

:balance and  
belonging 

the **POWER** of **DIVERSITY**  
*embracing inclusion • driving progress*

2022 ANNUAL REPORT



**Brown AND  
Caldwell** 



**We create a stronger community when we value and respect the attributes that make each of us unique.**

Brown and Caldwell refers to this community of diversity and inclusion as Balance and Belonging.



# table of CONTENTS



# INTRODUCTION

At Brown and Caldwell, we're committed to cultivating an inclusive and diverse environment where everyone feels valued, respected, and empowered. We aim to drive positive change by behaving true to our values and embracing a mindset focused on **Balance and Belonging**. These fundamental beliefs create a more vibrant and enriching workplace for our employees and also drive innovation and foster creativity to better serve our clients.

Diversity – in all its forms – is an integral part of our success because community and co-creation are a large part of how we listen, learn and engage. This is how we become better, more creative in delivering solutions and showing up for each other and our clients. This is the **power of diversity**.

Everyone brings a unique set of perspectives, talents and experiences. We celebrate these differences as a source of strength and innovation with zero tolerance for any form of discrimination or mistreatment of others. Fostering diversity, equity and inclusion is an ongoing endeavor that requires continuous learning, self-reflection and adaptation. It takes everybody to **embrace inclusion and drive progress**.

## :balance and belonging



*Balance and Belonging at BC means that my diverse voice and experience is not just a statistic, but valued as a differentiator that elevates our collective quality of work.*

*B&B means a company-wide commitment to an environment where all of us, regardless of who we are, can be successful both personally and professionally.”*

**JOCELYN LU MORINISHI, P.E.**  
Senior Associate Engineer

## Balance and Belonging has always been—and will always be—about people.

Appreciating the cultural differences, unique views and beautiful tapestries woven from each person's background, experience, perspective and ability is how we open ourselves to diversity that drives innovation and propels us forward.

Balance and Belonging has always been—and will always be—about people. We want to emphasize the power that lies within the realms of diversity, equity and inclusion. As we continue navigating an ever-evolving world, it's increasingly vital to foster environments that embrace these principles. Access and opportunity are not just pragmatic considerations, but ethical and moral imperatives that play a significant role in driving economic growth and prosperity. By prioritizing access and opportunity, we extend our commitment to the broader society. By actively seeking diverse perspectives and providing equal opportunities, we break down social barriers and help promote social progress as a whole.

The power of diversity at BC enables us to create an inclusive environment that encourages collaboration, nurtures a sense of belonging and cultivates a culture where diverse perspectives are actively sought and respected. When everyone feels seen and heard, true innovation flourishes and allows us to tackle challenges with a range of perspectives. This leads to more effective and comprehensive solutions for our clients and better outcomes for our communities and company.

Moving forward, we want to reaffirm our commitment to diversity, equity and inclusion as we work to dismantle barriers and help ensure equal access for everyone. Access and opportunity are essential pillars for building an inclusive organization because they challenge our leaders to lead with access in mind. Providing equal access across the board drives our collective success and strengthens our competitive advantage.

Our annual report shares progress against our commitments, as well as ways to get involved and learn from our journey. Your efforts to foster an environment that values and promotes these principles make a significant difference—within our organization, in our industry and in society as a whole.

At Brown and Caldwell, Balance and Belonging are cornerstones for our collective success. By leveraging the power of diversity, providing equal access to opportunities and resources, and fostering an inclusive environment, we empower our employees to reach their full potential. We are committed to advancing Balance and Belonging within BC, knowing it will result in stronger teams and better outcomes for our people, clients, and communities.



**ANDREA HALL**  
Head of Diversity,  
Equity and Inclusion  
**RICH D'AMATO**  
CEO

# BC's 10 COMMITMENTS

We started our **Balance and Belonging** journey by identifying 10 actionable and measurable commitments in 2018. These anchor our DEI work and serve as a reminder that we all have the opportunity to lock hands and actively contribute. And although this is the place we started, it's not where we're going to stay. We envision a workplace where Balance and Belonging is a lived experience for all BCers. Here's a snapshot of our progress and our roadmap for the future.



**1 Balanced Interview Panels**  
We revised this commitment in 2021 and continue to have success where it is practiced. We want to see more progress with this commitment and are actively piloting new tools to help us understand the health of our pipeline.

**2 Balanced Teams**  
Initiatives introduced in 2021 are now standard practice. For example, our full-time recruiters are qualified as Certified Diversity and Inclusion Recruiters (CDR). Additionally, we rolled out a Subject Matter Specialist Framework that enables employees to identify their current technical areas and level of expertise. The framework also provides a clear progression path with guided development support and access to mentors.

**3 Diversity Recruitment Program**  
In 2022 we began work to launch the Hiring Our Heroes program to support the hiring of individuals transitioning out of military service. We look forward to sharing more about the impact in our 2023 report. Our partnership with Circaworks continues and ensures we are posting our jobs to diverse sites across the nation.



**4 Annual Balance and Belonging Report**  
Our Balance and Belonging report is now in its third year of publication to track and communicate our progress.

**5 Balanced Talent Practices**  
This commitment was reshaped in 2021 to reflect our commitment more broadly to diversity advancement across all talent management practices. In 2021 we sponsored three BC Women in the Wings for Growth Women in Leadership Program. This intense program supports women's advancement and we look forward to expanding access to the program through our Women at BC ENG in 2023. We also made intentional actions to include the DEI lens in our talent review processes for a more equitable outcome. We will continue to identify opportunities and take actions to enhance our people processes.

**6 Scholarship Program**  
Our Diversity and Inclusion scholarship program continues to thrive. In the past eight years, we've awarded 60 scholarships. We'll continue to evaluate our scholarship offerings to ensure the broadest reach possible and explore opportunities to engage our scholarship recipients. Our scholarships include the Eckenfelder Scholarship, Minority Scholarship, Women in Leadership Scholarship, LGBTQIA+ Scholarship and the Navajo Nation Scholarship.

**7 Executive Committee Personal Network Expansion**  
Our commitment to B&B started with our executives expanding their personal networks – something that requires continuous effort and ongoing engagement. Our executive leadership team continues this work through professional networking. For instance, we have active board members of diversity networks and mentoring groups such as Wings for Growth and environmental outreach groups like Water for People that target underserved communities. These are in addition to professional networking events and conferences that target BIPOC, Women and the LGBTQ+ community.



**8 Diversity Recruitment Partnerships**  
We're continuing to build partnerships that support the acceleration of our DEI progress. BC is currently active with such organizations as Society for Women in Engineering (SWE), Disability:IN, Out & Equal and Wings for Growth. We have continued our work with Inflow and local sponsorships for organizations like NSBE (National Society of Black Engineers). We'll continue to build partnerships that support our commitment to accelerating our DEI progress within underrepresented groups.

**9 Partnerships for the Advancement of Women**  
In 2022 we moved our investment in Catalyst to an intentional mentoring program for women through Wings for Growth. We continue to advance women from BC into the mentoring program. Additionally, we began our partnership with the Society for Women in Engineering (SWE) and look forward to sharing more on the impact in our 2023 report.

**10 Balance and Belonging Education and Awareness**  
To advance a culture of belonging, we provide all BC employees ongoing, targeted training opportunities focused on building diversity and embracing inclusion. Our required Balance and Belonging training, launched in October 2020.



**KEYSHAWN FORD**  
Scholarship Recipient

# THE POWER OF PARTNERSHIPS

## Raising the Bar in our Workplace and the Industry



Our DEI team represented BC at the 2022 Workplace Summit, hosted annually by Out & Equal, the premier organization driving LGBTQ+ workplace equality. Our partnership gives BC ongoing access to subject matter expert and educational material to enhance our capabilities within our LGBTQ+ community.



The 2022 DisabilityIN conference in Dallas convened more than 400 companies alongside BC to advance disability inclusion in the workplace. BC earned recognition as a “Best Place to Work for Disability Inclusion” as well as a top “100” score on the 2022 Disability Equality Index® (DEI) for the second year in a row.



BC’s Chief Technical Officer, Wendy Broley, is the Executive Director for the California Urban Water Association. CUWA is a nonprofit consisting of 11 major urban water agencies responsible for serving drinking water to more than two-thirds of the state’s population.



For more than seven decades, SWE has given women engineers a unique place and voice to the challenges and opportunities reflected in today’s exciting engineering and technology professions. The organization remains steadfast in its commitment to diversity, equity and inclusion. Our partnership provides access to a pool of exceptional candidates which BC has utilized for identifying top talent in the industry.



BC representation is strong with the Water Environment Federation, where our Senior Director of DEI, Andrea Hall, serves on the Board of Trustees DEI Committee and ValaRae Partee serves as the Vice Chair of the DEI Committee in the WEF House of Delegates.

BC has sponsored WEF’s InFLOW (Introducing Future Leaders to Opportunities in Water) program since 2020. InFLOW gives undergraduate students and residents from historically underrepresented ethnic and minority groups the opportunity to explore their interests in the water sector and helps foster networking that may lead to future job opportunities.



BC’s Senior Director of DEI, Andrea Hall, serves on the American Council of Engineering Companies (ACEC) Board Diversity, Equity, Inclusion and Belonging Committee.

**Earned the 2022 “Diversity, Equity, Inclusion and Belonging (DEIB)” award from the ACEC New York Chapter**

**Earned the 2022 “Excellence in Inclusion Award – Large Firms” by the ACEC’s Washington Chapter**



DiversityInc produces the most prestigious corporate DEI ranking for U.S. employers.

**In May 2022, DiversityInc named Brown and Caldwell a 2022 DiversityInc Noteworthy company.**



*Balance and Belonging is the driving force behind BC’s culture. Through this richness of perspective, background, and shared experiences, we build a more inclusive and innovative company for our employees, clients, and the community.”*

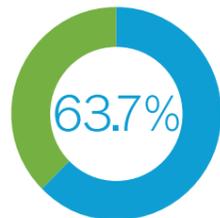
**SUSAN GEHOSKI**  
Chief People Officer

# EMBRACING DIVERSITY

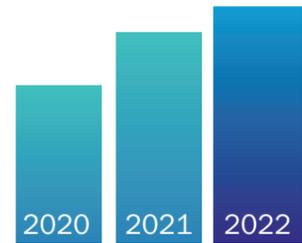
## Through Employee Network Groups (ENGs)

Our Employee Network Groups foster Balance and Belonging by creating a space for employees to act with integrity, be curious, and connect with empathy. ENGs amplify underrepresented voices and bring attention to unique challenges through shared experiences, by raising awareness and providing meaningful connection while partnering with BC leadership to advance strategy and implement policy changes to reflect all voices.

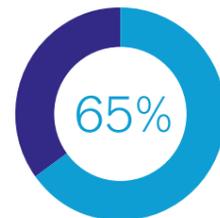
### BC ENGs on the Rise



BCers' ENG participation



BC ENGs have grown from 6 to 9 over the last three years



BC leadership ENG participation

### Examples of ENGs driving progress

#### LGBTQ+ Pride

BC executives participated in an engaging conversation around “Fostering Inclusion: An Exploration of Gender in the Workplace,” hosted by BC partner Out & Equal.



#### Community of Color (CoC)

As part of Native American Heritage Month in November, BC honored its Native American employees and learned more about their heritage during a call with the Community of Color ENG.



### Women at BC ENG: Wings for Growth

In 2022, BC sent the Women at BC ENG leaders, Tracy Chouinard and Rebecca Maco, to the non-profit “Wings for Growth” program which helps accelerate growth, mentorship and leadership opportunities for women. One of the organization’s signature programs teaches the importance of investing in yourself so worth-while opportunities can be created and others can be invited to join in.



Time management and preparation were among the skillsets Rebecca sought to improve. During one of her first interactions, she was asked whether she can spend two hours outside of a normal workday focused on her personal development. Although her initial response was ‘absolutely not,’ she later realized that it was possible once a plan is in place to make it happen. “I think you can (and should) carve out time for focused development because it does make a difference,” she said.

Another key benefit that women-focused programs provides is the opportunity to not only learn from other women, but to also speak about their experiences with men – including how to address and even overcome certain challenges. For example, several of Tracy’s goals revolved around growth and she found success in leveraging the more female-oriented qualities of being open, listening and providing encouragement to overcome life’s hurdles. “Understanding my strengths helped me understand where to focus my efforts, which in turn helped me improve some of my weaknesses at the same time,” she said.



*Wings for Growth provides a great opportunity to strengthen mentor relationships and work on the goals you develop together. It puts structure around what you’re trying to accomplish, which is key to a successful outcome.”*

**REBECCA MACO**  
Vice President,  
Data Centers  
& Mission Critical



*Although there are several things I’m working on already, such as my critical thinking skills and making note of who I meet at conferences, I don’t think I’d be nearly as far along in the implementation process without Wings for Growth. People are already seeing the change and that helps improve my self-confidence so much.”*

**TRACY CHOUINARD**  
Senior Associate Environmental Engineer



*ENGs at BC are a vital part of our company culture, providing a space where employee voices are genuinely valued. ENGs strengthen the bonds of our workforce by serving as essential cultural touchpoints in our hybrid working environment. I am always learning something new from our ENG communities and I appreciate the effort they take to cultivate such powerful spaces for discourse at work.”*

**PHIL WALKER**  
Virtual Talent, ENG Co-Leader

# DRIVING PROGRESS

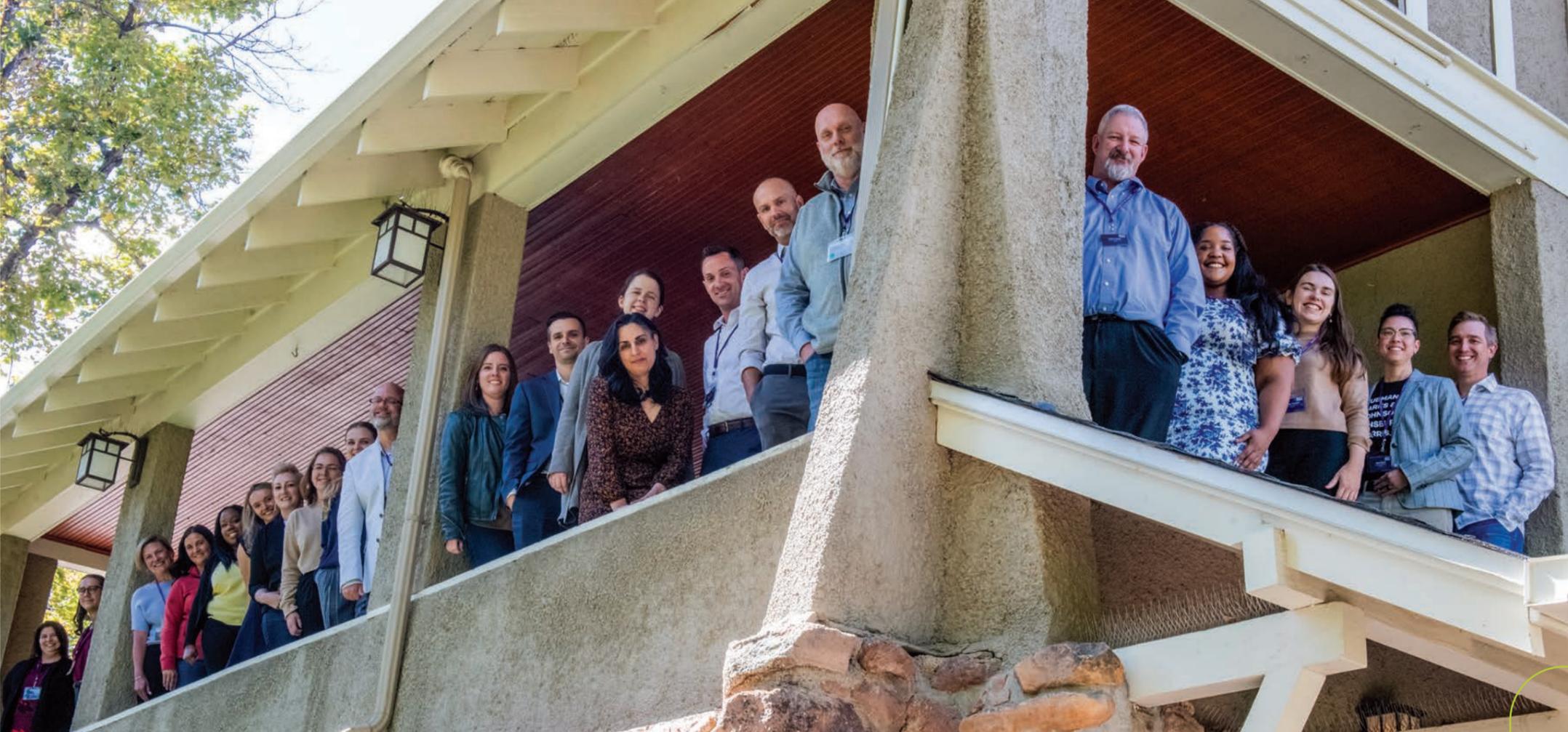
## ENG Leader and Executive Sponsor Summit

Last October, more than 30 BCers participated in the Balance and Belonging ENG Summit 2022 to plan for the future and connect each group's efforts to BC's overall strategic framework. The Summit's objectives included clear integration of BC's business strategy into ENG initiatives, as well as ENG leaders leveraging synergies to ensure a collective impact on DEI at BC and long-term career development goals. From the main meeting to the breakout sessions, the Summit offered participants a one-of-a-kind experience. The three-day event provided a sense of community and the opportunity to collaborate and strategize with BC Officers and Executive Sponsors on the advancement of ENGs and B&B at BC.



*The culture of inclusivity, trust and belonging at Brown and Caldwell is leading to business growth and a future defined by new possibilities. As Executive Sponsors we empower diversity, embrace inclusion and ignite the flame of belonging through the work we do to uplift our ENGs and drive progress for everyone. I'm humbled by the extraordinary talents, resilience and unwavering commitment displayed. Together, we create a tapestry of strength, unity and innovation, enriching not only our business but also the communities and clients we touch."*

**EUAN FINLAY**  
COO, Community of Color Executive Sponsor



“ The ENG Executive Sponsor summit was a game changer.”

- **MARTHA BIXBY**  
VP Health and Safety,  
Women's ENG Executive Sponsor

One of the most significant impacts from the Summit was the amount of hands-on involvement and personal connections created between BC leadership and our ENG network. ENG members from all levels of the organization worked together to address critical topics that impact such things as hiring, retention, hybrid work, sense of community and simply fitting in.

EXECUTIVE SPONSORS  
JOINING FORCES.



“

*I was really impressed to learn how our business strategies are integrated into ENG planning activities and initiatives. This year's Summit also served as a phenomenal kickoff to our Executive Sponsor relationship. Since our SVP of Legal Rob Goodson is new as an Executive Sponsor, he learned a lot about the many resources available to us.”*

**HAILEY TRAYNHAM**  
Executive Assistant  
Rising Professional  
Denver Office

Employee Network Groups ultimately contribute to a more engaged, innovative and successful workforce.



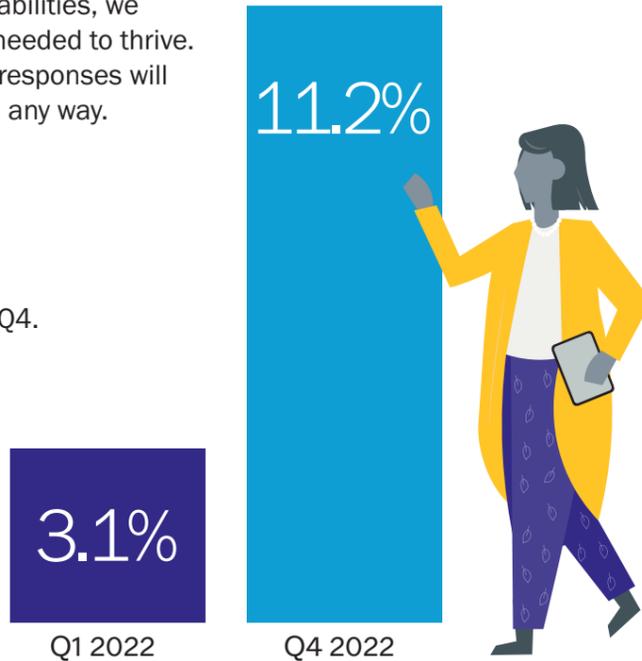
# ADVANCING DISABILITY INCLUSION

## Self ID Campaign

We kicked off our inaugural voluntary Self-ID Campaign in 2022 to understand how many BCers are veterans and/or have disabilities so we can make sure BC's programs and resources accommodate a wide variety of needs.

Although one of the important benefits of Self-IDing is to ensure employment equity, it's about more than just compliance. When we understand how many BCers are veterans and/or have disabilities, we can get the support and resources needed to thrive. Self-IDing is 100% confidential and responses will never be used against employees in any way.

As a result of our inaugural Self-ID campaign, the percentage of BCers who feel comfortable identifying as a person with a disability increased from 3.1% in Q1 2022 to 11.2% by Q4. This is a testament to the work we have done to ensure every BCer feels safe showing up as their whole selves at BC.



*The results for voluntary self-ID speak to the level of trust we have built with BCers."*

**ROB GOODSON**  
SVP General Counsel



Prior to the campaign, Karlyn had already self-IDed as a person living with two disabilities: Postural Orthostatic Tachycardia Syndrome (POTS), which causes dizziness, fast heartbeat and fainting (especially when standing up or changing position), and hyperactive-type ADHD. However, it wasn't until she began thinking about how to educate fellow BCers on these important topics that her relationship with her own disabilities began to evolve. During the Self-ID campaign, Karlyn spoke with people who weren't

sure they were "disabled enough" to be able to Self-ID. Every time, she'd answer that question by saying, "If it makes your everyday life more difficult or complicated, it's a disability." She listened to people reflecting on their lives and the moments when they experienced difficulty accomplishing a task or were told to "be tough" in the face of pain. Many times, this exercise led to a new understanding of themselves as disabled and deserving of accommodation and support.

After coming to terms with the fact that ADHD does impact her life, Karlyn learned to be gentler with herself and more understanding of her mistakes. For the first time, she gave herself permission to ask others for help to stay organized and to simply admit openly when she needed support. Coming to terms with POTS and realizing her body isn't always going to give 100% has helped her take better care of herself. (Spoiler alert: people don't actually call you weak when you say you're going to pass out!)

**"By taking time to reflect on what it means to have a disability, I can now accept and support myself as a proudly disabled person in a way I wasn't able to before."**



*After having these conversations throughout the Campaign, I realized I hadn't asked the same question to myself: Were there times when my conditions made my life more difficult or complicated? For the first time, instead of brushing off my ADHD as 'not that bad,' I began to reflect on all the times I'd lost something important or hurt a friendship by forgetting an event or missing a big deadline. I thought about being gripped by dizziness and nausea from POTS while running, hiking or even standing up from a chair and being determined not to show weakness or fatigue. I realized for the first time that these struggles might not be personal flaws but instead manifestations of my very real disabilities and that I, too, might be deserving of accommodations and support."*

**KARLYN RUSSELL**  
Diversity & Inclusion Data Analyst



# ADVOCATING FOR ALL



Going beyond accommodations to focus on removing barriers.

## New Disability ENG: enABLE

One of our newest ENGs is enABLE which seeks to create a safe space for persons with disabilities and their allies. enABLE members have the opportunity to partner and collaborate with key BC stakeholders to provide resources and improve workplace accessibility.

When the opportunity to conduct a 24-hour takeover of Disability:IN's Instagram handle, our team jumped at the chance to share some of BC's disability inclusion efforts and best practices. Throughout the week, we shared highlights of our 2021 DEI Report including the many ways we focus on disability and address employees' physical needs both in the office and ergonomics for remote working. We also promoted our Self-ID Campaign and the launch of our Disability ENG enABLE to help us achieve a more inclusive and equitable workplace.



## Flexible Work Arrangement

Our business thrives when employees have what they need to be successful. That's why we believe a flexible work environment allows employees to choose what's best for them while balancing client commitments and other job responsibilities. A Work Arrangement can be initiated – and updated – at any time. BC is helping people feel more engaged by offering a proactive, communicative and flexible approach to working from home.

At BC, flexibility yields better employee engagement, retention and DEI opportunities while exceeding client expectations.



*Rigid work conditions can be biased toward on-site experiences, excluding employees with varied needs and preferences for how they collaborate best. Unlocking the benefits of flexible working allows us to align changing employee needs with team and client needs. We are fortunate to work at BC where our leadership cultivates an inclusive workplace culture, entrusting our employees to drive decision making about where, when and how they work most effectively."*

**LISA LANDRY**  
Senior Director of Finance and Accounting



# DRIVING PROGRESS

## through our B&B Diversity, Equity and Inclusion Council

The B&B Council's mission is to foster an environment that attracts and retains top talent, values a diversity of life experiences and perspectives, and drives innovation in pursuit of performance and company strategy. The Council is grouped into three Pillars – **People, Clients and Community & Environment** – to help us understand where we are, where we hope to be and how to get there with respect to diversity, inclusion and belonging at BC.

### Three Pillars



#### People

The evaluation of four D&I focus areas – Employee Retention, Career Development, Talent Attraction and Wellbeing & Culture – helps identify gaps, remove barriers and create opportunities for all BCers to thrive.



#### Client

Designed to understand D&I from clients' perspectives and how D&I influences clients' business needs.



#### Community & Environment

Establishes benchmarks at the corporate and individual levels to advance environmental and social responsibility within BC and the communities we serve. This helps us understand our activities around equity in technical practice, community service, engineering education and the industry overall.



**KELVIN COLES AND MARTHA KNOWLTON**  
B&B Council Members and Reverse Mentors

The B&B Council develops and advances initiatives to further embed B&B in everything we do. The 2022 initiatives are:

#### Connect

aims to improve employee connectivity by leveraging ENGs and Business Leaders to implement activities that embed Balance and Belonging principles into routine business operations.



#### Train

further integrates DEI into BC's business practices through existing leadership + supervisor trainings and employee onboarding.



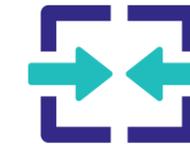
#### Practice

establishes standards and certifications for excellence in client work in order to provide resources, tools and guidance related to equity consideration into our work.



#### Share

amplifies our external D&I presence so BC is viewed as an industry leader and a DEI change agent which will help attract diverse talent and will address our clients' needs in this space.



The B&B Council is committed to fairness, equality and accountability.



**ALI TEYMOURI AND ELIZABETH MINYARD**  
B&B Council Members and Environmental Engineers

# ADVANCING DIVERSITY RECRUITMENT

## Certified Diversity Recruiters

Diversity recruiting plays an important role in BC's hiring strategy, beginning with generating a wider talent pool to build our diverse and inclusive workplace. BC's two full-time recruiters, Ryan Fletcher and Natalie Zahn, are both AIRS® Certified Diversity Recruiters. This certification provides recruiters the opportunity to leverage information, resources and strategies to improve and enhance diversity recruiting efforts.

As an AIRS Certified Diversity Recruiter, Natalie Zahn incorporates diversity recruiting into every search she conducts. She utilizes a vast network of resources and connections that provide BC access to candidates that may be missed through more standard or traditional search methods.

Diversity recruiting gives BC an edge over competitors who don't incorporate it into their hiring strategy.

"It gives us more places to find the right candidate who we may have otherwise missed through traditional search methods like NSBE lists or via diversity-related conferences," she said. "We pride ourselves on our ability to customize searches because casting a wider net yields new perspectives and opportunities. Feeling like you belong is huge for retention, too, so I'm happy to work with a company like BC that's deliberate about making this part of the daily conversation."



“*BC's diversity recruitment strategy works because we have access to a much larger pool of diverse candidates than we ever have. Our strategic decision to make diversity recruiting part of our daily conversations puts us ahead of the competition and shows candidates we're innovative and inclusive.*”

**NATALIE ZAHN**  
AIRS Certified  
Diversity Recruiter



## Internships

In 2022, we hosted 30 interns across the U.S. where they spent time training to be future engineers and water/environment leaders. Interns, thank for your hard work!

## Scholarship Winners

### Melanie Vines, Women in Leadership Scholarship

- Third-year doctorate student at the University of Alabama
- Studying disinfection byproduct mitigation in drinking water treatment systems

### Eric Mei, LGBTQIA+ Scholarship

- Completing his Master's in environmental engineering from Georgia Tech
- His experience working in a conservation crew sparked his love for the outdoors and passion for environmental engineering

### Keyshawn Ford, Minority Scholarship

- Second-year civil and environmental engineering student in the master's program at San Diego State University
- His research of wastewater flows in the Tijuana River Estuary will lead to the use of sensors to develop an early warning system for wastewater contamination in the Estuary to prevent beachgoers from getting sick



**CASSIDY BROZOVICH, CAMRYN FLORES AND QUINN RISEN**  
2022 Interns

### Chaslyn Evans, Navajo Nation Scholarship

- Majoring in Engineering Technology at Navajo Technical University to prepare for a career as a civil engineer
- Wants to help her community by applying this knowledge while also advancing the environmental profession

### Ryan Krawczyk, Eckenfelder Scholarship

- A junior at Stevens Institute of Technology majoring in environmental engineering
- Works as a research assistant in the campus Environmental Systems lab, researching the optimization of algae growth for the most efficient biofuel production

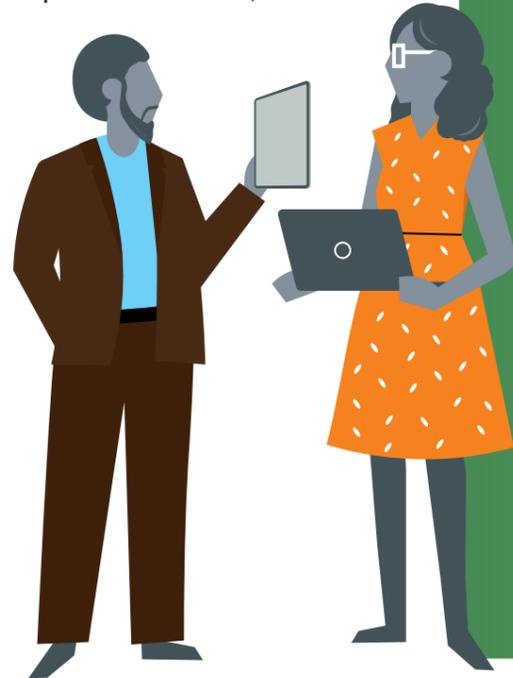
### Karlye Wong, Dave Caldwell Scholarship

- Doctorate candidate in the Drinking Water Research Group at the University of Toronto
- Research focuses on the effectiveness and sustainability of solar-powered UV water treatment systems in off-grid and low-resource settings to determine technical and design improvements to implement second-generation community UV-LED treatment systems in Mexico and Tanzania

# DEVELOPING OUR PEOPLE

Learning and Development has and always will be crucial to our success. It's an area we pride ourselves in because we "are" the place where people come to learn, grow and thrive. From formal leadership development programs to Mentor Circles, we're building technical and cultural capabilities alike. In 2022, we continued to ensure equitable access to development by implementing processes that reduce bias in participant selection, recommendations and how we tap in to subject matter experts across our enterprise.

By continuing our investment in development, we unlock the full potential of people from all backgrounds, leading to a more equitable and inclusive workplace.



*Rise was an amazing experience, it exposed me to important leadership topics and allowed me to connect with a diverse group of emerging BC leaders. BC's investment in this multiyear program, which started during the uncertainty of the pandemic period epitomizes BC's commitment to provide development opportunities for all staff."*

**ELI TILEN**  
Senior VP of  
Design Services



## BC Development Programs

### THRIVE:

Launched in 2019, this year-long leadership acceleration program teaches diverse BC leaders through hands-on experiences, group discussions, self-awareness assessments, peer coaching and intentional on-the-job application. Thrive helps people grow their leadership capabilities in three focus areas: Self, Team and BC.

### SMALL GROUP LEARNINGS:

(SGL) sessions create opportunities for all employees in all positions to gain practical and technical skills while engaging with leaders and networking with a diverse set of colleagues. Examples of past SGL topics include Everyday Acts of Exclusion, The Minority Experience and the Future of Work.

### CSM DEVELOPMENT PROGRAM:

The CSM program demonstrates BC's continuing commitment to growing our people to provide a greater and differentiating client impact. By building behaviors, mindsets, enthusiasm, and capabilities in our people, the program is reinforcing BC's brand, driving better business decisions, and providing more environments for innovation through increased trust with our clients.

### PLAN TO LEAD:

Plan to Lead develops skills for supervisors that help guide employees through their journeys via coaching, feedback and accountability. In 2021, we launched the inclusive leadership behaviors module which helps build inclusive teams and foster inclusive leadership behaviors.

### MENTOR CIRCLES:

Every Mentor Circle participant contributes as both a mentor and a mentee – a leader and a learner – so everyone learns from each other. People can teach, learn, engage and grow while creating a community of balance and belonging through connection with BCers from various backgrounds.

### DEPUTY PM PROGRAM:

As BCers seek new ways to grow and develop, BC has developed the Deputy Project Manager Development Program which provides opportunities to grow as either PMs or Senior Mentors.



### RISE:

Launched in 2021, the Rise leadership experience provides an intensive, high-impact and comprehensive experience to accelerate the development of BC's senior leaders. Highly customizable, Rise creates BC's next generation of leaders with skills and training to promote equity, growth and impact for all. **Fun fact: 23% of BCers who participated in Rise in 2022 were promoted.**

### SMS FRAMEWORK:

The SMS Framework provides clarity around expectations and what it means to be a Subject Matter Specialist (SMS) at BC. The framework ensures a clear and equitable process for all technical and design staff to certify their area(s) and level of expertise and to be recognized as a key resource for specific pursuits and projects.

### PLAN TO WIN:

Plan to Win, which serves as the gold standard for training at BC, develops tech professionals in problem identification for clients and teaches how to support them in this work.

# The Transformative Power of COMMUNITY GIVING AND SOCIAL IMPACT

Brown and Caldwell is leading the way in reaching DEI goals for our people and our clients.

## Social Impact Partnerships



BC is a corporate partner of Water for People, an organization that envisions a world where every person has access to reliable and safe water and sanitation services. Our commitment is further extended through our CEO Rich D'Amato, who sits on the board of directors for Water for People. In 2022, **BCers contributed \$82,573!**

## Driving Progress with Communities



BC partners with Engineers Without Borders (EWB) to build a better world through engineering projects that empower communities. More than 90 BCers were engaged with EWB and in 2022, **our employees donated a total of \$17,153 and BC matched these donations 100%, thereby doubling the contribution to \$34,305!**

## BC Green

Co-led by BC's Shelby Cunliffe in Vancouver, BC Green is a grassroots community that focuses on three spheres of sustainability: the personal, the professional and the 'world' (i.e., volunteering). Since the group's inception in 2007, BC Green has supported sustainable practices throughout the company, shared knowledge on new regulations and research, and connected BCers to our company values regardless of their department, background or existing skillset. BC Green acts as a platform for people to share their knowledge and passion for environmental sustainability.



*"The water sector is the only area where equity, diversity and inclusion are required to be implemented at the family, society, industry, government and international levels."*

**FAROKH KAKAR**  
Associate Environmental Engineer



*The City of Boise aspires to be a City of Everyone and embedded in this vision is the desire to reflect and serve everyone in the community. The Recycled Water Program, developed from the ground up, will be a greenfield facility producing purified water to address resilience, climate change and growth challenges. We're excited for this unique opportunity to integrate DEI into the program development and practices. Working with BC has allowed our team to dream big about the possibilities and potential regarding activity and impact of DEI work on the Recycled Water Program while remaining rooted in practices and progress that are authentic to the City of Boise."*

**HALEY FALCONER**  
Environmental Division Manager,  
City of Boise Public Works  
Utility Strategy and  
Performance Consultant



## Hare Snipe Creek Watershed Study and Equity Framework – Raleigh, NC BC point of contact: Rosey Jencks

As a part of the City of Raleigh's Hare Snipe Creek Watershed Study, the Stormwater Management Division asked BC to develop a process for incorporating equity considerations in its current and future watershed studies. BC provided recommendations for the Division to retool their capital planning work to incorporate equity factors into their investments and actions for implementation. After sharing equity practices and case studies from other communities for consideration, the project team facilitated working sessions to prioritize the most relevant equity goals and actions.

## SFPUC Mentorship Program BC point of contact: Julia Teixeira

BC has supported staff from the San Francisco Public Utilities Commission (SFPUC) since 2021 to track progress related to implementing the agency's Phase 1 Racial Equity Action Plan. BC engaged with SFPUC staff to gather information on current mentorship efforts to inform an agencywide program. BC's DEI team created a best practices framework to provide guidance as SFPUC develops their program. All information was presented in a digestible slide deck and placemat for the agency to use in future planning conversations with staff and leadership.

## RAISING CAPABILITIES

Intersectionality: the idea that multiple identities intersect to create a whole that is different from the component identities. It's essential to our understanding of gender and sexual diversity because gender and sexuality is impacted by other social categories. The intersection of those categories impact experiences, structures of power and oppression.



At Brown and Caldwell,  
I didn't feel excluded.



*As a parent of a child with disabilities, I didn't feel excluded when I shared a video of my non-speaking son communicating on his AAC device on Bring Your Child to Work Day. Nor did I feel excluded when I had the opportunity to share my personal struggles around race and gender within the BC ENG community. Through ENG Leadership training, I became inspired and empowered to create a platform which elevates marginalized voices within the disability community. Following the series of intersectional virtual panels that were designed and led by marginalized disability communities, we were flooded with positive reviews and feedback on how participants outside these communities learned about their own biases and lack of understanding.*

**RANIA KELLY**  
Senior Graphic Designer



The concept of intersectionality helped me better understand my defining characteristics.

*Intersectionality is the reason I sit in the PrideAlliance ENG leadership seat today. After attending meetings with the Community of Color ENG (and didn't yet know the PrideAlliance ENG or other ENG's even existed), I began to realize the impact these meetings were having on me as a BC employee and as a member of the community of color. However, since my membership with the Community of Color ENG addressed just one aspect of who I am, I wondered if there were other BC ENG communities to learn from.*

*Today, I'm a proud member of the Professional Parents ENG as a working parent, the Community of Color ENG as a woman of color, the BC Veteran's ENG as a prior soldier in the U.S. Army and the Pride Alliance ENG as a member of the LGBTQ+ community. The quality time I spend with each of these ENG's teaches me that all interlocking identities influence the way we perceive the world and conversely how the world views and treats us as individuals. Making room for those at the crossroads of multiple oppressions and compounded marginalization to share their stories opens up a powerful lens to help us view everyone more openly so we can begin to overcome deep-seated inequities.*

**SARA DAVIS**  
Contract Analyst



# Data: HOW WE'RE DRIVING PROGRESS

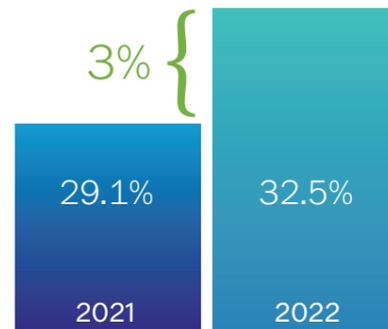
## Women at BC



In 2021, BC was more than 5 percentage points above the industry average of 33%. Today, we're 9 points above the industry median. We're proud to continue setting an example for the industry in gender equality.

The share of women in the technical track held steady at 62.6% versus 62.0% in 2021.

## Women in Management



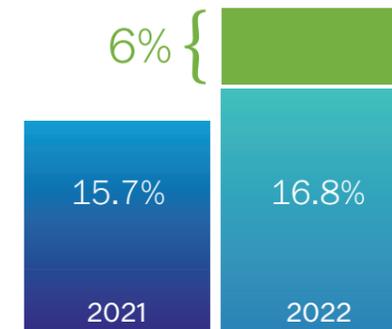
The percentage of Women holding BC management positions increased year over year from 29.1% to 32.5%, an indication that efforts to develop Women's careers, promote leadership opportunities and practice equity in promotions and training are paying off.

## Minorities at BC



The minority population at BC experienced notable growth this year, from 21.5% in 2021 to 23.2% in 2022. This is more than four percentage points higher than the industry median of 19% (AEC Advisors, 2022).

## Minorities in Management



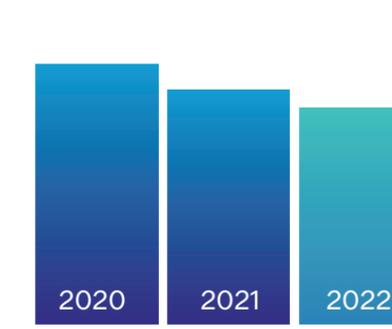
BC's share of minorities holding management positions increased from 15.7% in 2021 to 16.8% in 2022. However, these figures are still more than six percentage points below the share of minorities employed by BC overall (highlighted in green), indicating the need for continued investment in minority talent development.

## Employees with Disabilities



When we create a safe space to bring your whole self to work, employees feel more comfortable being who they are. That's why the percentage of BCers who feel comfortable identifying as someone with a disability increased from 3.1% in December 2021 to 11.2% by October 2022.

## Veterans at BC



For the third year in a row, our veteran population has held steady as our BC headcount continues to grow. As a result, our share of veterans declined to 3.2%. We've since launched the Hiring Our Heroes program with a high conversion rate and will share the results in our 2023 annual report.

Management is defined as all Executive and Management Track employees, all Fellows and Managing Principals in the Technical Track and all supervisors across BC. Management is split into three levels: Leaders, Senior Leaders and Executives. Leaders include all Supervisors, Managers, Sr. Managers and Directors in the Management Track, as well as all Supervisors across BC below the level of Fellow or Sr. Director. Senior Leaders are Fellows, Managing Principals, Sr. Directors and Managing Directors. Executives are all in the Executive Track.

Data metrics exclude interns, contractors and temporary employees. Canadian employees are excluded from all metrics except gender.

The minority population at BC experienced notable growth this year.



### Employee Breakdown

Employees	2020	2021	2022
Technical Track	62.9%	62.0%	62.6%
Management	41.0%	40.7%	40.9%
Leader	28.0%	27.2%	27.3%
Sr. Leader	11.9%	12.5%	12.8%
Executive	1.0%	1.0%	0.8%

### Disability Status

Disabled	2020	2021	2022
Disabled	2.3%	3.1%	12.0%

### Veteran Status

Veteran Status	2020	2021	2022
Veteran	3.7%	3.4%	3.2%

### Global Gender Statistics

All	2020	2021	2022
Male	62.8%	61.5%	59.7%
Female	37.2%	38.5%	40.3%
Technical Track			
Male	67.8%	67.0%	64.7%
Female	32.2%	33.0%	35.3%
Management			
Male	71.5%	70.9%	67.5%
Female	28.5%	29.1%	32.5%

### Global Gender Statistics - Management Breakdown

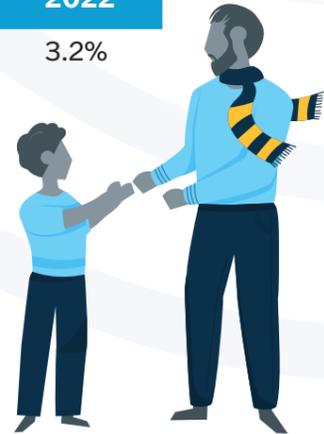
Leader	2020	2021	2022
Male	65.8%	65.6%	61.4%
Female	34.2%	34.4%	38.6%
Sr. Leader			
Male	84.4%	82.1%	79.8%
Female	15.6%	17.9%	20.2%
Executive			
Male	76.5%	77.8%	75.0%
Female	23.5%	22.2%	25.0%

### US Ethnicity Statistics

All	2020	2021	2022
White	77.8%	77.3%	75.3%
Not Specified	1.1%	1.2%	1.6%
Minority	21.1%	21.5%	23.2%
Asian	8.2%	7.8%	7.9%
Black or African American	3.7%	3.7%	4.1%
Hispanic or Latino	6.3%	6.7%	7.3%
Two or more races	1.9%	2.1%	2.6%
Native Hawaiian or Other Pacific Islander	0.7%	0.7%	0.8%
American Indian/Alaskan Native	0.4%	0.4%	0.5%
Technical Track			
White	76.1%	75.5%	73.5%
Not Specified	1.2%	1.5%	1.7%
Minority	22.7%	23.0%	24.9%
Asian	8.8%	8.2%	8.4%
Black or African American	3.7%	3.5%	3.6%
Hispanic or Latino	6.6%	7.2%	8.1%
Two or more races	2.0%	2.4%	3.1%
Native Hawaiian or Other Pacific Islander	1.0%	1.1%	1.1%
American Indian/Alaskan Native	0.6%	0.5%	0.6%
Management			
White	84.3%	83.8%	82.4%
Not Specified	0.6%	0.6%	0.8%
Minority	15.1%	15.7%	16.8%
Asian	6.6%	6.7%	7.2%
Black or African American	2.5%	2.9%	3.4%
Hispanic or Latino	4.5%	4.5%	4.6%
Two or more races	0.6%	0.6%	0.8%
Native Hawaiian or Other Pacific Islander	0.7%	0.7%	0.6%
American Indian/Alaskan Native	0.1%	0.3%	0.3%

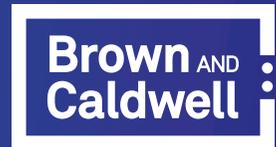
### US Ethnicity Statistics - Management Breakdown

Leader	2020	2021	2022
White	82.0%	81.1%	79.4%
Not Specified	0.6%	0.6%	0.9%
Minority	17.3%	18.3%	19.7%
Asian	7.1%	7.4%	7.8%
Black or African American	3.0%	3.7%	4.4%
Hispanic or Latino	5.4%	5.3%	5.5%
Two or more races	0.9%	0.6%	0.9%
Native Hawaiian or Other Pacific Islander	0.9%	0.8%	0.8%
American Indian/Alaskan Native	0.2%	0.4%	0.4%
Sr. Leader			
White	89.4%	89.2%	89.1%
Not Specified	0.5%	0.4%	0.4%
Minority	10.1%	10.3%	10.5%
Asian	5.5%	5.4%	6.1%
Black or African American	1.5%	1.3%	1.6%
Hispanic or Latino	2.5%	2.7%	2.0%
Two or more races	0.0%	0.4%	0.4%
Native Hawaiian or Other Pacific Islander	0.5%	0.4%	0.4%
American Indian/Alaskan Native	0.0%	0.0%	0.0%
Executive			
White	88.2%	88.9%	81.3%
Not Specified	0.0%	0.0%	0.0%
Minority	11.8%	11.1%	18.8%
Asian	5.9%	5.6%	6.3%
Black or African American	0.0%	0.0%	0.0%
Hispanic or Latino	5.9%	5.6%	12.5%
Two or more races	0.0%	0.0%	0.0%
Native Hawaiian or Other Pacific Islander	0.0%	0.0%	0.0%
American Indian/Alaskan Native	0.0%	0.0%	0.0%





:balance and  
belonging



[brownandcaldwell.com](http://brownandcaldwell.com)

[info@brwncald.com](mailto:info@brwncald.com)