Development Highway System within the state.

The project includes massive earthwork, moving more than 20 million cubic yards of soil and rock to construct the roadway, 16 miles of asphalt paving on undeveloped greenfield land, 22 bridges and five interchanges.

As the Independent Quality Firm (IQF), HDR provides quality assurance for the developer during both design and construction. Our senior-level team accepts all design and construction work, and reviews project management plans, design packages and construction submittals for contract compliance. Using a precise and disciplined approach, we evaluate designer and contractor compliance with contract requirements, without dictating any of the design or construction details.

Our approach involves verifying the contractor's QC program by inspecting and testing approximately 20 percent of the tests and inspections completed by the contractor. Our staff reviews all prior QC work at specific project compliance hold points before the work on the specific element can continue. Consistent collaboration with the owner and developer allows us to keep them up-to-date and build stronger relationships across the project team.

We are using an HDR-developed construction monitoring application to enhance the detailed documentation of project work. This mobile application and the project geometric base file information are installed on GPS-enabled iPads, which provide mapping for the team.

ODOT chose us after we successfully provided the same service as their first IQF on the \$300 million Cleveland Innerbelt Construction Contact Group 1, Westbound I-90 Bridge project.



Technical Integrity

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

Management Approach

ASSESSING AND MANAGING RISK

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

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

ASSESSING SUSTAINABILITY PERFORMANCE

Sustainability performance is measured regularly. With the varied projects and clients that we serve, our philosophy of “sustainability is a way of doing business” impacts what we do on a daily basis. We monitor our progress toward adherence to the corporate commitments we have made, and the measurements we have developed for our own business. These commitments can be found in the Appendix under “Commitments and Partnerships.” We also report and update our sustainability statements biannually.

ENSURING PROFESSIONAL MARKETING STANDARDS

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

COMPLIANCE

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



MEASURING CLIENT SATISFACTION

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

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

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



CASE STUDY



Kapi'olani Medical Center for Women & Children, Diamond Head Tower

Kapi'olani Medical Center for Women & Children

HONOLULU, HI, USA

Diamond Head Tower, the second phase of the redevelopment of Kapi'olani Medical Center for Women & Children (KMCWC), boasts a new Neonatal Intensive Care Unit (NICU) and Pediatric Intensive Care Unit (PICU). This new gateway is also home to outpatient, education and support functions. As Hawaii's largest specialty hospital for women and children, the redevelopment of the landlocked 4.4-acre campus and the new Diamond Head Tower presents the KMCWC with a new scale and a new symbolic gravitas in its role of protecting and nurturing new life.

The new design almost quintupled the size of Kapi'olani's previous NICU, adding 24 beds to bring the total to 70 private rooms sized for families. The PICU has tripled in size to 26 private acuity adaptable rooms.



LEED for Healthcare
v2009 Silver Certified



2018 Honor Award, Engineering
Excellence Awards, American
Council of Engineering
Companies of Nebraska

KEY FEATURES

- The design created a better segregation of patient type and patient flow, co-locating all inpatients together in the new tower, all outpatients on lower floors and all service and support functions on the lower level of the facility.
- Adequately sized support and treatment spaces, on- and off-stage concepts that segregate public and outpatient traffic from inpatient and support traffic, private NICU rooms and same-handed inpatient rooms highlight some of the major improvements.
- Indigenous materials lend familiarity to those who use the facility. Symbols and imagery pay homage to the island's people, customs and traditions. Rock, sea and the landscape are integral parts of the Hawaiian environment and serve as metaphors for birth, life and health.
- The building exterior's overall folded plate represents a seashell and the protective environment it provides for the living form inside — much as the hospital does for its patients.
- An open "lei" built of simulated wood panels surrounds the front door. A dark-colored vertical slab represents volcanic lava stone, symbolizing the traditional feather staff of Hawaiian Royalty. It features the hospital's guiding principle: "Strive for the highest."



CASE STUDY

Small Business Advocate

Supplier Diversity & Small Business Program

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

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

- Integrity
- Commitment to compliance
- Truth in negotiations
- Safety
- Respect
- Continuous improvement
- Open communication
- Exceptional customer service
- Responsibility for accepting ownership of the results

Mentoring

We are proud to be a longtime participant in multiple Mentor-Protégé Programs, including DOD, SBA, DHS, EPA, and Texas Turnpike Authority. We recognize our small business partners as an integral part of the process and the success achieved for innovative and complex projects. Our Mentor-Protégé Program is an opportunity to mentor, transfer technology, generate innovative ideas, and help our small business partners grow, succeed and develop long-term relationships that bring our clients sustainable solutions.

SB Training/Counseling

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

Subcontracting Opportunities

If a company is interested in subcontracting opportunities with HDR, they can fill out the Small Business Profile Form (hdrinc.com/about-us/small-business-profile) or contact our small business liaison officer. This allows us to evaluate a firm's capabilities and experience so we may better match their capabilities to future teaming opportunities. When a firm's capabilities match an opportunity, our small business liaison officer or a regional team leader reaches out to the company.

We are committed to growing small businesses and offering our clients well-rounded teams to service their project needs.



Community Impact

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

Management Approach

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

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



CASE STUDY

U.S. 26 Outer Powell Transportation Safety Project

OREGON, USA

The Oregon Department of Transportation is addressing safety and a lack of transportation amenities along a roughly 4-mile section of Outer Powell Boulevard in East Portland, Oregon. This busy state highway runs through one of the most diverse, lower-income areas of the city. Its lack of contiguous sidewalks, bike lanes and turning lanes make traveling the corridor hazardous for pedestrians, cyclists and road users.

We are leading final design and public involvement for the safety improvement project. To involve the multilingual population surrounding the corridor, outreach materials are being translated into Cantonese, Russian, Spanish and Vietnamese. Using faith-based outreach, paid community organizers, translated corridor walks and community-sponsored events, ODOT is moving a highway project forward while establishing strong community relationships and goodwill.

When complete, the project will introduce turning lanes, buffered bike lanes, ADA-compliant sidewalks, green infrastructure for stormwater capture, and improved channelization, illumination and signalization. Construction of the first mile of the project is scheduled to start in 2018 and take roughly two years to complete.

FHWA's Walter Waidelich praised the project's planning and development strategies that will improve quality of life for minority and low-income individuals. "The dedication by ODOT staff and project partners to make sure all communities were consulted and represented is a shining example of environmental justice," he said.



CASE STUDY



Rodney Cook Sr. Park at Historic Vine City

The Trust for Public Land

ATLANTA, GA, USA

We are working with The Trust for Public Land to lead the design of Rodney Cook Sr. Park. Modeled after the recent successes of Atlanta's Historic Fourth Ward Park, this pivotal project represents a collaborative design effort between The Trust for Public Land, the City of Atlanta Department of Parks and Recreation, the City of Atlanta Department of Watershed Management, The National Monument Foundation, and most importantly, the community.

Vine City has been plagued by a complex set of social and economic challenges, along with outdated infrastructure and severe flooding. The 16-acre park has been designed to alleviate the flooding by capturing and storing up to 10 million gallons of stormwater, while creating a vibrant community destination and ultimately revitalizing the neighborhood.

Since its heyday, Vine City, an area that served as a catalyst for the Civil Rights Movement in the 1960s and was once home to Martin Luther King Jr., has suffered population loss, disinvestment and crime. Throughout the years, the dramatic increases in impervious surfaces have contributed to flooded streets and homes. Residents of Vine City and English Avenue have been engaged from the early planning stages of Cook Park to help resolve these issues and improve their community.

Cook Park is designed to seamlessly integrate functional engineering features within a programmed park space. Park amenities provide visitors of all ages and abilities with ways to gather, connect and enjoy nature, including a playground, splash pad, aeration fountain and great lawn, along with a market plaza, multipurpose courts and amphitheater stage.

SUSTAINABLE FEATURES

- Beautiful and functional rain gardens filter storm flow from incoming pipes
- Stormwater planters line the streetscape edge (to capture runoff from the neighborhood streets)
- Constructed wetlands and native plantings surround the wet pond to enhance water quality



PARTNERSHIPS SUPPORTING OUR EMPHASIS ON SUSTAINABLE DESIGN

- Continued engagement with **USGBC** for development of the **LEED** rating systems.
- Continued engagement with **ISI** in developing the next version of the **Envision** rating system.
- Proud endorser of the **Architecture 2030 Challenge**, an initiative designed to dramatically reduce greenhouse gas (GHG) emissions by changing the way buildings are planned, designed and constructed.
- A founding endorser of the **Health Product Declaration Open Standard**, a format for reporting the content and associated health impacts of building products.
- Extensive involvement in the development of the **Green Guide for Healthcare** (GGHC) and participation in the Green Hospital Working Group.
- An Enterprise Sponsor of **International Living Futures Institute** (ILFI). We act as an ambassador and member of the ambassador advisory panel, helping recruit and train future ambassadors for the advocacy of the Living Building Challenge.
- Joint committee member for the development of the **American Contract Textiles (ACT) Sustainable Textile Standards**.
- Member of the **Business and Institutional Furniture Manufacturers' Association** (BIFMA) **e3 Sustainable Furniture Standards** joint committee.

Sustainable Design

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

Management Approach

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

INTEGRATED DESIGN

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

- BREEAM (BRE Environmental Assessment Method)
- ENERGY STAR
- Envision
- Fitwel
- Greenroads
- Green Globes
- Green Star
- INVEST
- Labs21
- Living Building Challenge
- LEED
- SITES
- WELL

SUSTAINABLE VALUE ANALYSIS

Our process includes Sustainable Value Analysis (SVA) that accounts for a project's triple-bottom line—its full 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 into every project. From greening our master specifications, to the development and upkeep of an extensive database of sustainable products, our clients benefit from our investment in integrating sustainability into our overall design and project delivery culture.

PARTNERSHIPS

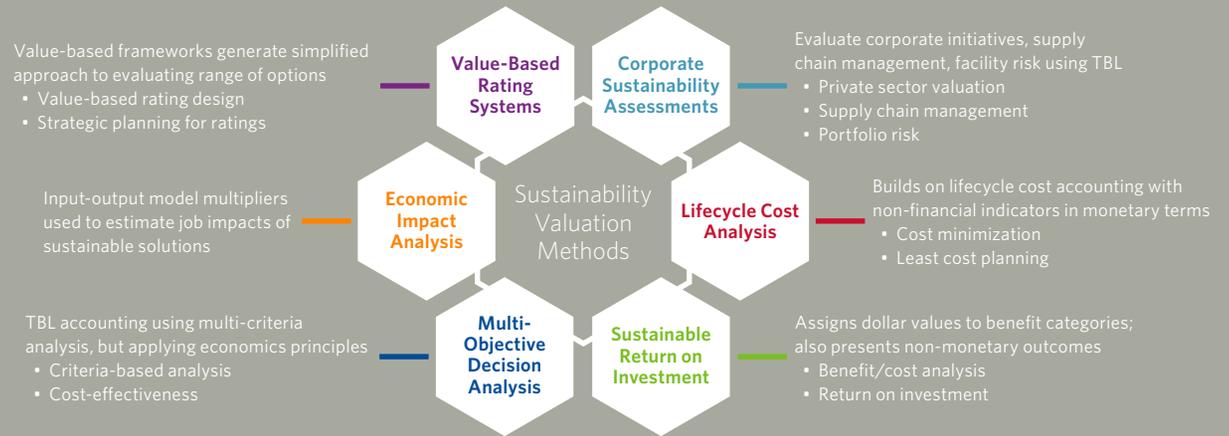
Developing sustainable solutions means knowing the industry and understanding the dynamics of integrated design. We are committed to working in partnership with other sustainable design industry leaders and organizations.

Looking Forward

We work to ensure that sustainability is part of each project conversation. We continue to evolve our approach to match client and market needs. Recent trends involve integrating design for health and well-being into the sustainability conversation. With this in mind, we are working more with related rating systems like WELL and Fitwel – to incorporate them into our project work and our office spaces.



CASE STUDY



Innovative & Adaptive Approaches to Quantify and Communicate a Project's Total Value

One of our strengths is effectively applying economic analysis to help determine the total value of projects, which goes well beyond their cost and financial return. The impacts of a project on clean air and water, human health and well-being, and job creation are all comprised in its total value and important considerations in decision-making. Our economic tools account for a project's triple-bottom line (TBL), which includes its full range of environmental, social and economic impacts. This provides a holistic perspective of a project's sustainability benefits.

Sustainable Value Analysis

We have developed our Sustainable Value Analysis (SVA) process to help our clients best assess their options. SVA is a thorough and transparent alternatives analysis that is adapted to our client's specific goals. To make the concept of sustainability more objective, we have established an approach that is founded on 10 principles.

SVA recognizes that decisions are not simply the matter of a sustainable return on investment (SROI)—different economic tools are needed in different decision contexts. These tools can assist in making informed decisions about where and when funds should be invested. In addition, we develop project-specific metrics to help communicate the total value of a project.

SUSTAINABLE VALUATION METHODS

SVA consists of a suite of proven sustainability valuation methods that can be applied depending on the client and project context. The results provide decision support to help communicate the full value of your project by placing value on sustainable initiatives, including the direct, indirect and non-cash costs and benefits.

10 Principles of Sustainable Value Analysis



Consider all economic, social and environmental outcomes



Express as many outcomes as possible in monetary terms



Evaluate dynamic feedback of investments



Assess impact on wellness, if applicable



Account for risks and uncertainty



Communicate all results clearly and effectively



Involve stakeholders and subject matter experts



Use sustainability (or measurement) frameworks tailored to client's needs



Consider the distribution of benefits and costs



Conduct transparency analysis



CASE STUDIES

Award-Winning Sustainable Design

Factoria Recycling and Transfer Station Wins NWCCC Green Project Award

The Factoria Recycling and Transfer Station in Bellevue, Washington, received the Green Project Award for Innovation and Achievement in Sustainability from the Northwest Construction Consumer Council.

Officials of King County, Washington, and the City of Bellevue recently dedicated the new replacement facility, which features technology that reduces environmental impacts, improves customer service and allows customers more recycling and disposal options. The new facility also has many sustainability features that were integrated into its design, construction and operation.

Sustainability was key in winning the award, according to Project Manager Mary Shanks. "One of the things that pushed us into the winning category is diversion of construction and demolition debris. We recycled, salvaged, reused or diverted 95 percent of the construction debris generated by the project."

HDR's Waste Strategy for Toronto Wins SWANA Gold Award

Our long-term solid waste management strategy for the City of Toronto, Ontario, was named a Gold Award winner by the Solid Waste Association of North America in the category of Integrated Solid Waste Management Systems.

A result of extensive planning and research, stakeholder and community engagement, and unique tools and processes, Toronto's new waste strategy provides an innovative approach to the future of solid waste management and sets the stage for success over the next 30 to 50 years. It is expected to further strengthen Toronto's status as a world-class leader in waste diversion initiatives in North America.

Our two-year effort to develop the waste strategy built on the city's existing waste management system and identified a path to innovation and continuous improvement. The new strategy recommends the '5 Rs' (reduction, reuse, recycling, recovery and residual disposal) and focuses on sending less material to the landfill. It emphasizes the importance of community engagement and encourages the prevention of waste, maximizing its value before disposal while supporting the move toward a circular economy and zero waste future.

Bus Rapid Transit System Achieves 'Gold' in Albuquerque

An HDR-designed bus rapid transit system in Albuquerque, New Mexico, opened for temporary service in November 2017, becoming **the first in the United States to meet the Gold BRT Standard from the Institute for Transportation & Development Policy**. The gold certification represents the highest internationally recognized standard for BRT systems.

Albuquerque Rapid Transit, owned and operated by the city's transit department ABQ RIDE, is the first form of urban transit in the city of 560,000 to use a dedicated guideway. Nicknamed ART, the new system includes 19 level-boarding transit stations — four curbside and 15 in the median — and addresses service deficiencies in Central Avenue, one of the city's most congested corridors.

Along Central Avenue, some 14,000 transit users per day previously boarded both traditional buses and curbside, mixed-flow BRT, accounting for about 40 percent of all transit users in the city. But growing ridership and slow boarding procedures had combined with traffic to reduce on-time performance to unreliable levels.

Our design is a first among BRT systems in the United States. It created dedicated right-of-way in each direction for 97 percent of the guideway using signals and sidings to coordinate bi-directional travel on a single lane for short distances. This concept borrows from freight rail and rail transit infrastructure designs.



CASE STUDY

SR 520 Bridge Replacement and HOV Program GEC

Washington State Department of Transportation

SEATTLE AND BELLEVUE, WA, USA

In the Puget Sound region of Washington state, they are particularly sensitive to cultural and environmental resources. HDR is the general engineering consultant (GEC) leading multiple design-build and design-bid-build projects within the \$4.56 billion SR 520 Bridge Replacement and High-Occupancy Vehicle (HOV) Program. The goal is to build and maintain a sustainable, integrated multimodal transportation system that supports healthy communities and economic vitality while protecting the environment.

The 7-mile corridor extending from Interstate 5 in Seattle to I-405 in Bellevue includes six-lane bridges and adjoining highway, featuring two general-purpose lanes and one HOV lane in each direction. The new floating span will be approximately 7,700 feet long. All components have been designed to withstand a 1,000-year earthquake event and up to 89 mph winds.

To address specific environmental challenges within the corridor, GEC staff designed new stormwater treatment and detention facilities to capture and treat water before it is discharged into the surrounding watershed—something the existing floating bridge did not do. The new bridge will manage runoff with high-efficiency sweeping and stormwater discharge into lagoons within the pontoons on the floating structure itself. This will reduce concentrations of dissolved metals that have had adverse effects on migrating fish. In addition, the newly completed, on-land highway sections remove fish-migration barriers, improve Yarrow Creek and provide larger fish-passable culverts. Wetlands are being restored or replaced throughout the corridor.

While replacing critical transportation infrastructure with sustainability in mind, the program also plans for historical resources and those with connections to Native American tribes in the region. It links centers of economic development, creates safer and more accessible transit connections, increases access to public transportation, provides a 14-foot-wide bicycle and pedestrian path that runs the full length of the corridor, expands park-and-ride parking capacity, offers more recreation options and reconnects neighborhoods.

Award-Winning Project



2017 Grand Conceptor Award, Engineering Excellence Awards, American Council of Engineering Companies



2017 Construction Excellence Award, Build Washington Awards, Associated General Contractors of Washington



2017 Bridge Award of Excellence, American Segmental Bridge Institute



2017 Project of the Year, Transportation Category, American Public Works Association – Washington Chapter



2017 Grand Award, Excellence in Concrete Construction Awards, American Concrete Institute



2017 Gold Award, Structural Systems, Engineering Excellence Awards, American Council of Engineering Companies of Washington



2016 VISION 2040 Award, Puget Sound Regional Council



CASE STUDY



Marshalltown Generating Station

Interstate Power & Light (Alliant Energy)

MARSHALLTOWN, IOWA, USA

Marshalltown Generating Station is a one-of-a-kind power plant for the state of Iowa. The 650 MW combined cycle natural gas-fired facility generates environmentally responsible power for 500,000 Iowa homes.

After developing a long-standing relationship working with Interstate Power & Light (IPL), we were brought in as owner's engineer to help oversee the Marshalltown Generating Station project from the ground up. Working alongside the IPL team, we took on owner's engineer services, from developing contracting strategies, project cost estimates and schedules, to prequalifying contractors and reviewing technical designs. Additional services provided include construction and commissioning reviews of installations, as well as instruction manuals, operating procedures and performance tests. Alongside IPL, we completed the project within the established budget and time, and passing all functional and performance tests to begin commercial operation.

Along the way, our sustainability team was brought in to guide the effort, which ultimately led the plant to achieve Envision Platinum Verification. This is the highest level to be awarded under the Envision Sustainability Rating System. Marshalltown Generating Station sets the bar high as a reliable power plant that's focused on sustainably while maintaining safe and reliable service for Iowa customers.



SUSTAINABLE FEATURES

- Site restoration plan incorporates approximately 63 acres of native prairie, improving wildlife corridors and connectivity to wetlands located outside the property boundary
- A 1/3-mile nature path will create approximately seven acres of new public space, providing community members with an opportunity to experience and learn about native habitats
- Completed several detailed studies to understand potential climate change and other risks to the project
- Expected to reduce emissions by more than 40 percent over a 25-year period compared to traditional coal-fired generation
- Diverted more than 95 percent of materials from the landfill through a combination of construction material recycling and reuse efforts
- More than 50 percent reduction in potable water use compared to a traditional coal-fired electric generating facility of comparable output



LEED NC v4
Silver Certified



CASE STUDY

HDR Leads CHKD to First LEED Silver v4 Certified Building in Virginia

Children’s Hospital of The King’s Daughters (CHKD) Health Center at Landstown received Leadership in Energy and Environmental Design (LEED) for New Construction Version 4 Silver certification. With this designation, the HDR-designed pediatric health center is the first in Virginia to meet the challenging green building requirements for LEED-NC v4 and the ninth in the United States.

“CHKD is dedicated to the health and well-being of our community and the families we serve,” says John Harding, chief operating officer of CHKD. “Pursuing a LEED v4 Silver aligns with CHKD’s work as a responsible advocate for local health and a steward of our community’s resources.”

A leading provider of the region’s pediatric healthcare services, the CHKD Health Center is a three-story, 70,000-square-foot ambulatory care facility located in the

heart of the Sportsplex neighborhood of Virginia Beach, Virginia. The facility offers access to pediatric outpatient specialty clinics including allergy, dermatology, orthopedics, sports rehabilitation and performance, lab services and imaging.

The new, energy-efficient, green facility will reduce energy costs by 35 percent, indoor water use by 37 percent, and outdoor water use by 50 percent. Energy efficiencies can be monitored via a kid-friendly, interactive dashboard in real time.

The facility’s design was driven by CHKD’s guiding principle of advancing the health and well-being of its patients and visitors, which were then prioritized by sustainable project goals that were integrated both inside and throughout the surrounding exterior. CHKD emphasized the importance of physical activity, reducing waste, avoiding materials with toxic content, enabling daylight access and more.

SUSTAINABLE FEATURES

- Innovative HVAC displacement ventilation system in main lobby and third floor waiting area to efficiently condition the open space
- Green cleaning practices promote a healthy environment for building occupants and housekeeping staff
- Community connectivity — the building is located within walking distance to over 10 services and just steps away from a bicycle trail network
- LED lighting
- Hot water reheat system for the terminal units and radiation devices
- High-performance glazing

- Full cut-off exterior light fixtures to reduce light pollution
- Daylighting and views from exam rooms, offices and lobby areas to the outdoors
- Low-emitting interior building materials and furniture
- Day-lit staircases filled with artwork to encourage climbing the stairs in place of riding the elevator



“The sustainable design process began with an understanding of the challenges to be encountered with being one of the first

non-pilot LEED v4 facilities in the country. We worked with CHKD to ensure the certification strategically focused on LEED features that best achieved their goals. In the end, CHKD successfully translated their leadership in pediatric healthcare and applied it to the built environment through sustainable design.”

JASON BESHORE, ASSOCIATE AIA, CDT
HEALTHCARE PRINCIPAL



Climate Change

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

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

Management Approach

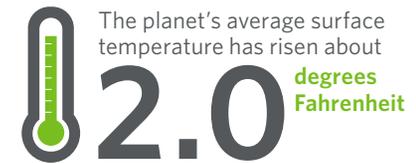
While the direct impacts of climate change to our business are not significant, as a professional services firm, we must be prepared to help our clients respond to the physical, regulatory and other market-based risks and opportunities. This might include assessing and mitigating physical risks or developing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

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

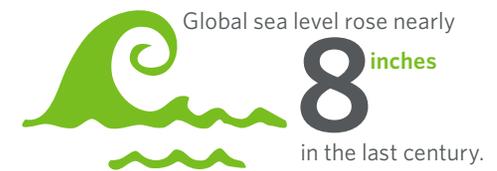
To do so, we bring together cross-functional teams with diverse perspectives and the right mix of technical expertise. For some projects this may include hydro-meteorologists and asset management professionals, while for others it includes architects, energy modelers and renewable energy experts. This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

Looking Forward

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



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



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

Reference: NASA [<https://climate.nasa.gov/evidence/>]



Proposed

CASE STUDY



Existing

Morrissey Boulevard Redesign for Reconstruction

Department of Conservation & Recreation

BOSTON, MA, USA

Morrissey Boulevard is a critical arterial roadway serving a combination of regional commuter traffic and local institutions, residents and businesses. It is also a key connector providing access to important open spaces and recreational areas, including the Neponset River Greenway, Tenean Beach, Victory Road Park and Malibu Beach.

The roadway, which is one of the most climate-vulnerable pieces of infrastructure in Greater Boston, is fully or partially closed on a regular basis due to flooding caused by high tides, intense storms or a combination of both. The frequency of flood-related closures is only expected to increase due to a number of factors related to climate change, including sea level rise and escalating storm intensity.

We are leading the team that is redesigning Morrissey Boulevard to be more resilient and more accommodating of non-vehicular modes, such as walking and bicycling, with a goal to create more of a connector—and less of a barrier—between abutting communities and all of the recreational and open-space resources that the Dorchester Bay area

has to offer. At the same time, the redesigned roadway will continue to serve its critical role in the regional and local vehicular transportation network.

The design process is being guided by the most up-to-date modeling related to flood risks, and will incorporate natural and sustainable processes to protect the roadway and enhance water quality in Dorchester Bay. Current best practices for pedestrian and bicycle facilities are being applied to the corridor to ensure a safe and inviting experience. Traffic signals, signs and pavement markings are being completely modernized, increasing the efficiency of traffic flow. New roadway lighting, landscaping and urban design amenities will be provided, and will be consistent with DCR's Historic Parkways Treatment Guidelines.



CASE STUDY

HDR, PACO Steel Win Innovation Award for Industry-Changing Solar Idea

Subtract one pound of steel per foot length from every pile used to support a solar photovoltaic panel, and you may save millions of pounds — and a lot of money. The idea, which involves changing the way photovoltaic ground mount piles are designed, came from a partnership between HDR structural engineer, Steve Gartner, and PACO Steel, and has earned recognition in the American Society for Civil Engineering Innovation Contest, taking home the Feasibility Award in the Innovative Business Model category.

The new design involves using a fully automated electric resistance forge-welded process that lets engineers design custom-made piles with very little excess steel. Previously, the steel piles used for the ground mounts were designed by choosing from six standard hot-rolled sections in the American Institute of Steel Construction manual. Now, there are more than 2,000 options to choose from that meet project load demands and greatly reduce the amount of excess steel. The process is flexible enough to accommodate both PV tracker and PV fixed-tilt systems.

The process has been proven effective on multiple pilot projects and studies. Steel weight savings on the projects ranged from 10 to 25 percent compared to the weight of standard hot-rolled steel pile sections. Photovoltaic facilities average 500 steel piles per megawatt, and projects with more than 100,000 steel piles are not uncommon. On the five pilot projects, steel tonnage was cut by more than 200,000 to more than a million pounds.

Working together, the HDR and PACO Steel team pioneered the innovative process, which will allow solar farm owners to reinvest their cost savings into additional photovoltaic panels or other areas of the facility. By reducing budgetary concerns related to material costs, the process may also make it possible for additional solar projects to move forward.



Climate Action: Reducing GHG Emissions



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

Achieving science-based targets to limit global warming to 1.5°C above pre-industrial levels requires transformative change to reduce GHG emissions from governments and business. The collective effort to drastically reduce emissions has fundamental impacts in many key sectors HDR serves, including:

TRENDS & DRIVERS	OUR BUSINESS COMMITMENT
<p>Buildings</p> <p>The emphasis on reducing GHG emissions in buildings is twofold: First, buildings consume nearly half of all the energy produced in the United States and are responsible for about 45 percent of GHG emissions. Second, rapid urbanization in many developing countries will increase demand for more commercial and residential building space. According to Navigant Research, global building stock will grow from 138.2 billion m2 in 2013 to 171.3 billion m2 in 2023. What this really means is that by 2023, approximately 75 percent of the built environment will be either new or renovated. For these reasons, buildings must be designed, built and operated in a way that drastically reduces fossil-fuel energy use through efficiency and renewable energy integration.</p> <p>References/Sources: Frequently Asked Questions; U.S. Energy Information Agency, 2016. International Energy Outlook 2016; U.S. Energy Information Agency, 2016.</p>	<p>In recognition of the opportunity for the architecture and building community to lead the transformation of the building sector, HDR endorses the Architecture 2030 Challenge and has adopted the ambitious fossil fuel, GHG-emitting energy consumption performance standards. Additionally, we have implemented high-performance standards for all of our building projects, and work with a number of global assessment systems to rate the environmental impact and performance of buildings.</p> <p>We have 136 LEED-certified projects and have more than 175 LEED-registered projects. Our sustainable building projects total over 56 million square feet, and include BREEAM, Green Globes, Green Star, Kaiser Permanente, CalGreen, Living Building Challenge and NetZero projects.</p>
<p>Energy</p> <p>Energy production and use account for two-thirds of GHG emissions globally. Transitioning to clean energy must occur while sustaining economic growth, maintaining reliability, and expanding availability of modern energy to the billions of people who lack access to the most basic energy services today. The use of low-carbon energy sources is expanding rapidly, with renewables accounting for nearly half of all new power generation capacity globally in 2014. According to data released by the U.S. Energy Information Agency (EIA), renewable energy sources, including hydroelectric power, biomass, geothermal, wind and solar, accounted for about 17 percent of electricity generation in 2017.</p> <p>References/Sources: Energy & Climate Change – World Energy Special Report; <i>International Energy Agency (IEA), 2015.</i> World Energy Outlook; <i>International Energy Agency, 2016.</i> Renewables and Carbon Dioxide Emissions; U.S. Energy Information Agency, May 2018.</p>	<p>Our expertise in renewable energy generation and energy storage has grown in parallel with the renewable energy market. What began as an extension of other established expertise – such as permitting and right-of-way – has grown into an investment in dedicated team members focused on helping clients integrate renewables into their energy portfolio. We've proudly supported the development of over 200 wind and 120 solar projects, earning HDR recognition as a leader in our industry.</p>



Climate Action: Reducing GHG Emissions



TRENDS & DRIVERS

OUR BUSINESS COMMITMENT

Transportation

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

References/Sources:

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

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

Waste

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

References / Sources:

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

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



CASE STUDY

The City of Las Vegas has reached a commitment that it's been working on for nearly a decade.

HDR Helps Las Vegas Government Achieve 100 Percent Renewable Power Goal

With the completion of the HDR-designed 150 MW substation and associated transmission line for the Boulder Solar I facility, the City of Las Vegas has reached a commitment that it's been working on for nearly a decade—powering more than 140 government buildings and streetlights with 100 percent renewable energy.

Las Vegas is one of the first cities nationwide to go completely renewable. It took an aggressive schedule to make it happen. HDR worked with SunPower Corporation to expedite project delivery by coordinating a multiphase design package submittal process with local regulatory authorities.

Phase 1 of the project included a 100 MW substation and 2.3 miles of 230kV transmission line, and Phase 2 included an additional 50 MW substation with bus tie-in to the Phase 1 substation. Phasing allowed the team to gain building permit approval on portions of the site/civil work prior to completing the electrical design, and begin construction earlier. The end result was an earlier commissioning date that saved time and money for SunPower.

With their renewable goals achieved, Las Vegas's energy savings are estimated at \$5 million every year, according to the *Las Vegas Review-Journal*.



Climate Action: Adapting to Change

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

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

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



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



CASE STUDY

Climate Change Vulnerability Assessment and Adaptation Plan

City of Sarasota

SARASOTA, FL, USA

We helped the City of Sarasota take proactive steps to better understand, assess and adapt to the potential impacts of climate change on its infrastructure, community and visitors. The goal was to develop a strategic adaptation plan that improves the City's ability to adjust to future climate challenges and keep its position as a place where people want to live, work and visit.

A community's resilience to climate change begins with the discovery and assessment of infrastructure vulnerabilities to natural and human-made hazards.

To determine the best approach, we conducted a comprehensive assessment of public infrastructure to identify system vulnerabilities to climate change and inform decisions to adapt strategies for near- and long-term threats associated with those changes. Work involved developing

an infrastructure database to inventory public assets including transportation, water supply, wastewater and stormwater systems, as well as coastal shorelines, buildings, parks and waterways.

The vulnerability assessment to determine "at-risk" infrastructure used scoring methodologies and available climate modeling tools to understand how each of four climate variables (sea level rise, storm surge, extreme heat and extreme precipitation) might impact the City's infrastructure.

Vulnerability = Sensitivity x Adaptive Capacity

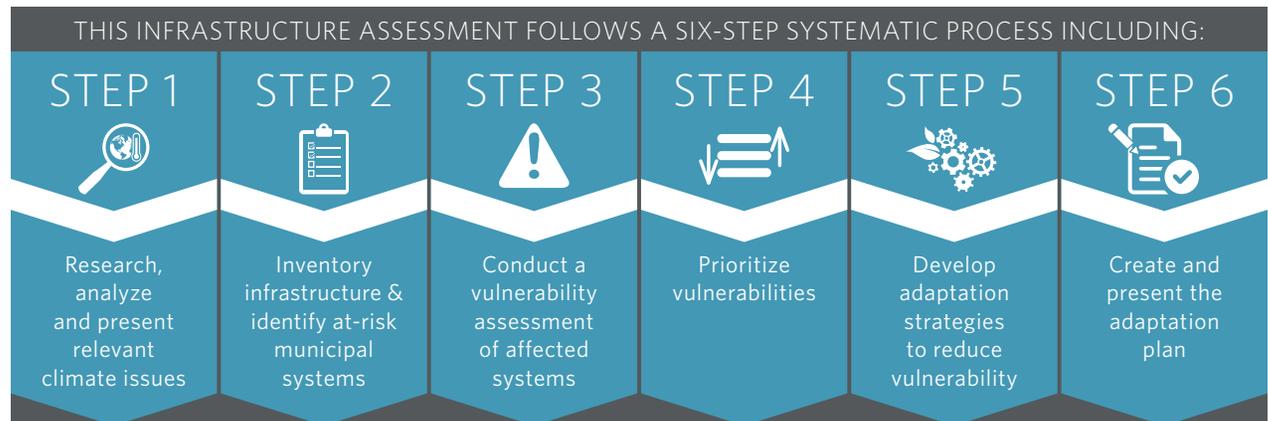
Risk = Likelihood x Consequence

The analysis produced a quantitative measure of future risk based on climate model output associated with hydro-meteorological parameters within a Geographic Information System (GIS) framework. The process produced gradients

of threat to infrastructure through an impact ranking process to better understand risk and the likelihood that climate would impact an asset.

This GIS-based analysis and engagement with city managers, produced vulnerability outputs for 220 assets. These were graphed by sector to prioritize the most vulnerable infrastructure assets to advance to the adaptation planning stage.

As a modern coastal community with miles of tidally influenced shorelines, this analysis will help the City of Sarasota protect public health and safety by ensuring resiliency of municipal infrastructure.





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, demand and quality. Our professionals work with clients to address complex water issues and develop decision-making processes focused on sustainable near-term and long-term outcomes.

Water Scarcity

We frequently see situations where water is already allocated and securing future supplies is strained by climate variability, environmental needs and population growth. Access to sufficient and high-quality surface water, groundwater, or reclaimed water sources for today's needs, and into the future, is complex yet achievable.

Management Approach

We help guide clients to solutions that address their communities' challenges, while balancing economic, environmental and social equity requirements.

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. Agencies continue to evaluate the potential for directly reusing treated water, meeting customer demand while minimizing ecosystem impacts. We developed a triple bottom line (TBL) model that helped Loudoun Water build a business case framework to support customized investment prioritization decisions across water, wastewater and water reuse. The model demonstrated that the primary value of reclaimed water service to the customer was derived from user cost savings and offset energy costs. In addition, the utility would further reduce nitrogen discharge by 2,000 lb/year, and phosphorus by 1,000 lb/year with a minor difference in energy use and GHG production.

Water Quality

Safe and reliable water is vital for our communities. Agencies must manage diverse and integrated supply systems and consider potential for issues caused by contaminants and the source water properties.

Management Approach

We help water utilities not only provide drinking water that is safe, but manage odor, color and taste for their stakeholders and supply customers. We help our customers comply with all rules and regulations by anticipating the impacts that change to one aspect of treatment can have on other aspects of a water system.

Managing stormwater runoff is a key part of water quantity and quality management. Our professionals assist federal, state and local agencies and private sector clients to successfully implement Green Infrastructure and Low Impact Development (LID) projects and achieve stormwater-related goals. Our LID facilities more closely mimic the natural hydrology and aid in pollutant reduction to surface waters.

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

Our In-House Testing Facilities

Through applied research, we tackle water supply and treatment challenges spurred by water availability, financial pressures, regulatory drivers and the desire to protect public health.

- Applied Research and Engineering Center (AREC) | Claremont, CA
- Environmental Measurements Operations Center (EMOC) | Nanuet, NY
- Technology Validation Center (Technology Center) | Johnstown, NY
- Geotechnical & Construction Materials Testing Laboratory | Paducah, KY



CASE STUDY

Pure Water Monterey Externalities Study

Monterey Peninsula Regional Water Authority

MONTEREY, CA, USA

To economically meet water supply needs into the future, HDR worked with California American Water (CalAm) and the Monterey Peninsula Water Management District (MPWMD) to evaluate the benefits of moving forward with alternative desalination and reuse projects:

- A 9.6 million-gallon-per-day (MGD) desalination plant to treat seawater pumped from Monterey Bay
- The Pure Water Monterey Groundwater Replenishment (GWR) Project, which included construction of an Advanced Water Treatment Plant (AWTP) at the existing Regional Wastewater Plant (RWP) and additional conveyance and storage infrastructure.

The agencies wanted to look beyond a financial-only perspective to consider long-term sustainability objectives, such as water supply resiliency, reduced environmental impacts and enhanced social value. The goal was to find the highest total value, including trade-offs in financial, environmental and social impacts.

We provided a robust triple bottom line (TBL) analysis to support development of a sustainable water supply system. For the analysis, we used our SROI process to compare project options, including facilitating workshops to review data and methods to arrive at consensus for how to handle the uncertainty related to data gaps. We worked with MPWMD to apply the SROI model and study the differences in environmental and social outcomes between the two alternatives. The financial benefits to ratepayers had already been estimated, so the scope of the SROI approach focused on environmental and social benefits that extended beyond the rates that customers would pay. The goal of this study was to provide an objective and defensible accounting of the total value of the water produced by each project.

The estimated environmental and social benefits included:

- Societal costs for each alternative based on criteria air contaminants and greenhouse gas
- Avoided costs of pumping Carmel River water for drinking water supply
- Avoided groundwater pumping costs
- Avoided capital and operations and maintenance costs of the Salinas Industrial Wastewater Treatment Plant
- Agricultural production benefits to growers
- Other qualitative benefits

Sustainable Return on Investment (SROI)

A sustainability-oriented form of benefit-cost analysis (BCA) founded on a series of analytical principles that together aim to account for short- and long-term outcomes of investments and communicate the value of options from multiple perspectives.

The results compared the two alternatives with specific benefits—such as the GWR project being online earlier, reduced pumping costs, lifecycle cost savings and benefits to growers. With these findings, MPWMD was able to conclude that the monetized social and environmental benefits offset the cost differential between the larger desalination plant and the alternative GWR project with the smaller desalination plant.



CASE STUDY



San Pedro Creek Improvements

San Antonio River Authority

SAN ANTONIO, TX, USA

Once a central hub for the people of San Antonio, San Pedro Creek had become an afterthought. It played a crucial role in sustaining the civil settlement and growth of the city, yet had become little more than a neglected drainage ditch while being overshadowed by the San Antonio River and its world-renowned Paseo del Rio. The creek's legacy as an integral part of the city's history and heritage was in serious jeopardy. In late 2013, that all changed. The San Antonio River Authority hired HDR to transform the two-mile stretch into a linear creekway complete with art, walking paths and park areas, all while accomplishing the main goal of flood control. The project improvements reflect the creek's place in the city's cultural history, revitalize natural habitats and water quality, and catalyze economic development, while also connecting San Antonio's past with its future.

A pump station will funnel water through the creek, along with three crest gates that will help pool water to preserve the creek-like appearance. During rain events, the gates will lower to allow the flood to pass through. The large downtown storm sewer system and the 28-foot-diameter bypass tunnel were all modeled in conjunction with the

creek to account for watershed timing and storage in this highly urban watershed. By deepening and widening the existing channel and replacing more than a half-dozen street bridges, the project will contain the 100-year floodplain within the San Pedro Creek banks. It's also expected to spur a \$1.5 billion economic impact by creating 2,100 new housing units, 1,428 new downtown employees, 7,300 new downtown residents, a 150 percent increase in new property value, and \$227 million in tax revenues. Through the use of low-impact development features, including bioswales and aquatic plantings, the project will advance the water quality and ensure the sustainability of biotic habitats. It will celebrate the culture, history and natural qualities of the area through temporary and permanent public artworks, artistic treatments, interpretive signage, performances and interactive exhibits.



Recycling is a
\$2 
 industry in the U.S.



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—to be a trillion-dollar opportunity, with huge potential for innovation, job creation and economic growth.

Management Approach

MATERIAL RECOVERY

While the concept of recycling is universal, we’ve learned through working with many clients that programs must be tailored to meet the needs of the local community. This begins with evaluating existing or potential local policies and continues through how materials are collected and processed. Most importantly, material recovery programs must be independently viable through the value provided to the local economy and the environment. Within 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 meet their landfill diversion goals. Our areas of focus include:

- **Waste planning**, to understand waste composition, evaluate hauling and material handling efficiency, and identify and prioritize opportunities for improvement.
- **Material Recovery Facility (MRF)** and organics processing facility design, incorporating the latest technologies and utilizing sustainable design principles.
- **Economics and financing**, using our Sustainable Return on Investment (SROI) approach to account for triple-bottom-line costs and benefits.
- **Waste-to-energy and anaerobic digestion**, to generate electricity from recovered materials.

LANDFILL MANAGEMENT

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

Looking Forward

We will continue to evolve our practice to meet the needs of our clients and stay ahead of emerging trends and issues. We continue to see growth in the number of communities working to improve organics management, with emphasis on food waste recovery in certain geographies. At the same time, U.S. recycling markets have experienced tremendous volatility due to China’s recent ban on the import of most plastic waste, creating both uncertainty and opportunity. We’re also leveraging our long history of landfill management to help power sector clients manage coal combustion residuals in compliance with regulatory changes. And while these areas are growing, we remain committed to our core practice of helping clients extend the useful life of materials to maximize their value and eliminate waste.

Recent research shows that eight materials are responsible for: ¹

-  **20%** of global GHG emissions
-  **95%** of water reuse
-  **80%** of land use

¹ World Business Council for Sustainable Development



CASE STUDY



Long-Term Solid Waste Management Plan

City of Toronto

TORONTO, ON, CANADA

For two years, a team of HDR waste experts worked hand-in-hand with the City of Toronto to develop a long-term waste management strategy aligned with their goal of a zero waste future. And our hard work has paid off.

The Toronto City Council unanimously approved the strategy, laying the City's waste management framework for the next 30-50 years. The strategy not only builds on the City's existing waste management system, it also identifies a path of forward thinking and continuous improvement, further establishing Toronto as an international city of innovation and leadership. The strategy focuses on the '5 R's' (reduction, reuse, recycling, recovery and residual disposal) to minimize waste requiring disposal and move the City toward a circular economy that views waste as a resource. Community engagement has a high priority to encourage participation by Toronto's residents, over half of whom live in apartments and condos.

As the largest and most diverse urban municipality in Canada, Toronto has the unique, and sometimes challenging, responsibility of providing efficient and effective waste management services, while constantly searching for improvements. Being a global leader enables Toronto to explore new technologies, programs and services while developing and applying creative solutions to meet their needs.

Award-Winning Project



2018 Honor Award, Planning, Excellence in Environmental Engineering and Science Awards, American Academy of Environmental Engineers and Scientists



2017 Gold Award, Excellence Awards, Solid Waste Association of North America (SWANA)

GREEN ORGANICS



PALM SPRING

CASE STUDY

27th Avenue Composting Facility

City of Phoenix

PHOENIX, AZ, USA



The City of Phoenix, Arizona, needed a partner to create the conceptual design for a composting facility to help achieve their goal of 40 percent diversion by 2020. So they reached out to us for the planning and development, and a look at the benefits of pursuing verification from a sustainable infrastructure rating system.

With an eye on sustainability throughout the process, the facility preserves greenfields by using an already-developed site and uses innovative waste reduction methods. Taking a proactive role in reducing odors and emissions — top challenges with compost facilities — was important to the city. Aerated piles and biofilters were the answer, as they also expand the type of feedstock that can be processed from only green waste to also include food waste. Stormwater is managed on- and off-site using a locally produced compost product to prevent runoff. The compost also reduces the need for pesticides and fertilizers, and diverts waste from landfills. Looking to the future, the facility is designed to double its size to accommodate program growth.

By integrating thoughtful design with the city's current approaches and practices, we recommended pursuing verification under the Envision Sustainability Rating System. After initially pursuing bronze verification, additional brainstorming and the design process led to the 27th Avenue Composting Facility achieving Envision Silver.



“The Project’s very purpose reflects the collective sustainability leadership of all Project partners: a long-term focus on fundamentally changing how organic materials can be directed to more beneficial reuse. By significantly expanding local capacity to keep organic materials from being landfilled, the Project represents an important step forward in promoting a circular economy.”

MARCELLA THOMPSON, ENV SP
RESOURCES BUSINESS GROUP SUSTAINABILITY DIRECTOR



OUR PEOPLE

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



For more than a century, we have partnered with clients to shape communities and push the boundaries of what's possible. Our expertise spans nearly 10,000 employees, in more than 200 locations around the world — and counting. Our engineering, architecture, environmental and construction services bring an impressive breadth of knowledge to every project. Our optimistic approach to finding innovative solutions defined our past and drives our future.



We Strive to Create Value

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

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

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

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

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

Part of that commitment starts with letting people do what they do best. Much of our entrepreneurial spirit comes from Chuck Durham, who learned to fly and made our company the first U.S. architecture-engineering firm to regularly use aircraft to visit project sites. Today, that spirit shows as we seek work in new markets, expand the services we offer clients and encourage employees to continue learning.

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

We Continue to Expand Our Total Service Capabilities

In September 2017, we further expanded our service capabilities with the acquisition of Maintenance Design Group (MDG), which specializes in the planning and design of vehicle and fleet operations and maintenance facilities. MDG will do business as HDR | Maintenance Design Group. Founded in 1995, Maintenance Design Group is known for industry firsts such as designing a 250-bus maintenance facility with a 100 percent drive-through maintenance bay, and designing upper-level work platforms for light rail facilities that provide convenient, safe places to work. The firm employs close to 40 professionals in offices in Denver, Los Angeles, Minneapolis, Houston, Baltimore and Nashville.



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



“MDG is excited about joining forces with HDR. We will be able to serve new clients and offer a wider range of services to

our current clients. It’s also important that HDR shares our values and offers opportunities for employee-ownership and professional development. We look forward to all the great things we can accomplish together.”

DON LEIDY, MANAGING PRINCIPAL, VICE PRESIDENT



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.

We reach these goals, in part, by providing annual training on our Corporate Code of Ethics, and targeted training on worldwide anti-corruption regulations including the United States Foreign Corrupt Practices Act.

Management Approach

EMPHASIZING INTEGRITY IN ACTION

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

Employees may also use the hotline when they are uncertain of the appropriate person to talk to or if they want their reports to be anonymous. Information on accessing the hotline is readily available on our intranet, from our Ethics & Compliance Office and from any Human Resources representative.

HARASSMENT AND DISCRIMINATION

We are committed to providing a comfortable work environment, free from intimidation for all employees, and we will not tolerate any form of harassment or discrimination. This prohibition includes sexual harassment, retaliation against individuals bringing forward or participating in an investigation of discrimination or harassment, and discrimination or harassment of individuals on the basis of race, gender, age, sexual orientation, disability, or any other legally protected trait.

MANAGING CONFLICTS OF INTEREST

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

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

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

1. Critical
2. Complex
3. Routine

Our project approach is summarized as follows:

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

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

Compliance with all laws and regulations applicable to the company is an essential element of this policy, as is the strict avoidance of conflicts of interest (or the appearance of such conflicts) and any other activity or transaction that

Code of Ethics

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

- Conflicts of interest
- Equal Employment Opportunity
- Drug Free Workplace
- Confidentiality of company affairs
- Employment of relatives
- Political contributions
- Payments to employees
- Bribes, payoffs and kickbacks
- Antitrust laws
- Accounting practices and records
- Required disclosures
- Employee responsibility
- Prohibitions against retaliation



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

Ethics, Integrity & Human Rights

would be unethical, unlawful or otherwise harmful to the company’s interests. Such prohibited activities include, but are not limited to, improper political contributions, payments to government or corporate officials and employees, other improper payments, and improper accounting practices. Employees should avoid any personal interest or activity that may create or appear to create a conflict with their company responsibilities and assignments.

STABLE LEADERSHIP

Board of Directors

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

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

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

Chairman and CEO

In 2017, HDR Chairman and CEO George Little, P.E., announced his decision to retire effective December 31, 2017. George recommended Eric L. Keen, P.E. as his replacement, and the board unanimously agreed. At the time, Mr. Keen, who joined HDR in 1993, was serving as the firm’s president and chief operating officer. Trained as a civil engineer, he has spent his career helping deliver some of the United States’ most notable infrastructure projects. He was instrumental in developing the firm’s transportation alternative delivery practice and was previously the director of the firm’s transportation group. In 2012, Mr. Keen started the HDR Foundation, an employee-funded and -administered charitable giving organization.



“The fact that HDR has only had seven CEOs in its remarkable 100-year history says a lot about our firm. I am humbled by this opportunity, and wish to thank George and the HDR board for their confidence. The future holds great things for our company, and I look forward to working with the best people in the industry.”

ERIC KEEN, PE, ENV SP
CHAIRMAN AND CEO



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

Safety Matters

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

Looking Forward

Our Drive to Zero initiative, which originated from the commitment and vision of our executive leadership, embodies our future. The aim is to prevent work-related injuries and illnesses, prevent and minimize damage to property and/or equipment from our activities, and eliminate adverse impacts to the environment from our operations. And, of course, the ultimate destination in our Drive to Zero is to make sure all of our employees, clients, partners and family members go home safely, every day and night.

Drive to Zero is a culture shift emphasizing the importance and value our company places on safe and healthful working environments and a reminder that every one of us is at the wheel, responsible for steering us in a positive direction. Drive to Zero is a journey and not a destination.

Management Approach

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

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



“We’re driving to instill safety into our culture and truly become masters of our craft. Our continual destination is making sure we all go home safely every day and night, preventing work-related injuries and illnesses, and preventing damage to property and the environment through our operations. We’ll get there through awareness, planning and working together.”

JEFF KLEINFELTER, MBA, CHMM, VICE PRESIDENT, DIRECTOR OF SAFETY, HEALTH & ENVIRONMENTAL



Award of Honor with Distinction, National Safety Council, 2017



Award of Honor with Distinction, National Safety Council, 2018



EMR	HDR'S 2017 RATE	0.7
	Industry average	1.0
DART	HDR'S 2017 RATE	0.3
	Industry average	0.3
TCIR	HDR'S 2017 RATE	0.5
	Industry average	0.7



CASE STUDY



Drive to Zero

In support of our Drive to Zero, the following resources are being utilized to guide our journey and help us move forward safely.

S.T.A.R.T. Program

We launched a training program called S.T.A.R.T. (Supervisor Training in Accountability & Recognition Techniques). S.T.A.R.T. arms our supervisors and managers with a myriad of reasons why safe and healthful work practices are essential to sustain HDR's resources, both our people and financial resources. To date, staff in over 50 percent of our offices have completed the S.T.A.R.T. program.

Job Hazard Analysis

One way we have equipped our staff to ensure everyone returns home in a safe condition each day is through Job Hazard Analysis (JHA) Training. It teaches our employees the importance of safety and how to assess and protect against any hazards encountered. To date, staff in nearly 25 percent of our offices have completed JHA training.

Project Management SH&E Standard for Field Work

To ensure all of our projects are completed safely, HDR created the Project Management Safety, Health and Environmental Standard for Field Work (PM SH&E Standard). It is a guide to successfully completing any field project from bid to close-out with regard to SH&E.

It's concise and to the point, highlighting which steps need to be completed when, and which SH&E tools are available to assist in every phase of a project.

Since instituting these initiatives, HDR has seen an approximate 30 percent reduction in incidents. This includes occupationally related injuries/illnesses, motor vehicle accidents, adverse environmental events, and damage incidents. We are well on our way on our Drive to Zero, but we have more work to do. Employing these training programs ensures we will have a sustainable future by protecting all of our wonderful 10,000 colleagues and resources.



“You don't accomplish safety and then move on. Safety has to be a forethought, not an afterthought.”

TIM CROCKETT, PE, SENIOR VICE PRESIDENT, DIRECTOR OF OPERATIONS



Workplace Culture

Every good story has a solid foundation upon which it's created. HDR's foundation is our nearly 10,000+ dedicated and talented employees. 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 ensure our history exceeds well beyond 100 years. To maintain our competitive edge, we must unleash the power of our people and empower them to do their best work.

Management Approach

We actively and continuously examine our culture and those elements that could make the most 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 comprehensive view, as well as metrics to measure progress toward our 2022 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 for two decades. Our management believes that employee ownership by an informed and dedicated staff improves the company's financial performance, creates high employee morale and promotes organizational growth and value. Impressive continual growth rates reinforce this philosophy and demonstrate the benefits of all employees sharing in the value of the organization they have helped create.

Each year the company's stock is evaluated by an independent financial advisory firm that specializes in providing valuation services to employee-owned companies. Employee-owners have enjoyed stock price gains annually, while also enjoying competitive salaries and benefits in the AEC industry. After the 2017 buy/sell period, 92 percent of eligible employees were owners.



Harney Street Headquarters. By 1952, the firm had grown to 73 employees, and office space in the Standard Oil Building was overcrowded. A vacant lot was purchased at 2962 Harney Street for construction of a new office building. Originally, it was thought that a two-story building would allow for growth and the second floor could be leased until it was needed, but by the time the office was ready for occupancy in March 1953, both floors were needed for the growing staff. The basement, which was originally used for parking, was soon converted into the print shop, and within a few years staff began overflowing to adjacent buildings. This image shows early HDR staff working at their drafting tables in a drafting room.

CASE STUDY



Where does garbage go? In recognition of its emerging capabilities in recycling, landfill and materials recovery, HDR underwrote the development of educational materials to encourage children to conserve and recycle. The materials supported a television series featuring Mr. Rogers, which aired the week of April 16, 1990, in conjunction with the 20th anniversary of Earth Day.

HDR Celebrates 100 Years

In 2017, we celebrated our 100th anniversary, which was kicked off at our annual meeting in February. The meeting was the first in a year-long series of celebrations and community service events held throughout our 200 worldwide locations.

HDR started as a civil engineering firm in Omaha, Nebraska, where its headquarters remain today. Since its inception, the company has focused on helping clients push the boundaries of what's possible. Early on, that meant creating the water, sewer, road and electric systems that modernized rural communities. Today, it means designing sustainable infrastructure and human-centered healthcare, justice and educational facilities. It also means dealing with changes such as mapping out strategies for coastal resiliency and understanding the ramifications of driverless cars.

Our clients range from the smallest towns to the largest government agencies and academic and healthcare institutions. The common thread is doing what's right for the client and community, said George A. Little, retired HDR Chairman and CEO. "A wastewater treatment plant in a small city is every bit as important as high-profile projects

like the Hoover Dam Bypass or Cleveland Clinic Abu Dhabi. HDR has built a culture of bringing our best to each and every project, and to the communities where we live."

Little noted the company's move to employee ownership in 1996 was key in strengthening HDR's culture. At the time, it was part of a very large firm that had different priorities. "The buyback allowed us to rediscover the identity that made us successful for so many years, by renewing focus on our employees' special talents. I'm proud of what we have accomplished together and excited about what the future will bring."

As part of the year-long celebration, the HDR Foundation issued \$100,000 in special anniversary grants, in addition to its regular spring and fall grant cycles. The foundation, which is managed and funded by employees with matching funds from the company, observed its fifth anniversary in 2017. "Our foundation has grown due to our amazing employees, who generously give of their time and financial resources," said Eric Keen, HDR Chairman and CEO, who serves as foundation board chair. "I'm humbled by how eagerly our employees raise their hands to participate."



CASE STUDY



Architecture Projects Among Those Featured in "150@150"

The rich and diverse history and heritage of the state of Nebraska as told through its buildings is the subject of a book by historian Jeff Barnes published in 2017. Titled *"150@150: Nebraska's Landmark Buildings at the State's Sesquicentennial,"* it is a celebration of the built world of Nebraska in its 150th anniversary of statehood.

This colorful, richly photographed collection includes the earliest buildings constructed by newcomers to the territory, its most recognizable landmarks, and the newest and most dynamic structures designed by the architectural firms of today.

The book includes a number of significant HDR projects:

- Sherman County Courthouse (1920)
- Joslyn Art Museum Addition (1994)
- John Gottschalk Freedom Center (2001)
- Holland Performing Arts Center (2005)
- TD Ameritrade Park Omaha (2009)
- Bellevue Medical Center (2010)
- Marjorie K. Daugherty Conservatory at Lauritzen Gardens (2014)
- Baxter Arena, University of Nebraska-Omaha (2015)
- Fred and Pamela Buffett Cancer Center (2017)

The book was sponsored by the Architectural Foundation of Nebraska and American Institute of Architects, Nebraska Chapter.



"It was intentional that the project covers the entire state of Nebraska with buildings that have influenced the culture

or community in which they exist. It is often said that architecture is a signature of our culture, and it is the intent of this book to reinforce that idea through rich examples of regional vernacular."

BRUCE CARPENTER, AIA, LEED AP BD+C,
SENIOR VICE PRESIDENT, CENTRAL REGION CIVIC DIRECTOR
[CONSULTANT TO THE AUTHOR, AS PRESIDENT OF THE
ARCHITECTURAL FOUNDATION OF NEBRASKA]



CASE STUDY

Princeton Office Is AIA New Jersey 2017 Firm of the Year

For the first time in its 50-year history, our Princeton office received the American Institute of Architects (AIA) New Jersey 2017 Firm of the Year award.

With around 200 employees, the Princeton office represents diverse multidisciplinary services, including architecture, engineering, interior design, lighting design, planning, sustainable design and marketing. There are also professionals in the office at all levels, such as industrial engineers, social scientists, clinicians and data analysts, who are atypical in a design firm. "What this means," said Managing Principal, Eric Jaffe, "is that we have an office culture that is informed by diverse perspectives and robust dialogue."

That culture embodies an "exceptional commitment to advancing the standards of the architecture profession," said client Timothy Lizura, president and COO of the New Jersey Economic Development Authority.

Client Peter J. DiRocco, director of facilities & engineering at Bristol-Myers Squibb, credits the Princeton team for "transforming not only (our) buildings and property, but our way of doing business. The process your team established and followed allowed our many stakeholders to feel like they were ultimately part of the overall solution."

According to George Fellner, AIA Connecticut president and jury member, all of the applicants demonstrated a high degree of major architectural accomplishments and professional, technical and community-based attributes. "We congratulate the selected award recipients for their distinguished excellence involving their professionalism, extensive backgrounds and diverse involvement, as well as their clear commitments to the community," he said.

Other recent AIA New Jersey awards for the Princeton architecture studio include two 2017 Design Awards for Concord Cancer Hospital and Proton Therapy Center and Kolos Data Center. Both received the Merit Award, Unbuilt.



"This is a significant honor, and I want to congratulate and thank everyone who has made it possible for us to be recognized in this way. All of us are very proud of this accomplishment."

ERIC JAFFE, AIA, NCARB,
MANAGING PRINCIPAL, PRINCETON, EAST REGION DIRECTOR
OF ARCHITECTURE



Training and Development

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

- Supervisory and leadership development
- Power skills/soft skills
- Onboarding
- Risk, quality and project management
- Health, safety and environmental
- Information technology
- Marketing and business development
- Technical training
- Regulatory training

Management Approach

We aim to find a balance for time between employee development and meeting client needs. So while we do provide formal and informal on-the-job learning opportunities, we also encourage employees to seek the right resources to meet their professional development goals. Whether internal or external to HDR, learning is a priority.

Internally, we employ a variety of delivery methods, such as instructor-led classroom, virtual instructor-led, online self-directed, or a blended approach, which we determine based on the goals and needs of the client and the learners. We also follow an instructional design model that focuses on micro-learning and just-in-time availability, and we rely on a learning management system (LMS) to house, deploy and track all of the curricula in our catalog.

Expanding Training Opportunities

Employees were hungry for more development and new learning opportunities in 2017. We held hundreds of technical events via lunch-n-learns, webinars, and business group conference sessions, and we added over 130 eLearning courses and video recordings to our LMS library.

We amped up our safety training initiatives, from railroad orientation to project management safety and First Aid/CRP/AED sessions. We rolled out the “Supervisor Essentials” program that helped supervisors establish and hone the fundamental people manager skills. Additionally, HDR finalized the TaLON (Technical and Leadership Optimization Network) program, which paired highly skilled technical experts (advisors) with mid-level professionals (practitioners) who aspire to take on more challenging assignments as their career develops. The majority of the practitioner’s training happened through on-the-job learning, direct mentoring, and targeted classroom time. The heart of TaLON’s purpose was to build a knowledge transfer platform to prepare the next generation of technical leadership at HDR and also ease the many responsibilities of current technical experts.

Regulatory training requirements grew in 2017, too, along with the overall expansion of the organization. New required courses centered on cyber security, data privacy and information lifecycle governance to help HDR enjoy safe and manageable growth, especially where our data and our clients’ data is concerned.



In 2017, 10,384 employees participated in 1,164 unique training courses. More than 49,050 instructor-led classroom hours were delivered and more than 27,487 eLearning hours were logged. This translates to an average of more than 7 hours of training per employee.



Wellness – Improving Quality of Life

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

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

Management Approach

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

Our wellness services include health education opportunities, 100 percent tobacco cessation coverage within program guidelines, immunizations, an Employee Assistance Program and health club reimbursement. We are very proud of the financial incentives we offer, which also include a Wellness Credit that is available to our employees who participate in the HDR medical benefit plan and meet program guidelines.

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

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

- Financial wellness opportunities
- Wellness/fitness challenges/competitions
- Wellness fairs
- Lunch-and-learns and webinars

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

- Wellness bulletin boards
- Healthy living and wellness awareness and educational programs (lunch-and-learns, informational resources, etc.)
- Resources library
- Nutritional information provided for cafeteria foods
- Staff wellness advisory team
- Volunteer Wellness Leadership Council, coordinators and teams

Benefits of Vitality, our Wellness Platform partner, include:

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

Program improvements are based on employee feedback. Employee surveys and evaluations provided programming and website feedback.



CASE STUDIES

HDR Receives AWE Wellness Seal of Approval

For the second year, we received the Alliance for Workplace Excellence (AWE) Health & Wellness Seal of Approval. HDR was one of 36 companies to receive the award, which recognizes an outstanding commitment to employee health and wellness and emphasizes leadership in developing and implementing innovative wellness programs.



Wellness Program Continues Success in 2017

Wellness Teams with the Young Professionals Group for Fall into Fitness

In September 2017, 2,034 Vitality members participated in the Fall into Fitness challenge, completing 74,005 workouts over the course of 30 days. Fall into Fitness was a one-month, company-wide event promoting an active lifestyle. All employees and eligible spouses were invited to participate in the competition to get moving, earn bonus Vitality Points and a chance at \$1,200 in prizes, and have fun along the way!

Participants had several opportunities to win prizes:

- 19 \$50 fitness/health-themed prize bundles were randomly awarded to those who logged 21 or more workouts
- 8 \$25 fitness/health-themed prize bundles were awarded to those who logged 20 or fewer workouts
- There was also an opportunity to win a \$50 fitness/health-themed prize bundle by submitting a fitness-related photo

Wellness 2017 by the Numbers

 **3,710** Employees
Participated in a local wellness event

3,843  Employees
Earned wellness credit

 **605,367**
verified employee workouts

\$200,000 
in gym reimbursements



Recruiting & Retaining the Best

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

Management Approach

EXPERIENCED PROFESSIONALS

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

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

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

CULTIVATING THE NEXT GENERATION

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

YOUNG PROFESSIONALS GROUPS

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

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

MENTORING PROGRAMS

With our 2017 Strategic Plan calling for a *Culture of Connection*, mentoring programs empower employees to drive a positive workplace and to connect people in the company to build relationships. Mentoring also promotes total service capabilities by pairing experienced project managers or technical experts with employees eager to improve.

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

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

NEXTGEN GROUPS

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

Looking Forward

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



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

CASE STUDY



nearly
200 YP attendees

60 HDR
offices
represented

20
guest
speakers

YPG Summits Inspire Spirit Among Younger Staff

Young Professionals Groups (YPGs) within HDR first originated in 2005 with a few young motivated pioneers in the Tampa office. Since then, enthusiastic HDR employees have established numerous YPGs across the United States and even internationally. It is not a surprise that these groups have become so widespread given the opportunity for career development, HDR-wide networking with peers and management alike, community engagement, and having a contributing voice within a thriving company.

Young Professionals (YPs) are now organizing hundreds of events each year to promote the three pillars of YPGs:

- Networking
- Professional development
- Community involvement

The most prominent, annual events are the YP Summits, which bring together YPs from across the company for active participation and promotion of HDR values and YPG pillars.

In 2017, three offices hosted regional YP Summits in Princeton, New Jersey; Minneapolis, Minnesota; and Phoenix, Arizona. Each summit included speakers, seminars, workshops, networking events, guided Q&A panels and community service activities. Seminar/workshop topics included:

- Employee Ownership
- Diversity
- Sustainability
- Technology, BIM, 3D modeling tools



Investing in Our Employees



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

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

Employee Recognition

It is important to recognize and celebrate employee contributions toward the achievement of business objectives. Our recognition programs focus on outstanding individual and team performance, technical areas of expertise and contributions to the communities we serve. For example, Pathfinder Awards are a peer-recognized program recognizing standout contributions in any of eight award categories: Community Service, Creativity, External Client Service, Internal Client Service, Leadership, Process Improvement, Productivity & Performance, and Teamwork. The 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 second, fifth and every fifth anniversary thereafter, full-time and part-time (working 30 hours or more per week) regular employees may select an anniversary gift from an online catalog of options. These gifts 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
- Health savings accounts
- Flexible spending accounts
- Telehealth services
- Workcare

WORK/LIFE BALANCE

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



FINANCIAL PROTECTION

- Accidental death and dismemberment insurance
- Business travel and accident insurance
- Disability insurance
- Life insurance
- Travel assistance program
- 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 BEST 401(k) program with corporate match, and also qualify for business travel and accident insurance, as well as FrontierMEDEX assistance. Temporary employees are also eligible to participate in the BEST 401(k) program with corporate match.

Leadership Development

We offer programs to support the growth and development of our future leaders.

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

The architecture business group offers the BOOST leadership training program that focuses specifically on strengthening leadership abilities and competencies. It is

intended to recognize, develop and retain employees who demonstrate the potential for future leadership within the company. It is open to all full-time employees from architecture disciplines.

Fair Wages

We are committed to fair and equitable compensation practices and strive to maintain pay rates that are comparable to other companies in the industry and geographic area. We conduct an annual audit of wages to ensure employees are being paid equitably and work with local management to correct any red flags that arise.

Reimbursements

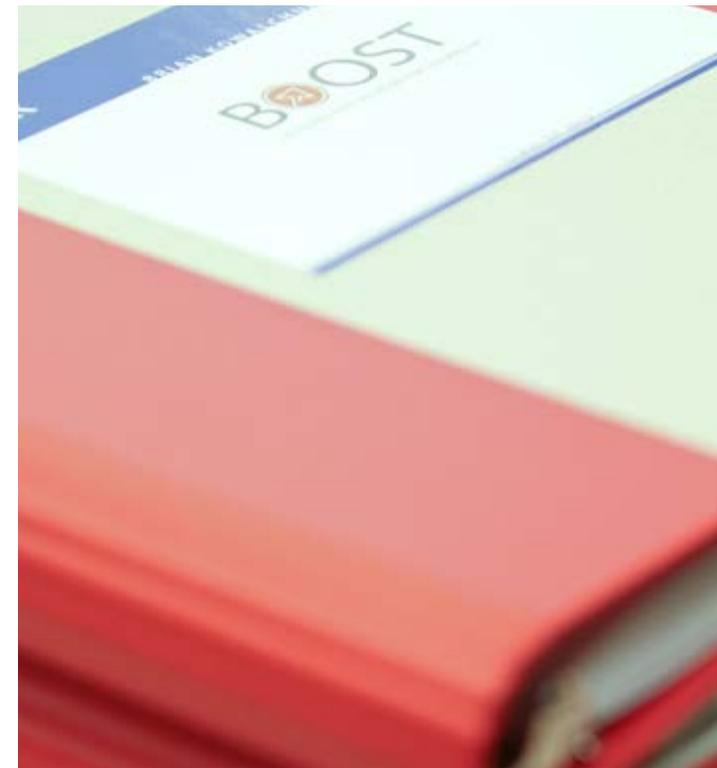
We encourage all employees to continue educational and developmental activities outside of work, so we provide reimbursement for tuition and professional registrations. Bonuses are paid to employees attaining an accredited technical registration/certification.

Performance Appraisals

Our Performance Development guidelines and processes call for each employee to receive a formal performance appraisal at least once during each 12-month period coinciding with the employee's anniversary date of employment or calendar year.

Our approach includes three steps:

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



Career Skills is designed to equip professionals with the tools necessary to advance their careers and develop leadership skills.



Diverse, Global Workforce

Diversity encompasses the ways in which human beings are both similar and different from one another. Its impact rests on inclusion and exclusion, and the ways that similarities and differences are applied to one another. The critical questions for organizations such as ours are twofold:

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

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

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

Management Approach

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

In alignment with our culture, we facilitate policy and procedures trainings concerning aspects of human rights that are relevant to business operations.

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

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

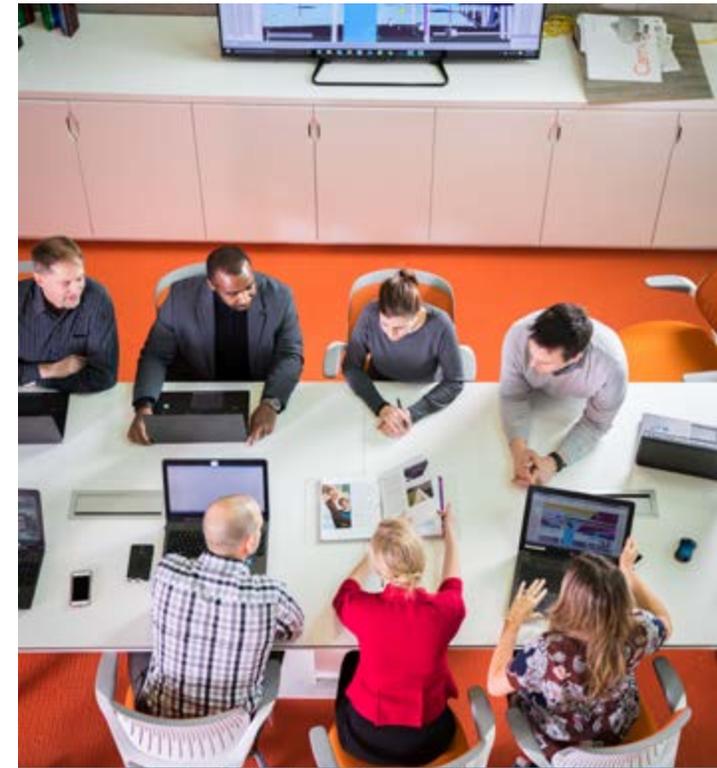
- High engagement = high discretionary effort
- Increased potential for profitability
- Better solutions for clients
- Changes people's mindsets about stereotypes
- Better understand and reflect clients and communities
- Better quality project opportunities

In support of our goals to have a more diverse organization, we use the following:

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

HIRING LOCALLY

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.



Our programs support diversity by embracing inclusion.



Diverse, Global Workforce



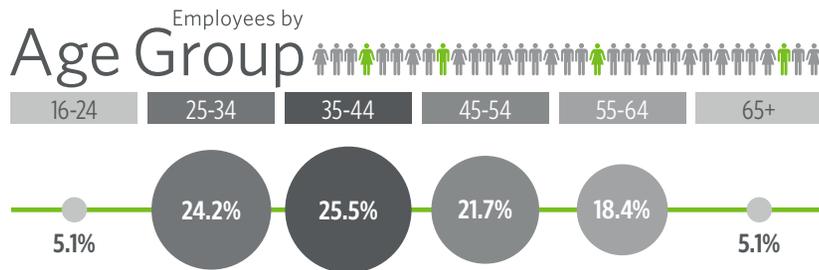
9,946 Employees



Younger professionals comprise nearly 30% of our professional staff



More than **200** locations



76,537 Hours



of training—
instructor-led
and eLearning

69 Languages
Spoken by HDR employees

Afrikaans, Albanian, Amharic, Arabic, Armenian, American Sign Language, Bahasa (Indonesian), Bulgarian, Bengali, Burmese, Chinese (Cantonese), Chinese (Mandarin), Chinese (Other), Chinese (Shanghai), Czech, Danish, Dutch, English, Farsi (Persian), Filipino, Finnish, Flemish, French, German, Greek, Gujarati, Hindi (India), Hebrew, Icelandic, Hungarian, Indian (Konkani), Indian (Kannada), Italian, Japanese, Korean, Laotian, Latin, Latvian, Malay, Navajo (Diné), Nepali, Norwegian, Polish, Portuguese, Rumanian, Russian, Serbo-Croatian, Sinhalese, Slavic, Spanish, Swahili, Swedish, Tamil (Ceylon), Tagalog (Philippines), Taiwanese, Tamil (India), Telugu, Thai, Turkish, Twi (Ghana), Ukrainian, Urdu (Pakistan), Vietnamese, Yoruba, Kiswahili, Lithuanian, Norwegian.



SUSTAINABLE
BUSINESS PRACTICES

**We are committed
to reducing our
environmental
impact.**



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



Our Commitment

Our Environmental Policy

Our environmental policy supports our commitment to leadership, quality, safety and corporate responsibility through our actions and the services we provide.

We are committed to reducing our environmental impact through responsible practices to our clients, employee-owners and communities.

These principles guide our actions:

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

Key Sustainability Priorities

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

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



“Our work improves lives with an underlying goal to meet the needs of the present without compromising

the ability of future generations to meet their own needs. We continually work toward the triple bottom line of environmental, social and economic responsibility, along with an obligation not to harm the current or future generations. We build communities and safeguard our natural resources. We recognize that a harmony must be established between the built and natural world, which takes into account these three factors and the constraints of our natural resources and local economics.”

BRIAN HOPPY, CEP
SENIOR VICE PRESIDENT, DIRECTOR OF CROSS SECTOR SERVICES



More Than 20 Years of Sustainability Leadership

- 1995**  Created the **Sustainable Design Solutions group** and joined USGBC
- 2005** Formalized **cross-company Sustainability Leadership Team**
First LEED project certification: Pentagon Remote Delivery Facility
- 2006** Hired Sustainable Business Manager and established **Green Teams**
- 2007** Developed first company-wide **GHG inventory**
Developed GHG inventory specific to corporate headquarters and signed purchase agreement for 5.2 million kW of **renewable energy**
- 2008** Released First Corporate **Sustainability Report**
- 2009** Signed on to the **Architecture 2030 Challenge** & American Public Transportation Association (APTA) Sustainability Commitment
- 2010** Released updated Corporate Sustainability Report
- 2011** Implemented **"Smart Solutions"** program as result of a company strategic planning objective
Established GHG Baseline and GHG Emission Reduction Target
- 2012** Created cross-company **Office of Sustainability**
Released updated S+CR Report
- 2013** Updated **S+CR Report verified by GRI** at Level B
First-ever Envision® verified project
Endorsed Health Product Declaration
Became an official EPEAT enterprise purchaser

- 2014**
 - Published comprehensive **Sustainability Policy and Procedures**
 - Signed pledge with Center for Environmental Health
 - Partnered with **Zipcar**, international carshare program
 - Developed Green Team Smart Solutions Project; began Green Team Awards Program
 - Released updated S+CR Report; adopted new GRI G4 guidelines
- 2015**
 - Issued **Waste Prevention and Recycling Standard** and conducted baseline office waste surveys
 - 2014 S+CR Report among first to use **GRI Materiality Disclosure**
 - 100th LEED®** certified project
 - Started Greening our Communities Program
 -  **WasteCap Nebraska**
Sustainable Business of the Year
 - Alliance for Workplace Excellence**
EcoLeadership Award
 - Practice Greenhealth**
Healthcare Champion for Change
- 2016**
 - Conducted first comprehensive materiality assessment; Released updated S+CR Report
 - Chaired the ISI **Envision Technical Review Board**
 - First **Greenroads** Pilot project
 -  **Alliance for Workplace Excellence**
EcoLeadership Award
 - Practice Greenhealth**
Healthcare Champion for Change
 - Greenroads**
Vanguard Award
 - Business Intelligence Group**
Sustainability Leadership Award
Sustainability Service of the Year
- 2017**
 - 8 Envision** verified projects—more than any other firm
 - Became an **Accredited Service Provider for CDP**
 - Achieved Silver level of achievement with the **APTA Sustainability Commitment**
 - Expanded credentialed professionals to **WELL** Building Standard and **Fitwel**
 -  **Alliance for Workplace Excellence**
EcoLeadership Award
 - Earth Day Omaha**
Friend of the Environment Award
 - State of Hawaii**
Hawaii Green Business Program Award
 - Nebraska Recycling Council**
Green Team of the Year Award
 - Keep Nebraska Beautiful**
Environmental Award – Business/
Industry Award, First Place

CASE STUDY

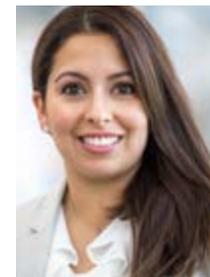
HDR Named Sustainability Signatory by the American Public Transportation Association



HDR has been named a silver-level signatory by the American Public Transportation Association for its commitment to sustainability. Signatories are APTA member organizations that commit to a core set of principles and actions on sustainability, with increasing recognition levels from entry level to bronze, silver, gold and platinum designations.

As a silver-level signatory, HDR has shown that core sustainability principles were adhered to at the company's headquarters and at least 40 percent of other offices with more than five full-time employees for the past two years. Other requirements include offering services that provide sustainability benefits to the transit industry. Our sustainability services include programmatic consulting, green infrastructure design, climate change planning and mitigation, Sustainable Value Analysis, third-party sustainability program consulting, and resiliency planning. We have also committed to achieving additional action items and reduction targets for the organization's carbon footprint and waste generation.

This is the first year the higher-level signatory designation has been made available to private companies. Previously, the "medals" designation was primarily reserved for public agencies, with private companies participating mainly as entry-level signatories.



"This recognition shows that HDR follows the same principles we use to help our clients achieve their sustainability goals. We're excited about the programmatic goals we've set as part of our commitment to APTA."

JANET GONZALEZ TUDOR, ENV SP, LEED AP BD+C, STP,
ASSOCIATE VICE PRESIDENT, DIRECTOR OF SUSTAINABLE
TRANSPORTATION



Sustainable Business Practices

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

Implementing Strategies with Multiple Sustainability Benefits

GREEN TEAMS

Green Teams are made up of motivated professionals who help implement sustainable solutions, educate and promote sustainability in their local office. Green 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 the energy use of our offices by posting reminders to turn off lights by light switches, working with their office management to install more energy-efficient light bulbs or motion sensor light switches, and encouraging employees to participate in alternative commuting. Green Teams help reduce office waste by conducting an annual waste audit and setting goals for waste reduction.

CASE STUDY

Our office is able to be out in the community in ways we might not otherwise be able to do, and we gain recognition from clients and organizations through this community presence.

Creating accounts with ride-share and bike-share programs.

Because of the Green Team we now produce less waste, recycle more, use less energy, and learn how to reduce our carbon footprint.

Sustainability is a growing concern for many of our clients. Green teams are just one way that we can demonstrate to our clients and communities the efforts being made and strategies implemented to reduce wasted resources and become more sustainable at HDR.

We are in the process of starting to compost. Without the funds, this wouldn't even have been a possibility. In addition, we will be able to sponsor lunch-and-learns to further educate our colleagues.

Working in community gardens.

Purchasing plants for the office to assist with cleaning the air.

I feel good working for a company that is interested in doing the right thing. Protecting our environment and utilizing our resources in a responsible manner is important to me.

HDR is recognized as a company that cares about our community's environment and is willing to do something for the betterment of its fellow citizens.

Our Employees See the Benefits of Our Internal Sustainability Initiatives and Green Teams

Starting in 2017, each office was allocated overhead funds to cover labor hours and expenses for Green Teams to complete the Green Team Smart Solutions Project goals, plan Green Team-focused events, and participate in Quarterly National Green Team calls.

The Office of Sustainability followed up by asking Green Team members to respond to a few questions in order to track and quantify benefits of the Green Team funds to a local office's efforts. The responses were grouped into like categories under the headings:

- Financial
 - Finding innovative ways to reduce energy use and improve efficiency
 - Creating efficient new office environments
 - Purchasing reusable dishware and flatware
- Environmental
 - Reducing waste
 - Improving office environments
 - Reducing emissions
- Community
 - Making a difference in our communities
 - Working with clients to improve our communities
- Morale and Recognition
 - Earning office certifications and making green commitments
 - Sharing and celebrating being green
- Education
 - Sharing sustainability knowledge



Sustainable Business Practices

TRAINING AND COMMUNICATION

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

In addition, we have a formal communication plan that includes providing information on a variety of environmental topics, such as purchasing. We publish a monthly internal sustainability newsletter, host presentations and lunch-and-learns, host bi-monthly Green Team and Sustainability Leadership meetings, and publish related blogs. Environmental purchasing progress and new endeavors are included in our communications.

HEALTHY OFFICE ENVIRONMENTS

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

We make efforts to eliminate toxic and hazardous substances from the workplace. In our Sustainable Office Finish Standards we have identified materials, finishes and furniture that meet the most stringent sustainable requirements and indoor air quality standards for tenant improvements of all HDR office renovations. This document contains information related to minimizing volatile organic compounds (VOCs) in paints, coatings,

adhesives and sealants, as well as flooring and furniture. HDR has a standard contract with Steelcase furniture for all of the furniture that is purchased for our offices. The furniture we specify and purchase meets the USGBC's LEED CI IEQ Credit 4.5 for low-emitting furniture for contributing to good indoor air quality. In 2016, we updated our pledge (signed in 2014) with the Center for Environmental Health (CEH), giving preference for flame retardant-free furniture.

In 2017, we piloted Fitwel in the Arlington, Virginia, office. Using Fitwel, we looked at things like social equality, community health, healthy food, safety and increasing physical activity. Due to the success of the pilot project, we adopted Fitwel to provide a more complete integration of strategies designed to promote health across our policies and practices.

Fitwel is a new 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 U.S. General Services Administration, and is operated by the Center for Active Design (CfAD).



We are continuously seeking ways to improve our office environments so they are sustainable and healthy for our employees



CASE STUDY



Arlington Office Earns Fitwel 3 Star Rating

Our Arlington office is a two-level collaborative environment designed to promote transparency, light and interconnected space, housing a team of nearly 150 architects, designers and engineers. Our Sustainability team members, who are also Fitwel Ambassadors, led the certification process and received their 3 Star Fitwel Rating in February 2018. The office's interior space is organized around an open staircase that physically and visually connects the two floors, while fostering spontaneous interaction and discovery. The staircase links four staff neighborhoods, two on each level, and descends into a central library. Along with increased collaboration among team members, the design of the office has also been credited with improving staff recruitment and business development.

Using Fitwel as a guide, HDR has re-evaluated the food and beverages offered within its Arlington office, ultimately developing and implementing a standard policy for office catering orders. This policy is designed to improve the nutrition of the options offered. Our employees are also encouraged to opt for water throughout the day thanks to the placement of a water bottle refilling station on the third floor, in a highly-trafficked area of the office. Fitwel provided us with the tools necessary to integrate nutrition considerations into regular business operations, and it seems to be working, with employees already reporting healthier eating habits.



"It's important for HDR to walk the talk when it comes to designing sustainable spaces that promote health. The health

and wellness of our employees are of utmost importance. This rating system is just as important to us as the Envision rating system for sustainable infrastructure and the LEED certification for sustainable buildings that we adopt for our client projects."

MICHAELLA WITTMANN, LEED FELLOW, ENV SP, FITWEL AMBASSADOR, SENIOR VICE PRESIDENT, SUSTAINABILITY DIRECTOR



Smart Solutions

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

Management Approach

Our Smart Solutions Program focuses on three areas:

1. SMART PRODUCT USE

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

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

2. SMART BUSINESS 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 ZipCar, an international carshare program, and encourage employees to be mindful of Smart Travel and communicate about ride-sharing when traveling together or to the same city, often meeting to share transportation when mass transit is not available.

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

Alternative Commuting – To encourage our employees to use alternative commuting options, we have a flexible 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 a primary concern. To minimize our impact, many offices work with property management to incorporate energy-saving features like occupancy sensors and energy-efficient lighting. ENERGY STAR appliances and equipment are included in our sustainable office standards.

Waste Prevention – In 2015, we issued a company-wide Waste Prevention and Recycling Standard as part of our Sustainability Policies to provide staff information, tools and resources on waste prevention and minimization, recycling, composting and sustainable purchasing. Since that time, each office has participated in an annual Waste Prevention and Recycling (WPR) survey and updated their WPR Plan. In 2017, more than 90 offices completed the survey and set waste reduction goals for 2018.



CASE STUDY

Print Less, Print Smart Challenge Raises Awareness, Reduces Printing

Our sustainable business initiatives make a difference for our employees, our communities and our bottom line. We continue to challenge ourselves to improve and look for additional ways to reduce waste, purchase green products, make smart travel decisions and more.

For this reason—working with HDR’s Procurement Group and Information Technology Group (ITG)—the Office of Sustainability hosted the 2017 Printing Reduction Challenge to remind everyone to Print Less, Print Smart.

From 2011 to 2016, we tracked printing as part of our carbon footprint calculations, which showed that we have printed less each year—even though we grew as a company. We knew that there were additional opportunities to reduce printing—and realize potential for cost savings and environmental benefits.

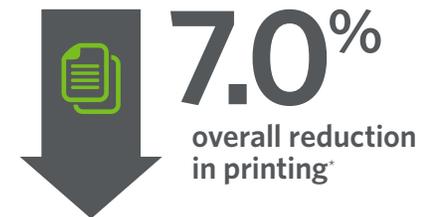
The challenge kicked off in March and ran through October. Offices were provided with posters and tags to affix to printers, and staff were kept up-to-date on progress through regular emails and a challenge website. Office Green Teams and ITG staff acted as local champions for the challenge.

We were able to calculate paper usage on a monthly basis, due to our global contract with our print management services provider, which simplifies collecting and analyzing related data. Employees were able to view company paper usage, as well as usage by office, on a monthly basis on the portal.

WHY DID WE DO THE CHALLENGE?

In addition to reducing the volume of paper we use, there are many environmental and cost savings associated with printing less:

- Reducing the amount of energy needed to run the printers and printer servers—as much as 3000 kWh per year
- Reducing printer wear and tear
- Decreasing the time our print management services provider needs to maintain printers, change paper and ink, and so on
- Conserving natural resources – wood and water
- Decreasing ink and toner usage
- Reducing greenhouse gases – both those associated with paper production and transportation, and our own energy for running printers



*January-October, 2016 vs. 2017



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 continually 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.

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

Scope 1—Direct GHG emissions from sources that we own or control, including:

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

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

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

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

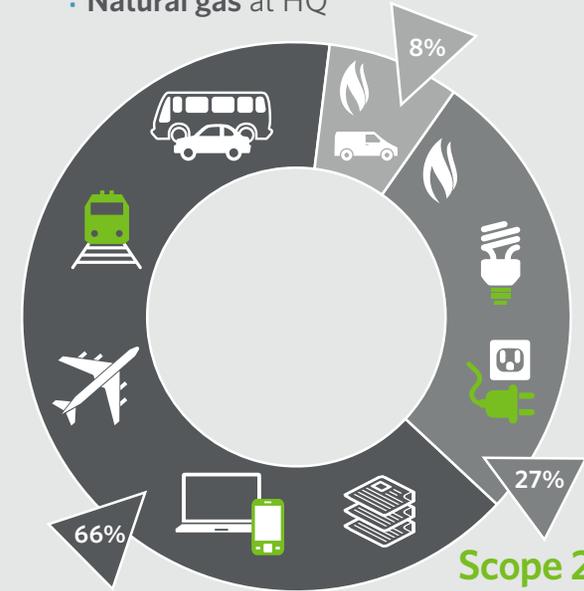
- Business travel, including air travel, hotel nights and ground transportation
- Employee commute, leased and owned vehicles and the headquarters parking shuttle
- Purchased goods, including electronics and paper

We rely on primary activity source data wherever possible. For example, actual electricity and natural gas use is compiled for our headquarters campus. Similarly, business travel and paper use data are provided by our vendors, based on bookings and purchases from national contracts. To improve the accuracy of GHG emissions resulting from employee commuting, we conduct an annual survey to understand location-specific trends in both mode and distance. For 2017 data, approximately 35 percent of our employees participated in the commute survey. Location-specific results were extrapolated to estimate emissions for all employees globally.

Scope 1 – 6,421 MTCO₂e

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

- Vehicle fleet
- Natural gas at HQ



Scope 3 –

49,946 MTCO₂e

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

- Business travel
- Employee commute
- Purchased goods

Scope 2 –

20,365 MTCO₂e

Indirect emissions associated with consumption of:

- Electricity
- Natural gas in leased space

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



Our GHG Emissions

GHG Inventory History

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

	2011	2012	2013	2014	2015	2016	2017	CHANGE
SCOPE 1	5,956	6,087	5,692	5,779	5,717	5,634	6,421	7.8%
SCOPE 2	27,562	25,948	25,322	24,084	22,999	20,774	20,365	-26.1%
SCOPE 3	47,754	48,166	47,864	47,497	50,059	50,171	49,946	4.6%
TOTAL	81,272	80,201	78,878	77,360	78,775	76,579	76,732	-5.6%

Adjustments

In 2017, we made a baseline adjustment to business travel, employee commute data, and indirect energy for 2011-2016 to: (1) account for the acquisition of MDG; and (2) adjust for the sale of our asset management division, which occurred at the beginning of 2018. These emission sources are closely correlated to our number of employees, so adjustments were made to account for a net decrease of 460 employees based on these two business transactions. Based on these adjustments and organic growth, our company has grown by approximately 1,500 employees since 2011. Also, GHG emissions for purchased electricity was recalculated for 2016 to incorporate emission factors published in the 2016 eGrid model.

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

Progress Toward our Goal

- Emissions from paper use has decreased by more than 60% since 2011.
- Purchased electricity for the Omaha headquarters has decreased nearly 50% since 2011.
- Employee commute emissions, which comprises a significant portion of our Scope 3 emissions (approximately 60%), has had an overall increase of 0.9%.
- Scope 1 & 2 emissions have decreased more than 20% since 2011.

Looking Forward

Over the next year, we will continue to use our GHG inventory as insight for identifying targeted emission reduction strategies. We anticipate additional improvements in energy efficiency as we move into our new headquarters building at the end of 2018. We will also continue to look for opportunities to improve energy efficiency in leased office spaces, encourage use of alternate transportation for both business travel and commuting, and reduce our material use.

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



Controlling Our Energy Use

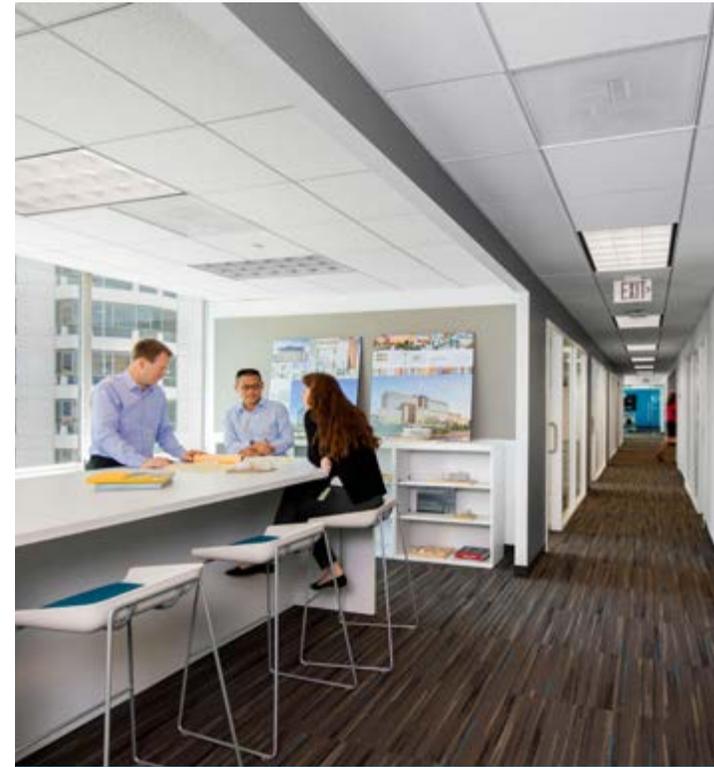
We strive to achieve energy efficiency in our office spaces, just as we seek to provide our clients with energy-efficient buildings and infrastructure. In our headquarters buildings, we are able to directly monitor electricity and natural gas usage, which enables us to document our energy usage and the collective effectiveness of efficiency measures. From 2011 to 2017, the annual electricity usage at our two headquarters buildings decreased by 40 percent, which enabled us to realize a nearly 24 percent reduction in electricity costs, despite a nearly 30 percent increase in the average cost of electricity per kWh. The dramatic reduction in energy usage allowed us to reduce our utility's electricity demand fee from large demand to small demand, while our office square footage remained the same at approximately 161,000 SF. As employee-owners, we appreciate saving money and reducing operating costs and find satisfaction in saving resources and operating efficiently.

In 2017, we were managing energy efficiency in our existing spaces and simultaneously constructing a new headquarters building in Omaha, which is incorporating energy strategies utilizing daylighting, chilled beams, and efficient lighting and equipment throughout. The new headquarters building is pursuing LEED v4 certification, which will recognize the many sustainability strategies used throughout.

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:

- Optimizing natural light in our buildings by utilizing an open office plan, furniture and lower partitions where possible, in order to allow maximum light penetration. Offices, conference rooms, break rooms and support spaces are generally organized in the interior of the floor. Where offices or conference rooms occur on the building perimeter, glass sliding doors are used to allow light to fill the room and penetrate beyond.
- Installing efficient lighting fixtures and LED lighting whenever possible. During a recent lighting retrofit at the Omaha headquarters office, approximately 4,500 fluorescent light bulbs were replaced with lower wattage bulbs that provide the same light output. The recent interior renovation project included LED lighting for the majority of new fixtures installed.
- Installing occupancy sensors, so lights turn off when not in use.
- Using ENERGY STAR appliances, equipment and vending machines are throughout our offices, when possible.
- Adopting EPEAT Bronze minimum standards for leased and purchased computers, laptops and monitors in (January 2007). In 2011, HDR joined as an EPEAT Enterprise Purchasing Partner. Participating in this program and incorporating the requirements into our leasing and purchasing helps us to ensure we are making environmentally responsible purchases while providing our employees with the tools they need to get their jobs done.
- Continually communicating with our technology vendors to ensure our purchased electronics are increasingly energy efficient.
- Engaging Green Teams to help reduce the energy use of our offices through posting reminders to turn off lights by light switches, working with their office management to install more energy-efficient light bulbs or motion sensor light switches, and implementing other initiatives.
- Working with our Real Estate Department to ensure that office fit-outs and renovations identify energy efficiency opportunities and implement the best solutions.



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



Decreasing Our Water Use



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

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. Several projects occur each year, providing water savings in the process. Where possible, we seek additional water savings. For example, the HDR office in Arlington, Virginia, is LEED Platinum certified and achieved a 30.6 percent water reduction.

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



Our Sustainable Office Finish Standards outline use of **low-flow fixtures** in office fit-out and renovation, with a





Reducing Our Waste

We are very conscious of the fact that nearly everything we do creates waste. Reducing the amount of waste generated through operations and by employees is beneficial for the environment and reduces business costs.

Management Approach

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

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

WASTE PREVENTION AND RECYCLING STANDARD

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

Our Sustainability Policy provides managers and employees with an understanding of our sustainability principles and empowers them to make a difference in our office environments.

In 2015, offices were asked to complete a Waste Prevention and Recycling survey to create a baseline for evaluation. Since then, offices have updated their survey each year to assess current practices, reduction efforts and diversion strategies, and to set office-specific goals for the following year. In 2017, nearly 100 offices completed the annual survey and set waste reduction goals for 2018.

Reducing

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

Reusing

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

Recycling

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



We are proud to be recognized for our Sustainable Business Practices

- **2017 EcoLeadership Award, Alliance for Workplace Excellence**
Recognizes visionary leadership and an outstanding commitment to environmentally sustainable workplaces and efficient use of resources.
- **2017 Friend of the Environment – Business Award, Earth Day Omaha**
Recognizes individuals and businesses that go above and beyond for the environment in the community.
- **2017 Green Team of the Year Award, Nebraska Recycling Council**
Recognizes a highly organized, mature Green Team with the capacity to sustain itself and engage other employees.
- **2017 Environmental Award – Business/ Industry, Keep Nebraska Beautiful**
Recognizes a business or industry that has demonstrated substantial efforts to enhance the environment through reducing, reusing, recycling and beautification within the business industry and their community.
- **2017 Hawaii Green Business Program Award, State of Hawaii**
Businesses are recognized for going the extra mile to demonstrate exemplary environmental stewardship and strong commitment to helping Hawaii achieve energy independence.



Reducing Our Waste

- 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.

E-WASTE

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

PURCHASING

We take advantage of sustainability-focused programs from our suppliers. For example, 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 are recycled content. We encourage reuse of office supplies like binders and folders, as well as reuse or relocation of furniture, when allowable. Additionally, guidance related to sustainable lunch meetings is included in our Catering Guidance Checklist for staff and lunch caterers to use when planning smaller lunch meetings in our office. We also purchase bulk items when possible to eliminate waste from single-serve packaging.

Looking Forward

Recycling, composting and waste reduction strategies have been included in the design of our new headquarters building. We look to continue to improve our waste reduction efforts and continue the dialogue with our vendors and business partners.



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





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 108-112 in the [Appendix](#).

CASE STUDIES

Partnering with CDP to Support High-Quality Disclosure of Climate Change-Related Data

HDR became an Accredited Service Provider for CDP in 2017. CDP is a not-for-profit organization that created a system that has resulted in unparalleled engagement on environmental issues between investors, companies, cities, states and regions worldwide. CDP's data enables their investor network to link environmental integrity, fiduciary duty and public interest to make better-informed decisions on climate action.

In May 2017, HDR professionals presented a webinar titled, "Assessing Climate Risk to Prioritize Action & Mitigate Risk," to CDP Cities members.

Honored with U.S.-Panama Business Council Friendship Award

In November 2017, HDR received a Friendship Award from the U.S.-Panama Business Council (USPA), which annually presents to individuals and companies that have contributed to strengthening relations between the two countries.

HDR has worked on several high-profile projects in Panama, including providing program management and advisory services to the Panama Canal Authority (Autoridad del Canal de Panamá). The firm has developed a series of feasibility studies related to business opportunities complementing Panama Canal expansion, including the recent Corozal Trans-shipment Terminal study.

Named Employer of the Year by WTS Chicago and Philadelphia Chapters

In 2017, HDR was recognized as Employer of the Year by the Women's Transportation Seminar (WTS) Chicago and Philadelphia Chapters. As a strong supporter of WTS on the local, national and international levels, HDR has nearly 200 members across the organization.

In Chicago, the firm is a Trailblazer sponsor, the highest level of corporate commitment. Our work on behalf of the organization includes many long-standing, active and involved members who attend meetings in Chicago and across the country, as well as speaking at WTS functions emphasizing the career paths available to women in the transportation industry.

In Philadelphia, HDR is a long-standing leading partner with WTS-Philadelphia, partnering locally at the Platinum level. Their recognition is awarded to an organization that has enhanced the transportation industry through its commitment to excellence and quality in services or products; has an outstanding record of affirmative action in hiring and promoting at all employment levels; supports continuing education of its employees; and encourages women students to enter the transportation field by providing internship opportunities.

HDR's national involvement includes:

- 10 chapter presidents across the nation, four of them hold the position today
- 35 members serve on committees, many as committee chairs
- 4 transportation professionals have served on, or are serving on, the International Association or Foundation Boards
- 20 individuals have served in an executive committee role in their chapter



Corporate Citizenship

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

Management Approach

Our values drive everything we do.

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

We ask questions to provoke a conversation, seeking to strengthen our relationships with both our business partners and the communities we serve. For more than 20 years our sustainability program has guided our strategies for addressing sustainability on both our projects and internal practices.



"CfC's outstanding fundraising and project management capabilities have provided amazing opportunities for our employees to give back. The projects we have done with CfC have been both globally impactful and personally meaningful to every person involved."

WARREN HENDRICKSON, AIA, LEED BD+C, NCARB,
PUBLIC HEALTH DIRECTOR

CASE STUDY

HDR Part of Design 4 Others Group Honored for Pro-Bono Design Efforts

In May 2017, Construction for Change (CfC) honored Design 4 Others (D4O) with the Founders Award, which recognizes the outstanding philanthropic efforts of individuals and companies whose support has proven invaluable to CfC.

D4O is a grassroots organization, affiliated with HDR, that provides architecture, engineering and planning services for no compensation, maximizing individual efforts to create a larger collective contribution. Over the years, D4O has partnered with CfC on numerous projects around the world, providing planning and design services, as well as peer review services for various international projects.

Several HDR employees attended the ceremony to accept the award on behalf of more than 100 employees who have volunteered time and expertise over the years.



Local Community Engagement

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

Management Approach

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

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

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

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

In 2017, we launched a volunteer tracking system to better understand and convey the impacts our actions have on our communities. This system is designed to:

- Involve employees in news and information about upcoming volunteering events in their area
- Support staff in tailoring activities to their passions
- Help us visualize how we make an impact
- Enable employees to record volunteer hours so we can share a comprehensive community impact story with our staff, our clients and our communities



Giving Back to Our Communities

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

Claremont & Riverside, CA

Staff honored Veterans Day and continued the celebration of our 100-year anniversary by visiting the Riverside National Cemetery to present a check from the HDR Foundation for “A Flag for Every Hero” program. The \$1,000 donation will be used to purchase flags so none of our heroes will go without honor on Veterans and Memorial Day. Staff have been participating in the biannual program for more than eight years.

Austin, TX

As part of our 100-year celebration, Central Texas staff took to their stationary bikes for a “Celebration Ride” indoor biking event, raising over \$1,000 for local YMCAs in Austin.

Charlotte, NC

A team of North Carolina employees and their families took to the runway at Charlotte Douglas International Airport for the 11th Annual Runway 5K. The certified race took place along one of the airport’s taxiways with views of planes landing and taking off, a massive terminal complex and a scenic view of the uptown skyline. Proceeds from the race were donated to LIFESPAN, a nonprofit organization that provides services to infants six weeks of age to senior adults with disabilities.

Chicago, IL

The office organized quarterly collections to benefit their local community and honor our 100-year anniversary. This included providing supplies for a local rescue organization that saves puppies from kill shelters; collecting books for a not-for-profit organization that provides books to Chicago Public School Libraries; and raising awareness and funds for CASA-Kane County, a nonprofit organization that prevents children from falling through the cracks of the heavily populated court and child welfare system.

Houston, TX

Houston offices, in coordination with the City of Houston Mayor’s Community Relations Office, distributed 100 bicycles to local children during the holiday season in neighborhoods that were hard hit during Hurricane Harvey’s flooding. The aim of the effort was to bring some needed holiday cheer to many families who were impacted financially and emotionally during this unprecedented storm event.

Omaha, NE

During an internal conference that brought HDR employees from across the country and around the world to Omaha, numerous staff came together to work in the Shabazz Community Organic Garden at the Malcolm X Foundation. Volunteers planted trees, cleared brush, assembled picnic tables, built compost bins and installed gardening beds. Families and north Omaha organizations will tend the 16 gardening beds.

Honolulu, HI

The Honolulu office organized a Community Work Day at Ho’oulu Aina, encouraging staff to bring their families and friends to volunteer to learn and work in the forest and garden to malama 'aina (care for the land). Work included reforestation of native plants and irradiating invasive species in the Kalihi watershed area, planting and harvesting for the community.



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

CASE STUDY

Denver Team Encourages Public Interaction With Bench Design

Come Together Denver! was both the name and intention of a handcrafted wooden bench installation created for the Downtown Denver Partnership's "My 16th Street" 2017 Meet in the Street prototyping series. Created by a team in our Denver office, it won the "Create and Engage" category of the design competition.

Come Together Denver was one of four new and innovative prototypes that were selected for the series. Winners received a small stipend from the Downtown Denver Partnership to create and build their prototypes, which were installed on the 16th Street Mall from July to September 2017.



The team describes Come Together Denver as "an installation that places more importance on the message and public interaction than the architectural object. Though essentially a bench, every element prompts conversation, discussion and debate. Its inward-facing orientation evokes conversation, while the walls encourage passersby to write a message on the colored chalk paint walls. The phrase 'Come together right now' is a call to action to unite and celebrate the diverse and beautiful mosaic of people who make up the city."



CASE STUDY

#HDRGivesBack to honor #HDR100

Throughout 2017, offices were asked to use social media to connect their local office's 100-year celebrations with the rest of the company. Many of the celebrations involved giving back to their communities. Here are a few:

#TBT: our Denver office gave @RMFcolorado a \$10,000 grant to plant 1,000 willow trees in the Waldo Canyon burn scar. #HDRFoundation #HDR100



For our 100th anniversary, our San Diego office is hoping to help 100 vets at @VVSD_Veterans with a grant from the #HDRFoundation! #HDR100



Today is #GivingTuesday, a global day of giving, and we're celebrating our employees around the world who have given their time and resources all year to local communities. H.H. Hintringer, the founder of HDR, once said "There is always time enough for kindness." After 100 years in business, the actions of our employees prove that H.H.'s motto is part of HDR's DNA.



Our #Olympia office is building up #STEM at @TRLibraries! Teaching kids about engineering for "Full #STEAM Ahead." #lifeathdr



Our Dallas office is working to keep the Trinity one of the most beautiful natural resources in Dallas! Last week, they put their HDR Foundation grant to work at a beautification event for the Trinity Commons. HDR volunteers planted wetland grasses strategically chosen to provide shelter for birds and native wildlife in the Pavaha Wetlands during the winter. It was muddy work, but it was worth it!



#HDRGivesBack: Staff in our #Ottawa & #Kingston offices each donated 100 food items to the @OttawaFoodBank & @FoodBankKtown. #HDR100



Volunteers from our Houston office read at @mistral_ccc in celebration of #ReadfortheRecord, fostering kids' love of learning! #lifeathdr





CASE STUDY



offices

more than
1,000  service
hours



Greening Our Communities Makes a Difference

Each year, our Office of Sustainability uses the heightened awareness of Earth Day to celebrate the sustainability and environmental efforts that take place throughout the year, as a company and as individuals. Since 2015, we've stepped up our activities thanks to local office leadership and our Green Teams, encouraging all employees to get involved in their community by hosting or participating in a cleanup or tree planting event during April or May.

In 2017, offices participated in events across the country—from Anchorage to Jacksonville; Honolulu to Portland, Maine. Events ranged from cleanups at parks, lakes, creeks, watersheds and trails to e-waste recycling collection, garden and tree planting, to adopting city planters, highways and downtown bioswales. Events included:

SAN FRANCISCO TEAMS WITH PRESIDIO TRUST

San Francisco, CA

San Francisco employees teamed with Presidio Trust on a number of volunteer projects. Presidio Trust volunteer groups work on projects such as landscaping and gardening, habitat restoration, forestry and trail work. Activities typically include weeding, pruning, mulching, planting and debris removal.

NEW YORK CARES DAY SPRING EVENT

New York/New Jersey

During the New York Cares Day Spring Event our volunteers helped clean, repair and build new plant beds at Enchanted Garden of Caldwell Temple Soup Kitchen, a community garden located in The Bronx borough. Enchanted Garden is a small urban farm that produces food to serve a local church's community program.

ADOPT-A-PARK

Pensacola, FL

The office chose to make a difference in their local environment through a cleanup at their adopted park, William Bartram Memorial Park. The Pensacola Green Team walked to the park to collect litter, remove debris, and refinish benches. (Pictured above)

SPRING RIVERSWEEP

Englewood, CO

The Greenway Foundation hosted the annual Spring RiverSweep event in Denver's Fishback Park. Volunteers helped Denver Parks and Recreation with seasonal maintenance and restoration projects, including trail restoration, plant debris removal, litter pickup and other spring cleaning activities.



HDR Foundation



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

Our Areas of Focus

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

Education

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

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

Healthcare and Healthy Communities

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

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

Healthy Environment

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

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

Other, Employee Directed

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

Where We Give

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

Employee Involvement

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

Employee-Sponsored Grants

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

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

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

The grant process is coordinated and led by a Grant Giving Committee that reviews grant proposals and provides funding recommendations to the board for discussion and approval. Committee recommendations are based on the merits of applications received and the participatory support of HDR employees. The Foundation is led by an Executive Director, who serves as chair to the Grant Giving Committee and provides day-to-day leadership of the Foundation’s operations.



CASE STUDY

Grants Push HDR Foundation Over \$1M Donation Mark

In 2017, the HDR Foundation distributed grants totaling nearly \$450,000 to nonprofit organizations. With these grants, the foundation pushed its overall donations to more than \$1 million since it began awarding grants in 2013.

Each of the grant recipients helps their communities through programs that do things like ensure children have three meals a day, beautify the community and mentor children using STEM (science, technology, engineering, math) and outdoor education.

Recipients of 2017 grants included:

Girl Scouts of San Geronio, Redlands, CA

The \$31,685 grant will be used by the Girl Scouts of San Geronio to purchase equipment for its environmental education project, which will serve up to 900 students between the ages of 8 and 15.

Greenscape of Jacksonville, Jacksonville, FL

The ARC Jacksonville Village is a unique living option for adults with intellectual and developmental disabilities. It offers affordable apartment-style independent living where residents are seen, treated and respected as adults. The facility had minimal landscaping, and many of the buildings suffered the full impact of the Florida sun. With the HDR Foundation's \$8,650 grant, more than 70 trees were purchased and HDR employees helped plant them at the Village, providing shade to lower cooling costs, increase beautification and encourage outdoor activity.

Explore Austin, Austin, TX

Explore Austin, a mentorship program that uses outdoor recreation to inspire underprivileged youth, has grown to more than 270 "Explorers" in 2017. With this growth, the organization needs new bicycles and more canoes to meet the participant needs. With \$15,000 from the HDR Foundation, Explore Austin will purchase up to 22 bikes and two canoes to ensure it can meet demands and continue its impactful work in the community.

Saddle Up! Franklin, TN

Saddle Up! serves hundreds of children with disabilities from 41 counties in Middle Tennessee, Kentucky and Alabama with therapeutic riding services. The \$7,200 from the HDR Foundation will help purchase new, more efficient LED lighting that will better illuminate all areas of the 50,000-square-foot indoor arena. This will lower safety risks by brightening dark areas of the arena and will save the organization thousands of dollars annually on their energy costs.

Watershed Committee of the Ozarks, Springfield, MO

Watershed of the Ozarks will use the \$80,000 grant to create a solar energy array at its Watershed Center, which will be used to educate students on renewable energy while simultaneously saving the organization money on energy bills.

Education Foundation of Billings Public Schools, Billings, MT

The HDR Foundation's donation of \$13,836 will be used to purchase robotics kits for kindergarten through fifth-grade students at Central Heights Elementary School. As the school district implements the Project Lead the Way curriculum, purchasing the STEM materials carries a substantial cost. The HDR employees in Billings are volunteers with the STEM Billings program, using hands-on activities to teach students after school.

Bridges to Prosperity, Denver, CO

This is the third grant the HDR Foundation has provided to Bridges to Prosperity. The \$36,000 donated in this grant cycle will be used to construct a footbridge in Nicaragua, which will provide safer and easier access to necessary resources, including schools and markets.

Gateway to Science Center, Bismarck, ND

More than 2,000 students in the Bismarck area will benefit from the Engineering Creativity Lab supported by the \$17,900 grant. The Gateway to Science Center will use the funds to enhance its STEM programming.



Civic Affairs

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

Management Approach

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

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

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

CASE STUDY

HDR Shapes U.S. Environmental Technologies Trade Advisory Committee

Brian Hoppy, Director of Cross Sector Services, was reappointed by the United States Department of Commerce to serve on the Environmental Technologies Trade Advisory Committee. His appointment lasts until August 18, 2018, when the committee's current charter expires. Hoppy was initially named to the committee in 2015.

The committee provides consensus advice on development and administration of programs and policies to expand U.S. exports of environmental technologies, goods, services and products that comply with U.S. environmental, safety and related requirements. Brian will represent both HDR and the consulting and engineering segment of the U.S. environmental technology sector.

Hoppy brings more than 25 years of environmental sciences, planning, restoration and technology experience to the committee, including National Environmental Policy Act compliance, natural and cultural resources planning, environmental technology evaluations and environmental policy.

The committee operates as part of the International Trade Administration (ITA), which was established by the Secretary of Commerce in 1980. ITA strengthens the competitiveness of U.S. industry, promotes trade and investment, and ensures fair trade through the rigorous enforcement of our trade laws and agreements. ITA works to improve the global business environment and helps U.S. organizations compete at home and abroad.



Market Leadership

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

Management Approach

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

- **We strive to be a leader in the communities where we live and work.** For example, employees initiated a conversation with the convention center in Omaha, Nebraska, to encourage them to expand their recycling program and add a composting program. We worked with the local convention authority to pilot both recycling and composting at a large HDR conference held at the center and they have since made the programs available to other businesses using their meeting space.
- **We invest in new initiatives that have potential for great impact.** For example, we are an Enterprise Sponsor of the International Living Futures Institute, acting as an ambassador and helping to recruit and train future ambassadors. We have staff working with the AIA Materials Knowledge Working Group on the 2050 Pledge

for Materials. The intent of the Pledge is to educate the building community to diminish impacts by using materials that are free of toxic substances, minimize greenhouse gas emissions and are environmentally and socially responsible. The framework is currently in development and anticipated to launch in 2018.

- **Our employees serve in leadership positions with professional organizations advancing sustainability,** such as the Institute for Sustainable Infrastructure, U.S. Green Building Council, Great Lakes Energy Wind Collaborative, American Public Transportation Association, the International Living Futures Institute, Practice Greenhealth and the Waste-to-Energy Research and Technology Council.
- **We share success to help others adopt best practices.** Our employees speak nationally about sustainability topics, sharing real-world success to organizations such as CDP, National Adaptation Forum, CleanMed, GreenBuild, World Energy Engineering Congress, American Society of Civil Engineers, American Public Transportation Association, Transportation Research Board and American Public Works Association.
- **We drive positive change in our supply chain.** We work with suppliers that encourage sustainability in their supply chains. We look to support the companies who are committed to continuous improvement in these areas. We ask manufacturers to provide product information using one of the following tools: Healthy Building Network's Pharos Project, the Health Product Declaration, the Cradle to Cradle Certified (C2C) product registry, or the Environmental Product Declaration (EPD) protocol. We integrate the comprehensive health and environmental product information provided by complete HPDs and EPDs into our daily practice.

CASE STUDIES

Leading the Way

A Long History with the Water Research Foundation

We're proud to work side by side with the Water Research Foundation (WRF)—a nonprofit organization dedicated to developing technology and guidance documents for the water utility industry—to advance the water industry. Since 1985, we have collaborated on over 70 projects.

We are currently leading research projects involving high-quality water and infrastructure reliability. Our experts, working in partnership with WRF-member utilities and universities, carefully examine new approaches to water characterization, treatment, and distribution, developing a knowledge base to help you make important decisions regarding the safety and future of your water systems.

This partnership benefits both our practitioners and the industry – providing state-of-the-art practices and firsthand experience from the front lines of research.

Morgan Abbett Receives 2017 USGBC Leadership Award



Morgan Abbett, a sustainability coordinator at HDR, received a prestigious 2017 Leadership Award from the U.S. Green Building Council. The awards are an annual recognition of the outstanding individuals and organizations at the forefront of the green building movement.

Abbett was the project manager for the Parkwood Tech Centre project (PTC), which is this year's recipient of the Malcolm Lewis IMPACT! Award. A partnership between building professionals in the San Francisco Bay Area and the South African education nonprofit, Bottomup, the PTC started as a way for the disadvantaged population in the Parkwood community of Cape Town, South Africa, to access computers and educational courses, especially for children. Abbett was part of an all-female team of engineers who rebuilt the crumbling and unhealthy existing building, and created a sustainable green building that generates most of its own power and helps the community with job training and access to technology.

Engaging Where We Make a Direct Impact

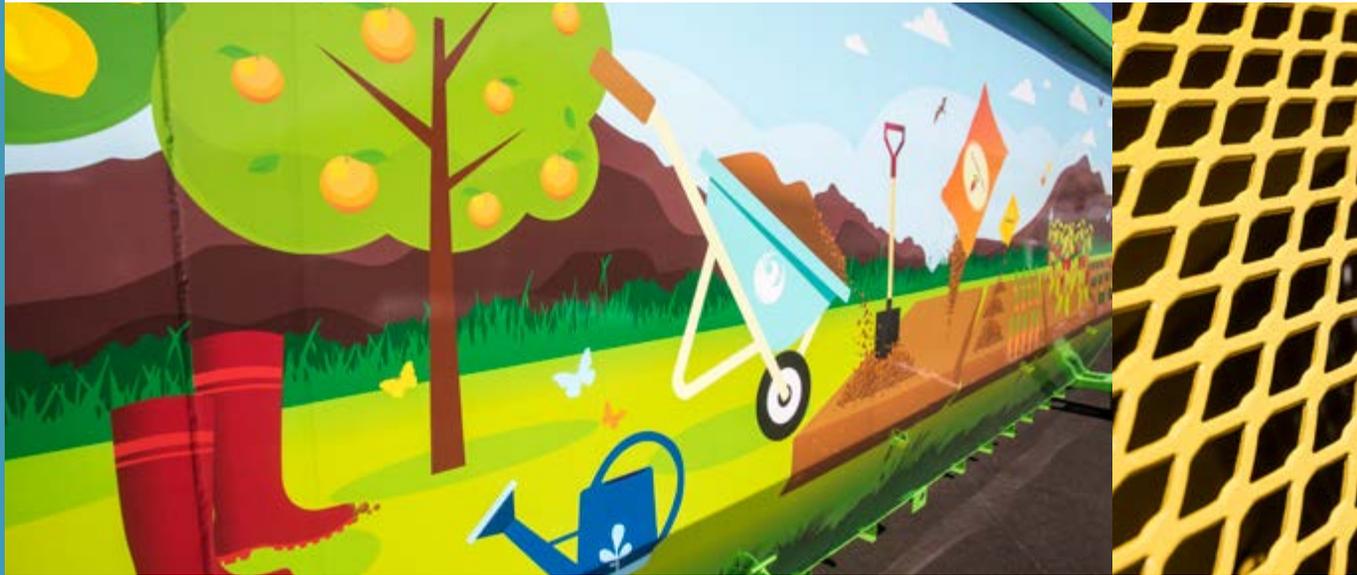
In 2017, we had numerous professionals participate in committees and boards to help us advance the industry.

- Michaella Wittmann, Sustainability Director, chaired the Institute for Sustainable Infrastructure's (ISI) Envision Technical Review Board, the primary Envision® decision-making body; and served on ISI's Board, occupying one of three seats representing ACEC.
- John Lazzara, Greg Martinez and Chris Malmberg served on the ISI Technical Committee to help in developing the next version of Envision. Many HDR staff submitted comments on the v3 draft.
- Jean Hansen served on the Executive Board and as a pilot committee member for the Health Product Declaration (HPD) Collaborative, and participated as a Joint Committee Member for the development and ongoing updating of the BIFMA sustainable furniture standards.
- Janet Gonzalez Tudor co-chaired the APTA Sustainability Committee, and served on the Greenroads Foundation.
- Jeri Brittin, Director of Research, was appointed to a three-year term with the American Institute of Architects (AIA) Design and Health Leadership Group.
- We are an Enterprise Sponsor of the International Living Futures Institute, and acts as an ambassador and member of the Living Building Challenge ambassador advisory panel.
- We have staff on the International Institute of Sustainable Laboratories (I2SL) board.



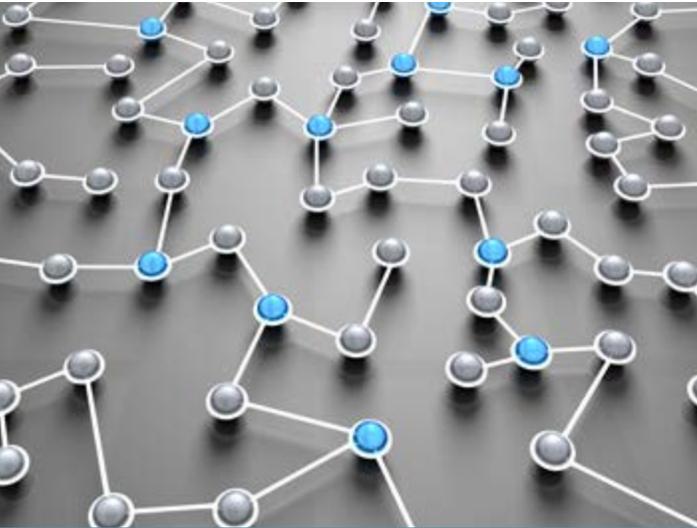
ABOUT THIS REPORT

Understanding our environmental, social and economic impacts.



Our Sustainability + Corporate Responsibility Report demonstrates our commitment to understanding our environmental, social and economic impacts by examining activities in our offices and in our project work. We produce a detailed, straightforward and comprehensive report covering sustainability issues occurring throughout the company on a biannual basis. This report details activities from January to December 2017 and updates the report published in 2016. We have included details of our direct operations and companies acquired during the calendar year of 2017. We exclude joint ventures where HDR was not the lead partner.

GRI Content & Feedback



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

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

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 93.

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 and Comments

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



GRI INDEX

**A comprehensive
sustainability
reporting
framework.**



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



DISCLOSURE NUMBER AND TITLE		SECTION	PAGE(S)
GRI 102 – GENERAL DISCLOSURES			
ORGANIZATIONAL PROFILE			
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102-2	Activities, brands, products, and services	Pillar 1 - Projects	12
102-3	Location of headquarters	Pillar 2 - People	45
102-4	Location of operations	Pillar 1 - Projects Appendix	13 99
102-5	Ownership and legal form	Pillar 2 - People	47, 50
102-6	Markets served	Pillar 1 - Projects Appendix	12, 13 99
102-7	Scale of the organization	Pillar 1 - Projects Pillar 2 - People Appendix	12, 13 44, 62 99, 113
102-8	Information on employees and other workers	Pillar 2 - People Appendix	62 113
102-9	Supply chain	Pillar 1 - Projects Pillar 3 - Practices Pillar 4 - Partnerships	21 70-71, 77 89
102-10	Significant changes to the organization and its supply chain	Pillar 2 - People	45, 47
102-11	Precautionary principle or approach	Pillar 1 - Projects Pillar 2 - People Pillar 3 - Practices	16-18, 20, 22-29, 31-32, 35-43 55-56 64, 66
102-12	External initiatives	Pillar 1 - Projects Pillar 2 - People Pillar 3 - Practices Pillar 4 - Partnerships Appendix	15, 20, 24, 26-29, 33 52, 55-56 65-66, 68-69, 74-75 79-80, 81-87, 88, 89-90 108-112
102-13	Membership of associations	Pillar 1 - Projects Pillar 4 - Partnerships Appendix	24 79-80, 89-90 108-112
STRATEGY			
102-14	Statement from senior decision-maker	Letter	2, 3
ETHICS & INTEGRITY			
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GOVERNANCE		
102-18 Governance structure	Appendix	99
STAKEHOLDER ENGAGEMENT		
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102-41 Collective bargaining agreements - This disclosure has been omitted because it is not applicable. Our work is primarily performed by licensed professionals who are generally not part of collective bargaining units.		
102-42 Identifying and selecting stakeholders	Materiality	9
102-43 Approach to stakeholder engagement	Materiality	9
102-44 Key topics and concerns raised	Materiality	9
REPORTING PRACTICE		
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102-47 List of material topics	Materiality	8
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102-49 Changes in reporting	Materiality	7, 8
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102-53 Contact point for questions regarding the report	About this Report	92
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103-2 The management approach and its components	Materiality Pillar 1 - Projects Pillar 2 - People Pillar 3 - Practices Pillar 4 - Partnerships	10 16, 19, 22, 24, 30, 38, 41 46, 48, 50, 54, 55, 57, 61 70, 72, 74, 75, 76 79, 80, 81, 88, 89





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201-2	Financial implications and other risks and opportunities due to climate change	Pillar 1 - Projects Pillar 3 - Practices	14-15, 30-37, 38-39 67
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305-3	Other indirect (Scope 3) GHG emissions		72-73
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401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pillar 2 - People	59-60
GRI 403 - OCCUPATIONAL HEALTH & SAFETY		
403-1 Workers' representation in formal joint management-worker health and safety committees	Pillar 2 - People	48-49
403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		48-49
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413-1 Operations with local community engagement, impact assessments, and development programs	Pillar 2 - People Pillar 4 - Partnerships	55-56 80, 81-87
GRI 417 - MARKETING AND LABELING		
417-3 Incidents of non-compliance concerning marketing communications	Pillar 1 - Projects	19



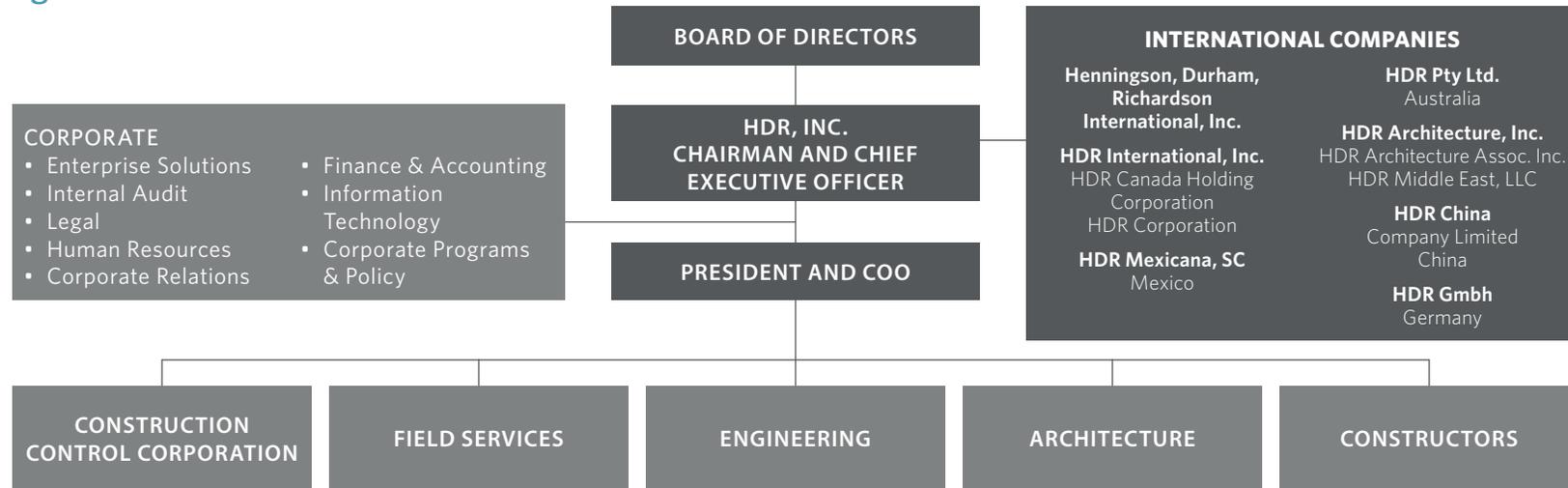
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TABLE 7:	Employees by Age Group
TABLE 8:	Employees by Minority Group
TABLE 9:	Employees by Region



HDR Organizational Chart



HDR'S BOARD OF DIRECTORS

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

Chairman and Chief Executive Officer, HDR

Eric is responsible for the strategic growth and daily operations of the company. He previously was president of our engineering practice and has also served as our transportation director. Eric has more than 40 years of experience in engineering and planning.

Charles L. O'Reilly, P.E.

Vice Chairman, President and Chief Operating Officer, HDR

Charles is responsible for developing, implementing and maintaining the regional business group programs. He has worked in the A/E industry for more than 40 years, holding both regional and national senior management positions.

Laurie L. Roden, ENV SP

Group President, Field Services, HDR

Laurie is the President and Chief Operating Officer for HDR Construction Control Corporation. She has more than 38 years of experience in the engineering industry.

Doug S. Wignall, AIA, RAIC, LEED AP

Architecture Group 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.

Richard R. Bell, P.E.

Former 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.

Mary E. Peters

Former United States Secretary of Transportation

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

John K. Wilson

Former President, Durham Resources, LLC

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

Raymond V. Hession

Board of Directors, eHealth Ontario

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

APPENDIX

2017 Awards & Recognition

TABLE 1: 2017 AWARDS & RECOGNITION—COMPANY

ORGANIZATION	AWARD
	<ul style="list-style-type: none"> EcoLeadership Award
Alliance for Workplace Excellence	<ul style="list-style-type: none"> Workplace Excellence Seal of Approval Health and Wellness Seal of Approval

TABLE 2: 2017 AWARDS & RECOGNITION—OFFICE

OFFICE LOCATION	RECOGNITION
Honolulu, HI	<ul style="list-style-type: none"> Hawaii Green Business Program Award, State of Hawaii Green Team of the Year Award, Nebraska Recycling Council
Omaha, NE	<ul style="list-style-type: none"> Environmental Award – Business/Industry Award, First Place, Keep Nebraska Beautiful Friend of the Environment Award, Earth Day Omaha

TABLE 3: 2017 AWARDS & RECOGNITION—RANKINGS

PUBLICATION	RANKINGS
<p>Engineering News-Record</p> <p>No. 8 - Top 500 Design Firms</p>	<ul style="list-style-type: none"> No. 10 - Top 100 Green Design Firms <ul style="list-style-type: none"> No. 2 - Top 5 in Green-Buildings Health Care No. 11 - Top 200 Environmental Firms <ul style="list-style-type: none"> No. 3 - Top 10 Environmental Science No. 8 - Top 10 Consulting/Studies No. 8 - Firms in CM/PM Work No. 9 - Top 20 Wastewater Treatment No. 15 - Top 20 Water Treatment/Supply No. 15 - Top 50 in Power <ul style="list-style-type: none"> No. 3 - Top 10 in Hydro Plants No. 5 - Top 10 in Solar Power
<p>Building Design+ Construction "Giants 300"</p>	<ul style="list-style-type: none"> No. 4 - Top Transit/TOD Architecture Firms
<p>Woman Engineer Magazine</p>	<ul style="list-style-type: none"> No. 27 - Top 50 Employers, Woman Engineer Awards





APPENDIX

2017 Awards & Recognition

TABLE 4: 2017 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
67 Albert Avenue Sydney, NSW, Australia	<ul style="list-style-type: none"> Good Design Selection®, Architectural Design: Interior Design Category, Good Design
 A Shelter in a Forest Cizre, Şırnak, Turkey	<ul style="list-style-type: none"> BSA Design Awards, Winner, Unbuilt Architecture and Design Category, Boston Society of Architects
Activated Carbon Injection, Dry Sorbent Injection for Omaha Public Power District Omaha, NE, USA	<ul style="list-style-type: none"> Merit Award, Engineering Excellence Awards, American Council of Engineering Companies of Nebraska
 Basin Creek Water Treatment Plant Butte, MT, USA	<ul style="list-style-type: none"> Best Project, Water/Environment Category, ENR Mountain States Best Project Awards, Engineering News-Record
Baxter Arena Omaha, NE, USA	<ul style="list-style-type: none"> Illumination Awards, Merit Recipient, Illuminating Engineering Society, Omaha Section
Bend Water Supply Program Bend, OR, USA	<ul style="list-style-type: none"> National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies Plant of the Year, Northwest Membrane Operator Association Grand Project Award, Engineering Excellence Awards, American Council of Engineering Companies of Oregon
Bluffton Parkway, Phase 5 Beaufort County, SC, USA	<ul style="list-style-type: none"> Engineering Excellence Award, Engineering Excellence Awards, American Council of Engineering Companies of South Carolina National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies
 Bridgepoint Active Healthcare Toronto, ON, Canada	<ul style="list-style-type: none"> Toronto Urban Design Awards, Award of Excellence, Public Buildings in Context Category, City of Toronto
Carson City Downtown Streetscape Improvement Project Carson City, NV, USA	<ul style="list-style-type: none"> Transportation Project of the Year, Outstanding Projects and Leaders Awards, American Society of Civil Engineers, Truckee Meadows Branch
Cincinnati Bell Connector Cincinnati, OH, USA	<ul style="list-style-type: none"> Honor Award, Engineering Excellence Awards, American Council of Engineering Companies
 Cleveland Clinic Abu Dhabi Abu Dhabi, United Arab Emirates	<ul style="list-style-type: none"> Green Commercial Building of the Year, MENA Green Building Awards, Emirates Green Building Council
Concord Medical Cancer Hospital & Proton Therapy Center Shanghai Shi, China	<ul style="list-style-type: none"> Design Awards, Merit Award, Unbuilt Category, American Institute of Architects, New Jersey Chapter
Council Bluffs Interstate System Omaha, NE, and Council Bluffs, IA, USA	<ul style="list-style-type: none"> Grand Award, Engineering Excellence Awards, American Council of Engineering Companies of Nebraska Grand Place Award, Engineering Excellence Awards, American Council of Engineering Companies of Iowa National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies



A cutting-edge ceramic membrane filtration system decreases chemical use, cuts operation staff labor and reduces energy use.

BASIN CREEK WATER TREATMENT PLANT,
BUTTE, MT, USA



APPENDIX

2017 Awards & Recognition

TABLE 4: 2017 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
Dallas County Jail, Medical Mental Health Modifications Dallas, TX, USA	<ul style="list-style-type: none"> 2017 Justice Facility Review Award, American Institute of Architects
 Defense Distribution Depot, San Joaquin-Tracy Site San Joaquin County, CA, USA	<ul style="list-style-type: none"> Region 9 Phoenix Award, Phoenix Awards Program
Delbrook Community Recreation Centre North Vancouver, BC, Canada	<ul style="list-style-type: none"> Community Recognition Award, Winner, Wood Works! BC Award of Excellence, Advisory Design Panel, District of North Vancouver
Dentsply Sirona Endodontic Suite, NYU College of Dentistry New York City, NY, USA	<ul style="list-style-type: none"> Philament Awards, Merit Award, Illuminating Engineering Society of North America, Philadelphia Section
 Factoria Recycling and Transfer Station Bellevue, WA, USA	<ul style="list-style-type: none"> Green Project Award, Innovation and Achievement in Sustainability, Northwest Construction Consumer Council
Filmore I-25 DDI El Paso, CO, USA	<ul style="list-style-type: none"> Best of Award, Best of Awards, Engineering News-Record Mountain States
Florence Howell Filter Plant Improvements Omaha, NE, USA	<ul style="list-style-type: none"> Merit Award, Engineering Excellence Awards, American Council of Engineering Companies of Nebraska
Governor Mario M. Cuomo Bridge Design-Build Westchester & Rockland Counties, NY, USA	<ul style="list-style-type: none"> Grand Award, Engineering Excellence Awards, American Council of Engineering Companies
Hartford Hospital Bone & Joint Institute Hartford, CT, USA	<ul style="list-style-type: none"> Healthcare Interior Design Awards, Academic/Teaching Hospitals Category, International Interior Design Association Best Project, Healthcare Category, Engineering News-Record, New England
HDR Arlington Design Studio Arlington, VA, USA	<ul style="list-style-type: none"> Design Awards, Corporate Under 50,000 SF Category, International Interior Design Association, Pennsylvania/New Jersey/Delaware Chapter
 Humber River Hospital Toronto, ON, Canada	<ul style="list-style-type: none"> Innovation in LEED Awards, Winner, New Construction Core & Shell, Canada Green Building Council, Greater Toronto Chapter
 I-70 Eastbound Peak Period Shoulder Lane Clear Creek County, CO, USA	<ul style="list-style-type: none"> Environmental Excellence Award for Context Sensitive Solutions, Environmental Excellence Awards, Federal Highway Administration
Iowa Crude Oil and Biofuels Rail Transportation Study Statewide, IA, USA	<ul style="list-style-type: none"> Engineering Excellence Award, Engineering Excellence Awards, American Council of Engineering Companies of Iowa



The new station uses 40% less energy than comparable facilities, reduces carbon dioxide emissions by 172.5 metric tons per year, saves 1.3 million gallons of potable water annually.

FACTORIA RECYCLING AND TRANSFER STATION,
BELLEVUE, WA, USA

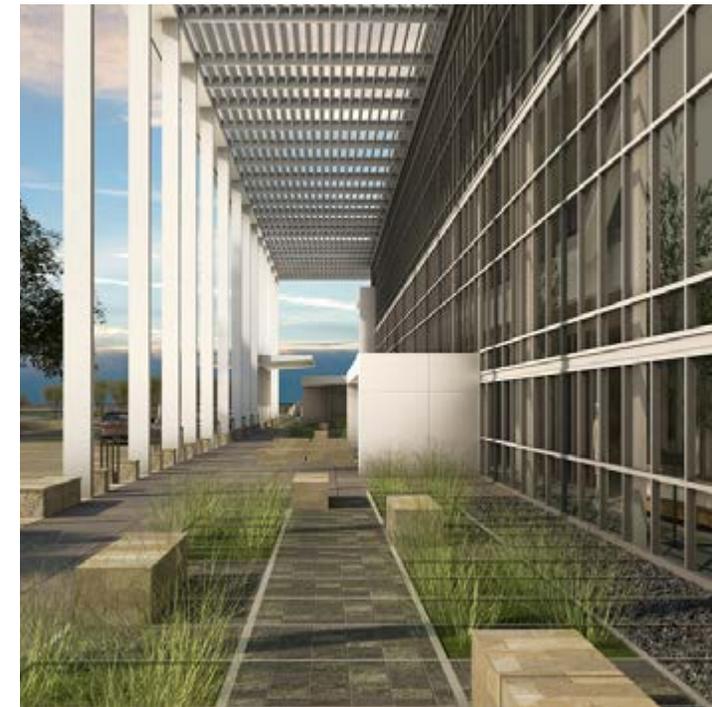


APPENDIX

2017 Awards & Recognition

TABLE 4: 2017 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
Iowa Premium Beef Wastewater Treatment Plant Tama, IA, USA	<ul style="list-style-type: none"> Grand Place Award, Engineering Excellence Awards, American Council of Engineering Companies of Iowa National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies
ITS Truck Intrusion Warning Systems New York, NY, USA	<ul style="list-style-type: none"> Platinum Award, Engineering Excellence Awards, American Council of Engineering Companies of New York
Jackrabbit to Big Sky Transmission Line Jackrabbit to Big Sky, MT, USA	<ul style="list-style-type: none"> National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies Honor Award, Engineering Excellence Awards, American Council of Engineering Companies of Montana
John & Carmen Gottschalk Founder's Room Omaha, NE, USA	<ul style="list-style-type: none"> Illumination Awards, Merit Recipient, Illuminating Engineering Society, Omaha Section
Kaiser Permanente Chino Grand NextGen Medical Office Chino, CA, USA	<ul style="list-style-type: none"> Design Excellence Awards, Kaiser Permanente Design Excellence Awards Program
Kaneko Entrance Addition Omaha, NE, USA	<ul style="list-style-type: none"> Excellence in Design, Merit Award, Architecture Category, American Institute of Architects, Nebraska Chapter
 Kansas City Streetcar Kansas City, MO, USA	<ul style="list-style-type: none"> Innovation in Sustainable Engineering Award, American Society of Civil Engineers Project of the Year, Transportation Category, American Public Works Association, KC Metro Chapter Grand Conceptor Award, Engineering Excellence Awards, American Council of Engineering Companies of Missouri Sustainable Transportation Award, Excellence in Sustainability Awards, American Planning Association (Sustainable Communities Division) Public Works Project of the Year, Transportation, More than \$75 Million Category, American Public Works Association Grand Award, Engineering Excellence Awards, American Council of Engineering Companies
 Kolos Data Center Ballengen, Norway	<ul style="list-style-type: none"> Design Awards, Merit Award, Unbuilt Category, American Institute of Architects, New Jersey Chapter
 Lackland Air Force Base Wilford Hall Ambulatory Care Center San Antonio, TX, USA	<ul style="list-style-type: none"> Best Projects Awards, Winner, Healthcare Category, Engineering News-Record Texas & Louisiana Excellence in Construction, Winner, Federal Government/Military Category, Associated Builders & Contractors, South Texas Chapter
 Long-Term Solid Waste Management Plan Toronto, ON, Canada	<ul style="list-style-type: none"> Gold Award, Excellence Awards, Solid Waste Association of North America



Key features include access to natural light, views to nature, intuitive wayfinding, enhanced sustainability through energy reduction and modular design of clinics for future flexibility.

LACKLAND AIR FORCE BASE WILFORD HALL
 AMBULATORY CARE CENTER, SAN ANTONIO, TX, USA



APPENDIX

2017 Awards & Recognition

TABLE 4: 2017 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
 MBTA Government Center Station Boston, MA, USA	<ul style="list-style-type: none"> National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies Diamond Award, Engineering Excellence Awards, American Council of Engineering Companies of New York Bronze Award, Engineering Excellence Awards, American Council of Engineering Companies of Massachusetts Public Works Project of the Year, Structures, More than \$75 Million Category, American Public Works Association
Materials Science & Engineering Building Sydney, NSW, Australia	<ul style="list-style-type: none"> International Architecture Awards, Winner, Schools and Universities Category, The Chicago Athenaeum: Museum of Architecture and Design The European Centre for Architecture, Art, Design and Urban Studies
 Mekong Delta Study Ho Chi Minh City, Vietnam	<ul style="list-style-type: none"> National Environmental Excellence Award, National Association of Environmental Professionals Project Merit: Environmental Impact Assessment, Business Achievement Awards, Environmental Business Journal
 Minnesota Department of Transportation Multimodal Transportation Plan and Minnesota State Highway Investment Plan Joint Update Strategic Communications Minneapolis, MN, USA	<ul style="list-style-type: none"> Honor Award, Engineering Excellence Awards, American Council of Engineering Companies of Minnesota
Minuteman Missile Visitors Center Philip, SD, USA	<ul style="list-style-type: none"> Merit Award, Engineering Excellence Awards, American Council of Engineering Companies of Nebraska
Mulgrave Senior School West Vancouver, BC, Canada	<ul style="list-style-type: none"> Interior Beauty Award, Excellence in Wood Design and Construction, Canadian Wood Council
Omaha Conservatory of Music Omaha, NE, USA	<ul style="list-style-type: none"> Excellence in Design, Merit Award, Interior Architecture Category, American Institute of Architects, Nebraska Chapter
Nebraska Department of Roads Categorical Exclusion Smartform Omaha, NE, USA	<ul style="list-style-type: none"> Merit Award, Engineering Excellence Awards, American Council of Engineering Companies of Nebraska
 NYC Building-Based Greenhouse Gas Emissions Reduction Targets Study New York, NY, USA	<ul style="list-style-type: none"> Platinum Award, Engineering Excellence Awards, American Council of Engineering Companies of New York
 Outer Powell Boulevard Safety Improvements Portland, OR, USA	<ul style="list-style-type: none"> Environmental Excellence Award, Environmental Excellence Awards, Federal Highway Administration/U.S. Department of Transportation



Our team provided a plan to reduce building-based GHG emissions 80 percent by 2050, in concert with the city's larger #80x50 #OneNYC campaign.

BUILDING-BASED GREENHOUSE GAS EMISSIONS REDUCTION TARGETS STUDY, NEW YORK, NY, USA



APPENDIX

2017 Awards & Recognition

TABLE 4: 2017 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
Pacific Campus Parking Structure Omaha, NE, USA	<ul style="list-style-type: none"> Excellence in Design, Merit Award, American Institute of Architects, Central States Chapter
Perris Valley Line Perris, CA, USA	<ul style="list-style-type: none"> Merit Award, Engineering Excellence Awards, American Council of Engineering Companies of California
Prince of Wales Hospital - The Bright Alliance Sydney, NSW, Australia	<ul style="list-style-type: none"> European Healthcare Design Awards, Highly Commended, Healthcare Design (Under 25,000 sqm) Category, European Healthcare Design Congress Excellence in Construction, Winner, Health Category, Master Builders Association
 Regional Water Supply Feasibility Assessments Ramsey County, MN, USA	<ul style="list-style-type: none"> Clean Water Champions Award, Freshwater Awards, Freshwater Society
 River's Edge Council Bluffs, IA, USA	<ul style="list-style-type: none"> Excellence in Design, Merit Award, Unbuilt Category, American Institute of Architects, Nebraska Chapter
 SR 520 Bridge Replacement and HOV Program GEC Seattle and Bellevue, WA, USA	<ul style="list-style-type: none"> Totem Award, Public Relations Society of America, Puget Sound Chapter Bridge Award of Excellence, Bridge Awards of Excellence, American Segmental Bridge Institute Grand Award, Excellence in Concrete Construction Awards, American Concrete Institute Grand Conceptor Award, Engineering Excellence Awards, American Council of Engineering Companies Gold Award, Structural Systems, Engineering Excellence Awards, American Council of Engineering Companies of Washington Project of the Year, Transportation Category, American Public Works Association - Washington Chapter Construction Excellence Award, Build Washington Awards, Associated General Contractors of Washington
 San Bernardino Transit Center San Bernardino, CA, USA	<ul style="list-style-type: none"> Merit Award, Engineering Excellence Awards, American Council of Engineering Companies of California Innovative Transportation Solution Award, WTS Recognition Awards, Women's Transportation Seminar, Inland Empire Chapter
 Seward Highway MP 75-90 Marine Mammal Monitoring Portage to Girdwood, AK, USA	<ul style="list-style-type: none"> National Environmental Excellence Award, Best Available Technology, National Association of Environmental Professionals



The goal is to build and maintain a sustainable, integrated multimodal transportation system that supports healthy communities and economic vitality while protecting the environment.

SR 520 BRIDGE REPLACEMENT AND HOV PROGRAM GEC, SEATTLE AND BELLEVUE, WA, USA



APPENDIX

2017 Awards & Recognition

TABLE 4: 2017 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
 Shirley Ryan AbilityLab Chicago, IL, USA	<ul style="list-style-type: none"> Healthcare Environment Awards, Winner, Acute Care Facilities Category, Contract Magazine with the Center for Health Design Healthcare Interior Design Awards, Academic/Teaching Hospitals Category, International Interior Design Association Annual Design Awards, Gold Award, Modern Healthcare Excellence in Design, Merit Award, Architecture Category, American Institute of Architects, Nebraska Chapter Best of the Year Awards, Winner, Health & Wellness Category, Interior Design Magazine Design Excellence Awards, Interior Architecture Category, American Institute of Architects, Chicago Chapter Best Projects Awards, Award of Merit (2017), Health Care Category, Engineering News-Record Midwest
 South 200th Link Extension SeaTac, WA, USA	<ul style="list-style-type: none"> Construction Excellence Award, Build Washington Awards, Associated General Contractors of Washington Green Building Showcase, Green Building Showcase Extravaganza, U.S. Green Building Council
 South Platte Interceptor Denver, CO, USA	<ul style="list-style-type: none"> National Recognition Award, Engineering Excellence Awards, American Council of Engineering Companies Honor Award, Engineering Excellence Awards, American Council of Engineering Companies of Colorado
 Springfield Union Station Springfield, MA, USA	<ul style="list-style-type: none"> Paul & Niki Tsongas Award, Best Then & Now Category, Preservation Massachusetts
 Sunshine Coast University Hospital Kawana, QLD, Australia	<ul style="list-style-type: none"> National Architecture Awards, Winner, Public Architecture Category, Australian Institute of Architects Sunshine Coast Regional Awards, People’s Choice Award, Australian Institute of Architects, Queensland Chapter Queensland State Architecture Awards, F.D.G. Stanley Award, Public Architecture Category, Australian Institute of Architects, Queensland Chapter Queensland State Architecture Awards, Karl Langer Award, Urban Design Category, Australian Institute of Architects, Queensland Chapter Sunshine Coast Regional Awards, Gabriel Poole Building of the Year, Australian Institute of Architects, Queensland Chapter Sunshine Coast Regional Awards, Regional Citation, Australian Institute of Architects, Queensland Chapter Awards for Excellence in Concrete, Winner, Concrete Institute of Australia Sustainability Awards, Winner, Public Category, Indesign Media



Features like gardens and a green roof promote a healing environment, while absorbing heat and the diverting rainwater from city sewers.

SHIRLEY RYAN ABILITYLAB, CHICAGO, IL, USA



APPENDIX

2017 Awards & Recognition

TABLE 4: 2017 AWARDS & RECOGNITION—PROJECT

PROJECT	AWARDS
THINK Whole-Person Healthcare Omaha, NE, USA	<ul style="list-style-type: none"> • Illumination Awards, Merit Recipient, Illuminating Engineering Society, Omaha Section
Transportation Security Administration Canine Academy, Lackland Air Force Base San Antonio, TX, USA	<ul style="list-style-type: none"> • Project Team Award, National Award of Merit, Educational Facilities Category, Design-Build Institute of America
U.S. 190 Copperas Cove Reliever Copperas Cove, TX, USA	<ul style="list-style-type: none"> • Gold Medal, Engineering Excellence Awards, American Council of Engineering Companies of Texas
 U.S. 36 Express Lanes Adams & Boulder Counties, CO, USA	<ul style="list-style-type: none"> • Honor Award, Engineering Excellence Awards, American Council of Engineering Companies • Engineering Excellence Award, Engineering Excellence Awards, American Council of Engineering Companies of Colorado
 Union Station to Oak Cliff Dallas Streetcar Dallas, TX, USA	<ul style="list-style-type: none"> • Outstanding Civil Engineering Achievement Merit Award, Outstanding Projects and Leaders Awards, American Society of Civil Engineers
United Hospital Mother Baby Center St. Paul, MN, USA	<ul style="list-style-type: none"> • Illumination Awards, Merit Recipient, Illuminating Engineering Society, Omaha Section
Westmead Hospital Redevelopment Westmead, NSW, Australia	<ul style="list-style-type: none"> • Excellence in Construction Awards, Winner, Site Safety Category (Commercial Projects, for early and enabling works), Master Builders Association
 Williamson Translational Research Building Lebanon, NH, USA	<ul style="list-style-type: none"> • Philament Awards, Merit Award, Illuminating Engineering Society of North America, Philadelphia Section



It combined ideas for integrating housing and employment with rail transit: walkable, mixed-use neighborhoods on the Oak Cliff side of the viaduct; and downtown Dallas’s robust commerce and medical services at the other end.

UNION STATION TO OAK CLIFF DALLAS STREETCAR,
DALLAS, TX, USA



APPENDIX

Commitments & Partnerships—Community and Stakeholder Engagement

TABLE 5: COMMITMENTS & PARTNERSHIPS

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
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 were named a silver-level signatory and are currently co-chairing the Sustainability Committee.	apta.com
American Society of Civil Engineers (ASCE)	Achieve a more sustainable and natural built environment by helping civil engineers fully understand, embrace and apply the principles and practices of sustainability to their work.	We have been involved in the organization for many years and hold leadership positions on various committees.	asce.org
American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)	Advance the arts and sciences of heating, ventilating, air conditioning and refrigerating to serve humanity and promote a sustainable world.	As members of the technical committee, we assisted in the development of Standard 189.2: Design, Construction and Operation of High-Performance Green Health Care Facilities, which prescribes the procedures, methods and documentation requirements related to high-performance green healthcare facilities.	ashrae.org
American Society of Mechanical Engineers (ASME)	Serve diverse global communities by advancing, disseminating and applying engineering knowledge for improving the quality of life; and communicating the excitement of engineering.	We hold a chair position in the Materials and Energy Recovery Division.	asme.org
American Water Resources Association (AWRA)	Establish a common meeting ground for people concerned with water resources in order to advance multidisciplinary water resources education, management and research.	We are a corporate member.	awra.org
American Water Works Association (AWWA)	Provide knowledge, information and advocacy to improve the quality and supply of water in North America and beyond.	We hold positions on various committees, including the Climate Change review panel.	awwa.org
American Wind Energy Association (AWEA)	Promote wind energy as a clean source of electricity for consumers around the world.	We have been a corporate member of AWEA for 17 years and hold leadership positions on various committees at the local and national levels.	awea.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 our project and company performance every year.	architecture2030.org
Association for Contract Textiles (ACT)	Promote the value of contract textiles through five goals, including: establishing and promoting voluntary performance and environmental guidelines and supporting textile design education and vocation.	We are a joint committee member for the development of the ACT Sustainable Textile Standards.	contracttextiles.org
Association of Metropolitan Water Agencies (AMWA)	Unify and speak for the largest publicly owned drinking water systems on regulatory, legislative and security issues.	We are a corporate member.	amwa.net
Business and Institutional Furniture Manufacturers Association (BIFMA)	Lead, advocate, inform and develop standards for the North American office and institutional furniture industry.	We participate as a Joint Committee Member for the development and ongoing updating of the BIFMA sustainable furniture standards, “e3” and “level” program.	bifma.org



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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 2016, we updated our pledge (signed in 2014) with the Center for Environmental Health (CEH), giving preference for flame retardant-free furniture.	ceh.org
Congress for New Urbanism	Promote walkable, neighborhood-based development as an alternative to urban sprawl using a proactive, multidisciplinary approach to restoring communities.	Our professionals are active members.	cnu.org
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
Electric Products Environmental Assessment Tool (EPEAT)	Assist purchasers in the public and private sectors to evaluate, compare and select electronic products based on their environmental attributes.	Since 2013, we have been an official EPEAT enterprise purchaser, after following EPEAT bronze minimum standards for leased and purchased computers, laptops and monitors for over seven years. Participating in this program and incorporating the requirements into our leasing and purchasing helps us to make environmentally responsible purchases, while providing our employees with the tools they need to do their jobs.	epeat.net
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
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 Healthcare (GGHC)	Integrate enhanced environmental and health principles and practices into the planning, design, construction, operations and maintenance of healthcare facilities.	We were a founding partner, and our professionals were involved in the early development of this guide and have contributed to various revisions.	gghc.org
Greenroads Foundation	Benefit communities and the environment by recognizing sustainable transportation projects and by promoting sustainability education for transportation infrastructure.	We are a member of Greenroads; HDR staff members currently sit on the Greenroads Foundation Board of Directors.	greenroads.org
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 pilot committee member, our work with the collaborative includes bringing a new standardized format for reporting product content and health-related information for building products. The HPD is meant to increase transparency and product innovation and performance, and to provide associated human health information to aid in decision-making and specifications of products.	hpdcollaborative.org
Healthier Hospitals Initiative (HHI)	Helps healthcare entities focus efforts toward a healthier, more sustainable future—healthier food, leaner energy, less waste, safer chemicals, smarter purchasing, engaged leadership.	We are a supporting A/E business for this program, which helps healthcare entities focus on a healthier, more sustainable future.	healthierhospitals.org



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Commitments & Partnerships—Community and Stakeholder Engagement

TABLE 5: COMMITMENTS & PARTNERSHIPS

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
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 chair the Envision Review Board (ERB) and participate in several committees.	sustainableinfrastructure.org
International Desalination Association	Committed to development and promotion of the appropriate use of desalination and desalination technology globally in water supply, water reuse, water pollution control, water purification, water treatment and other water sciences and technology	We are a corporate member.	idadesal.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 staff on the I2SL board, 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 is an Enterprise Sponsor of ILFI. Additionally, we act as an ambassador and member of the LBC ambassador advisory panel, helping recruit and train future ambassadors for the advocacy of the Living Building Challenge.	living-future.org
National Association of Clean Water Agencies (NACWA)	Provide leadership in environmental policy and technical resources on water quality and ecosystem protection issues in parallel with the Clean Water Act.	We are an active member of NACWA with a number of professionals holding leadership positions.	nacwa.org
National Hydropower Association (NHA)	Work to secure the energy, environmental, and economic benefits of hydropower resources for all Americans.	We are an active member of NHA with professionals holding leadership positions on the Board of Directors.	hydro.org
National Water Resources Association (NWRA)	Provide a forum for public and private entities concerned with the management, conservation and use of water and land resources.	We are an active member of NWAR with professionals holding leadership and committee positions.	nwra.org
NC Sustainable Energy Association (NCSEA)	Cultivate a robust clean energy ecosystem that unifies and benefits all of its stakeholders: consumers, businesses, the clean energy industry and utility energy providers.	We are a corporate member.	energync.org
Northwest Hydroelectric Association (NWHA)	Promote the region's waterpower as a clean, efficient energy while protecting the fisheries and environmental quality that characterize our Northwest region.	We are an active member, with professionals holding leadership positions on the Board of Directors.	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



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Commitments & Partnerships—Community and Stakeholder Engagement

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ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
Practice Greenhealth	Promote healthcare industry commitment to sustainable, eco-friendly practices to improve the health of patients, staff and the environment.	We support 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
Renewable Northwest Project	Advocate for the expansion of environmentally responsible renewable energy resources in the Northwest through collaboration with government, industry, utilities, customers, and advocacy groups.	We are a corporate member.	rnp.org
Solar Energy Industries Association	Represent an industry that will be the single largest source of new energy generation over the next decade and to grow as the national voice of a larger, more unified and more diverse industry.	We are a corporate member.	seia.org
Solid Waste Association of North America (SWANA)	Advance the practice of environmentally and economically sound management of municipal solid waste in North America.	We are an active member, with professionals holding leadership positions on numerous boards and committees.	swana.org
SWANA Research Foundation	Support SWANA’s mission through leveraging research dollars to conduct collectively funded and defined applied research projects that address pressing solid waste issues.	We are a member of the Advisory Board, which identifies and selects collectively funded research on pressing solid waste issues.	swana.org/Research/AboutARF.aspx
Transportation Research Board (TRB)	Provide innovative, research-based solutions to improve transportation. [Part of the National Academies of Sciences, Engineering, and Medicine.]	We are an Organizational Affiliate member of TRB with professionals holding leadership and committee positions.	www.trb.org
U.S. Business Council for Sustainable Development (BCSD)	Harness the power of collaborative projects, platforms and partnerships to develop, deploy and scale solutions to ecosystems, energy, materials and water challenges.	We are a corporate member.	www.usbcd.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/climateprotection/revise
U.S. Green Building Council (USGBC)	Expand green building practices through its LEED green building certification program, education and advocacy to support public policy that fosters green buildings and communities.	We were the first architecture firm to join the USGBC in January 1994, and continue our strong support as a Platinum-Level Sponsor. Our professionals have held significant leadership roles and noteworthy board and committee positions within the organization. Two LEED Fellows have been selected from HDR; one in the inaugural year class of 2011 and the second in 2012.	new.usgbc.org
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



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Commitments & Partnerships—Community and Stakeholder Engagement

TABLE 5: COMMITMENTS & PARTNERSHIPS

ORGANIZATION	THEIR MISSION	OUR COMMITMENT	WEBSITE
Waste-to-Energy Research and Technology Council (WTERT)	Identify and advance the best waste-to-energy technologies to increase the global recovery of energy and materials from used solids.	We are members of the Advisory Board, which works with engineers, scientists and managers from universities and industries to identify and advance the best available waste-to-energy (WTE) technologies, which drive the recovery of energy or fuels from municipal solid wastes and other industrial, agricultural and forestry residues.	seas.columbia.edu/earth/wtert
Water Design-Build Council	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.	waterdesignbuild.com
Water Environment Research Foundation (WERF)	Manage independent scientific research that leads to cost-effective responses to water quality concerns affecting the environment and human health.	We are a corporate member.	werf.org
Water for People	Help people in developing countries develop locally sustainable drinking water resources, sanitation facilities and health and hygiene education programs.	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	Sponsor research to enable water utilities, public health agencies and other professionals to provide safe and affordable drinking water to consumers.	We are a corporate member.	waterrf.org
WaterReuse Association	Advance beneficial, efficient uses of high-quality, locally produced, sustainable water sources for the betterment of society and the environment.	We are a corporate member.	waterreuse.org/association
Western Energy Institute	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 corporate member.	westernenergy.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 member at the Trailblazer level and hold leadership positions on various committees at the local and national level.	wtsinternational.org



APPENDIX

Employee Demographic Information

TABLE 6: EMPLOYEES BY GENDER

JOB GROUP	FEMALE	MALE	TOTAL
Executive/Senior-Level Officials and Managers	3	31	34
First/Mid-Level Officials and Managers	252	1,333	1,585
Professionals	2,130	4,080	6,210
Technicians	384	1,058	1,442
Administrative	597	65	662
Laborers and Helpers	3	5	8
Operatives	2	3	5
Totals	3,371	6,575	9,946

TABLE 7: EMPLOYEES BY AGE GROUP

JOB GROUP	16-24	25-34	35-44	45-54	55-64	65+
Executive/Senior-Level Officials and Managers	0	0	6	11	16	1
First/Mid-Level Officials and Managers	0	26	237	555	545	132
Professionals	213	1,888	1,788	1,185	877	259
Technicians	254	307	287	258	265	71
Administrative	45	181	129	147	122	38
Laborers and Helpers	0	1	2	2	3	0
Operatives	0	0	1	1	1	2
Totals	512	2,403	2,540	2,159	1,829	503

TABLE 8: EMPLOYEES BY ETHNICITY

JOB GROUP	AMERICAN INDIAN OR ALASKAN NATIVE	ASIAN	BLACK OR AFRICAN-AMERICAN	HISPANIC OR LATINO OF ANY RACE	NATIVE HAWAIIAN OR OTHER PACIFIC	WHITE	MULTI-RACE	NOT DISCLOSED
Executive/Senior-Level Officials and Managers	0	0	0	2	0	31	0	1
First/Mid-Level Officials and Managers	2	69	11	59	0	1,322	13	109
Professionals	22	619	149	341	10	4,461	102	506
Technicians	6	117	52	123	3	992	29	120
Administrative	4	37	44	50	4	450	13	60
Laborers and Helpers	0	0	1	0	0	4	0	3
Operatives	0	0	0	0	0	4	1	0
Totals	34	842	257	575	17	7,264	158	799

TABLE 9: EMPLOYEES BY COUNTRY

COUNTRY	
Australia	157
Canada	329
China	12
Germany	327
Ireland	1
Israel	1
Italy	1
Saudi Arabia	2
United Arab Emirates	39
United States	9,077
Totals	9,946