



## 2021 Sustainability Report | Building for the Future



## From Our CEO

It is abundantly clear that the environmental threats we face today will continue to grow in scale and scope, impacting current and future generations. As a Generational Company founded on the principle of stewardship, sustainability has always been an integral part of who we are and what we do: We improve mobility, enhance communities and economic vitality, and deliver sustainable, equitable, and resilient solutions for our clients and benefits for our communities. We do this with a holistic approach to development, infrastructure, and environmental needs.

Stemming from this core identity, we are heightening our focus on our responsibility to join other companies, countries, and citizens around the world to help mitigate the scale and impacts of climate change and support a more equitable society.

Embarking on all of our work in a sustainable manner is a key element of VHB's Vision—our inspirational guide to charting our course forward. To help us achieve this, sustainability is a foundational element of our 2021-2023 Strategic Plan, woven throughout all that we do.

In 2021, leaning into our focus on sustainability, we committed to assessing our firmwide performance through the ESG structure—environmental, social, and governance—which will allow VHB to measure our performance against recognized third-party standards and hold ourselves accountable to internal and external stakeholders with transparency.

In 2022, VHB will execute on these commitments by engaging with stakeholders, collecting and analyzing data to help us establish and track progress toward ESG targets, and initiating new policies and programs.

The efforts summarized in this report will provide the transparency, structure, and data needed to drive sustainability throughout our organization—furthering our commitment to stewardship and to delivering long-term value for our clients and our people.

I am proud of the progress we have made and look forward to working with our entire team to continue improving our ESG performance and impact firmwide.



Mike Carragher, PE  
President and CEO





# Contents



Sustainability has always been in our DNA by virtue of our Generational Company approach, as well as through our integrated thinking and enhancing mobility, being stewards of the environment, and promoting economic prosperity.”

—VHB Resilient Strategy 2021-2023

<b>From Our CEO</b> .....	<b>2</b>	<b>People &amp; Communities</b> .....	<b>20</b>
<b>ESG Framework</b> .....	<b>4</b>	Philanthropy & Community Impact .....	20
ESG Strategy Team.....	6	Employee Wellness.....	22
<b>Integrated Services</b> .....	<b>8</b>	Diversity, Equity & Inclusion.....	25
Triple Bottom Line Approach.....	10	Health & Safety .....	31
Envision.....	12	Learning & Development .....	33
Sustainability Council .....	13	<b>Governance</b> .....	<b>34</b>
Featured Projects .....	14	Board of Directors.....	34
<b>Environment</b> .....	<b>15</b>	ESG Leadership & Oversight .....	36
Greenhouse Gas Emissions.....	15	Compliance & Ethics Program .....	38
Strategic Foresight Meeting on Climate Change.....	17		
Green Team.....	18		

# ESG Framework

To ensure that we are delivering on our strategic plan and fulfilling the requirements of a Generational Company, we have developed an ESG Statement. This Statement—crafted by our ESG Strategy Team and endorsed by VHB’s Board of Directors—draws upon our Core Values and includes our ESG Commitments, which establish the framework for how we intend to achieve impact.



# ESG Statement

VHB's Board of Directors, CEO, and senior leaders collaborate to define our ESG approach and hold us accountable to deliver on these commitments. Our Core Values and culture provide the foundation of our commitment to corporate sustainability and to integrating ESG into our operations and the services we provide to our clients.

## ESG Commitments

Acting as stewards for future generations, VHB will:



### Environmental

- › Combat climate change, pollution, and other negative environmental impacts by reducing the impact of our operations.
- › Incorporate environmentally responsible and sustainable practices into all the services we provide to our clients.



### Social

- › Continue cultivating a culture of integrity that holds VHB and its employees accountable to the highest ethical standards.
- › Foster a diverse and inclusive workplace that allows all team members to be their complete, authentic selves.
- › Engage with underrepresented groups and provide equitable opportunities in recruiting, the workplace, and promotion.
- › Leverage diverse perspectives to deliver solutions that equitably provide benefits for our communities.
- › Empower employees to pursue rewarding careers while also prioritizing their wellness, health, and safety.
- › Support our communities through volunteer activities and charitable efforts.



### Governance

- › Establish a Board-accountable committee to set and hold VHB to ambitious ESG commitments.
- › Sustain a best-in-class compliance program that further advances VHB's ethical culture and empowers employees to discuss and report ethical challenges.
- › Establish bold ESG performance standards and targets for our operations and client projects.
- › Publicly report our ESG performance using recognized third-party frameworks to promote accountability and transparency.

This Generational Company philosophy and our longstanding [Core Values](#) deeply embed the Environmental, Social, Governance (ESG) framework into the fabric of VHB.

VHB's work helps improve mobility, enhance communities, build resilience, and contribute to economic vitality with a holistic approach to development, infrastructure, and environmental needs. We integrate sustainability throughout all our markets, services, and operations and act as stewards of the company, always leaving VHB in better condition for future generations.

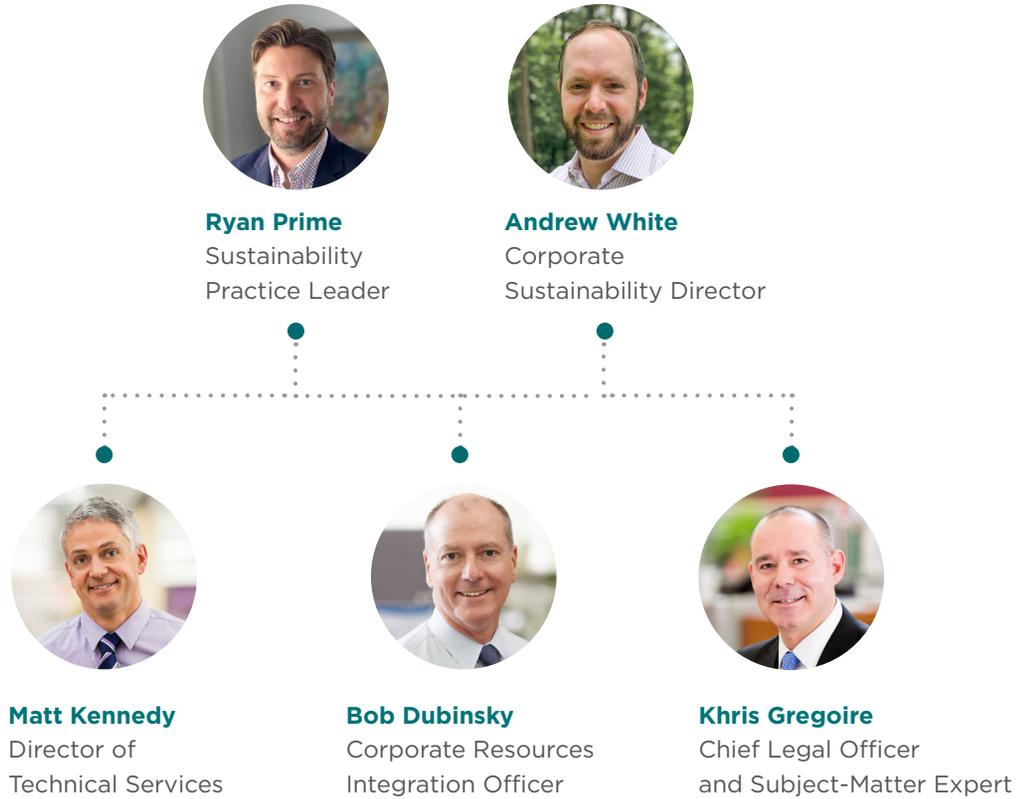
## ESG Strategy Team

In the past two years, VHB hired Sustainability Practice Leader Ryan Prime and Corporate Sustainability Director Andrew White. Working across our footprint, Ryan and Andrew lead the integration of sustainability into our markets, services, and operations.

Andrew and Ryan are joined by other senior leaders to form the ESG Strategy Team.

Please see the [Governance section](#) for more detail on the ESG leadership and oversight structure.

This report and our ESG Statement are the first steps toward taking a public, principled stance, and our teams have started adding structure to our existing practices that will inform our next steps. Over the next year, we will collect the data needed to align our efforts with recognized third-party frameworks, establish ESG targets, and begin working towards our ESG commitments. Our ESG program objectives are listed on the right; specific environmental, societal, and governance goals can be found within their respective sections in this report.



The ESG Strategy Team established the following process for delivering on our ESG commitments:

- 1 Take a public, principled stance
- 2 Add structure to existing practices
- 3 Use third-party frameworks to set bold, ambitious, and formal performance targets
- 4 Identify and execute initiatives
- 5 Communicate commitments and report progress





## 2021 Accomplishments

- ✓ Hired Corporate Sustainability Director
- ✓ Established ESG Strategy Team and governance structure
- ✓ Began drafting ESG Statement and ESG Oversight Committee charter



## 2022 Goals

- » Create a formal process for collecting data and managing and reporting on our ESG performance
- » Align our ESG reporting with third-party frameworks for measuring ESG performance
- » Establish and communicate ESG targets
- » Add two emerging leaders to the ESG Strategy Team, representing VHB's Green Team and DEI efforts, who will be mentored by corresponding senior leaders on the ESG Oversight Committee
- » Refine sustainability questions in our client experience surveys and introduce sustainability questions to employee engagement surveys to identify topics that are important to and would substantively influence both internal and external stakeholders



# Integrated Services

VHB's greatest potential in contributing to a more sustainable world is through the services we provide. By integrating sustainability into our daily conversations with clients, our approach to problem solving, and our culture as an organization, we support our mission to deliver resilient and sustainable solutions for our clients and communities.



VHB advises and collaborates with our clients to solve complex problems, helping them achieve their sustainability goals. Whether we are providing a traffic analysis for a new development, conducting soil investigations for a brownfield cleanup, leading an environmental review or designing a downtown streetscape, VHB is at the focal point of a project when social, environmental, and economic considerations are most crucial.

Sustainability is not an “add-on” service that we provide. It’s a lens through which we always look and an integral part of our approach that considers our clients’ needs—now and into the future. This sustainability mindset allows for collaboration, integration, and innovation across our markets, regions, and services.

## Core Services

**Transportation Planning & Engineering** | Our team develops transportation solutions for more efficient movement of people and goods across all modes of transportation—providing options that are technologically advanced, efficient, safe, and seamless. We are focused on delivering solutions that provide fair access to mobility and transportation to positively transform the communities in which we live, work, and play.

**Land Development** | At VHB, we understand our clients’ operating environments and infrastructure challenges, enabling us to deftly navigate the site planning, permitting,

and approvals process. Our engineers and designers deliver creative and practical land development solutions that incorporate sustainable measures to drive optimal outcomes.

**Planning & Design** | Our planners and designers are acutely aware of the social, equity, and public health concerns of the communities we serve. Using technology-enabled innovations, such as our [Healthy Mobility Model](#) and 3D visualization and modeling, combined with inclusive collaboration, we create great places for all while addressing historical, environmental, and economic challenges, goals, and opportunities.

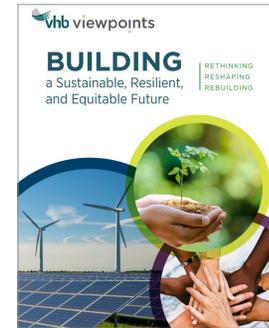
**Environmental** | Our team understands complex environmental regulatory processes at the federal, state, and local levels, with broad experience in water quality, wetlands, coastal zones, wildlife, endangered species, air quality, noise, and historic and archaeological resources. Balancing economic and social drivers and community needs within the context of the natural environment is a constant focus.

**Technology** | Our technology team leverages data to achieve higher-value results. VHB’s approach combines core service knowledge, data insights, and the application of technology to deliver innovative solutions for our clients’ planning, engineering and design, sustainability, and environmental compliance needs.



Sustainability is not new to VHB. It’s woven into everything we do—our culture, our operations, and our client-focused approach.”

—Mike Carragher, VHB President & CEO



[Read the recent e-book.](#)

## Sustainability Services

- › Carbon reduction/clean energy roadmaps
- › Climate action plans
- › Greenhouse gas inventories and reporting
- › Performance tracking, reporting, and dashboarding
- › Renewable energy sourcing/planning
- › Resilience/adaptation plans
- › Social equity and environmental justice assessments
- › Sustainability assessment and management tool development
- › Sustainability master/management plans
- › Sustainability rating systems support/ third-party verification (LEED, Envision, Parksmart, WELL, and others)

## Triple Bottom Line Approach

To guide the process of applying sustainability in our everyday work, VHB has established social, environmental, and economic focus areas to best capture the creativity and resourcefulness of our scientists, engineers, planners, and designers.

VHB implements a Start Smart workshop with team members to understand the interplay of these focus areas and develop sustainable solutions that integrate these concepts. Members of the team discuss the social, environmental, and economic impacts of a project and develop a shared vision, sharpen their focus

on sustainability, and explore a wide range of options. By bringing the whole team to the table and exploring sustainability with creativity and collaboration, we provide holistic sustainability solutions to our clients.

## Sustainability Checklist

PILLAR	FOCUS AREA	KEY THEMES ASSOCIATED WITH SUSTAINABILITY
<p><b>SOCIAL</b></p> 	 <p><b>Equity</b></p>	<ul style="list-style-type: none"> <li>Access &amp; inclusion</li> <li>Economics &amp; affordability</li> <li>Environmental justice</li> </ul>
	 <p><b>Health &amp; Safety</b></p>	<ul style="list-style-type: none"> <li>Active mobility</li> <li>Healthy communities</li> <li>Road safety</li> <li>Security &amp; resilience</li> </ul>
	 <p><b>Public Space</b></p>	<ul style="list-style-type: none"> <li>Improved quality of life</li> <li>Placemaking</li> <li>Enhanced open space</li> <li>Transit Oriented Development</li> </ul>
	 <p><b>Cultural &amp; Historic Resources</b></p>	<ul style="list-style-type: none"> <li>Aesthetics</li> <li>Sense of place</li> <li>Regulation compliance</li> </ul>
	 <p><b>Stakeholders</b></p>	<ul style="list-style-type: none"> <li>Methods for engagement</li> <li>Advocates &amp; end users</li> <li>Partnerships</li> </ul>

## Sustainability Checklist (continued)

PILLAR	FOCUS AREA	KEY THEMES ASSOCIATED WITH SUSTAINABILITY
<p style="text-align: center;"><b>ENVIRONMENTAL</b></p> 	 <p><b>Biodiversity</b></p>	<p>Creating or enhancing habitat</p> <p>Conservation</p>
	 <p><b>Water</b></p>	<p>Integrated water resources management (storm, potable, waste)</p> <p>Waterfront location &amp; climate resiliency</p>
	 <p><b>Waste</b></p>	<p>Reduce, reuse, recycle</p> <p>Contaminated materials management</p>
	 <p><b>Energy</b></p>	<p>Embodied energy</p> <p>Consumption reduction</p> <p>Renewable energy</p> <p>Carbon neutrality</p> <p>Resilience</p>
<p style="text-align: center;"><b>ECONOMIC</b></p> 	 <p><b>Economic Growth</b></p>	<p>Create new interactions (work &amp; play)</p> <p>Generate value for host community</p>
	 <p><b>Resilience</b></p>	<p>Hardening/fortifying</p> <p>Operations &amp; response/recovery</p>
	 <p><b>Durability</b></p>	<p>Material selection</p> <p>Life-cycle planning</p>
	 <p><b>Technology</b></p>	<p>Data collection &amp; analytics</p> <p>Smart technology</p>

## Envision

VHB is a strong proponent of the Envision Rating System, developed by the [Institute for Sustainable Infrastructure \(ISI\)](#) and the Zofnass Program for Sustainable Infrastructure at Harvard University's Graduate School of Design. VHB encourages our teams and clients to consider using the Envision framework. In 2012, VHB became a Charter Member of ISI and chaired the board through its early years to help lead this sustainability effort and keep our clients at the forefront of sustainability. VHB team members have served on the ISI Board and the Envision Review Board.

**73**

Envision Sustainability Professionals (ENV SP)

---

**3**

ISI-approved Envision trainers

---

**10**

Envision verifiers

---



## Sustainability Council

Since 2020, the Sustainability Council has led the strategic development and application of VHB's sustainability philosophy. Led by the Sustainability Practice Leader, the council is made up by the Director of Technical Services and each Service Line Chair. The council meets twice monthly and discusses how to integrate sustainability into each service line and market at VHB.

## Sustainability Community of Practice

The Sustainability Community of Practice (SCoP) is a group of technical practitioners who are interested in how sustainability can strengthen and expand their work with clients. The SCoP is one of the first Communities of Practice established at VHB. These groups are started and managed by employees, open to all employees, and provide members with opportunities to share ideas and resources and explore new tools and concepts.



I became a civil engineer because I believed that working on infrastructure would allow me to make the biggest impact on sustainability. I learned about Envision through the SCoP and was able to go through the training and become a certified Envision Sustainability Professional. With those credentials in hand, I recently proposed to a client that they take their project through the Envision verification process. I plan to help lead the project team through the concept and design phases to achieve a high level of sustainability, and I know I can lean on the CoP as needed.”

—Cierra Ford, Transportation Designer



## 2021 Accomplishments

### 3 key acquisitions

- ✓ Brinkerhoff Environmental Services
- ✓ CCR Environmental, Inc.
- ✓ Survey Engineering Resources, LLC

### 5 lunch & learns

- ✓ Composite Girder Bridge Solutions
- ✓ Sustainability: A Holistic Approach
- ✓ Now We're Talking: Sustainability
- ✓ Carbon Cure: Reducing the Carbon Footprint of Concrete
- ✓ Envision Framework: Innovations in Sustainability

### 9 Start Smart workshops for clients in 8 states

- ✓ Established the Sustainability Community of Practice
- ✓ Developed and rolled out the Sustainability Project Guide
- ✓ Implemented the Start Smart process to include sustainability workshops and understand the full context of a project



## 2022 Goals

- » Develop project sustainability metrics to measure and evaluate the impact of our work
- » Create an Applied Sustainability Plan to ensure that VHB's sustainability philosophy is woven through each of our strategic imperatives
- » Establish a climate action group to continue expanding VHB's capabilities and services in response to market demand
- » Expand the Sustainability Community of Practice to broaden audience and allow for more specialized sub-groups

## Featured Projects

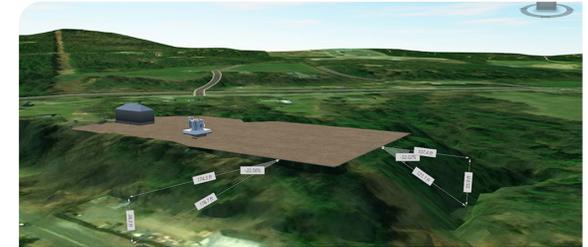
VHB is committed to continued collaboration with our clients to deliver complex, transformational projects that reimagine the built environment for the better, including those highlighted here.



Maine UAS Bridge Inspections | Statewide 🖱️



NCDOT Sustainability and VHB's Intersect Application | North Carolina 🖱️



Sustainable Substation Design 🖱️



Brown University Health and Wellness Center and Residence Hall | Providence, Rhode Island 🖱️



Children's National Research at Innovation Campus at Walter Reed | Washington, DC 🖱️



Rhode Island Bicycle Mobility Plan | Statewide 🖱️



Suffolk Downs | East Boston and Revere, MA 🖱️



World War I Memorial | Washington, DC 🖱️



Northeastern University Climate Justice Action Plan | Boston, MA 🖱️

# Environment

## Greenhouse Gas Emissions

Using [GHG Protocol](#), the most widely used third-party GHG accounting standards, VHB is in the process of creating our GHG inventory management plan and calculating the emissions that result from our operations. We are working with landlords, vendors, and supply chain partners to collect data and establish data-sharing and analysis processes that will provide more accurate, granular insight into our emissions profile. Once our inventory is completed later this year, we will submit our Letter of Intent to [SBTi](#) to establish an emissions reduction target in alignment with their [Net-Zero Standard](#) in support of the scientifically accepted goal of limiting planetary warming to 1.5°C.



In 2020, VHB conducted a greenhouse gas screening and materiality assessment to identify the primary sources of emissions resulting from our operations:

SCOPE	PRIMARY SOURCES OF EMISSIONS	POTENTIAL EMISSION REDUCTION APPROACHES
<b>Scope 1:</b> Direct emissions from company owned or controlled sources	 <b>Space heating for VHB offices</b>	Improve energy efficiency, electrify equipment and use heat pumps when feasible, and procure renewable energy.
	 <b>Fuel used in VHB vehicles</b>	Increase vehicle fuel efficiency and switch to electric vehicles powered by renewable energy.
	 <b>Fuel used in emergency backup generators and other equipment</b>	Convert to battery backup power and cloud storage powered by renewable energy.
<b>Scope 2:</b> Indirect emissions from purchased electricity, heat, and steam	 <b>Electricity used in VHB offices</b>	Improve energy efficiency, implement green leasing practices, and procure renewable energy.
<b>Scope 3:</b> Indirect emissions from VHB's value chain	 <b>Purchased Goods and Services</b>	Optimize procurement processes, shift to environmentally-preferable products, and incorporate cost of carbon.
	 <b>Business Travel</b>	Reduce travel, optimize routes, purchase SAFc, incorporate cost of carbon, and support the development and use of electric options when feasible.
	 <b>Employee Commuting</b>	Optimize office locations, incentivize mass transit, carpooling, and electric vehicles.
	 <b>Waste</b>	Refuse, reduce, reuse, repurpose, recycle, and compost.
	 <b>WFH Energy Consumption</b>	Purchase efficient equipment, educate employees, and offer clean power as an employee benefit.
	 <b>End of Life Treatment of Sold Products</b>	Coordinate with AEC industry and lobby clients to shift to digital delivery.

## Strategic Foresight Meeting on Climate Change

In October 2021, VHB hosted its [annual Strategic Foresight retreat](#) for its Board, Executive Committee, and other guests on the theme of climate change, ahead of the COP26 Summit. Our team met with industry leaders to explore current and anticipated societal impacts of climate change, financial and policy trends, and climate equity. Guest speakers included:

**Don Boesch** Professor Emeritus and President Emeritus at the University of Maryland Center for Environmental Science

**Sue Reid** Senior Advisor at Global Optimism and the Finance Team Co-lead at COP26 High Level Champions

**Jeff Eckel** chairman and chief executive officer of Hannon Armstrong, a leading investor in climate solutions

**Penn Loh** Senior Lecturer and Director of the Master of Public Policy Program and Community Practice at Tufts University's Department of Urban and Environmental Policy and Planning

Key takeaways emphasize that climate change is not just an environmental issue; mitigation, adaptation, and technology all go hand-in-hand, and collaboration in energy, political, and other sectors will be essential.



# Green Team

## Green Team Structure

**Vision:** Educate and inspire VHB employees to reduce their personal carbon footprint and the environmental impact of VHB’s operations.

**Mission:** Mitigate the impact of VHB’s operations and help VHB achieve its corporate environmental targets through local and companywide initiatives.

VHB’s Green Team was launched in 2015 and has been an impactful part of VHB’s sustainability efforts, helping to educate

colleagues on ‘green living’ concepts, organizing volunteer events, and developing pilot programs, such as office composting and community gardens. Historically, Green Team efforts were categorized into four areas: communities, people, operations, and projects. Over the past two years, we have reconsidered how the Green Team can be most successful in contributing to VHB’s sustainability efforts and have narrowed its focus to operations and outreach to colleagues.

Project work is now embedded within the roles of our Sustainability Practice Lead, Sustainability Council, and Sustainability Communities of Practice, while VHB Cares, our DEI Steering Committee, and other groups are addressing communities and people.



## Earth Day Celebrations

- » **2021:** VHB Energy Super Hero Challenge, with prizes for the biggest at-home carbon cutters
- » **2022:** Watershed cleanups at offices across our footprint



## 2021 Accomplishments

- ✓ Relunched VHB Green Team

**160+** members  
nearly 10% of the company

- ✓ Strategic Foresight meeting on climate change



## 2022 Goals

- » Follow the GHG Protocol to establish an Inventory Management Plan and calculate our GHG emissions
- » Continue and formalize initiatives that reduce our GHG emissions, including waste reduction, energy efficiency within offices, fleet efficiency improvements, and reduced and more efficient business travel
- » Continue revitalizing VHB Green Teams to support our environmental targets with initiatives such as energy efficiency campaigns, environmentally preferred purchasing processes, and waste management/reduction efforts
- » Submit Letter of Intent to SBTi to establish an emissions reduction target in alignment with their Net-Zero Standard



# People & Communities

## Philanthropy & Community Impact

At VHB, we have a long-standing tradition of being responsive to and partnering with our communities, thanks to the civic-minded employees who contribute their time and money to worthy causes. VHB Cares, the company's largest charitable program, is run by VHB employees, with each office selecting the charities they will support. VHB provides matching donations and flexibility for employees to participate in these important initiatives during work hours.

**42**  
years

**\$4M+**  
raised for charitable organizations

While running the program during the pandemic has been challenging, VHBers stepped up with their creativity, supported by our IT Team and digital platforms, and we were able to continue our strong tradition of philanthropy. In addition to our long-standing tradition of established philanthropic programs, VHB also steps up each year to support people near and far who face unanticipated challenges, such as last year's deadly storms in the South and Midwest and this year's devastating humanitarian crisis in Ukraine.



**Jimmy Fund.** Since 1995, VHB has supported the Jimmy Fund's mission of fighting cancer through research and treatment of childhood diseases. Each year, VHB holds golf tournaments in both MA and NH that are attended by clients, colleagues, and VHB employees.

**\$100,000** in 2021

**\$1.5M+** cumulatively

**VHB Family Scholarship Program.** Each year, five accomplished children of VHB employees receive a \$2,000 scholarship through a competitive process that is managed independently by the non-profit Scholarship America, which selects recipients based on academic achievement, leadership, participation in school and community activities, honors, work experience, and a statement of educational and career goals.

**15** years **70** students

**\$104,000** in scholarships

**Celebrating PRIDE.** In recognition of PRIDE month, VHB designed a colorful t-shirt encouraging the celebration of diversity. VHB donated 100% of proceeds from the t-shirt sales to The Trevor Project, an organization focused on suicide prevention among LGBTQ+ youth.

**\$2,000**

donated to The Trevor Project

**Supporting the Red Cross and other non-profits.** In December 2021, after the deadly storms that devastated Kentucky and parts of the Midwest and the South, VHB and our employees came together to raise money to support the Red Cross's recovery efforts.

**\$4,600**

donated to the Red Cross



## ✓ 2021 Accomplishments

**\$272,936**

Donated to charity through corporate and employee donations

**900** hours

Estimated volunteer service to charitable organizations provided on behalf of VHB, on company time

✓ VBay Online Auction

**\$62,000** raised for charity

**268** online items

**30** offices participated

✓ Virtual Turkey Trot

**20** total VHBers (not including the many family/friends who participated!)

**23** offices participated

## 🎯 2022 Goals

- » VBay Online & In-Person Auction
- » Golf Tournaments
- » Office Mini-golf
- » Game/Trivia Nights
- » Thanksgiving Potlucks
- » Turkey Trot
- » Holiday Drives

## Employee Wellness

VHB supports our employees and their families with a [best-in-class benefits program](#) that includes high quality, affordable medical, dental, and vision insurance; 401k and other financial benefits; and a host of other benefits and resources that support whole-self care.

### Core Benefits

- › Medical
- › Dental
- › Vision
- › Health Savings Account
- › Legal Services and Identity Theft Protection
- › ID Theft Recovery and Card Monitoring
- › Flexible Spending Accounts
  - Medical
  - Dependent Care
  - Limited Purpose
  - Transit
- › Life Insurance
- › Disability Insurance
- › Long-Term Care
- › Domestic Partner Coverage
- › 401(k) and After-tax Savings Accounts
- › Cigna Employee Assistance Program: Confidential and available 24/7
- › Go365 Humana health and fitness platform



## Additional Benefits

- › Paid parental leave
- › Care.com: Access to an online network of providers for childcare, senior care, housekeeping, and other care needs, plus 10 backup care days for children or adult care
- › Ovia Health: Maternity and family support for fertility, pregnancy, and parenting
- › Nivati: Whole-self resources, including counseling services and on-demand yoga, meditation, and nutrition videos
- › 529 College Savings Plan
- › Adoption Assistance
- › Auto and Home Insurance
- › Bereavement Support
- › Family Scholarship Program: Five \$2,000 scholarships awarded annually to children of VHB employees through a competitive process administered by an independent third party
- › Travel Assistance
- › Tuition Assistance
- › Fitness Reimbursement
- › Employee Discounts

## Programs & Other Resources

- › Reset for Resiliency: A 12-part series hosted by Claire Breeze, renowned international expert in resiliency, on our ability to distinguish states of resiliency from states of endurance
- › VHB Together and VHB Connected: Employee engagement programs that provide opportunities to connect and network with colleagues across our footprint
- › Hybrid Workplace program, based on our Core Values and 10 Guiding Principles, which balances in-person engagement and remote work and allows for individual flexibility



✓ **2021 Accomplishments**

- 1**  
employee engagement survey

---

**4**  
EAP health and wellness webinars

---

**2**  
company-wide step challenges

---
- 3**  
community conversations

---

**376**  
Go365 members

---

**1**  
multi-sport challenge

---

✓ Partnered with Culture Amp to strengthen our ability to solicit feedback from our people and use the data we collect to inform how we continue to evolve and grow as a company

**76%**  
response rate

---

**82%**  
overall engagement score—top quartile of top U.S. professional services firms

---

**90%**  
favorable response to the statements “I would recommend VHB as a great place to work” and “I feel proud to work for VHB”

---

**87%**  
favorable response to the statement “I know what I need to do to be successful in my role”

---

**85%**  
favorable response to the statement “VHB’s executive leaders keep people informed”

---



- ✓ Held three Community Conversations, including one on Mental Health Awareness: 250 VHBers came together to discuss how we can reduce the stigma and change the mindset around mental health. Mike Carragher moderated a discussion with panelists Dr. Greg Harris, Senior Medical Director, Behavioral Health at BCBS; resiliency expert Claire Breeze; and VHB’s DEI partner Gwen Crider
- ✓ Created a new position on the Benefits Team dedicated to Leaves of Absence to enhance the employee leave experience
- ✓ Introduced our Hybrid Workplace program, which increases flexibility to further support work-life balance

🎯 **2022 Goals**

- » Deliver 10-12 Cigna EAP webinars focused on health and wellness
- » Enhance visibility of differentiating benefits to managers, employees, recruits
- » Re-evaluate the leave of absence process and develop materials and resources to support employees and managers
- » Develop programs and events to support employees approaching retirement
- » Evolve benefits and Open Enrollment programs to further support the hybrid work environment
- » Roll out a new Parental Leave Benefit, which includes Maternity Leave for birthing parents paid at 100% of their base salary for up to eight weeks after childbirth. In addition, VHB provides employees with paid Parental Caregiver Leave following the birth, adoption, or foster care placement of a child to allow for additional family bonding time paid at 100% of the employee’s base salary for up to four weeks
- » Launch Ovia Health benefit, offering on-demand maternity and family building support
- » Hold first Parent Expo—Participants will be able to learn more about our family-focused benefits and connect, share, and support each other
- » Evolve VHB’s company holidays to allow employees flexibility to celebrate the holidays or observances that are most meaningful to them

## Diversity, Equity & Inclusion

VHB has always focused on people—our clients, our employees, our partners, and those in our communities. We intentionally foster a culture of diversity, equity, and inclusion—supported by deep-rooted [Core Values](#), one of which is diversity. We have sought to create an environment where people of all identities, backgrounds, and perspectives feel welcome and are provided equitable opportunities to grow and thrive, both personally and professionally.

In recent years, VHB's efforts to advance DEI have grown stronger and more purposeful. We have committed to ongoing dialog and initiatives to raise awareness, broaden our perspective, expand our understanding and empathy, and make certain that everyone is provided with equitable opportunities to maximize their success. We recognize that these efforts have no end date; we will always be iterating and improving. We will strive to create a culture where every VHBer, today and tomorrow, feels that they are included and belong here.

### DEI Steering Committee

VHB's DEI Steering Committee (DEISC) was established in December 2020 to advance VHB's strategic priority of fostering DEI, both internally and externally. The 12-member committee is co-chaired by Mike Carragher, President & CEO, and Keri Kocur, Chief People Officer, and comprised of Board members, senior leaders and representatives from VHB IDEAL (Inclusion, Equity, Diversity Alliance) and the Emerging Professionals group. The DEISC collaborates to advise and inform VHB's long-term DEI vision, goals, and priorities. They provide input on policies and practices, recommending priorities, establishing accountability, and measuring progress towards goals.

**DEI Consultant.** VHB has invested in a strategic partnership with [Gwen Crider](#) a seasoned DEI professional to help design and build our DEI initiatives. Together we developed VHB's Unconscious Bias Awareness Workshop to increase awareness of how pervasive bias is, help us recognize when we are (or might be) biased, and learn how to prevent that bias from affecting our decision making. VHB people leaders are required, and all VHBers are encouraged, to participate in this workshop. We've had over 450 employees participate in the workshop since it launched in 2020.

Research tells us that diverse organizations with inclusive cultures are more likely to attract and retain bold, bright, passionate professionals; be high performing, innovative, and agile; and meet or exceed financial targets. As important as these outcomes are, however, they are not the end game. At VHB we are committed to sustaining a diverse, equitable, and inclusive organization because only in such an environment can each of us become our best self, growing and evolving through a dialog of many voices—and elevating our humanity in the process.”

—Mike Carragher,  
President & CEO



Our DEI consultant also helped us develop a Community Conversations series, held via livestream and open to all employees, to foster dialogue and greater understanding around the pressing social issues of our time, including systemic racism, social justice, and mental health.

## Advancing the Industry

VHB has taken a leadership stance in advancing DEI throughout the AEC industry. President & CEO Mike Carragher and CPO Keri Kocur spearheaded the creation of the ACEC Design Professionals Coalition (DPC) D&I Working Group (DIWG). DPC is an ACEC coalition of some of the nation's largest professional engineering, consulting, and project delivery firms. Together DPC collaborates to protect and promote the interests of the public good, the industry, the profession, the individual companies, and the professionals. DPC raises the level of collective awareness through education and awareness building, better positioning our industry to advance its mission.

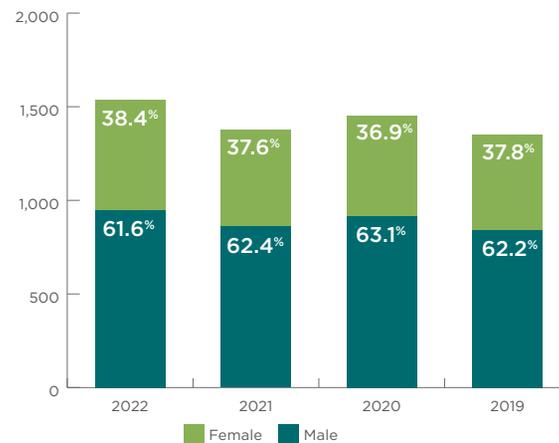
In 2018, VHB co-sponsored with DPC the first D&I-focused survey conducted in the AEC industry, which established a baseline for benchmarking D&I program development. The DIWG used the survey results and collected examples and insights on best practices for furthering DEI initiatives at our firms so that we can advance the entire industry together. Results were published in a March 2020 report, [Diversity & Inclusion, Keys to Success & Lessons Learned](#). Mike Carragher

regularly presents on the topic of DEI for industry organizations, including ACEC, WTS, and EFCG.

## Diversity Data

The data in the following graphs reflects the diversity of VHB employees as of early 2022.

### Gender



The AEC industry is comprised of

**16.5%** women and

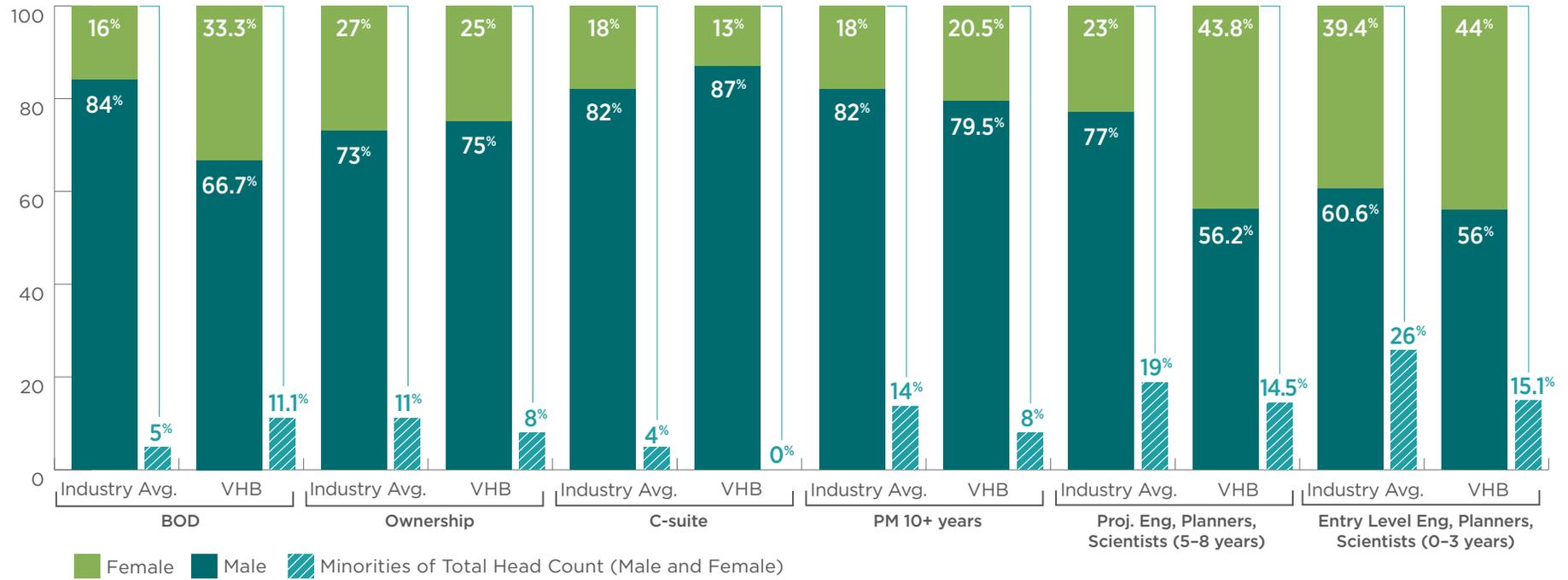
**21.2%** people of color

according to the U.S. Bureau of Labor Statistics. Additionally, more women than men leave engineering degree programs and careers in engineering, further decreasing female representation especially among mid- to senior-level professionals.

VHB was recognized by AEC Advisors in their 2021 Diversity Index as one of the top three firms (among 303 survey respondents) in the combined gender and race category for firms of our size (\$250M-\$1B). Our percentage of women employees increased two years in a row during the pandemic—a time when [3 million women](#) left the workforce, often due to caregiving responsibilities. In response to the challenges of balancing work and family, especially during the past two years, VHB has offered a number of new benefits and significantly expanded our parental leave policy.



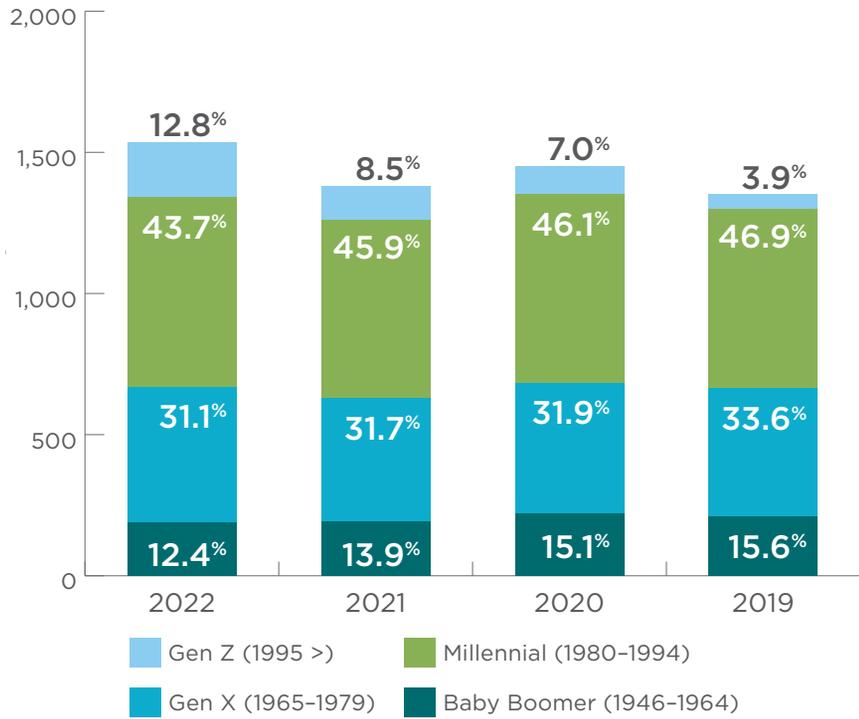
### Diverse Representation by Level Compared to Industry Average



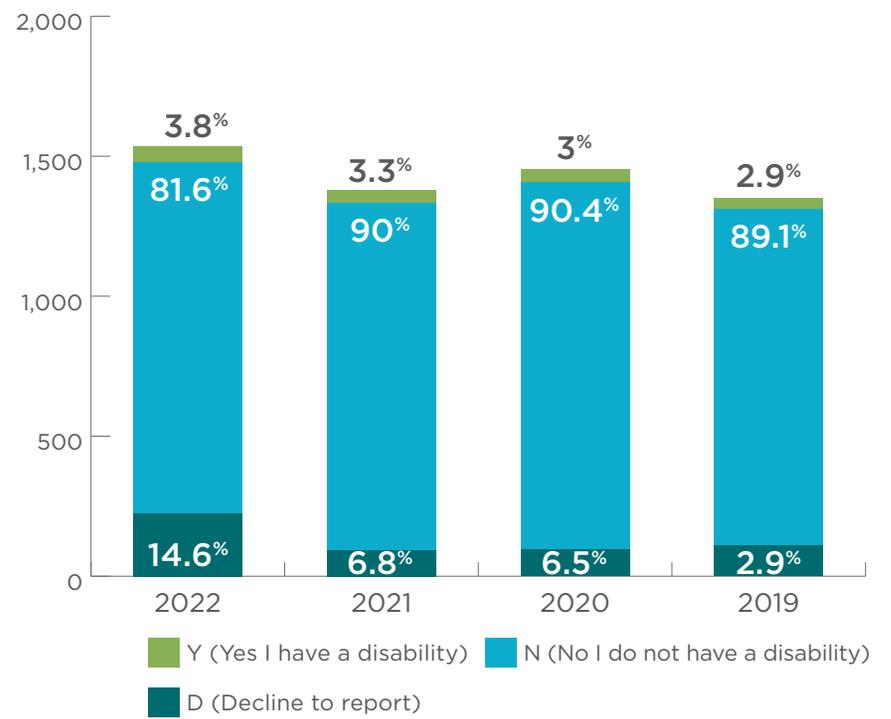
### Ethnicity

Year	American Indian/Alaskan	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other	Two or More Races	White	Total
2019	1	78	37	64	1	13	1158	1352
2020	1	77	37	69	1	13	1254	1452
2021	2	75	24	69	1	13	1194	1378
2022	4	84	33	80	1	17	1318	1537

### Generation



### Disability



## Benchmarking & Identifying Gaps

As a federal contractor, VHB is required to complete annual affirmative action plans according to [OFCCP](#) regulations, which includes benchmarking and identifying gaps through utilization analysis. In cases where underutilization of women, minorities, protected veterans, or people with disabilities are identified, goals and timetables are established to achieve balance with representation in the workforce. Action steps are identified in our affirmative action plans to help us continue to attract more diverse candidates to our talent acquisition pipeline.



## Talent Acquisition

**VHB College Ambassador Program.** VHB's team of 50 College Ambassadors (CAs) volunteer to build relationships with students, faculty, alumni, and leaders in higher education to raise awareness of VHB as an employer of choice.

**HBCU Connect Partnership.** VHB partners with HBCU Connect to post job opportunities on their website, increasing visibility with students and alumni from historically Black colleges and universities. Additionally, we're collaborating on new strategies to build relationships and attract talent from HBCUs, including hosting diversity recruitment events in partnership with HBCU Connect.

**CREST (Commercial Real Estate Success Training).** VHB participates in this 10-week paid internship program that provides opportunities for women and students from diverse backgrounds to learn about the commercial real estate industry.

**LIFT2 Externship.** A project of the non-profit Teachers21.org, which places committed teachers into paid externships with companies in STEM fields, including VHB, so they can experience firsthand what careers might look like for their students and help enliven their STEM teaching.

## Salary Benchmarking to Promote Equity

VHB is committed to providing fair treatment, access, opportunity, and advancement for all, while striving to identify and eliminate barriers that historically have prevented full participation of some groups.

For more than 20 years, we have conducted extensive annual internal salary audits and benchmarking to ensure equitable pay across our footprint. We developed a Compensation Guide to inform all employees on how salaries, bonuses, and adjustments are determined to increase transparency, accountability, and foster two-way discussions on pay.

VHB was also one of the first companies to sign the Boston Women's Workforce Council's (BWCC) [100% Talent Compact](#) in 2014 to show our commitment to eliminating the gender and racial wage gaps and ensuring equitable compensation. In support of this, VHB reports companywide employee demographic and salary data anonymously to BWCC every two years.

## Inclusion



VHB is committed to fostering an inclusive work environment and culture that allows all employees to bring their authentic selves to work, feel a sense of belonging, and find opportunities to realize their full potential.

**VHB IDEAL: Inclusion, Diversity, and Equity Alliance.** VHB IDEAL is our highly visible and active employee resource group that engages employees across our footprint to promote awareness, inclusiveness, openness, and diversity. Founded in 2018, the group has grown to nearly 300 members with four co-chairs who lead the group's mission to model and promote a culture of diversity, equity, and inclusion at VHB through continual learning, furthering strategic imperatives pertaining to DEI, and acting as trusted employee advocates and diversity champions.

## Supplier Diversity

VHB is firmly committed to building relationships, partnering with, and facilitating the growth of our small and diverse business partners. VHB's DEI & Compliance Manager advances and monitors VHB's supplier diversity initiatives, including a supplier registration portal hosted by Supplier Gateway—itsself a minority-owned business—for tracking and reporting data and identifying, vetting, and onboarding new diverse suppliers.



## 2021 Accomplishments

- ✓ Established the DEI Steering Committee Charter and provided recommendations for advancing DEI at VHB within the four pillars of culture, talent acquisition, clients, and industry
- ✓ Platinum sponsor of the inaugural TRB Conference on Advancing Transportation Equity
- ✓ Held three company-wide Community Conversations on the topics of acknowledging difference, mental health, and connecting and belonging
- ✓ Updated the VHB IDEAL Charter to better align efforts and goals with those of the DEISC
- ✓ In April, Mike Carragher, CEO & President, and Keri Kocur, CPO, hosted our first virtual HBCU Connect career open house that attracted nearly 300 people
- ✓ Kristine Zimmerman spearheaded the ACEC/MA Diversity, Equity & Inclusion Forum
- ✓ Joe Wanat led the development of DEI resources for the ACEC/MA Diversity, Equity, and Inclusion Forum



## 2022 Goals

- » Craft a DEI commitment statement to help ensure that DEI is embedded in all we do
- » The DEI Steering Committee will establish baseline metrics to measure and track progress and ensure accountability within VHB's culture, in our talent acquisition, with clients, and within the industry
- » The DEI Steering Committee will submit an annual report to the Board of Directors
- » Increase communication and transparency around equitable pay, career development, and ownership opportunities
- » Add a gender-neutral or non-binary category to our gender reporting options to further capture gender diversity among employees and increase a sense of inclusion, recognition, and belonging for this population
- » Welcome our third CREST intern in June after a two-year hiatus due to the pandemic

## Health & Safety

At VHB, the health and safety of our people is number one. Through the Health and Safety Group, our goal is to provide a safe and healthy work environment, where all employees have access to the proper resources—policies, procedures, training, supervision, materials, and equipment—to perform their work safely.

### Health & Safety Organization

The Health and Safety Group, led by Kelly Pina, Health & Safety Program Manager, includes representatives from each VHB office and corporate leaders who facilitate communication and promote health and safety companywide. We make it part of our everyday activities to build a sustainable safety culture at VHB.

Our Health and Safety Office Representatives provide specialized knowledge to corporate leadership and critical resources to employees. Monthly meetings are held with these representatives, who then share information with their offices, including “safety moments” that address current topics and concerns.

### COVID-19 Response

Health and safety took on new meaning during the pandemic. VHB responded to the challenges of COVID-19 with a number of initiatives, including:

- › An immediate pivot to remote work
- › Publication of detailed guidelines, including COVID-specific field work protocols
- › Enhanced cleaning and safety practices
- › Development of a health screening app
- › Deployment of the ReturnSafe platform to track vaccine data
- › A robust communications plan to keep VHBers well informed

### OSHA Requirements

The Health and Safety Group seeks out the best practices in the industry to exceed the minimum requirements of U.S. Department of Labor Occupational Safety and Health Administration (OSHA). And as we expand our services to support our clients, we provide employees with new tools to stay safe.





## 2021 Accomplishments

- ✓ Developed a new electrical hazard awareness training that was completed by 66 employees
- ✓ 161 new employees completed OSHA 10-Hour Construction Safety training, which is required by VHB for everyone conducting field work
- ✓ 56 employees completed Hazardous Waste Operations and Energy Response (HAZWOPER) trainings, either the 40-Hour or annual 8-Hour Refresher
- ✓ 92 employees were certified in First Aid, CPR, and AED, bringing the total number of certified employees to over 150
- ✓ Introduced an app for field workers to check out at the beginning of their day and check back in when they have returned home safely
- ✓ Safety briefs were published to address reported incidents related to tick awareness, traversing uneven terrain, and walking on snow and ice.
- ✓ The VHB Incident Reporting Hotline is available to all employees 24/7. There were 10 OSHA-recordable work-related injuries and illness in 2021, and all were minor incidents.
- ✓ VHB's Experience Modification Rating (EMR) is currently .87, which means our workers' compensation claims are lower than the industry average EMR of 1.0



## 2022 Goals

- » Promote best practices for vehicle safety, field work during hunting seasons, and other topics through a new Safety Step-Up program that will reinforce a positive safety culture at VHB through interactive workshops with all employees
- » Implement a confined space entry policy that establishes specific training requirements, detailed procedures, and entry permit standards to be approved by the newly chartered VHB Confined Space Review Group
- » Customize the VHB Health and Safety Plan template to address HAZWOPER projects

### ISNetworld Member

- » VHB is a member of ISNetworld and qualified as a safe, reliable, and sustainable contractor. Master Service Agreements are carefully reviewed for client reporting requirements

---

## Hazard Mitigation

A variety of resources are available to help employees identify and mitigate hazards across VHB's wide array of services.

- » H&S Orientation Onboarding Video
  - » H&S Resources on VHB Central
  - » H&S Manual and Policies
  - » Employee Trainings
  - » Project Manager Training Program
  - » Ergonomic Self-Assessment
  - » Secure Office Protocol
  - » Hazard Assessment Procedure
  - » Site-Specific H&S Plan Template
  - » Safety Communication Plan
  - » Field Books (for work on Construction Sites, Environmental, Land Survey, Transportation, and Unmanned Aircraft Systems/UAS)
  - » Job Hazard Analysis Library
  - » Safety Briefs
  - » Incident and Near Miss Reporting
  - » Medical Monitoring
  - » Chemical Safety Data Sheets Online Catalog
  - » Safety Footwear Program
  - » Other Personal Protective Equipment (PPE) and Field Safety Supplies
-

## Learning & Development

Learning and development is a core value at VHB. We seek to advance the learning culture in our organization by providing all employees with opportunities to grow and develop through meaningful learning experiences. The fundamental philosophy that drives us is that learning experiences are most effective when they are engaging, memorable, and meet the needs of our people and our business, with an emphasis on sustained skill development and targeted follow-up.

VHB's in-house Center for Education is accredited by the International Association for Continuing Education and Training to provide continuing education units (CEU). VHB complies with the ANSI/IACET Standard, which is recognized internationally as a standard of excellence in instructional practices. Our offerings—in the areas of business acumen, people skills, and technical knowledge—range from one-hour Lunch & Learns to more involved workshops held over a series of days, months, and even years.



## Professional Development Programs

CFE workshops promote professional development in project management, leadership, and finance. They also cover technical topics that help advance VHB's strategic priority of weaving sustainability, data and technology into all that we do.

## Lunch & Learns

These one-hour presentations help VHBers to gain new insight and develop skills that can be applied directly to their daily work and career growth. Workshops are offered periodically through the Learning & Development Group, project teams and service lines, or by request.



### 2021 Accomplishments

**267** continuing education units delivered

**632** employees participated in CFE workshops

- ✓ Introduction to Project Management
- ✓ Project Manager Development Program
- ✓ Leading People
- ✓ Making Money at VHB
- ✓ VHB LEADS Leadership Workshop
- ✓ Effective Technical Writing
- ✓ Unconscious Bias Awareness
- ✓ Suite of technical workshops in specific applications and disciplines

**600+** employees attended 8 Lunch & Learns

**3** learning programs developed

- ✓ Safety Protocol & Electrical Hazard Awareness
- ✓ Construction Phase Services
- ✓ Unconscious Bias Awareness Workshop developed in partnership with our longtime DEI consultant Gwen Crider and delivered to
  - » 300+ People Leaders in 2020
  - » 50 People Leaders + 100 employees in 2021



### 2022 Goals

- » Complete a Sustainability module to be incorporated into all new employee onboarding, reflecting our strategic emphasis on sustainability in all that we do
- » Support VHB's transition to a hybrid workplace through our Evolving Workplace resources
- » Develop two levels of a comprehensive five-level Leadership Development program
- » Create resources to build skills in coaching and delivering continuous feedback
- » Establish standard processes for how we intake, accept, and manage training requests. This will lay the foundation for how we partner with teams across our footprint and ensure alignment with company goals



# Governance

## Board of Directors

VHB is an employee-owned corporation with a nine-member Board elected by VHB Stockholders. The Board is comprised of three senior employees nominated by the President; three employees nominated by a Stockholder-led nominating committee; and three Independent Directors nominated by the Board. This Board configuration creates a competitive edge while maintaining a majority of Stockholder employees on the Board. All Board members serve staggered three-year terms. Each year a committee chaired by a departing Board member surveys every Stockholder to solicit input on the governance of the company and Stockholder Board candidates.



## President's Nominees (selected from VHB Stockholders)



**Michael Carragher**  
President and CEO  
Chairman of the Board



**Michael McArdle**  
Chief Development Officer  
Vice Chairman of the Board



**William Ashworth**  
Chief Operating Officer

## Stockholder Nominating Committee Nominees (selected from VHB Stockholders)



**Tom Jackmin**  
Sr VP, New England  
Regional Manager



**Meredith Avery**  
Managing Director  
for MA Environmental  
Services



**Glen Kirkpatrick**  
VP, National Director  
of SI&R

## Board of Directors' Nominees (Independent Directors)



**Carolyn Groobey**  
Lead Independent  
Director



**Keith Parker**  
Independent Director



**M. Gayle Packer**  
Independent Director

## Elected & Appointed Officers

VHB by-laws set forth the procedures for electing and appointing officers, which include:

**Michael J. Carragher** | President, CEO and Chairman of the Board

**Eric J. Hartmann** | Chief Financial Officer & Treasurer

**Robert M. Dubinsky** | Secretary/Clerk

**William Ashworth** | Chief Operating Officer & Assistant Secretary/Clerk

**Michael S. McArdle** | Chief Development Officer and Vice Chairman of the Board

**Christopher M. Gregoire** | Chief Legal Officer & General Counsel

**Keri Kocur** | Chief People Officer

**Greg Bosworth** | Chief Information Officer

**Dave Mulholland** | Chief Technology Officer

**Maureen Hogan** | Chief Compliance Officer

# ESG Leadership & Oversight

## ESG Oversight Committee

The ESG Oversight Committee—comprised of VHB Board members, members of the Corporate Leadership Team, and other VHB stakeholders—helps to establish the firm’s approach to ESG and holds the ESG Strategy Team accountable for delivering on our ESG commitments and integrating sustainability into VHB’s everyday operations.

### ESG Oversight Committee Responsibilities

- › Provide strategic guidance, diverse perspectives, and accountability for VHB’s ESG efforts
- › Review and approve ESG targets, objectives, and foundational documents, such as the ESG Statement and ESG-related policies
- › Assess the viability and impact of proposed targets or initiatives and contribute to go/no-go decisions
- › Hold the ESG Strategy Team and leadership teams accountable for progress toward ESG targets and objectives

## ESG Oversight Committee

### Board Representatives

- CEO (Committee Chair)
- CEO-Designate
- Independent Board Member

### Executive Committee Members

- Chief Operating Officer
- Chief Development Officer
- Chief People Officer
- Chief Legal Officer
- Executive Committee Member at Large

## VHB Stakeholders

- Subject Matter Expert
- DEI Steering Committee Representative

The Subject Matter Expert will be designated by the Committee Chair, and the DEI Steering Committee Representative will be designated by the Co-Chairs of that Committee.



## ESG Strategy Team

VHB's ESG program is spearheaded by the ESG Strategy Team. This group leads the development of VHB's ESG targets and implements ESG-related programs and initiatives with the guidance, oversight, and approval of the ESG Oversight Committee.

### ESG Strategy Team Responsibilities

- › Solicit and analyze stakeholder input to establish ESG priorities
- › Evaluate triple bottom line risks, opportunities, and performance
- › Collaborate with Market and Service Leaders and corporate teams to integrate ESG into decision making, business planning, and operations
- › Lead ESG reporting efforts
- › Report at least twice annually to the ESG Oversight Committee on VHB's progress toward our ESG targets

The emerging leaders of the ESG Strategy Team will be mentored by the corresponding VHB stakeholders on the Oversight Committee to establish a leadership development pathway and continuity across both groups.

## ESG Strategy Team

### Corporate Resources

- Corporate Resources Integration Officer
- Corporate Sustainability Director

### Technical Services

- Director of Technical Services
- Sustainability Practice Lead

### Emerging Leaders

- Green Team Leader
- DEI Leader

### Other

- Subject Matter Expert



## Compliance & Ethics Program

### Integrity

Integrity is a core value at VHB and the foundation on which everything else we do as a company rests. We believe in the power of integrity in how we conduct ourselves as professionals within VHB and in the community, how we treat one another with mutual respect, and the ways in which we govern and manage the corporation.

VHB has built a strong reputation for honesty and integrity in the way we do business by living this core value every day. Our integrity is a source of pride for us as well as one of our greatest assets because it instills the necessary trust and confidence in us by our valued clients and business partners, as well as the members of the communities we serve. Every day, VHB's employees and their actions embody and preserve this trust and reputation.

### Program Overview

The goal of VHB's Compliance Program is to embrace and foster VHB's culture of integrity and support VHB's legal and ethical compliance obligations. VHB has built a comprehensive and effective program that starts at the top with Board oversight and accountability. VHB's Chief Compliance Officer meets regularly with VHB's Board Audit & Compliance Committee and engages with the full Board routinely on program initiatives and accomplishments.

VHB's Compliance Program is comprised of multiple building blocks, including comprehensive risk assessments, policies and procedures, training and communications, anonymous reporting systems, and consistent and equitable investigation processes. VHB partners with recognized compliance and ethics consultants to stay on the leading edge of evolving risks and trends and to continuously improve VHB's Compliance Program.

### Code of Business Ethics & Conduct and Training

VHB's Code of Business Ethics & Conduct (Code of Conduct) articulates our ethical standards and expectations of behavior and provides a roadmap to guide our collective commitment to professionalism and integrity. The Code of Conduct covers numerous topics, including anti-bribery and kickbacks, avoiding conflicts of interest, confidentiality, equal employment and non-discrimination, gifts and entertainment, anti-competitive conduct, and others.

As part of VHB's robust onboarding program, and each year thereafter, all VHB employees are required to complete Code of Conduct training and acknowledge that they have read and agree to comply with VHB's Code of Conduct. VHB's Code of Conduct reinforces that it is every employee's responsibility to

report any conduct that is inconsistent with laws, regulations, professional standards, VHB or client policies, or any behavior that is incompatible with VHB's Core Values. This year VHB achieved near 100% completion rate for Code of Conduct training.

VHB employees also participate in more advanced training on a host of other topics, including preventing conflicts of interest, confidentiality, anti-discrimination, timekeeping, and working with governmental entities.

### General Employment Policies

VHB's comprehensive general employment policies provide guidance and set clear expectations for VHB employees. VHB has invested in a sophisticated policy management system that allows us to centralize policies, confirm that policies are drafted and vetted by approved parties, facilitate regular review and updates, share policies with employees, and confirm that employees acknowledge their review and intent to comply. VHB has also established a partnership with a national law firm that provides VHB with routine policy review services and keeps VHB apprised of changes in laws and regulations to facilitate our legal compliance efforts.

## Resources for Speaking Up



VHB encourages employees to report any activity that causes concern. Anyone can report a legal, ethical, or regulatory compliance concern via numerous channels of communication. VHB encourages employees to communicate first with their supervisor if they feel comfortable doing so. All levels of management, however, are available for these discussions, including VHB's Chief People Officer, VP of Human Resources, Chief Legal Officer, and Chief Compliance Officer. VHB strongly prohibits any form of retaliation for reporting concerns.

For individuals who may feel more comfortable sharing information anonymously, VHB offers a regularly advertised Ethics & Compliance Hotline (phone and web) which is available 24/7/365.

## Financial Integrity

VHB is committed to ensuring accuracy and compliance in all areas of the company's finances. This commitment begins on day one as the onboarding process for all new hires includes training on accurate time reporting which helps keep the company in compliance with federal timekeeping rules. New employees and existing employees alike are also required to complete annual training on the rules and regulations regarding working with our government customers.

VHB has engaged an external firm to audit the company's consolidated financial statements annually in accordance with generally accepted auditing standards (GAAS). The auditing firm is hired by VHB's Board of Directors Audit Committee and reports its findings to the committee. The Audit Committee consists of three internal directors and an independent director. VHB has consistently received the highest opinion possible from the external auditors.

In addition to the financial statement audit, VHB is also required to undergo an annual overhead audit as a result of our large portfolio of public sector contracts. This audit provides an annual certification of our overhead rates which allows our state and local government customers to rely on the accuracy and integrity of our overhead rates for contract pricing.

VHB also retains this same accounting and auditing firm to execute an annual audit of the firm's 401(k) retirement plan and assist with the required regulatory filings.

## ☑ 2021 Accomplishments

- ✓ **Internal Investigations Process and Tool.** Established an extensive and thoughtful Internal Investigations Process and database tool and trained HR Business Partners on its use. The purpose is to ensure that potential investigations are handled fairly, equitably, and consistently so that our employees have confidence in VHB's organizational justice—and in turn are more likely to communicate concerns, issues, or questions in a timely manner.
- ✓ **Risk Assessment Exercises.** Conducted risk assessment exercises with senior VHB leadership to identify and prioritize risks. Also held stakeholder sessions, in which we began developing risk mitigation programs for identified risks
- ✓ **Policy Management Process.** Further developed VHB's policy management process and system to improve consistency and efficiency as VHB grows
- ✓ **Partnership.** Established a partnership with a nationally recognized employment law firm to strengthen VHB's compliance with evolving employment laws and regulations

## 🎯 2022 Goals

- » **Employee Engagement Survey.** Add ethics and compliance questions to VHB's annual employee engagement survey to monitor VHB's strong ethical culture and solicit feedback from employees aimed at continuously improving our Compliance Program
- » **Risk Mitigation Programs.** Leverage VHB stakeholder sessions to progress the mitigation programs for the risks identified in 2021, including third-party risks
- » **ERM Program Refresh.** Leverage VHB stakeholder sessions to refresh VHB's enterprise risk management program, including legal risk assessment

# Awards, Visibility & Thought Leadership

From [VHB Viewpoints](#), our digital thought leadership platform, to publication in industry and trade journals, to awards and speaking engagements, VHB is sharing insights and being recognized for our contributions and achievements in the many areas of sustainability.



## Rankings & Best Places to Work Awards

### CUTR

[Best Places to Work for Commuters](#)

VHB Orlando & Tampa

### Virginia Business

[Best Places to Work in Virginia](#)

VHB Virginia Offices

### ENR National

[Top 500 Design Firms](#)

Rank: #56

Top 100 Pure Designers

Rank: #47

### Boston Business Journal

[Largest Engineering Firms in Massachusetts \(#2\)](#)

Largest Private Company in Massachusetts (#42)

### Tampa Bay Business Journal

[2021 Best Places to Work](#)

VHB Gulf Coast Offices

### Orlando Business Journal

[Best Places to Work 2021](#)

Rank: #5 in Large Companies

### Crain's New York Business

[100 Best Places to Work in New York City](#)

### Albany Business Review

[2021 Healthiest Employers](#)

### Vermont Business Magazine

[Best Places to Work](#)

### Crain's New York Business

[2021 Best Places to Work in New York City](#)

Rank: #33

### Long Island Business News 2021 Real Estate, Architecture & Engineering Awards

[Top Engineering Firm, Top Infrastructure Project, Top Smart Growth Project](#)

VHB Hauppauge

### Long Island Business News

[2021 Best Places to Work on Long Island](#)

## People Awards & Appointments

### Safe & Healthy Streets Commission, City of Richmond

[Co-Chair, Cassi Patterson](#)

### WTS Leadership Appointments

[17 VHBers with 2021 Appointments](#)

### Massachusetts Association of Conservation Commissions

[Board of Directors](#)

Meredith Avery

### ITE Northeastern District

[Distinguished Service Award](#)

Amir Rizavi

### WTS-Boston

[2021 Honorable Ray LaHood Award](#)

Mike Carragher

### Environmental Business Council

[Ascending Leader Award](#)

Vivian Kimball

### EFCG

[CEO of the Year](#)

Mike Carragher

### New York City Offshore Wind Advisory Council

[Appointee](#)

KC Sahl

## News & Publications

### Engineering Inc.

[The Future Is Bright: How Member Firms Embrace Young Engineer Development](#)

Featured: VHB EPG

Quoted: Jill Baumbach, Bill Ashworth, Keri Kocur

### EFCG Environmental Analyst

[Pandemic Sharpens Focus on Diversity and Workforce Priorities](#)

Quoted: Keri Kocur

### Propmodo

[Public Housing's Role in Reducing Poverty](#)

Quoted: David Quart (article)

[How Affordable Housing Affects a Neighborhood](#)

Featured: David Quart (podcast)

### RENews

[New York City reveals offshore wind vision](#)

Mentioned: KC Sahl and VHB

### Engineering Georgia

[Doing Good Does You Good](#)

VHB Atlanta

**Airport Consultants Council White Paper:** [Sustainability Assessment of COVID Solutions for Airports](#)

**Airport Improvement Magazine:** [High Seas, High Stakes: Coastal Airports Respond to Climate Change](#)

**Environmental Business Journal:** VHB Grows in Transportation & Environmental Markets with Emphasis on Resilience, Energy & Sustainability

**Fast Company:** [This \\$8 billion development was designed to survive rising seas](#)

**PWC Connecticut Blog:** [Wesleyan University Begins Construction on the Carbon Neutral Future with VHB](#)

**Roads & Bridges:** [Examining Public Transportation Systems through an Equity Lens](#)

**St. Pete Catalyst:** [Pinellas prepares for long-term climate change with new website, action plan](#)

**UCF Website:** [Reclaimed Water Comes to District Energy Plant IV](#)

## VHB Viewpoints

[Sustainability: A Holistic Approach](#)

[Airport Sustainability](#)

[Transportation Equity](#)

[Inclusive Design](#)

[Creating A Clean Energy Economy](#)

[Active Transportation Networks](#)

[Resilient Shoreline Design](#)

[Sustaining Natural Campus Resources](#)

[Sustainable Substation Design](#)

[Climate Justice](#)

[Transportation Equity](#)

[Smart Communities Foundational Elements](#)

[Building a Sustainable, Resilient, and Equitable Future: Rethinking. Reshaping. Rebuilding.](#)

## Representative Conference Presentations

### ULI Housing Opportunity Conference

David Quart, panelist

[LinkedIn Post](#)

### AAAE/ACC Planning, Design & Construction Symposium

Fin Bonset, Sierra LePore, panelists; Carol Lurie, moderator

[LinkedIn Post](#)

### New England Women in Energy and the Environment

[Ask Me Anything](#)

Vivian Kimball, panelist

### TRB Annual Meeting

[19 VHBers Presented](#)

### [Transportation Research Board Conference on Advancing Transportation Equity](#)

Measuring Equity (Niki Hastings, moderator)

Young Professional Engagement: Building Your Career in Equitable Transportation (Kim Eccles, moderator)

Safety Equity Issues in Rural, Tribal, Indigenous and Isolated Communities (Eric Tang, moderator)

Young Professional Engagement: Building Lasting Connections through Mentorship (Eric Tang, moderator)

### 2021 EFCG CEO Conference

#### [DEI and Technology Strategies](#)

Mike Carragher

#### [Delivering Sustainable Projects](#)

Ryan Prime

### ITE Consultants Council

#### [Strategies to Attract and Retain Female Talent in Transportation](#)

Julie Johnson

### Vision Long Island Smart Growth Summit

COVID Resiliency & Lessons for the Future (Ryan Prime, panelist)

### 2021 North Carolina Planning Conference

#### [Operationalizing Equity: Lessons from the Transportation Field](#)

Lyuba Zuyeva

## Videos

[Building a Sustainable, Equitable, and Resilient Future](#)

[Equity in the Built Environment](#)

[Advancing Equity in the Built Environment](#)



[vhb.com/sustainability](https://vhb.com/sustainability)

2021 Sustainability Report | Building for the Future