



:balance and
belonging

/ 2021 annual report /



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/ on the cover /

Carolyn Roth
Senior Associate, Project Management

ValaRae Partee
Associate Environmental Engineer

Katie Porter
Northeast Area Practice Lead for Drinking Water

Caitlyn Brunson
Analyst Graphic Design

/ this is not about numbers /

It is about
people

OVER THE PAST YEAR AND A HALF, we have intentionally developed a strategic approach to build a holistic diversity, equity, and inclusion program that initiates change as we cultivate a culture where belonging is a shared experience for all employees.

We are on a journey to embed
Balance and Belonging in everything we do.

FOR WE ARE INTENTIONAL about our commitment by proactively initiating change and cultivating a culture where belonging is a shared experience for all employees. This is not about numbers; it's about people.

As we mature in diversity, equity, and inclusion (DEI), we understand the importance of focusing on long-term systemic change. Systemic change requires a commitment to being honest, thoughtful, and responsive. Unlike the additive way to implement diversity, systemic change is process-based towards transformation. DEI initiatives are about transforming behavior and creating the space to attain equity in the employee experience. We want everyone to feel they can bring their whole selves to work and trust us to make the right decisions, listen to our people, and continue to challenge ourselves to be better. We know it's not the easy route, but we are passionate about showing up for our employees.

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Why Balance and Belonging?

SIMPLY PUT, there is a seat for everyone at the table. Everyone should feel part of a team that celebrates each individual's unique qualities, experiences, abilities, backgrounds, and voice. Diversity and inclusion is Balance and Belonging. It is about shared accountability and knowing we all have a role to play in diversity, equity, and inclusion.

Throughout our journey, the voice of our employees, clients, and community is and always will be a voice that shapes our approach. We invite you not only to read our report but join us on our journey of learning, growing, and standing together taking action.

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Rich D'Amato
Chairman and CEO

A Note from Rich

As an employee-owned, purpose-driven company, BC desires to make a difference and positively impact our people, clients, and communities. As we strive to be the Company of Choice, creating an environment where everyone feels they belong and can be the best version of themselves is paramount to reaching this vision.

BALANCE AND BELONGING (B&B) is about who we are as an organization and the work we do every day together, with our clients and in our communities. To have a positive impact and achieve our purpose, we must also have Balance and Belonging.

While the business case for diversity, equity, and inclusion is clear, to us, it's more than that. We believe Balance and Belonging is an integral part of how we work, is fundamental to our success, and firmly embedded within our business, people, and client strategies. A standalone or siloed approach will not allow us to achieve our full potential or create the change and make the progress we desire.

Achieving our full Balance and Belonging potential will require intention and dedication from all of us, and it won't happen overnight. We continue an active journey to engage and influence stakeholders across the organization towards the goal of a business environment where Balance and Belonging is an intuitive and implicit aspect of our

discussions and, most importantly, our actions.

Our employees and clients demand that we value and leverage diversity in our organization to achieve positive outcomes on our projects, in our communities, and across our industry. Balance and Belonging is who we are, and as we continue this journey, it will only make us better.

Our journey began with a laser focus on our commitments, aligned with our actions and intentional listening. We continue to do that today because we believe in the power of harnessing the voices of our employees. Within our employee network groups (ENGs) and our Balance and Belonging DEI Council and committees - we create the space and expectation for all employees' voices to be heard. Within these same groups, we also create the opportunity for our leaders to be recognized as allies for underrepresented and marginalized groups so that ALL people can thrive at BC.

Diversity is important but leveraging diversity and ensuring access to opportunity is where the real work is and where we want to be. As we continue to mature on this journey, Balance and Belonging is a priority for our organization, just like our people.

/ section 1 /

Our Commitments



Adias Fostino, E.I.T.
Staff, Environmental Engineering



Vicky Hollingsworth
Community of Color ENG Leader
+ Washington Local Leader

BC's 10 Commitments

In 2018, BC's executive leadership made a strategic investment to advance a culture of balance and belonging by identifying ten actionable and measurable commitments. Since then, we have fine-tuned the commitments to align with key areas of opportunity as represented in this year's annual report, focusing on shared accountability and monitoring progress for success.

the evolution of
our commitments
emphasizes
accountability

1 Balanced Interview Panels

Ensure objective internal talent evaluations, and external candidate reviews to lead to higher conversion of underrepresented talent.

PROGRESS / This commitment previously focused on candidate pools and has been since enhanced to increase conversion of underrepresented talent. While this change is fairly new, we have seen significant progress piloting this program.

2 Balanced Teams

Hiring, promoting, and advancing talent at all levels within the organization for all employees is imperative to BC because we strive to be a workplace for everyone.

PROGRESS / Our full-time recruiters are qualified as a Certified Diversity and Inclusion Recruiter (CDR). This ensures they are equipped with the knowledge and skills to build pipelines inclusive of diverse and underrepresented groups and build effective sourcing strategies. Additionally, we implemented the Subject Matter Specialist Framework that enables employees to identify their current technical areas and level of expertise and provides a clear progression path with guided development support and access to mentors. This also provides a forum for staff to indicate their aspirations and engage with practitioners and experts to learn a specialty.

3 Diversity Recruitment Program

Cultivate and recruit underrepresented candidates by expanding searches and job postings to targeted diverse networks, diversity-focused job websites and intentionally broadening our reach to more institutions, including but not limited to historically Black colleges and universities.

PROGRESS / In 2021, we increased our partnerships by targeting organizations that serve underrepresented groups. We partner with Circaworks to post our jobs to diverse sites across the nation for broader outreach. Additionally, we launched our Veterans ENG that will support the recruitment and advancement of veterans at BC. We have also been on multiple InRoads student success panels, an opportunity for employers and students to collaborate, share and prepare for their job search and futures.



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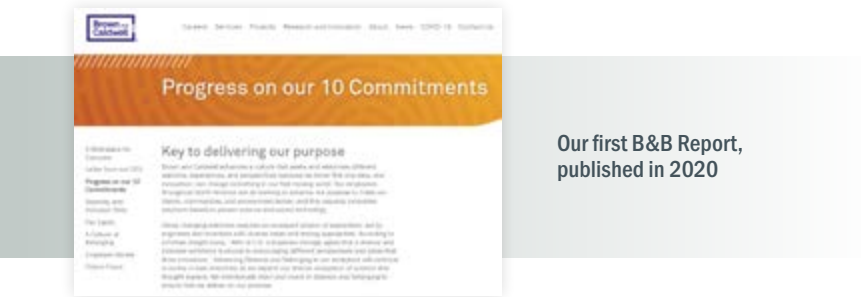
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4 Annual Balance and Belonging Report

Create an annual report that highlights and details the progress of the health of our organization, our culture of Balance and Belonging, employee stories, diversity and inclusion data, and updates on our 10 Balance and Belonging Commitments.

PROGRESS / In October 2020, our inaugural Balance and Belonging report was published with a plan to publish new data each calendar year. Since then, the annual report has followed a yearly schedule.



Our first B&B Report, published in 2020

5 Balanced Talent Practices

Strive to ensure equitable talent review processes that increase the visibility of underrepresented groups in evaluation and career development opportunities.

PROGRESS / This commitment was reshaped in 2021 to better reflect our commitment to diversity advancement across all talent management practices. In 2021, we sponsored three female employees 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 2022. 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.



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6 Scholarship Program

Offer scholarships to advance diversity within our industry, reward young students and adults from underrepresented backgrounds to enter and stay in environmental engineering industries and build careers that help positively impact the communities where we live and work.

PROGRESS / We established the BC Scholarship program in 2012, awarding 54 scholarships to recipients - and hiring nine as BC employees. Our scholarships include the Eckenfelder Scholarship, Minority Scholarship, Women in Leadership Scholarship, LGBTQIA+ Scholarship, and the Navajo Nation Scholarship. We continue to evaluate our scholarship offerings for broader reach and explore opportunities to engage our scholarship recipients.

54

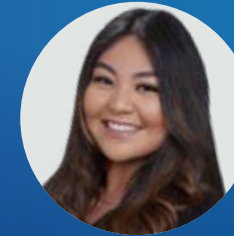
scholarships awarded
in past seven years

9

scholarship
recipients hired



Mia Goldberg



Kaley Yazzie



Dalton Keys



Joshua Dunlap



Meena Ejjada

We continue to evaluate our scholarship offerings for broader reach and explore opportunities to engage our scholarship recipients.

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The principles of Diversity, Equity, and Inclusion are very important to me personally and professionally — and I know that perspective is also shared, advocated, and being advanced amongst our company leadership as well. We are now at a very defining juncture of our company's history, and DEI will be an increasingly key and evolving part of BC's culture and strategy going forward."

—TIM BLOCK, Board Member



7 Executive Committee Personal Network Expansion

Each Executive Committee member commits to personal action to drive a more diverse expansion of their network. Our executive team has committed to take personal steps to diversify their professional networks to facilitate industry change. Employee referrals are the number one source of hires. To further advance diversity within our workplace and the industry, we need to ensure our executive networks are also diversified to attract further and consider balanced talent.

PROGRESS / We believe network expansion will significantly impact our workplace and the industry if it is a focus for all employees. Our executive leadership team has diversified their professional networks and support board members of diversity network and mentoring groups such as Wings for Growth and environmental outreach groups like Water for People that target underserved communities, along with professional networking events and conferences that target BIPOC, Women, and LGBTQ+ individuals.

8 Diversity Recruitment Partnerships

Identify and select corporate diversity recruitment partnerships that provide greater access to underrepresented talent. As a community of engineers, scientists, consultants, and contractors, we believe in education and on-the-job experience. As a company devoted to STEM, early exposure to careers in our industry is critical to the future of water. We know diversity has a key role to play in our collective future.

PROGRESS / Although we partner with InRoads and provide sponsor local sponsorships for organizations like NSBE, in 2021, we expanded our partnerships to include DisabilityIn and Out & Equal. We will continue to build partnerships that support or commit to accelerating the progress of BIPOC, Women, LGBTQ+ individuals, Veterans, and Individuals with Disabilities.

9 Catalyst Partnership

Partner with organizations who can accelerate progress for women at work with pioneering research, practical tools, and proven solutions to remove barriers and drive change within our organization.

PROGRESS / We continue to leverage Catalyst to support our efforts in building awareness and removing barriers that hinder the progression of women in the workplace. All our employees have access to Catalyst resources to help develop understanding and awareness of gender equity in leadership, career progression, inclusive behaviors, and championing change for women within our workplace.

10 Balance and Belonging Education and Awareness

Provide targeted, regular training on diversity and inclusion for all employees to continue building cultural capabilities.

PROGRESS / Diversity and inclusion are essential and sometimes difficult topics within the workplace. To advance a culture of belonging, we provide employees with targeted, regular training around diversity and inclusion. Our required balance and belonging training launched in October 2020 with a completion rate of 94% at the time of launch.

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Over the last several years, we have taken steps to evolve how leadership positions are filled within our Design Services organization...In doing so, we learned that staff have several preconceived notions that limit them from applying and a discussion with our leaders helped inform them better to make a sound decision. By showing them we see no boundary or limiting factor that dictates their ability to grow and achieve, we have successfully added numerous candidates to our talent pools. Being intentional sets us up to make a change and ensure we tap into the best BC has to offer.”

—MARK ROBINSON, SVP Design Services



/ section 2 /

Recognition + Awards

Gino Mazzotti
Associate Structural Engineer





Ayman Alafifi
Water Resources Engineer +
Community of Color ENG Leader

Measuring our progress with benchmarking and best practices

We are proud to be recognized amongst our peers for our commitment and progress to shape BC’s diversity, equity, and inclusion programs. The evaluation process established by the below organizations and associations challenges BC to show up as an inclusive leader and ensures we are not just talking – but taking action for change.

“*These awards, and their rigorous selection process, support our commitments by providing us actionable insights and feedback that help shape our roadmap for advancing inclusion and equity. Our work needs to be targeted and specific and these awards help us do just that.*”

—ANDREA HALL, Sr. Director, Diversity and Inclusion



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Best Place to Work for Disability Inclusion

Disability Equality Index

Recognized for company-wide commitment to celebrating the individuality of our employee-owners.

We believe a culture of inclusion drives innovation, and the best ideas can grow through enhanced connections with our colleagues and clients.

Best Place to Work for LGBTQ+

Human Rights Campaign Index

Recognition for our efforts centered on the progress and advancement of trans and same-sex benefits and the Pride Alliance.

This acknowledges our efforts by the nation's foremost benchmarking survey and report measuring corporate policies and practices related to LGBTQ+ workplace equality. BC joins 1,271 major U.S. businesses that were also ranked in the 2021 CEI.

Diversity, Equity, Inclusion & Belonging Award Winner

American Council of Engineers, New York Chapter

Recognized for our commitment to improving upon the values of acceptance, rejecting hate, embracing diversity, equity, inclusion, and belonging.

Our efforts recognized in the state of New York make us one of the top eight engineering firms for diversity and inclusion in the state.





We are BC.

/ section 3 /

Swati Bhatt

Senior Coordinator,
Graphic Design

Accessibility



Disability inclusion and concerns around accessibility was a topic pushed to the top of the list for us during the pandemic.

Cheyanne Harris
Assoc Civil Engineering

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Katie Porter
Northeast Area Practice
Lead for Drinking Water



The pandemic quickly cast light on accessibility, and how it is not the same for everyone. There were barriers from physical abilities to how socio-economic status may provide limitations or opportunities for some.

Needless to say, we gained a greater understanding of our role when it comes to access and opportunity. We found virtual working challenges heavily impacting routine day-to-day activities for many of our employees. When we stepped back and evaluated resources for our employees, we understood the reality of some communities and homes not having the same level of resources to maintain productivity. Our leadership team moved swiftly to provide a pandemic relief expense reimbursement to offset costs incurred during the pandemic. Additionally, our Health and Safety teams worked quickly to provide training and resources to our employees to improve their ergonomic setup at home. We quickly knew, we didn't want to stop there, we didn't want to lose site of the those with differing abilities and accessibility brought a greater awareness. Our increased focus to improve accessibility ensures all employees can reach their full potential here at BC.



1 in 4

adults is living with a disability, according to the CDC. This includes those who are neurodivergent.

If we don't prioritize Disability inclusion, the topic can be limited to employee requests for accommodations. This is not how we want to show up for those with differing abilities.

We know employees can sometimes feel discomfort when requesting an accommodation and we want to create an environment where disability inclusion is something we proactively consider and a culture that recognizes and values the contributions and skills of those with disabilities. While there are so many types of disabilities some that immediately stood out for us were mobility and physical impairments, vision, hearing and cognitive or learning disabilities and invisible disabilities.

Accessibility matters in the entire employee experience, and we will continue to prioritize accessibility in 2022 with our plans to launch an "All Abilities" employee network group and partner with our DEI stakeholders and champions to increase participation in the 2022 Self-Identify campaign. This will help us better understand our disability population and ensure we have the right programs and resources for those living with disabilities at BC.

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Ways in which we focus on accessibility:

DisabilityIn

OUR PARTNERSHIP with DisabilityIn to benchmark and implement best practices helps us to ensure an equitable talent experience for those with differing abilities

Flexible work practices

BC MAINTAINS flexible working practices and encourages its employees to work where they are most productive. For many, that may mean a remote work experience or a hybrid arrangement to flex work in the office and from their home. For many people with disabilities, remote work is more feasible and comfortable for their success.

Health and safety is a company priority

AS A health and safety-focused company, we remain committed to addressing employees' physical access needs in the office and ergonomics for remote working.



Providing state-of-the-art digital accessibility tools for the employee work experience helps us diversify our workforce and creates the opportunity for employees to connect beyond traditional means."

—**STEVE DILLS**, SVP Digital Services
+ Virtual Talent Executive Sponsor





Advocating *for neurodivergent talent*

Expanding accessibility in the workplace means creating a welcoming place for neurodivergent individuals, eliminating biases, and ensuring their skill set is not overlooked.

MANY BCERS KNOW RANIA KELLY, a senior graphic designer, as a vocal advocate for people with disabilities. However, they may not realize that Rania's advocacy is motivated by her son, who is autistic. Watching her son face daily barriers made her realize that people who are neurodivergent bring skill sets and perspectives that neurotypical people tend to miss.

Inspired by her son, Rania has worked with colleagues to educate BCers about the skills of people who identify as neurodivergent. This term includes Autism, ADHD, Dyslexia, Tourette Syndrome, Dyspraxia, Dyscalculia, ASC, and Mental Health diversity. Neurodivergent thinkers bring valuable qualities such as innovation, visual creativity, hyper-focused energy, heightened observational skills, resilience, awareness, and fine detail processing.

Rania knows this firsthand: at the age of nine, her son had taught himself Japanese, Spanish, Hebrew, and Czech just by watching YouTube

videos. He has heightened sensory abilities and picks up on things in his surroundings that most people would overlook. He invents or modifies things around the house to better suit his preferences. Rania says, "I am often amazed by my son's ingenuity and special skills." Despite this, Rania's son and other neurodiverse individuals are often overlooked.

Rania is determined not to let BC make the same mistake. According to Rania, "the first step in making BC a more welcoming place for neurodivergent individuals is to identify the neurotypical biases many of us may not know we have."

Rania advocates hiring neurodivergent individuals because it is the right thing to do and benefits BC and our clients. By continuing to break down our biases and recognizing the talent neurodivergent people bring to the table, BC can be a leader in disability inclusion.

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Removing *barriers in the workplace*

Disability inclusion at BC means going beyond accommodations to focus on removing barriers.

FROM THE FIRST IMPRESSION during her interview, Swati Bhatt, Senior Graphic Design Coordinator, felt like BC was a place where she wanted to be. “It just felt so right; it felt like, yes, this is where I want to work, this is where I belong.” She was thrilled when she got her offer letter and shared that it felt like a dream come true.

Swati was born in India, is paraplegic, and uses a wheelchair. As a woman of color with a disability, she didn’t have many expectations when starting her job at BC, especially given her experiences with other companies. Swati recalled being surprised when our local administrator from the Raleigh office reached out to set up her ergonomic assessment to ensure she had the setup and accommodations she

needed. Once she arrived in the office, and the local team understood there was an accessibility issue for Swati to access the building without assistance, they began to work diligently to change that. After the pandemic, when Swati returned, she noticed the building was outfitted with handicap-accessible entrance pads on the entrance and exit, along with the bathroom.

“I did not expect that; they were going way beyond to accommodate, and honestly speaking, it wasn’t that big of an issue. I’m used to going around places where I have to figure it out, and BC made it easy for me; even knowing I would be working remotely during the pandemic, they still pressed to make this happen. BC is still making it happen through the new work arrangements, where I can work remotely. I appreciate this and am grateful for BC.



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Enhancing Our Capabilities

Jake Kunugi

Senior Staff Environmental Engineer



Building cultural awareness for the right experience



Kelli Mech
Sr Mgr Talent Acquisition

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Radhika Patel
Senior Environmental Engineer



We are proud to forge partnerships with leading organizations to enhance our commitment and progress on diversity, equity and inclusion.

Cultural competence is action-oriented, and we are intentional about enhancing our capabilities to positively impact the individual experiences of all employees. Raising cultural awareness to build understanding and appreciation of individuals from varying backgrounds and beliefs helps us show up for each other in a way where people feel accepted and thrive. Employees having the space for connection, innovation, learning, and growing together is a product of our work to enhance our cultural capabilities. These elements are essential to progress from our employee network groups, council, diversity partnerships, and programs.



The Out and Equal Summit was a great learning experience for me, regarding both how to drive greater inclusivity here at BC, as well as how our ENG's can contribute to meaningful business outcomes. My attendance absolutely helped me grow in my role as the Pride Alliance executive sponsor."

—STEVE ANDERSON, WBU Leader, and Pride Alliance Executive Sponsor



Partnerships That Matter

Leveraging experts with proven practices to advance and elevate our program

On our journey of Balance and Belonging, we can't do it alone. We cultivate partnerships with the top diversity and inclusion organizations to learn from the best and enhance the BC employee experience.

The right partnerships with leading organizations help us raise the bar for equality and inclusion and help us expand our awareness and capabilities. We will continue to identify organizations that lead in creating opportunities and supporting the needs of underrepresented groups.

Catalyst

IN 2020, BC ESTABLISHED a formal partnership with Catalyst to accelerate progress for women at work with pioneering research, practical tools, and proven solutions to remove barriers and drive change.

Out & Equal

IN 2021, BC PARTNERED with Out & Equal to focus on LGBTQ+ rights in the workplace. Out & Equal is the premier organization working exclusively on LGBTQ+ workplace equality, focused on helping LGBTQ+ people thrive and supporting organizations to create a culture of belonging for all.

DisabilityIN

IN 2021, BC PARTNERED with DisabilityIN to advocate for the inclusion of people with disabilities within the business community and our workplace. DisabilityIN partners with over 400 prominent companies to promote strategies to advance disability inclusion in the workforce. As part of our partnership, BC is committing to leveraging the Disability Equity Index, which serves as a benchmarking tool to help us set measurable actions to achieve disability inclusion and equality.

INROADS

INROADS IS A NON-PROFIT organization that creates pathways to careers for ethnically diverse high school and college students across the country to advance in their careers and help employers foster diverse and inclusive workplaces. We partner with INROADS on hiring and have participated in multiple student employer panel discussions and Career Expos with INROADS students.

WEF InFLOW

FOR THE LAST TWO YEARS (2020-2021), BC has partnered with the Water Environmental Federation to sponsor InFLOW (Introducing Future Leaders to Opportunities in Water.) This program gives undergraduate students and residents from historically underrepresented ethnic and minority groups the opportunity to solidify their interest in working in the water sector and helps foster networking that may lead to future job opportunities.

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Working with *our clients*

Pushing our industry to tackle the need to improve diversity, top water leaders and their teams joined BC to discuss LGBTQ+ visibility and inclusion.

BC aims to go beyond the vital work of improving our employees' sense of belonging within BC, supporting our clients in helping them along the way, and the challenges LGBTQ+ workers continue to face in our business. Hundreds of BC employees and members of the panelists' organizations attended the virtual event. To view a recording of the event, Industry Event on LGBTQ+ Visibility and Inclusion, please visit <https://bit.ly/3b5p8nh>.

It was humbling to work with Pam, Eric, and Debra to plan such an impactful industry-wide event. Hearing of their experiences, many of which I could relate to, and how they came to embrace being visible LGBTQ+ executives helped me more deeply understand why it is important to be fully open about my identity.”

—WILL QUANTZ, Sr. Director, Client Services, Pride Alliance ENG Planning and Strategy Lead

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Education and Learning Initiatives

To serve our community well, we must be curious, listen, grow individually and as a company, and continue learning to understand.

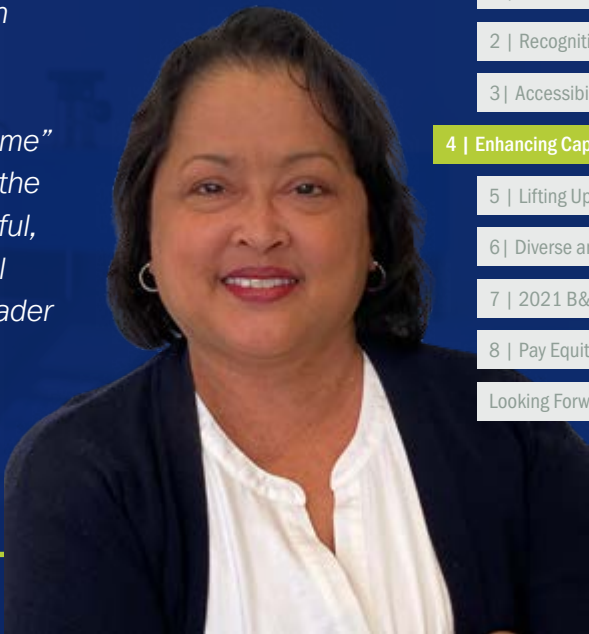
BC encourages growth through opportunities like Balance & Belonging Education and Awareness (one of our ten commitments), Small Group Learnings, and Leadership Development Programs. Diversity, equity, and inclusion are woven into the very fabric of learning and development at BC.

At our best, with intentional work to make a more significant impact, learning and development contribute to and support positive societal change. Our vision is to be part of the solution.



When I was notified of my selection into the Thrive Program, my first reaction was, “why me.” However, after I learned a lot about myself and the expectations of being a leader my initial insecure thoughts of “why me” turned into a confident “why not me” by the end of the program. The 2021 Thrive Program was a meaningful, shared experience with my peers, and I know we all came out with a higher awareness of the type of leader we want to be for BC.”

—CHERYLLE BARRIDO, Thrive 2021 Participant



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Small Group Learning

BC’S SMALL GROUP LEARNING (SGL) sessions create opportunities for employees of all levels and in all positions across the country to gain practical and technical skills while engaging in discussions with leaders and networking with a diverse set of colleagues. Some examples of past SGL topics include Everyday Acts of Exclusion, The Minority Experience, and the Future of Work.

Leadership Development

FOR OUR PEOPLE, living BC’s purpose means building a culture where our talent can do their best work. A critical part of our culture is to develop the best leaders at BC, which we achieve with our three targeted leadership development programs: Plan to Lead, Thrive, and Rise.

Plan to Lead

PLAN TO LEAD (PTL) focuses on developing supervisors through education, support, and resources related to guiding employees through their employee journey. During PTL, supervisors engage in coaching, feedback, and accountability. In 2021 we launched the inclusive leadership behaviors module, which equips our supervisors with the skills to build inclusive teams and foster inclusive leadership behaviors.

Thrive

THRIVE, LAUNCHED IN 2019, is a year-long leadership acceleration program where diverse BC leaders from across the company engage in learning through a mix of hands-on experiences, group discussion, self-awareness assessment, self-reflection, peer coaching, and intentional on-the-job application. The Thrive Program helps participants build and grow their leadership capabilities in three key areas of focus: Self, Team, and BC. Thrive allows BC to cultivate top talent for years to come by supporting diverse leaders.

Rise

THE RISE LEADERSHIP experience is new in 2021 and provides an intensive, high-impact, and comprehensive experience to accelerate the development of BC’s senior-level leaders. Rise is more an experience than a program and has a highly customized individual component. Rise creates BC’s next generation of leaders with skills and training to promote equity, growth, and impact for all employees.

Lifting Up Others

with Mentorship

From a young age, Davina Carboni's dad has always been her biggest supporter. One of her fondest childhood memories was her dad putting a basketball in her hands at a young age and lifting her up on his shoulders to get closer to the basket. As she grew and began to beat him on the court, she realized how essential his help had been.

DAVINA RECALLS, "I didn't know at one point that I would find the basket, but I had somebody there guiding me that knew I would need help in the beginning. That encouragement I received gave me the confidence to believe in myself and earn a spot on the basketball team."

Davina, the Civil Portfolio Discipline Lead for the Cal D2 Portfolio, thinks about diversity and inclusion in the same way. In her role as a manager and her identity as a Hispanic female engineer, Davina strives to lift up others to give them the confidence to succeed. "I always knew there was a role for me to normalize Hispanics in engineering," she recalls.

She has pursued this mission in part through her involvement in the Society of Hispanic Professional Engineers (SHPE), where she was a Chapter Leader and Chapter President in college at Cal Poly, San Luis Obispo, and a Professional Chapter President for three years.

Davina also participated with SHPE at a national level, where she was involved in goal monitoring and recognition, winning Cal Poly's first National chapter award and invigorating participation in the program. Becoming a mother meant stepping away from her duties in SHPE, but also meant being able to grow her "very own Hispanic engineers."

At BC, Davina applies the skills she learned with SHPE to help the employees she supervises, particularly young female engineers, transition into the workforce from college. She describes this as the best part of her job: "At BC, I get to help students transition into the professional world, and I get paid for it! It's been great for me to be in a role where I can align people with opportunities and help them individually achieve their full potential." Just like her father before her, Davina helps others achieve goals they never knew were possible by giving them a boost to succeed.

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A Culture of Belonging

We intentionally create an environment where all BC employees feel like they belong and can do their best work.

It begins with each of us understanding BC's commitment to Balance and Belonging and knowing the right attitudes and behaviors that foster an inclusive environment. BC employees have been champions of creating internal organic groups that focus on DEI, participating in conferences to lead discussions on the importance of DEI in the water industry, and cultivating an inclusive environment. This is imperative to our vision of Balance and Belonging, and we will continue to create opportunities for our people to get involved.



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Balance and Belonging Council

In 2021, BC launched the Balance and Belonging Council.

The Council is structured and aligned with our company’s purpose of positively impacting our people, clients, community, and environment. The inaugural Council includes 16 core members from all levels of the organization, focusing on embedding Balance and Belonging in everything we do at BC.



Being able to align my values inside and outside the workplace through the Council and Balance and Belonging is an important part of making BC a place I want to work.”

—ROSEY JENCKS, Sr. Client Service Manager and Balance and Belonging Council Member

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mission

To foster an environment that attracts and retains top talent, values diversity of life experiences and perspectives and drives innovation in pursuit of our Company of Choice strategy

core members

Elizabeth Minyard	Ali Teymouri	Adias Fostino			
Maria C. Reed	Martha Knowlton	Anup Shah	Cheyanne Harris	Tom Chapman	ValaRae Partee
Pono Hanson	Ayman Alafifi	Kelvin Coles	Bob Ash	Rania Kelly	Tim Block



BC Employee Network Groups

Our employee network groups create a forum for employees to connect, network, and discuss critical topics and bring leaders and staff together to listen, collaborate, and strengthen our culture of inclusion.

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Our ENGs help advance Balance and Belonging at BC by providing a place for our employees to connect and support one another.

In 2021, we launched the Mental Health Alliance and Veterans at BC ENGs. We look forward to sharing more around the impact of these ENGs in the coming year.

Mental Health Alliance

The Mental Health Alliance has hosted discussions for Mental Health Awareness and introduced connections with our EAP resources like COMPsych representatives to illuminate options for employees to maintain healthy mental health. They also create dialogue and access to mind/body connection resources for healthy living, managing and relieving stress, coping strategies, and more.

Veterans at BC

The newly minted Veterans at BC ENG aims to educate Employees on what it means to be a veteran and the assets they bring to the table. They have partnered with internal and external leaders to further veterans' development, hiring, and retention from day one. The group shines a light on our BC veteran community, recognizing their contributions and appreciation of their service to our nation.

Community of Color

The Community of Color has facilitated conversations from "finding balance during times of unrest" to challenging non-inclusive norms around what a "professional" looks like. The ENG also furthered company-wide observances like Black History Month, Asian Pacific American Heritage Month, and Hispanic Heritage Month by introducing connection and collaboration activities and sharing resources for awareness.

Pride Alliance

The Pride Alliance has cultivated a space for support, conversation, and capacity building for LGBTQ+ individuals and allies over the year. The ENG facilitates discussions centered on LGBTQ+ inclusion topics ranging from legislation to movies, short films and music, and inclusive language usage. The ENG celebrated Pride Month highlighted by a virtual Shoebox Parade.



One incidental benefit of BC's pandemic-induced virtual work was the ability to be able to see a window into our coworker's lives, making them all seem more human. BC's ENGs help keep that window open, showing how much many of us share with those we work with."

—SEAN KILPATRICK, Parents ENG Co-Lead



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Women at BC

This year, the Women at BC ENG continued to build a space of empowerment and recognition of the contributions of women both at BC, in the industry, and in society. The ENG hosted panels and book clubs with topics spanning from imposter syndrome, resiliency, mentorship, and sponsorship. The ENG also hosted its first Male Ally Happy Hour.

Professional Parents Alliance

The Professional Parents Alliance brought together parents at BC during a stressful time when they were wearing even more hats than usual. This ENG allowed parents to share their experiences and provide resources to navigate working parents' work-life balance, such as raising resilient kids and parenting in the virtual world. Our Bring Your Child to Work Day event invited the children of BC to share day-to-day work experiences.

Engineering is usually thought of as working alone in a room running calculations. The RP ENG is a place I can interact with and learn from other Rising Professionals, and makes the (virtual) world feel closer together.

—RISING PROFESSIONALS LEADERSHIP TEAM

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Rising Professionals

The Rising Professionals' Grow, Have Fun, and Learn committees spent the year supporting emerging professionals and leaders within BC by encouraging all to keep moving and stay fit through a company-wide challenge over the summer, as well as continuing technical and professional growth opportunities for rising professionals in all geographies.

Virtual Talent

The Virtual Talent ENG kept everyone connected in the widespread work-from-home environment and provided a helpful forum for technical resource questions, tips, and advice. The ENG facilitated panels, lunch and learns, guest speakers. The 'Fun Friday' questions posted by the ENG created moments of connection and camaraderie.



Creating *a Culture of Belonging*

Growing up in Hawai'i, Pono Hanson found diversity and inclusion as part of his daily life from a young age.

GROWING UP IN HAWAI'I, Pono Hanson found diversity and inclusion as part of his daily life from a young age. Pono attended a school focused on educating and strengthening the Native Hawaiian community from elementary through high school. Although he didn't know if, at the time, he was learning about the power of diversity and the importance of recognizing and supporting others' differences.

Today, as a project manager in BC's Alexandria, Virginia office, Pono implements these lessons throughout his work. As a manager, Pono understands the importance of leading by example, saying, "everything I do day-to-day – how I address people, how I communicate with people, how I act – is about showing people who work with me that they can achieve and be successful in whatever they do." He firmly believes that bringing your authentic self to work is crucial for employee wellbeing, retention, and performance.

Pono also fulfills these principles in his Diversity and Inclusion Council role. As a member of the Council, Pono acts as a bridge between employee voices and executives, identifying key initiatives for BC to focus its energy on to promote Balance and Belonging. For Pono, the Council's work is central to the work of BC overall. Diversity and Inclusion, Pono says, "allows [BC employees] to fully invest their energy, time, and commitment to BC's mission to serve their communities and provide clean and safe drinking water." By living in his values developed since childhood, Pono helped create a culture of belonging at BC for all BC employees to bring their whole selves to work.

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Lifting Up the Community



Trung Le

Associate Environmental Engineer + BC Green

Our impact is not limited
to what we do today.

Niki Young
Area Business Operations Manager
+ Virtual Talent ENG Leader

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There's a universal need for advancing and developing women leaders... our involvement in Wings for Growth will help BC continue to contemplate and embrace leading-edge tools and approaches needed to achieve that goal in the most impactful manner as possible."

—SHARON STECKER, Sr. Vice President, PSE

Our purpose is to make a difference in the world and positively impact the communities we serve together.

Our employees are passionate and actively support local environmental and charitable efforts through volunteer programs, sponsorship opportunities, scholarships, fundraisers, and community grants. We contribute to global organizations such as Water for People and Engineers Without Borders that align with our purpose and create long-lasting solutions to the water and sanitation problems in the developing world.

Water for People and Engineers without Borders

Water For People (WFP) and Engineers Without Borders (EWB) aim to bring clean water and sanitation to developing countries.

BC matches all employee donations made via payroll deduction or fundraising and reimburses 50% of vacation days used for volunteering on WFP or EWB projects to encourage volunteer contributions.

In 2021, BC employees contributed more than \$82,000 to Water for People, which the company matched 100%, raising more than \$165,000. These contributions fund critical infrastructure projects that have changed communities for the better. More than 90 BC employees are actively engaged with EWB, and over \$200,000 has been donated through employee donations and corporate sponsorships in the past decade. Our passion to engage and support extends at the highest levels in our organization. In December 2021, BC CEO Rich D’Amato was appointed to Water for People Board of Directors to help implement WFP’s new Destination 2030 strategy and increase impact.



BC’s passion and commitment to improving water and wastewater access extends beyond our clients to the global community. Over the last few decades, our people and teams have contributed countless time, energy, and financial resources to help lift up areas in need around the world by providing safe and affordable access to drinking water and sanitation.”

—CINDY PAULSON, Former Chief Technical Officer + Water for People Board Member (9 years)

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Imagine a Day Without Water

Led by the Value of Water Campaign, the Imagine a Day Without Water event focuses on educating the public about where water comes from, where it goes, and why infrastructure investment is vital to health, safety, community, and business. BC has been proud to participate in Imagine a Day Without Water for the past seven years. Our employees reflect on the importance of water in their lives and raise awareness of the importance of water infrastructure.

Wings for Growth

Wings for Growth provides formal mentorship to empower professional women to jumpstart their career growth and create opportunities for future generations. Sharon Stecker, the SVP of BC’s private sector practice, got involved in the organization as part of BC’s leadership commitment to community engagement. As a Wings for Growth mentor, Sharon supports several women across diverse fields to achieve their career goals. BC has also sent women to receive mentorship with Wings for Growth, supporting their career goals in addition to learning and development programs.

BC Annual Social Spending

In addition to community outreach, we believe in investing in initiatives that help lift the communities where we operate. BC is proud to contribute over a million dollars in social spending per year in community giving, including scholarships, 501c charitable giving, research, university and industry contributions, local community grants, and charitable travel reimbursements.

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Diverse + Inclusive Workforce

Celia Earle

Broward (Fort Lauderdale) Local Leader



We strive to bring the best and most diverse talent to BC.

Dr. Pusker Regmi
Process Engineer

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Achieving our goal of positively impacting our environment requires bringing together a diverse team with different backgrounds, experiences, cultures, and skills that share our commitment to client service and innovation.

We find the best talent to fill a role and recognize that while we are above industry standards, we believe there is more we can do to accelerate the progress of ethnic minorities and underrepresented groups. Over the past year, we have focused on discovering, encouraging, and growing the talent of tomorrow with internships, scholarships, and investments that best support our ten commitments.

Education and Training

All our full-time recruiters are qualified as a Certified Diversity and Inclusion Recruiter (CDR).

This ensures they are equipped with the knowledge and skills to build pipelines inclusive of diverse and underrepresented groups and build effective sourcing strategies. Our recruiters share their expertise with hiring managers through our supervisor training.



“One strategy isn’t enough to diversify our workforce ... for us to find the best talent we have to leverage multiple tools, programs, and resources.”

– KELLI MECH, Senior Manager, Talent Acquisition

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Technology and Process

WE INVEST IN TECHNOLOGY tools that support our efforts to build diverse applicant pools and use proven inclusive sourcing techniques. In addition, we launched Balanced Interview Panels, which include objective candidate reviews that lead to higher conversion of underrepresented talent.

To make sure jobs are posted to diverse sites across the nation, BC partners with Circaworks. This tool automatically distributes our jobs to community-based job boards to amplify our reach and ensure we are sharing opportunities with traditionally underrepresented communities. These outreach efforts include Historically Black Colleges and Universities, LGBTQ+ groups, Veteran job boards, disabled groups, and job boards for women – leading to a diverse candidate pool. Using these tools helps us expand our recruitment reach to discover the best hires for the job.

Diversity Recruitment Partnerships

PARTNERING WITH ORGANIZATIONS dedicated to the hiring, career advancement, and development of underrepresented groups is essential to the success of our diversity recruitment program. Our partnerships create access to diverse candidate pools and develop opportunities for BC to support and provide coaching to the community.

One such partnership is with InRoads, which develops and places talented underserved youth in business and industry roles. BC has partnered with InRoads for the last three years and hired two interns. We have also been on multiple InRoads student success panels, an opportunity for employers and students to collaborate, share and prepare for their job search and futures.



Investment in Early Talent Programs

Cultivating diverse talent requires a long-term approach focused on more than just recruiting and hiring diverse talent.

We must work from the bottom up to increase the diversity of our candidate pools. For the past two years, BC has sponsored the WEF InFlow program, which gives undergraduate students and residents from historically underrepresented ethnic and minority groups the opportunity to solidify their interest in the water sector. Many BC engineers and scientists volunteer to promote STEM education in local schools and youth organizations. These investments in the diverse talent of tomorrow will ensure the water industry continues to diversify and expand opportunities for all.

I recently graduated from the University of Michigan with a Bachelor’s Degree in civil engineering. This fall, I will be working towards a Master’s Degree from UofM in structural engineering in pursuit of a career in structural building design. I am interested in introducing sustainable principles to conventional building design and structural engineering...I am very grateful to be a recipient of a Brown and Caldwell scholarship and I am excited to continue my studies this fall.”

—DALTON KEYS, Environmental Engineering Student

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I am from Fruitland, NM on the Navajo reservation where, during childhood, my family and I experienced little to no access to clean running water and insufficient electricity. The strong desire of wanting to help communities and families similar to mine is what has led to my passion and interest in Environmental Engineering...”

—KALEY YAZZIE, Environmental Engineering Student

Internships

To further encourage future talent, BC hires and mentors interns passionate about safeguarding water, maintaining infrastructure, and restoring habitats, hoping they will continue to advance the water industry and positively impact our communities.

BC internships provide an opportunity for individuals to explore our industry and hopefully select BC to continue to advance their careers. Since spring 2018, 28% of BC interns have become full-time employees.

Scholarships

BC works to advance early talent diversity within our industry by awarding up to \$29,000 each year to students studying environmental science and engineering.

Annually, BC awards one scholarship each for minority and LGBTQIA+ students and a Women in Leadership award, with each student receiving \$5,000 toward university tuition expenses. BC also awards a \$1,000 award, renewable for four years, for enrolled members of the Navajo Nation. We are intentional about hiring prior scholarship recipients when career experience and qualifications fit. We are proud to have awarded 54 scholarships in the past seven years and have hired nine of these scholarship recipients.

Paying it Forward

BC gave Andrew Tran a chance as a young graduate. Today, Andrew gives young engineers the same opportunities to pursue their dreams.

HOW DO WE PAVE THE WAY for tomorrow's leaders? For many young graduates, finding early career opportunities to gain practical experience can be challenging. On the heels of college graduation, Andrew Tran was ready to put his hard-earned engineering degree to work and realize a long-time dream of becoming an engineer, inspired by his father, an immigrant from Vietnam. But he found few opportunities to gain meaningful experience until he had a chance meeting with Marc Damikolas, BC's Chief Operating Officer, and learned of open positions with the water treatment experts. This chance encounter played a significant role in Andrew's dreams becoming a reality. For his first project, Andrew was mentored by one of BC's 30-year industry leaders and entrusted to

design a chemical feed system for El Estero Water Resource Recovery Facility—a regionally significant advanced water treatment facility in Santa Barbara, California.

Today, Andrew pays it forward by giving those same opportunities to other young engineers. In 2018, Andrew hired an intern of his own. After a successful internship, Andrew is grateful to share that Ryan Mangosong, formerly 'the intern,' has joined BC and thriving in his growing role. Last year, Ryan was tasked with selecting his own intern, Serena Noone, who will join BC full-time following her graduation in Winter 2022. BC took a chance on Andrew that has paid dividends: a growing legacy of opportunity for young engineers for years to come.

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Choosing BC

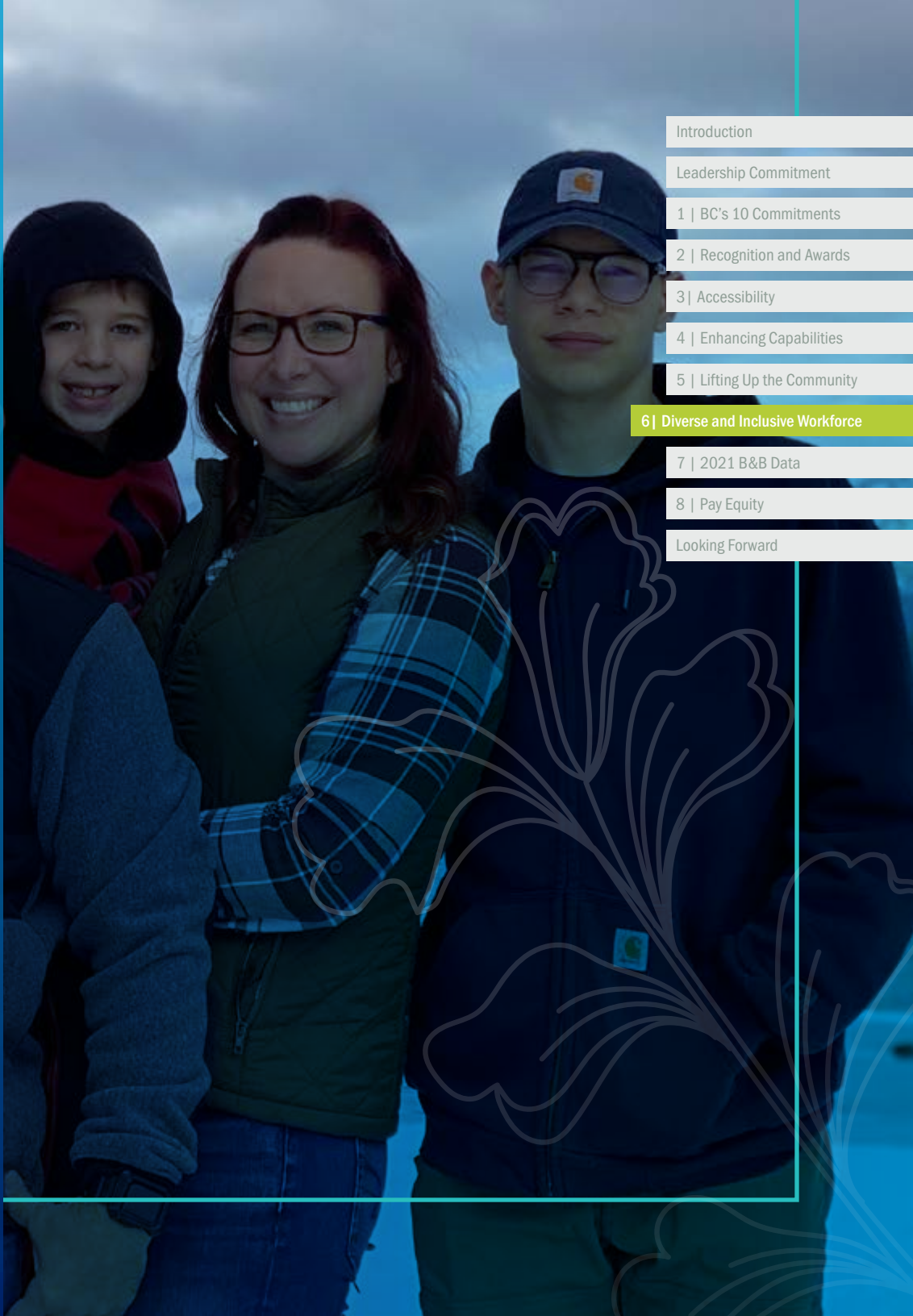
From the moment Stephanie Caiati joined Brown and Caldwell as the Director of Health & Safety Programs last May, she recognized that the culture at BC was different.

AS A WOMAN, mother, and disabled veteran, Stephanie knew she wanted a workplace that focused on the skills she brought to the table instead of where she came from or how she looked. However, in her experience, many companies “talked the talk” on diversity without implementing genuine efforts to create an inclusive culture. At BC, Stephanie found the inclusive culture she was looking for where her experience and knowledge was acknowledged and welcomed. She says that at BC, “I know that the others in the room aren’t looking at my age, my gender, my ethnicity, or my disability status; they’re genuinely just listening to me for me.”

As much as Stephanie values the inclusive environment, BC’s flexible schedule and support of virtual work made a difference for her. As a wife and mother, Stephanie’s biggest passion is her family. Stephanie, her husband, and their

four kids love the outdoors and enjoy hiking, hunting, fishing, and collecting rocks near their home in the Black Hills of South Dakota. “At BC,” she says, “I have that great balance, and I get to have the relationship with my family I couldn’t have in my past career because of the time and energy my previous roles required.” BC’s remote work support has also been crucial, as Stephanie is a full-time virtual worker based in South Dakota. At BC, Stephanie can spend time enjoying the people and places she loves while still flourishing in her career and providing crucial health and safety support to BC’s clients.

When reflecting on her decision to join BC, Stephanie has no regrets: “My decision to come to Brown and Caldwell remains the best career and life decision I’ve ever made.”



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2021 B&B Data



Matt Gregg
WBU Client Services Director

The Numbers Reflect our Progress

ValaRae Partee,
Environment Engineer
+ Community of Color ENG Leader

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SHARING OUR DATA IS ESSENTIAL for transparency. We want all BC employees to know our commitment to diversity, equity and inclusion and understand while we have made progress, we still have room for improvements. Success for us is doing everything we can to lift the community and accelerate the progress of underrepresented groups in our organization and industry.

When we launched our 2020 annual report, we believed it was important for our organization, and clients to understand the makeup of our workforce as it relates to what we do as a water engineering firm. This significance matters, especially when it comes to lifting up the community. At our core, we are an engineering firm, and 62% of Employees work in the Technical Track doing the work of engineering day-to-day. This is also the area of our business where industry-wide disparities in STEM programs

may be most visible. While we want to see progress in all career tracks, we hope to continue to see results of our push to support women, BIPOC individuals, people with disabilities, and veterans in our Technical Track.

Diverse representation in management is also something we are watching very closely. Our data shows three levels of management: Executives, Senior Leaders, and Leaders. Executives form the highest leadership of BC set our strategic priorities and direction. Senior Leaders are leaders in their practice areas, making crucial decisions to keep our business on track. Leaders are all other employees in management, making up 27.2% of BC. This group includes supervisors and represents our future leaders within BC.

By diving into our diversity and inclusion data, we can celebrate wins, highlight opportunities, and provide greater transparency into our progress.

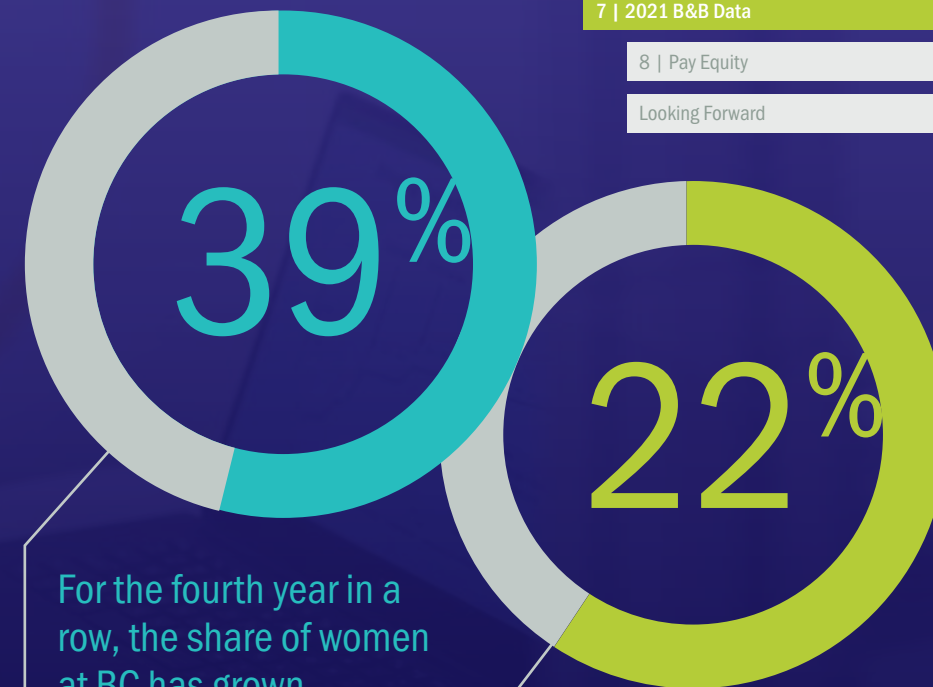
BC is the Place for Women

Our data clearly shows progress in representation of women at BC.

FOR THE FOURTH YEAR IN A ROW, the share of women at BC has grown, reaching 38.5% in 2021. This is above industry average of 33%, showing that our investment in women continues to differentiate us from peers.

Women make up 29.1% of management, up from 27.2% in 2019. Within management, women made up 34.7% of Leader roles in 2021. At the Senior Leader level of management, the share of women has massively grown from 12.8% in 2019 to 17.9% in 2021. This increase in the share of women among our organizational leadership showcases the successes of efforts with our leadership development programs and intentional focus on developing women in our organization. Lastly, BC remains above industry average in terms of female executives (22.2% vs. 15%).

Industry averages from AEC Advisors State of the Industry Report, April 8, 2021.



For the fourth year in a row, the share of women at BC has grown, reaching 39% in 2021

Industry average=33%

Above industry average of female executives.

Industry average=15%

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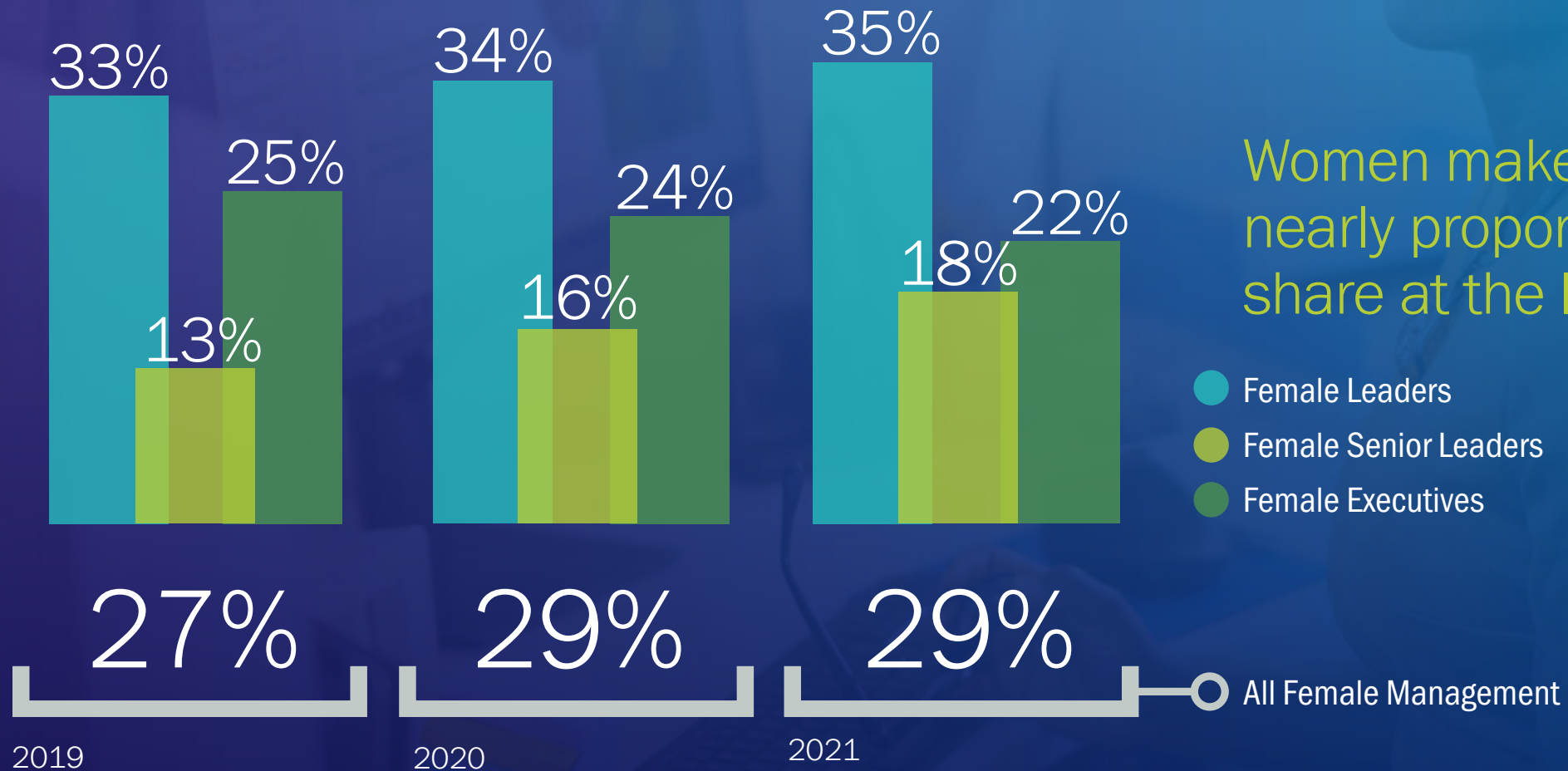
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BC's Percent of Women in Management



Women make up a nearly proportional share at the leader level.

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Cultivating Next-Generation Talent

Race + Ethnicity Snapshot

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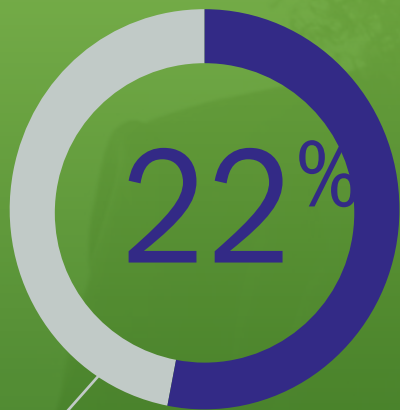
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BIPOC representation at BC is above industry average at 22% in 2021.

Industry average=19%



BC remains above industry average for executive representation.

Industry average=9%

BIPOC representation at BC is above industry average at 22% in 2021 compared to industry average of 19%.

This is particularly evident in our Technical Track at 23.0%. BC is also making great strides in recognizing and cultivating leadership talent among our BIPOC employee population. From 2019 to 2021, the share of BIPOC employees in management grew from 14.1% to 15.7%. This growth in BIPOC employees is particularly evident at the Leader level of management, which grew from 15.7% in 2019 to 18.4% today.

BC's Percent of Minorities in Management

We still have room for improvements at the Senior Leader level of management, which has mostly remained flat.

The work we've done at the management and Leader level creates a deep bench for the next generation of Senior leadership at BC and we expect to see progress from this in the immediate coming years. Additionally, we remain above industry average for executive representation at 11.1% vs. 9% average. We remain committed to investing in BIPOC employees to prepare them for next level positions and expect to continue to lead the industry in this area.

Industry average from AEC Advisors State of the Industry Report, April 8, 2021.



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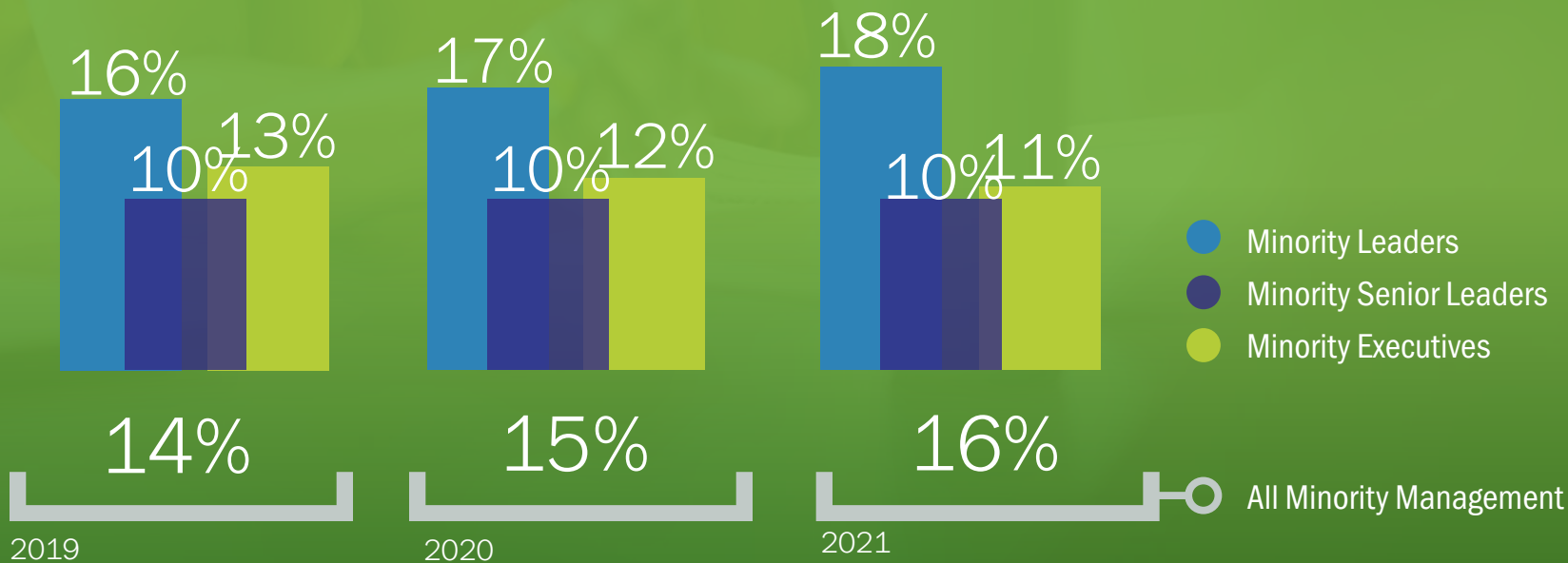
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Veterans

Percent of veterans has decreased.

As our employee population has grown, our Veteran population has remained stagnant, resulting in a drop of BC's share of veterans from 4.0% to 3.4%. However, in 2021, we launched a Veteran's ENG that is focused on Veteran recruitment and retention. The ENG will collaborate with senior leaders to continue the support and growth of the veteran population at BC.

Disabilities

Slight increase in employees with disabilities since 2019.

Our population of employees self-identifying with disabilities has grown from 2.2% in 2019 to 3.1% in 2021. By continuing to lead in accessibility and support for our employees with disabilities, we will increase our disability representation. Additionally, we plan to launch an all-abilities ENG.

LGBTQ+

Enhancing our understanding of the impact of our programs and the employee experience for LGBTQ+ employees is an area we expect to make major progress in 2022. We are exploring ways to include broader categories for those who identify as LGBTQ+ in our 2022 self-identification survey. This will improve our ability to track progress, promote inclusion and leverage proven programs that create an inclusive environment for LGBTQ+ employees.

Employee Breakdown*

Employees	2019	2020	2021
Technical Track	63.3%	62.9%	62.0%
Management	40.2%	41.0%	40.7%
Leaders	28.0%	28.0%	27.2%
Senior Leaders	11.3%	11.9%	12.5%
Executives	0.9%	1.0%	1.0%

Disability Status

Disabled	2019	2020	2021
Yes	2.2%	2.3%	3.1%

Notes: Excludes interns, contractors, temporary employees, and Canadian employees.

Based on employee self-identification.

Veteran Status

Yes	4.0%	3.7%	3.4%
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Notes: Excludes interns, contractors, temporary employees, and Canadian employees.



The fact that representation of women continues to increase at all levels, especially in management, is evidence of BC’s culture of valuing diversity and inclusion of women.

Global Gender Statistics*

Employees	2019	2020	2021
All			
Male	62.8%	62.8%	61.5%
Female	37.2%	37.2%	38.5%
Technical Track			
Male	67.9%	67.8%	67.1%
Female	32.1%	32.2%	32.9%
Management			
Male	72.8%	71.5%	70.9%
Female	27.2%	28.5%	29.1%

Global Gender MANAGEMENT BREAKDOWN*

Leaders			
Male	66.8%	65.7%	65.3%
Female	33.2%	34.3%	34.7%
Senior Leaders			
Male	87.2%	84.4%	82.1%
Female	12.8%	15.6%	17.9%
Executives			
Male	75.0%	76.5%	77.8%
Female	25.0%	23.5%	22.2%

***Notes:**
Excludes interns, contractors, and temporary employees.
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.

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Progress with racial minority groups is even more apparent in the technical track, which is 23.0% minorities.

US Ethnicity Statistics*

Employees	2019	2020	2021
All Employees			
White	78.4%	77.8%	77.3%
Non Specified	1.0%	1.1%	1.2%
Minority	20.6%	21.1%	21.5%
Asian	7.8%	8.2%	7.8%
Black or African American	4.0%	3.7%	3.7%
Hispanic or Latino	5.8%	6.3%	6.7%
Two or more races	1.8%	1.9%	2.1%
Native Hawaiian or Other Pacific Islander	0.8%	0.7%	0.7%
American Indian/Alaskan Native	0.5%	0.4%	0.4%
Technical Track			
White	76.9%	76.1%	75.5%
Non Specified	1.3%	1.2%	1.5%
Minority	21.9%	22.7%	23.0%
Asian	8.2%	8.8%	8.2%
Black or African American	4.1%	3.7%	3.5%
Hispanic or Latino	5.8%	6.6%	7.2%
Two or more races	2.0%	2.0%	2.4%
Native Hawaiian or Other Pacific Islander	1.1%	1.0%	1.1%
American Indian/Alaskan Native	0.6%	0.6%	0.5%
Management			
White	85.4%	84.3%	83.8%
Non Specified	0.6%	0.6%	0.6%
Minority	14.1%	15.1%	15.7%
Asian	6.7%	6.6%	6.7%
Black or African American	2.2%	2.5%	2.9%
Hispanic or Latino	3.9%	4.5%	4.5%
Two or more races	0.4%	0.6%	0.6%
Native Hawaiian or Other Pacific Islander	0.7%	0.7%	0.7%
American Indian/Alaskan Native	0.1%	0.1%	0.3%

US Ethnicity MANAGEMENT BREAKDOWN*

Employees	2019	2020	2021
Leaders			
White	83.7%	82.0%	81.0%
Non Specified	0.6%	0.6%	0.6%
Minority	15.7%	17.3%	18.4%
Asian	7.0%	7.1%	7.4%
Black or African American	2.7%	3.0%	3.7%
Hispanic or Latino	4.3%	5.4%	5.4%
Two or more races	0.6%	0.9%	0.6%
Native Hawaiian or Other Pacific Islander	0.8%	0.9%	0.8%
American Indian/Alaskan Native	0.2%	0.2%	0.4%
Senior Leaders			
White	89.3%	89.4%	89.2%
Non Specified	0.5%	0.5%	0.4%
Minority	10.2%	10.1%	10.3%
Asian	6.1%	5.5%	5.4%
Black or African American	1.0%	1.5%	1.3%
Hispanic or Latino	2.6%	2.5%	2.7%
Two or more races	0.0%	0.0%	0.4%
Native Hawaiian or Other Pacific Islander	0.5%	0.5%	0.4%
American Indian/Alaskan Native	0.0%	0.0%	0.0%
Executives			
White	87.5%	88.2%	88.9%
Non Specified	0.0%	0.0%	0.0%
Minority	12.5%	11.8%	11.1%
Asian	6.3%	5.9%	5.6%
Black or African American	0.0%	0.0%	0.0%
Hispanic or Latino	6.3%	5.9%	5.6%
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%

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Excludes interns, contractors, temporary employees, and Canadian employees.

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/ section 8 /

Pay Equity



Sara Davis

Senior Specialist, Subcontract
and Insurance Compliance

Emphasis on diversity, equity and inclusion, and feedback helps shape our total rewards strategy.



In recent years, BC has put a strong focus on diversity and inclusion. I am grateful that this extends beyond expressions of support. When it became clear that our health care coverage needed to be updated to better support our transgender employees and family members, BC did the right thing. And it has made all of the difference for my family and me.”

—MATT DAVIS, Principal Engineer



Kelvin Coles
Principal Engineer



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Equitable Practices with People in Mind

BC's commitment to pay equity is not only a matter of principle but vital to our ability to attract, retain, and develop a diverse workforce. Pay equity goes beyond compensation—it's the foundation for establishing equitable conditions that foster stability and support the quality of life for our employees. In 2021, we took steps to enhance equitable pay practices at BC and established new programs focused on employee involvement, transparency, and education.



Greater Transparency Enables Trust

Transparency is about enabling trust between an employee and their supervisor to have an open and meaningful dialogue about the progression of their career path. By sharing BC's equitable standards for salaries and compensation, employees understand how their pay is determined and have confidence in BC's pay practices.

Employee Owned is Employee Influenced

As an employee-owned company, we rely on input from our people to help shape our programs. In 2021, BC employees participated in a company-wide survey to measure preferences and satisfaction related to career development, pay and recognition, benefits, and wellbeing programs. By measuring how employees feel about their careers, compensation, and benefits, we gain valuable insights to inform program adjustments that meet the needs of our employee community.

Life-Changing Benefits for All Family Types

Employees value equitable benefits, and there is no one-size-fits-all. From our flexible work arrangements, WPATH standards of care for transgender health, to our fertility coverage for all medical plans, providing inclusive life-changing benefits matters. Our benefits have evolved over the years and will continue to do so as the needs of our employees and their families grow.

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We are turning every page to address systemic barriers to access and opportunities and to ensure we have the infrastructure in place for an equitable employee experience.

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Key Focus Areas

Our employees trust us to provide a workplace where we not only foster inclusion but value and celebrate inclusive behaviors. Balance and Belonging is about every BC employee achieving their full potential. We believe our focus on equitable access and opportunity makes BC the place to be for the best talent in our industry.

“Our clients trust us to bring talented teams together to leverage diversity to bring innovative, groundbreaking solutions to their work.

—ANDREA HALL, Senior Director of Diversity & Inclusion

EQUITABLE TALENT EXPERIENCE: To drive meaningful outcomes and enable mobility - equity must be built into the entire employee journey. From recruiting, hiring and advancement, to transitions, rewards and retirement – we want to ensure access and opportunity regardless of your identity.

INCLUSIVE CULTURE: Creating an environment of belonging, support, and trust is critical for all employees to feel a sense of inclusion and connection to BC. Engagement, along with education of employees and leadership, and celebrating diversity, is what builds our inclusive culture.

BUSINESS INTEGRATION: Our Balance and Belonging efforts have the same rigor as a business strategy. Measurable goals, clear accountability, and resources to make progress are critical to our success.

COMMUNITY AND ENVIRONMENT: We come together through our shared company values and the belief that access to water is fundamental for every human being. We believe it is necessary to do our part to keep communities and the

environment thriving. We are committed to community partnerships, giving, and engagement.

Combined with our 10 Commitments, these key focus areas do not limit our work but anchor our approach to ensure we tactically mix inclusive systems, interpersonal education, and shared accountability to create the outcomes we want to achieve. We want to continue progress in building a diverse and inclusive workplace where all employees feel valued and like they belong at BC. We also want to make progress when it comes to access and opportunity for all talent but know we have work to do with under presented talent, as reflected in our data. We have work to do in this area and we are actively addressing this through identifying barriers so that we can act. We do not expect this to change overnight but we do expect to see continued movement in the right direction because of our unwavering commitment. I look forward to sharing our progress and accomplishments as we move forward on the above key focus areas and our 10 Commitments in the coming year.

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