



## *Gannett Fleming's Diversity & Inclusion Journey*

Robert M. Scaer, Chairman of the Board and CEO

Esther M. McGinnis, Executive Vice President and Regional Director

April 11, 2019

# Why Diversity and Inclusion?



# The Business Imperative

- What do employees think when they look at us and listen to what we say?

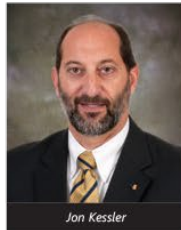
## POSITIONING FOR SUCCESS



John Derr



Art Hoffmann



Jon Kessler



John Buchheit

### New Directors

Gannett Fleming elected **John Derr**, an executive vice president and the West Region director in Phoenix, and **Art Hoffmann**, executive vice president, Corporate Quality Officer, and Shared Services director in Harrisburg, to its Board of Directors in 2015. Additionally, **Jon Kessler**, an executive vice president and chief financial officer in Harrisburg, was elected a director of Gannett Fleming Affiliates, Inc.

### Repositioning

In recognition of Art's increasing role in the overall management of the firm, **John Buchheit**, a senior vice president and Corporate Risk Officer (CRO) in Orlando, Florida, was appointed as the Corporate Quality Officer (CQO) and CRO in December, succeeding Art, who served as CQO for 10 years.

**Bryan Mulqueen**, a senior vice president and national manager of Gannett Fleming's Transit & Rail Practice in Raleigh, North Carolina, took on added responsibility for Gannett Fleming Transit & Rail Systems (GFT&RS) in August. The move consolidated all Transit & Rail Practice and GFT&RS activities under Bryan.



Bryan Mulqueen



Dave Thomas

**Dave Thomas**, an executive vice president and Board of Directors member in Miami, Florida, took on the role of strategic initiatives director and chair of Gannett Fleming's Acquisition Committee.

### New Management Consulting Practice

Gannett Fleming launched a new management consulting practice to assist clients in improving the performance and productivity of their infrastructure assets in June. **David Rose**, director of management consulting in New York City, leads the practice, which serves transit and rail, highway owners and operators, municipal water and wastewater, and facilities clients.



David Rose



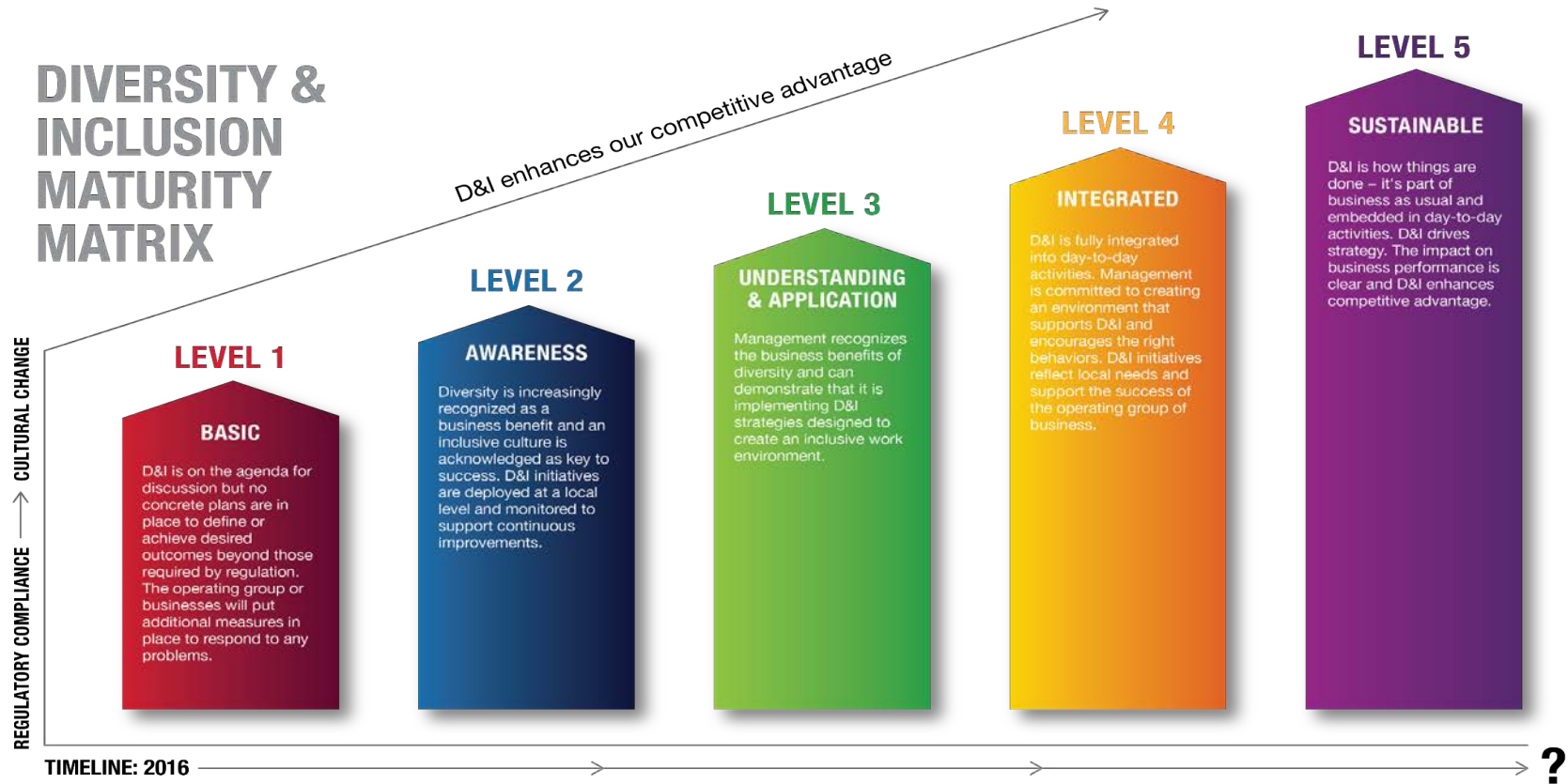
Charlie Beauduy

### Ganflec Renamed Gannett Fleming Architects, Inc.

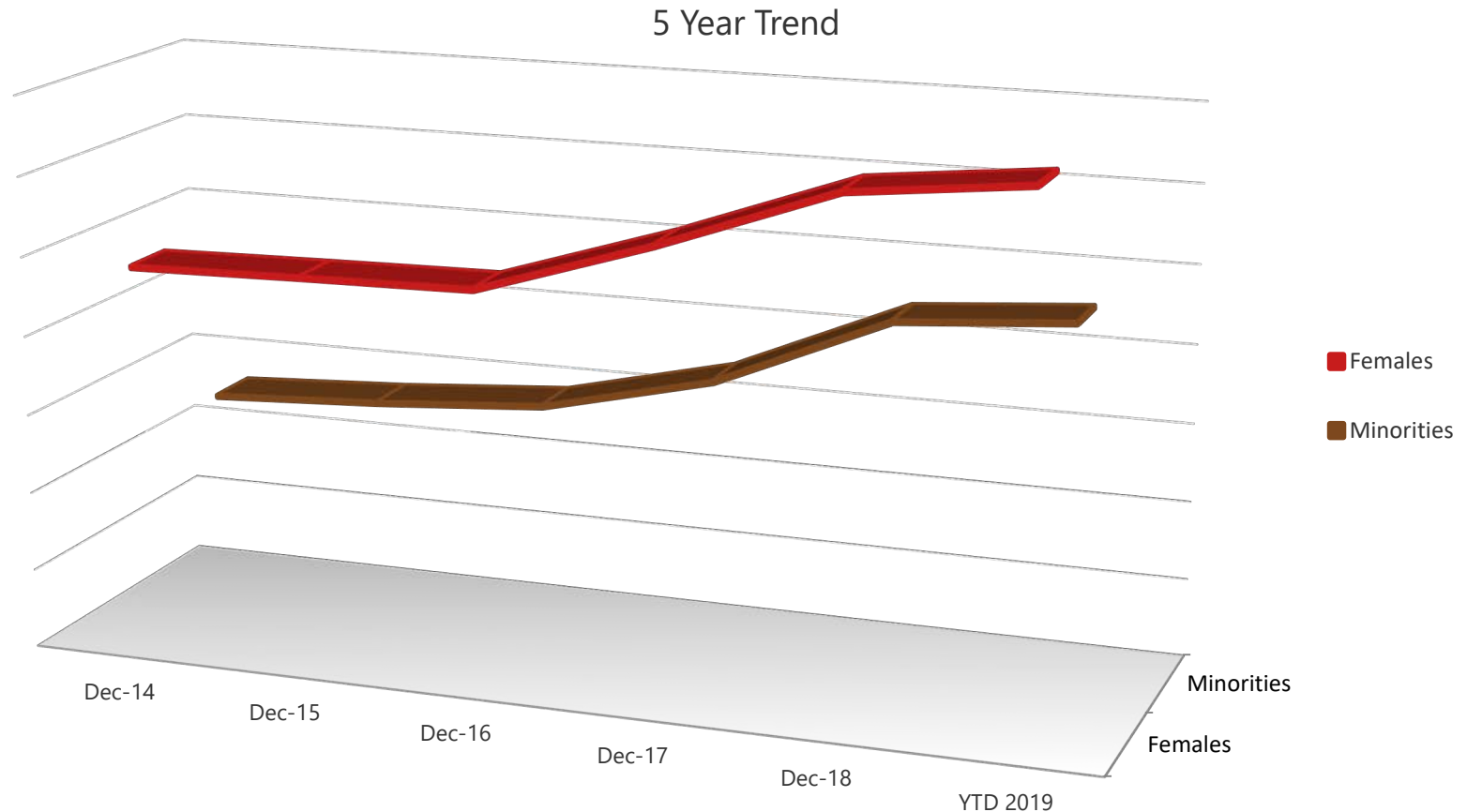
**Charlie Beauduy**, a vice president in Harrisburg, was named the president of Ganflec Architects & Engineers, Inc. in January. Ganflec announced its name change to Gannett Fleming Architects, Inc. in June.

# The Business Imperative

- The future belongs to the companies who can demonstrate D&I



# Gannett Fleming Minority and Female Workforce





# Gannett Fleming

*Excellence Delivered **As Promised***



A|E|C 10TH ANNUAL  
**HR** 2019  
SUMMIT

 **Gannett Fleming**

*Excellence Delivered **As Promised***

# Where did we begin? Our Journey.

DECEMBER 2016



**FORMED  
DIVERSITY  
INCLUSION  
COMMITTEE**

JANUARY 2017

**FIRST  
COMPANYWIDE  
LIVESTREAM**

D&I  
Announced  
it was on  
the CEOs  
Agenda



DISCUSSION TOPICS

**BOARD MEETINGS  
STRATEGIC ACTION PLAN  
LIVESTREAM BROADCAST  
TRAINING EVENTS**

- PM Academy
- Leadership Academy
- Project Principals Academy



AUGUST 2017

**D&I  
SURVEY  
WITH JBC**



FEBRUARY 2018

**RELAUNCH  
OF FUGEN**



**THE FUTURE  
GENERATIONS**  
OF GANNETT FLEMING

JULY 2018

**LAUNCHED  
CONNECTED  
ALLIES OF  
CONNECTED  
WOMEN**

With a mission to drive  
best-in-class allyship  
across Gannett Fleming.



JUNE 2017

**LAUNCHED CONNECTED WOMEN**



*Connected Women*  
at gannett fleming™

JANUARY 2018

**LAUNCHED CONNECTED WOMEN  
CONNECTED AMBASSADORS**

More than **65** Connected Ambassadors  
Across the Globe



NOVEMBER 2018

**LAUNCHED MILITARY VETERANS**



**MILITARY VETERANS  
AT GANNETT FLEMING**



# It's Good Business





# Diversity & Inclusion

- Formed Steering Committee
- Engaged Jennifer Brown Consulting
- Conducted 1-on-1 interviews, focus groups, and employee survey
- Employee survey garnered an impressive 75% response rate



**Ahmed** El-Aassar



**Naldo** Gonzalez



**Jim** Laurita



**Masai** Lawson

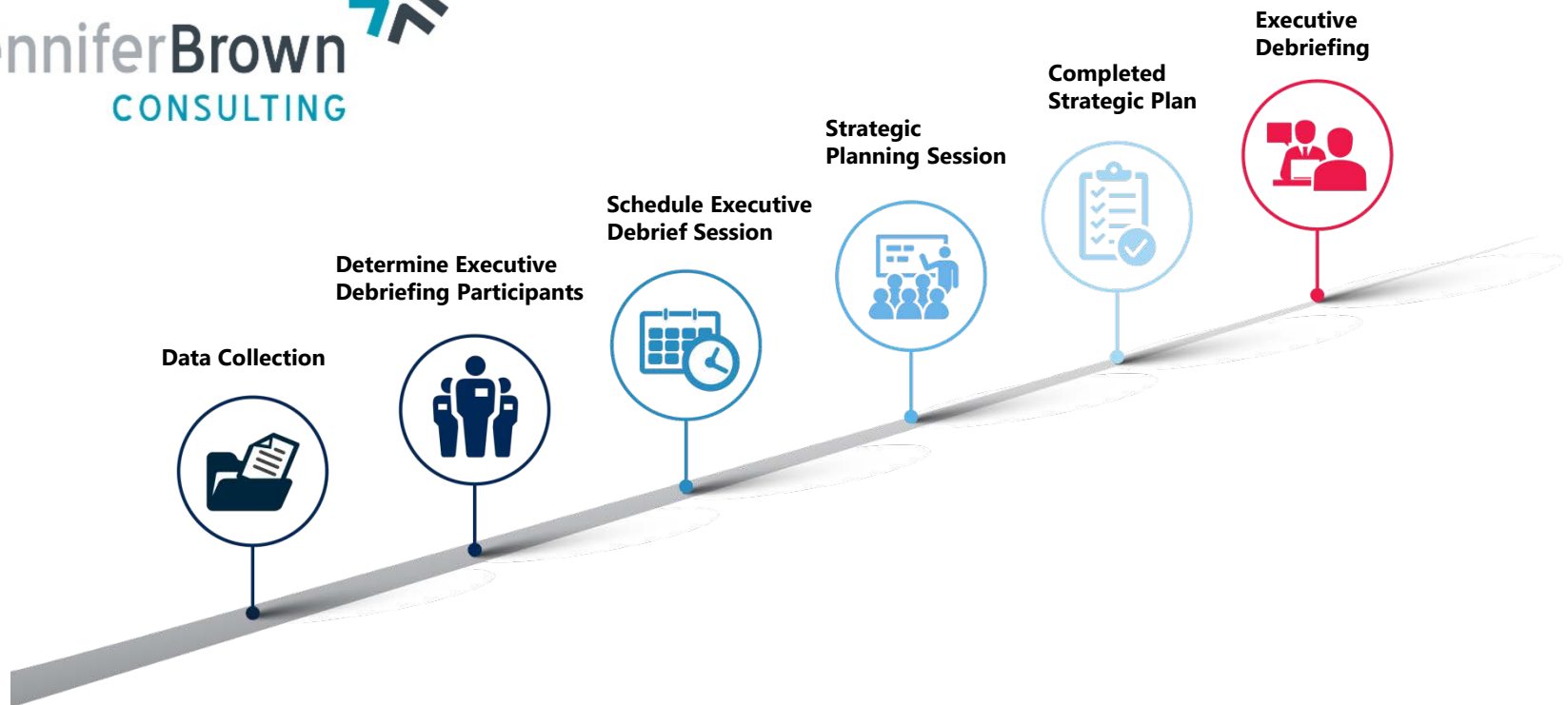


**Esther** McGinnis



**Matt** Schiemer

# Engaged a D&I Professional



# Barriers

- Barriers to developing diverse teams
  - ✓ Biases: we all have unconscious biases
  - ✓ Time to have an honest dialogue
  - ✓ What does that mean?





# Best Practices



Reviewing Current  
Policies  
And Guidelines



Hiring  
Practices



Workforce  
Development



Education



Training



Internships



Scholarships



ERGs

# Work/Life Balance and Flexibility

## ■ What does it mean?

### ✓ We need to TRUST employees

- Millennials: value PTO and ability to work remotely
- Women shouldn't have to choose between family or career; or leave because of culture
- What about employees taking care of aging parents?

## ■ The world has changed, and it will keep changing

- ✓ Need to embrace change, use it as a core strength
- ✓ If we don't, people will go elsewhere to find what they need and want





# Employee Resource Groups





# Why Employee Resource Groups?

- They are critical to a D&I program
- Employees connect and come together:
  - ✓ A common interest
  - ✓ Support one another
  - ✓ Career enhancement
  - ✓ Team building
  - ✓ Mentoring
  - ✓ Hub for ideas
- Advocates for diversity and an inclusive work environment
- A platform for people to come together.

# Future Generations (FuGen)

Energize, engage, and promote the future generations of the firm through mentoring, networking, and inclusion



# Ask Me Anything







June 15, 2017 | **Founders:**

Judy Hricak • Esther McGinnis • Barbara McLemore

### Mission

**Create a culture that empowers, supports and mentors** women to achieve career and personal success at Gannett Fleming.

### GOALS

1. Develop a **supportive environment** that leads to an internal community of engaged colleagues
2. Facilitate and foster **networking, mentoring, and professional development**
3. Empower and enable women to **advance in leadership** at Gannett Fleming



# The Workplace of the Future

- **Creating an Inclusive Environment Where Everyone Can Thrive**
  - **Kathy Pape**, former president of Pennsylvania American Water and now an attorney with McNees Law
  - **Joanne Ladley**, co-owner of Kitchen Kettle Village and organizational consultant with North Group Consultants
  - **Myneca Ojo**, director of diversity and inclusion with the Pennsylvania Turnpike Commission
  - **Luis Casado**, director of Gannett Fleming's Water Business Line and chair of Gannett Fleming's Connected Allies.



# Allyship and Connected Allies



- **Chair: Luis Casado, PE**
- **Allyship:** A life-long process of using privilege to help disadvantaged groups; not self-defined
- **Privilege:** benefits that were given rather than earned
  - To be an ally is to:
    - Take on the struggle as your own
    - Stand up, even when you feel scared
    - Transfer the benefits of your privilege to those who lack it
    - Acknowledge that while you, too, feel pain, the conversation is not about you.





# Awards and Recognition

- WTS South Florida Chapter Employer of the Year
- ARTBA Glass Hammer Award
- WTS Pittsburgh Employer of the Year Award
- Associated Pennsylvania Constructors Diversity Award

## WTS SOUTH FLORIDA CHAPTER HONORS GANNETT FLEMING

JUNE 7, 2018

MANAGEMENT FILES SOUTH



Excellence Delivered **As Promised**

# **MILITARY VETERANS** AT GANNETT FLEMING

**Create a culture that recognizes the skills, contributions and value that military veterans bring to Gannett Fleming.**





# Conclusion

- D&I is critical at every level of our firm
- Better value to our clients
- It's about "We"
- Everyone has a role in this.

