

DIVERSITY ROADMAP

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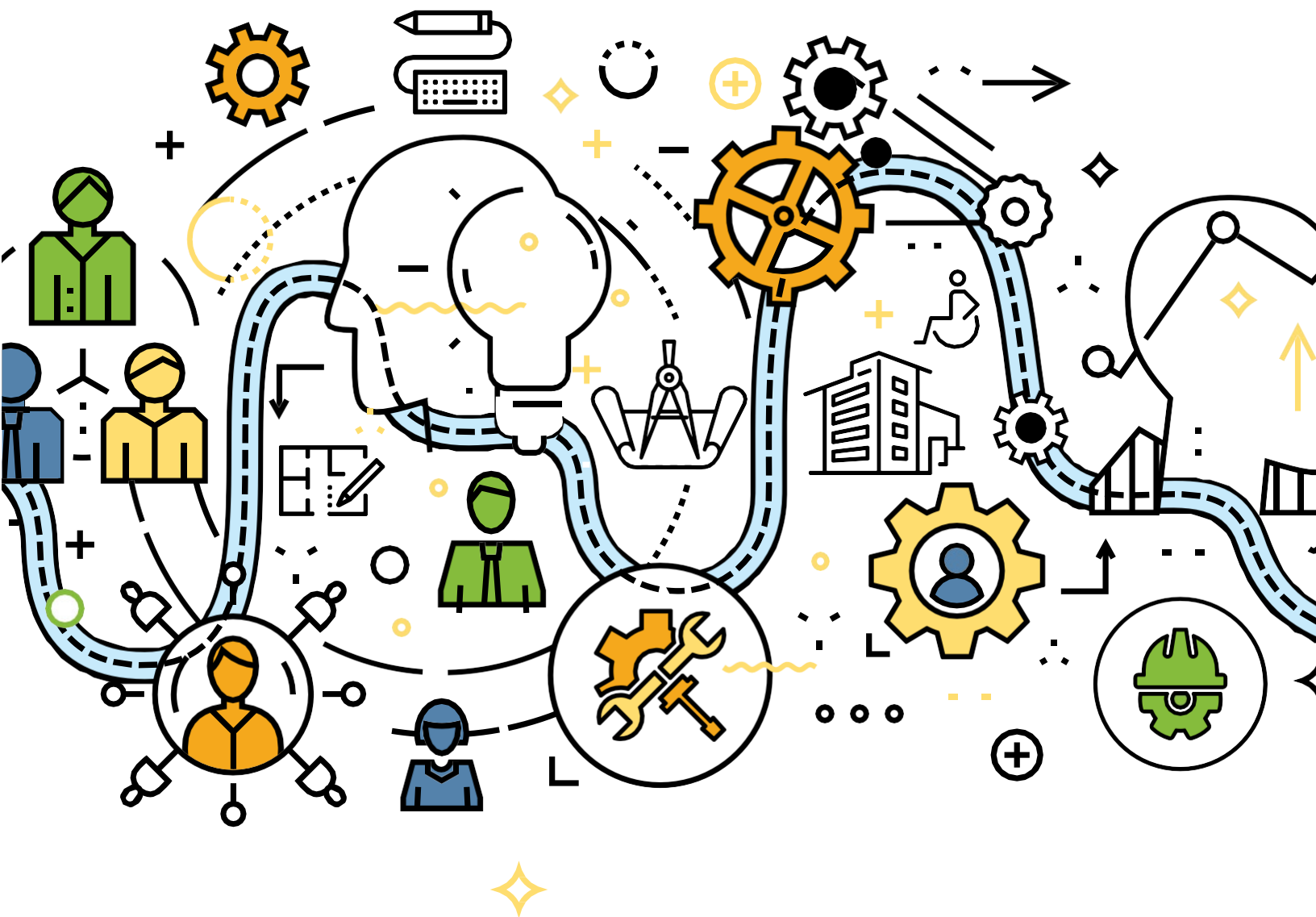


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THANK YOU

The ACEC Research Institute would like to thank the following leaders for making this report possible.

- ACEC Research Institute’s Diversity Roadmap Working Group for helping to customize this tool to reflect our industry.
- ACEC DEI&B Committee for their insights and review.
- ACEC firm leaders who contributed their 2022 and 2023 data for this project.



zweig group

And a special thank you to the **Zweig Group** for their financial support to make this project possible. We appreciate your commitment to the Institute, our industry, and DEI&B.

INTRODUCTION

Diversity, Equity, Inclusion, and Belonging (DEI&B) is a framework that focuses on creating diverse and inclusive environments within workplaces, educational institutions, and other settings.

Diversity: Diversity pertains to the representation of individuals from different backgrounds, including but not limited to race, ethnicity, gender, sexual orientation, age, disability, and socioeconomic status. Diversity aims to ensure that various perspectives and experiences are included and valued.

Equity: Equity involves providing fair treatment, access to opportunities, and resources to all individuals, recognizing that different groups may have different needs and starting points. It's about addressing historical and systemic disparities to create a level playing field.

Inclusion: Inclusion focuses on fostering a culture where all individuals feel welcomed, valued, and able to participate fully. It's not just about having diverse representation but also about ensuring that everyone's voices are heard and respected.

Belonging: Belonging is about creating an environment where individuals feel a sense of connection, acceptance, and ownership. It goes beyond being present in a space – it's about feeling like an integral part of the community or organization.

These concepts are interconnected and aim to create positive and productive environments that benefit individuals and organizations alike. DEI&B initiatives involve a range of strategies, policies, and practices to address biases, remove barriers, and promote a more inclusive and equitable culture.

Why the Diversity Roadmap Was Created

The ACEC Research Institute developed the Diversity Roadmap to assist engineering and design services firms in their journey to embracing diversity, promoting equity, fostering inclusion, and cultivating a sense of belonging. While many companies prioritize DEI&B for ethical and moral reasons, research shows there are also significant strategic business advantages to firms who invest in these initiatives.

- **Promotes Innovation and Creativity:** A diverse workforce brings together people with various backgrounds, experiences, and perspectives. This diversity of thought fosters a culture of innovation, leading to more creative problem-solving and better decision-making.
- **Reduces Turnover and Attracts Top Talent:** Inclusive workplaces create a positive and supportive environment, reducing turnover rates. Moreover, companies known for their commitment to DEI&B are more attractive to top talent, leading to a competitive advantage in the talent market.
- **Drives Better Decision-Making:** Diverse teams bring together individuals with different perspectives, backgrounds, and expertise. This diversity in decision-making teams leads to more comprehensive analysis and more thoughtful, balanced decisions.

- **Enhances Employee Engagement and Productivity:** When employees feel included and valued for their unique contributions, they are more likely to be engaged and motivated. This, in turn, boosts productivity and overall performance.
- **Expands Market Reach:** A diverse workforce can better understand and connect with a diverse client base. Firms that prioritize DEI&B are often better equipped to meet the needs of various customer segments, leading to increased market share and profitability.
- **Cultivates Cultural Competence:** Working in diverse teams allows employees to develop cultural competence and cross-cultural communication skills. These competencies are increasingly important in a globalized world.
- **Supports Social Responsibility:** Firms that prioritize DEI&B contribute positively to society by promoting equality and fairness in the workplace and the community. This aligns with the growing expectation from clients and for businesses to have a positive social impact.
- **Mitigates Legal and Reputations Risks:** Embracing DEI&B can help firms avoid legal issues related to discrimination and harassment. Additionally, companies that demonstrate a commitment to DEI&B tend to have a more positive reputation, which can enhance brand image and attract stakeholders.

The DIVERSITY ROADMAP is designed to:

- 1 Identify Key Performance Indicators (KPIs) for strategic diversity, equity, inclusion and belonging (DEI&B) programs, policies, and practices.
- 2 Provide a reporting system for firms to benchmark themselves against other firms in the engineering and design services industry on a consistent and ongoing basis with trending data developed for each company.
- 3 Encourage a collaborative approach to assist firms in the industry with growing their strategic DEI&B programs, policies, and practices.
- 4 Aggregate a variety of demographic data from firms related to size, location, and revenue, as well as information about the demographic composition of their employees as it relates to DEI&B and develop a national profile for the industry.

“ACEC’s Diversity, Equity, Inclusion, and Belonging (DEI&B) Committee is excited to see the impact the ACEC Research Institute’s Diversity Roadmap project has on our critical efforts to ensure ACEC is a welcoming organization where all members are included, involved, and have the opportunity to pursue key roles in our firms and the Council. This tool will not only allow our Member Firms to celebrate where they are on their DEI&B journeys, but will also provide a much needed benchmarking tool for our entire industry.”

– Janie Tiedeman, PE, Senior Vice President, East Region Leader, Infrastructure, RS&H and Chair, 2023-2025 ACEC DEI&B Committee

METHODOLOGY

The ACEC Research Institute created the Diversity Roadmap to benchmark and support DEI&B initiatives for ACEC member firms. The Diversity Roadmap measures and scores DEI&B efforts at firms in a variety of areas: Workplace, Workforce, Marketplace, and Supplier/Community. Participants are scored on their answers to specific questions in each of these sections and receive scores for each section as well as overall. Below is a description of scoring results:

100% – 85%



OPTIMIZING: Outstanding Work! Your Firm's DEI&B Program is Best in Class!

An optimized DEI&B program is a comprehensive and strategic initiative that is deeply integrated into the firms' culture, values, and business strategy. It is an ongoing journey that requires contin

84% – 70%



MANAGING: Good Job! You're Doing Well.

A well-managed DEI&B program is effective in implementing and maintaining the firm's DEI&B initiatives but may be lacking in some areas. By incorporating a strategic approach and a few additional best practices, you should be able to become a best in class firm in no time. Revisit the survey to check your progress and keep up the good work.

69% – 55%



EMERGING: Keep Broadening and Developing Your Plan.

An emerging program includes a strong commitment to creating a diverse, equitable, and inclusive firm where people feel they belong, but has a less developed and comprehensive strategy. Keep employing some of the best practices you have incorporated and develop a game plan for broadening your approach. Revisit the survey to check your progress and try to incorporate best practice tips found in the assessment report.

Below 54%



ASPIRING: Congratulations! You've Taken the First Steps.

An aspiring program indicates a growing awareness and recognition of the importance of DEI&B, but the efforts are still relatively limited and may not be fully integrated into the firm's culture and practices. Recognizing there are areas of improvement you need to address is the first step in maturing your program. Check out the best practice tips in the assessment report for maturing your DEI&B program.

In addition, the online tool collects a variety of information about firms, such as their size, location, and revenue, as well as information about the demographic composition of their employees.

ACEC member firms who participate in the data collection tool have access to aggregated participant results against which they can compare themselves as well as an individualized report that contains prescriptive measures for advancing DEI&B initiatives. In addition, firms can filter the results by a variety of metrics (such as firm size and location) to better benchmark their efforts against their peers.

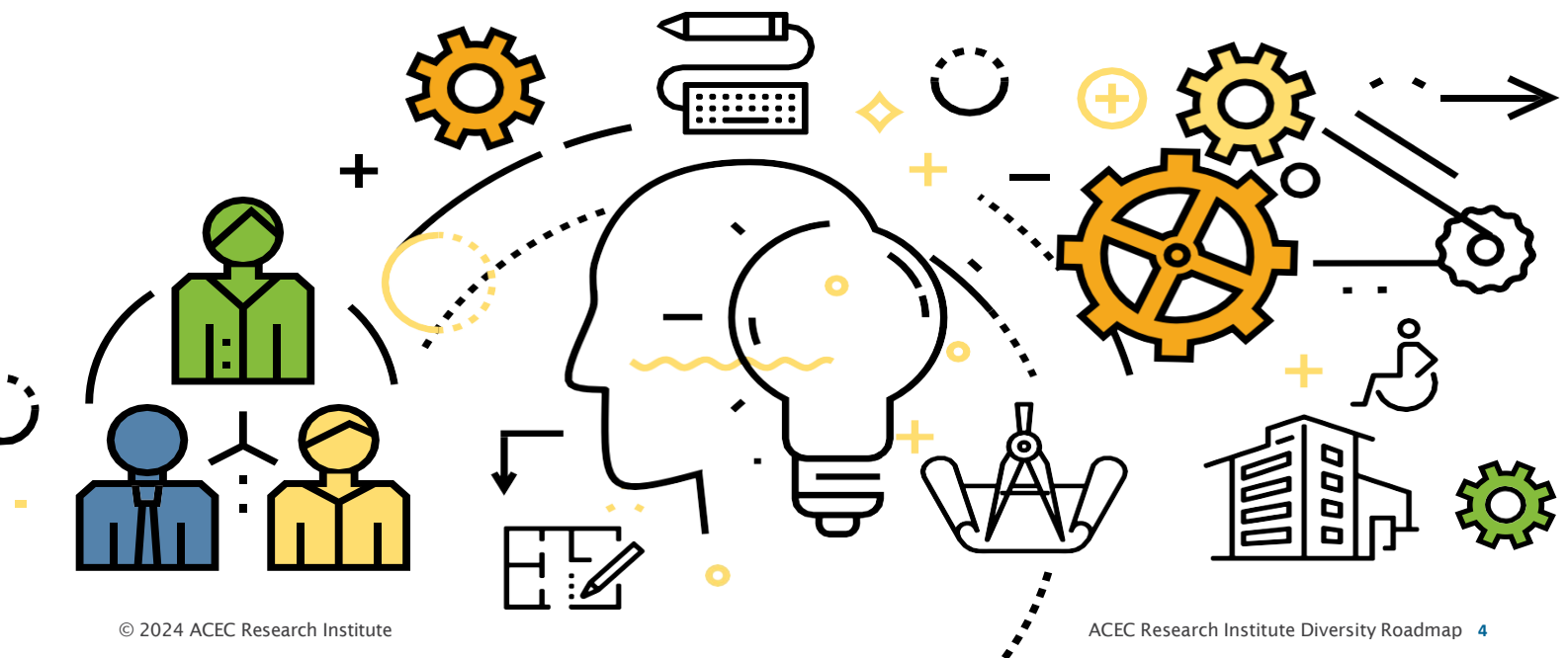
In 2023, 190 ACEC member firms participated in this initiative prior to October 2023. In 2024, 172 firms participated by the beginning of October. Almost half of those participating in 2024 also participated in 2023. In addition, a comparison of those firms to the new participants this year reveals very few statistically significant differences, allowing reliable year-over-year comparisons throughout this report.

The tool will remain open to ACEC members to input 2023 data through December 31, 2024. The Diversity Roadmap will reopen in early 2025 to begin recording 2024 data and provide year-over-year analysis of previously recorded 2022 and 2023 data.

DIVERSITY | EQUITY | INCLUSION | BELONGING

“Our industry is a remarkable one to be a part of, and together we accomplish tremendous engineering feats, truly making a positive impact on our communities and our world! The challenges to overcome and opportunities ahead are great and the industry as a whole will benefit from technical expertise, diverse skills, perspectives, and life experiences to do the best level of problem-solving for our clients. It’s critical to be intentional about fostering inclusive, diverse, equitable cultures and workplaces where people of all backgrounds feel like they belong and can thrive.”

– Michael J. Carragher, PE, Chair and CEO, VHB



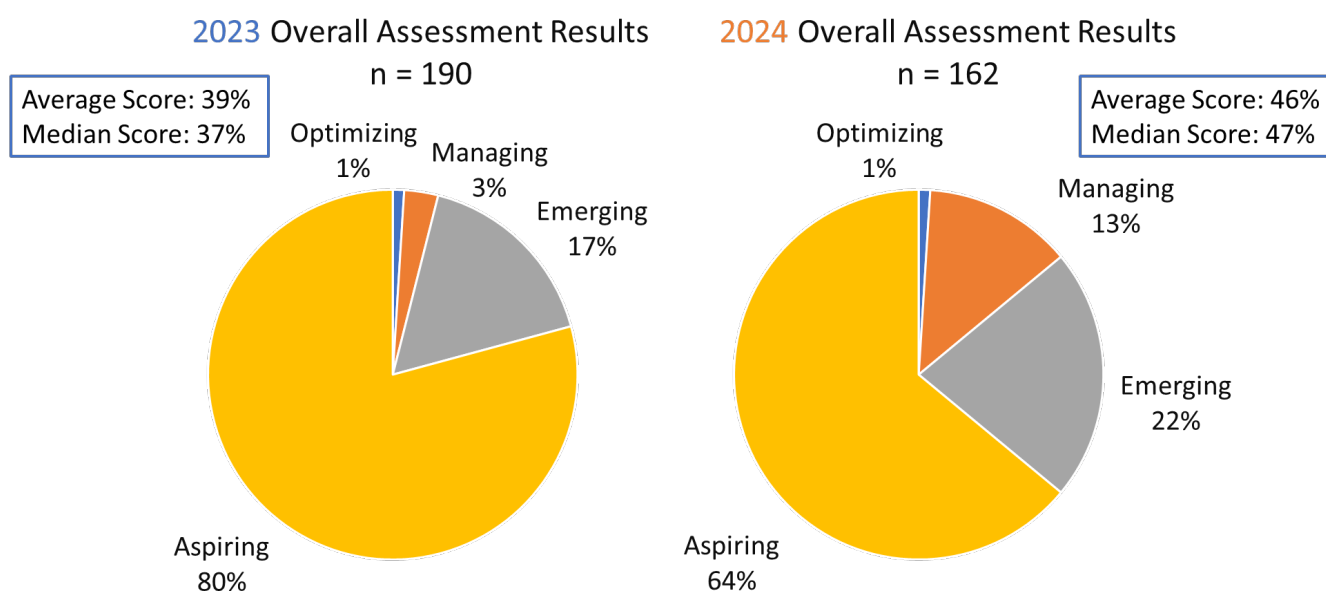
KEY FINDINGS

Overall Assessment Results

The average Diversity Roadmap score in 2024 is 46 percent, which represents an increase of seven points over 2023. While most firms (64 percent) still fall into the “Aspiring” category, meaning that they have taken the initial steps toward DEI&B implementation, the percentage fell by 16 points.

Conversely, the percentage of firms falling into the “Emerging” category increased by five points, representing a strong commitment to DEI&B, but a slightly less comprehensive strategy. In addition, the percentage of firms in the “Managing” category increased by 10 points.

Overall, just one percent of respondents received an “Optimizing” assessment, the same as in 2023, indicating a comprehensive and strategic initiative deeply integrated in the firm’s culture, values, and business strategy.



Unlike in 2023, as firm size increases, so too does the average overall assessment score. Firms with 50 or fewer FTEs have an average score of 36 percent compared to firms with more than 500 FTEs scoring an average of 60 percent. It is generally recognized that firms with more FTEs have more human resources, as well as financial resources, to engage in DEI&B strategies and activities.

Similar to 2023, this year’s study includes a wide range of firms. For example, while a plurality of firms are headquartered in the South (30 percent), and 55 percent have at least one office in this region, firms from across the United States participated in this study.

Almost half (48 percent) of firms have 100 or fewer FTEs, five points less than in 2023, while the remainder have more than 100 FTEs. Fifty-four percent have an operating revenue of less than \$25 million, compared to 57 percent in 2023, while the others have higher levels of revenue.

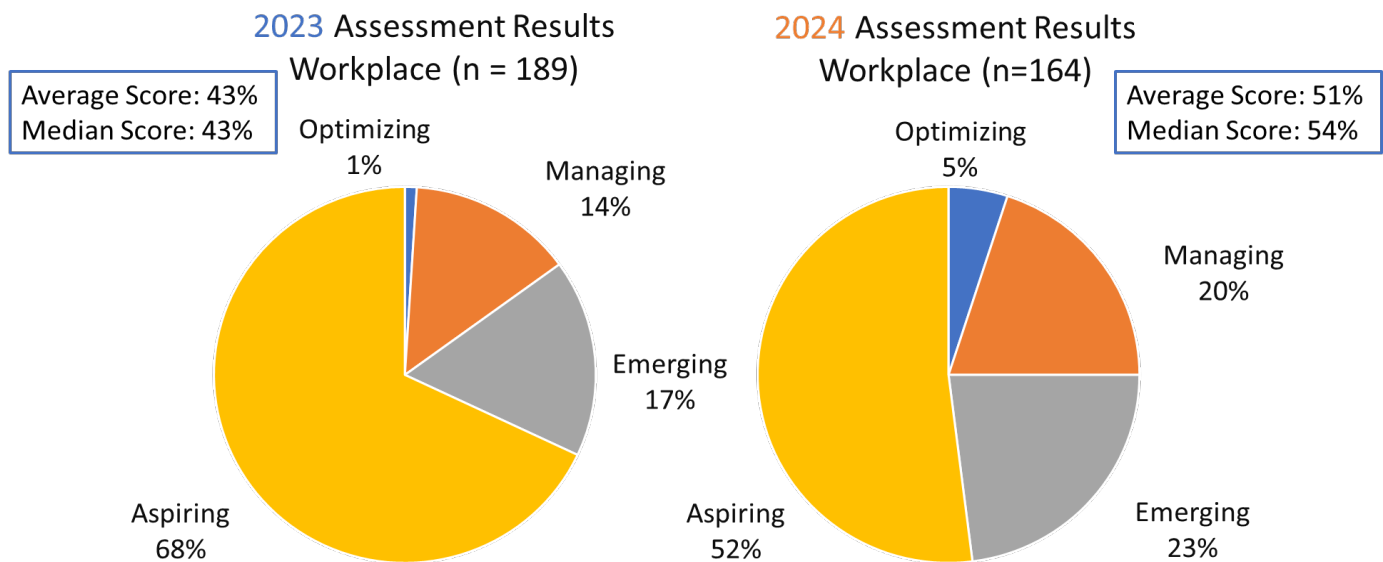
The majority of firms (60 percent) receive at least half of their revenue from public clients, compared to 55 percent last year, while 40 percent receive a majority of their revenue from private clients. Structural (64 percent) and Transportation (61 percent) are the most common services provided by firms, but participants offer a wide array of services. In short, the participants in this study represent a very good cross-section of the industry and ACEC’s membership.



WORKPLACE

This section assesses how diversity, equity, inclusion, and belonging are integrated into a firm's culture.

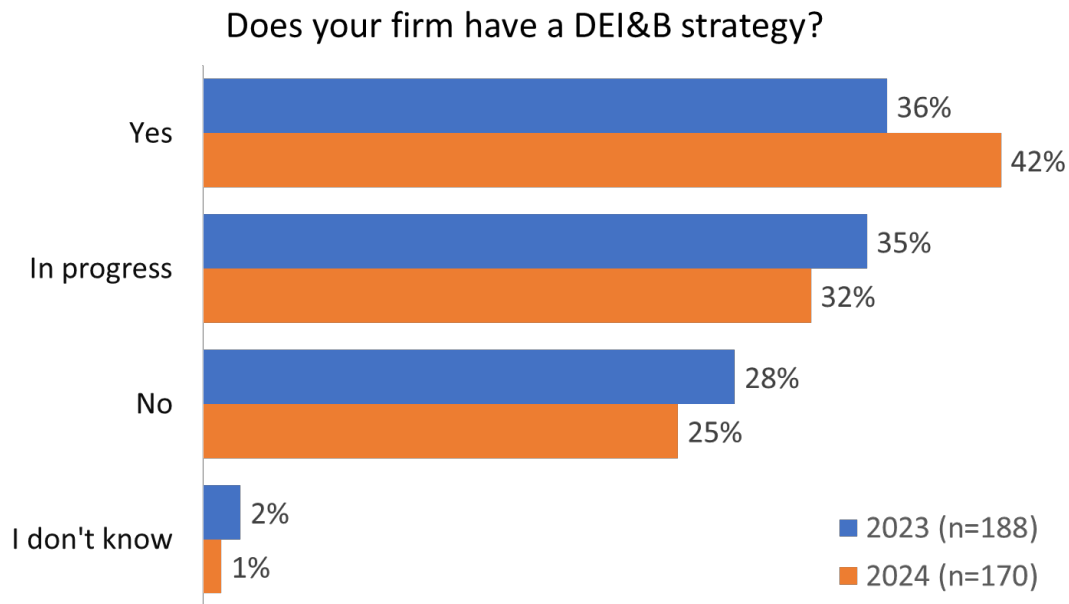
The average Workplace score increased eight points to 51 percent. While most firms remain in the "Aspiring" category (52 percent), the percentage fell by 16 points. Conversely, the percentage of firms in the "Emerging" (23 percent) and "Managing" (20 percent) categories increased by six points each. And firms in the "Optimizing" (five percent) category increased by four points.



As with the Overall Assessment results noted on the previous page, the average Workplace score is lowest for smaller firms and is highest for the largest firms. While the average score for firms with 50 or fewer FTEs is 37 percent, the score increases to 68 percent for firms with more than 500 FTEs.

As with last year, firms are committed to DEI&B at varying levels, however the pervasiveness is growing. Those in leadership roles are increasing their support of DEI&B issues and initiatives. For example, more than three-fourths of firms (77 percent) have a CEO or president who "always/often" articulates a commitment to DEI&B issues, an increase of nine points from 2023. And while this is still less common down the leadership chain (61 percent among other senior leaders), it increased by 12 points compared to 2023.

While firm leaders are increasing their commitment, most firms still have not implemented a systematic approach to DEI&B. Only 42 percent of firms have a stated DEI&B strategy, although another 32 percent are "in progress". Still, these numbers represent an increase over 2023.



Again, there is a significant discrepancy by firm size. Forty-seven percent of firms with 50 or fewer FTEs do not have a strategy, nor one in development, compared to only three percent of firms with more than 500 FTEs.

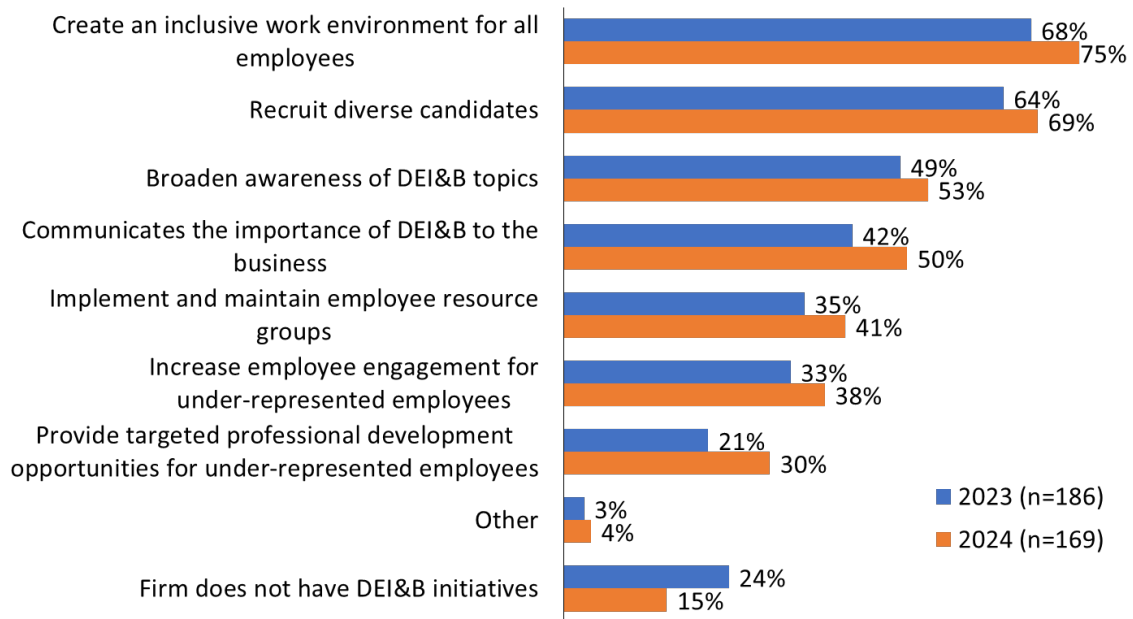
When it comes to the primary objectives of a firm's DEI&B strategy, the most often cited focus is attracting and retaining diverse talent (75 percent, an increase of 10 points), followed by expanding diversity at all leadership levels (59 percent, an increase of four points).

An area that still needs improvement is making public commitments to DEI&B. In fact, only 36 percent post their DEI&B commitment statements and action plans publicly, an increase of two points, and only 29 percent make their employee and executive team demographic profiles publicly available, an increase of three points.

There continues to be little consistency among the individuals who oversee a firm's DEI&B efforts. The most common position is a senior leader or board member (25 percent). Thirty percent of firms do not have anyone dedicated to implementing specific DEI&B initiatives, although this represents a decline of three points, and 22 percent do not have an organization-wide leader for DEI&B, down from 29 percent last year. Nonetheless, the most common DEI&B leader within a firm remains a senior leader with other non-DEI&B related responsibilities (46 percent).

On a positive note, the percentage of firms with specific DEI&B initiatives increased from 76 percent in 2023 to 85 percent in 2024. The most common initiative, cited by 75 percent of firms, is creating an inclusive work environment for all employees, followed by recruiting diverse candidates (69 percent), both of which increased compared to 2023.

Your firm has DEI&B initiatives that:



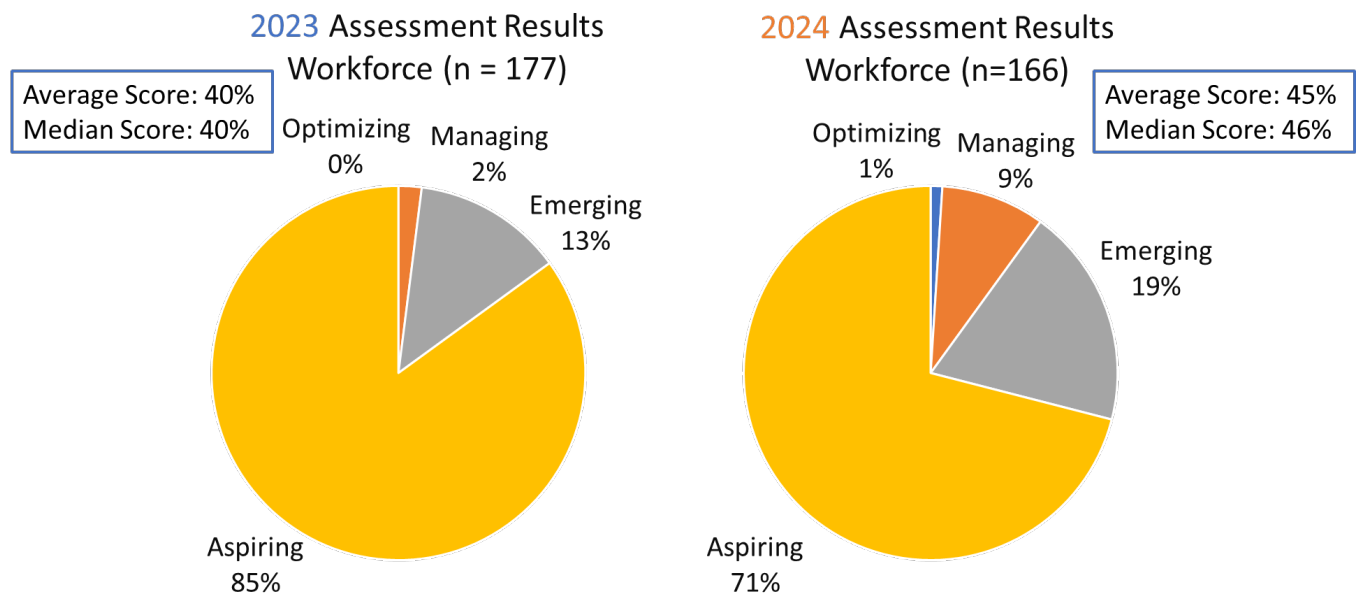
As with so many metrics in this study, firm size makes a difference. While all firms with more than 500 FTEs have specific initiatives in place, only two-thirds (66 percent) of firms with 50 or fewer FTEs have at least one.



WORKFORCE

This section assesses employee recruitment and retention policies.

The average Workforce score increased by five points to 45 percent. While most firms remain in the “Aspiring” category, the percentage fell by 14 points. Conversely, the percentage of firms in the “Emerging” and “Managing” categories increased by six points and seven points, respectively. And the percentage falling in the “Optimizing” category increased from zero percent to one percent.

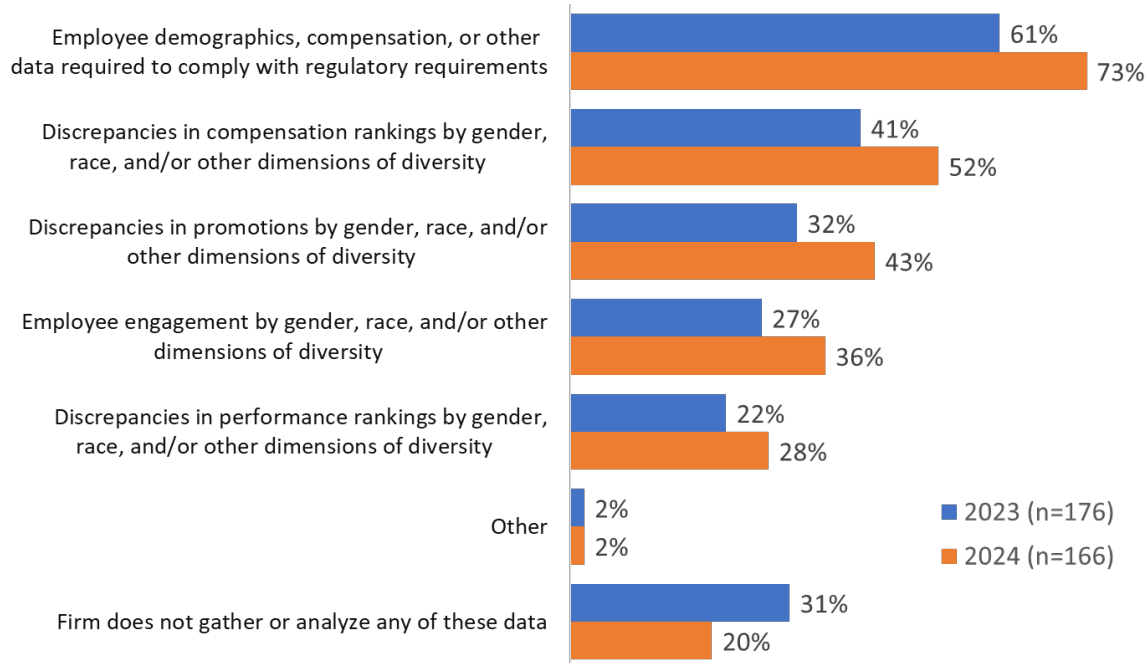


Not surprising, the average Workforce score increases as firm size increases. While the average score for firms with 50 or fewer FTEs is 37 percent, the score increases to 56 percent for firms with more than 500 FTEs.

There are several areas where more firms are taking positive steps which has resulted in the average increase in the Workforce score. For instance, more firms are gathering and analyzing all types of data shown in the graph below. While 69 percent of firms gathered and analyzed at least one type of data in 2023, 80 percent did so in 2024. In addition, the percentage of firms that gather employee demographics, compensation, or other data required to comply with regulatory requirements increased 12 points.

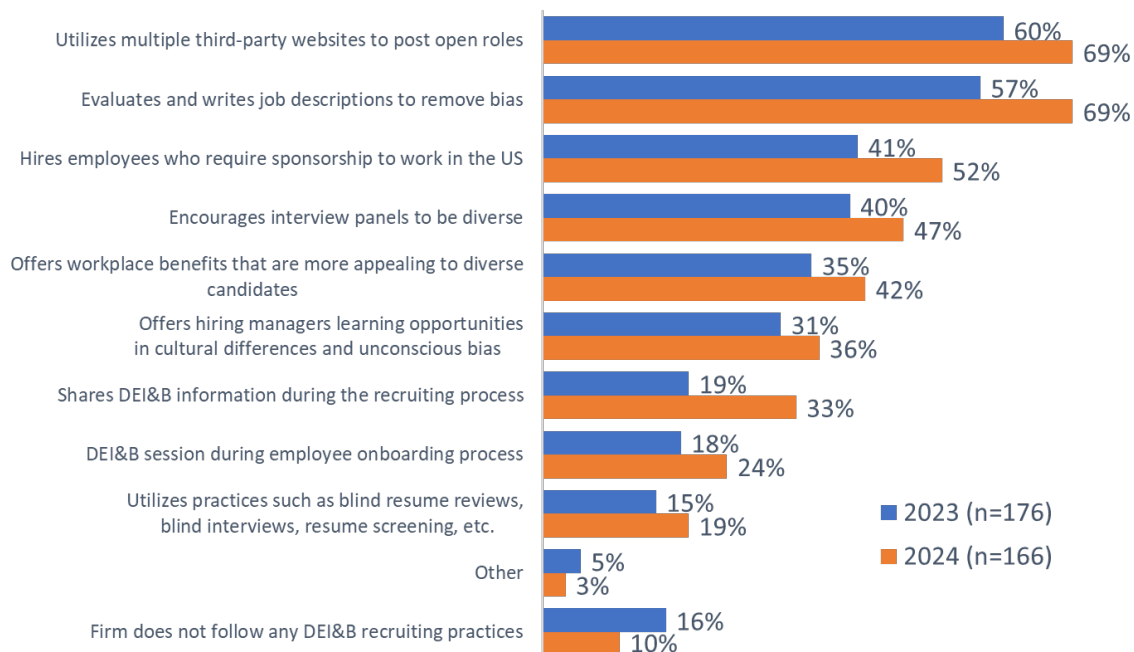
Small firms (1-50 FTEs) are the least likely to gather or analyze any of the listed types of data (56 percent). On the other hand, 100 percent of firms with more than 200 FTEs gather/analyze at least one type of data.

Your firm gathers and analyzes the following type of data?

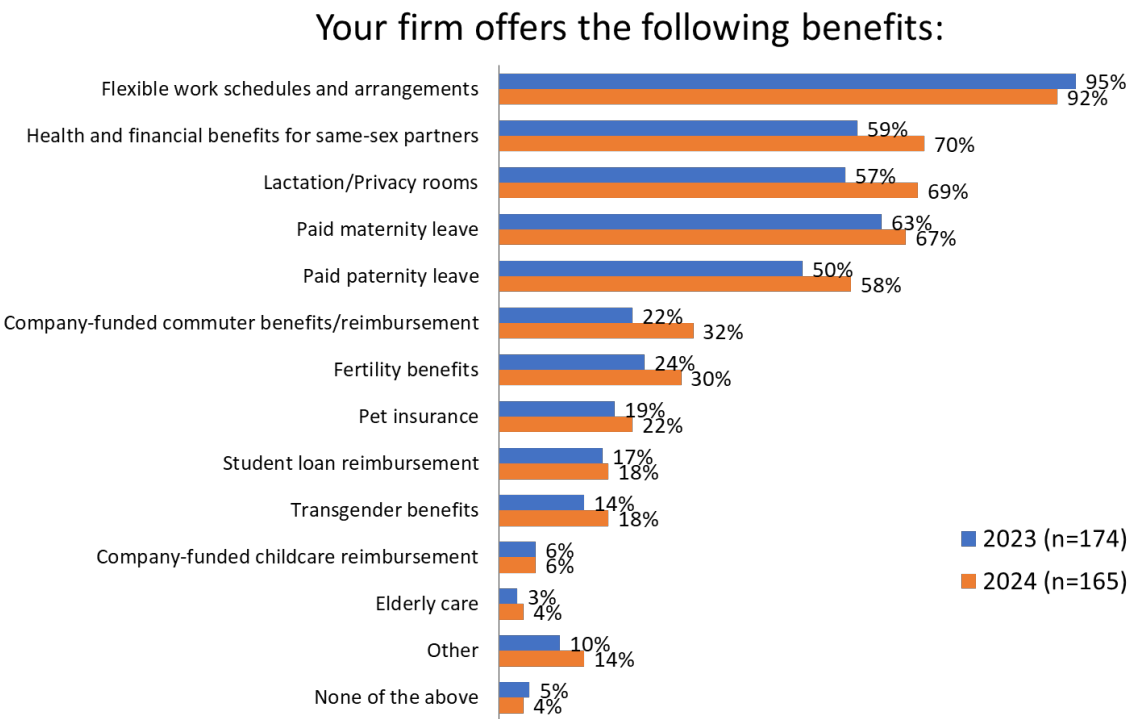


More firms are also utilizing more DEI&B tactics in their recruiting practices. For example, 69 percent of firms are using third-party websites to post open roles, an increase of nine points from 2023. In addition, 69 percent of firms are evaluating and writing job descriptions to remove bias compared to 57 percent in 2023. And more firms are hiring employees who require sponsorship to work in the U.S. (52 percent, up from 41 percent).

Your firm utilizes the following DEI&B recruiting practices:



Firms are also offering a wider variety of benefits to employees to attract and retain diverse talent, in particular those that support families. Seventy percent of firms now offer health and financial benefits for same-sex partners, an increase of 11 points from 2023. More firms are also offering fertility benefits to help employees conceive and are offering paid maternity and paternity leave to allow parents to spend more time with their newborns. Once parents return to the office, there is an increased likelihood their firm offers lactation/privacy rooms compared to 2023.



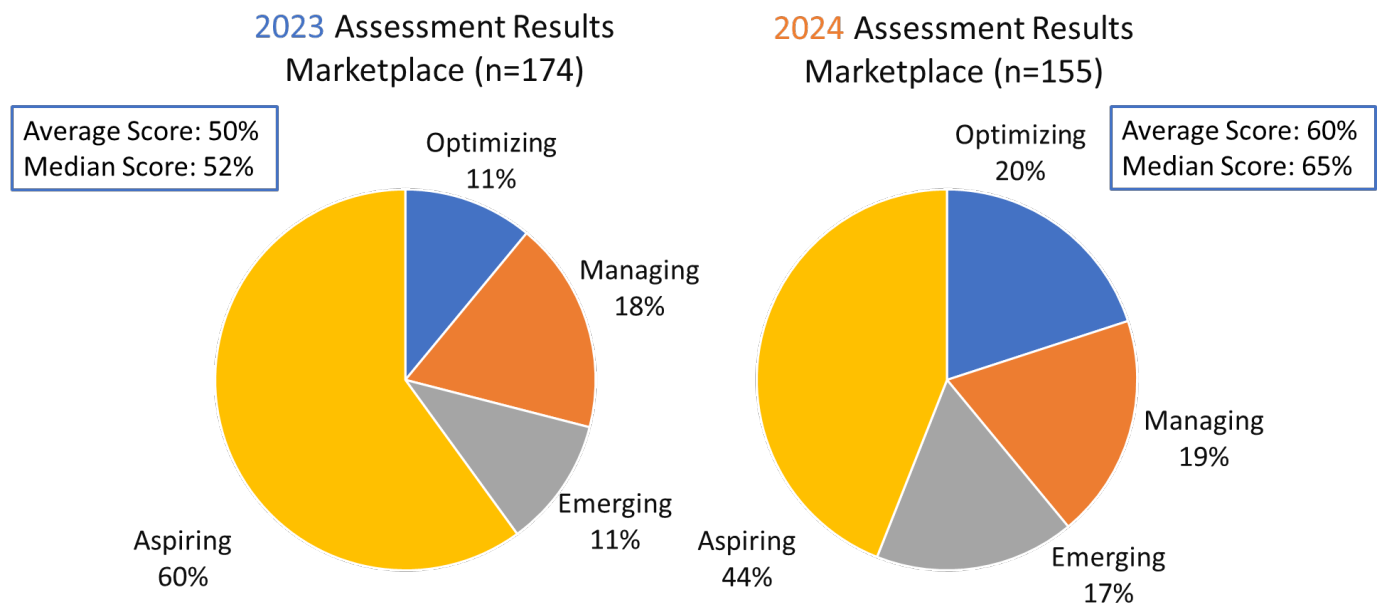
There are also areas under Workforce where firms have NOT made significant improvements in the past year. For instance, when evaluating the performance of people leaders, 51 percent of firms “always/often” consider the effectiveness of those leaders managing diverse teams and fostering an inclusive work environment, compared to 52 percent in 2023. And while 64 percent of firms “always/often” consider individual behavior in creating a safe and inclusive work environment when evaluating employee performance, the needle has not moved at all in the past year.



MARKETPLACE

This section assesses the organizational approach to marketing and promotional campaigns.

The average Marketplace score increased 10 points to 60 percent. This is the one section of the Diversity Roadmap where less than half of firms (44 percent) are in the “Aspiring” category due to the percentage falling by 16 points. On the other hand, the percentage of firms in the “Emerging” category increased by six points. And the percentage falling in the “Optimizing” category increased from 11 percent to 20 percent.

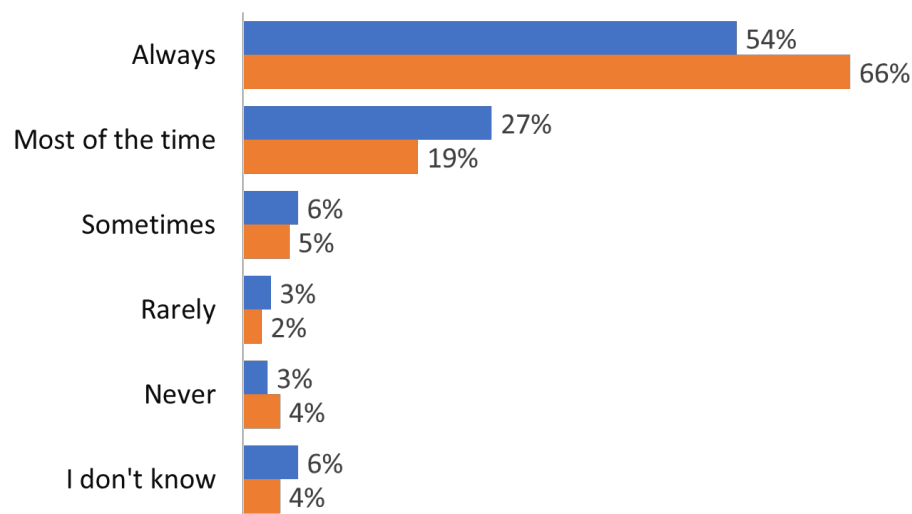


Continuing the firm size trend, firms with 200 or fewer FTEs have lower average marketplace assessment scores (56 percent) compared to larger firms (64 percent).

While there are only three questions in this section of the Diversity Roadmap, all three saw significant improvements over the prior year. For instance, 53 percent of firms agree that they include DEI&B strategies when they pursue work, up four points. In addition, 63 percent of firms agree that they respond to clients’ culturally and geographically diverse needs, up four points. This includes a nine-point increase in those who “strongly agree.”

The largest area of improvement in this section comes from firms reviewing marketing and advertising campaigns to ensure they are not offensive or perpetuate negative stereotypes towards any demographic. Eighty-five percent of firms “always/most of the time” review marketing campaigns, up four points. This includes an 11-point increase in those who say “always.”

Your firm reviews marketing and advertising campaigns to ensure they are not offensive or perpetuate negative stereotypes toward any demographic.



“To build a better tomorrow, agencies and their efforts need to be diversely reflective of the local and larger communities they serve. Today’s organizations will seek progressive partners with shared core values innate in the DNA of a responsible and community conscious enterprise. DEI and B is increasingly a matter of “Hearts and Science”, because the desire to do the right thing must merge with the discipline and methodology to see it through.”

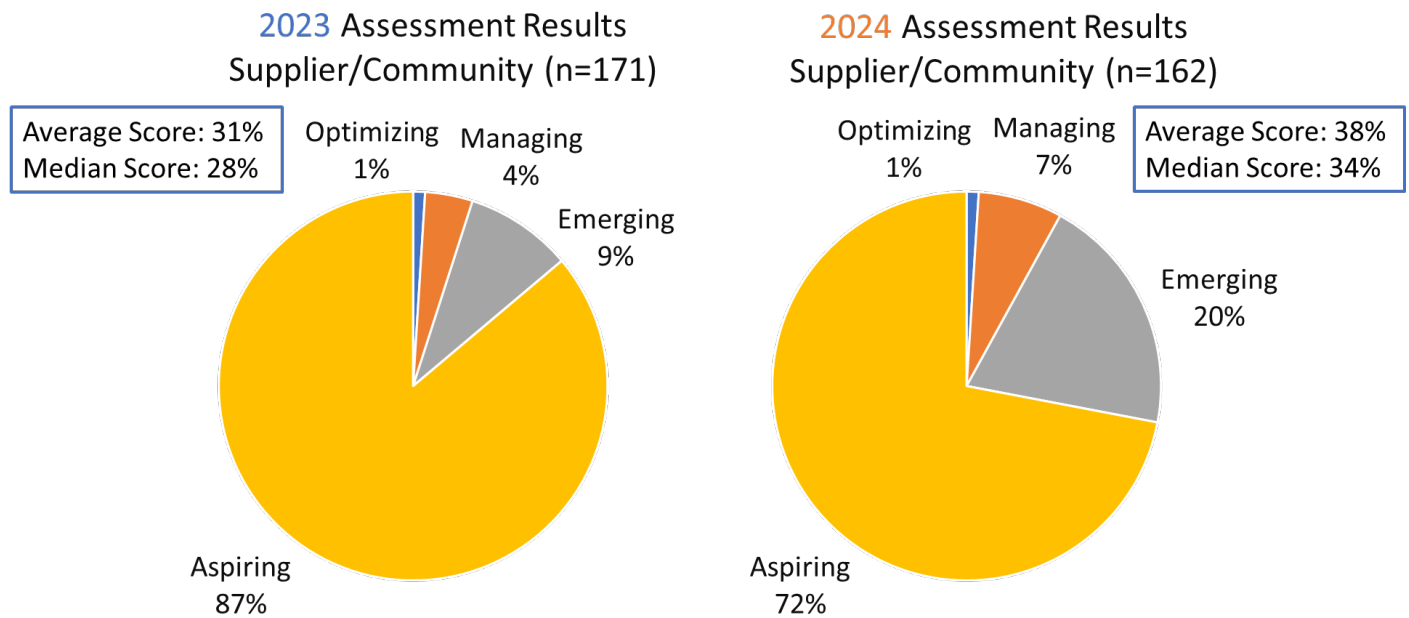
– Collie Greenwood, General Manager and CEO, MARTA



SUPPLIER/COMMUNITY

This section assesses the organizational approach to engaging diverse members of the community.

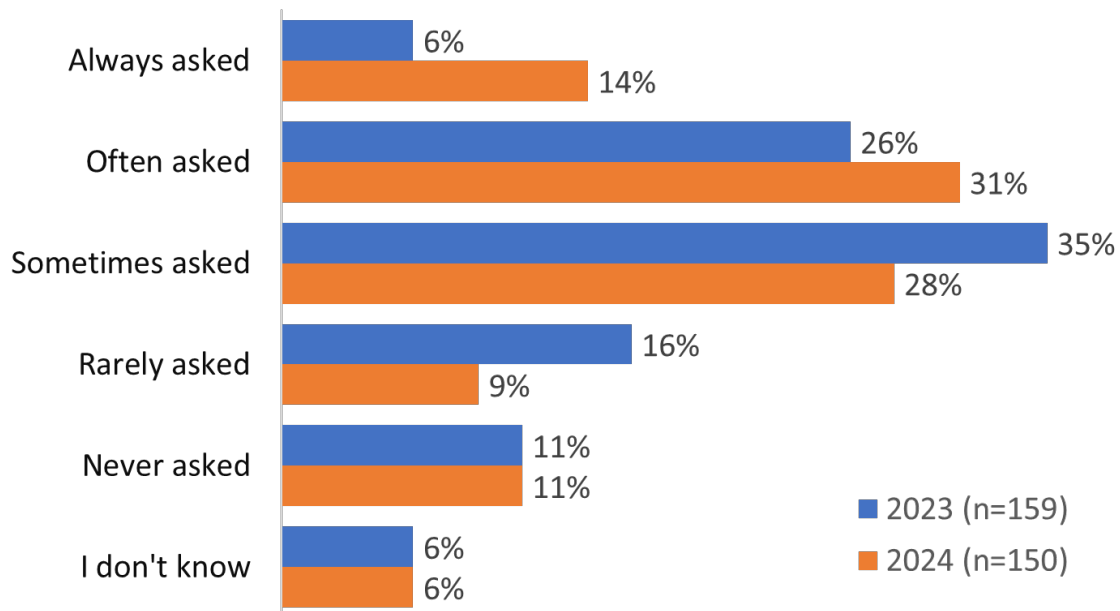
The average Supplier/Community score increased seven points to 72 percent. While this section remains the lowest performing of the Diversity Roadmap, where 72 percent of firms are in the “Aspiring” category, the percentage fell by 15 points. Conversely, the percentage of firms in the “Emerging” category increased by 11 points. And the percentage falling in the “Managing” category increased by three points.



And as one might expect by now, the average Supplier/Community score varies by firm size. Firms with 50 or fewer FTEs have an average Supplier/Community assessment score of 30 percent while firms with more than 500 FTEs have an average score of 50 percent.

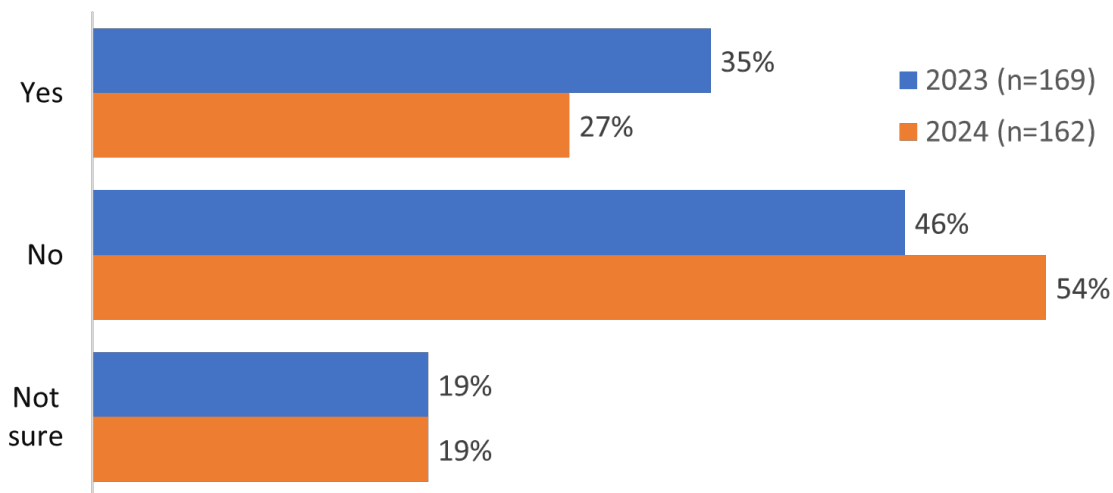
While still not a majority, more clients are asking firms to articulate their commitments to DEI&B. For example, 45 percent of firms report they are “always/often” asked by public clients to articulate their commitment to DEI&B, an increase of 13 points. The number remains much lower (14 percent) for private clients; however, it did increase three points.

When pursuing public work, your firm is asked to articulate its commitment to DEI&B.



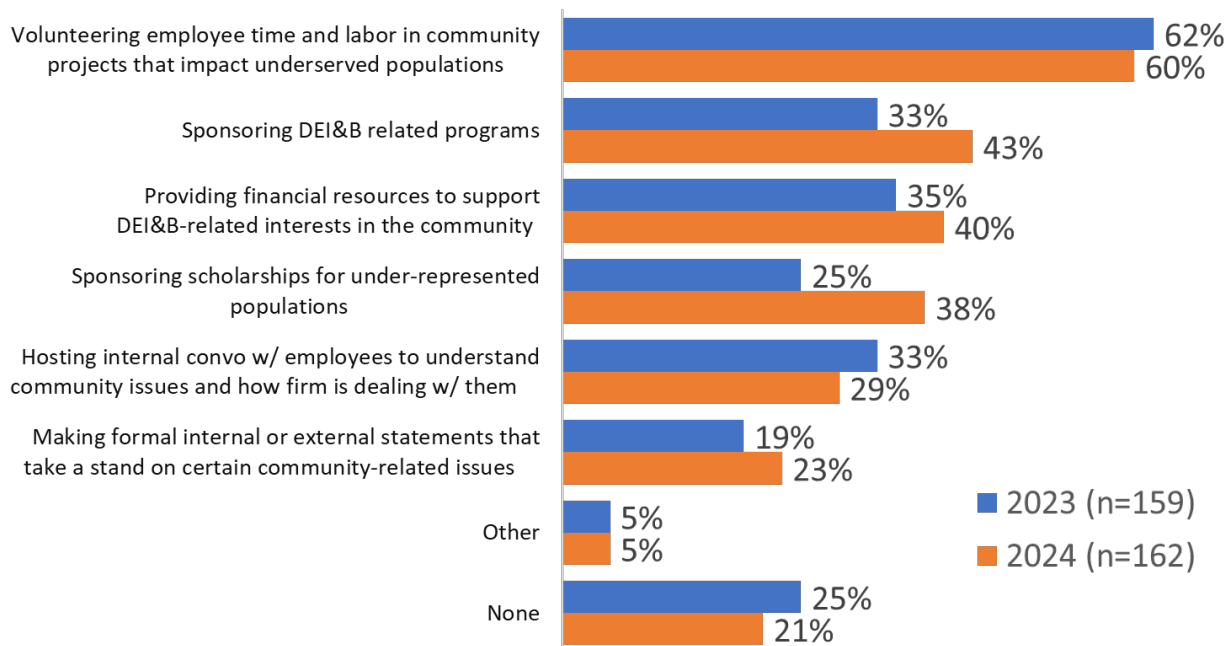
And continuing the progress over the prior year, more than half (54 percent) of firms consider the diversity of subconsultant ownership even when not required to do so, an increase of eight points.

Do you only consider diversity of subconsultant ownership when a client requires it?



There has also been an increase in the percentage of firms that are supporting their community through various methods of DEI&B outreach (79 percent) up four points. The most common of these is by volunteering employee time and labor to community projects (60 percent), although it decreased by two points. On the other hand, firms increased their support through other activities such as by sponsoring scholarships for under-represented populations (38%) up 13 points.

Your firm is vocal in supporting DEI&B-related interests in the community by:



Similar to the prior year, however, smaller firms have more difficulty supporting their community, likely due to limited time and resources. For instance, while 41 percent of small firms support any of the listed DEI&B interests in the community, nearly all (97 percent) of large firms support their community in some way.

“DEI efforts aren’t about numbers, and they aren’t about messaging. They are about embracing the responsibility and opportunity to reverse the systematic exclusion of entire groups of citizens from many industries—including ACE. They are about building better teams, better projects, and better communities. We must reflect the clients we work with and the communities we build in. We are at a pivotal moment in history when it comes to embracing our whole community and creating a future that is equally accessible to all of our children, and the ACEC Research Institute plays a vital role in this work.”

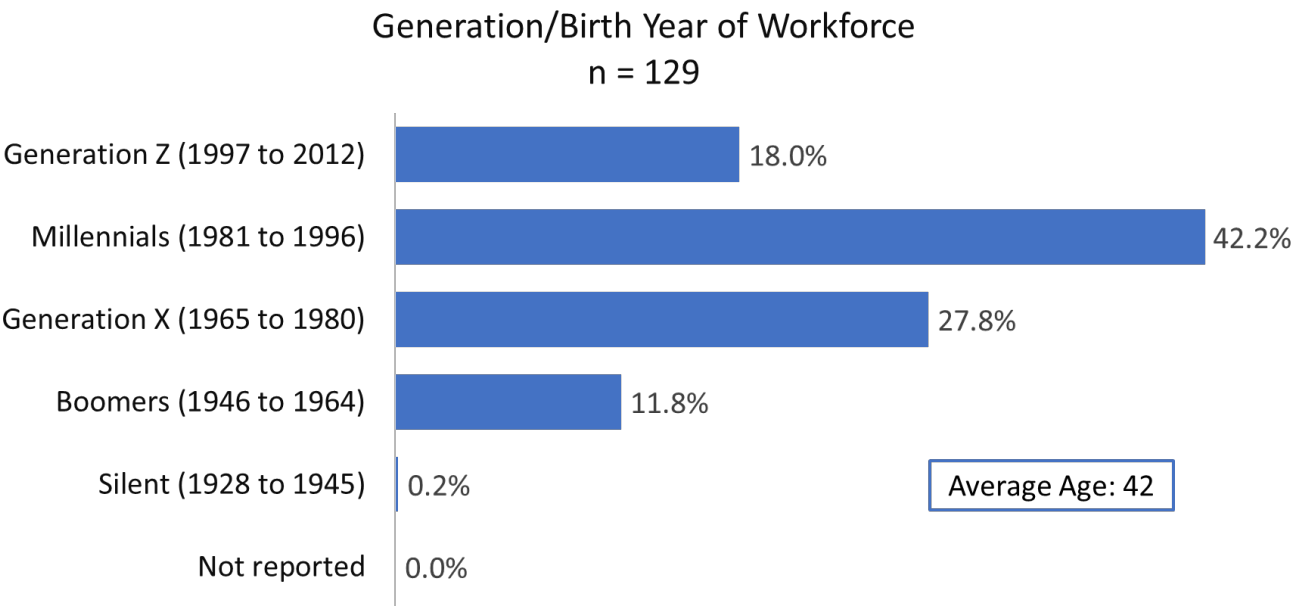
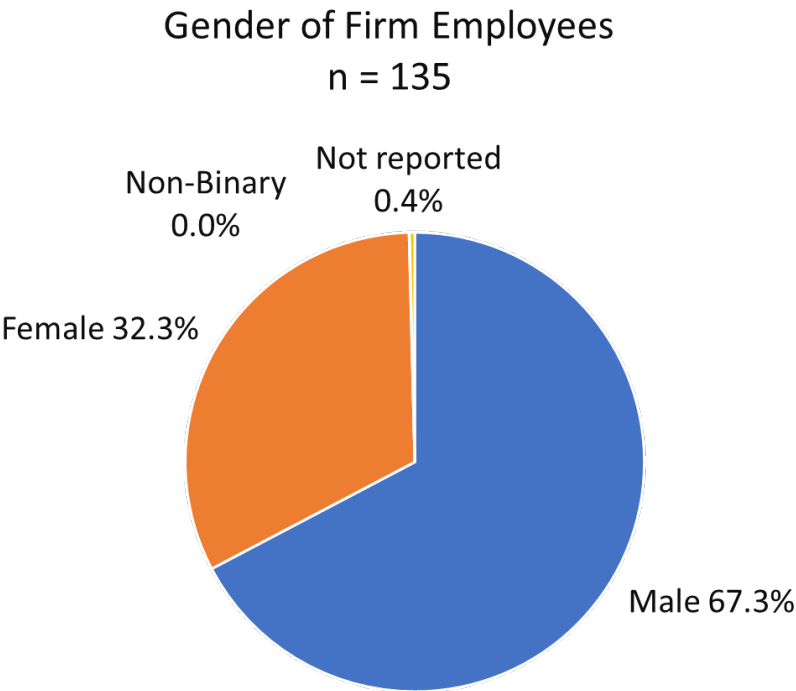
– Monica G. Tibbits-Nutt, AICP, LEED AP BD+C, Massachusetts Secretary of Transportation

EMPLOYEE DEMOGRAPHICS

This section details data collected on the demographic composition of firm employees. Note: Answers to this section were not used in determining the firm’s Diversity Roadmap score.

While firms have made significant progress in their Diversity Roadmap scores, firm-wide employee demographics have not significantly changed. This should not come as a surprise as demographic shifts are much, much slower to occur and do so slowly over time.

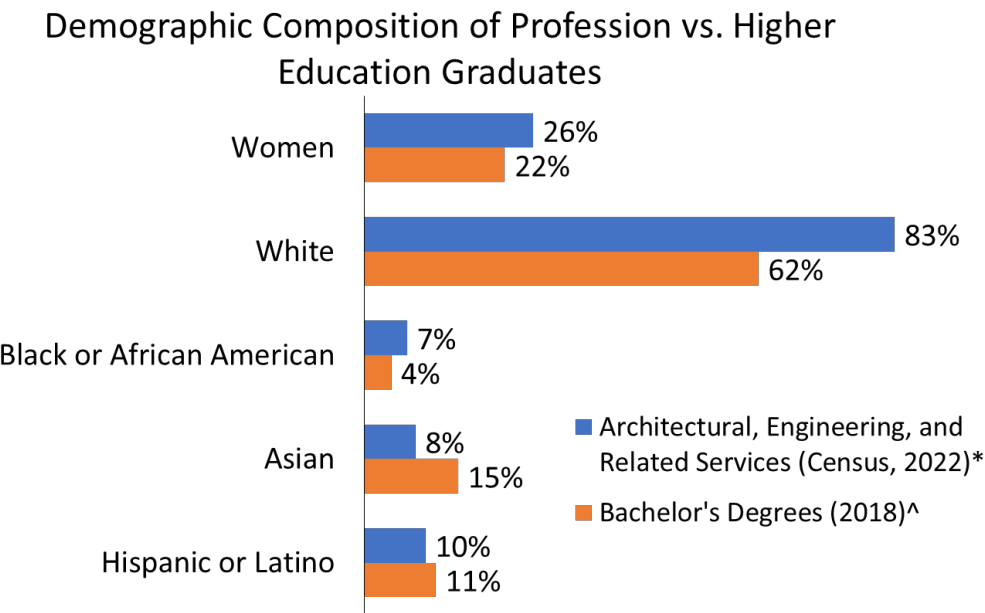
Generally speaking, firm demographics are still primarily Male (67 percent), White (77 percent) and largely comprised of Millennials and Generation Z (60 percent). However, the upper levels of leadership tend to be from Generation X, while the lower levels are more likely Millennials/Gen Z. The only area where this pattern deviates is among administrative/ operational employees (typically non-engineers), where the majority are Female and Millennials/Gen Z.



INDUSTRY AND HIGHER EDUCATION COMPARISONS

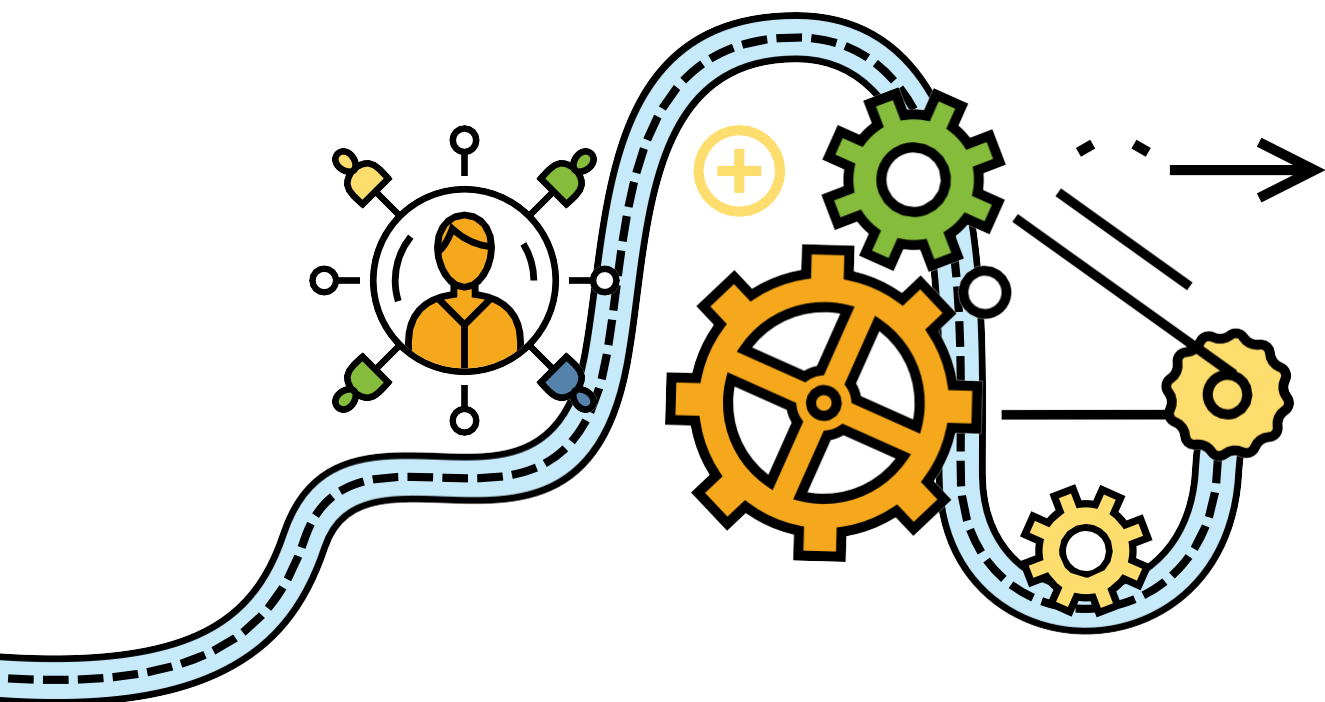
While the industry is currently largely represented by middle-aged White Males, universities are graduating a somewhat more diverse next generation of engineers. The most recent data available on engineering graduates reflects more non- White students than the current Census counts of those already employed in the industry.

The one area of concern, though, is that fewer women (22 percent) are graduating from engineering programs than are currently in the profession (26 percent), according to the Bureau of Labor Statistics.



* U.S. Bureau Of Labor Statistics, "Labor Force Statistics from the Current Population Survey," 2023.

^ Joseph Roy, PhD, Engineering by the Numbers, <https://ira.asee.org/wp-content/uploads/2019/07/2018-Engineering-by-Numbers-Engineering-Statistics-UPDATED-15-July-2019.pdf>



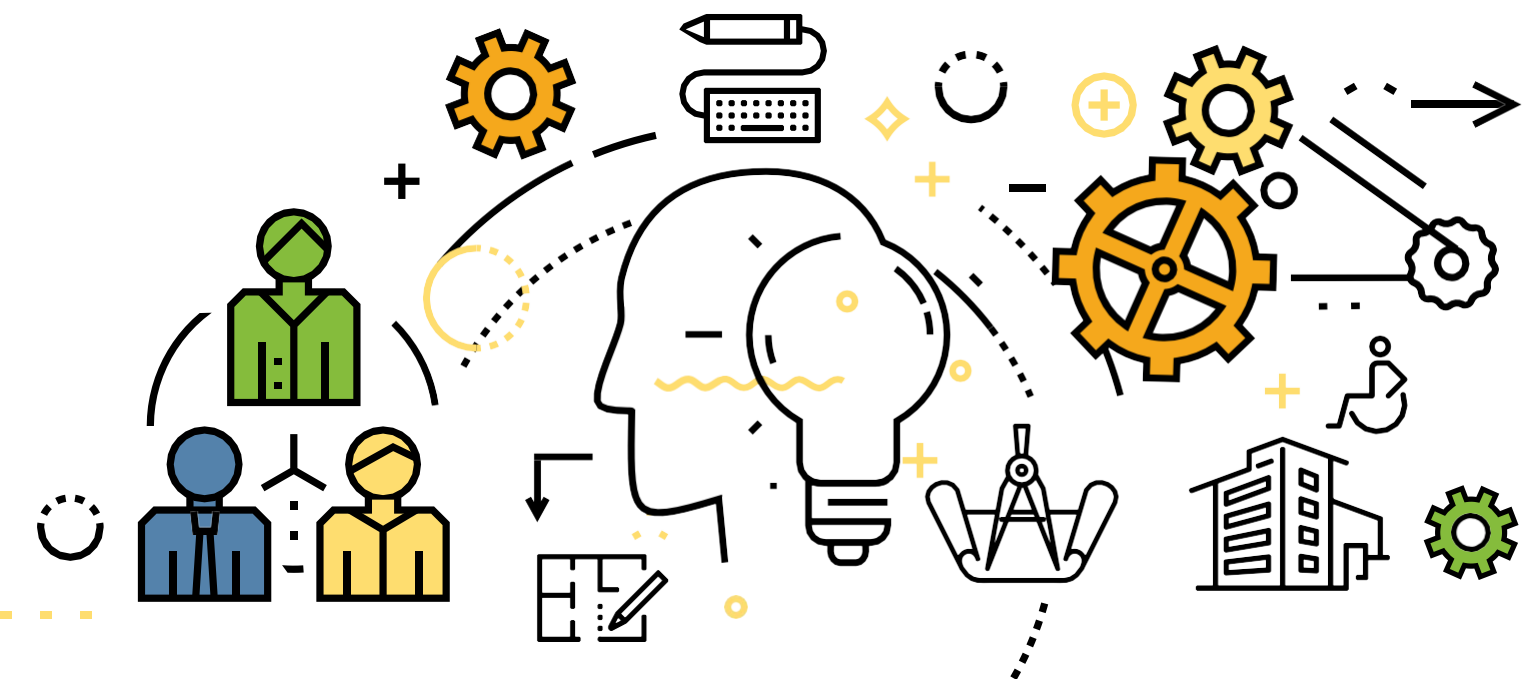
CONCLUSION

Engineering firms that have a DEI&B focus are improving and expanding their efforts compared to one year ago. However, smaller firms continue to lag larger firms in all sections of the Diversity Roadmap. Small firms continue to struggle to create firm-wide strategies and to implement many components of a successful DEI&B program, but that may be as much due to lack of time and resources as anything else.

There is hope. In general, younger employees in all professions are demanding more accountability on DEI&B issues and many firms have at least started down this path. If not now, DEI&B will be an issue the engineering profession will need to confront in the near future. Fortunately, the ACEC Research Institute's Diversity Roadmap provides clear actions firms can take to continue their journey.

“The AEC industry has the great honor and responsibility to be at the forefront of creating a connected, sustainable and enriched world for all. Putting people first is at the core of achieving this vision. How we do this matters. A diverse, empowered workforce not only results in higher-performing teams and better outcomes but it also creates greater opportunity for all. When we bring together these unique perspectives, ideas, experiences and approaches we choose to better represent the clients and communities that we serve, as well as the world that we want for ourselves and future generations. Simply put, we are better together.”

– Kate Harris, President, CEO and Chair, Stanley Consultants



APPENDIX I

DIVERSITY ROADMAP QUESTIONNAIRE



WORKPLACE

1. The President/CEO in your firm demonstrates their commitment to diversity, equity, inclusion and belonging (DEI&B) by talking about the importance of DEI&B and fostering behaviors of inclusion:
☐ Never ☐ Rarely ☐ Sometimes ☐ Often ☐ Always ☐ I don't know
2. The senior-most leaders (excluding President/CEO) in your firm demonstrate their commitment to diversity, equity, inclusion and belonging (DEI&B) by talking about the importance of DEI&B and fostering behaviors of inclusion:
☐ Never ☐ Rarely ☐ Sometimes ☐ Often ☐ Always ☐ I don't know
3. How often does your firm make information available internally about the demographic diversity of your employees and leadership team:
☐ Never ☐ Every other year (or longer duration) ☐ Annually ☐ Semi-annually
☐ Quarterly ☐ I don't know
4. Does your firm have a DEI&B strategy?
☐ Yes ☐ In progress ☐ No ☐ I don't know
5. What are the primary objective(s) of your firm's DEI&B strategy?

<input type="radio"/> Firm does not have DEI&B strategy	<input type="radio"/> Comply with client project requirements
<input type="radio"/> Comply with legal obligations	<input type="radio"/> Enhance our firm's reputation in the community
<input type="radio"/> Attract and retain diverse talent	<input type="radio"/> Expand diversity at all leadership levels
<input type="radio"/> Achieve better business results	<input type="radio"/> Other
6. Does your firm publicly post its DEI&B commitment statements and action plans:
☐ Yes ☐ No ☐ I don't know
7. Does your firm publicly make information available about the demographic diversity of your employees and leadership team:
☐ Yes ☐ No ☐ Not sure



APPENDIX I – DIVERSITY ROADMAP QUESTIONNAIRE

8. Your firm has DEI&B initiatives that:

- ☐ Firm does not have DEI&B initiatives
- ☐ Recruit diverse candidates
- ☐ Broaden awareness of DEI&B topics
- ☐ Communicates the importance of DEI&B to the business
- ☐ Provide targeted professional development opportunities for under-represented employees
- ☐ Implement and maintain employee resource groups
- ☐ Create an inclusive work environment for all employees
- ☐ Increase employee engagement for under-represented employees
- ☐ Other

9. The primary oversight and decision-making authority for DEI&B initiatives in your firm lies with:

- ☐ We do not have formal oversight of our DEI&B efforts
- ☐ Legal and compliance
- ☐ Human resources
- ☐ Dedicated DEI&B leader (outside of HR), steering committee or advisory council
- ☐ An internal committee made up of leaders of various levels
- ☐ A senior leader or board of directors
- ☐ Outside consultant
- ☐ Other
- ☐ I don't know

10. The DEI&B leader in your firm is:

- ☐ Non-existent
- ☐ A staff member who has a variety of other non-DEI&B related responsibilities and priorities
- ☐ A senior leader with other non-DEI&B related responsibilities
- ☐ A dedicated DEI&B leader who reports under other senior executives
- ☐ A dedicated DEI&B leader who is considered a peer to other senior executives
- ☐ I don't know

11. Your firm offers employees DEI&B learning opportunities in the following areas:

- ☐ Firm does not offer DEI&B learning opportunities
- ☐ Non-discrimination and regulatory compliance
- ☐ Embracing differences in the workplace
- ☐ Addressing unconscious bias
- ☐ Teaching leaders how to manage diverse teams
- ☐ Creating an inclusive work environment
- ☐ Meaning of diversity vs. inclusion
- ☐ Other

12. The purpose of affinity groups or Employee Resource Groups (ERGs) at your firm is to:

- ☐ Firm does not have affinity or employee resource groups
- ☐ Improve skills, networking capabilities, and career opportunities for particular groups
- ☐ Connect people from similar backgrounds and experiences
- ☐ Execute programs and raise awareness about DEI&B within the firm
- ☐ Drive innovation and strategic outcomes
- ☐ Promoting allyship
- ☐ Help with recruitment efforts
- ☐ Other

APPENDIX I – DIVERSITY ROADMAP QUESTIONNAIRE



WORKFORCE

13. When evaluating the performance of people leaders, your firm considers their effective management of diverse teams and fostering an inclusive work environment:

- ☐ Never considers ☐ Rarely considers ☐ Sometimes considers
☐ Often considers ☐ Always considers ☐ I don't know

14. When evaluating employee performance, your firm considers individual behavior in creating a safe and inclusive work environment:

- ☐ Never considers ☐ Rarely considers ☐ Sometimes considers
☐ Often considers ☐ Always considers ☐ I don't know

15. Your firm gathers and analyzes the following type of data:

- ☐ Firm does not gather or analyze any of these data
☐ Employee demographics, compensation, or other data required to comply with regulatory requirements
☐ Discrepancies in performance rankings by gender, race, and/or other dimensions of diversity
☐ Discrepancies in compensation rankings by gender, race, and/or other dimensions of diversity
☐ Discrepancies in promotions by gender, race, and/or other dimensions of diversity
☐ Employee engagement by gender, race, and/or other dimensions of diversity
☐ Other

16. Your firm utilizes the following DEI&B recruiting practices:

- ☐ Firm does not follow any DEI&B recruiting practices
☐ Evaluates and writes job descriptions to remove bias
☐ Offers workplace benefits that are more appealing to diverse candidates
☐ Utilizes multiple third-party websites to post open roles
☐ Offers hiring managers learning opportunities in cultural differences and unconscious bias
☐ Utilizes practices such as blind resume reviews, blind interviews, resume screening, etc.
☐ Encourages interview panels to be diverse
☐ Shares DEI&B information during the recruiting process
☐ DEI&B session during employee onboarding process
☐ Hires employees who require sponsorship to work in the US
☐ Other

APPENDIX I – DIVERSITY ROADMAP QUESTIONNAIRE

17. How often does your firm conduct employee engagement studies to ensure the needs of all employees are being met?

- ☐ Never ☐ Every other year (or longer duration) ☐ Annually ☐ Semi-annually
☐ Quarterly ☐ I don't know

18. Your firm ensures equitable promotions and advancement by:

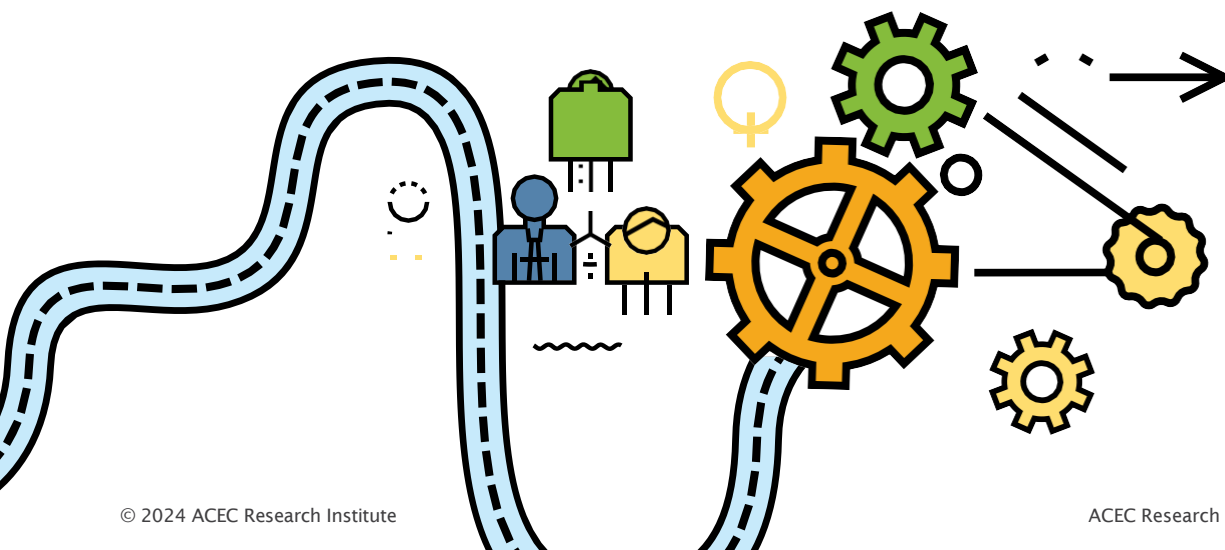
- ☐ Offering all employees access to professional development opportunities
☐ Ensuring succession programs and planning include diverse talent
☐ Leveraging formal mentoring programs inclusive of diverse talent
☐ Leveraging formal sponsorship programs inclusive of diverse talent
☐ Offering all employees access to informal mentoring programs
☐ Annually tracking promotion and advancement metrics to include any of the following gender, ethnicity/race, and generation
☐ Other

19. In your firm, attempts are made to accommodate religious and cultural practices and to schedule around religious and cultural holidays even if they are not mandated by the government:

- ☐ Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly agree ☐ I don't know

20. Your firm offers the following benefits:

- ☐ Student loan reimbursement ☐ Health and financial benefits for same-sex partners
☐ Paid paternity leave ☐ Paid maternity leave ☐ Lactation/Privacy rooms
☐ Flexible work schedules and arrangements ☐ Transgender benefits ☐ Fertility benefits
☐ Company-funded childcare reimbursement ☐ Elderly care ☐ Pet insurance
☐ Company-funded commuter benefits/reimbursement ☐ Employee Assistance Plan



APPENDIX I – DIVERSITY ROADMAP QUESTIONNAIRE



MARKETPLACE

21. Your firm includes DEI&B strategies when it pursues work.

- ☐ Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly agree ☐ I don't know

22. Your firm reviews marketing and advertising campaigns to ensure they are not offensive or perpetuate negative stereotypes toward any demographic:

- ☐ Always ☐ Most of the time ☐ Sometimes ☐ Rarely ☐ Never ☐ I don't know

23. Your firm responds to its clients' culturally and geographically diverse needs through its marketing efforts:

- ☐ Strongly disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly agree ☐ I don't know



SUPPLIER | COMMUNITY

24. When pursuing public work, your firm is asked to articulate its commitment to DEI&B:

- ☐ Never asked ☐ Rarely asked ☐ Sometimes asked ☐ Often asked ☐ Always asked ☐ I don't know

25. When pursuing private work, your firm is asked to articulate its commitment to DEI&B:

- ☐ Never asked ☐ Rarely asked ☐ Sometimes asked ☐ Often asked ☐ Always asked ☐ I don't know

26. Your firm is vocal in supporting DEI&B-related interests in the community by:

- ☐ Making formal internal or external statements that take a stand on certain community-related issues
- ☐ Hosting internal conversations with employees to better understand the community issues and how the firm is dealing with them
- ☐ Providing financial resources to support DEI&B-related interests in the community
- ☐ Volunteering employee time and labor in community projects that impact underserved populations
- ☐ Sponsoring scholarships for under-represented populations
- ☐ Sponsoring DEI&B related programs
- ☐ Other ☐ None

27. Do you only consider diversity of subconsultant ownership when a client requires it?

- ☐ Yes ☐ No ☐ Not sure

APPENDIX I – DIVERSITY ROADMAP QUESTIONNAIRE

28. If no, uncheck the n/a box and select the primary reason(s) considered by your firm when selecting subconsultants and teams to work with:

- ☐ Client request/expectation ☐ Firm qualifications ☐ Competitive advantage
☐ Mentor protégé program ☐ Exclusive arrangement ☐ Other

29. When not required, your firm considers the diversity of subconsultant ownership when selecting them to team with on public projects:

- ☐ Never considers ☐ Rarely considers ☐ Sometimes considers ☐ Often considers
☐ Always considers ☐ I don't know

30. When not required, your firm considers the diversity of subconsultant ownership when selecting them to team with on private projects:

- ☐ Never considers ☐ Rarely considers ☐ Sometimes considers ☐ Often considers
☐ Always considers ☐ I don't know

