



2022 SUSTAINABILITY REPORT
Shaping Our World

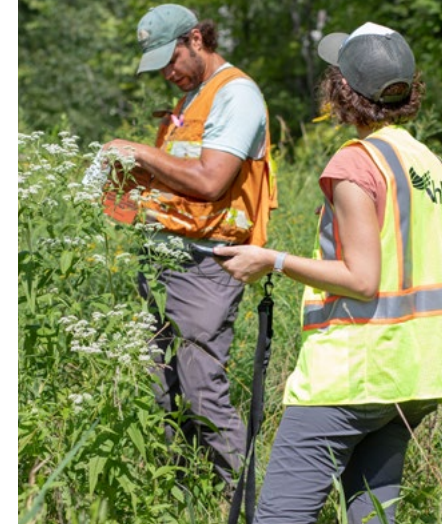


About This Report

This report pertains to the operations of Vanasse Hangen Brustlin, Inc., an employee owned corporation headquartered in Watertown, Massachusetts, and its affiliates/subsidiaries (VHB Engineering, Surveying, Landscape Architecture and Geology, P.C. VHB Engineering NC, P.C., VHB Metro DC, LLC, collectively known as VHB) during the calendar year 2022.

VHB is a professional services firm providing engineering, planning, design, and scientific services to clients in the transportation, real estate, institutional, and energy industries, as well as federal, state, and local governments.

Questions regarding this report and the information contained herein may be directed to [VHB's Corporate Sustainability Director, Andrew White.](#)





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From Our CEO

There is an urgency to the challenges our world is facing. We are keenly aware of the importance of *our* responsibility to address these challenges in a way that benefits our people and clients, while achieving a sustainable, safe, equitable, secure built environment for *everyone*, everywhere—today and tomorrow.

NOW is the time for us, as engineers, scientists, planners, designers, and technology consultants, to be the agents of change in how we lead our companies; how we deliver projects; and how we make our communities and our world a better place—project-by-project.

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. VHB has done important work to build and deploy an approach for advancing sustainability in our projects, as well as to define our **ESG commitments** and how they inform the way we lead and operate our firm. This work builds upon our foundational elements—our core values and purpose, which is to not only deliver value to our clients, but also to shape more sustainable, resilient, and equitable communities.

Over the past several years, we have taken more steps to formalize these long-held foundational elements of who we are. We've established a Board-accountable committee, comprised of Board and Executive-level members, as well as VHB subject matter experts, to set and hold VHB to our ESG commitments, and we continue to align our reporting with third-party ESG frameworks.

I'm incredibly proud to share the progress we have made in our 2022 Sustainability Report. From the development of project sustainability metrics to measure and evaluate the impact of our work, to the establishment of our GHG inventory management plan, to our unwavering focus on advancing a more inclusive, equitable culture of belonging for our people.

This is a remarkable industry to be a part of—one bound by a passion and responsibility to use our collective knowledge to make our communities...our world a better place. I look forward to working with our entire team to continue elevating our ESG performance and impact and in turn making meaningful contributions to our clients and communities.

Mike

Mike Carragher, PE
President and CEO



FIDIC Global Infrastructure Conference: By invitation, CEO Mike Carragher represented the ACEC Research Institute as Vice Chair and presented on VHB's approach to ESG.



2022 Accomplishments Checklist

- ✓ Done
- ◐ Partially done
- Not done

This checklist consists of goals recorded in [VHB's 2021 Sustainability Report](#). Additional 2022 sustainability accomplishments can be found in their respective sections.



Integrated Services

- ✓ 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

Environment

- ✓ 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, as well as 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

- ✓ VBay online and in-person auctions
- ✓ Golf tournaments
- ✓ Office minigolf
- ✓ Cystic Fibrosis Foundation Cycle for Life
- ✓ Perkins School for the Blind, Everybody In! Walk
- ✓ Game/trivia nights
- ✓ Thanksgiving and holiday potlucks
- ✓ Turkey Trot
- ✓ Holiday drives
- ✓ Various raffles



2022 Accomplishments Checklist

- ✓ Done
- ◐ Partially done
- Not done

Employee Wellness & Benefits

- ✓ Deliver 10–12 Cigna EAP webinars focused on health and wellness
- ◐ Enhance visibility of differentiating benefits to managers, employees, and recruits
- ◐ Re-evaluate the leave of absence process and develop resources and workflow to better support employees and managers
- ◐ Develop programs and host 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 12 weeks of fully paid parental leave for birthing parents and four weeks for non-birthing parents.
- ✓ Launch Ovia Health benefit, offering on-demand maternity and family support through their fertility, pregnancy, and parenting apps
- ✓ Hold first Parent Expo
- ✓ Evolve VHB's company holidays to include three floating holidays, giving employees flexibility to celebrate the holidays or observances of their choice

DEI

- ✓ 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

Health & Safety

- ◐ 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

Learning & Development

- ✓ Complete a sustainability module to be incorporated into all new employee onboarding
- ✓ 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

Governance

- ◐ 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
- ✓ Leverage VHB stakeholder sessions to advance the Risk Mitigation programs for the risks identified in 2021, including third-party risks
- ✓ Leverage VHB stakeholder sessions to refresh VHB's enterprise risk management program, including legal risk assessment

Integrated Services

VHB's greatest potential in contributing to more sustainable communities is through the services we provide. By integrating sustainability into our daily conversations with clients, our approach to problem solving, and our culture, we support our mission to deliver resilient and sustainable solutions for our clients and communities. The Sustainability Council—comprised of VHB's Sustainability Practice Leader and other senior executives—leads the integration of sustainability across VHB's markets and service lines, in partnership with the ESG Strategy Team.



Holistic Approach

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’ and communities’ needs—now and into the future. This sustainability mindset allows for collaboration, integration, and innovation across our markets, regions, and services.

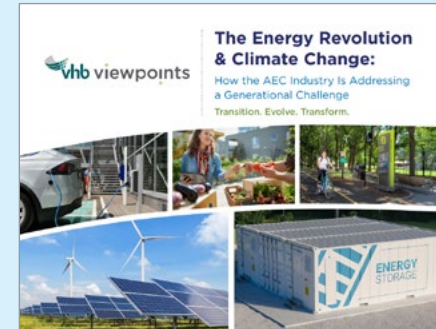
In addition to embedding a holistic philosophy in all that we do, our team brings specific capabilities that act as both resources within VHB and services to our clients:

- » 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)

Making an Impact

The world is experiencing an energy transformation in response to climate change. Recent legislation has catapulted the U.S. into a new era, one in which we need to think and build differently—sustainably.

VHB always looks to the future and stays abreast of impacts and policy changes, such as these, so that we can continually advise our clients. As part of this commitment to remaining at the forefront of sustainability, VHB’s Board of Directors and Executive Committee convened in New York City at the end of October for our fourth annual Strategic Foresight Meeting. This [thought leadership discussion](#) on the energy transformation and clean energy revolution featured guest speakers from leading companies and organizations, including Dan Zarrilli, Special Advisor on Climate & Sustainability at Columbia University.



[The Energy Revolution & Climate Change](#)

[Watch Energy Transformation video](#)

[Watch Energy Solutions video](#)



Core Services

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 considers social, environmental, and economic impacts throughout the duration of a project and all integrated services we provide, including:

Transportation Planning & Engineering | Our team approaches transportation planning and design with a focus on creating sustainable, technologically innovative, and appropriately scaled solutions for more efficient movement of people and goods across all modes of transportation. [Learn more.](#)

Land Development | With an understanding of our clients' operating environments and infrastructure challenges, we navigate the site planning, permitting, and approvals process with ease to deliver creative and practical land development solutions that incorporate sustainable measures to drive optimal outcomes. [Learn more.](#)

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 that address historical, environmental, and economic challenges, goals, and opportunities. [Learn more.](#)



Environmental | Our team understands complex environmental regulatory processes and helps our clients advance their projects with ease. Balancing economic and social drivers and community needs within the context of the natural environment is a constant focus. [Learn more.](#)

Technology | 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. [Learn more.](#)

Sustainability-Focused Resource Groups

Sustainability Council

Led by the Sustainability Practice Leader, the council is comprised of 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.

Communities of Practice

VHB currently has 10 Communities of Practice. 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. Several of our Communities of Practice focus on sustainability concepts, including:

- » **Sustainability**—a group of technical practitioners who are interested in how sustainability can strengthen and expand their work with clients
- » **Resiliency**—includes team members focused on developing and providing solutions for community resilience and adaptation in response to climate change
- » **Smart Communities**—connects employees who share a passion for using new technologies to create future-ready communities, with emphasis on urban planning, transportation, technology enablement, energy, and equity

VHB's ISI Envision Qualifications

since 2012



Envision

VHB is a Charter Member of ISI, the developer of the Envision™ Rating System and our team members have served on the ISI Board and Envision Review Board. VHB's team currently includes over 50 ENV SPs and 4 Envision trainers who provide internal and external trainings for individuals to achieve ENV SP credentials. VHB has also served as a third-party verifier for over 15 solar, water treatment facilities, high speed rail, highways, parking/vehicle facilities, and viaducts

VHB Project Experience



Port Authority of New York New Jersey using Envision
as framework for infrastructure projects
IN PROGRESS



Greenough Boulevard
Cambridge, MA
COMPLETE



Penn Station Access
New York City, NY
IN PROGRESS



BOS Runway 9/27 and 15/33
Envision Certifications/
Framework
IN PROGRESS



West Central Streetscape
St. Petersburg, FL
IN PROGRESS

Worcester Regional
Runway 11/29 Envision
Certification/ Framework
IN PROGRESS

T.F. Green Airport Runway
5-23 Extension
COMPLETE

50+ ENV SPs

4 Envision trainers providing internal and external trainings for individuals to achieve **ENV SP credentials**

Third party verifier for **15+** solar, water treatment facilities, high speed rail, highways, parking/vehicle facilities, viaducts, etc.

Climate Action Network

In 2022, we established a Climate Action Network. This diverse group of VHBers from the company's four regions have either worked on projects or want to get involved with project work that addresses climate change, which may include:

- » Climate action planning
- » Community planning
- » Greenhouse gas emissions inventories and reduction plans
- » Resilience planning, flood modeling, and hazard and vulnerability assessments

The group meets monthly and reports on current projects, legislation or policy changes, and professional development opportunities.

Project Sustainability Application

VHB began developing a Project Sustainability Application in 2022, which will provide a preliminary index that enables our teams to apply our triple-bottom line philosophy consistently and easily across all projects, pursuits, and internal processes. During this first phase of app development, we built an interactive map display that allows users to search for a location and immediately obtain insight into existing conditions that impact sustainability.

VHB's long-term goal is to model various alternatives for our projects using sustainability criteria that measure the impact of our decision-making. Ultimately, this tool will be able to model and track a project's potential or delivered sustainability impacts on the surrounding community.

Regional Equity Team

In 2021, the Mid-Atlantic region started an Equity Team pilot. Throughout 2022, the Team expanded to meet bi-monthly to discuss the advancement of equitable practices throughout VHB's projects and proposals. The group is open to over 500 VHBers.

- » Define equitable practices for all projects
- » Provide resources and feedback on proposals and projects
- » Develop a catalogue of proposal material and best practices that highlights examples of equity in action and projects



Sustainability Roadshow

In 2023, Sustainability Practice Leader Ryan Prime, Corporate Sustainability Director Andrew White, and Director of Smart Communities Curt Ostrodka kicked off VHB's new [Sustainability Roadshow](#) with office visits across our footprint. Using a combination of presentations and workshops featuring projects, the program's goal is to foster a broader understanding of sustainability and teach practical ways of applying sustainability concepts in our projects.



2023 Integrated Services Goals

- » Continue developing Project Sustainability Application to provide project's sustainability index when evaluating the impact of our work
- » Expand Sustainability Community of Practice, including the launch of additional communities focused on Smart Communities and Resiliency
- » Implement Applied Sustainability Plan to ensure that VHB's sustainability philosophy is woven through each of our strategic imperatives
- » Conduct Sustainability Roadshows across VHB's footprint to engage employees on key sustainability concepts, conduct Integrated Thinking workshops on local projects, and foster adoption of sustainability tools and philosophy throughout all of our regions, markets, and services

Featured Projects



[Boston Seaport District | Boston, MA](#) 🖱️



[Water Street Tampa | Tampa, FL](#) 🖱️



[Tampa Bay Innovation Center | St. Petersburg, FL](#) 🖱️



[MTA Program Management & Design Services Contract | New York, NY](#) 🖱️



[Orlando Future-Ready | Orlando, FL](#) 🖱️



[Patchogue Shorefront Park | Patchogue, NY](#) 🖱️



[Wellness Way | Lake County, FL](#) 🖱️



[Boston Climate Action Plan Update | Boston, MA](#) 🖱️



[GreenCity Ecodistrict | Henrico County, VA](#) 🖱️



[Mammoth Cave Visitor Trails | Mammoth Cave, KY](#) 🖱️



[Portsmouth Climate Action Plan | Portsmouth, NH](#) 🖱️



[Dominion Clean Energy Park | Richmond, VA](#) 🖱️

Environment









Greenhouse Gas Emissions

In 2022, VHB established our greenhouse gas (GHG) inventory management plan and developed our first comprehensive GHG inventory using 2019 as our base year. Our efforts revealed several challenges related to data availability and accessibility and underscored the importance of continuing our outreach and collaboration with our landlords, vendors, and value chain partners.

Improving our data collection, sharing, and analysis procedures will be critical to increasing insight into our emissions profile and enabling VHB to take effective action toward achieving our future targets. We continue to move forward with our goal to set science-based GHG reduction targets in alignment with [SBTi's Net-Zero Standard](#), and expect to submit our Letter of Intent in 2023. Science-based net zero means that VHB will commit to reducing emissions as rapidly as possible throughout our value chain and eliminating remaining emissions through the purchase of carbon removals.

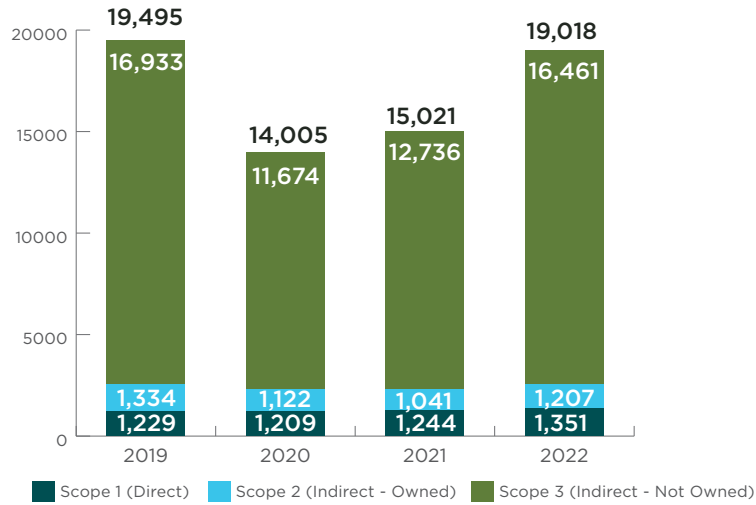


Annual Emissions, by Type (MTCO₂e)

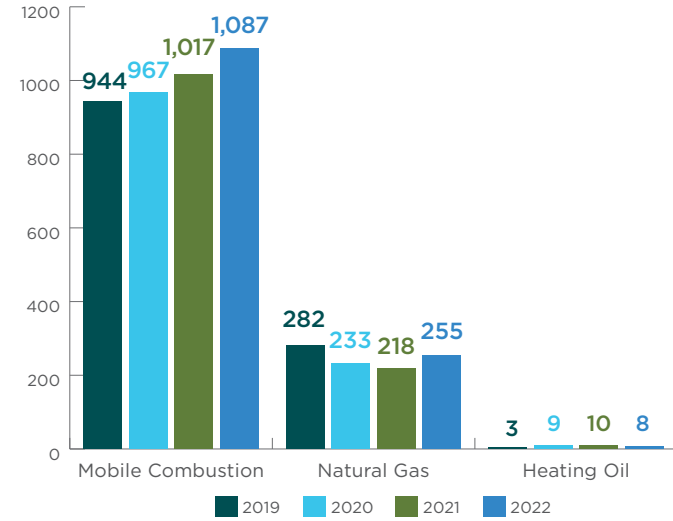
| SCOPE | EMISSION SOURCE | 2019 | 2020 | 2021 | 2022 | PERCENT CHANGE 2022 VS. 2019 | PERCENT CHANGE BY SCOPE |
|---|--|---------------|---------------|---------------|---------------|------------------------------|-------------------------|
| Scope 1: Direct emissions |  Mobile Combustion | 944 | 967 | 1,087 | 1,087 | 15.1% | 10.0% |
| |  Natural Gas | 282 | 233 | 218 | 255 | -9.3% | |
| |  Heating Oil | 3 | 9 | 10 | 8 | 193.4% | |
| Scope 2: Indirect emissions-purchased electricity |  Purchased Electricity | 1,334 | 1,122 | 1,041 | 1,207 | -9.5% | -9.5% |
| Scope 3: Indirect emissions-value chain |  Category 1: Purchased Goods and Services | 10,212 | 9,022 | 10,174 | 12,334 | 20.8% | -2.8% |
| |  Category 3: Fuel and Energy not included in Scopes 1 & 2 | 572 | 525 | 518 | 578 | 1.0% | |
| |  Category 6: Business Travel | 3,830 | 1,415 | 1,369 | 2,043 | -46.7% | |
| |  Category 7: Employee Commuting | 2,318 | 711 | 675 | 1,506 | -35.0% | |
| | TOTAL | 19,495 | 14,005 | 15,021 | 19,018 | -2.4% | |

Emissions have been calculated in accordance with the [GHG Reporting Protocol Corporate Accounting and Reporting Standard](#), and material Scope 3 categories have been reported in accordance with the [Corporate Value Chain \(Scope 3\) Accounting and Reporting Standard](#).

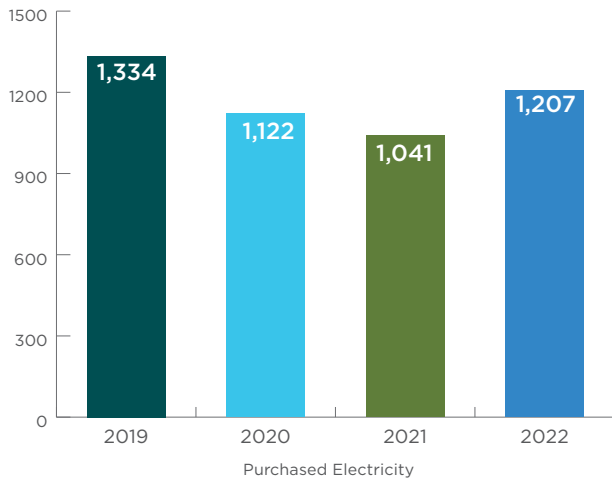
Total Annual Emissions (MTCO2e)



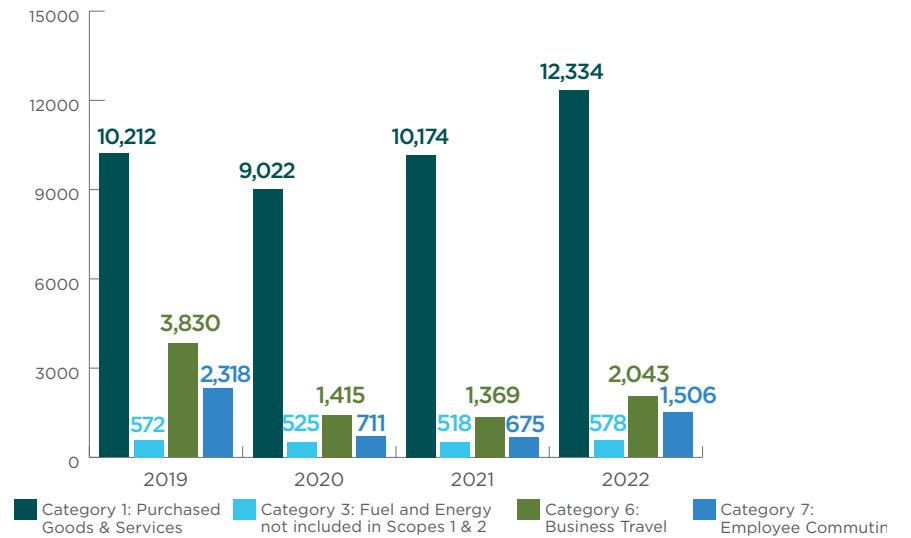
Annual Scope 1 Emissions by Category (MTCO2e)



Annual Scope 2 Emissions (MTCO2e)



Annual Scope 3 Emissions by Category (MTCO2e)



Between 2019 and 2022, VHB's absolute emissions across all Scopes fell by 2.4%. Changes in performance varied across most categories, in many cases related to changes in operations resulting from the COVID-19 pandemic.

VHB's absolute Scope 1 emissions increased 10.0% from 2019 to 2022. The increase in Scope 1 emissions can primarily be attributed to an increase in mobile combustion. Additional mobile combustion emissions are likely the result of growth in VHB's surveying and environmental field work. This work utilizes VHB fleet vehicles and is linked to our acquisition of several firms from 2019 through 2022 that specialize in those services.

Over this same period, our absolute Scope 2 emissions (i.e., emissions resulting from electricity consumed in offices) fell by 9.5%. This reduction in electricity consumption is likely due to the increase in teleworking resulting from the COVID-19 pandemic.

The vast majority of VHB's carbon footprint lies within Scope 3—indirect emissions from our value chain. Our Scope 3 emissions have been calculated primarily using the spend-based method, using our internal financial data and multiplying our spending in each category by industry-accepted emission factors to estimate emissions. We hope to refine these estimates over time by incorporating emissions data reported by our partners and adapting internal systems to capture additional emissions-related information.

Within Scope 3, Category 1 (Purchased Goods and Services) represents the most significant individual category, and emissions from Category 1 increased by 2,122 tons, or 20.8% between 2019 and 2022. Through the data refinement efforts described above, we intend to identify the specific goods, services, and partners with the largest contribution to VHB's footprint. This will enable us to optimize our procurement practices, identify environmentally preferable products and providers, and collaborate with our value chain partners to reduce Category 1 emissions.








Emissions from Scope 3, Category 3 (Fuel and Energy not included in Scopes 1 and 2) have remained essentially the same because the changes in performance for Scopes 1 and 2 have offset one another. Other key categories in Scope 3 include Category 6 (Business Travel) and Category 7 (Employee Commuting). Emissions from Categories 6 and 7 decreased by 46.7% and 35.0%, respectively, representing a combined total of 2,599 tons.

Emissions Reduction Strategies

With VHB's GHG inventory now in place, the firm is equipped with essential information needed to analyze the value, impact, and feasibility of potential emission reduction initiatives. In 2023, the ESG Strategy Team and Oversight Committee will continue their efforts

to evaluate, prioritize, and execute the emission reduction strategies available to VHB. Efforts to reduce our emissions in 2022 included:

- » Explored options for procuring renewable energy for our offices and increasing the emissions efficiency of our fleet vehicles
- » Continued efforts to reduce waste through office-specific Green Team initiatives.
- » Bolstered our existing Real Estate Guiding Principles by developing a Sustainable Leasing Scorecard that incorporates sustainability concepts (e.g., access to public transit) and energy efficiency more directly into leasing decisions
- » Promoted lower carbon commuting options by supporting the Watertown Connector shuttle near our headquarters and subsidizing monthly transit passes
- » Increased rollout and adoption of the travel platform, TripActions (now called Navan), which allows our team members to view emissions impacts of their travel during booking

| SCOPE | PRIMARY SOURCES OF EMISSIONS | POTENTIAL EMISSION REDUCTION APPROACHES |
|--|---|---|
| Scope 1: Direct emissions from company owned or controlled sources |  Space heating for VHB offices | Improve energy efficiency, implement green leasing practices, electrify equipment and use heat pumps when feasible, and procure renewable energy. |
| |  Fuel used in VHB vehicles | Increase vehicle fuel efficiency and switch to electric vehicles powered by renewable energy. |
| Scope 2: Indirect emissions from purchased electricity, heat, and steam |  Electricity used in VHB offices | Improve energy efficiency, implement green leasing practices, and procure renewable energy. |
| Scope 3: Indirect emissions from VHB's value chain |  Category 1: Purchased Goods and Services | Optimize procurement processes, shift to environmentally-preferable products and service providers, and incorporate cost of carbon. |
| |  Category 3: Fuel and Energy not included in Scopes 1 & 2 | Improve energy efficiency, implement green leasing practices, electrify equipment and use heat pumps when feasible, and procure renewable energy. |
| |  Category 6: Business Travel | Reduce travel, optimize routes, purchase SAFc, incorporate cost of carbon, and support the development and use of electric options when feasible. |
| |  Category 7: Employee Commuting | Optimize office locations for multimodal transportation, incentivize cycling, mass transit, carpooling, and electric vehicles. |

After collecting and analyzing emissions data, several emission sources included in VHB's 2021 Sustainability Report are no longer considered material to VHB's GHG inventory due to the scale of their associated emissions. These include: fuel used in emergency backup generators, waste generated in VHB offices, WFH energy consumption, and end of life treatment of sold products. However, VHB recognizes that these activities have environmental impacts beyond GHG emissions, and we will continue our efforts to reduce the impact of these operations.

Green Team

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.

The 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.

2022 Highlights

- » Established an employee advocate for each office
- » Launched the VHB Green Lunch & Learn series
- » Organized textile recycling drives and outdoor clean-ups
- » Launched monthly regional meetings to share data and best practices

300+ volunteer hours

8 clothing drives

12 clean ups

Plus tree planting, invasive species removal, oyster reef building, electronics recycling drive



2023 Environment Goals

- » Develop a Net Zero Action Plan to establish a roadmap for pursuing emission reduction initiatives, including analysis of business impacts
- » Submit Letter of Intent to SBTi to establish an emissions reduction target in alignment with their Net-Zero Standard and begin the target validation process
- » Identify and implement a software solution to streamline ESG and sustainability data collection, reporting, and disclosure activities
- » Increase Green Team Champions’ expertise through training, such as **The Carbonauts** Big Six workshop series
- » Enable Green Team Champions to lead specific initiatives, including Sustainability Roadshow planning, companywide Earth Day activities, and waste reduction campaigns



People & Communities

Philanthropy & Community Impact

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 donations to worthy causes. VHB Cares, the company's largest charitable program, is run by employees, with each office selecting the charities they will support based on the causes they are passionate about. VHB provides matching donations and flexibility for employees to participate in these important initiatives during work hours.

\$4.3M

raised for charitable organizations since company founding in 1979

Throughout the year and across our footprint, we hold companywide, regional, and local office events to raise money, volunteer, collect donations to food pantries and other organizations—all planned and attended by employees based on their interests. From mini-golf tournaments to chili cook-offs to holiday fun runs, these events also bring VHBers together, building camaraderie and our VHB spirit.



\$321,460

Donated to charity through corporate and employee donations

Notable Fundraising Accomplishments

Jimmy Fund

Last fall, 112 VHBers, friends, and clients participated in the 30th annual VHB [Jimmy Fund Golf Tournament](#) to raise money for Boston's world-renowned Dana-Farber Cancer Institute.

\$92,000 raised in 2022

\$1.5M+ cumulatively

1,100 hours

Estimated volunteer service to charitable organizations provided

VBay Online Auction

\$80,000 raised for charities

300+ online items
30 offices participated

Turkey Trot

\$18,000 raised for charities

211 participants
24 offices participated



2023 Philanthropy & Community Impact Goals

- » VBay online and in-person auctions
- » Golf tournaments
- » Office minigolf
- » Cystic Fibrosis Foundation Cycle for Life
- » Perkins School for the Blind, Everybody In! Walk
- » Game/trivia nights
- » Thanksgiving and holiday potlucks
- » Turkey Trot
- » Holiday drives
- » Various raffles



Employee Wellness & Benefits

VHB supports employees and their families with a best-in-class benefits program that includes a flexible work environment; high-quality medical, dental, and vision insurance programs; professional development and tuition reimbursement; 401k and other financial benefits; and a host of other benefits and resources that support whole-self-care. Learn more about our [holistic benefits package](#).

Significant accomplishments in 2022 include rolling out an expanded Parental/Caregiver Leave benefit; partnering with Ovia Health to offer on-demand fertility, pregnancy, and parenting support; and holding our first virtual Parent Expo highlighting available benefits and resources.

We also developed programs and hosted events to support employees approaching retirement. Topics included options for health insurance and Medicare, financial planning, and new ways to engage with meaningful activities.





2023 Employee Wellness & Benefits Goals

- » Create a working group tasked with revitalizing VHB's wellness program
- » Extend Parental/Caregiver Leave to offer all eligible new parents up to four weeks of bonding time
- » Expand the second Parent Expo with additional vendors and parent volunteers who can speak to a wider range of resources and topics
- » Develop a Year-End Total Compensation Statement that shows each full-time VHBer the full value of their salary, bonuses, and a breakout of their benefits
- » Enhance the visibility of our Benefits and People + Culture teams to better inform employees on how to use these groups as resources
- » Highlight Nivati's improved user platform, which offers mental and physical health tools and support
- » Increase the number of benefits-focused events by offering our first virtual Benefits Fair to coincide with Open Enrollment, continuing to offer 10-12 Cigna EAP webinars, and developing new quarterly health and wellness events
- » Continue to enhance the leave of absence process by offering additional resources and materials and by utilizing Zendesk to streamline the workflow process.
- » Roll out Blue Cross Blue Shield's AHealthyMe platform

Expanding Parental Leave Benefits

2022: Rolled out a new Parental Leave benefit, including 12 weeks of fully paid parental leave for birthing parents and paid Parental/Caregiver Leave following the birth, adoption, or foster care placement of a child fully paid for four weeks.

VHB Family Scholarship Program

Each year, five accomplished children of our employees receive a \$2,000 scholarship through a competitive process that is managed independently by the non-profit, Scholarship America. In 2023, we will be increasing this to \$5,000. Over the past 16 years, **VHB has awarded 75 scholarships totaling \$129,000.**

Diversity, Equity & Inclusion

At VHB, we intentionally foster a culture of diversity, equity, and inclusion—supported by deep-rooted, long-held [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.

VHB's 12-member DEI Steering Committee—co-chaired by Mike Carragher, President & CEO, and Keri Kocur, Chief People Officer—helps us continue to advance DEI initiatives with an increasing level of actionable plans in the areas of culture, recruiting, clients, and the industry. One of the committee's accomplishments in 2022 was to publish our first [DEI Commitment Statement](#), which provides foundational direction for our ongoing efforts.

Some of the top advancements VHB made in 2022 in fostering DEI internally are included below. You'll find additional DEI accomplishments in the [Integrated Services and Awards](#) sections.



Culture

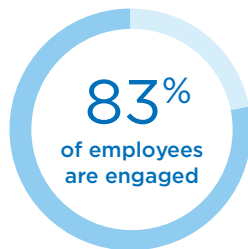
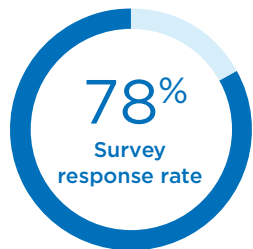
» Advanced gender inclusion:

- Added non-binary and opt-out gender self-identification options to our HR system
- Published leadership resources to help support employees who identify as transgender or non-binary
- Added more information on gender inclusion to our Harassment and Discrimination Training
- Reviewed all benefits to eliminate any gendered language and ensure equity
- Provided Harassment and Discrimination Training through Navex for more info on gender inclusion

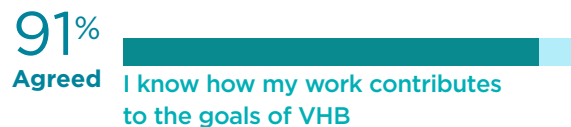
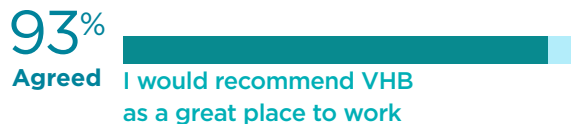
- » Rolled out HR Metric Dashboard to Managing Directors that provides real-time data on hires and terminations by race/ethnicity and gender
- » Transition to hybrid and evolving workplace: published resources to support leaders in being inclusive, welcoming, and equitable, and fostering belonging
- » Partnered with VHB IDEAL (Inclusion, Diversity, Equity Alliance—our employee DEI resource group with over 270 members) to recognize and celebrate diverse holidays and awareness days/months, including emphasis on:
 - Black History Month, raising awareness of Black-owned businesses
 - Transgender Day of Awareness, featuring speaker Gabrielle Claiborne, co-founder and CEO of [Transformation Journeys Worldwide](#)

- Pride Month, including corporate matching for donations to [The Trevor Project](#)
- Hispanic Heritage Month, with a virtual tour of the Museum of Latin American Art offered to employees
- Veterans & Military Families Month, including a panel discussion with VHB Veterans and members of military families
- » Hosted a Community Conversation joined by more than 300 VHBers to support one another in facing the pressing issues and challenges of our time
- » Launched annual employee engagement survey through Culture Amp; communicated high-level results and focus areas; made enhancements to address focus area

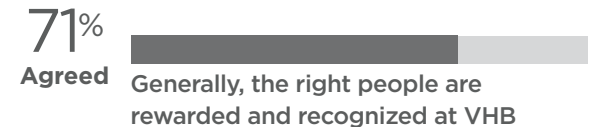
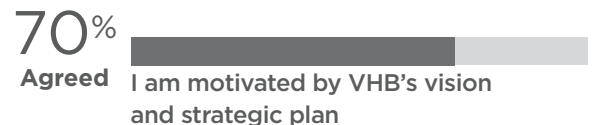
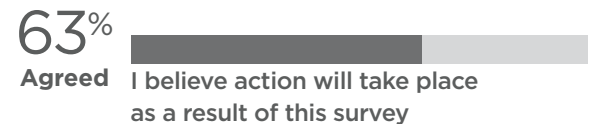
Culture Amp Survey Summary



Areas where VHB is doing well



Areas for VHB to focus on more





Recruiting

- » Developed “Guiding Principles for Attracting and Hiring Talent at VHB,” which will be rolled out during hiring manager training in 2023, to help attract and hire employees from a full spectrum of diversity
- » College Ambassador Program
 - 38 college outreach events
 - New dedicated team in place to support recruiting events and the program
 - Workforce planning for early career
 - Participated in [RAMP](#), Wentworth Institute of Technology’s six-week summer bridge program for Boston-area youth, hosting 50 students at our Boston office
 - Hosted a [CREST summer intern](#) (program for women and minority students) from Tufts University
- » Continue to partner with [HBCU Connect](#), the largest network of students and alumni from historically Black colleges and universities, to post job opportunities on their website
- » VHB’s [Providence office welcomed](#) 20 high schoolers and four staff from Young Voices, an organization that has earned national recognition for its transformative work with underserved Rhode Island youth

Industry

- » Enhanced our Supplier Diversity Program and promoted it internally
- » Created a Supplier Dashboard for Project Managers to identify top MWDBE partners
- » Launched B2B@VHB, a networking program and toolkit available to all offices to help establish new partnerships and deepen existing relationships with MWDBEs—the first two outreach events in NYC drew more than 50 people from 32 small and diverse businesses
- » Continued collaboration with the ACEC Research Institute to develop a DEI survey and Maturity Index for member firms.

55% of VHB’s spend on billable projects was made of up small/diverse owned businesses, a **1% increase from last year.**

171+ New subconsultants and subcontractors were added in 2022, **increasing our total from 605 to 776.**



Clients

- » Established bi-monthly meetings for the Mid-Atlantic Equity team to discuss the advancement of equitable practices throughout VHB’s projects and proposals.
- » Developed and promoted resources such as Elevating Supplier Diversity to help management teams identify MWDBEs and navigate the process.
- » Published VHB Viewpoints on advancing equity in the built environment and promoted thought leadership via social media.

Diversity Data

In the 2022 AEC Advisors Diversity Index, VHB was ranked fifth on the gender score for firms of our size (\$100M-\$500M) and tenth on the total diversity score, which includes gender and race. Our percentage of women employees has increased for three years in a row during the pandemic (from 36.9% in 2019 to 39.3% in 2022)—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, including significantly expanded Parental/Caregiver Leave and Ovia Health, which provides on-demand fertility, pregnancy, and parenting support.

AEC Industry Representation (Bureau of Labor Statistics, 2022)

The AEC industry is comprised of **17.1% women, 12.2% Hispanic or Latino, 15.8% Asian, and 6.5% Black**, according to the 2022 U.S. Bureau of Labor Statistics. Additionally, more women than men leave engineering degree programs and careers, further decreasing female representation, especially among mid- to senior-level professionals.

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. Steps for improvement are identified in our affirmative action plans to help us continue to attract more diverse candidates to our talent acquisition pipeline.

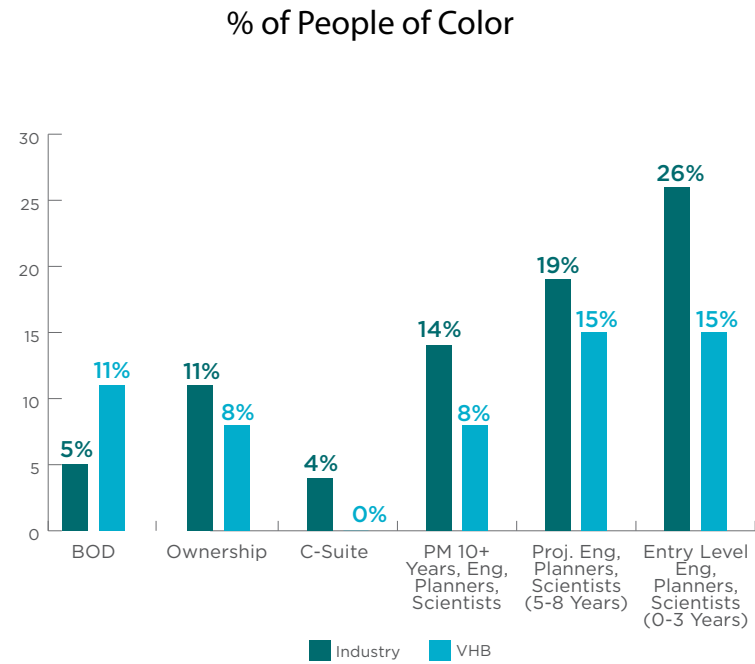
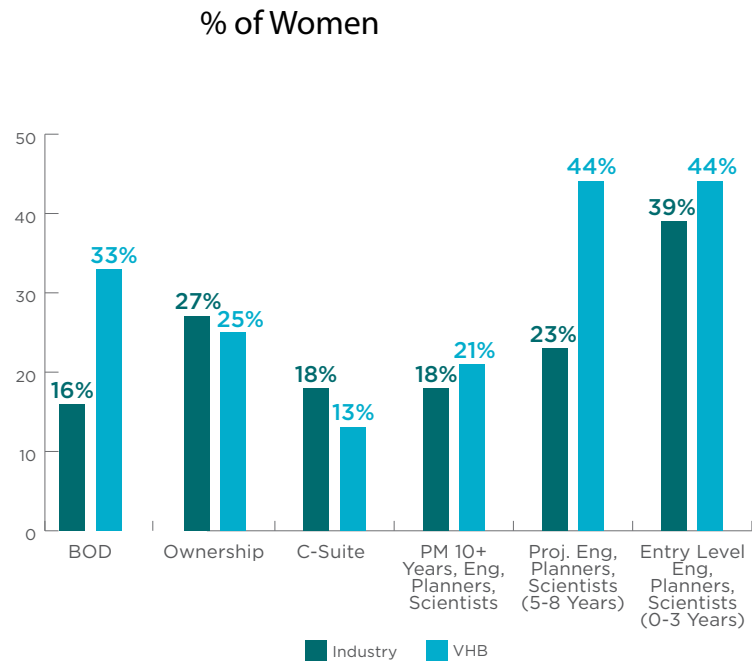
Gender Headcount

| Prior Year End | F | M | N | O | Total |
|----------------|-----|-------|---|---|--------------|
| 2019 | 536 | 916 | 0 | 0 | 1,452 |
| 2020 | 518 | 860 | 0 | 0 | 1,378 |
| 2021 | 589 | 946 | 1 | 0 | 1,536 |
| 2022 | 662 | 1,018 | 1 | 2 | 1,683 |

Gender Responses*

- F = Female
- M = Male
- N = Non-Binary
- O = Opt Out

VHB vs Industry

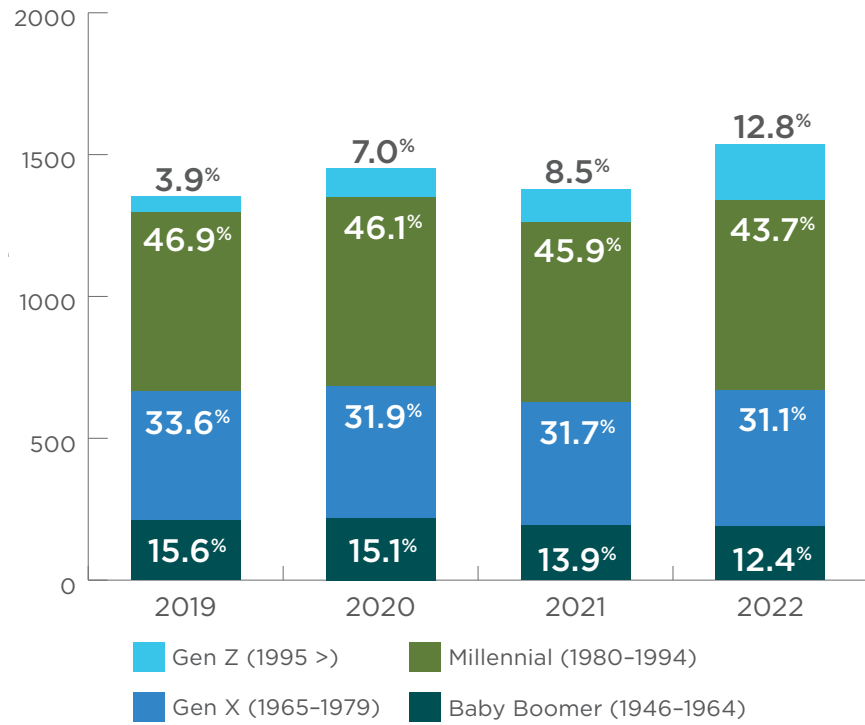


Compared to industry representation by job category according to a 2018 survey of ACEC member firms. Updated industry averages are expected in 2023 after the next survey is conducted.

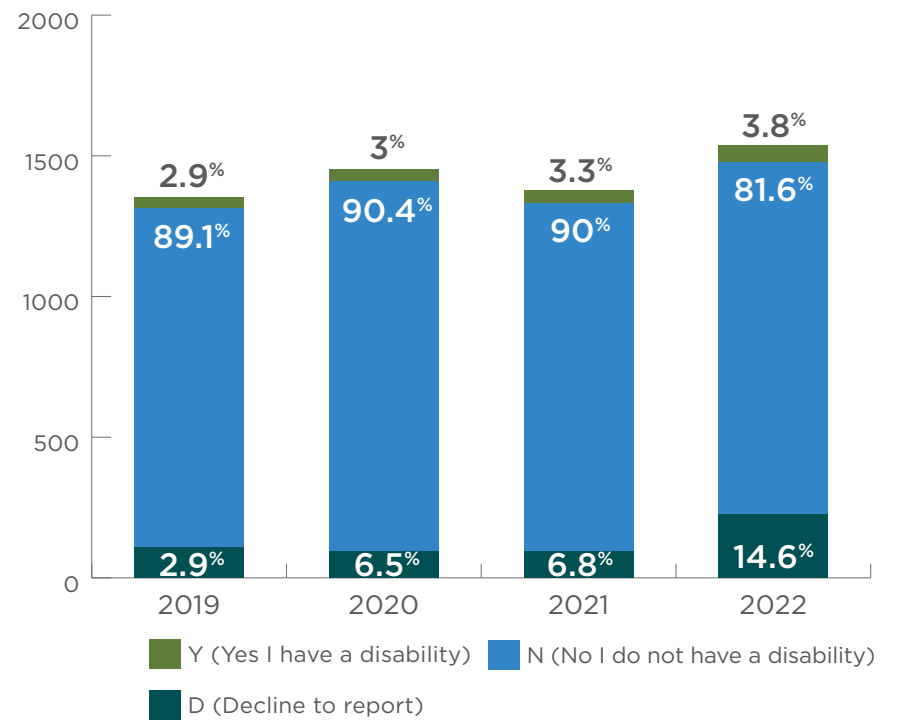
Ethnicity

| 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



Pay Equity

VHB has longstanding policies and procedures in place to ensure we are paying employees fairly and appropriately. We conduct extensive internal salary audits and benchmarking to ensure equitable and competitive pay across our footprint. These salary audits, or fairness reviews, are conducted twice per year in conjunction with our salary and bonus planning cycles.

We also build rigor into our pay equity policies and procedures by retaining independent experts to review pay equity at VHB. Our Human Resources team engaged independent experts in 2022 to conduct a comprehensive

pay equity analysis and review VHB's policies and procedures. This analysis confirmed VHB's policies and procedures are robust. No systemic pay equity issues were identified at VHB and we received high praise on the strength of our program. We intend to continue this independent analysis every two years.

We are proud of the work we do to ensure pay equity and champion efforts outside of VHB to promote pay equity. For example, we were one of the first companies to sign the Boston Women's Workforce Council's 100% Talent Compact. In an effort to eliminate the gender wage gap, we continue to report companywide employee demographic and salary data anonymously to BWWC every two years.

Partnership with Tufts

VHB is partnering with Tufts University's [Racial Equity Policy & Planning Program](#) to financially and programmatically support a fellowship for the next two years, as well as provide financial support for this new program.

Just 2.0

VHB will apply for the [International Living Future Institute's Just 2.0 label](#) in 2023. Just 2.0 is like a nutrition label focused on social justice and equity that allows firms to transparently disclose their operations and performance in six key areas: Diversity & Inclusion, Equity, Employee Health, Employee Benefits, Stewardship, and Purchasing & Supply Chain. We hope that obtaining our Just label will further demonstrate VHB's commitment to diversity, equity, and inclusion, and help us identify areas where we can continue to improve.



2023 DEI Goals

- » Pursue the Just 2.0 label from [International Living Future Institute](#)
- » Partner with Tufts University to financially and programmatically support a VHB Fellowship from the [Racial Equity Policy & Planning Program](#) for the next two years
- » Add questions to the annual employee engagement survey to improve insight and track employee sentiment regarding inclusion
- » Partner with ACEC's Research Institute to build a DEI Maturity Model for the industry
- » Embed VHB's "Guiding Principles for Attracting and Hiring Talent" into new hiring manager training
- » Continue HBCU Connect partnership to attract more applicants from communities of color to careers in the AEC industry
- » Complete five campus visits at universities recognized for having above average representation of women and people from communities of color
- » Increase B2B @ VHB supplier diversity office networking events and create a process to track the impact of outreach efforts to MWDBEs and other diverse owned businesses
- » Update VHB's Unconscious Bias Awareness Workshop
- » Streamline team members' access to DEI resources

Health & Safety

In 2022, VHB's Health & Safety Team shifted focus from pandemic related challenges and protocols, to support the safe transition to a hybrid workplace. VHB's embrace of a hybrid work environment that accommodates individuals unable to work in an office or engage in person fosters a healthier workplace. The Health & Safety Team also made significant advancements promoting a safety culture through in-person meetings, trainings, published safety briefs, and awareness programs.

Health & Safety Organization

The Health & Safety Team, led by Kelly Pina, Health and Safety Program Manager, includes two corporate specialists, representatives from each office, and a committee of corporate leaders who facilitate communication and promote health and safety companywide. VHB Service Leaders are responsible for promoting health and safety within their service line. We make it part of our everyday activities to build a sustainable safety culture.

Our Health & 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.

2022 Highlights

- » Visited 14 VHB offices to reinforce a positive safety culture through all-hands meetings that focus on bringing safety home, stop work authority, incident reporting and trends, and hazard assessments
- » Executed a Service Leader workshop on conducting hazard assessments before site visits, relating to VHB's Starting Smart initiative
- » Published safety briefs regarding field work during hunting seasons, manhole safety, culvert entry, heat stress, machete use, hurricane season, and defensive driving, including a new vehicle safety checklist for daily inspections
- » Finalized the new confined space entry policy, which helped three projects to successfully use the entry permit standards approved by the VHB Confined Space Review Group—employees involved in this work completed confined space entry hands-on training
- » Employees continue to receive training in OSHA Hazardous Waste Operations and Energy Response (HAZWOPER) 40-Hour and annual refreshers, electrical hazard awareness, and First Aid, CPR, and AED



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.

“

The health and safety of our people is our number one priority. 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”



—Kelly Pina,
Health and Safety Program Manager



2023 Health & Safety Goals

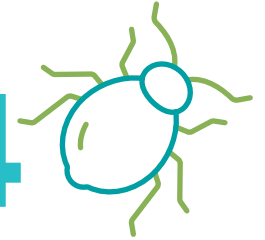
- » Promote best practices for roadside safety, working on water, trenching and excavation, public encounters in field work, hazard mitigation documentation, and other topics
- » Increase VHB Market Leaders' involvement in health and safety, and more closely monitor trends in each marketplace
- » Fine-tune our medical monitoring program to better serve our Site Investigation and Remediation practice
- » Grow the Health & Safety Team and provide more support to our Health & Safety Office Representatives in response to recent survey results
- » Continue the Health & Safety Roadshow with visits to seven more VHB offices



219

New employees completed OSHA 10-Hour Construction Safety training, which is required by VHB for everyone conducting field work

124



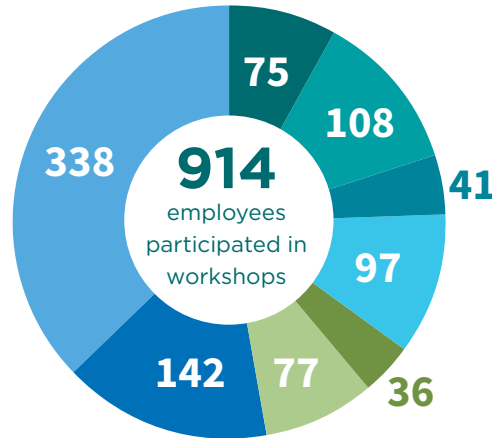
Employees participated in a new tick awareness live online one-hour training provided by the VHB Health & Safety and Learning & Development teams

VHB's Experience Modification Rating (EMR) continues trending down from .87 last year to **.72** currently, which means our workers' compensation claims are **lower than the industry average EMR of 1.0.**

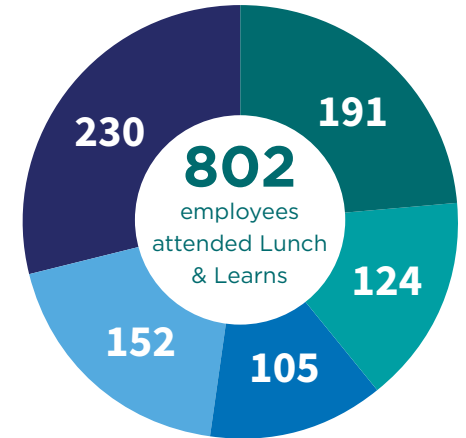
Learning & Development

Learning and development is a core value at VHB. We continue to advance the learning culture in our organization by providing all employees with opportunities to grow and develop through meaningful learning experiences. As VHB continues to thrive, and the need for learning opportunities grows, the L&D Team has focused over the past year on increasing the people and resources needed to meet the company's strategic emphasis on learning, professional development, and career growth.

VHB's in-house Center for Education is accredited by the International Association for Continuing Education and Training (IACET) 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. In 2022, we renewed our accreditation with IACET.



- 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 & disciplines



- VHB Green—Home Solar Panels
- Tick Awareness
- VHB Green—Sustainable Shopping
- Leading a Hybrid Team
- Career Conversation



2022 Highlights

- » Building Our Team: Hired an L&D Specialist and a Learning Experience Designer, and in early 2023, we promoted a member of our People + Culture team to be the new L&D Project Manager.
- » Learning Experience Platform: Researched several platforms and selected one that we will be launching in 2023. The new platform will allow us to aggregate content from multiple channels and sources. From one central and accessible location, the L&D team will be able to provide personalized learning

experiences, formal and informal learning opportunities, mandatory trainings, and other educational content and resources.

- » Strength Deployment Inventory: Began integrating the SDI tool into team meetings and trainings and will continue to roll it out across our footprint. This effort helps us increase relationship intelligence, team building, and effective communications.
- » New Workshops: The Recognition & Positive Feedback and Public Speaking workshops were delivered to several teams.



2023 Learning & Development Goals

- » Hire a Learning Management System Manager to help implement the new learning experience platform
- » Design a multi-level Leadership Development program
- » Refine and enhance VHB's 18-month, self-paced Project Management Development Program
- » Develop and pilot a Coaching and Continuous Feedback workshop
- » Evaluate DEI and unconscious bias awareness content from Articulate and determine how to customize it for self-paced online learning
- » Update VHB's QA/QC training



Governance

Board of Directors

VHB is an employee-owned corporation led by a nine-member Board of Directors and a 22-member Executive Committee. [See the members of VHB's leadership.](#)



ESG Leadership & Oversight




Our ESG efforts are led by a board-level ESG Oversight Committee and the ESG Strategy Team.

ESG Oversight Committee






- » Provides strategic guidance, diverse perspectives, and accountability for VHB's ESG efforts
- » Reviews and approves ESG targets, objectives, and foundational documents, such as the ESG Statement and ESG-related policies
- » Assesses the viability and impact of proposed targets or initiatives and contributes to go/no-go decisions
- » Holds the ESG Strategy Team and leadership teams accountable for progress toward ESG targets and objectives

ESG Oversight Committee

Board Representatives

-  CEO (Committee Chair)
Mike Carragher
-  CEO-Designate
Meredith Avery
-  Independent Board Member
Keith Parker

Executive Committee Members

-  Chief Operating Officer
Bill Ashworth
-  Chief Development Officer
Mike McArdle
-  Chief People Officer
Keri Kocur
-  Chief Legal Officer
Khris Gregoire
-  Executive Committee Member at Large
Tom Jackmin

VHB Stakeholders

-  DEI Steering Committee Representative
Nancy Barker
-  Subject Matter Expert
Carol Lurie



ESG Strategy Team

- » 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
- » Solicits and analyzes stakeholder input to establish ESG priorities
- » Evaluates triple bottom line risks, opportunities, and performance
- » Collaborates with Market and Service Leaders and corporate teams to integrate ESG into decision making, business planning, and operations
- » Leads ESG reporting efforts
- » Reports regularly to the ESG Oversight Committee on VHB's progress toward our ESG targets

ESG Strategy Team

Corporate Resources

-  Corporate Resources Integration Officer
Bob Dubinsky
-  Corporate Sustainability Director
Andrew White

Technical Services

-  Director of Technical Services
Matt Kennedy
-  Sustainability Practice Lead
Ryan Prime

Emerging Leaders

-  DEI Leader
Elissa Goughnour
-  Sustainability Leader
Katie Shannon

Other

-  Subject Matter Expert
Khris Gregoire



Governance Highlights

VHB took two significant steps in 2022 to continue to evolve and strengthen its corporate governance.

First, the VHB Board of Directors nominated its first Lead Independent Director (LID). The primary role of LID is to partner and collaborate with the Chairman of the Board (Chair) to maximize Board performance and effectiveness. The LID also provides an alternative communication channel to the Chair and CEO for various stakeholders. For example, the LID acts as a point of contact for Independent Directors, Stockholder Nominated Directors, and the stockholders at large. The LID's communication of stakeholder feedback and constructive advice and counsel to the Chair and CEO ensures there is an independent counterbalance to the two roles, particularly when the Chair and CEO roles are combined.

The LID's responsibilities include, Chairing the Corporate Governance Committee, which is a committee appointed by the Board of Directors to assist the Board in fulfilling its responsibilities related to effectively governing the organization. The Committee works to develop and implement VHB's governance policies and guidelines.

Second, VHB engaged in an extensive exercise in 2022 to refresh its Enterprise Risk Management (ERM) program. ERM includes the methods and processes used by VHB to manage its risks and seize opportunities, as well as providing a framework for risk management. ERM involves identifying events or circumstances relevant to VHB's objectives (threats and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring process.

VHB has a long history of conducting thorough ERM exercises. The ERM program typically involves a comprehensive refresh every five years, and annual monitoring thereafter. VHB engaged in comprehensive ERM exercises in 2012 and 2016, and again in 2022. A large stakeholder working group was established to: (1) identify and update VHB's universe of risks; (2) identify VHB's highest risks; (3) assess risks with various mitigation strategies; and (4) develop mitigation plans. This exercise will continue in 2023, culminating in a presentation to VHB's Board in July and implementing refreshed mitigation plans in 2024 and beyond.



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 the company's culture of integrity and support its legal and ethical compliance obligations. VHB has built a comprehensive program with Board oversight and accountability. Our 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 includes 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. The company took many steps in 2022 to strengthen its Compliance Program. Highlights include:

- » VHB's Chief Compliance Officer partnered with HR to provide advanced training on our Incident Reporting Tool to ensure more consistent use and better data quality of completed investigations, and established HR/Legal Quarterly Roundtables to better prepare for and collaborate on potential future investigations.
- » The Legal Department conducted a robust Legal and Ethical Risk Assessment and identified current and proposed mitigation for all legal and ethical risks at VHB.
- » VHB's Chief Compliance Officer collaborated with VHB's Corporate Resources Integration Officer to conduct a Business Continuity Fraud Exercise to better prepare leadership to identify and mitigate fraud.
- » A stakeholder working group worked to draft a Confidentiality Policy aimed at promoting VHB's culture of collaboration in a manner that ensures the company protects sensitive and confidential information and enhances network security. This policy will be rolled out in 2023.

- » VHB's Chief Compliance Officer also partnered and collaborated with many Corporate Leadership Team members to better identify the company's third-party risks and began to develop mitigation strategies.
- » We refined questions about VHB's culture of ethics and integrity to be included in employee pulse surveys in 2023.

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. 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.

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. In 2022, VHB achieved near 100% completion rate for Code of Conduct training. Employees also participate in more advanced training on many other topics, including preventing conflicts of interest, confidentiality, anti-discrimination, timekeeping, and working with governmental entities.

General Employment Policies

VHB's policies set clear expectations for our 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 partners with a national law firm that reviews our policies and keeps us apprised of changes in laws and regulations to facilitate our legal compliance efforts.

Resources for Speaking Up

We encourage employees to report any activity that causes concern by first communicating with their supervisor or other senior leaders if they feel comfortable doing so, or via numerous additional channels, including a 24/7 outsourced, anonymous Ethics & Compliance Hotline. VHB strongly prohibits any form of retaliation for reporting concerns.



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 about 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. In 2022 our consultant again provided an "unmodified opinion" of the financials prepared by VHB; the highest grade offered. Our finance team, internal controls, and financial reporting were lauded, as well as our continuous improvement of solid project management practices.

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.

2022 Compliance Program Accomplishments

- » HR and Legal increased use of Incident Reporting Tool & Completed Investigations & Participated in HR/Legal Quarterly Roundtables
- » Identified Legal and Ethical Risks & Current and Proposed Mitigation as part of ERM Refresh
- » Business Continuity Fraud Exercise completed
- » Confidentiality Policy drafted
- » Third Party Risk Discussions



2023 Compliance Program Goals

- » Roll out Confidentiality Policy in collaboration with IT
- » Develop Supplier Code of Conduct and build into VHB subcontracts and Supplier Gateway
- » Continue discussions regarding third party risk management
- » Complete Navex Code of Conduct training
- » Focus on developing additional training content (Ethics/Legal/Claims) and touchpoints and delivering training to offices
- » Roll out and review results of Culture of Ethics and Integrity Pulse Survey and collaborate with HR in the identification of any additional next steps



Cybersecurity

Led by our Chief Information Officer Greg Bosworth, VHB's cybersecurity program ranks among the best within our industry and beyond. Using leading frameworks, protocols, and tools, we continually advance our approach to information security, both internally and with client data. Our efforts are supported at the board level by an Information Security Program Charter, which lays out the program's mandate, roles, and responsibilities, and how our security program is implemented and managed. Ongoing efforts include performing vulnerability assessments, training our employees to recognize and handle external threats, protecting sensitive and personally identifying information, and deploying multiple layers of advanced security for our network assets and our hybrid workforce.

Network Segmentation

One of the key components of securing a network is segmentation. In 2022, the Network Team deployed this best practice, reorganizing the entire management plane of VHB's infrastructure by creating a managed remote infrastructure for all elevated tasks. Especially important, high-level accounts are protected from being compromised by hackers gaining access to lower-level accounts. The initiative earned high praise from VHB's security consultant, who said they had not seen a successful implementation of this kind outside of Department of Defense contractors or the federal government.

Server Consolidation

With the shift to hybrid work, powered by remote access through VPN, VHB consolidated 35 data centers into five core locations. The data centers house large storage arrays and servers that host localized resources and supporting redundant systems. As each data center requires extensive security—as well as multi-circuit power with battery backup and 24/7 air-conditioning—this initiative substantially decreases VHB's risk while also reducing on-site energy consumption.

Partnership with Rapid7

VHB partners with Rapid7, a security information and event management platform, to enhance our ability to house and review a massive set of security information and logs generated by the day-to-day operation of our users and infrastructure. We are now able to maintain an unlimited amount of related data for 13 months and search for security incidents across our entire digital footprint. This data, and the deployment of Rapid7, allow us to identify, understand, and neutralize high-risk situations.

Enhancing Password Security

Passwords have become one of the greatest risks to our infrastructure. Over the past few years, VHB has evolved the way we authenticate to our network by requiring complex passwords, auditing network passwords, and employing multi-factor authentication. In 2023, we will continue to enhance network security with initiatives that guard against human error and password vulnerabilities.



2023 Cybersecurity Goals

- » Continued enhancements to network segmentation, including high-risk work group segmentation (HR, Finance, Leadership)
- » Continued data center consolidation, moving to co-location facilities to offload service management and maintenance
- » Secure project data access
- » Roll out Windows Hello for Business and Microsoft Authenticator on registered mobile devices

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 regionally and nationally for our contributions and achievements.



Rankings & Best Places to Work Awards

ACEC New York

Inaugural Diversity, Equity, Inclusion & Belonging Award
VHB New York

Best Places to Work in Vermont

Large Business
VHB Vermont

Best Places to Work in Virginia

Virginia Business Best Places to Work – Ranked #7 for Large Employers
VHB Virginia Offices

Boston Business Journal

List of Largest Engineering Firms VHB Ranked #2
VHB Massachusetts Office

Boston Business Journal

List of Largest Private Companies in Massachusetts
Rank: #43

Crain's New York Business

100 Best Places to Work
NYC Office

Engineering News Record (ENR)

Top 500 Design Firms
Rank: #62

ENR

Top 100 Pure Designers
Rank: #47

ENR New England

New England Top Design Firms
Rank: #3

ENR New York

New York Top Design Firms
Rank: #28

ENR New York

Environmental & Geotechnical Engineering Firms
Rank: #10

ENR Southeast

Southeast Transportation Firms
Rank: #16

ENR Southeast

Florida Design Firms
Rank: #25

ENR Southeast

Top Design Firms
Rank: #29

VermontBiz and the Vermont Chamber of Commerce

Best Places to Work in Vermont 2022
Rank: #3

ENR

Top 150 Global Design Firms
Rank: #117

ENR Mid-Atlantic

Top Design Firms 2022
Ranking #41 overall; #14 in the District of Columbia Sector



National Center for Transit Research

Best Workplaces for Commuters
VHB Tampa & Orlando Offices

Orlando Business Journal

Best Places to Work
#11 in Large Firms

Triangle Business Journal

Largest Engineering Firms in the Triangle
VHB Ranked #15 (Ranked by # of professional engineers)
VHB Raleigh Office

Washington Business Journal

Largest Engineering Firms in Greater DC
VHB Ranked #8 (Ranked by engineering billings)
VHB Metro DC Offices

People Awards & Appointments

National Academies of Sciences, Engineering & Medicine

Committee on Environmental Analysis & Ecology in Transportation

Alex Levy

Connecticut Greenways Council

CT Greenway Award

Mark Jewell

WTS Leadership Appointments

[Added 16 new leaders](#) across all WTS chapters.

Project Awards

ACEC Massachusetts
2022 Engineering Excellence Award
MassDOT Crescent Marsh project

ACEC/NC, Engineering Excellence Awards
Mapping & Planning Honors Award
Cape Fear 02/03 Regional Watershed Plan

ACEC New York
Engineering Excellence Awards, Platinum Award
Baldwin Downtown Revitalization Initiative Strategic Investment Plan

ACEC Rhode Island
Engineering Excellence Awards Projects Under \$10M
East Bay Bike Path, Statewide

American Society of Landscape Architects (ASLA) Potomac Chapter, Honor Award
Pennsylvania Avenue West Streetscape Design

Boston Preservation Alliance
2022 Preservation Achievement Award
Landmark Center-Sears Roebuck

Boston Society of Landscape Architects
Honor Award
UVA Ivy Corridor

Virginia Chapter of the American Planning Association, Honorable Mention
James River Park System Master Plan

Donated time to an award-winning project enhancing an underserved Richmond community
[Hillside Court Playground+ Wins Two Golden Hammer Awards](#)



News & Publications

ACEC Last Word

[Designing A Better World Through Site Planning and Green Thinking - from VHB](#)

Airport Improvement Magazine

[Airport Apiaries Foster Crop Pollination, Support Land Stewardship](#)

APN News

[ACEC/MA Announces VHB as a Bronze Engineering Excellence Award Winner for their work on the Dorothy Pond Dredging in Millbury, MA](#)

APWA National Reporter Magazine

[Coastal Resilience](#)

authored by J.D. Hines

ASCE Civil Engineering

[Historic Jamestown tests the waters of flooding mitigation](#)

BSCES News

[Crescent Marsh](#)

co-authored by Susan Nichols with client

Citrus County Chronicle

[Water management district repeats local oyster survey to continue monitoring study](#)

CT CRE

[VHB Welcomes Back Amy Vaillancourt as Director of Environmental Services for CT](#)

Engineering News-Record

[VHB's Carol Lurie on the evolution of sustainable airports](#)

ENR Mid-Atlantic

[Va. Infrastructure Project Deploys Multiple Sustainable Solutions](#)

Environmental Business Journal

[Challenged by 2020, VHB Responds with Measures to Support Strong Internal Culture Standards; Embraces New Market Demands of Climate Change](#)

Greater Long Island

[Plans for Shorefront Park renovations unveiled; project set to begin this summer](#)

Orlando Sentinel

[Orlando Plans Resilience Hubs to Help Weather Future Storms](#)

Orlando Sentinel

[Oviedo Looks at Solving its Traffic Jam Woes with More Options for Bikers, Walkers](#)

Seven Days

[7 Upgrades Worth Waiting For at Burlington International Airport](#)

Statehouse News Service

[Massport Weighs Path Toward Cutting Emissions](#)

Valley Nes

[City officials pitch plan to improve West Lebanon streetscape](#)

Washington Post

[Colonial Jamestown, assailed by climate change, is facing disaster](#)

Williamsburg Yorktown Daily

[‘We Are Being Inundated’: Jamestown Endangered By Climate Change](#)

VHB Viewpoints

[Clean Energy Revolution](#)

[Climate Adaptation & Resiliency](#)

[Electric Vehicle Revolution](#)

[Embracing the Energy Revolution & Addressing Climate Change](#)

[Energy, Environment & Health](#)

[EV Charging Infrastructure](#)

[Solar Farm Life Cycle in Seven Steps](#)



Representative Conference Presentations

2022 Florida Planning Conference

Building Community Resilience
Tackling Some of Florida's Toughest Challenges
Katie Shannon

2022 Florida Planning Conference

Healthy Communities & Equity in Urban/
Transportation Planning
Curt Ostrodka

2022 Florida Planning Conference

Charge On! Preparing for Florida's Electric
Future
Curt Ostrodka

2022 Florida Planning Conference

Is Your Community Ready for Air Taxis?
Planners Take to the Skies
Curt Ostrodka

2022 Florida Planning Conference

Pipeline to Better Placemaking
Using Digital Realities to Observe, Teach &
Engage in the Creation of Place
Roberta Fennessey

2022 Florida Airports Council Annual

Conference & Expo
Advanced Air Mobility
Fin Bonset

2022 MassDOT Transportation Innovation Conference

Making Transportation Corridor Operations
Safe
*Amir Rizavi, Dave Mulholland, Angela Dempsey,
& Matthew Picanso*

Accessing Transit Guide Virtual Webinar

Improving Safety for Pedestrians and Bicyclists
Elissa Goughnour

American Planning Association 2022 National Planning Conference

Flying Taxis? How Central Florida is Planning
Advanced Air Mobility
Fin Bonset & Curt Ostrodka

APA-NY Metro Annual Conference

Edgemere Resiliency Offshore Wind panels
Allison Ruddock & Juli Schroeger

APA-NY

Tech Talk A Smart Communities Future
*Curtis Ostrodka, Andrew Buck, & Michael
DiGaspari*

APWA PWX 2022 Conference

What is a smart community? Harnessing
Data and Technology to Build Equitable and
Resilient Cities
Curt Ostrodka

APWA PWX 2022 Conference

Taxis Take To The Skies
The City of Orlando Prepares for Advanced Air
Mobility
Fin Bonset & Curt Ostrodka

EFCG 2022 ESG & Sustainability Forum

The Why and How on Reporting on ESG &
Sustainability
Ryan Prime & Andrew White

FIDIC Global Infrastructure Conference

By invitation, CEO *Mike Carragher* represented
the ACEC Research Institute as Vice Chair and
presented on VHB's approach to ESG.

Global Business Travel Association Florida Chapter Day of Education

Sustainability in Aviation
Sierra LePore

National Offshore Wind R&D Symposium

Improving the State of the Art
Wind Resource & Site Characterization
Angel McCoy

NCAMPO

CAMPO's Bonus Allocation Methodology for
Project Prioritization
Don Bryson

NCAMPO

Improving Pedestrian Safety through Statewide and Citywide Approaches
Lauren Blackburn

NCAMPO

More Creative & Sustainable Solutions through Starting Early
Indirect and Cumulative Effects (ICE) Assessment during the Metropolitan Transportation Plan Process
New Bern Area MPO
Candice Andre & Christopher Connolly

NEIWPCC NPS Conference

Building Better BMPs for the Future of the Northeast
Robert Wildey & Nate Pacheco

New England Stormwater Retrofit Manual

Soak Up the Rain Webinar Series
Theresa McGovern & Nate Pacheco

New England Water Environment Association (NEWEA)

Navigating the Tides
Fostering diversity and leading change
Theresa McGovern, Lauren Caputo, & Bill Arcieri

NJ TransAction Conference

Emerging Trends and Strategies for First- and Last-Mile Access to Commuter Rail
Lisa DiTaranti

Northeast Transportation Safety Conference

Walkability Assessment of Portland's Sidewalks
E-bike Technology
Anthony Grande & Elissa Goughnour

Pedestrian Safety and Darkness: Virtual Webinar

Michael Dunn & Matt Sygles

Susquehanna University Alumni Webinar

The Arctic, Climate Change and How To Get Involved
Co-presenter: *Kara DiCamillo*

Training for MS4 Permittees

Annie Bastoni & Sarah Nalven

UMASS Transportation Center (UMTC) Virtual Classroom

Illicit Discharge Detection and Elimination (IDDE)

U.S. Forest Service

Climate Adaptation Workshop for Deep Creek WSR and Whitewater WSR
Jen Morrissey

Virginia Chapter American Society of Landscape Architects

Watershed Moments
Communication & Leadership Insights
Stephen Talley



2022 SUSTAINABILITY REPORT

Shaping Our World

vhb.com/sustainability