



GEI
diversity
+ Inclusion

2021

**Advancing Diversity, Equity, and
Inclusion at GEI**

We aspired to do more.

We did.

And it's making an impact.

Read on to hear more about how we
are making change at GEI.



Contents

- A Word from GEI’s President & CEO4
- National Workforce Demographic Changes.....5
- Changing Attitudes and Expectations6
- Diversity + Inclusion Committee7
- D+I Committee Goals and Accomplishments.....8
- D+I Activities and Events10
- Diversity Demographics15
- Closing Remarks16

A Word from GEI's President & CEO



The past two years have presented numerous challenges to all of us at GEI and promoting diversity, equity and inclusion in the workplace was no exception. I am proud to report that GEI has risen to these challenges and our efforts to make GEI an employer of choice have been delivering results. One element of our approach to build and sustain a diverse and inclusive workplace is the work being done by our Diversity + Inclusion Committee, a group that has been active on several fronts which are highlighted in this annual report. This group of dedicated GEI staff have been busy with not only planning and educational initiatives but also implementing plans into actions. I would also like to recognize the numerous GEI staff that contribute to the firm's efforts to better our local communities and support diversity in our profession through localized and individual actions which are many times invisible to their fellow employees at GEI. I am proud of all members of the GEI team that contribute to making us who we are as we continue to reinforce our company's values and culture while staying focused on our clients' success.

Improving client service while maintaining an outstanding employee experience at our firm is a continuous process and I look forward to our collective efforts to better GEI in the years to come.

Sincerely,

A handwritten signature in blue ink that reads "Ron".

Ron Palmieri, P.E.
President & CEO

National Workforce Demographic Changes

The makeup of the US population and the work force are changing rapidly.

By 2030, one in five Americans is projected to be 65 and over; by 2028, the foreign-born share of the U.S. population is projected to be higher than at any time since 1850; and by 2045, non-Hispanic white are no longer projected to be the majority of the U.S. population.

At GEI, we embrace all of the diversity that our potential workforce represents and are dedicated to offering equitable access to employment, advancement, and leadership. We do this through company policy and a culture of partnership and inclusion. Understanding that we want to reflect our communities and clients we note the following:

- As of 2019, the majority of births in the United States are racial and ethnic minorities¹
- Women received 57.4% of the Bachelor's degrees conferred in 2019.²
- Globally, 31% of management roles are held by women, with nine in ten businesses worldwide having at least one woman in their senior management teams.³
- In 2021, women are now running 23 of the companies on the Global 500.⁴
- As of February 2019, 20% of adults over the age of 65 are either working or looking for work compared with 10% in 1985.⁵

1 (2021 March). Total fertility rate in the United States in 2019, by ethnicity of mother. Retrieved from <https://www.statista.com/statistics/226292/us-fertility-rates-by-race-and-ethnicity/>.

2 National Center for Education Statistics (2021 January). Table 303.10 Total fall enrollment in degree-granting postsecondary institutions, by attendance status, sex of student, and control of institution: Selected years, 1947-through 2029. Retrieved from https://nces.ed.gov/programs/digest/d20/tables/dt20_303.10.asp

3 Goutsilidou, Maria (2021 June 6). Women in business: the percentage of women in senior management positions increased in 2021 worldwide. Retrieved from <https://ceoworld.biz/2021/06/06/women-in-business-the-percentage-of-women-in-senior-management-positions-increased-in-2021-worldwide/>

4 Hinchliffe, Emma (2021 August 2). The number of women running Global 500 businesses soars to an all-time high.

Retrieved from <https://fortune.com/2021/08/02/female-ceos-global-500-fortune-500-cvs-karen-lynch-ping-an-jessica-tan/>

5 Edleson, Harriet (2019 April 22). More Americans Working Past 65. Retrieved from <https://www.aarp.org/work/employers/info-2019/americans-working-past-65.html>



Changing Attitudes and Expectations

Our future leaders have different attitudes and expectations about the workplace.

By 2025, Gen-Z (ages 9-24) workers will make up 27% of the workforce.

According to a recent study, 67% of Gen-Z workers reported having witnessed discrimination or bias, and 44% report having personally experienced discrimination. 69% state that they would “absolutely” be more likely to apply for a job at a company that emphasized a racially and ethnically diverse workplace in recruitment materials.

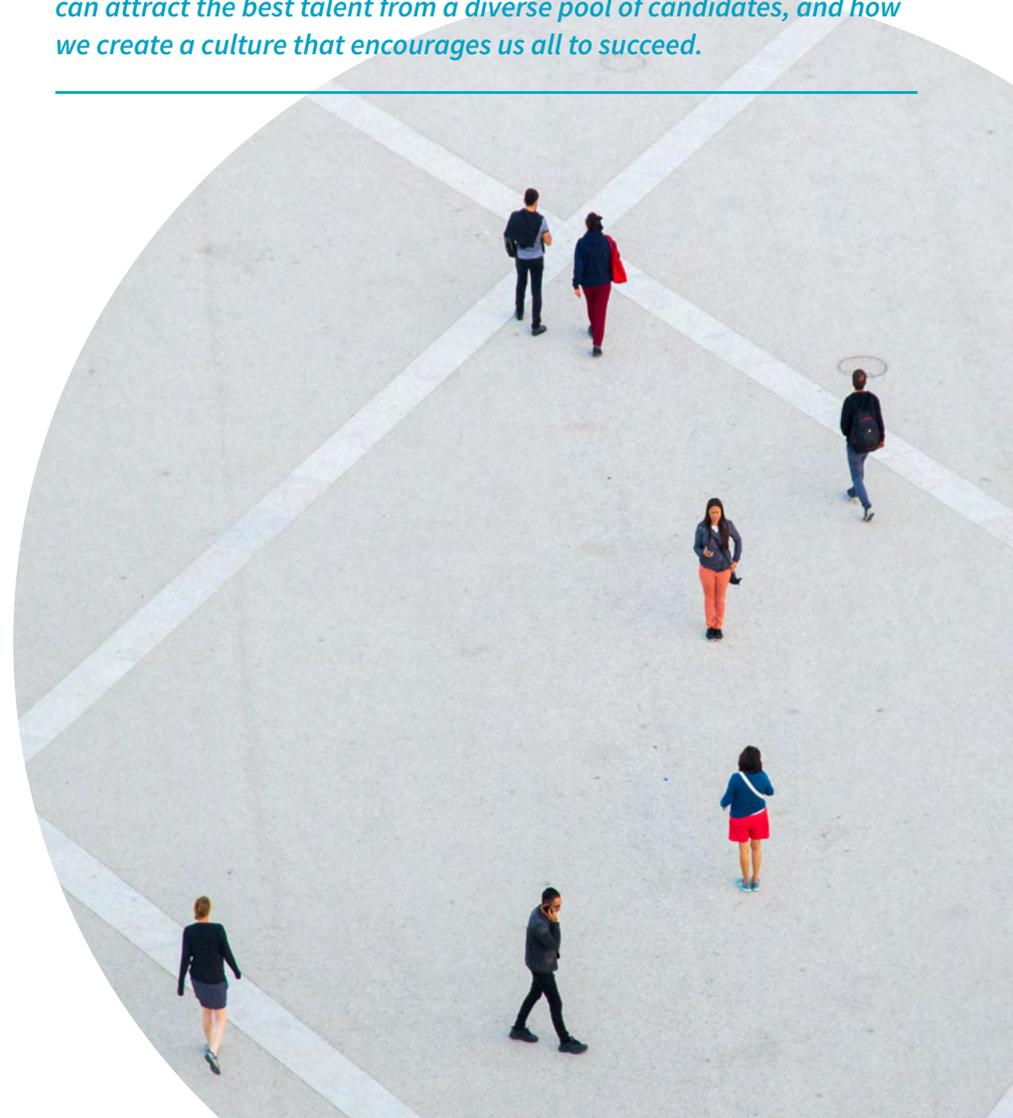
Many in Gen-Z are certain willing to work hard for the financial security that they desire. A study found that 58% of Gen-Z workers¹ were willing to work nights and weekends if it meant achieving a higher salary. 67% will relocate for a job opportunity and 54% acknowledge pay is their number 1 priority in their first job.

Gen-Z workers desire and value human connection when it comes to their at work communication.

60% expressed the desire to have clarity on the expectations and parameters of their jobs. When it comes to feedback, 60% stated they want direct, frequent communications and check in with their supervisors for performance evaluation.²

In short, it is not a question of whether we will have a more diverse workplace, it is a question of how quickly we embrace it, whether we can attract the best talent from a diverse pool of candidates, and how we create a culture that encourages us all to succeed.

- 1 GelberMack. Here's what you need to know about Gen Z. Retrieved from <https://www.monster.com/career-advice/article/gen-z-boss-0816>
- 2 Stahl, Ashley (2021 May 4). How Gen-Z Is Bringing a Fresh perspective to the World of Work. Retrieved from <https://www.forbes.com/sites/ashleystahl/2021/05/04/how-gen-z-is-bringing-a-fresh-perspective-to-the-world-of-work/?sh=511dbeb10c22>



Diversity + Inclusion Committee

The Diversity + Inclusion (D+I) Committee was established to support GEI's efforts to recruit and retain a diverse workforce that is competitive within our industry. The committee develops ideas, tools, and actions to engage employees and cultivate a culture that encourages everyone to succeed.

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.

Composition and Authority

The Committee was established by the Board of Directors with its members appointed by the Board. The Committee has two permanent members by position: the President and the Senior Vice President of People. The Committee is led by two Co-Chairs and includes other members comprised of shareholders and non-shareholders, which includes two Board members. The Committee consists of individuals from diverse backgrounds, technical and business disciplines, geographic locations, and career stages. Everyone at GEI is eligible to serve on the D+I Committee.

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

2020 GEI D+I Committee

Committee Member	Location
Ron Palmieri, President	Chicago
Julie Jennings, SVP People	Chicago
Tom Daigle, Co-Chair	Denver
Daphne King, Co-Chair	Dallas
Dave Gutierrez, Board Representative	Sacramento
Anne Ellis, Outside Board Representative	Washington DC
Kwabena Asante	Sacramento
Roger Hathaway	Vernon Hills
Brooke Bennett	Raleigh
Amanda Barnett	Portland, ME
Eleanor Bloom	Madison
Adrienne Fedora	Madison
Nisheet Reddy	Boston
Rebecca Roy	Portland, ME
Abby Stein	Denver
Dave Terry	Glastonbury

D+I Committee Goals and Accomplishments

The D+I Committee established a set of goals within four broad categories and formed sub-committees for the implementation of each. A table of goals is presented below, followed by lists of accomplishments by year.

GEI D+I Committee Goals

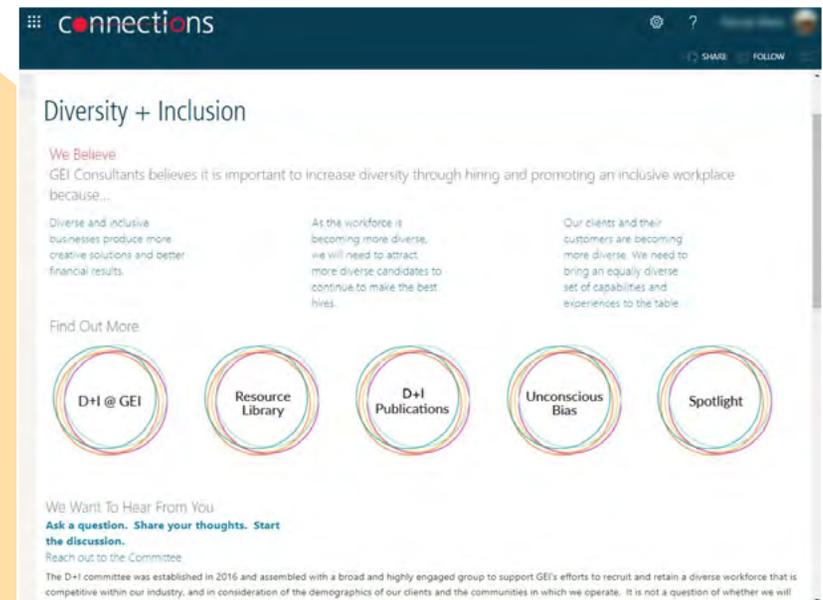
Goal	SMART Goal
Educate	Develop and implement a learning strategy to educate GEI employees on implicit bias.
Speak Up!	Develop and implement a campaign around speaking up for any behavior that doesn't align with GEI's values or partnership culture.
Take Action	Create and distribute resources that facilitate local branches to support individual and group volunteerism in local communities.
Engage Allies	Create a "job description" (duties, actions, etc.) and conduct learning session to educate and engage allies.

2018-2019 Accomplishments

- Created and published GEI's first ever D+I report, distributed internally and externally
- Established and published D+I metrics and benchmarks to measure the success of GEI's efforts. The D+I metrics were published internally and externally to create transparency and accountability.
- Designed and implemented a new Paid Parental Leave program that includes two weeks of paid time off for new parents, a benefit designed to enhance other paid time off programs
- Developed and posted updated diversity, equity and inclusion-based content and published it on GEI's external website, job sites and social media.
- Developed a demographics survey and collected updated demographics from GEI employees on a voluntary basis
- Initiated engagement with GEI Allies
- Created and implemented a new D+I Committee application process to pilot a blind selection process and scorecard system

2020 Accomplishments

- Created new sub-committees and goals to align with swifter results
- Created new D+I Committee leadership roles and named two new Co-Chairs
- Incorporated Diversity + Inclusion topics into GEI's performance management program, Connecting Conversations.
- Updated and built out Diversity + Inclusion intranet page
- Researched outside consultants and selected an external facilitator to lead interactive diversity-based educational workshops and company-wide townhalls
- Piloted a company-wide workshop with D+I Committee and an external facilitator
- Developed overall schedule for implementing diversity-focused company-wide workshops and town halls to drive engagement and increase knowledge about diversity, equity and inclusion
- Created a strategic partnership with the National Society of Black Engineers (NSBE), including resume reviews and creating a GEI Scholarship
- Developed framework and resource list of diverse organizations for GEI employees to volunteer in local communities
- Created a framework for Allyship at GEI at all levels
- Established a framework and schedule to create monthly D+I talking points for leaders to incorporate into their regular meetings



The Diversity + Inclusion webpage is available on GEI Connections.

D+I Activities and Events

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 over the past few years.

Andrea Poinsett Publishes BCONE Article 8/15/2018

Andrea Poinsett's article entitled, "Help BCONE Assist the State of New Jersey Define Some Important Terms," was featured on the Brownfield Coalition of the Northeast (BCONE) website. The article sought input on terminology used in the Hazardous Discharge Site Remediation Fund (HDSRF) application process. Input was passed along to the State of New Jersey in an effort to provide a variety of stakeholder perspectives.

Karen Gardner's Article Published in International Journal of Osteoarchaeology 8/30/2018

Karen Gardner's article entitled, "Breastfeeding and weaning practices of the Ancestral Ohlone Indians of California: A case study using stable isotope analysis of bone collagen," was published in the International Journal of Osteoarchaeology (IJO). The article was featured in a special edition of the IJO, focused on the approaches to understanding infant care practices in the past. Karen served as the lead author with four co-authors. Brook Constantz provided the map that was used in the article.

Karen Gardner Assisting with Camp Fire Recovery Efforts 11/20/2018

When disasters such as wildfire strike, agencies often seek the assistance of archaeologists in the aftermath. As an archaeologist and an osteologist, GEI's Karen Gardner is an expert in identifying human and non-human bone. Karen is one of many archaeologists and forensic anthropologists

who volunteered at the Camp Fire, assisting the Butte County Coroner in the grim task of searching through the charred ashes for those who lost their lives during the blaze. GEI supported Karen in her volunteer efforts in Butte County, California, and applauds her community service.

Jennifer Burt Featured in Tahoe Quarterly 11/13/2018

GEI's Jennifer Burt, a senior restoration ecologist in our Rancho Cordova office, was featured in the article, "The Scars of Skiing's Past," in Tahoe Quarterly Magazine. The article describes the results of research that Dr. Burt published in Journal of Applied Ecology in 2016 on the ecological recovery, or lack thereof, on abandoned ski slopes in the Sierra Nevada.



Side-by-side runs at Mt. Rose Ski Tahoe illustrate the two methods of cutting a run—the one on the left was graded by bulldozer and the other cleared by chainsaw.

Kelly Holland Selected as President-Elect of the Western Section of the Wildlife Society 2/21/2019

As President-Elect, Kelly was instrumental in creating the Annual Meeting for the Western Section, which included determining the conference theme, formulating and inviting speakers to the plenary session, and organizing and selecting presenters for the concurrent sessions. Section membership elected her from a group of 3 nominees for the position. The role is a 3-year term (including President and Past-President).

Congratulations Helen Robinson 2/11/2019

Congratulations to GEI's Helen Robinson who was named an Engineering News Record (ENR) MidAtlantic 2019 Top Young Professional.

GEI Sponsors and Attends Engineers Without Borders Event 3/11/2019

GEI's Gillian Williams, Leila Pike, and Lissa Robinson attended the 7th Annual Fundraiser of the local Portland Maine Professional Chapter of Engineers Without Borders, where GEI was a sponsor. The event helped to support the chapter's ongoing projects in Ecuador and Ethiopia.

Dr. Jesús Gómez Serves as Lead Peer Reviewer 3/5/2019

The Hanford Site is a decommissioned federal nuclear production complex in Richland, Washington. Dr. Jesús Gómez is serving as lead peer reviewer for design of micropile underpinning and permeation grouting to support an existing building at the site and permit the removal of highly radioactive contaminated soil. The waste removal will be performed by robotic equipment.



Engineers Without Borders Fundraiser

GEI Bakersfield Raises it Forward 4/10/2019

GEI's Bakersfield Office joined Water For People and Absolut Elyx in their #RaiseltForward campaign. Water For People and Absolut Elyx joined forces on a five-year partnership to bring water access to over 100,000 people worldwide.

GEI's Chicago and Vernon Hills offices Volunteer with RTC 4/27/2019

GEI's Chicago/Vernon Hills partnered with Rebuilding Together Chicago's National Rebuilding Day to improve the living environment of an older homeowner in the Englewood neighborhood, Mrs. Short. GEI volunteers were determined to accomplish as much as possible on the event day even though the day was full of rain, sleet and snow!



GEI volunteers included David Russian, Steve Elver, Kari Francis, Randy Henricks, Rick Choyce, Patrick Chang

Karen Stackpole named Northeast Section of the Wildlife Society Conservation Affairs Committee Chair 5/16/2019

Karen Stackpole, a Senior Natural Resources Professional located in GEI's Glastonbury office, was selected as the Chair of the Conservation Affairs Committee for the Northeast Section of The Wildlife Society (TWS). A long-time member of TWS, Karen is excited to be involved in the northeast section of the organization and looks forward to contributing regarding all wildlife policy issues for the northeast, and reporting to the larger national Conservation Affairs Network for TWS.

Commerce and Industry Association of New Jersey Awards 5/15/2019

GEI's Jessie Rosenberg was awarded a Commerce and Industry Association of New Jersey (CIANJ) Environmental Leadership Medal.

GEI was also honored by CIANJ and COMMERCE Magazine for our environmental leadership in recycling, pollution prevention, green building design, environmental conservation, energy conservation, community impact, manufacturing innovation, and brownfield redevelopment.



GEI's Jessie Rosenberg with Anthony Russo, President of CIANJ.

Jennifer Smith Wins Multiple ASCE Awards 7/23/2019

Jennifer Smith, P.E., was awarded the 2019 American Society of Civil Engineers (ASCE) Outstanding Practitioner Advisor Award. Jennifer is the ASCE Dallas Branch Manager and also the SMU Student Chapter Advisor. Jennifer also was awarded the Outstanding Younger Member in Community Activities award from ASCE at the 2019 Multi-Region Leadership Conference.

Amanda Parry Awarded the Trust Award for Women in Deep Foundations Professional Development Grant 7/16/2019

GEI's Amanda Parry was awarded The Deep Foundations Institute (DFI) Educational Trust Award for Women in Deep Foundations Professional Development Grant.

Helen Robinson Named on ENR Top 20 under 40 8/23/2019

GEI's Helen Robinson was named an Engineering News Record (ENR) Top 20 Under 40 for 2019, based on her extensive career experience in the construction industry. Helen was selected by a panel of industry judges based on her industry experience to know what works and what doesn't—and the idealism and energy to create change and make it stick.

Chelsea Hoplin wins NCSEA Scholarship 8/1/2019

GEI's Chelsea Hoplin, P.E. was awarded the 2019 National Council of Structural Engineers Associations (NCSEA) Young Member Scholarship to the Structural Engineering Summit. Chelsea is also a member of the Structural Engineers Association of Massachusetts (SEAMASS) and the President of the SEAMASS Young Member Group (YMG).

Amber Ahles, Ileen Gladstone and Rachel Hayden Named Women Worth Watching 10/30/2019

GEI's Amber Ahles, Ileen Gladstone, and Rachel Hayden were recipients of the 2019 Women Worth Watching award from Profiles in Diversity Journal. Award recipients are nominated by colleagues, peers, and mentors for their initiatives and achievements. Amber, Ileen, and Rachel each provided profiles and personal essays that reflect on being a woman in the industry of consulting

engineering for the August 2019 edition of Women Worth Watching.

Sue Boyle Receives “Growing Great Women in the Garden State Award” 11/18/2019

Sue Boyle was featured in the Mid Atlantic Real Estate Journal for receiving the “Growing Great Women in the Garden State” Award.

Alberto Pujol Honored by ASCE 11/6/2019

GEI's Alberto Pujol was honored by the American Society of Civil Engineers (ASCE) - Sacramento Section, with the “2019 Francis N. Hveem Geotechnical Engineer Award.” Individuals are nominated by their peers and chosen by the ASCE Selection Committee in recognition for their contribution in furthering techniques in geotechnical methods, engaging in materials research, and providing outstanding service to the geotechnical engineering profession, the Society, and the community.



Alberto Pujol was joined at the ASCE awards banquet by fellow GEI staff from Oakland and Rancho Cordova. Back row: Kris Van Sant, Hugo Velasquez, John Woodling, Graham Bradner, Tim Haynes, and front row: Josh Zupan, Naser Bateni, Alberto Pujol, Katherine Maher, Isabelle Rawlings, Dave Gutierrez, Cynthia Corne.

Nisheet Reddy Volunteers with Engineers without Borders

2/26/2020

GEI's Nisheet Reddy traveled along with the team from the Harvard Student Chapter of Engineers Without Borders USA to Kibuon, Kenya. While there, the team conducted surveys and collected data that was used to design a system to help bring reliable drinking water to the community.



Engineers Without Borders travel team.

Helen Robinson Featured in “What is the Geotechnical Field?”

6/23/2020

GEI's Helen Robinson was featured in DFI Women in Deep Foundations' video “What is the Geotechnical Field?”

STEPtember – Connecting Wherever We Are 8/26/2020



GEI participated in STEPtember—a global health & wellness fundraising initiative which supports cerebral palsy research. GEI is proud to be a STEPtember corporate partner, and proud that our partnership reflects our values—employee health and well-being, diversity, collaboration, and giving back.

Kwabena Asante, Ph.D., P.E. Named to the NOAA SAB Climate Working Group 12/1/2020

GEI's Kwabena Asante, Ph.D., P.E., was named to the NOAA Science Advisory Board (NOAA SAB) Climate Working Group for a 3-year term. The NOAA SAB is a Federal Advisory Committee that advises the Under Secretary of Commerce for Oceans and Atmosphere on strategies for research, education, and application of science to operations and information services. The Climate Working Group provides advice on the condition and capabilities of NOAA's climate activities, predictive capabilities, and supporting infrastructure.

Diversity Demographics

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.

Diversity of Career Paths at GEI Relative to Industry¹

GEI ROLE	AGE	GENDER	EDUCATION	RACE	PROTECTED CLASS ⁶
Engineers ²	Less Diverse	Equally Diverse	Equally Diverse	Equally Diverse	Equally Diverse
Scientists ³	Less Diverse	Equally Diverse	Less Diverse	Equally Diverse	Equally Diverse
Technical ⁴	Less Diverse	Less Diverse	Less Diverse	Less Diverse	Equally Diverse
Business Services ⁵	Equally Diverse	MORE DIVERSE	Less Diverse	MORE DIVERSE	Equally Diverse

Diversity of GEI Owners Relative to Senior Staff (Grade 5+)⁷

GEI ROLE	AGE	GENDER	EDUCATION	RACE	PROTECTED CLASS ⁶
Engineers ²	Equally Diverse	MORE DIVERSE	MORE DIVERSE	Less Diverse	Less Diverse
Scientists ³	MORE DIVERSE	MORE DIVERSE	Less Diverse	Less Diverse	Less Diverse
Technical ⁴	MORE DIVERSE	MORE DIVERSE	Equally Diverse	Less Diverse	Less Diverse
Business Services ⁵	MORE DIVERSE	Equally Diverse	MORE DIVERSE	Less Diverse	Less Diverse

1 Benchmark data used for career paths are the 2020 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 Benchmark data used for protected classes are the 2020 Bureau of Labor Statistics (BLS) for Persons with a Disability; Pew Research Center – “How Veterans and Non-Veterans Fare in the U.S. Job Market” 9/17/2019 for Veterans

7 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

A word from our D+I Committee Co-Chairs, Daphne King and Tom Daigle

What excites us about leading the GEI D+I Committee is our company culture of partnership, inclusivity, trust, and respect. We believe that our company operates the best when each person is included and empowered to share their skills, personalities, ideas, and solutions. Our collective passion is to work in collaboration with GEI leadership to provide employees with resources and knowledge to fully engage at work and within our communities. We are focused on:

- Taking Action
- Speaking Up
- Education
- Engaging Allies

Since its inception in 2016 the D+I Committee members, Alumna, and Allies have dedicated countless hours developing ideas, actions, education, and engagement to strengthen our company culture and make GEI a great place to work. We look forward to continuing the mission of creating an inclusive workplace at GEI that results in successful outcomes for employees, clients, and communities. Since June 2020 we have been leading the D+I charge but recognize it takes a collective effort, so we welcome your feedback and engagement!

Daphne King and Tom Daigle

D+I Committee Co-Chairs



Daphne King

Business Development Director, Dallas
dking@geiconsultants.com



Tom Daigle

Project Manager, Denver
tdaigle@geiconsultants.com