

#### TABLE OF CONTENTS

From the Partners	I
RK&K's Sustainable Goals	2
Third-Party Verification for Projects	3
Sustainability Project Reviews	4
Educational Outreach	5
Internal RK&K Practices	6
RK&K's Sustainable Projects and Practices	7
SDG 3: Good Health and Well-Being	8
SDG 4: Quality Education	14
SDG 6: Clean Water and Sanitation	20
SDG 7: Affordable and Clean Energy	26
SDG 9: Industry, Innovation and Infrastructure	30
SDG 11: Sustainable Cities and Communities	36
SDG 13: Climate Action	42
SDG 14: Life Below Water	48
SDG 15: Life on Land	54
SDG 16: Peace, Justice and Strong Institutions	60
Conclusion	64



"The revitalization of the Sustainability Services Group has provided a new focus on enhancing RK&K's sustainable culture. By setting goals of incorporating sustainable practices into both internal and external entities, the Sustainability Services Group has created a robust framework for leading RK&K into its 100th year and beyond. The Group takes pride in being at the forefront of both sustainability and resiliency and this document serves as an understanding of our status, as well as plans for the future."

#### **AMY SAMBERG**

PE, SEP, ENV SP, LEED AP B+C, SITES AP Sustainability Services Group Leader

#### FROM THE RK&K PARTNER'S

RK&K has provided efficient, innovative infrastructure solutions for nearly 100 years. To meet our clients' ever-changing needs and social and regulatory demands, we have continuously adapted our services and approach to business. Now, we are entering a new era that brings a demand for social responsibility unlike ever seen before.

The sweeping Infrastructure Investment and Jobs Act is increasing state funds to levels not seen since the Federal Aid Highway Act of 1956, which helped create the modern interstate system. This act aims to refresh our country's aging and outdated infrastructure while positively impacting social and environmental change. With environmental sustainability and racial equity at the center of a project's worth, RK&K is once again adapting to foster these social responsibilities.

RK&K has formed the Sustainability Services Group (SSG) to define and advance our goal of being an industry leader in sus ainable practices. The SSG has developed a firmwide resume for delivering sustainable projects to keep us at the forefront of this trend. In addition, we have explored how, as a firm, we can do better in reducing environmental impacts. In response to these questions, the SSG has developed our first Sustainability Report, representing RK&K's commitment to reducing our environmental footprint by laying out a roadmap to becoming carbon neutral. This roadmap first defines our initial carbon footprint and then, through a process of continuous improvement, systematically identifies how to reduce high-impact practices.

We are grateful to the SSG for their efforts in spearheading this initiative and look forward to seeing how we all work together to meet these goals. If you have any questions, please visit our website at **rkk.com/about/sustainability**.

MARK, MIMI, MELINDA, KEITH, NATE

R

Third-Party Verification for Projects

n 2020 RK&K began developing targeted goals to support four sustainability themes. We have coupled this with producing quality deliverables for our clients

and ensuring we're "walking the talk"

of sustainability internally.

Striking this balance has become important for us as a firm, especially as we see industry trends placing an importance on preserving resources and incorporating social and governance aspects into communities as part of the triple bottom line. As we approach our 100th year of operations in 2023, we are ensuring sustainability is an integral part of our culture.

Leading the effort for RK&K is the Sustainability Services Group, which works directly with the firm's leadership. The Sustainability Services Group was revitalized in 2020 with a renewed focus

on developing the firm's approach to sustainable projects and practices. With members from nearly every one of RK&K's disciplines and offices, the Sustainability Services Group seeks to be at the forefront of innovation when it comes to sustainable practices and tools. The group ensures the firm is aiding clients with their sustainability goals and inspires change within the RK&K culture. This report outlines the Group's efforts as well as its impacts on RK&K.

#### HEMES FOR RK&K'S SUSTAINABILITY GOALS









Sustainability **Project Reviews** 



Educational Outreach



Internal RK&K **Practices** 

#### More and more clients are

becoming interested in their projects receiving third-party verification. This is primarily driven through community members and funding sources wanting to ensure their communities are sustainable and focused on preserving resources for the future.

## RK&K is well versed in supporting our clients

who desire a third-party verification completed with knowledge in full documentation for a variety of rating systems. These systems include LEED, SITES, Envision, and GreenRoads. For some clients, we also provide assessments utilizing the framework of a rating system without submitting for formal third-party verification to take advantage of the practices without incurring the costs of verification. In addition, RK&K assists clients in creating contract language to ensure sustainable practices in projects meet third-party verification requirements per their program goals.

RKS/K has several staff members who are certified in sustainable rating systems, and has a robust portfolio of projects that have achieved third-party verification. Additional information on selection of our current and recently completed sustainable projects can be found under the Sustainable Projects and Practices section of this document.

#### SUSTAINABILITY STAFF

3RD PARTY VERIFIED PROJECT

RKSK 2021 RK&K SUSTAINABILITY REPORT

#### Sustainability Project Reviews

#### Third-party verification is not

always feasible for projects due to funding concerns, scope of project, or other project-specific reasons.

With this understanding, there are multiple opportunities to maximize the inclusions of sustainable practices into projects without undergoing third-party verification. RK&K completes sustainability project reviews for our clients by identifying sustainable

solutions or materials that could be implemented to save the project money, avoid future maintenance, or preserve resources. Some examples of this include exchanging traditional pavement mixes for a higher recycled content, prioritizing multimodal users of projects over vehicles, and selecting materials that are resilient, lowmaintenance, and durable.

# PROJECT SPOTLIGHT CLIENT: **PENNDOT** RK&K's team researched and identified several recycled plastic-containing products, assessing and evaluating them for applicability, engineering performance, environmental impacts, and cost. Asphalt modifiers like this increase resistance to rutting, increase plasticity, and extend the useful life of asphalt pavements. This product's use will be monitored for technical performance over a five-year period including assessment of potential microplastics release to the environment and preliminary testing.

#### **Educational Outreach**

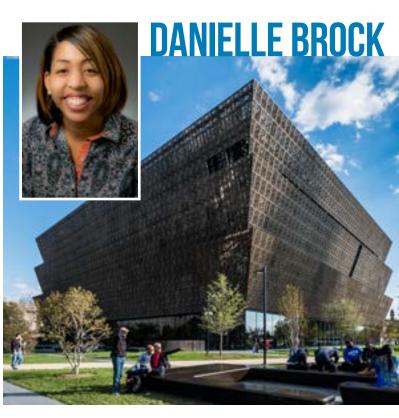
As RK&K redefines our sustainability goals, a key component has been communicating the message internally. To successfully do this, several brief overviews of our sustainable practices have been presented to our staff during routine meetings. Additional presentations have occurred as groups have expressed interest in more targeted information, with sustainable rating systems being a common interest.

The Sustainability Services Group prepared a presentation for RK&K's internal Professional Development series entitled "What is a Sustainable Rating System Anyway?" that was attended by 72 employees live with several more viewing the recording. Following up on the success of this program, Amy Samberg delivered a presentation on "Lessons Learned in Sustainability" that contained specific information on creating successful project outcomes when incorporating sustainability, which was attended by 65 employees.

In addition to our internal educational outreach, Danielle Brock also presented the sustainable elements of the Smithsonian's National Museum of African American History and Culture project to the Virginia Tech's Sustainable Land Development master's students.



Partnerships I Accountability I Engagement I Transparency
Image credit: Government of Western Australia



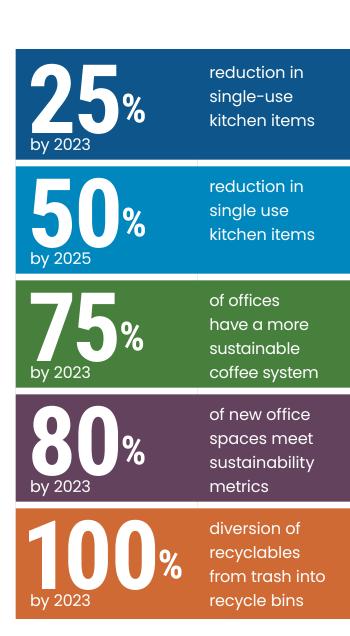
RK&K has created a list of 27 internal practices to implement in our offices. Due to COVID-19, they have not been fully integrated into our facilities but are anticipated to be introduced as our employees return to the office. While some of the practices are small steps, such as defaulting to double-sided printing and prioritizing recycling facilities over trash cans, we believe that they are simple acts that can make a difference overall. For our more robust internal practices,

#### we are changing the way we think

about office space and how our people interact with our spaces. Additionally, we are piloting the use of an electrical vehicle for one of our fleet vehicles. If this pilot project is successful, we will transition from gasoline-powered vehicles to electric vehicles in the future.

Another goal is to develop a custom sustainability reporting system for the firm, utilizing factors from various reporting systems. This is envisioned to create a baseline of resources to optimize our overall sustainable footprint. With the information provided, our next round of internal sustainability

goals will aim to reduce these numbers with aggressive targets to preserve valuable resources and further engrain sustainability into RK&K's culture. The following are anticipated examples of these targets:



## SUSTAINABLE GOALS































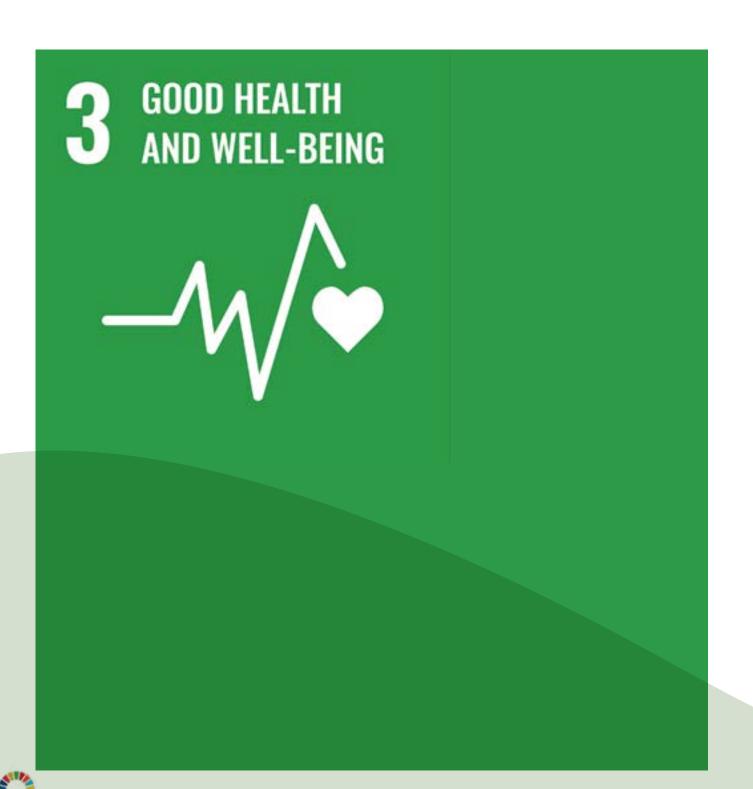




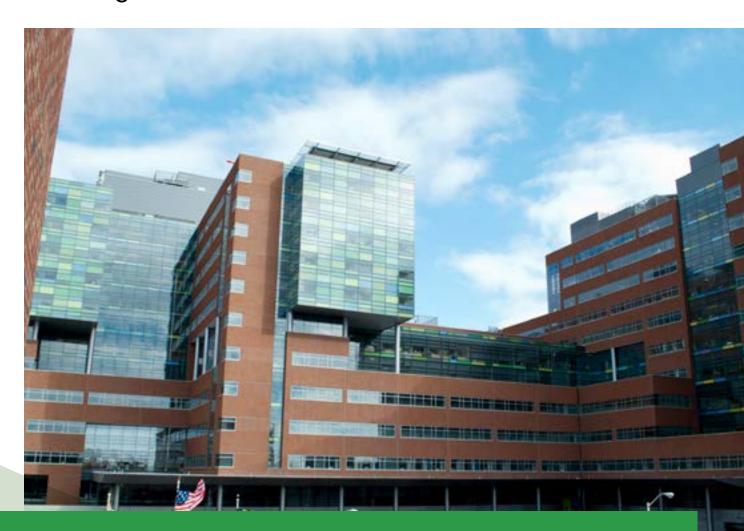


RK&K has several projects and practices that incorporate the United Nation's Sustainable Development Goals. As these goals are a key indication of universal measurement for

throughout the world,
we strive to ensure our
designs help achieve
these goals. This section
demonstrates highlights
from a range of RK&K's
practice areas.



RK&K has extensive experience applying solid design principles specifically suited to the healthcare and institutional arenas. This includes a diverse collection of clients and project types including hospitals and medical centers, outpatient and ambulatory care centers, medical office buildings, and educational teaching centers.



Ensure healthy lives and promote well-being for all at all ages.



# SARAH CANNON CANCER INSTITUTE AT HENRICO DOCTORS' HOSPITAL LOCATION: RICHMOND, VA CLIENT: HOSPITAL CORPORATION OF AMERICA COST: \$40M

RK&K completed land-use rezoning support, master planning services, and site design for a 98,000 squarefoot advanced cancer treatment center and medical office building on the Hosptial Corporation of America's Forest Campus.

#### SUSTAINABILITY FACTS

- Healing garden for patients and visitors
- 3D model videos illustrating the design details and "fly-over" views for stakeholder engagement
- Stormwater management and environmental studies



# JOHNS HOPKINS HOSPITAL SHEIKH ZAYED TOWER AND BLOOMBERG CHILDREN'S CENTER LOCATION: BALTIMORE, MD CLIENT: JOHNS HOPKINS HOSPITAL



Covering five acres in the City of Baltimore, the building includes 560 all-private patient rooms, 33 state-of-theart, spacious operating rooms, and expansive adult and pediatric emergency departments.

#### SUSTAINABILITY FACTS

- Children's play area, pedestrian paths, and gardens to promote a healing environment
- Adult and children's facilities
- 1.6 million gross square-feet including the latest technology, featuring 10 pediatric operating rooms



RK&K is continuously selected as a "firm of choice" to assist various educational facilities with the expansion, renovation, and improvements of its ever-changing campuses.

From primary and secondary schools to community colleges and nationally recognized colleges and universities, RK&K's planners, engineers, and construction administration personnel provide innovative multi-discipline services. Focused on environmental stewardship, pedestrian safety, quality, and cost control, RK&K is highly experienced with the various challenges associated with these congested and often complex facilities.



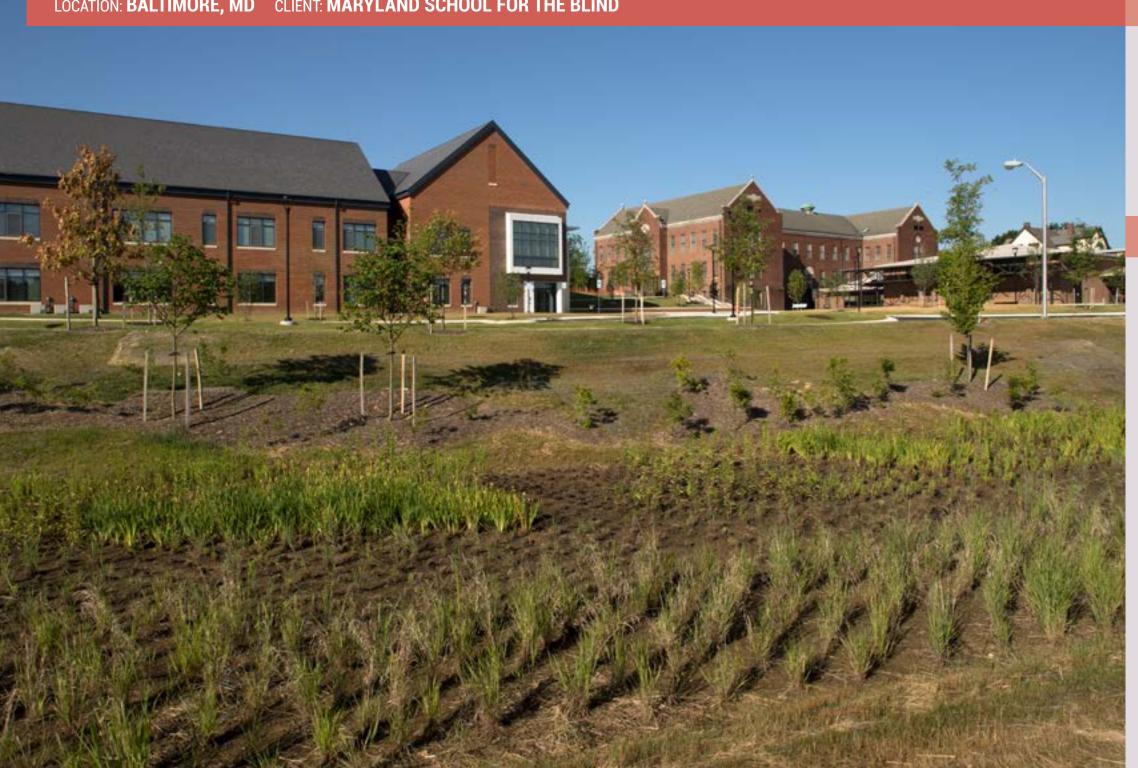
Ensure inclusive and equitable quality education and lifelong learning opportunities for all.





# MARYLAND SCHOOL FOR THE BLIND

LOCATION: BALTIMORE, MD CLIENT: MARYLAND SCHOOL FOR THE BLIND



#### PROJECT SUMMARY

The Maryland School for the Blind campus covers approximately 95 acres. The Autism-Blind Learning Activity Center and Residences Project required demolition of four existing buildings and construction of a new 32,000 gross square-feet academic building and two 20,000 gross square-feet residential cottages.

#### SUSTAINABILITY FACTS

- Designed to meet very specific and special needs of students
- Phased demolition and construction to minimize impacts to students and staff
- · Included a submerged gravel wetland and impervious area runoff disconnection for stormwater management treatment



# JHU STEIFF SILVER BUILDING FLOOD MITIGATION

LOCATION: BALTIMORE, MD CLIENT: JOHNS HOPKINS UNIVERSITY



#### PROJECT SUMMARY

Resiliency design introducing exterior site improvements for drainage, flood doors, and interior finishes that offer improved mold resistance for an existing facility on Johns Hopkins University campus.

#### SUSTAINABILITY FACTS

- Site improvements to improve drainage around the facility
- Installation of flood doors to reduce water within the building
- Selection of interior finishes that are resistant to mold in the event water enters the building





RK&K is a leader in providing the full spectrum of planning, engineering, and construction services to water and wastewater agencies and municipalities.

Our services include all aspects of water quality and quantity management and biosolids management, ranging from water and wastewater treatment plants, wastewater collection, and water distribution systems and pumping stations.



Ensure availability and sustainable management of water and sanitation for all.



**Clean Water and Sanitation** 

# EASTERN REGIONAL INFRASTRUCTURE

LOCATION: GWINNETT COUNTY, GA CLIENT: GWINNETT COUNTY DEPARTMENT OF WATER RESOURCES



#### PROJECT SUMMARY

Design-build project providing new infrastructure services to the eastern part of Gwinnett County in the form of water and sanitary sewer. Also introduces two new trailheads and associated trails for increased recreational facilities.

#### SUSTAINABILITY FACTS

- Pursuing Envision and SITES verification
- Incorporation of the contractor at the onset of the project to ensure maximum collaboration
- User-friendly recreational facilities to ensure that the end user experience is at the forefront

# ENHANCED BIOSOLIDS REUSE AND REDUCTION PROJECT

LOCATION: MT. CRAWFORD, VA CLIENT: HARRISONBURG-ROCKINGHAM REGIONAL SEWER AUTHORITY (HRRSA)







#### PROJECT SUMMARY

The original scope was to design a small dryer facility capable of drying only 38% of HRRSA's biosolids. Our team proposed a new alternative with heat recovery that would dry 100% of their biosolids. To secure funding, RK&K's team accelerated design and went from preliminary design to bid in less than 10 months.

### SUSTAINABILITY FACTS

- A new thermal dryer system reduced 40 tons of biosolids to 6 tons per day
- The dryer produces a Class A biosolids product that is applied as a fertilizer and/or soil amendment
- The dryer system is fueled entirely from renewable energy
- Thermal energy is also recovered from the dryer offgas

7 AFFORDABLE AND CLEAN ENERGY



RK&K is an industry leader in natural gas engineering, petroleum facilities, corrosion protection, subsurface utility engineering, and utility coordination and relocation.

Our clients, both public and private sector, consistently turn to RK&K to solve their most complex and challenging utility/ energy projects.



Ensure access to affordable, reliable, sustainable, and modern energy for all.

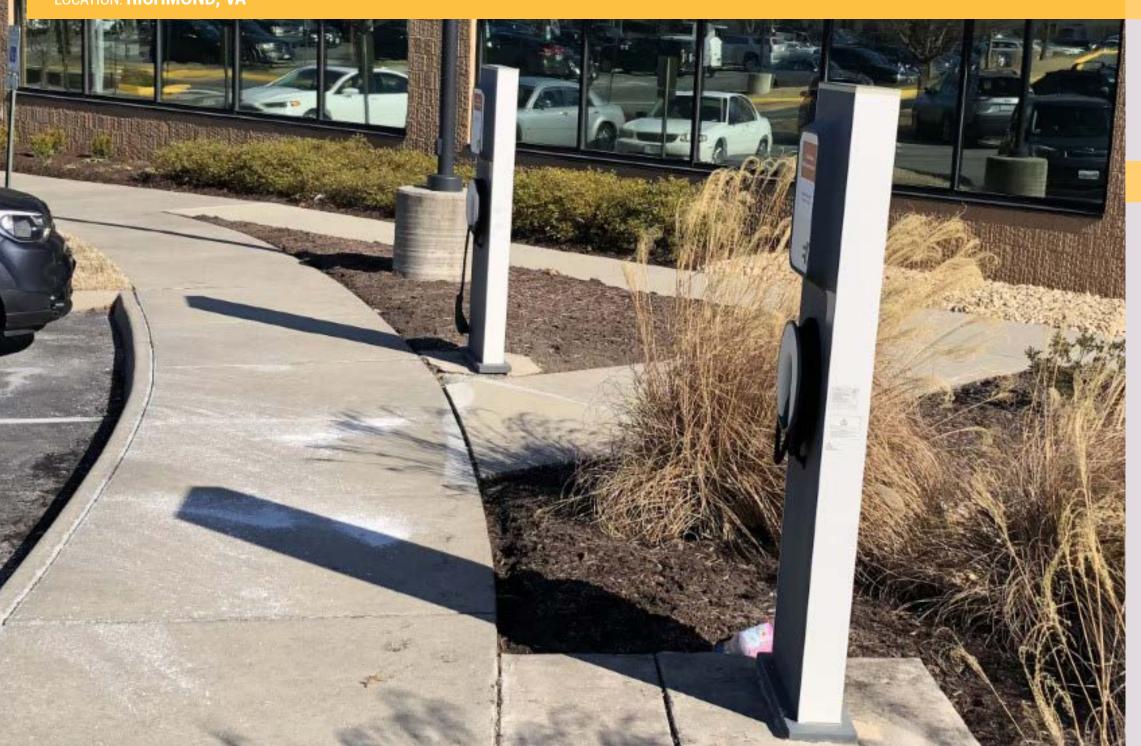
27 PRINCE TO THE PROPERT TO THE PROP



Affordable and Clean Energy

# **EV CHARGING STATIONS**

LOCATION: RICHMOND, VA

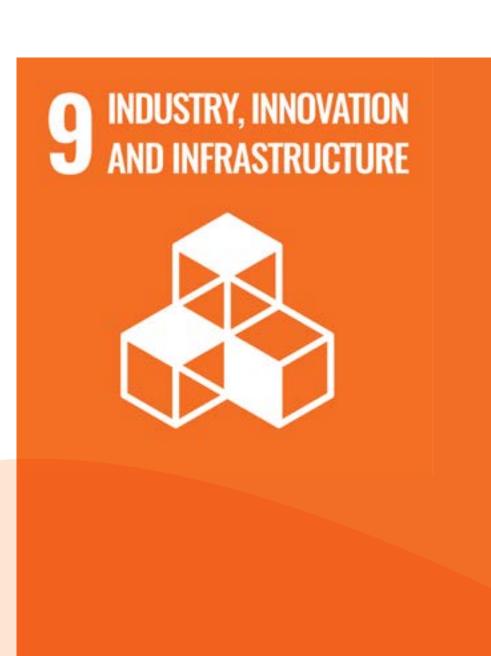


#### PROJECT SUMMAR'

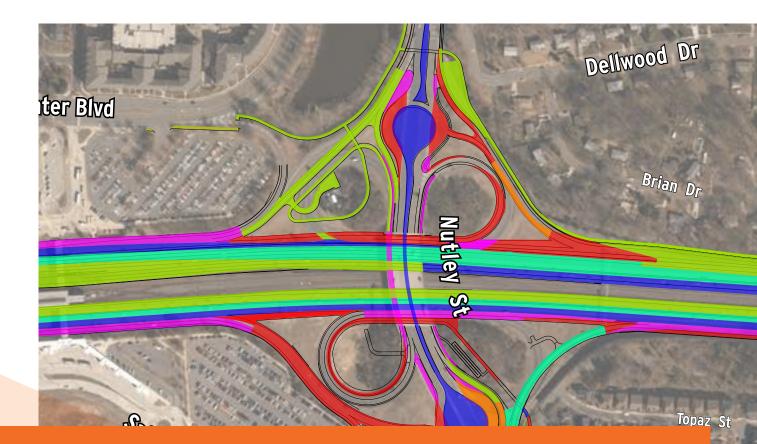
With electric vehicles gaining popularity and demand for the technology is increasing, we are supporting this new technology. RK&K was tasked with installing plugless charging stations along a city street.

#### SUSTAINABILITY FACTS

- Embraces zero-emissions technology
- Incorporates existing parking infrastructure
- Innovative approach to installing new technology



Today's world of rapid technological change requires a team of experts focused on what's next. We do this through our culture of innovation. Our innovators use technology to solve our clients' toughest problems.



Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.



# OR CODE TICKETING

LOCATION: NORTH CAROLINA CLIENT: NORTH CAROLINA DEPARTMENT OF TRANSPORTATION



#### PROJECT SUMMARY

RK&K is focused on delivering cost-effective, scalable, and efficient solutions. This project, which won NCDOT's 2021 CLEAR award, provided a ticketing solution for job sites that improved productivity and reliability and reduced transmission vectors during a global pandemic.

#### SUSTAINABILITY FACTS

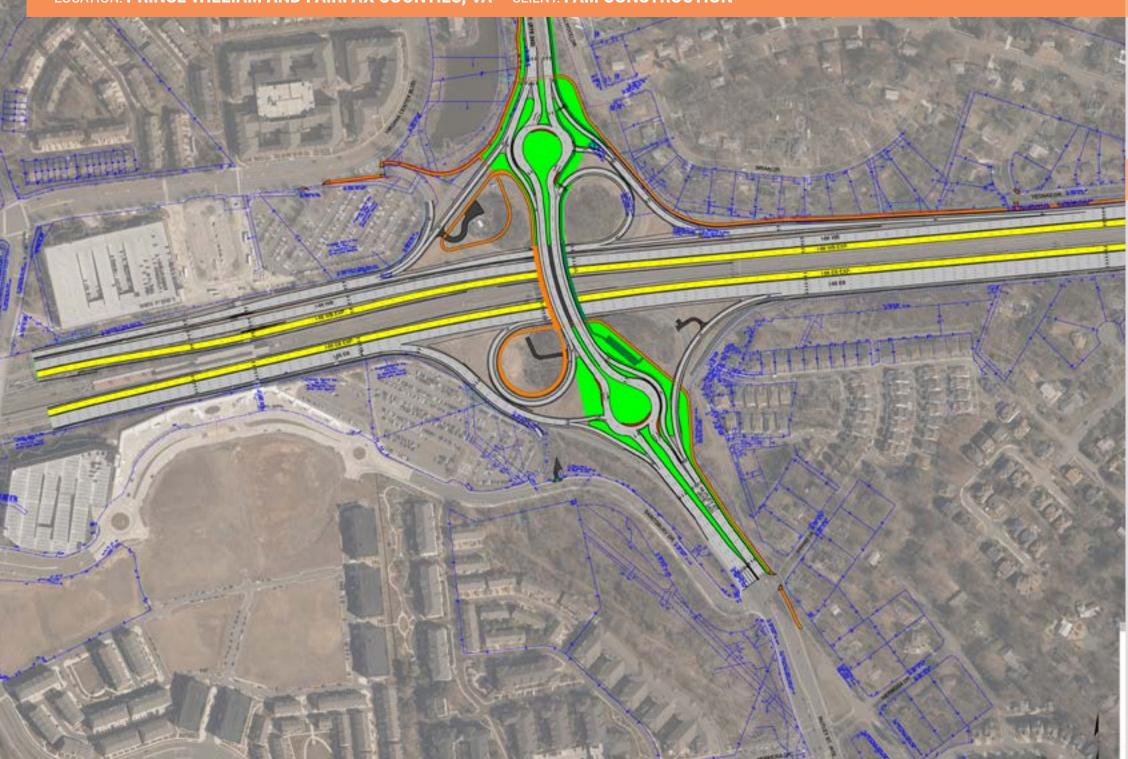
- Uses QR codes as a form of e-ticketing for job sites
- Allows for contact-free ticketing
- Doesn't require cellular connectivity at time of delivery



**Industry, Innovation and Infrastructure** 

# **1-66 OUTSIDE THE BELTWAY IMPROVEMENTS**

LOCATION: PRINCE WILLIAM AND FAIRFAX COUNTIES, VA CLIENT: FAM CONSTRUCTION

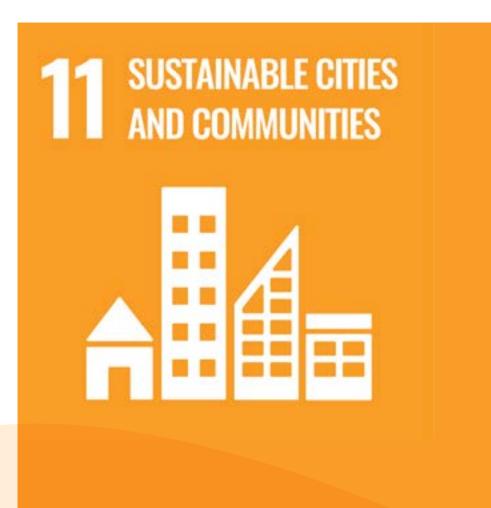


#### PROJECT SUMMARY

I-66 is a freeway in northern Virginia for which RK&K was tasked with providing additional options for transit, HOV, bicyclists, pedestrians, and vehicles to embrace a multimodal freeway concept.

#### SUSTAINABILITY FACTS

- Robust stakeholder engagement including meetings at individual landowner levels as applicable
- Replaced concept layout to enhance the bicycle and pedestrian accommodations and save the project \$30 million by keeping the existing bridge in place
- Reuse of existing materials to reduce construction time



RK&K has a Healthy Communities Group focused on celebrating the unique characteristics of places. The Group aims to enhance livability through balanced and appropriate planning and design for transportation, recreation, and land use. The foundation of every project is the people, history, and culture of the place. The Group's approach is humanistic-centered and citizendriven. The results are realistic and multifaceted.



Make cities and human settlements inclusive, safe, resilient, and sustainable.

2021 RK&K SUSTAINARII ITV REPORT 36



**Sustainable Cities and Communities** 

## SAN MARTIN DRIVE PEDESTRIAN IMPROVEMENTS

LOCATION: BALTIMORE, MD CLIENT: JOHNS HOPKINS UNIVERSITY COST: \$15M



#### PROJECT SUMMARY

JHU constructed a significant safety improvement program for pedestrians, cyclists, and drivers along a mile of San Martin Drive at the Johns Hopkins University Homewood Campus. Improvements include: a 350-foot pedestrian bridge through a forest conservation area; traffic calming; stop signs; new pavement at crosswalks to enhance pedestrian safety; new brick gateways to the campus; and new lighting.

#### SUSTAINABILITY FACTS

- Provided traffic calming and enhanced pedestrian safety
- Driver-friendly traffic control plans to gain community favor
- "Top Down" construction approach to minimize impacts to existing tree roots and forest floor
- Innovative bioswale concept



**Sustainable Cities and Communities** 



# DRAPER ROAD STREETSCAPE

LOCATION: BLACKSBURG, VA CLIENT: TOWN OF BLACKSBURG



#### PROJECT SUMMAR'

The Town of Blacksburg tasked RK&K with reviewing the Draper Road corridor to identify elements that could help balance the area for vehicular, pedestrian, and bicyclist users. RK&K developed concepts that were refined through a robust stakeholder engagement process.

#### SUSTAINABILITY FACTS

- Engage the community to ensure the space is created for the end user
- Seeking to preserve the historical and cultural character of the project
- Adjacent to Virginia Tech's campus, so blends the community together with the students and faculty interests



RK&K leads in the environmental field and delivers original approaches with passion. RK&K offers a full range of Environmental, Health, and Safety (EH&S) services related to environmental due diligence and site assessments, environmental compliance/management, construction support, and solid waste.

Our EH&S professionals boast a diverse background of expertise that collaborate with our clients to identify and mitigate environmental impacts, risks, and liabilities using practical, context-sensitive solutions.



Take urgent action to combat climate change and its impacts.



# READ AVENUE HYBRID RETROFIT

LOCATION: DEWEY BEACH, DE CLIENT: CENTER FOR THE INLAND BAYS COST: \$180K



#### PROJECT SUMMARY

Delaware's three inland bays are a major economic and natural resource for Sussex County and the State of Delaware. Dewey Beach, located within the Delaware Inland Bays Watershed, is a small coastal community that is home to fewer than 400 year-round residents and is a destination for more than 1.2 million annual visitors. Since 1981, Dewey Beach has experienced intense development to accommodate the seasonal influx of visitors, which required an assessment to prevent flooding due to the increased impervious area.

#### SUSTAINABILITY FACTS

- Implementation of a living shoreline using naturally occurring materials to maintain and enhance environmental benefits of bay shorelines
- Project needed to offset impervious area development from influx of tourism
- Upgraded storm drain and outfall to reduce flooding



# SEA LEVEL RISE AND COASTAL VULNERABILITY ASSESSMENT AND IMPLEMENTATION PLAN LOCATION: QUEEN ANNE COUNTY, VA CLIENT: QUEEN ANNE COUNTY

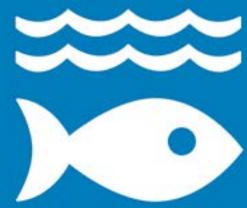


Using more than 50 GIS datasets, RK&K prepared mapping of three SLR and coastal flooding scenarios, identified vulnerable areas, and determined impacts to 35 resources, ranging from public safety resources, such as emergency service facilities and evacuation routes, to public, private, and commercial infrastructure.

#### SUSTAINABILITY FACTS

- Approximately 100 short-, medium-, and long-term adaptation strategies recommended
- Researched future sea level rise
- · Included emergency service facilities and evacuation route analysis





RK&K's Coastal Group provides all the resources and expertise demanded by the coastal environment's unique challenges. The multi-disciplined group has experts in coastal natural resources/ecology, coastal flooding, coastal mitigation, and waterfront structure/infrastructure. They are proficient in a wide variety of techniques and state-of-theart applications used to assess coastal conditions, protect waterfront assets, implement development, and mitigation within these environments. RK&K has experts in traditional "gray" approaches as well as "green" approaches for sustainable/resilient solutions in the coastal environment.



Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



# NC 12 RODANTHE BRIDGE PROJECT

LOCATION: RODANTHE, NC CLIENT: NORTH CAROLINA DEPARTMENT OF TRANSPORTATION



#### PROJECT SUMMARY

RK&K developed a monitoring and mitigation plan to offset any adverse effects the construction of the new Rodanthe Bridge would have on Submerged Aquatic Vegetation (SAV). The Pamlico Sound is home to the largest contiguous seagrass beds on the east coast north of Florida.

### SUSTAINABILITY FACTS

- Monitoring and mitigation to offset adverse effects of the construction of the Rodanthe Bridge on SAV
- Collected baseline data for multiple years during the growing season
- Utilized unmanned aerial systems to collect aerial photography of the SAV



# SOUTH WILMINGTON WETLAND PARK

LOCATION: WILMINGTON, DE CLIENT: CITY OF WILMINGTON, DE COST: \$25M



## PROJECT SUMMARY

This community enhancement project will revitalize South Wilmington through the transformation of a Brownfields site into a vibrant 17-acre wetland park with tidal marsh creation, wildlife enhancement, flood control, trail design, and economic development opportunities.

#### SUSTAINABILITY FACTS

- Transformed brownfield site
- Incorporated recreational facilities
- Included permitting with USACE, NOAA, EPA, and DNREC



RK&K environmental scientists conduct comprehensive field inventories for wetlands, waterways, forests, and other natural areas and develop accurate reports and permitting packages required for our varied projects. We have a thorough knowledge of the latest regulations and permitting requirements for impacts to wetlands, streams, and forest. Our strength is derived from our efficient environmental assessments, our technical expertise, relationships with regulators, innovative data collection, and emphasis on quality.



Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.



Life on Land

# **LONGBOAT PASS BRIDGE BAT EXCLUSION**

LOCATION: SARASOTA, FL CLIENT: FLORIDA DEPARTMENT OF TRANSPORTATION COST: \$6M



#### PROJECT SUMMARY

The Flordia Department of Transportation had scheduled major repair and rehabilitation work for the 2,128-footlong Longboat Pass Bridge. A colony of Brazilian free-tailed bats was known to inhabit the expansion joints of the bridge, which are protected by law. Project tasks involved inspecting each of the bridge's 45 bents and sealing all unoccupied expansion joints. Exclusion devices were installed at occupied bents and were reinspected at regular intervals until all bats had exited the expansion joints at which time the joint was sealed.

#### SUSTAINABILITY FACTS

- Installed exclusion devices at expansion joints for protection of Brazilian free-tailed bats
- Repair and rehabilitation of 2,218-foot-long Longboat Pass Bridge
- Regular inspection to ensure no harm to bat population



Life on Land

# <u>TMDL TREE PROGRAM MANAGEMENT</u>

LOCATION: BALTIMORE, MD / CHESAPEAKE BAY CLIENT: MDOT SHA COST: \$22M

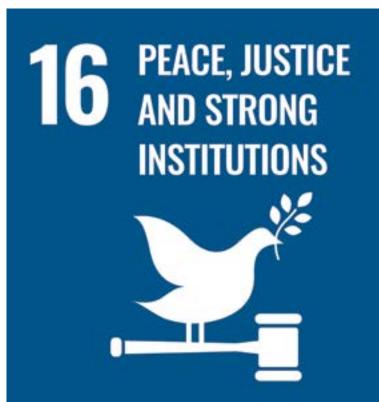


#### PROJECT SUMMARY

Tree planting has been an important strategy for the Maryland Department of Transportation State Highway Administration (MDOT SHA) to meet its NPDES stormwater permit and TMDL requirements. RK&K has developed methodologies for planting site selection, design, and post-construction monitoring. We have coordinated design and advertisement of 13 planting contracts and 8 establishment/maintenance contracts.

#### SUSTAINABILITY FACTS

- Tree protection associated with the construction of a pedestrian bridge on micro-piles
- Development and support managing MDOT SHA's TMDL tree planting program, which included managing more than 2,000 acres of tree planting throughout central Maryland



RK&K is committed to ensuring an environment free of discrimination and racial bias that welcomes, respects, develops, and leverages our individual differences.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.

#### PEOPLE ARE OUR GREATEST ASSET



Diversity and inclusion are core to our culture and reflect the belief that people are our greatest asset. As such, RK&K is committed to ensuring an environment free of discrimination and racial bias that welcomes, respects, develops, and leverages our individual differences.

To demonstrate this commitment, RK&K proactively invests time and resources in promoting diversity and inclusion at all levels of the firm. Our strategy focuses on three key areas:

#### LEADERSHIP COMMITMENT

Driving leadership agility, accountability, and adaptability

at all levels of the firm with demonstrated actions and behavior that advance diversity and inclusion.



#### BUILDING AND MAINTAINING A DIVERSE WORKFORCE

Attracting, retaining, developing, and rewarding diverse talent to add the greatest value to our clients and the communities we serve.



### SUPPORTING AN INCLUSIVE CULTURE

Fostering a culture of inclusion that facilitates knowledge sharing and maximizes the talent, skills, and diversity within the firm to support business goals.



