



GEI diversity + inclusion

2019

Contents

A Word from GEI's President & CEO	3
We Believe	4
We Live It	6
We Aspire To Do More	10
Genesis of the Diversity + Inclusion Committee	11
Diversity + Inclusion Committee Goals	16
Diversity + Inclusion Committee Accomplishments	17
GEI Grows with Diversty	18
GEI's Diversity + Inclusion Metrics	19
Closing Remarks	20



A Word from GEI's President & CEO



Cultivating a diverse workforce through an inclusionary work environment is a top priority for me and the executive leadership team. I believe that having an inclusive work environment is part of what allows us to deliver exceptional value to our clients and to be a great place to work for our employees. When everyone (our employees, leaders, subcontractors, subconsultants, vendors and other partners) at GEI are working collaboratively together we get the best outcomes.

To continue to expand a diverse workforce, I believe it's important to cast a wide net during the recruiting process so that the best and most diverse talent join the GEI team. Our focus is to continue to build on our talent acquisition strategy to increase the pipeline of diverse talent from college to senior level candidates. I also believe our supply chain should be equally diverse and support our efforts to broaden our subcontractors, subconsultants and vendors.

It has been my pleasure to support and be a part of GEI's Diversity and Inclusion Committee's efforts since its formal genesis in 2016. Our strategic plan highlights that we're focused on growing together and diversity and inclusion is one of the many important components of our plan.

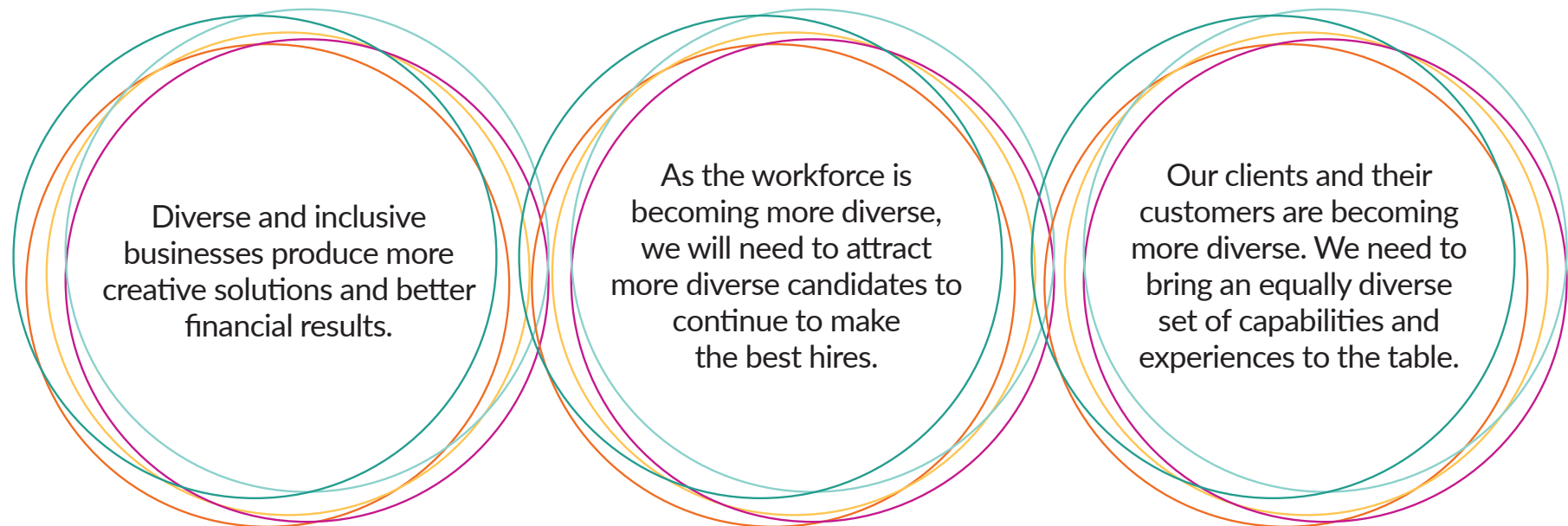
Sincerely,

A handwritten signature in blue ink, appearing to read "Ron", with a stylized flourish at the end.

Ron Palmieri, P.E.
President & CEO

We Believe

GEI Consultants believes it is important to increase diversity through hiring and promoting an inclusive workplace because...



Diversity and inclusion is tied to better business performance (83%), responsiveness to customer needs (31%), and team collaboration (42%).

— Deloitte Research Report, *Waiter, is that inclusion in my soup?*, (<https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-diversity-inclusion-soup-0513.pdf>; May 2013)

Performance of Diverse and Inclusive Companies

The January 2018 report titled [“Delivering Through Diversity,”](#) by McKinsey & Company, revisits and reinforces the conclusions from their groundbreaking study [Why Diversity Matters \(2015\)](#). Some of their key findings were:

- Companies in the top-quartile for gender diversity on their executive teams were 21% more likely to have above-average profitability than companies in the fourth quartile. For ethnic/cultural diversity, top-quartile companies were 33% more likely to outperform on profitability.
- Companies with the most ethnically/culturally diverse boards worldwide are 43% more likely to experience higher profits.

The business case for diversity and inclusion has already been well documented. In her 2018 post, [If your boss is still asking about the “business case” for diversity, your company’s in trouble](#), Michelle Kim provides the following condensed list of studies over the past several decades that support the business case for a diverse culture:

A national survey of LGBTQA workers in Science, Technology, Engineering and Mathematics (STEM) fields reports a reluctance on the part of individuals to be out in the workplace compared to being out with friends and family members. The same study found that individuals who described their employers as being supportive of LGBTQA issues also felt more supported in the workplace and more comfortable in their jobs.

— Yoder, Jeremy and Allison Mattheis, *Queer in Stem: Workplace Experiences Reported in a National Survey of LGBTQA Individuals in Science, Technology, Engineering and Mathematics Careers*, *Journal of Homosexuality*, 63:1, 1-27

National Workforce Demographic Changes

Our Future Leaders Have Different Attitudes And Expectations About The Workplace

- 83% of millennials say they are engaged at work when they believe the organization fosters an inclusive culture. Only 60% said they were engaged when they believe their organization does not foster an inclusive culture.
- 25% of millennials said that the main barrier to innovation is the attitude of senior management.
- 2 out of 3 millennials state their organization’s purpose is a reason why they chose to work there.
- Although millennials have always been concerned about having good work-life fit and well-being, their new status as parents has really prompted them to sound the alarm. According to 2013 research from Pew and 2015 research from the Boston College Center for Work and Family, both millennial mothers and fathers are struggling to balance personal and professional duties. And most companies, especially in the U.S., have cultures that are woefully unequipped to provide relief and support, and productivity is negatively impacted.

According to their report, [“The radical transformation of diversity and inclusion: The millennial influence”](#), Deloitte “discovered that millennials are unique in viewing cognitive diversity as essential for an inclusive culture that supports engagement, empowerment, and authenticity—and they value inclusion as a critical tool that enables business competitiveness and growth.”

We Live It

GEI supports a broad array of activities and engagements with a focus on diversity and inclusion. Below are examples of activities GEI employees have engaged in throughout the past 3 years:

GEI Donates Computers to Hartford Public High School

- GEI recently delivered 13 refurbished computers to a very appreciative group of seniors at the Academy of Engineering and Green Technology at Hartford Public High School. The school principal and the program leader from the Connecticut Business and Industry Association chose the recipients based upon merit. The selected students had good grades, positive attitudes, and are enrolled in some sort of higher education after graduation ranging from technical community colleges to a few with full scholarships to the school of engineering at the University of Connecticut. None of the students owned a computer to take to school with them.
- Hartford High is the oldest public school in America. At one time it was a school for the rich and famous. It is now an inner-city school with a generally low-income population. For many decades a college would never recruit there, the students felt neglected and lacked purpose. Dropout rates were high. Today, with the National Academy Foundation, the graduation rate is 97%. The college fair this year had over 40 schools and institutions represented!



GEI Volunteers at BioBus Program

- GEI's Gabi Lara recently presented to students at BioBus, a science outreach non-profit, working to help minority, female, and low-income

K-12 and college students in New York City discover, explore, and pursue science. BioBus has several community laboratories around NYC: a lab at Columbia University and two mobile science laboratories that visit different NYC schools every day. At the schools, BioBus offers hands-on lessons to students from grades K-12, directed by PhD-level scientists on topics ranging from microscopic ecology, to cellular biology, to invertebrate diversity. BioBus also offers in-depth programs after-school, weekends, and during the summer at their BioBase lab at Columbia. The summer program this year included a week-long in-depth science camp focused on a program aptly named, "Architecture in Nature, Design, and Biomimicry." On the last day of camp, Gabi served as the Guest Engineer for the engineering challenge.

- Gabi also gave a short presentation about civil engineering, highlighting a few GEI projects, such as the East Side Access project, as well as a quick lesson about structural settlement using the Leaning Tower of Pisa and Palacio de Bellas Artes as examples.

GEI Sponsors Girl Scout Event

- GEI was one of the sponsors for a Wisconsin local Girl Scouts Event, "Courage, Confidence, and Character", on April 17, 2018 in Green Bay, Wisconsin. The purpose of this event was to encourage girls to overcome challenges related to pursuing traditionally male-dominated STEM careers. GEI representatives in attendance included Katie Unke-Ehrenberg, Faith Zangl-Wiese, and Caitlin Krause. Participants were encouraged to become positive role models for children who may think that a STEM career is boring, unpopular, and difficult.

Sue Boyle Honored by New York Real Estate Journal

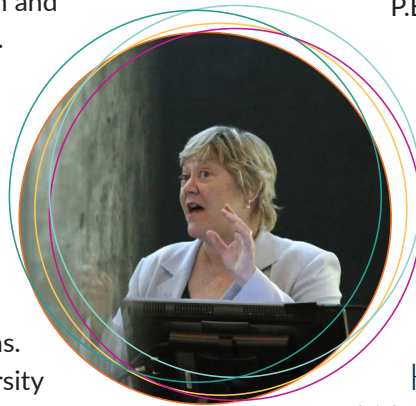
- The New York Real Estate Journal recently honored women specializing in areas of real estate and construction services. The March 20th Spotlight edition shares insight into today's construction and building services industry from a woman's point of view. GEI's Sue Boyle was honored. Congratulations Sue!

Julie Jennings Kale's Interview with Comstock's Magazine

- Julie Jennings Kale was interviewed by Comstock's magazine about diversity and inclusion. A few months prior, Julie helped to facilitate a senior HR leader roundtable with multiple employers on Unconscious Bias. Comstock then reached out to Julie to learn about diversity and inclusion at GEI. Julie mentions "It was a great opportunity to highlight GEI as a progressive employer with a focus in this area." Comstock's is a monthly business publication in California's Capital Region, serving Sacramento and the nine surrounding counties.

GEI's Marquette Office Promotes Engineering in Local School

- In honor of National Engineers Week, GEI's Marquette Office completed a popsicle stick bridge building project with a local elementary school to help promote engineering as well as STEM. Josh Paquet, Logan Paquet, and Rachel Dougherty volunteered for 3 days to teach the students about engineering and bridges, to help the students build bridges of their own, and to load test the bridges.



Deep Foundations Institute (DFI) Educational Trust Appoints Helen Robinson to Board of Trustees

- The DFI Educational Trust appointed GEI's Helen Robinson, P.E., to the Board of Trustees in February 2018. The Board's goal is to encourage individuals in a field of study related to the deep foundations industry with the help of scholarships and career opportunities.
 - In addition to her new role, Helen is serving a 2-year period as the chair of DFI's Women in Deep Foundations Committee. During her tenure, the committee has greatly increased activities and its presence within DFI and the industry.

Helen Robinson Speaks at the Groundbreaking Women in Construction Conference

- Helen Robinson spoke as part of the Women in the Trades, Women in the Field session at the Groundbreaking Women in Construction conference held in San Francisco, CA on May 2nd and 3rd, 2017.
- Helen's session included discussions about the pros and cons of site work – from finding a bathroom to overcoming intimidation tactics and harassment. Attendees learned how male peers and senior management can support their women colleagues in creating and maintaining an environment that will benefit all.

Women's Planning Forum Panel at Cornell

- Sue Boyle spoke at Women's Planning Forum at Cornell University, where women alumnae discussed topics such as career development, life as a woman in the workplace, and each speaker's roles today.

Congratulations to Francine Dunn & Gill Gregory for receiving the 2017 Women Worth Watching in STEM Award!

- Francine Dunn and Gill Gregory, Ph.D., P.E. were awarded the 2017 Women Worth Watching in STEM Award from Profiles in Diversity Journal. "Collectively, these leaders are breaking barriers for women in STEM careers, and we are honored to recognize them as well as the companies supporting them," Profiles in Diversity Journal publisher James R. Rector said. "Supporting women in STEM is an essential part of a worldwide strategy to innovate, educate, and build a more connected world," he added.

GEI's Women in Leadership Group (GEI X²) Presented a Learning Series on Unconscious Bias

- A group of GEI's women leaders in Sacramento (Sonja Atkins, Ashlee Casey, Cindy Davis, Francine Dunn, Kelly Holland, Julie Jennings Kale, Maria Pascoal, Emilie Singleton) teamed up to develop and deliver a three-part series on unconscious bias in the workplace. The series concluded with an evening watch-and-learn discussion around Facebook's Diversity Training over popcorn and beverages.
- Series takeaways included:
 1. Realizing many people do not understand the concept of unconscious bias or the impacts it can have on interactions and decisions.
 2. Everyone has bias (unconscious or conscious) and it does not have to be a negative thing.
 3. The emphasis in combating biases is not necessarily about changing them, but about increasing awareness.



GEI is a company that is well respected for its technical excellence, its long term commitment to develop its staff into leading subject matter experts, and its generous compensation packages. By most measures, GEI has won the battle for the minds. However, we still have progress to make with regard to the inclusion of individuals and groups within the company. In my view, this committee represents a major step towards listening to and extending opportunities to underrepresented groups. For me, this committee represents GEI's first major initiative to win the hearts of its employees, clients and communities.

Kwabena Asante, Ph.D., P.E.
Senior Climate Specialist

4. It is best to give people the benefit of the doubt that intentions are good, and to have empathy for one another.
5. Benefits and strategies for working relationships:
 - a. Supporting one another can encourage collaboration, diversify the types of ideas within the group, and benefit the GEI culture
 - b. Within meetings with potential unconscious bias and/or general differing perceptions assigning a member of the team to be a designated facilitator may help interactions (the facilitator's role is not to lead or document the meeting, but simply to help guide interactions)

Women in Engineering Leadership Conference Attended by Technical and People & Safety Team Members

- Sonja Atkins and Emilie Singleton attended a Women in Engineering Leadership Conference in San Jose, California, led by IEEE Women in Engineering, one of the largest international professional organizations dedicated to promoting women engineers and scientists and inspiring girls around the world to follow their academic interests to a career in engineering.
- The main focus of the conference was to elevate, educate, and inspire women engineers and provide technical professional skills necessary for advancement in their careers.



We Aspire To Do More

In short, it is not a question of whether we will continue to advance a more diverse workforce, it is a question as to how quickly we can continue to attract the best talent from a diverse pool of candidates while continuing to cultivate a culture that encourages everyone to succeed.

2018 Diversity + Inclusion Committee

Ray Hart, President/CEO - *Alumna*

Ron Palmieri, President/CEO

Julie Jennings Kale, Senior VP, People & Safety (Committee Chair)

Mike Walker, Senior VP, Principal and Practice Leader - *Alumna*

Gill Gregory, VP, Geotechnical

Satya Gala, Sr. Water Resources Engineer

Kwabena Asante, Sr. Climate Specialist

Dan Wanket, Regional Operations Manager - *Alumna*

Carly Siko, Project Engineer - *Alumna*

Tom Daigle, Environmental Project Manager

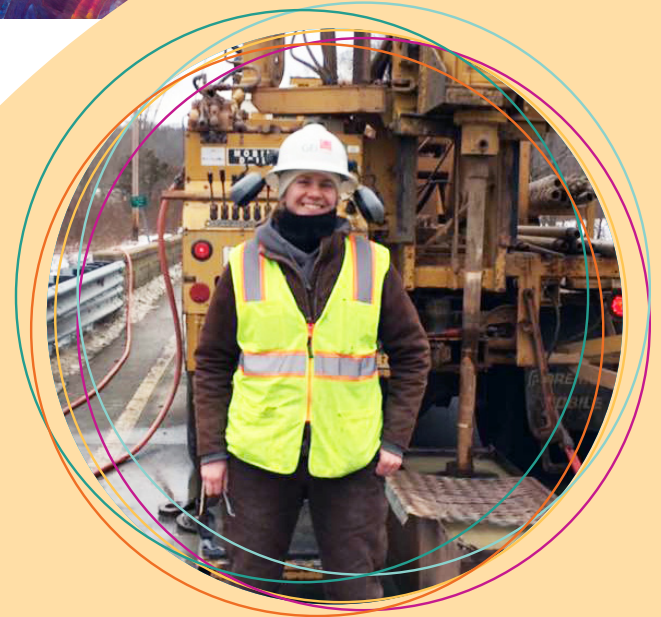
Roger Hathaway, VP, Principal Engineer, Environmental

Heather Ballantyne, Environmental Project Manager

Sue Boyle, Sr. Practice Leader, Environmental - *Alumna*

Laura McKiernan, Geotechnical Engineer - *Alumna*

Brooke Bennett, Sr. Geologist, Environmental



Diversity and inclusion is important for recruitment and retention of staff at every level. While a company may promote a particular working culture, individual employees come from different backgrounds. Feeling as though you belong, you have potential, and that you are worthy of being invested in is what makes an individual stay with a company.

Personally, it was very encouraging to me as a co-op with GEI in Woburn, to see women engineers and scientists working at all levels within the company. When I sought full-time employment with GEI in Connecticut several years later, it gave me confidence to see that those same women had been promoted into higher positions of leadership. Interviewing with other firms, it was surprising to see how few women were present in any position. I would like to see GEI continue to invest in staff from a variety of backgrounds as we grow because it ensures that we are hiring and retaining the best.

Laura McKiernan, P.E.
Geotechnical Engineer

Genesis of the Diversity + Inclusion Committee

In August 2016, GEI's Board of Directors approved a request presented by Julie Jennings Kale to form GEI's first Board-sponsored Diversity + Inclusion Committee. Julie Jennings Kale, Senior VP of People & Safety, was named the Board's first Chair. The Board Committee had several unique features, including a formal application process and removing ownership as a requirement for participation. This allowed the Committee to be assembled with a broad and highly engaged group. Julie worked with the Board to create the Committee's charter, define diversity-based terms for GEI, and to create and launch the application process in September 2016. After selecting and confirming the new Committee members with the Board, the first Diversity + Inclusion Committee meeting was held in December 2016. The Committee elected to assemble in March 2017 for a full day of discussing Diversity + Inclusion topics and creating goals.

Diversity + Inclusion Committee Charter

Purpose

The Diversity + Inclusion Committee was established to support GEI's efforts to recruit and retain a diverse workforce that is competitive within our industry and in consideration of the demographics of our clients and the communities in which we operate, giving GEI a competitive advantage.

GEI takes a broad view of diversity and defines it as a variety of experiences and perspectives that arise from differences in ethnicity, gender, disability, age, generation, veteran status, religious, and political beliefs, culture, sexual orientation, gender identity, education, socioeconomic background, geographic location, role or position within the organization, level of experience, and other characteristics.

Further, GEI defines inclusion as an environment of involvement, respect, and connection—where the richness of ideas, backgrounds, and perspectives are harnessed to create a positive work environment and business value.



At a business level, our focus on diversity and inclusion will ensure that GEI attracts, develops, and promotes the most talented people available, in addition to strengthening our company's culture and ability to deliver quality services to our clients. At a personal level, I believe that diversity and inclusion are the morally and ethically correct ways to conduct myself.

Dan Wanket, P.M.P.
Vice President and West Region Operations Manager

Primary Duties & Responsibilities

The Committee shall, upon request or approval by the Board, work with other GEI individuals, groups, and the company as a whole to develop, communicate, and implement an effective Diversity + Inclusion program, by:

1. Identifying ways in which GEI can strengthen Diversity + Inclusion organization-wide
2. Being GEI's Diversity + Inclusion Subject Matter Experts (SMEs) on Diversity + Inclusion
3. Engaging on specific initiatives to support Diversity + Inclusion.
4. Providing oversight of GEI Employee Resource Groups (ERGs)
5. Identifying and supporting opportunities to enhance GEI's supply chain diversity
6. Conceptualizing and assisting in the development of strategies and tools to reinforce GEI's commitment to Diversity + Inclusion, internally and externally

Execution of Primary Duties and Responsibilities

The Committee shall accomplish their primary duties and responsibilities by:

1. Being "Diversity + Inclusion Champions" who are GEI's Diversity + Inclusion SMEs through broadening their individual knowledge in a variety of areas so that they can:
 - a. Determine effective short-term and long-term methods & strategies for increasing Diversity + Inclusion
 - b. Identify and help to resolve barriers to Diversity + Inclusion
 - c. Possess Affirmative Action Plan (AAP) expertise



A diverse and inclusive workplace can provide many benefits to a company besides just fulfilling the legal compliance and/or corporate targets. A diverse and inclusive workplace enhances employees' motivation, innovation, recruitment, and retention. Many of the corporate front-runners today have initiated this back in the mid-90's and are reaping in the benefits now. Research has indicated that 'gender-diverse' companies are 15%, and 'ethnically diverse' companies are 35%, more likely to outperform non-diverse companies. Diversity and Inclusion paves the way for innovation. If we want diversity of thought, we need to have people with diverse experiences—race, gender, and socioeconomic backgrounds are three main characteristics—along with differences in learning styles.

Satya Gala, Ph.D., P.E.
Senior Water Resources Engineer

Committee members will then deploy and share their knowledge and expertise across the organization in a variety of ways.

2. Engaging in a periodic review, analysis, and assessment of:
 - a. Key metrics & benchmarks to evaluate GEI's diversity
 - b. The effectiveness of GEI's talent acquisition, learning and development, and succession planning programs in promoting Diversity + Inclusion
 - c. The effectiveness of GEI's college recruitment program in support of GEI's diversity goals
 - d. Gaps or issues with GEI's Diversity + Inclusion program.
3. Deployment on Diversity + Inclusion-specific initiatives, such as:
 - a. Exploring identified barriers to Diversity + Inclusion
 - b. Recruiting, inclusion, and/or retention challenges
 - c. Emerging issues within the organization or external challenges that could affect GEI
 - d. When possible, being active members in diversity-based industry associations
 - e. Increasing awareness of Diversity + Inclusion by leading activities, such as brown bags or presentations at key meetings, and serving as the GEI Diversity + Inclusion representative at such events
4. Providing oversight of GEI ERGs by:
 - a. Establishing and maintaining guidelines for groups
 - b. Reviewing and approving new groups
 - c. Overseeing governance of groups

I believe there is a big opportunity for GEI to become a leader in our industry with respect to diversity and inclusion. I see the need to increase the diversity at GEI (and in the A/E/C industry as a whole). When GEI is on the leading edge of diversity and inclusion, we will have access to new people, skills and experience beyond our historical niches and I believe it will lead to a more fulfilling business venture both in terms of projects, profits, and employee engagement.

In addition, it is widely reported that minorities of almost any kind face unique barriers to advancing in technical fields such as science and engineering. For an individual to break those barriers and achieve the level of education and technical training required to perform at a company like GEI means that they are already highly motivated and poised for lifelong success. GEI should continue to seize opportunities to engage and hire highly motivated people who come from many different backgrounds and foster their personal and professional growth.

Tom Daigle, P.G.
Geologist



5. Conceptualizing and assisting in the development of strategies and tools to reinforce GEI's commitment to Diversity + Inclusion, internally and externally:
 - a. Identify and engage GEI employees as Diversity + Inclusion champions as a resource to advance or promote Diversity + Inclusion internally and externally
 - b. Engage and involve leaders and business services departments, where appropriate, to support Diversity + Inclusion opportunities
 - c. Serve as a resource for leadership and business services departments to effectively communicate GEI's Diversity + Inclusion commitment to clients and GEI's supply chain
 - d. Engage key clients, as appropriate, to partner on Diversity + Inclusion and share perspectives, experiences, and values

Composition and Authority

The Committee was established by the Board. The President/CEO and Senior VP, People & Safety are permanent members by position. The Committee will also include up to 11 other members comprised of shareholders and non-shareholders, of which at least one is a current Board member. The Committee chair will be selected by the Board. The Committee will consist of individuals of diverse backgrounds, technical and business disciplines, geographic locations, and career stages.

The term of appointment for Committee members shall either be 2 or 3 years, with approximately half of the terms expiring each year.

Diversity + Inclusion Committee FAQs

What is "diversity"?

GEI defines diversity as a "variety of experiences and perspective which arise from differences in ethnicity, gender, disability, age, generation, veteran status, religious and political beliefs, culture, sexual orientation, gender identity, education, socioeconomic background, geographic location, role or position within the organization, level of experience, and other characteristics."

What is "inclusion"?

GEI defines inclusion as "an environment of involvement, respect, and connection—where the richness of ideas, backgrounds, and perspectives are harnessed to create business value."

How does diversity and inclusion apply to GEI?

GEI defines diversity broadly, which includes everyone. Diversity, by definition, means inclusion of all individuals who may belong to multiple categories of diversity. GEI strives to improve and expand diversity and representation of experiences and perspectives. We operate best as individuals and as a company when we feel included and empowered to share our skills, personalities, ideas, and solutions that contribute to the sum of GEI as a whole.

What is "unconscious bias"?

Social stereotypes and unconscious beliefs about various social and identity groups.

What are “Employee Resource Groups”?

ERGs, which are sometimes referred to as affinity groups, are forums for employees to gather and share ideas around a common purpose or interest. Their goal is to create a forum for colleagues with similar backgrounds or interests to advance those interests in a productive manner.

What is an “Affirmative Action Plan”?

AAPs are required of federal contractors by the Office of Federal Contract Compliance Programs. Its primary objective is to ensure that all applicants and employees, regardless of their protected characteristics (color, race, religion, sex, etc.) have a fair opportunity in the hiring process and in competing for promotions and have equal access to educational training and professional development opportunities. It is not a quota system or requirement for us to lower our standards to anything beyond hiring, training, and promoting the most qualified person.

GEI is a federal contractor, as are many of our clients, subcontractors, and the other firms we team with on projects.



Kellogg School of Management linked heterogeneity to innovative ideas and better team performance.

— DeChun, Bunkhun. “Better Decisions through Diversity”. Kellogg Insight, October 1, 2010. https://insight.kellogg.northwestern.edu/article/better_decisions_through_diversity

Diversity + Inclusion Committee 2017-19 Goals

Goals/Sub-Committees

EXTERNAL BRANDING/METRICS

- Chair: Julie Jennings Kale
- Satya Gala, Kwabena Asante, Laura McKiernan - *alumna*

Goals

1. Metrics: Identify metrics to analyze and track holistically over the employee life cycle, creating a baseline for us to understand and measure success of our organizational efforts.
 - a. Serve as the PMs on a published Diversity + Inclusion report for GEI, to include metrics and a summary of the Diversity + Inclusion Committee's overall efforts and accomplishments.
2. External Branding: Brand GEI's Diversity + Inclusion focus internally and externally so candidates and employees will see themselves represented in a realistic but aspirational way.

DIVERSITY-BASED TALENT ACQUISITION

- Chair: Julie Jennings Kale
- Sue Boyle - *alumna*, Gillian Gregory, Brooke Bennett

Goals

1. (Phase I) Strengthen relationships with top STEM universities with diversity-related demographics, across all GEI regions. Identify diversity-related campus programs and establish partnerships with the program administrators.

2. (Phase II) Identify new STEM universities with strong diversity-related demographics to partner with and establish strong partnerships.

WORK-LIFE INTEGRATION

- Chair: Roger Hathaway
- Heather Ballantyne, Laura McKiernan - *alumna*, Mike Walker - *alumna*

Goals

1. Understand and measure success of organization at communicating policies, best practices, and expectations for parental leave, leaves of absences (LOAs), paid personal leave (PPL), flexible work hours, etc.
2. Educate leaders and employees to be able to create and manage consistent and fair plans for parental leave, LOAs, PPL, flexible work hours, etc. Educate leaders on best practices for business continuity.

INCLUSION

- Chair: Tom Daigle
- Heather Ballantyne, Brooke Bennett, Roger Hathaway, Julie Jennings Kale

Goals

1. Create the business case for Diversity + Inclusion at GEI
2. Add Diversity + Inclusion to GEI's check-in discussion process
3. Communicate Diversity + Inclusion organization-wide

Diversity + Inclusion Committee Accomplishments

- Founded GEI's first D+I Committee in 2016.
- Created and implemented D+I Pledges for GEI's Board of Directors and the D+I Committee.
- Met and created the D+I Committee's first priorities, including developing goals and a project plan in 2017.
- Conducted a key note presentation on Inclusion and Communication at GEI's 2017 Project Management Workshop.
- Created a D+I article database for the Committee's reference.
- Identified metrics to analyze and track change over time.
- Created and published GEI's first ever D+I report.
- Created a D+I section on GEI's updated external website.
- D+I named as key initiative on GEI's new five-year strategic plan.
- Created and implemented a supervisor leave planning tool.
- Created a proposal for two weeks of paid parental leave (for both mothers and fathers), received approval and implemented.
- Researched the business case for D+I at GEI and included it in the D+I report.
- Added D+I questions to GEI's Connecting Conversations program.
- Created D+I branding.



GEI Grows with Diversity

GEI recently acquired two firms, which had diverse and inclusive workforces. The founders were highly focused on cultivating diverse and inclusive work environments as their organizations grew and thrived. GEI is fortunate that both founders continue to work with GEI today, where they continue their efforts on diversity and inclusion on an even larger platform.

Hayden Consultants, Inc., A GEI Company

A word from Rachel Hayden, P.E., Hayden's President and Founder

"I believe that a conscious, intentional effort should be made to achieve diversity and inclusion in the workforce. And diversity is not just about ethnic and gender diversity – to achieve the full benefits of a diverse workforce we need to hire the best people from different age groups, different backgrounds, different socioeconomic groups, different countries, and, even though I love my Texas A&M Aggies, different educational backgrounds. We need to hire people who are not 'just like us' – people with different life experiences often look at the world in a different way, and it is only through those varying perspectives that we can truly develop an innovative workforce that can effectively solve the problems of the future."



Savanta Inc., A GEI Company

A word from Tom Hilditch, Savanta's President and Founder

"Savanta has a number of unique characteristics including a diverse complement of staff. The majority of our staff are female at over 60 percent. Ten percent of our staff are Indigenous peoples and another 15 percent have Asian origins. The diversity of our team reflects the diversity of our client base. The photo shows not only our team, but also members of our client groups."



Diversity of Career Paths at GEI Relative to Industry¹

The D+I Committee felt it was important to understand GEI's workforce so that change, over time could be measured. GEI took a look at who we are as a company by gender, race, education and age group. We assessed these demographics within each of our major career paths including our engineers, scientists, other technical specialists, and non-consulting business services professionals. The first table below summarizes how our demographics compare with publicly available information about our industry peers. The second table below summarizes how the demographics of our employee-owners compare with the rest of our senior staff. This effort sets a solid benchmark for who we are, how we compare, and allows us to track progress towards future goals.

These metrics were established with equal focus and weight on all measurable demographics as part of an effort to support a wide-variety of diversity throughout the company.

CHARACTERISTIC	GEI ENGINEERS ²	GEI SCIENTISTS ³	GEI TECHNICAL SPECIALISTS ⁴	GEI BUSINESS SERVICES ⁵
Education	MORE DIVERSE	Less Diverse	MORE DIVERSE	Equally Diverse
Gender	MORE DIVERSE	Less Diverse	MORE DIVERSE	Less Diverse
Race	Less Diverse	Less Diverse	Less Diverse	Less Diverse
Age Group	Equally Diverse	Equally Diverse	MORE DIVERSE	MORE DIVERSE

Diversity of GEI Owners Relative to Senior Staff (Grade 5+)⁶

CHARACTERISTIC	GEI ENGINEERS ²	GEI SCIENTISTS ³	GEI TECHNICAL SPECIALISTS ⁴	GEI BUSINESS SERVICES ⁵
Education	Equally Diverse	Less Diverse	Less Diverse	Equally Diverse
Gender	Equally Diverse	Less Diverse	Less Diverse	Equally Diverse
Race	Equally Diverse	Equally Diverse	Less Diverse	MORE DIVERSE
Age Group	Less Diverse	Less Diverse	Less Diverse	Less Diverse

1 Benchmark data used for career paths are the 2014 Science and Engineering Indicators published by National Center for Science and Engineering Statistics (NCSES) of the National Science Foundation (NSF).

2 The Engineers Career Path includes civil, environmental, mechanical and software engineers.

3 The Scientists Career Path includes geologists, hydrologists, ecologists, biologists, chemists, environmental scientists, archeologists, economists, and Geographic Information System specialists.

4 Technical Specialists include construction inspectors, landscape architects, technicians, analysts, architects and CADD technicians who routinely perform billable work on consulting projects.

5 Business Support Services includes administrative staff, information technology specialists, accounting, marketing, human resource professionals and other non-consulting staff.

6 The table shows how the demographics of GEI's employee-owners compares with the demographics of senior staff who are eligible to participate in our employee-ownership program.

Closing Remarks



Since joining GEI in 2015, I have been inspired by forward thinkers throughout the organization, including efforts on diversity and inclusion. GEI is filled with passionate, smart and dedicated people who want to make the world a better place; a more inclusive place. It's been my pleasure to be a part of an effort to organize and lead a group of individuals for the betterment of GEI, our employees, clients and our partners. Together, we are supporting a work environment where individuals can be self-actualized and expressed human beings who are celebrated, while bringing their unique perspectives forward. Our efforts are reinforced by GEI's strategic plan, as we advance our organization's efforts to further an inclusive, and therefore, diverse work environment.

If anyone has any ideas, thoughts or feedback, please contact me personally at (916) 631-4533 or jjkale@geiconsultants.com.

Yours,

A handwritten signature in blue ink, appearing to read 'Julie'.

Julie Jennings Kale, SPHR, SHRM-SCP
Senior Vice President, People & Safety
Chair, Diversity + Inclusion Committee
Chair, Safety Committee