



Advancing Diversity, Equity, Inclusion & Belonging at VHB

Diversity is a Core Value at VHB, and we are dedicated to fostering a culture of belonging where everyone feels welcome, respected, valued, and has equitable opportunities to develop and drive their careers. People from all backgrounds and life experiences are encouraged to be their authentic selves and are valued equally. We recognize that our efforts have no end date; we will always be iterating and improving as we continue this journey.

“Research tells us that diverse organizations with inclusive cultures are more likely to attract and retain talented professionals; be high performing, innovative, and agile; and meet or exceed financial targets. As important as these outcomes are, 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.” — **Mike Carragher, President & CEO**



VHB’s diversity, equity, inclusion, and belonging (DEIB) Steering Committee (DEIBSC), works to advance our strategic focus on DEIB, both internally and externally. Chaired by Mike Carragher, President & CEO, the 12-member committee includes executive, regional, and office leaders, as well as representatives from employee resource groups. The DEIBSC plays a key role in shaping VHB’s long-term vision for DEIB. It helps establish goals, drive annual initiatives, and assess progress across four focus areas: **culture, talent acquisition, clients, and industry**. This document highlights of DEIB-related activities and accomplishments, with additional details and metrics available in our annual [Sustainability Report](#).

Culture

Fostering inclusion and belonging

We are proud to cultivate an inclusive environment where intellectually curious individuals embody our Core Values daily, creating a space where everyone feels a sense of belonging. Results from our recent Employee Engagement Survey reflect this commitment: 87% of employees feel empowered to bring their authentic selves to work, 88% affirm VHB’s dedication to cultivating an inclusive environment, and 88% feel a profound sense of belonging within their teams.

Fair and Equitable Pay Practices

- VHB has longstanding policies and procedures in place to confirm we are paying employees equitably and competitively
- We conduct annual internal salary audits and market benchmarking to maintain competitive pay across our footprint
- We build rigor into our compensation practices by retaining independent experts to review our pay programs for equity and fairness
- VHB was one of the first companies to sign the Boston Women's Workforce Council's 100% Talent Compact and reports anonymous companywide employee demographic and salary data every two years to support efforts to address gender and racial wage gaps.

Learning Opportunities & Resources

Below are some of the ways VHB is growing awareness and strengthening connections and understanding.

Unconscious Bias Awareness Workshop

- For five years, VHB has hosted an unconscious bias awareness workshop
- The workshop increases employee awareness of bias and its pervasiveness
- All employees are encouraged to participate
- The workshop is regularly updated with the latest research and best practices

VHB Employee Resource Groups

VHB Employee Resource Groups (ERGs) engage employees in shared concerns and interests while fostering an inclusive workplace culture.

- Our ERGs include:
 - VHB IDEAL (Inclusion, Diversity, Equity Alliance)
 - Green Team
 - Emerging Professionals
 - VHB Cares
 - College Ambassadors
 - Parents Group
 - Elder Care Group
 - VHB Well



Talent Acquisition

Initiatives to attract and hire more diverse qualified candidates

College Ambassador Program

- Strengthening recruitment and building lasting connections with HBCUs like Morgan State, North Carolina A&T, and Howard University through a structured initiative
- 50+ ambassadors actively engaged at 40+ different schools
- Partnering with DiversityJobs to post job openings and enhance exposure to candidates aligned with VHB's diversity goals

CREST (Commercial Real Estate Success Training)

- 10-week paid internship program focusing on providing opportunities for women and people of color
- VHB has supported CREST since 2018, hosting five interns

Guiding Principles for Hiring & Attracting Talent

- Guidance and a dedicated course to support hiring managers in attracting and hiring talent representing diverse backgrounds, experiences, and perspectives

Clients

Elevating and embedding DEIB throughout all the work that we do

Supplier Diversity

- VHB partners with small and diverse businesses in public and private sectors
- VHB's supplier registration portal, powered by minority-owned business Supplier Gateway, helps identify new diverse suppliers and track and report data
- B2B@VHB networking events, hosted by VHB offices, advance supplier diversity by connecting existing and potential new minority and women-owned businesses (MWBs) and other diverse businesses

67% of VHB's spend on billable projects was made up of small/diverse owned businesses in 2024.

Enhancing Equity in the Built Environment

VHB is dedicated to delivering equitable access to essential services like transportation, healthcare, education, employment, housing, and green spaces. By partnering with communities, we address their unique needs and deliver inclusive, future-focused infrastructure solutions. [Learn more](#)

Industry

Leading change by modeling and inspiring progress

D&I Focused Survey VHB is a pioneer in promoting DEIB in the industry. Together with the ACEC Design Professionals Coalition, we sponsored the first D&I-oriented survey in the industry in 2018. This established a benchmark for developing D&I programs.

Diversity Roadmap In 2023, in collaboration with the ACEC Research Institute and Zweig White, we developed and launched the [Diversity Roadmap](#). This DEIB maturity model and benchmarking tool helps engineering firms measure and advance their DEIB efforts.

Tufts University Racial Equity in Policy & Planning Fellowship Sponsor VHB is a sponsor of this fellowship program, which empowers graduate students from underrepresented backgrounds with a curriculum focused on environmental justice in planning.

Conference on Advancing Transportation Equity (CATE) VHB was a Platinum Sponsor of the conference and also sponsored the event in 2022. The conference bridges the gap between the transportation equity analyses that agencies conduct and conditions on the ground.

Supporting DEIB and STEM Advancement VHB actively supports industry organizations dedicated to advancing DEIB and promoting STEM outreach, including ACEC DEI Committees, WTS, COMTO, and others.



Thought Leadership

The Compassionate Planner – Leading with Empathy to Foster Equity, 2024

Featuring: Nicole Bennett, AICP; Mitchell Silver, FAICP, Hon. ASLA; Mehri Mohebbi, Ph.D.

ENGINEERING GEORGIA, 2024

Keri Kocur Shares Insights about VHB culture with Engineering Georgia

Chief People Officer, Keri Kocur

ACEC WOMEN'S LEADERSHIP FORUM, 2024

Women's Leadership Forum Presents: Shaping an Inclusive Culture

Panelist: Chief People Officer, Keri Kocur

ACEC FALL CONFERENCE, 2023

Fireside Chat: A Look Inside the Diversity Roadmap

Panelist: Chief People Officer, Keri Kocur

EFCG HR EXECUTIVE CONFERENCE, 2023

DEI: Taking the Next Steps

Presenter: Chief People Officer, Keri Kocur

ACEC GEORGIA ANNUAL CONFERENCE, 2023

DEIB is Good for Business

Presenter: Chief People Officer, Keri Kocur

FIDIC GLOBAL INFRASTRUCTURE CONFERENCE, 2022

Environmental, Social, Governance Panel

Presenter: Mike Carragher, President & CEO

DEIB Awards

2025 | TRB DEI VIDEO COMPETITION

Honorable Mention, Most Innovative

2024 | ACEC OF MASSACHUSETTS

Diversity, Equity, and Inclusion Commitment Award

2023 | NATIONAL ASSOCIATION OF CORPORATE DIRECTORS

DEI Award Finalist

2023 | ACEC CT

Diversity, Equity, Inclusion & Belonging Award

2022 | ACEC NEW YORK

Diversity, Equity, Inclusion & Belonging Award

2021 | WTS BOSTON

Honorable Ray LaHood Award

Mike Carragher, VHB CEO & President

2021 | AEC ADVISORS' DIVERSITY INDEX TOP FIRMS

Gender and Gender & Race Combined Index

Related News

Celebrating Hispanic and Latin Heritage Month at VHB

CREST Intern Bisrat Yismashewa Explores Career Opportunities

VHB Supports Tufts' Racial Equity Policy and Planning Fellowship Program

Nicole Bennett Receives 2024 Rosa Parks Diversity Leadership Award

VHB Accepts Diversity, Equity, and Inclusion Commitment Award from ACEC-MA

VHB Panel Celebrates Women and Inspires Future Generations!

VHB Honored with Inaugural ACEC New York Diversity, Equity, Inclusion & Belonging Award