OUR COMMITMENT

In 2019, we demonstrated our commitment to sustainability in our comprehensive approach to conserving natural resources throughout our practice areas, and in our national leadership and forward-thinking vision as we balance critical social, economic, and environmental goals on behalf of our clients. We strive to be responsive to our sustainability mission and to innovate, share knowledge, and set new standards for our professions.

From green building and infrastructure design and renewable energy applications to helping clients and communities prepare for resilience, our employees provide deep expertise in sustainable strategies and implementation. We support and enhance these capabilities with a broad-based training and development program and an emphasis on accreditation and leadership in professional organizations. Our focus on sustainable and resilient design is evident in our projects and throughout our operations, including day-to-day office procedures. Our achievements are not limited to work in the office and the field: last year, we also committed more than 7,100 hours to volunteer in our communities.

We recognize that a commitment to the protection of natural resources and our quality of life is much more than a checklist, a certification, or a job well done. In order to assist clients with efficient, high-performance solutions that will serve them well into the future, we must continually hone our expertise, optimize technology, think creatively and collaboratively, and stay vigilant in adapting to our ever-changing world. Our 2019 Sustainability Report captures our resourcefulness, determination, and progress in this vital endeavor.

MOLLY JOHNSON
Chief Communications Officer
BOARD OF DIRECTORS
William T. Boston, Barry K. Dewberry, Sidney O. Dewberry, Thomas L. Dewberry, Karen S. Grand Pré, Geraldine Knatz, Larry Melton, Donald E. Stone, Jr., and Merdith W.B. (Bo) Temple

EXECUTIVE CHAIRMAN
Barry K. Dewberry

CHAIRMAN EMERITUS
Sidney O. Dewberry

AND FOUNDER

CHIEF EXECUTIVE OFFICER
Donald E. Stone, Jr.

CHIEF OPERATING OFFICER
Dan M. Pleasant

DIMENSIONS® SUSTAINABILITY REPORT 2019
IN THIS REPORT

1 For Our People

2 Training and Development
   Benefits and Wellness

3 For Our Communities

3 Project Highlights

7 AIA 2030 Update

9 Community Engagement

16 Our Company

16 Ethics and Integrity
   Governance
   Safety

18 Employee Breakdown

20 POC and 2019 Report
   Materiality Assessment
   Global Reporting Initiative

21 Appendix/GRI Index

ON THE COVER
Fayetteville Community Solar and Energy Storage Farm Fayetteville, NC
FOR OUR PEOPLE

Our sustainability program goals for our employees include hiring and retaining people who have expertise in and passion for sustainability, incorporating sustainability into our professional development programs, and encouraging individualism in creating innovative and sustainable solutions.
TRAINING AND DEVELOPMENT

17,000+ training courses completed

The mission of our training and development team is to improve the performance of the company by identifying and delivering learning services needed by employees and management. This includes the design and development of custom workshops, the identification of third-party training content, the development of on-the-job resources, and the management of the Dewberry Talent Center, which is the central online portal for learning content at Dewberry. The training available to employees covers a wide range of topics, including the following:

- Compliance
- Financial skills
- Leadership
- Professional development
- Project and client management
- Safety
- Sales and marketing
- Software and systems training
- Industry-specific specialty training

Working in partnership with local offices, business units, and executives, our training and development team continues to expand the learning services available to employees both virtually and in-person.

BENEFITS AND WELLNESS

Our commitment to excellence begins with employing the industry’s most talented, driven, and dedicated professionals. We put our people first, which is why we invest in a wellness program that delivers tools and activities such as the following:

- An app that offers clinical techniques to help dial down the symptoms of stress, anxiety, and depression
- A website and mobile app that helps employees learn simple ways to be more active and eat healthier
- An online weight loss program
- Office walking challenges

In 2019, we continued to support additional green accreditations for our professionals

<table>
<thead>
<tr>
<th>LEED AP</th>
<th>ENV SP</th>
<th>GGP</th>
</tr>
</thead>
<tbody>
<tr>
<td>148</td>
<td>29</td>
<td>4</td>
</tr>
</tbody>
</table>

Many of our employees are members of professional organizations and hold leadership roles

40+ PROFESSIONAL MEMBERSHIPS

2019
Our employees are passionate about being good stewards to our communities, and it’s reflected in their work as well as one of our company’s guiding principles: “Make building relationships with clients, the community, and others at Dewberry a priority.”

PROJECT HIGHLIGHTS

FEDERICO DEGETAU FEDERAL OFFICE BUILDING AND CLEMENTE RUIZ NAZARIO COURTHOUSE  Hato Rey, PR

CLIENT
General Services Administration

COMPLETION DATE
2019

CONSTRUCTION COST
$70 million

SIZE
370,000 square feet (office building); 100,000 square feet (courthouse)

SERVICES PROVIDED
- Architecture
- Interior design
- MEP engineering
- Structural engineering

SUSTAINABLE FEATURES

High-performance HVAC
Energy-efficient GREEN BUILDING
Implementation of energy conservation programs

LED LIGHTING and lighting controls
Solar thermal and photovoltaic systems

Work performed while the building was FULLY OCCUPIED
NJ TRANSIT NEWTON AVENUE BUS GARAGE, ACQUISITION OF ELECTRIC BUSES  Camden, NJ

CLIENT
New Jersey Transit Corporation

CONSTRUCTION COST
$2.6 million

COMPLETION DATE
June 2021 (anticipated)

SERVICES PROVIDED
- Electric bus charging infrastructure
- Preliminary analyses and site layout
- Preliminary engineering and final design services
- Contract bid/procurement support
- Engineering support during construction

SUSTAINABLE FEATURES
Electric bus limited-deployment initiative for NJ TRANSIT
First foray into transit agency’s replacing diesel-powered buses with ELECTRIC BUSES

MARRIOTT HEADQUARTERS  Bethesda, MD

CLIENT
Boston Properties and The Bernstein Companies

SIZE
1.34 million square feet, 20+ story corporate headquarters

ARCHITECT
Gensler

COMPLETION DATE
2021 (anticipated)

SERVICES PROVIDED
- MEP engineering
- Energy modeling
- Construction administration

SUSTAINABLE FEATURES
Designed LEED® GOLD for 1+ million square feet

2019
SUSTAINABLE FEATURES
This type of supercharger infrastructure helps to develop a network of charging stations that gives electric vehicle drivers the ability to take long trips without the fear of running out of charge. Electric vehicles give the option of a clean fuel source and a sustainable way to provide energy to drivers.


CLIENT
Tesla

COMPLETION DATE
Ongoing

SIZE
100+ stations, with four to 16 charging stalls

SERVICES PROVIDED
• Civil and electrical engineering
• Permitting coordination

100+ CHARGING STATIONS designed
FAYETTEVILLE COMMUNITY SOLAR AND ENERGY STORAGE FARM
Fayetteville, NC

CLIENT
Fayetteville Public Works Commission

COMPLETION DATE
2019

SERVICES PROVIDED
• Construction
• Surveying
• Site/civil engineering
• Permitting

SIZE
Nominal one megawatt alternating current (MWAC) per 1.2 megawatt direct current (MWDC) solar photovoltaic (PV) array, and nominal 500 kilowatt direct current (kWDC) lithium-ion battery bank

SUSTAINABLE FEATURES
Provides enough energy to support the equivalent of 100 HOMES

Cutting-edge string inverters and mini battery storage system combination

2-HOUR BATTERY discharge capacity duration

First community-based solar field in NORTH CAROLINA

2019
OUR COMMITMENT TO AIA’S 2030 CHALLENGE

We made our commitment to the AIA 2030 Challenge in 2008, and have been reporting project data annually since 2014. To date we have reported 446 project submissions, including 17,248,150 gross square feet (GSF) of designed and constructed projects. In 2019, we improved our average lighting power density in interior environments from 23.7 percent to 40.3 percent better than baseline, and reported our average predicted energy use intensity (pEUI) at 50 percent better than baseline. We are on track for our carbon neutral designs to meet the challenge goal.

2 projects met the challenge goal of 70% pEUI reduction.

We modeled 55.8% of projects for 917,817 square feet of designs.

90.7% of projects met the challenge of 25% reduction in lighting power density.
Dewberry submitted statistics on **83 PROJECTS** including **2.32 MILLION** gross square feet

Overall average of **40.3%** REDUCTION of lighting power density or watts per square foot

Overall average of **50%** REDUCTION of predicted energy use intensity (pEUI)

**Predicted Energy Use Intensity (pEUI) Reduction**

- Dewberry’s Average
- Dewberry’s Target
- Projects Meeting 2030 Target
- AIA Target
COMMUNITY ENGAGEMENT

SERVING COMMUNITIES IN NEED

Chili Cook-off

Our Daphne, Alabama, office participated in a chili cook-off for charity with a safety-themed booth. Proceeds supported community programs throughout the year, including home repair, Meals on Wheels America, holiday gifts for children, and emergency aid.

Sacramento Children’s Home

For the fifth year, our Rancho Cordova, Manteca, and Fresno, California, offices participated in Sacramento Children’s Home’s Giving Tree. Together they donated toys and gift cards for children ranging in age from three to 14.

Custom Pillows for Hesed House

Volunteers in our Elmhurst, Illinois, office visited Hesed House, a homeless shelter in Aurora, Illinois, and had children design pillows using spare fabric samples. Once designed, they sewed the custom pillows and returned them to the children.
Build Day

Volunteers from our Fairfax, Virginia, office spent a day on two different build sites helping to renovate and build homes in the neighboring city of Alexandria, Virginia. The volunteers helped install cabinets, trim and other carpentry, and helped paint.

Fundraising

Our Denver, Colorado, office participated in local Habitat for Humanity trivia fundraising events throughout the year, raising money to help support their community.

7,100+ HOURS volunteering in our communities
Broadway Community

A group from our New York, New York, office volunteered as waiters and waitresses for the Broadway Community Table event during the holiday season. Instead of a typical soup line, the community table event offers a four-course meal in a restaurant style setting, welcoming everyone in the community to join regardless of need.

Community Food Bank of Eastern Oklahoma

During one of our quarterly service days, volunteers from our Tulsa, Oklahoma, office helped process 19,073 pounds of cabbage and 1,245 pounds of onions.

Dewberry's Emerging Professionals' Food Drive

Our Emerging Professionals groups, in 13 different offices, coordinated a collection of cans and nonperishable items during the holiday season.

Over 5,400 items were donated to local charities

Coalition for the Homeless of Central Florida

A team from our Orlando, Florida, office volunteered at the Coalition for the Homeless of Central Florida, specifically the Center for Women and Families. The group served dinner, assisted the children as needed, and cleaned up the dining hall and kitchen after dinner.
ENVIRONMENTAL CLEANUPS AND ACTIVITIES

Earth Day
A group from our Bloomfield, New Jersey office volunteered to help clean a section of the Passaic River for Earth Day. This year marked their sixth cleanup.

In support of Earth Day, our Tampa, Florida, office hosted a recycling drive throughout the month of April and donated the items to their local thrift store.

Coastal Clean
Members from our Daphne office served as zone captains at the 32nd Annual Alabama Coastal Cleanup. They were responsible for site logistics and coordination of more than 450 volunteers.

Stream Clean and Habitat Revitalization
Our Dallas, Texas, office partnered with other local volunteers and cleaned up the banks of Trinity River, removing more than 300 pounds of trash. They also created seed balls filled with native grass and plant seeds and dispersed them along targeted areas of the banks to help reinforce habitats.

Our Port Saint Joe, Florida, office helped coordinate Duke Energy’s sea oat planting event. Hurricane Michael not only wiped out standing structures and roadways within the City of Mexico Beach in 2018, but also the sandy dunes of its three-mile-long shoreline. The physical plantings of the sea oats will help build and stabilize new dunes needed for storm surge and tidal protection, and promote the return of local shoreline species by providing food and habitat lost to the hurricane.

Adopt-a-Park
Our Elmhurst office adopted a local park, Golden Meadows, and had their first cleanup on Earth Day.

Beach Cleanup
Volunteers from our Long Beach, California, office picked up debris at Mother’s Beach multiple times throughout the year.
SUPPORTING STEM EDUCATION

Future City Competition
Volunteers from our Bloomfield office participated as a judge and another as a mentor in the Future City Competition, a nationwide STEM-based competition for middle school students.

Girls Rock in Technology (GRIT)
Chief Information Officer Lisa Roger mentored a group of middle school girls on the opportunities in technology, and their aspirations for the future. GRIT empowers young girls to pursue an education and career in cyber security.

Engineering Career Day
Our Raleigh, North Carolina, office hosted an engineering career day for local high school Civil Air Patrol Cadets and their parents. We presented about multiple disciplines, including mechanical, electrical, plumbing, fire protection, site/civil engineering, and landscape architecture.

Florida A&M University and Florida State University College of Engineering
A volunteer from our Tallahassee, Florida, office was a panel judge and reviewed the engineering students’ presentation of their senior design projects as they prepared to graduate and enter the workforce.

FIRST® LEGO® League
A volunteer from our Pensacola, Florida, office met with the robotics team of a local elementary and middle school to talk them through creating a project plan. This year the team is working to create a solution for the sewer system in their community. FIRST LEGO League is a program that introduces children to the fun experience of applying math, science and technology to real-world problem solving.

Engineers Week
Engineers from our Gainesville, Virginia, office presented to seventh and eighth grade students about our stormwater retrofit project located on their campus in Fairfax, Virginia.

A volunteer in our Mechanicsburg, Pennsylvania, office read Rosie Revere, Engineer to a class of first graders and talked to the students about buildings, traffic signals, and other transportation-related topics.
The Peoria PlayHouse Children’s Museum “Be Anything!”

Each year, we donate time to the Peoria Park District’s Peoria PlayHouse for its auction event, “Be Anything.” This year, we donated “Be an Architect.” One of our licensed architects from our Peoria, Illinois, office guided the eight-year-old winner and her father through a variety of activities, including designing a building, creating her dream house and dream school, learning about space adjacencies, and exploring 3D Revit models.

Internship Scholarship Winner

We hosted the Association of State Floodplain Managers (ASFPM) Foundation’s Future Leaders Scholarship winner for the summer. The scholarship winner worked on Federal Emergency Management Agency’s (FEMA) Risk Mapping, Assessment and Planning (Risk MAP) engineering projects and had the opportunity to visit FEMA headquarters in Washington, D.C.

Book Donation

We sponsored the donation of more than 400 books gifted to elementary students from the neighboring middle school. Each book was wrapped by middle school students and tailored to the elementary student’s reading level. Volunteers from the Fairfax office helped pass out the books to the students before the winter break, encouraging them to read.

Guest Lecturer

A landscape architect from our Gainesville office was a guest lecturer at their alma mater, West Virginia University, and presented a short lecture on land entitlement processes to the junior class of the landscape architecture program.

Surveying Merit Badge Day for Boy Scouts of America

We annually sponsor and host a Surveying Merit Badge Day for Boy Scouts of America, allowing scouts in the Northeast and Southeast the opportunity to earn the Surveying Merit Badge with a qualified, professional surveying team from our Mount Laurel, New Jersey, and Raleigh, North Carolina, offices. Scouts are introduced to basic survey field and office procedures, including but not limited to GPS, traversing, level loops, safety, and drafting. This is one of the original 57 merit badges dating back to 1910.

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Over the past year, we purchased more than 2,200 YETI tumblers and distributed them to our employees to encourage sustainable practices and reduce the use of disposable water bottles and cups.

- Conserved 1,272 cubic yards of landfill space
- 4,270 trees preserved
- Avoided 368,510 lbs of CO₂ emissions, equal to 36 cars off the road each year
- Saved 6,795,990 gallons of water
- Saved 575,161 kWh of electricity, equal to 1,527 years of energy demand for a laptop

- Set printer defaults to double-sided printing
- Selected office locations near public transportation
- Encouraged offices to use environmentally and human-friendly cleaning supplies
- Encouraged paperless processes, such as cloud-based worksharing
- Installed low-flow fixtures and dishwashers in new office buildouts
ETHICS AND INTEGRITY

We are committed to operating in accordance with uncompromising ethical standards and in full compliance with all laws and regulations. We require every employee to adhere to ethical standards as defined in our Code of Conduct. As such, our employees are expected to conduct themselves as to never compromise our organization’s commitment to honesty, impartiality, or reputation. Every action by an employee must be legal, fair to all concerned, in the best interests of our members/shareholders, employees, and clients, and able to withstand the scrutiny of outsiders. In the spirit of upholding and supporting this integrity, we support regular training of our employees and provide easy access to resources and reporting systems.

GOVERNANCE

Dewberry is a privately held, family-owned business. Barry K. Dewberry is the executive chairman of the board of directors, where nine directors serve, consisting of four outside independent and experienced business leaders, four family members, and the chief executive officer, Donald E. Stone, Jr. The CEO, at the direction of the board and through the chairman, runs the business. A C-level suite, including the chief operating officer, chief financial officer, chief information officer, chief compliance and human resources officer, chief communications officer, and legal counsel, manage company operations. Dewberry’s engineering, architectural, alternative project delivery, and construction disciplines are directed by executive-level leadership. The governance structure consists of the board of directors, the executive chairman of the board of directors, the chief executive officer, and oversight committees.
SAFETY

At Dewberry, our vision is simple: every employee should return home at the end of the day, to their family and loved ones, safe and unharmed. Recognizing that any successful safety program requires constant engagement by the program’s leadership and managers, and employees, in 2019, we continued to actively monitor and support our employees’ use of our safety protocols.

Our regional and local safety advocates champion safety awareness nationwide as an additional responsibility to their regular duties. Regional advocates conduct periodic evaluations, including field site inspections and review of training records, to identify program gaps and initiate corrective actions; while local advocates in each office help with disseminating safety information to employees, inspecting the office to identify and correct hazards, and conducting drills.

DEWBERRY OFFICE LOCATIONS

2,000+ employees

60+ years helping clients build and shape communities

$470.88 million in 2019 revenue

4% or more than 100 employees represented in health and safety committees

3,600+ safety courses completed
At Dewberry, we embrace an inclusive environment by valuing all individuals and their many diverse backgrounds, which we believe improves client service, creates competitive advantage, and drives market leadership. During 2019, we continued to drive education and awareness around diversity with our managers and executives. We also continued to focus on improving gender balance within our disciplines and employment levels, especially as women and other populations are underrepresented in our industry and other STEM fields.
The employee breakdown information, in accordance with the GRI report item G4-10, addresses population by gender. We comply with federal as well as applicable state and local laws governing non-discrimination in employment in locations where the company has offices. We are an Equal Opportunity Employer that participates in an approved affirmative action program, which includes the policies, practices, and procedures that we are committed to in upholding our policy of nondiscrimination and affirmative action.
MATERIALITY ASSESSMENT AND REPORTING BOUNDARIES

We report our annual metrics by assessing real, material issues as identified by a wide range of internal and external input, including employee and subject matter expert feedback, client input, community outreach, and market research. This gives an informed understanding of sustainability and contributes to the prioritization of our work. We defined “material” issues as those with significant economic, social, or environmental impacts. The materiality matrix is also informed by the GRI’s current G4 Guidelines. This assessment entailed analysis and disclosure of multiple factors, which included our corporate strategy, social engagement, and influence on supply chain and consultant entities.

GLOBAL REPORTING INITIATIVE

We are proud to present again this year’s summary of good work in alignment with the Global Reporting Initiative (GRI) framework, which also details our commitments to ethics, compliance, safety, and community engagement. The GRI helps us to communicate clearly and openly about sustainability using consistent language and metrics that are shared by other organizations.
APPENDIX/GRI INDEX

<table>
<thead>
<tr>
<th>#</th>
<th>General Standard Disclosure</th>
<th>Disclosure or Page Reference</th>
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</thead>
</table>

STRATEGY AND ANALYSIS

G4-1  CCO Letter
       Inside cover

ORGANIZATIONAL PROFILE

G4-3  Organization name
       Dewberry

G4-4  Primary brands, products, and services
       • Architecture
       • Construction
       • Engineering
       • Environmental
       • Geospatial, mapping and survey
       • Planning, consulting and advisory
       • Technology solutions

G4-5  Headquarters location
       Fairfax, VA

G4-6  Where the organization operates
       U.S.

G4-7  Nature of ownership and legal form
       Privately owned, incorporated

G4-8  Markets served
       Federal, state and local, commercial

G4-9  Scale of the organization
       page 17

G4-10 Total number of employees by type
       page 18

G4-11 Collective bargaining agreements
       Not applicable for 2019
<table>
<thead>
<tr>
<th>#</th>
<th>General Standard Disclosure</th>
<th>Disclosure or Page Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-12</td>
<td>Supply chain description</td>
<td>At Dewberry, we promote the greening of our internal operations by identifying specific action plans to support our sustainability commitment. We raise awareness at each office location around sustainable activities and work closely with our suppliers to monitor progress toward their sustainability goals.</td>
</tr>
<tr>
<td>G4-13</td>
<td>Organizational changes during the reporting period</td>
<td>Dewberry acquired Drake Haglan &amp; Associates, Inc.</td>
</tr>
<tr>
<td>G4-14</td>
<td>Precautionary principle</td>
<td>Drafted an updated sustainability plan—a company-wide guide and tool for implementation of Dewberry’s sustainability vision and mission. The plan is not meant to eclipse any existing processes or programs at Dewberry, rather to show how they are interconnected and part of a holistic plan to move the company forward sustainably. Specific measures include the following:</td>
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<tr>
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<td>• Minimum sustainability standards for architectural and engineering design</td>
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<td></td>
<td></td>
<td>• Office operations to improve reduction of waste (e.g., energy and water) and reuse of materials</td>
</tr>
<tr>
<td>G4-15</td>
<td>External charters, principles, or other initiatives</td>
<td>Representative charters include:</td>
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<tr>
<td></td>
<td></td>
<td>• AIA’s Architecture 2030 Challenge</td>
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<tr>
<td></td>
<td></td>
<td>• Building Research Establishment</td>
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<tr>
<td></td>
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<td>• Environmental Assessment Method</td>
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<td>• Carbon Disclosure Project</td>
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<td>• ENERGY STAR</td>
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<td></td>
<td></td>
<td>• Federal mandates</td>
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<td>• Global Reporting Initiative</td>
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<tr>
<td></td>
<td></td>
<td>• Green Building Certification Institute</td>
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<td>• Institute of Environmental Management and Assessment</td>
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<tr>
<td></td>
<td></td>
<td>• International WELL Building Institute</td>
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<tr>
<td></td>
<td></td>
<td>• Institute for Sustainable Infrastructure</td>
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<tr>
<td></td>
<td></td>
<td>• Leadership in Environmental and Energy Design</td>
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<tr>
<td></td>
<td></td>
<td>• Local, regional, and state-level STEM initiatives</td>
</tr>
</tbody>
</table>
Representative associations include:

- Alliance of Hazardous Materials Professionals
- American Concrete Institute
- American Correctional Association
- American Council of Engineering Companies
- American Institute of Architects
- American Institute of Steel Construction
- American Jail Association
- American Library Association
- American Planning Association
- American Public Works Association
- American Railway Engineering and Maintenance-of-Way Association
- American Road & Transportation Builders Association
- American Society for Healthcare Engineering
- American Society for Photogrammetry and Remote Sensing
- American Society of Civil Engineers
- American Society of Heating, Refrigerating and Air Conditioning Engineers
- American Society of Highway Engineers
- American Water Works Association
- Army Engineer Association
- Association of Energy Engineers
- Association of State Floodplain Managers
- Building Commissioning Association
- Design-Build Institute of America
- Institute for Sustainable Infrastructure
- National Council of Architectural Registration Boards
- National Council of Examiners for Engineering and Surveying
- National Society of Professional Engineers
- National Society of Professional Surveyors
- Project Management Institute
- Society for Human Resources Management
- Society for Marketing Professional Services
- Society of American Military Engineers
- Society of Wetland Scientists
- Society of Women Engineers
- Transportation Research Board
- U.S. Green Building Council
- Urban Land Institute
- Water Environment Federation
- WTS - Women in Transportation
## IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

<table>
<thead>
<tr>
<th>G4-17</th>
<th>Entities included in financial statements</th>
<th>Dewberry Engineers Inc. Dewberry Architects Inc. Dewberry Design-Builders Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-18</td>
<td>Process for defining report boundaries and content</td>
<td>page 20 The sustainability program executive team spearheaded the sustainability report process, reporting topics relevant to Dewberry, inclusive of our stakeholder input, as well as our wider sustainability context.</td>
</tr>
<tr>
<td>G4-19</td>
<td>Material aspects included in the report</td>
<td>page 20</td>
</tr>
<tr>
<td>G4-20</td>
<td>Descriptions of material aspect boundaries within the organization</td>
<td>page 20</td>
</tr>
<tr>
<td>G4-21</td>
<td>Descriptions of material aspect boundaries outside the organization</td>
<td>We have developed a materiality matrix worksheet intended as a preliminary analysis of our material aspects and boundaries.</td>
</tr>
<tr>
<td>G4-22</td>
<td>Restatements</td>
<td>Not applicable for 2019</td>
</tr>
<tr>
<td>G4-23</td>
<td>Changes from previous reports in terms of scope and/or boundaries</td>
<td>Not applicable for 2019</td>
</tr>
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## STAKEHOLDER ENGAGEMENT

<table>
<thead>
<tr>
<th>G4-24</th>
<th>Stakeholder groups</th>
<th>Employees, senior management, owners, communities, clients, teaming partners, trade organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-25</td>
<td>How stakeholders were identified</td>
<td>Internal and external reporting, intranet, teaming, presentations, discussions, corporate sustainability initiative</td>
</tr>
</tbody>
</table>
### General Standard Disclosure

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<tbody>
<tr>
<td>G4-26</td>
<td><strong>Approach to stakeholder engagement</strong></td>
<td>Current activities include engaging with clients and teaming partners regarding project sustainability goals and requirements; participating in industry sustainability, resilience, and economic development organizations; partnering with and financially supporting educational institutions and their students who are engaged in STEM disciplines; promoting ethical hiring and employment practices; and encouraging the professional growth of employees.</td>
</tr>
<tr>
<td>G4-27</td>
<td><strong>Topics raised during stakeholder engagements</strong></td>
<td>We have incorporated sustainability into many of our existing programs, such as new employee orientation and project management training. We also discuss our processes with current clients and partners.</td>
</tr>
</tbody>
</table>

### REPORT PROFILE

<table>
<thead>
<tr>
<th>#</th>
<th>Reporting period</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-28</td>
<td>Date of most recent report</td>
<td>Spring</td>
</tr>
<tr>
<td>G4-29</td>
<td>Reporting cycle</td>
<td>Annual</td>
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<tr>
<td>G4-30</td>
<td>Report contact</td>
<td>Molly Johnson, Chief Communications Officer</td>
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<tr>
<td>G4-31</td>
<td>“In accordance” option, GRI Index, and report assurance</td>
<td>The in-accordance option selection is core. External assurance was not used for the 2019 report.</td>
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<tr>
<td>G4-32</td>
<td>Policy regarding report assurance</td>
<td>External assurance was not used for the 2019 report; therefore the policy is not applicable.</td>
</tr>
<tr>
<td>G4-33</td>
<td>Governance structure of the organization</td>
<td>page 16</td>
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<tr>
<td>G4-34</td>
<td>Code of conduct</td>
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<td>G4-35</td>
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<tr>
<td>#</td>
<td>General Standard Disclosure</td>
<td>Disclosure or Page Reference</td>
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<td></td>
<td><strong>ECONOMIC</strong></td>
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<td>G4-EC1</td>
<td>Direct economic value generated and distributed</td>
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<td><strong>ENVIRONMENTAL</strong></td>
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<td>G4-DMA</td>
<td>Materials disclosures on management approach (DMA) for materials</td>
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<td>G4-EN17</td>
<td>Emissions other indirect GHG emissions (scope 3)</td>
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<td>Effluents and waste</td>
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<td>Reduction of GHG emissions</td>
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<td>Energy reductions in offering the organization's services</td>
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<td>G4-EN8</td>
<td>Total water withdrawal by source</td>
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<td><strong>LABOR PRACTICES AND DECENT WORK</strong></td>
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<td>G4-LA5</td>
<td>Percentage of total workforce represented in formal joint management-worker health and</td>
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<td>safety committees that help monitor and advise on occupational health and safety programs.</td>
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<td>G4-LA9</td>
<td>Average hours of training per year per employee by gender, and by employee category</td>
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<td>General Standard Disclosure</td>
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<td></td>
<td>HUMAN RIGHTS</td>
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<tr>
<td>G4-HR3</td>
<td><strong>Total number of incidents of discrimination and corrective actions taken</strong></td>
<td>In all incidents, appropriate action has been taken and reviewed by an established review process.</td>
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<td>SOCIAL</td>
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<tr>
<td>G4-SO1</td>
<td><strong>Local communities. Percentage of operations with implemented local community engagement, impact assessments and development programs</strong></td>
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<td><strong>Communication and training on anti-corruption policies and procedures</strong></td>
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