



# Advancing a Culture of 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 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.

“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 an inclusive and welcoming organization because only in such an environment can each of us become our best self.” — *Mike Carragher, President & CEO*



VHB’s Culture & Belonging Steering Committee (CBSC), works to advance our strategic focus on inclusion and belonging, 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 CBSC plays a key role in shaping VHB’s long-term vision for inclusion and belonging. It helps drive annual initiatives, and assess progress across four focus areas: culture, talent acquisition, clients, and industry. Below are highlights of related activities and accomplishments, with additional details 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: 85% of employees feel empowered to bring their authentic selves to work, 89% affirm VHB’s dedication to cultivating an inclusive environment, and 87% 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 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

## VHB Employee Resource Groups

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

Our ERGs are open to all employees and include:

- College Ambassadors
- Elder Care Group
- Emerging Professionals
- Green Team
- Next Chapter Professionals
- Parents Group
- VHB Cares
- VHB IDEAL (Inclusion, Diversity, Equity Alliance)
- VHB Well

## Talent Acquisition

Initiatives to attract and hire a broad array of qualified candidates

### College Ambassador Program

- Strengthening recruitment and building lasting connections with colleges and universities including HBCUs like Morgan State, North Carolina A&T, and Howard University through a structured initiative
- 50+ ambassadors actively engaged at 40+ different schools



## Hiring & Attracting Talent

- A dedicated course for hiring managers to help recruit highly qualified talent from a broad array of backgrounds, experiences, and perspectives
- Partnering with DiversityJobs to expand job posting reach and increase access to candidates from a broad array of backgrounds

## Clients

Elevating and embedding inclusion throughout all the work that we do

### Supplier Engagement

- VHB partners with small and local businesses in public and private sectors
- VHB's supplier registration portal, powered by Supplier Gateway, helps identify new suppliers and track and report data
- B2B@VHB networking events, hosted by VHB offices, build and strengthen relationships with partners by connecting existing and potential teaming partners

**67%** of VHB's spend on billable projects went to small and disadvantaged businesses (SDBs) in 2024, representing a 2% increase from 2023.

## Enhancing Communities: Creating Opportunities for Everyone

VHB is dedicated to delivering access to essential services like transportation, healthcare, education, employment, housing, and green spaces to everyone. By partnering with communities, we listen to understand what they truly need—not what we think they need—and we adapt plans accordingly. We are committed to delivering future-focused solutions that build sustainable and inclusive infrastructure. [Learn more](#)

## Industry

[Leading change by modeling and inspiring progress](#)

**Diversity Roadmap** In 2023, in collaboration with the ACEC Research Institute and Zweig White, we developed and launched the [Diversity Roadmap](#).

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

## Thought Leadership

### 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

### FIDIC GLOBAL INFRASTRUCTURE CONFERENCE, 2022

[\*Environmental, Social, Governance\*](#)

Presenter: Mike Carragher, President & CEO

## Related Awards

### 2025 | TRB DEI VIDEO COMPETITION

[\*Honorable Mention, Most Innovative\*](#)



**2024 | ACEC OF MASSACHUSETTS**  
[\*Diversity, Equity, and Inclusion \(DEI\) Commitment Award\*](#)

**2023 | NATIONAL ASSOCIATION OF CORPORATE DIRECTORS**  
[\*DEI Award Finalist\*](#)

**2023 | ACEC CT DEIB AWARD**  
[\*Diversity, Equity, Inclusion & Belonging Award\*](#)

**2022 | ACEC NEW YORK**  
[\*Diversity, Equity, Inclusion & Belonging Award\*](#)

## 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\*](#)