



# 2023 Sustainability Report

# Creating a Sustainable Future



# About This Report

This report pertains to the operations of Vanasse Hangen Brustlin, Inc., an employee-owned corporation, headquartered in Watertown, MA, 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 2023 calendar year. 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

The pressing issues facing society and our world call for urgent attention. We're keenly aware of the magnitude of our role in taking action to address these challenges in a manner that benefits our people and clients, while promoting a safe, equitable, and sustainable built environment for everyone, everywhere. 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 partner with clients and communities to create a sustainable future.

As a Generational Company founded on the principle of stewardship, sustainability has always been an integral part of our culture, operations, and work. VHB continues to increase our level of focus on how we propose solutions using sustainability as a key motivator of planning and design approaches, as well as to further embed our Environmental, Social & Governance (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 Mission—and we continue to make great strides to embody these long-held foundational elements of who we are.

Our ESG Oversight Committee, comprised of Board and Executive-level members, as well as VHB subject matter experts, helps set and hold VHB to our ESG commitments, and we continue to align our reporting with third-party ESG frameworks. In late 2023, VHB committed to near- and long-term companywide emission reductions in line with net-zero as part of the Science Based Targets initiative (SBTi). I'm incredibly proud to share the progress we have made in our 2023 Sustainability Report. From helping to advance the industry in decarbonizing infrastructure projects, to our growing sense of awareness internally about how we operate the company, we've increased our resiliency and climate action planning work and continued to focus on advancing a more inclusive, equitable culture of belonging for our people.

Our industry has the skills and capabilities to make significant advancements that benefit our communities and our planet, and we're united by a shared passion for enabling responsible development. I look forward to working with our entire team to continue elevating our ESG performance and impact and advancing a more resilient and sustainable future.

*Mike*

Mike Carragher, PE  
President and CEO



At the 2023 FIDIC Global Leadership Forum Summit, Mike participated in the discussion on strategies and efforts to more effectively advance decarbonization of the industry in all lifecycle phases of projects.



# 2023 Accomplishments Checklist

This checklist consists of goals recorded in [VHB's 2022 Sustainability Report](#). Additional 2023 sustainability accomplishments can be found in their respective sections.



- ✓ Done
- ◐ Partially done
- Not done

## Integrated Services

- ◐ Continue developing a 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 make certain 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

## Environment

- ✓ 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
- Identify and implement a software solution to streamline ESG and sustainability data collection, reporting, and disclosure activities
- ◐ Increase Green Team Champions' knowledge and experience through training, such as The Carbonauts Big Six workshop series



# 2023 Accomplishments Checklist

- ✓ Done
- ◐ Partially done
- Not done

## 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

### Employee Wellness & Benefits

- ✓ 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 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 by utilizing Zendesk to streamline the workflow process
- ✓ Roll out Blue Cross Blue Shield's AHealthyMe platform

### Diversity, Equity, Inclusion & Belonging (DEIB)

- ◐ Pursue the Just 2.0. label from International Living Future Institute
- ✓ Partner with Tufts University to financially and pragmatically 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 DEIB resources



# 2023 Accomplishments Checklist

- ✓ Done
- ◐ Partially done
- Not done

## Health & Safety

- ✓ 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

## Learning & Development

- ✓ 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 DEIB 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

- ✓ 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 deliver 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



# Integrated Services

VHB remains dedicated to enhancing the integration of sustainability principles into our operations through internal initiatives focused on raising awareness and improving processes, tools, and solutions that incorporate triple-bottom line thinking. Through this effort, we commit to proliferating a culture that values collaboration with our clients to help them solve complex challenges and implement innovative approaches that promote resilient, sustainable outcomes.





## Holistic Approach

Sustainability is not an “add-on” service that we provide. It’s a lens for how we see the world 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 climate action capabilities and vital services to our clients:

- » Carbon reduction/clean energy roadmaps
- » Climate action plans
- » Electric vehicle (EV) charging infrastructure and fleet planning
- » 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

We’re committed to improving our local communities and environment, always striving to transform compromised spaces into thriving areas. With a strong track record of success, particularly with New York City Economic Development Corporation (NYCEDC), our recent partnership with Capital Group for final design and construction support for Station Plaza marks a significant milestone. This project involves creating a new subway entrance and plaza by demolishing buildings to make way for open space. By incorporating elements, like birds,

trees, and thoughtful lighting, we’re rejuvenating the area in a long overdue way.

Our collaborative approach started with upfront whiteboard sessions, where we discussed budget allocations, materials that not only meet standards but also embody progressive principles, and innovative stormwater management techniques. We focused on creating best management practices tailored to the site space while navigating the constraints posed by the underground subway station.



## 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 engineering 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. Active transportation options, including walking and biking, along with safety plans, including Vision Zero, contribute to more sustainable 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. Innovative approaches to stormwater management help to improve asset resilience, while projects that integrate electric vehicle infrastructure, including site identification, evaluation, and selection, help to create sustainable places and valuable assets. [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. Integrating equitable access to mobility and infrastructure, and improving quality of life through public amenities, contributes to more sustainable spaces and places. [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. Sustainability is inherent in our integrated environmental services, with teams working diligently to preserve cultural and historic resources, protect coastal communities and natural habitats, and restore natural conditions. [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. Sustainability leverages data, innovation, and technology to better understand risks and impacts, and to inform the decision-making process. [Learn more.](#)

# Sustainability-Focused Resource Groups

## Sustainability Council

Led by the Sustainability Practice Leader, Ryan Prime, the committee is composed of the Director of Technical Services, Matt Kennedy, and each Service Line Chair. The council meets twice monthly and shares best practices, opportunities for project development,

and strategic insight into leveraging VHB's capabilities through applying a lens of sustainability to our process.

## 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 more than 60+ ENV SPs and four Envision trainers who provide internal and external trainings for individuals to achieve ENV SP credentials. VHB has three Envision verifiers and has served as a third-party verifier for more than 20 solar, water treatment facilities, high speed rail, highways, parking/vehicle facilities, and viaducts.

### VHB Project Experience



**Penn Station Access**  
New York City, NY  
**IN PROGRESS**



**West Central Streetscape**  
St. Petersburg, FL  
**IN PROGRESS**



**Greenough Boulevard**  
Cambridge, MA  
**COMPLETE—Bronze Award**



**BOS Runway 9/27 and 15/33 Envision Certifications/Framework**  
**COMPLETE—Award Pending**

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

**T.F. Green Airport Runway 5-23 Extension**  
**COMPLETE—Gold Award**

**60+** ENV SPs

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

**Third party** verifier for **20+** solar, water treatment facilities, high speed rail, highways, parking/vehicle facilities, viaducts, etc.

**3** Envision Verifiers

**1** internal Envision training session in 2023

**1** Envision training session with ACEC (14 people)

**10** Envision training sessions with the NY MTA (232 total MTA participants)

## Climate Action Network

Our Climate Action Network is a diverse set of VHB employees interested in tackling climate change. This includes areas such as climate action and community planning, greenhouse gas reductions, and resilience planning. The team also works on flood modeling and hazard assessments. Meeting monthly, the network discusses ongoing projects, legislative changes, and professional development opportunities.

## Project Sustainability Application

VHB is developing our Project Sustainability Application, which we plan to launch in 2024. This innovative tool aims to implement our triple-bottom-line philosophy across all our projects, pursuits, and internal mechanisms with ease and consistency. As part of its initial development phase, we've included an interactive map feature, offering users immediate

insights into sustainability conditions of any chosen location. In the future, our goal with this application is not only to model different project alternatives based on sustainability measures, but also to monitor and assess the potential sustainability impacts of our projects on their surrounding communities.

## Regional Equity Team

The Mid-Atlantic Equity Team has continued to meet with employees throughout the company, and the team has begun a series of in-person meetings throughout the region to focus on specific topic areas and provide VHBers an opportunity to explore implications of their project work. The overarching goals of the group include defining equitable practices for all projects, providing resources and feedback on project proposals, and compiling a catalogue of proposal materials and best practices that underscore instances of equity in action.

## Sustainability Roadshow

Sustainability Practice Leader Ryan Prime, Corporate Sustainability Director Andrew White, Director of Smart Communities Curt Ostrodka, and Corporate Sustainability Manager Elizabeth Bennett executed VHB's Sustainability Roadshow with office visits across our footprint. In addition to providing VHBers with an overview of their roles, the team provided a greater understanding

of sustainability at VHB, how we apply an ESG framework to our corporate sustainability efforts, and what our priorities are for 2024 and beyond.

At each stop, the team reviewed VHB projects to identify how a triple-bottom line philosophy can be applied to every project. These collaborative sessions encouraged holistic thinking and problem solving to better understand the importance of looking at the work we do through a sustainability lens.



## 2024 Integrated Services Goals

- » Launch and promote adoption of the Project Sustainability Application to provide project's sustainability index when evaluating the impact of our work
- » Expand Sustainability Community of Practice, including the expansion of additional communities focused on Smart Communities and Resiliency and Carbon Reduction
- » Conduct a workshop to develop the next Applied Sustainability Plan to make certain that VHB's sustainability philosophy is foundational in all of our project work
- » Update the Project Sustainability Guide to support VHB's Start Smart approach
- » Continue conducting 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



[Amanda Street Park at East Altamonte | Altamonte Springs, FL](#) 🖱️



[Boynton Yards | Somerville, MA](#) 🖱️



[Broadband & Smart Community Application Planning | CA](#) 🖱️



[CC2DCA Intermodal Connector Feasibility Study | Arlington County, VA](#) 🖱️



[Chickahominy Falls | Hanover County, VA](#) 🖱️



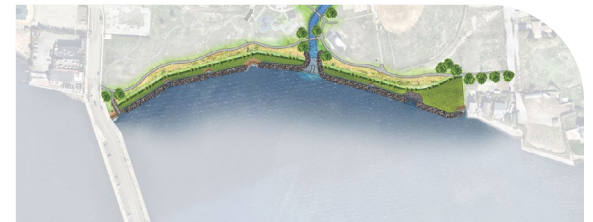
[DC Smart Street Lighting | Washington, DC](#) 🖱️



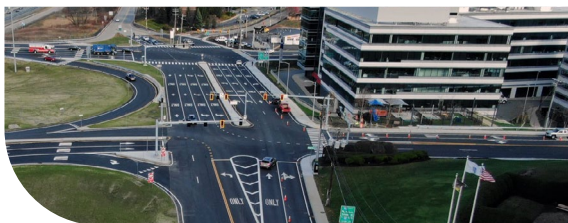
[Hampton Roads Community Based Outpatient Clinic | Chesapeake, VA](#) 🖱️



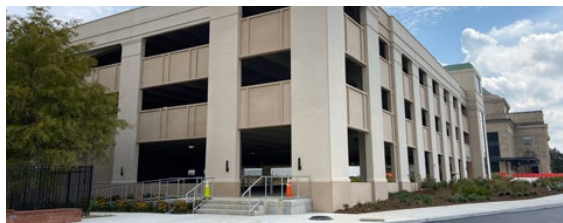
[MTA Program Management & Design Services Contract | New York, NY](#) 🖱️



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



[Route 128/I-95 Land Use & Transportation Study | Newton to Lexington, MA](#) 🖱️



[The Science Museum of Virginia Green Infrastructure & Parking Deck | Richmond, VA](#) 🖱️



[Wing Solar Farm | Wing, AL](#) 🖱️








# Environment

## Greenhouse Gas Emissions

In 2023, VHB continued our journey toward reducing our greenhouse gas (GHG) footprint, by [publicly committing](#) to set targets in alignment with [SBTi's Net-Zero Standard](#). Science-based Net-Zero means that VHB will commit to reducing emissions as rapidly as possible throughout our value chain and balancing residual emissions via GHG absorption and storage methods. Within the next 24 months, VHB will submit our proposed targets to SBTi for validation, formalizing our commitment to do our part in promoting a more sustainable future.



## Annual Emissions, by Type (MTCO<sub>2</sub>e)

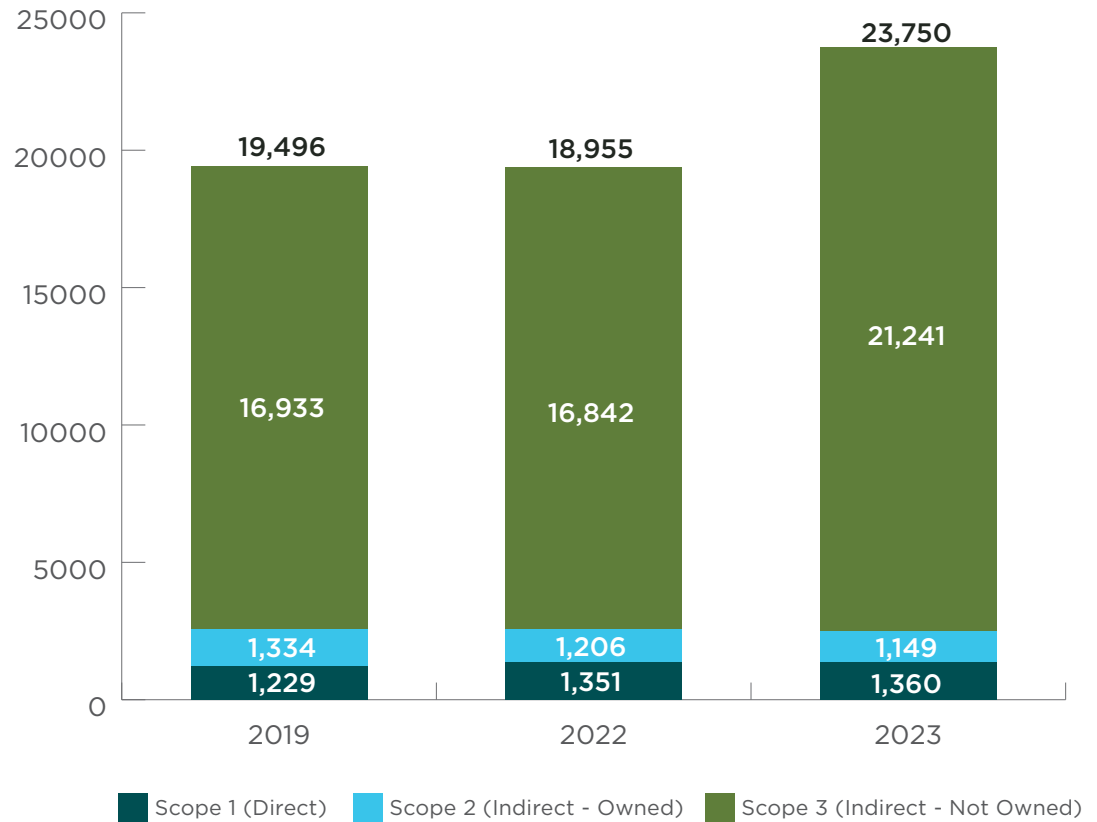
SCOPE	EMISSION SOURCE	2019	2022	2023	PERCENT CHANGE 2023 VS. 2019	PERCENT CHANGE BY SCOPE
<b>Scope 1:</b> Direct emissions	 <b>Mobile Combustion</b>	944	1,087	1,111	<b>17.6%</b>	<b>10.7%</b>
	 <b>Stationary Combustion</b>	284	264	250	<b>-12.2%</b>	
<b>Scope 2:</b> Indirect emissions (purchased electricity)	 <b>Purchased Electricity</b>	1,334	1,206	1,149	<b>-13.9%</b>	<b>-13.9%</b>
<b>Scope 3:</b> Indirect emissions (value chain)	 <b>Category 1: Purchased Goods and Services</b>	10,212	12,334	13,242	<b>29.7%</b>	<b>25.4%</b>
	 <b>Category 3: Fuel and Energy not included in Scopes 1 &amp; 2</b>	572	578	666	<b>16.5%</b>	
	 <b>Category 6: Business Travel</b>	3,830	2,424	4,408	<b>15.1%</b>	
	 <b>Category 7: Employee Commuting</b>	2,318	1,506	2,925	<b>26.2%</b>	
	<b>TOTAL</b>	<b>19,495</b>	<b>19,398</b>	<b>23,750</b>	<b>21.8%</b>	

Total values are rounded to the nearest whole number.

VHB's absolute emissions across all Scopes have increased by 21.8% (4,255 tons) since our 2019 base year. The firm's combined Scope 1 and 2 emissions decreased approximately 2% from both 2022 and our 2019 base year, driven primarily by a reduction in Scope 2 emissions. However, VHB's Scope 3 emissions rose 25.4% (4,308 tons) above 2019 levels and 26.1% (4,399 tons) above 2022.

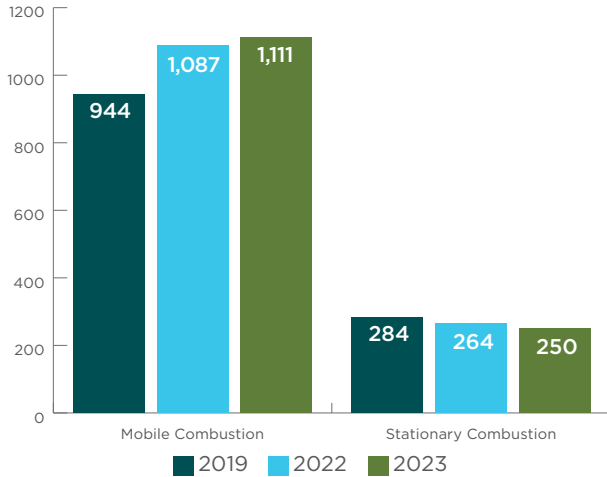


**Total Annual Emissions (MTCO2e)**

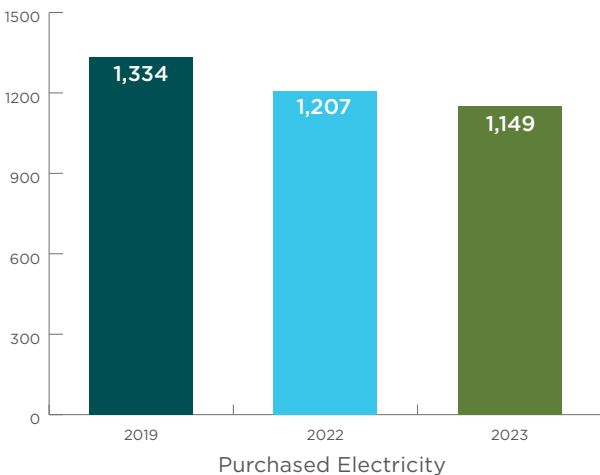




### Annual Scope 1 Emissions by Category (MTCO<sub>2</sub>e)



### Annual Scope 2 Emissions (MTCO<sub>2</sub>e)



VHB's Scope 1 emissions rose by 10.7% (133 tons), driven mainly by a 17.6% (167 ton) increase in mobile combustion from fleet vehicles, which offset a 12.2% (34 ton) reduction in stationary combustion emissions from heating offices. With fleet vehicle emissions now at 81.6% of total Scope 1 emissions, it's clear this area needs priority in emission reduction efforts.

Scope 2 emissions continued to decline in 2023, falling 13.9% (185 tons) below our 2019 baseline. Notably, emissions from VHB's office operations (Stationary Combustion and Scope 2) decreased despite a net increase in office space. This drop may be due to our hybrid workplace model and efforts to enhance office energy efficiency during remodeling and by removing on-premises IT equipment.

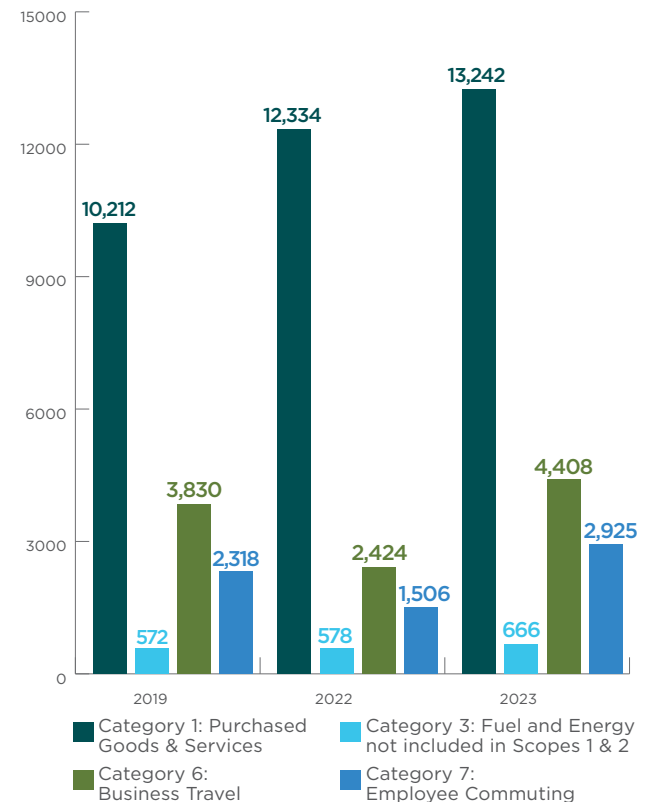
In 2023, VHB's emissions from Scope 3, Category 1: Purchased Goods and Services rose to 13,242 tons, an increase of 908 tons from 2022 and 3,030 tons since 2019. While Business Travel decreased in 2022, Employee Commuting saw significant increases in 2023—by 1,984 tons and 1,419 tons, respectively. These increases contributed to a noticeable overall rise across Scope 3.

These emission increases likely stem from VHB's recent growth. Employee numbers surged, with nearly 400 more in 2023 compared to 2019 and almost 200 more than 2022. This growth necessitated heightened business activity,

reflected in increased emissions from travel, commuting, and purchased goods and services.

Notably, Scope 3 emissions per employee have fallen from 11.66 tons/employee in 2019 to 10.67 tons/employee—a reduction of 8.5%. However, we will need to find methods for reducing this even further if VHB is going to achieve our Net-Zero ambitions.

### Annual Scope 3 Emissions by Category (MTCO<sub>2</sub>e)



## Methodology

Emissions have been calculated by the GHG Protocol's Corporate Accounting and Reporting Standard, Scope 2 Guidance, and Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

VHB leases all of its office space. Therefore, it does not have control over any potential sources of fugitive emissions. Due to this reason, fugitive emissions are considered to be beyond VHB's organizational boundary and have been excluded from our Scope 1 reporting.

VHB's methodology for calculating Scope 2 emissions followed location-based guidance to determine emissions at the individual office level.

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.

The following upstream and downstream Scope 3 categories are not considered material and have been excluded from VHB's inventory due to our organizational boundary, the nature of our operations, and our role as a professional services firm that does not create tangible products: capital goods, transportation and distribution, waste generated in operations, leased assets, processing of sold products, use of sold products, end-of-life treatment of sold products, franchises, and investments.

Additional tools and data sources used to develop VHB's GHG emissions inventory include:

- » [EPA Emission Factors for Greenhouse Gas Inventories](#)
- » [EPA Simplified GHG Emissions Calculator \(SGEC\)](#)
- » [2018 Commercial Building Energy Consumption Survey \(CBECS\)](#)
- » [GHG Protocol Scope 3 Evaluator](#)
- » [CPI Inflation Calculator](#)
- » [World Input-Output Database \(WIOD\)](#)



## Emissions Reduction Strategies








In 2023, the ESG Strategy Team conducted a detailed analysis of VHB's GHG emissions and potential emission reduction strategies available to help the firm achieve a potential Net-Zero target. This forecasting effort combined economic analysis, electric grid market data, commodity pricing estimates, and more to provide a roadmap for reducing emissions. The resulting Net-Zero Action Plan prioritizes proposed emission reduction initiatives, will inform VHB's business planning efforts over the next several years, and is expected to allow the firm to achieve a potential short-term Net-Zero target.

Core to these efforts will be the conversion of VHB's vehicle fleet from internal combustion engine vehicles to electric vehicles and shifting our purchased electricity to renewable sources through consumer choice, power purchase agreements, or the purchase of renewable energy credits. We will also continue to implement green leasing practices by collaborating with our landlords to promote energy efficiency and other sustainability objectives.

Moving forward, we aim to place additional emphasis on our strategies to reduce Scope 3 emissions by 2024. Our dedication at VHB remains unwavering in striving to improve our procurement practices, identifying environmentally friendly products, and working closely with our suppliers and partners to minimize Category 1 emissions. To support

this effort, we will utilize the capabilities of our new enterprise resource planning (ERP) software, which our IT team is set to deploy in 2024. As part of our constant efforts, we will keep advocating for the use of the travel platform, Navan. This platform provides our team members with information about their travel's impact on emissions during the booking process, which helps manage business travel emissions effectively. In relation to Category 7 emissions, we will persist in encouraging our employees to opt for lower carbon commuting options. To do this, we're extending our support to the Watertown Connector shuttle service, located a short distance from our headquarters, providing subsidies for monthly transit passes, and identifying office locations that promote the use of public or active transportation.



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

## Green Team

**Vision:** Educate and inspire VHB employees to reduce their 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.

### 2023 Highlights

- » Conducted Sustainability Roadshows to VHB offices in Florida, Maine, Metro DC, New Hampshire, Vermont, and Virginia

- » Hosted two cohorts of The Carbonauts Big Six Workshop Series to educate Green Team Champions and other employees on potential actions that can reduce GHG emissions
- » Continued the VHB Green Lunch & Learn series
- » Organized textile recycling drives and outdoor clean-ups
- » Continued monthly regional meetings to share data and best practices
- » Collaborated with VHB Cares to incorporate sustainability concepts into VHB's philanthropic activities

**200+** volunteer hours

**25+** events: clothing drives, clean ups, tree planting, invasive species removal, and more!



## 2024 Environment Goals

- » Begin executing priority initiatives within VHB's Net-Zero Action Plan to reduce GHG emissions within VHB's footprint
- » Submit proposed GHG emission reduction targets to SBTi for validation
- » Identify and implement a software solution to streamline ESG and sustainability data collection, reporting, and disclosure activities
- » Conduct Sustainability Roadshows to educate team members in VHB's Georgia, Massachusetts, New Jersey, New York, North Carolina, and Rhode Island offices
- » Continue to develop Green Team Champions' knowledge and experience through training, such as The Carbonauts Big Six Workshop Series
- » Continue enabling Green Team Champions to lead specific initiatives, including Sustainability Roadshow planning, companywide Earth Day activities, and waste reduction campaigns



# People & Communities

## Philanthropy & Community Impact

VHB has a rich heritage of engaging with and supporting its surrounding communities, a practice that is fueled by the generosity and dedication of our employees. Our primary philanthropic program, VHB Cares, is led by our employees. Each office chooses the charitable organizations they wish to support, based on their personal interests and passions. VHB matches donations made by employees and also offers them the flexibility to be involved in these charitable or community service projects during work hours.

### \$4.7M

raised for charitable organizations since company founding in 1979

We regularly run companywide, regional, and local events, supporting charitable organizations focused on contributing to our communities, improving health outcomes, and investing in our next generation. Our employee-led events, ranging from mini-golf championships to fun runs and cleanup events, promote camaraderie and enhance our VHB community spirit.



**\$441,872**

Donated to charity through corporate and employee donations

## Notable Fundraising Accomplishments

### Jimmy Fund

VHBers, friends, and clients participated in the 31<sup>st</sup> annual VHB Jimmy Fund Golf Tournament to raise money for Boston's world-renowned Dana-Farber Cancer Institute.

**\$100,000 raised in 2022**  
**\$1.7M+ cumulatively**

**1,200** hours

Estimated volunteer service to charitable organizations provided

### VBay Online Auction

**\$91,000+ raised** for charities  
410+ online items

### Turkey Trot

**\$16,000 raised** for charities  
190 participants



## 2024 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
- » Bake sales
- » Chili cook offs
- » Park cleanups
- » Various raffles

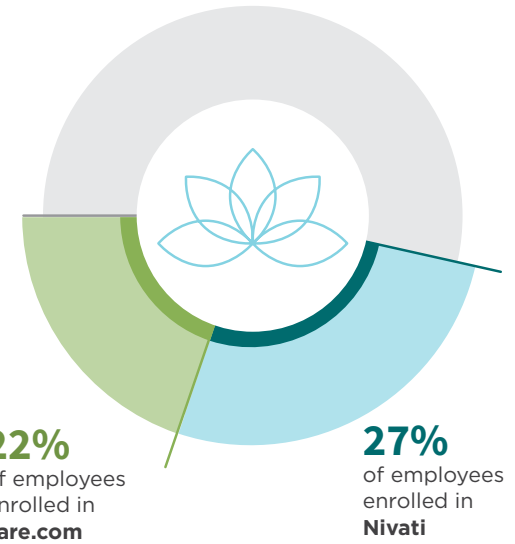


## Employee Wellness & Benefits

We strive to continuously analyze and evolve our total rewards for our employees at VHB. Offering a best-in-class, holistic benefits program, we focus on the employee journey at every stage of their life. Recently, we're most proud of our emphasis on wellness and the progress we've made to support our employees and their whole self-care.

Some of our key wellness highlights include improvements to Nivati's user platform, which

offers mental and physical health tools and support. We saw an increase in enrollment in our care.com benefit, and we also rolled our Blue Cross Blue Shield's (BCBS) AHealthyMe, a health and fitness platform that promotes wellness. Finally, we are creating the Wellness Committee, which allows us to prioritize and support the health and wellbeing of our employees in the daily management of their work/life balance.





“The Benefits Team loves helping and providing our employees with an impressive total rewards package, which we are constantly evolving in hopes of providing the best benefits in the industry.”



—Beverly Glassen  
Benefits Manager

## New Wellness Platform

Rolled out BCBS’s AHealthyMe wellness platform, which has a variety of resources to help employees reach their health and wellness goals, including incorporating more exercise into their life, improving healthy eating habits, or better managing stress. In 2024, we’ll roll out an enhanced version available to all employees, not just BCBS members.

## Enhanced LOA Process

Created new resources to enhance awareness of the Leave of Absence (LOA) process. We also introduced surveys to receive feedback from both the employee on leave and their manager to continue to make improvements.

## Vacation Donation Platform Revamp

To improve our vacation donation program, we introduced a new easy-to-use platform and created a donation bank. This allows employees to donate vacation anonymously at any time throughout the year, creating a readily available bank to allow for faster support when a fellow employee is in need.



## 2024 Employee Wellness & Benefits Goals

- » Enhance the retirement experience by providing a range of resources, including virtual benefit fairs, personalized counseling sessions, informative webinars, and a dedicated internal page offering support from pre-retirement planning to post-retirement
- » Host different vendors for lunch and learns, such as Gradfin, Firefly Health, and Empower
- » Continue to utilize technology advancements to streamline and improve the employee experience across various domains—including vacation donation, tuition reimbursement, and leave of absence processes—through the introduction of intuitive apps such as the vacation donation app, which also helps eliminate paperwork, centralize information, and simplify submission and approval processes
- » Highlight our lesser used benefits, as well as benefits that are embedded with our vendors that offer discount services, such as Care.com and LifeMart



## Diversity, Equity, Inclusion & Belonging

At VHB, we intentionally foster a culture of diversity, equity, inclusion, and belonging—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 DEIB Steering Committee—co-chaired by Mike Carragher, President & CEO, and Keri Kocur, Chief People Officer—helps us continue to advance DEIB initiatives with an increasing level of actionable plans in the areas of culture, recruiting, clients, and the industry. The Steering Committee was established in 2020 and is committed to continuing to iterate and improve efforts to advance DEIB

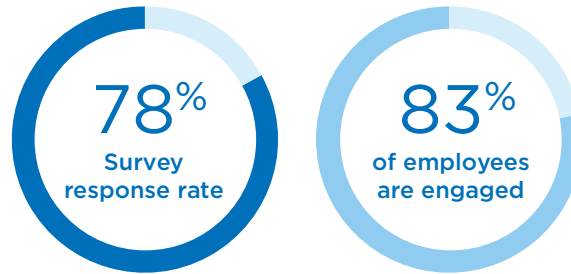
for a fifth year with no end date. Highlights of VHB's 2023 achievements are included on the following page and additional DEIB accomplishments in the Integrated Services and Awards are included.



## Culture

- » Reviewed benefits and policies to eliminate gendered language and provide equity
- » Provided Harassment and Discrimination Training through Navex with information to promote inclusion and equity
- » Increased utilization of HR Metric Dashboard for real-time data on diverse representation metrics
- » Maintained inclusive leadership training and resources that help inform and support the ongoing development of inclusive, welcoming, and equitable culture that fosters belonging
- » Partnered with VHB IDEAL (Inclusion, Diversity, Equity Alliance—our employee DEIB resource group with more than 270 members) to recognize, educate, and celebrate diverse holidays and awareness days/months, including emphasis on:
  - Black History Month, featured guest speaker Alex Rias, who presented on coalition building for civic engagement
  - Asian American Pacific Islander Heritage Month featured two VHBers sharing their lived experiences for culture and awareness building
  - Pride Month, interactive pop culture learning experience facilitated by HELM Life, led participants through a fun learning journey about LGBTQ+ history. Employees showed their spirit and creativity in an office decorating contest

## Culture Amp Survey Summary

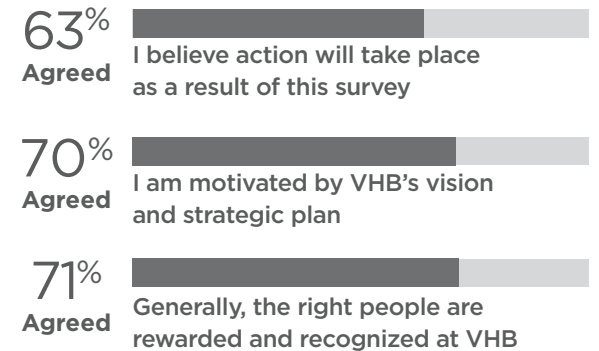


- Celebrated National Disability Independence Day with IDEAL and VHB Cares to recognize Disability Awareness Month and learn how VHB has helped improve accessibility. We welcomed Kim Charlson, a guest speaker from Perkins School for the Blind, who is a global inclusion and accessibility advocate for the disability community
- Hispanic Heritage Month, was observed and celebrated by watching and discussing a documentary on the labor rights movement led by Cesar Chavez and Delores Huerta
- » Second annual employee engagement survey through Culture Amp with new questions on inclusion and belonging; communicated high-level results and focus areas; made enhancements to address each focus area

### Areas where VHB is doing well



### Areas for VHB to focus on more



### DEIB Results





## Recruiting

- » Developed the Guiding Principles for Attracting and Hiring Talent at VHB, which will be rolled out during hiring manager training in 2024, to help attract and hire employees from a full spectrum of diversity
- » College Ambassador Program
  - » 42 college outreach events including three HBCU Career Fairs at Morgan State, Howard University, and NC A&T
- » Hosted [4<sup>th</sup> CREST summer intern](#) for 10-week paid program that provides opportunities for women and people of color to learn about career opportunities in the commercial real estate industry
- » Partnered with HBCU Connect to host our [second virtual open house/company overview](#) in January 2023

## Industry

- » VHB is proud to partner with Tufts University to financially and programmatically support the Racial Equity in Policy and Planning (REPP) graduate fellowship program. The program was initiated to encourage graduate students from underrepresented groups to pursue an environmental justice-focused planning curriculum. Our Boston office hosted students from the program to learn about our projects and DEIB corporate initiatives
- » In collaboration with ACEC Research Institute and Zweig White, led the development and rollout of the ACEC Diversity Roadmap

**64.5%** of VHB's spend on billable projects was with small and diverse owned businesses, **consistent with last year**

**171+** New subconsultants and subcontractors registered in Supplier Gateway in 2023, **increasing our total to 947**

**65%** of VHB's spend on billable projects was made up of small/diverse owned businesses, **consistent with our diverse spend in 2022\*\***

\*\* In 2023, we implemented an automated tool for these calculations. This new process has improved the comprehensiveness of our reporting and analysis, eliminated a manual data entry error that influenced our reporting in 2022, and provided us with a better understanding of our suppliers and their operations. Our suppliers have increasingly adopted the Supplier Gateway platform, which enables us to access more accurate data. 98% of our spending with subconsultants went to those who registered on the platform.

## Clients

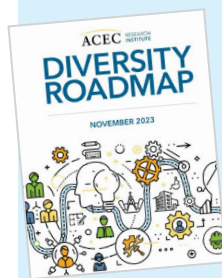
- » Enhanced our Supplier Diversity Program and promoted it internally
- » Improved Supplier Dashboard for Project Managers to identify and track top MWDBE partners
- » Held two B2B@VHB events, supplier diversity networking programs to build relationships with MWDBEs
- » The Mid-Atlantic Equity Team continued to meet to discuss and define equitable practices in projects and create a catalogue of existing resources and best practices for use in pursuits
- » Developed and promoted resources, such as Prospective Supplier Registration process, to help management teams identify MWDBEs and perform good faith efforts
- » Published VHB Viewpoints on advancing equity in the built environment and promoted thought leadership via social media
- » Committed to supporting the 2024 Conference on Advancing Transportation Equity as a Platinum Patron

## Diverse Representation

The inaugural ACEC Research Institute's Diversity Roadmap benchmarking report published in November 2023 shows an average of 32% female representation at participating ACEC member firms. VHB's overall percentage

of women employees remains higher than the industry average at 38.5%, and 43% of new hires in 2023 identified as women. Additionally, VHB ranks above all peer medians for gender representation on our Board of Directors with 33% women.

In terms of racial and ethnic representation, the firms included in the Diversity Roadmap were 77% White on average, and VHB reported 82% White representation. Overall, VHB ranked in the top 1% of firms for optimizing our DEIB initiatives comprehensively and strategically with deep integration into our culture, values, and business strategy, and 32% of new hires identified as minorities.



## ACEC Diversity Roadmap

The ACEC Diversity Roadmap is a DEIB maturity model and benchmarking tool, enabling engineering firms to measure their current DEIB efforts and progress. The Diversity Roadmap provides engineering firms representing the built environment with a structured approach to assess, monitor, and advance their DEIB efforts. It allows them to align with industry standards, attract diverse talent, and create an inclusive workplace that promotes innovation, creativity, and sustainable growth.

## Gender Headcount

Prior Year End	F	M	N	O	Total
2020	518	860	0	0	<b>1,378</b>
2021	589	946	1	0	<b>1,536</b>
2022	662	1,018	1	2	<b>1,683</b>
2023	719	1,122	3	6	<b>1,850</b>

### Gender Responses

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

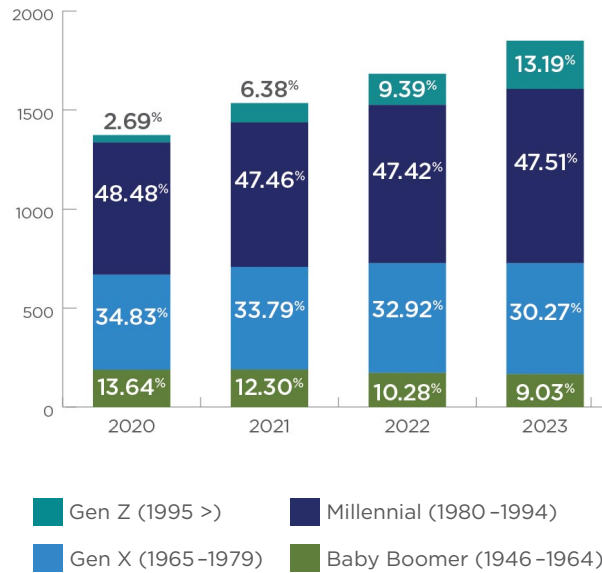
## AE Industry Representation (Bureau of Labor Statistics, 2023)

The workforce in the architecture, engineering, and related services industry is comprised of **26.3% women, 10.3% Hispanic or Latino, 7.6 Asian, and 6.5% Black**, according to the 2023 Current Population Survey from the [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.

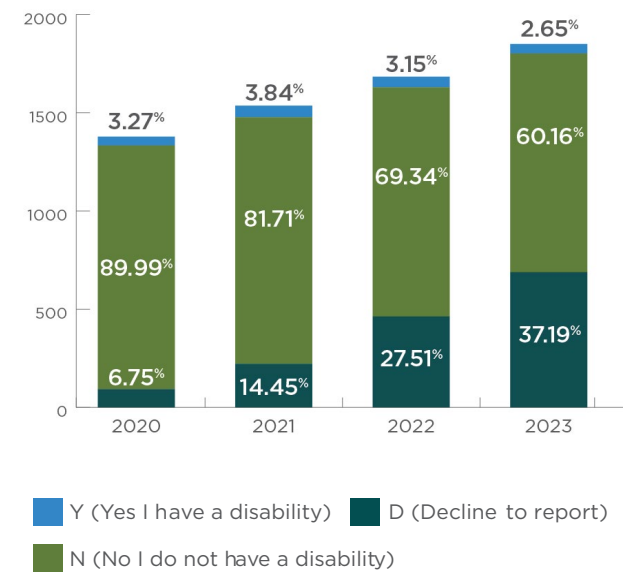
## Benchmarking & Identifying Gaps

As a federal contractor, VHB maintains 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.

Generational Representation



Representation of Persons with Disabilities



## Racial and Ethnic Representation

Year	American Indian/Alaskan	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other	Two or More Races	Not Specified	White
2020	0.15%	5.44%	1.74%	5.01%	0.07%	0.94%		86.65%
2021	0.26%	5.47%	2.15%	5.21%	0.07%	1.11%		85.74%
2022	0.30%	6.00%	2.44%	5.47%	0.06%	1.31%	0.53%	83.90%
2023	0.27%	6.86%	2.81%	5.03%	0.05%	1.68%	0.92%	82.38%

## Pay Equity

VHB has longstanding policies and procedures in place to confirm we are paying employees fairly and appropriately. We conduct extensive internal salary audits and benchmarking to verify 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 build rigor into our pay equity policies and procedures by retaining independent experts to review pay equity at VHB.

Our Human Resources team engaged Jackson Lewis in 2022 and again in 2023 to conduct

a comprehensive pay equity analysis of our salary and bonus programs and separately to review VHB’s policies and procedures. This analysis confirmed VHB’s salary program and 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 on our plans every two years. We are proud of the work we do to confirm 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.



## 2024 DEIB Goals

- » Sponsor and participate in five panels at the Conference on Advancing Transportation Equity (CATE) in July to support efforts in bridging the disparity between the theoretical frameworks of transportation equity analyses conducted by agencies and tangible realities experienced on the ground
- » Launch the VHB Community Foundation to facilitate our charitable giving efforts
- » Provide an Inclusive Language Guide to aid in fostering communication that is respectful, inclusive, and welcoming
- » Continue partnership with law firm Jackson Lewis to verify compensation equity, including our bonus payment strategies
- » Continue to gather feedback from employees to inform our DEIB strategies
- » Continue advocating for the adoption of the ACEC Diversity Roadmap within the industry to increase participation in diversity initiatives and improve the quality of data collected
- » Embed VHB’s Guiding Principles for Attracting and Hiring Talent into new hiring manager training
- » Host an HBCU recruitment event 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
- » Continue 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
- » Host six Unconscious Bias Awareness Workshop sessions

## Health & Safety

In 2023, VHB's Health & Safety Team expanded its experience and service offerings by adding two safety professionals. We welcomed Josh Densberger as Director of Health & Safety, a new strategic role for the company, demonstrating our commitment to health and safety in all aspects of our operations.

Also new to the team is a dedicated Project Lead working full-time on projects and leading the health and safety program for MTA/New York City Transit's State of Good Repair \$54.8 billion Capital Program. During 90,000 hours of work, which included site visits to bus facilities, railways, bridges, and tunnels, the team had zero safety incidents and one near miss.

Our Health & Safety team of corporate specialists collaborates with a committee of corporate leaders, VHB Service Leaders, and designated representatives in each office to promote health and safety. Building a sustainable safety culture is an integral part of our everyday activities. We achieve this by providing training, tools, and expertise in health and safety. Our safety protocols and procedures are reviewed regularly and updated to align with industry best practices and evolving safety standards.

“Josh Densberger’s wealth of knowledge will be of immense value as he leads our team. His vast experience in health and safety management will foster a productive and vigilant approach to providing for the well-being of our employees and the communities we serve.”



—Kelly Pina  
Health & Safety Program Manager



Josh Densberger, Director of Health & Safety

### Team members hold the following credentials:

- » Associate Safety Professional (ASP)
- » Certified Safety Professional (CSP)
- » Certified Director of Safety (CDS)
- » Certified Safety and Health Manager (CSHM)
- » Occupational Hygiene and Safety Technician (OHST)
- » Certified Instructional Trainer
- » Occupational Safety and Health Administration (OSHA) Authorized Construction Trainer
- » Hazardous Waste Operations and Emergency Response (HAZWOPER) 40-Hour and Confined Space Entry
- » OSHA Construction Safety (10-Hour/30-Hour)
- » First Aid, Cardiopulmonary Resuscitation (CPR), Automated External Defibrillator (AED)



## 2023 Highlights

- » Visited all VHB offices to reinforce a positive safety culture through all-hands meetings, focusing on bringing safety home, stop work authority, incident reporting and trends, and hazard assessments
- » Delivered new live online one-hour Defensive Driving training and Tick Awareness training with the Learning & Development team
- » Published safety briefs regarding heat stress, tick awareness, chigger bites, food safety, public encounters in field work, flooding, and walking on snow and ice
- » Promoted our satellite phone loan program for employees in remote areas through a safety brief on travel management, while assisting one field office with Starlink for satellite phone and internet services

- » Continued implementing confined space entry policy and hands-on training while partnering on higher-risk field projects, including structural design and mountain tramway inspections, to understand firsthand risks and improve safety programs
- » Enhanced our medical monitoring program to better support our Site Investigation and Remediation practice, providing employees with training in OSHA Hazardous Waste Operations and Emergency Response (HAZWOPER) 40-hour courses and annual refreshers

## ISNetworld Member



VHB is a member of ISNetworld and recognized as a safe, reliable, and sustainable contractor; we carefully review Master Service Agreements for client reporting requirements



131

### Employees completed

First Aid, CPR, and AED training

120



### Employees participated in

a new live online one-hour Preparing for Field Season training provided by the VHB Health & Safety and Learning & Development teams



VHB's Experience Modification Rating (EMR) remained at **.73** representing a significant reduction from .87 two years ago. This clearly demonstrates that our workers' compensation claims **are significantly fewer than the industry average, as illustrated by the standard EMR of 1.0**



## 2024 Health & Safety Goals

- » Develop Standard Operating Procedures, best practice sheets, and trainings for roadside safety, working on water, working on energized traffic signal equipment, community meetings, hazard mitigation documentation, and other topics
- » Partner with VHB's newly formed Energy Evolution Practice to meet the more stringent health and safety requirements of that sector
- » Collaborate with VHB's Emerging Professionals Group to foster connections among new VHB team members, provide valuable education on resources and various work disciplines, and create networking opportunities for all members
- » Partner with Learning & Development Team on Lunch & Learn sessions, onboarding training video updates, and Quest learning management system integration
- » Assist with fleet management program updates, such as additional driver training and motor vehicle record checks and enhanced collection of driver usage and GPS data
- » Execute roundtable discussions with project managers to explore and provide guidance on emergency management, hazard assessments, and other topics

## Learning & Development

As a Core Value at VHB, Learning and Development (L&D) is a foundational element that our culture and employee experience is built on. This year, we made great strides to provide our employees with more learning and growth opportunities. While we continued to offer lunch and learns, workshops, continuing education units, and more, our L&D Team's exciting main

focus was to launch a new learning experience platform. The platform provides a user-centric experience, offering tailored content, improved insights for managers, and an interface designed for our dynamic learners—changing the future of learning at VHB.



- Sustainability 101
- Introduction to Project Management
- PM Development Program
- Leading People
- Making Money at VHB
- VHB LEADS
- Effective Writing
- Unconscious Bias Awareness Workshop
- Career Conversations  
(both Employees 252 + Managers 99)
- Health & Safety (Preparing for Field Season)
- Health & Safety (Tick Awareness)
- Defensive and Distracted Driving



“We’re all agile learners at VHB and our new platform, Quest, allows our employees to learn on their terms, anytime, anywhere—reinforcing our commitment that their growth and empowerment remain at the heart of our mission.”



—Jimmie Gonzalez  
Learning & Development Director

## 2023 Highlights

- » **Building Our Team:** Continuing our trend of growth for the third consecutive year, we welcomed a new addition to our team—a Learning Management System Manager—playing a pivotal role in implementing and maintaining our recently introduced learning experience platform
- » **VR Training:** As part of VHB’s innovation program, Ignite, the L&D team was selected as a winner, subsequently launching a pilot program for virtual reality training to provide VHBers with industry-leading opportunities to develop their skills efficiently and impactfully
- » **New Leadership Training:** We piloted a new leadership course, Leading with Purpose, which helps employees explore their unique beliefs and how they influence their performance, their relationships with team members, and their overall leadership style



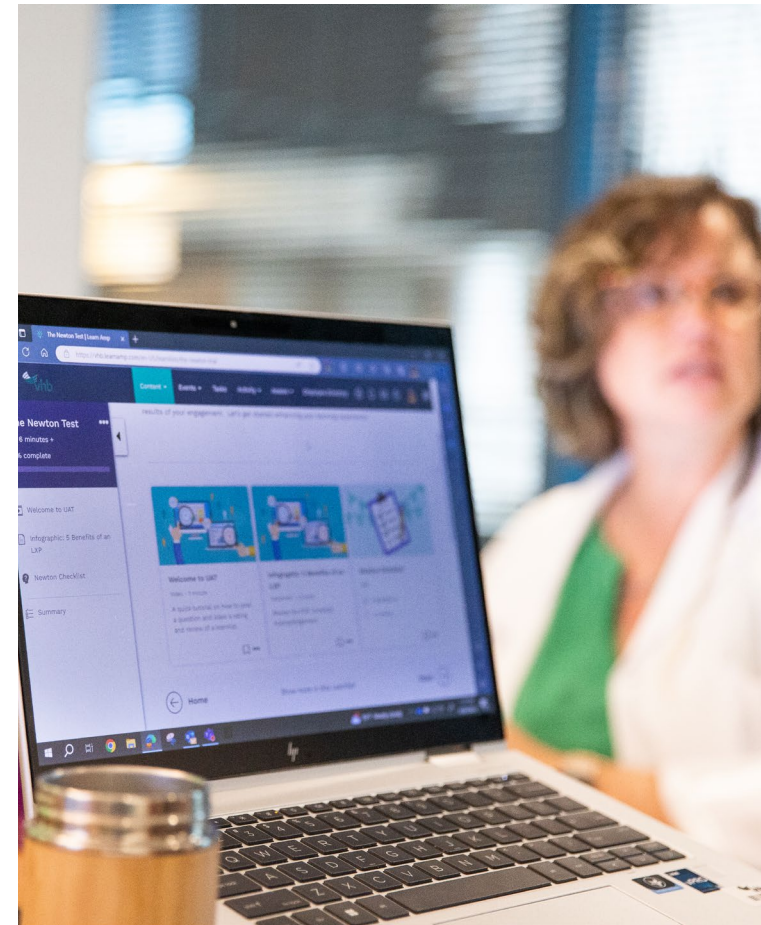
## Learning Experience Platform

From focus groups to learning labs, subject matter expert committees and employee engagement activities, VHB embraced our new learning experience platform. Quest is our employees’ journey into a learning landscape. Now, 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, all in one easy-to-use place.



## 2024 Learning & Development Goals

- » Hire an Instructional Designer and an L&D Manager to assist with program management and facilitation of courses
- » Develop a Hiring Manager Workshop about Interviewing Skills and Best Practices for our Talent Acquisition Team to pilot
- » Continue to add content to Quest, enhancing the platform throughout the year



# Governance

## Board of Directors

VHB is an employee-owned corporation governed by a nine-member Board of Directors and led by 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 Director  
*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

-  DEIB Steering Committee Representative  
*Nancy Barker*
-  Subject Matter Expert  
*Carol Lurie*



# ESG Strategy Team

- » Advises VHB leadership on the development of VHB's ESG targets and implements ESG-related programs and initiatives
- » Solicits and analyzes internal and external stakeholder input to identify material ESG topics and recommend ESG priorities and mechanisms for achieving ESG objectives
- » Continually 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 external ESG reporting efforts and monitors alignment with third-party standards, frameworks, and best practices
- » 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

-  DEIB Leader  
*Elissa Goughnour*
-  Sustainability Leader  
*Katie Shannon*

### Other

-  Subject Matter Expert  
*Khris Gregoire*



## Governance Highlights

VHB's Board of Directors nominated its first Lead Independent Director (LID) in 2022 and 2023 marked the LID's first full year leading 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. The LID also partners and collaborates with the Chairman of the Board (Chair) to maximize Board performance and effectiveness and provides an alternative communication channel to the Chair and CEO for various stakeholders.

The LID provided strong leadership in 2023 on many governance initiatives aimed at evolving and strengthening VHB's corporate governance. For example, the Governance Committee completed a robust Board assessment and provided meaningful feedback and recommendations to the Board to continuously improve Board effectiveness. The Governance Committee also collaborated with VHB's management team on revising and updating key management succession plan processes.

Additional accomplishments include:

1. Recommended Board committee members and VHB officers

2. Reviewed and discussed NACD private company report
3. Updated the Board calendar and format to confirm critical topics were being discussed by the Board at the appropriate intervals
4. Created and populated a Board skills matrix to identify relevant expertise on the Board and inform the Board when nominating future directors
5. Refreshed board committee charters, including creating charters for Compensation, Genco, Independent Director Nomination Committees

The LID also coordinated holding executive sessions with the CEO and independent directors at the conclusion of each Board meeting. These meetings serve as a valuable tool by providing constructive advice and counsel to the Chair and CEO, which makes certain there is an independent counterbalance to the two roles, particularly when the Chair and CEO roles are combined.

The Board also provided oversight on VHB's effort 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 its most comprehensive ERM exercise to date in 2022 and 2023 by:

1. Identifying and updating VHB's universe of risks
2. Identifying VHB's highest risks
3. Assessing risks with various mitigation strategies
4. Developing mitigation plans

These mitigation plans will be implemented in 2024 and beyond, and the Board's Audit and Compliance Committee will continuously monitor VHB's progress on implementing risk mitigation plans.



# 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 2023 to strengthen its Compliance Program. Highlights include:

- » VHB completed its Ethical Culture Survey with most scores in the high 90s, and employee feedback proved invaluable in helping identify priorities for the continued improvement of our compliance program
- » Rolled out a Two-Tiered Confidentiality Policy that confirms the company protects sensitive and confidential information and enhances network security
- » Held Quarterly Roundtables in conjunction with Human Resources
- » Provided Code of Conduct training, Harassment Prevention training and Government Contracting training via Navex, VHB's online compliance portal
- » Collaborated on VHB's ERM refresh, focusing on legal and ethical risks, and the development of a Legal Touchpoint Plan, which will act as a comprehensive roadmap for verifying VHB employees have the appropriate training and communications at appropriate intervals to mitigate legal and ethical risks

## 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 2023, VHB achieved greater than 95% 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 its 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 providing 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 2023 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.

## 2023 Compliance Program Accomplishments

- » Ethics & Integrity Survey Completed
- » Two-Tiered Confidentiality Policy Rolled Out
- » HR/Legal Roundtables
- » Navex Code of Conduct, Harassment Prevention, Government Contracting Training
- » Legal Touchpoints Drafted



## 2024 Compliance Program Goals

- » Complete Supplier Code of Conduct
- » Complete Navex Code of Conduct Training and supplemental Compliance Training for VHB All
- » Continue to progress Legal Touchpoints Plan
- » Progress areas for improvement from Ethics & Integrity Survey
- » Third Party Risk (continue to encourage Corporate Teams to focus on risk strategies)
- » Progress Policy Management Governance and Process
- » Conduct Discrimination Prevention Training

## 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.

### Enhancing Identity Management and Privileged Access

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 2024, we will continue to enhance network security with initiatives that guard against human error and password vulnerabilities. In addition, any role that requires elevated access is managed through our privileged identity management solution to provide an auditable log of actions taken under these elevated roles.

## Data Center Consolidation

With the shift to hybrid work, enabled by remote access through VPN, Virtual Desktops and various project clouds, VHB was able to consolidate our 35 regional server rooms into three core data centers. Our primary data center houses large fault tolerant storage arrays and virtualized servers that host localized resources in a highly redundant manner. In 2023, our backup datacenter was moved to a managed co-location facility to provide improved resiliency. Our primary and backup data centers require 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 (SIEM) 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 system and security logs 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 in real time. Our engagement with Rapid7 includes a fully managed SOC making them a committed partner to assist with incident response in the case of a cyber incident.

## Data Security

Data management, governance, and security are important factors in making certain we maintain the trust of our employees, clients, and partners. As with all modern organizations, the volume of data managed and produced is significant such that VHB made a decision to implement a data security solution from Varonis that enables us to better understand our data so that we can proactively manage sensitive, confidential, or restricted data that resides on our data storage environments.



## 2024 Cybersecurity Goals

- » Continued enhancements to network segmentation, including high-risk work group segmentation (HR, Finance, Leadership), logical and physical separation of our management infrastructure plane, and non-essential network devices
- » Migration of our primary on premise data center to a hosted co-location facility to improve resiliency
- » Roll out Windows Hello for Business and Microsoft Authenticator on registered mobile devices for all employees



# 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-CT

Diversity, Equity, Inclusion & Belonging Award

### ACEC-NC

Large Member Firm of the Year

### Boston Business Journal

Top Charitable Contributor in Massachusetts

### Business New Hampshire Magazine

Best Places to Work, Top 25

### City of Orlando Bike to Work Day

Bike/Walk Central Florida Third Place

### Crain's New York

Best Places to Work  
VHB ranked #15

### Engineering News-Record

2023 Top 500 Design Firms  
#58 Top 500 Design Firms (+4)  
#41 Top 100 Pure Designers (+6)

### Engineering News-Record

Top 200 Environmental Firms  
VHB Ranked #128 (up from 134)  
Top 150 Global Design Firms  
VHB Ranked #106 (up from 117)

### ENR Mid-Atlantic

Top Design Firms  
#27 in Mid-Atlantic (up from 41)  
#6 in the District of Columbia (up from 14)

### ENR Southeast

Top 30 Design Firms  
#18 in Southeast Transportation Firms  
#25 in Florida Design Firms

### ENR Northeast Region

Top Design Firms  
#25 (up from 28 in 2022)

### ENR New England

New England Top Design Firms  
#2 (up from 3)

### League of American Bicyclists

2023 Silver Bicycle Friendly Business Award  
VHB Orlando

### Orlando Business Journal

2023 Best Places to Work  
#13 in Large Companies

### Orlando Business Journal

Largest Engineering Firms in Central Florida  
#7 of 25 firms

### Providence Business News Lists

Engineering Firms  
VHB ranked #1

### Tampa Bay Business Journal

2023 Best Places To Work  
VHB Gulf Coast



### The Commercial Brokers Association

Collaborating Partner of the Year

### Virginia Business

2023 Best Places to Work in Virginia - Large Employers Category (250+U.S. Employees)  
#7 (#7 also in 2022)

### Washington Business Journal

Largest Engineering Firms in Greater DC  
#18 (down from #8 in 2022)

## People Awards & Appointments

**APTA, Co-Chair of APTA's Environmental Subcommittee of the Planning, Policy, and Program Development Committee**

Lee Farmer

**Providence Engineering Society, 2023 Freeman Award**

Bill DeSantis

**Association of Pedestrian and Bicycle Professionals-North Carolina Chapter, North Carolina Pedestrian and Bicycle Professional of the Year for Private Sector**

Lauren Blackburn

**DHIC, Board of Directors**

Ashleigh Hales

**Florida Public Transit Association, Lifetime Achievement Award**

Liz Stutts

**Acadia National Park/National Park Service Partner Award**

Tim Bryant

**VT Highway Safety Alliance, Highway Safety Award**

Jenn Conley

## Project Awards

**ACEC-NY, 2023 Engineering Excellence Award, Silver Award in the Building/Technology Systems**

St. Johnland Nursing Center

**APA-Florida, Best Plan, Study or Report**

Drew Park Community Redevelopment Area

**APWA Mid-Atlantic, Project of the Year for Transportation Projects less than \$5 Million**

Friendly City Trail, City of Harrisonburg, VA

**ACEC Massachusetts, Engineering Excellence Award**

» 325 Main Street (Google HQ)

» MassDOT's Spy Pond Dredge and Stormwater Improvements

**Downtown Orlando Gold Brick Award Public Works & Placemaking**

Luminary Green Park

**Greater Richmond Association for Commercial Real Estate (GRACRE)**

» Best Urban Amenity: Playground+

» Best Institutional: The Green at the Science Museum of Virginia

» Best Suburban Amenity: Chickahominy Falls Amenity Center

**WTS NC Triangle Chapter, Innovative Transportation Solution Award**

S-Line

**ACEC-VT Grand Award for Transportation & Green Mountain Award**

Burlington Amtrak

**ITE Sandbox Competition**

Optimizing Main Street

**Maryland Historical Trust, 2023 Excellence in Historic Preservation and Sustainable Design Award**

Chesapeake and Ohio Canal National Historical Park Towpath Rehabilitation

**ULI Americas 2023 Awards for Excellence**

Water Street Tampa



**AIA RI Honor & Design Awards**

Commercial Architecture—Higher Education  
Brown University Stone Wall House LGBTQ Center

**America’s Transportation Awards, People’s Choice Award**

Lamoille Valley Rail Trail

**ACEC-NC, Engineering Excellence Awards Hillsborough Comprehensive Sustainability Plan**

- » Planning and Mapping Category
- » People’s Choice Award

**APA-NC, Marvin Collins Award, Honorable Mention for a Comprehensive Plan for a Community Less than 25,000**

Hillsborough Comprehensive Sustainability Plan

**Boston Preservation Alliance, 2023 Award Winner**

Upham Corner

**DBIA Awards: Hunts Point Interstate Access Contract 1**

- » National Award of Merit in Transportation
- » Best in VDC

- » National Award of Excellence for Transportation

**ENR Mid-Atlantic, Best Project Award for Residential/Hospitality**

The Forum Hotel at the University of Virginia

**Golden Hammer Awards, Historic Richmond and Storefront for Community Design**

- » Best Overall Winner: General Assembly Building
- » Best Placemaking and Urban Design: The Green at the Science Museum of Virginia

**Hampton Roads Association for Commercial Real Estate (HRACRE), Excellence in Design Awards**

- » Best Institutional/Public Building: The Mary W. Jackson Neighborhood Center, Hampton, VA
- » Best Landscape Project: Ocean View Wayfinding + Beach Access, Norfolk, VA
- » Best Sustainable Project: Ohio Creek Watershed National Disaster Resilience Project, Norfolk, VA

- » Best Healthcare Project: The Children’s Hospital of The King’s Daughters (CHKD) Children’s Pavilion Behavioral Health Hospital, Norfolk, VA
- » Best Educational Building: New Chemistry Building at Old Dominion University, Norfolk, VA
- » Award of Merit, Best Educational Building, Eastern Virginia Medical School’s (EVMS) Waitzer Hall, Norfolk, VA
- » Award of Merit, Best Conceptual Project: The 5/31 Memorial in Virginia Beach, VA
- » Award of Merit, Best Small Project, The Elizabeth River Project Fred W. Beazley River Academy Addition, Portsmouth, VA

**National Association of Home Builders, Best in American Living Award, Single-Family Community, 100 Units & Over**  
Chickahominy Falls

**NJ Alliance for Action, 2023 Distinguished Engineering Award**  
Swimming River Park

**Preservation Massachusetts, Tsongas Award**  
Upham Corner



## News & Publications

### **Boston Business Journal**

[One local engineering firm is behind much of the Seaport's rise](#)

### **BSCES**

[The Future of Model-Based Design](#)

### **Portsmouth, NH Patch**

[City Of Portsmouth: City Selects Consultant Team To Help Create City's Climate Action Plan](#)

### **Richmond BizSense**

[Solar-powered apartments planned for old Chamberlayne hotel site](#)

### **Railway Track & Structures**

[NYMTA Awards VHB-Arcadis JV PM&D Contract](#)

### **SaportaReport**

[ARC recommends traffic safety design approach with proactive, zero-fatalities tactics](#)

### **ARLnow.com**

[Plans to build a bridge between Crystal City and DCA poised to take two steps forward](#)

### **American Planning Association**

[5 XR Technology Tools That Empower Planners to Connect Vision with Reality](#)

### **The Construction Index**

[VHB/Arcadis JV secures NY infrastructure package](#)

### **Greenwich Time**

[Hartford to install roundabout at site of frequent car crashes](#)

### **HRBT Expansion**

[Microsoft Word-AWeaver-EmployeeSpotlight2.docx](#)

### **ITE Journal—April 2023**

[Healthier Communities: A People-First Approach](#)

### **The Monmouth Journal Eastern**

[County Commissioners Host Swimming River Park Ribbon Cutting Ceremony](#)

### **Town of Randolph MA**

[Randolph Digital Equity Planning](#)

### **WTOP News**

[Pedestrian bridge linking Crystal City and Reagan National Airport set to move forward](#)

### **WUSA9**

[Board to vote on approving pedestrian bridge in Arlington to DCA](#)

### **BSCES**

[Revitalizing Winooski's Main Street](#)

### **Engineering Florida**

[Engineering Florida—Summer 2023 by Engineering Florida](#)

### **ITE Journal—August 2023**

[Quantifying The Environmental Effects of Speed Limit Policy—A Case Study From Michigan](#)

### **John Guilfoil Public Relations LLC**

[East Bridgewater Residents Encouraged to Share Feedback on Internet Access and Digital Equity](#)

### **The Long Island Advance**

[Shorefront Park's living shoreline project completed](#)

### **Menkus & Associates**

[Preparing for the long run](#)

### **Orlando Business Journal**

[Altamonte Springs' new self-driving shuttles near launch](#)

### **Richmond BizSense**

[Developer duo planning hundreds of income-based apartments near Southside crossroads](#)

### **Richmond BizSense**

[Welcome to the neighborhood: A review of the new park at the Science Museum \(Guest Commentary\)](#)



**Hamilton/Robbinsville, NJ News TAPinto**  
[Public Forum to Focus on Remediation of Shuttered Hamilton Factory Site](#)

**Hamilton/Robbinsville, NJ News TAPinto**  
[What's Next in the Clean-Up, Redevelopment of the Nearpara Site in Hamilton?](#)

**TZL 1494**  
[An exciting new partnership](#)

**BSCES**  
[Dorchester Bay City Living Levee and Resiliency Design](#)

**Business Wire**  
[Bentley Systems Announces the 2023 Going Digital Awards in Infrastructure Founders' Honors](#)

**Daily Hampshire Gazette**  
[Easthampton creating roadmap to close digital divide](#)

**GrowthSpotter**  
[Sun Terra landbanks \\$33M Wellness Way project for Pulte](#)

**NEREJ**  
[Summit on Juniper achieves LEED Gold and Energy Star v. 3.1 certifications](#)

**Newsday**  
['Living' shorelines help guard Long Island coast against ravages of storms](#)

**Greenskies**  
[Waterford Solar Farm](#)

**Orlando Business Journal**  
[Orlando leaders navigate transportation construction one year after sales tax failure](#)

**Orlando Sentinel**  
[Pulte closes on 407 acres for The Grow, Orlando's first Agrihood](#)

**Rutland Magazine**  
[Rutland Magazine Fall 2023 by Tim](#)

**Space Coast Daily**  
[Florida Tech to Host Advanced Drone Delivery Air Mobility Technology Showcase Event Dec. 7](#)

**The Dartmouth**  
[Town Selectboard unveils Hanover sustainability master plan](#)

**Sandwich News**  
[Work On Bike Path This Fall Will Include Landscaping](#)

**Times Argus**  
[Barre Town officials give green light for engineering work looking at flood damaged areas](#)



**Wareham**  
[Town works on plan to increase digital accessibility](#)

**Wareham**  
[Town seeks feedback on digital equity](#)

**WaterWorld**  
[Bentley announces Founders' Honors for 2023 Going Digital Awards](#)

**WFTV-ORD Channel 9 Florida Tech Hosted AAM Showcase**

## VHB Viewpoints

[Three Ways a Sitewide Resiliency Plan is Helping to Save Historic Jamestown](#)

[Sustaining a Seabird Colony: Conservation Action During VDOT's Largest Construction Project to Date](#)

[Modeling Change—How Model-Based Design is Transforming the AEC Industry](#)

[The Future of Commuting](#)

[Herpetology on Site](#)

[Helping Coastal Clients Become Future-Focused](#)

[Greater East Midtown Transformation](#)

[New Frontiers in Renewable Energy](#)

[Healing Beyond the Walls](#)

[Orlando Future Ready Improves Digital Equity](#)

[Leveraging Technology for a Better UX at NPS](#)

[Pedestrian Safety](#)

[Parramore Revitalization](#)

[Connecticut Solar Power](#)

[Digital Twins](#)

## Representative Conference Presentations

### TRB Annual Meeting

- » Integrating Health Equity into Pedestrian Safety Through Interagency Collaboration: *Lauren Blackburn*
- » Measuring What Matters: Defining and Measuring Walkability: *Lauren Blackburn*
- » Practical Implications and Technology for Truck and Bus Safety: *Robert Scopatz*
- » Safety Impacts of Regulatory and Automated Variable Speed Limits: *Md Shakir Mahmud*
- » Safety Performance of Signalized Median U-Turn Intersections: *Md Shakir Mahmud*
- » Bottom Up or Top Down: Comparing Pedestrian Exposure Estimates Using City and Statewide Exposure Models: *Lauren Blackburn & Ian Hamilton*
- » Hot Topics in Transportation Safety Management Systems: A Lectern-Poster Session: *Frank Gross*

- » Atlanta's Regional Strategy for a Safer System: *Ian Hamilton & Frank Gross*
- » Transportation Safety Management Systems from Start to Finish: *Frank Gross*

### ARC Leadership Forum

Electric Vehicles in Industry: *Curt Ostrodka*

### Coalition for Smarter Growth

Transportation firm VHB is helping DC make Pennsylvania Avenue more people oriented: *Doug Davies, Kevin Keeley*

### Environmental Business Council

Ascending Professionals Webinar: MEPA & EJ 101 – Crossing the Professional Threshold: *Julie Goldberg, Stephanie Kruef*

### Massachusetts Municipal Association

Cities of the Future Are Here Now: How Smart Cities Integrate Technology into Municipal Services: *Curt Ostrodka, Caroline Ducas*

### New England Water Environment Association

- » Flowing into the Future of the Water Workforce: *Joanna Sullivan*
- » Leveraging Geospatial Information Systems Technologies and Data Analysis Automation to Optimize Catch Basin Inspection and Cleaning Statewide: *Colin Bergmann*
- » Optimizing Stormwater Treatment by Using the MassDOT Stormwater Design Guide and Water Quality Data Form: *Lauren Caputo*
- » Best Practices Online Mapping Tools and Lessons Learned to Improve Your IDDE Program: *Nate Pacheco*
- » Using the New England Retrofit Manual to Support BMP Selection and Design for MS4 Compliance: *Kelly Siry*

### ULI Americas Webinar

Protecting Coastlines to Transform Communities: *Neville Reynolds, Kim Blossom*

**Water Week NYC**

Lower Manhattan Resilience: Predictions, Progress, and Plans: *Andrew Buck*

**ACEC 2023 Annual Convention & Legislative Summit**

Time to Act: Implementing ESG in Response to Global Challenges: *Ryan Prime*

**American Planning Association National Conference**

- » Planning for an Electric Future: *Curt Ostrodka*
- » Community Based Approach to Equitable Transit-Oriented Development: *Ken Schwartz & Michael Goldemberg*

**American Public Transportation Association Mobility Conference**

Regional Planning—Enhancing Transit Service and Increasing Access: *Lee Farmer*

**American Society of Highway Engineers National Conference**

Atlanta Regional Commission (ARC) Regional Safety Strategy: *Regan Hammond and Frank Gross*

**Association of Floodplain Managers Annual Conference, Watershed Planning:**

Using Data Driven Modeling to Prioritize Protection and Mitigation: *Jenny Fleming, Courtney Carpenter, Ivy Huang*

**EFCG HR Leadership Conference, Diversity, Equity, and Inclusion:**

Taking the Next Steps: *Keri Kocur*

**FIDIC Global Leadership Forum & Strategy:**

*Mike Carragher*

**MassDOT Transportation Innovation Conference**

- » Innovative Practices Used In MassDOT's Statewide Long Range Transportation Plan, Beyond Mobility: *Christine Trearchis*
- » Technology Applications with Driver & Pedestrian Safety: *Ronald Hartman*
- » Novel Approaches to Understanding, Measuring, and Addressing Equity: *Nicolette Hastings & Alex Moscovitz*
- » Innovative Intersection Safety: *Matt Picanso, Angela Dempsey, & Joseph Herr*
- » Using Innovative Geospatial Technologies to Improve Asset Management Systems: *Annie Bastoni*
- » Enhancing Safety and Efficiency with Geospatial Technologies and Mobile LiDAR: *Bruce Marquis*
- » Embracing Smart Technologies and Data for Sustainable and Equitable Communities: *Curt Ostrodka & Carolina Ducas*
- » Innovative Interchange Safety & Congestion Solutions: *Scott Himes*

**NYSATE Annual Conference, Intersect:**

Where Data and Results Converge: *Amir Rizavi*

**Smart Cities Connect Conference and Expo, Advanced Air Mobility:**

*Curt Ostrodka*

**Southeast Rail Forum**

- » Let's Talk Long Bridge: Partnerships, Lessons Learned and the Future of a Critical Connection: *Mark Colgan, Sasha Weller, & Lee Farmer*
- » S-Line Session: Moderated by *Meghan Powell*
- » Grants for Rail Projects, Collaborating for Success on the Northeast Corridor: Moderated by *Paige Dickerhoof*

**Urban Land Institute Webinar Recording,**

Ohio Creek Watershed Project: *Neville Reynolds and Kim Blossom*

**WTS International Conference**

MyStreet Poster Session: *Lubya Zuyeva*

**APA-Florida Planning Conference, Equity & the Inflation Reduction Act:**

Through the Lens of Emerging Planners in Florida: *Jarrell Smith*

**Architectural & Engineering Summit,** Economic

Trajectory and Other Industry Insights: *Mike McArdle*

**Baystate Roads Stormwater Training**

Stormwater Retrofits for Meeting MS4 Treatment Requirements: *Sarah Nalven & Nate Pacheco*

**EBC CT Webinar**

Show Me the Money: Funding & Grants: *Amy Vaillancourt*

**Esri DOT Webinar Series**

Supporting Safe Streets for All with GIS:  
*Kara Peach & Frank Gross*

**EWRI International Low Impact Development Conference**

Retrofit Manual for Long Term LID  
Implementation Crediting in New England: *Nate Pacheco*

**FENI Annual Environmental Permitting Summer School**

- » The Essentials for Obtaining & Environmental Resources Permit: The Nuts & Bolts of ERP Permitting: *Shannon Ruby Julien*
- » Water Quality Metric Implementation & Restoration Options: *Gary Serviss*

**New York Planning Foundation**

Charge On! Preparing for an Electric Mobility Future Webinar: *Andrew Buck & Curt Ostrodka*

**ACEC Fall Conference**

- » Fireside Chat: A look Inside the Diversity Roadmap: *Keri Kocur*
- » Annual Economic Assessment & Industry Forecast: *Mike Carragher*

**AMFP NY Conversations**

The Roadmap to Net Zero: *Ryan Prime*

**APA New York Metro Annual Conference**

- » Plugging-In: Lessons about EV Charging in NYC from PlugNYC: *Andrew Buck, Tom Stein*
- » Redefining Resilience: How Sleepy Hollow is Navigating Development, Equity, and Climate Change: *Andrew Buck*

**AREMA Annual Conference**

Pawtucket Central Falls Transit Station: *Andrew Buckholder, Shanta Keller & Austin White*

**Environmental Business Council**

Massport's Roadmap to Net Zero: *Carol Lurie*

**LIREGW**

The Great Energy Transition: *Courtney Riley*

**MassDOT Moving Together**

Equity Focused Pedestrian Safety Initiatives: *Kayla Northup & Skye Levin*

**MassDOT/Barletta**

Interchange 495/90 Presentation & Tour: *Don Cooke*

**Molloy Energeia Land Use Seminar**

New York State Environmental Quality Review Act (SEQRA) Energeia Partnership - Land Use: *Terri Elkowitz*

**MTA Clean Construction Convening**

Understanding Carbon Emissions of Construction Materials & Tracking Embodied Carbon: Presentation on EPDs & Tracking Materials: *Ryan Prime*

**NNECAPA Conference, Transportation**

Recreation & Community Development: *Karen Sentoff*

**Pace University Land Use Law Center**

Annual Alfred B. DelBello Land Use & Sustainable Development Conference, Ethics in Planning: Guiding Principles for Professional Planners: *Jill Gallant, Gina Martini*

**Renewable Energy VT Conference**

Regulatory Roadblocks to a 100% Renewable Future: *Tim Upton*

**VCU Real Estate Trends Conference**

Green Practices & their Impact on Real Estate: *Diane Linderman*

**VDOT Local Programs Workshop**

Developing Trail Networks Across Virginia: *Chris DeWitt*



2023 Sustainability Report

# Creating a Sustainable Future

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