



JEDI

2022 Annual Report

JUSTICE

EQUITY

DIVERSITY

INCLUSION

AT PAE | LUMA

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JEDI

2022 Annual Report

JUSTICE
EQUITY
DIVERSITY
INCLUSION

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LETTER FROM LEADERSHIP



I'm proud to share with you PAE's first annual JEDI report.

At PAE, we have always taken pride in being a learning organization and one of the first steps in learning is becoming aware. In the 1990s when I became aware of the impact buildings had on the environment, I became a student of the sustainability movement, and you can draw a thread from then all the way to the PAE Living Building

25 years later. I think PAE is embarking on a similar journey as we become more deeply involved in understanding how justice, equity, diversity, and inclusion can positively impact our people, our business, and the world around us.

We are a relatively small company, but we have a significant lever as a thought leader in our industry. We have had some early wins in some areas of JEDI (equal pay, family leave, and our MWESB diversity partnership program) and we have a long way to go in other areas (training our staff, diversifying our management and leadership teams, and mentoring diverse students at the university level).

I encourage you to read the report and learn about the JEDI Council, the JEDI Community and the JEDI Action Committees and I encourage you to get involved, especially if you are a leader in the firm.

At PAE we strive to create a safe space to work, to learn, to grow, and to thrive.

Let's continue another adventure together.

A handwritten signature in black ink that reads "Paul Schwer".

PAUL SCHWER, PE
PRESIDENT | PAE

TRY TO BE A RAINBOW

IN SOMEONE ELSE'S CLOUD

-MAYA ANGELOU



FROM THE JEDI COUNCIL CHAIR



The JEDI journey for PAE started with a simple conversation between one of our former employees and me in 2019. This was before the social unrest of 2020 started. We realized that while our commitment to the Triple Bottom Line (People, Planet, Profit) and our Core Values were commendable, we needed a specific commitment to diversity and inclusion for the diverse members of our company. Three years later, and we are releasing our first JEDI Annual Report. Some may ask why it took us three years

to do this. For me, this needed to be a very intentional and introspective journey. What is the point of making statements about social issues if we are not taking any meaningful action? Admittedly, the JEDI Council itself was torn between our desire to take action and the need to be intentional. But here we are, three years in, and we have accomplished much: pronouns in our signatures, JEDI training for all staff, partnering with local women-owned and minority-owned businesses through our Diversity Partnership Program, collaborating with local school districts, completing an internal JEDI survey, adding a more inclusive mix of floating holidays, and hosting Perspectives events to share each of our unique stories.

But the biggest thing I am proud of is our ability to establish and maintain a culture of mutual respect and ability to discuss tough topics regarding JEDI.

While we have many initiatives that we will be pushing out in the next few years, our biggest task will be to maintain this culture and ensure that everyone at PAE feels the freedom to be their true selves.

RUWAN JAYAWEERA PE, LEED AP
JEDI COUNCIL CHAIR | PRINCIPAL



NATIVE LAND ACKNOWLEDGEMENT



Honoring the history and people of the land our offices occupy is a beginning toward building equitable relationships and reconciliation. PAE respects the history and sovereignty of the Tribal Nations of the Pacific Northwest, and the San Francisco Peninsula whose people were subject to unfathomable atrocities, forcibly dispossessed of their homelands, and more. We acknowledge these tribes are still here passing on their cultural heritage and want to share our deepest appreciation and respect to the original caretakers of this land. We aspire to continue the responsibility to be stewards of this one Earth taking care of the environment all around us.

We acknowledge that the PAE Portland/Eugene office is located on lands that have been occupied and stewarded since time immemorial by people from the Bands of Chinook, Clackamas, Cowlitz, Kalapuya, Kathlamet, Multnomah, Molalla, Tualatin, and Wasco. We acknowledge that the PAE San Francisco office sits on the Yelamu territory, the ancestral homeland of the Ramaytush Ohlone peoples who are the original inhabitants of the San Francisco Peninsula and we further acknowledge the Chochenyo and Muwekma Ohlone. We would like to acknowledge that the Seattle office sits on the traditional land of the first people of Seattle - the Duwamish, as well as the Coast Salish Peoples who have honored the land around the Puget Sound region.

[NATIVE-LAND.CA](https://native-land.ca) | [USDAC.US/NATIVELAND](https://usdac.us/nativeland)

PORTLAND "Leading With Tradition: Native American Community in the Portland Metropolitan Area" Provided by Portland's Native American Community Advisory Council, SAN FRANCISCO "Ramaytush Ohlone: Land Acknowledgment Statements", SEATTLE "Duwamish Tribe: How to Make a Land Acknowledgment"



Why is JEDI important?

Justice. Equity. Diversity. Inclusion. For generations, these terms have floated around our community and work spheres in the fight for a better future.

In recent years, however, following life-altering events and social unrest at a national and global scale, these terms have been put at the very forefront of a massive societal awakening that demanded action, accountability, and shed light on our world's need for real, lasting change. Between COVID-19, violence against targeted groups, and systemic injustices notoriously prevalent against those already facing social and economic disadvantages, these issues deeply impacted us all. At PAE, we recognize our responsibility in creating better environments not only for our partners and employees, but for the world and people of all the communities that inhabit it. We believe that the greatest contribution we can make in the fight for sustainable change comes from within our company and the steps we choose to take toward making a more just and equitable workplace and world. This report details why our JEDI Committee exists and what we have been doing to build diversity, equity, and inclusion into everything we do.

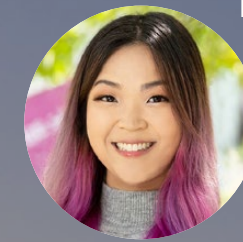


From the JEDI Community

Since the JEDI Committee's announcement at PAE, we have received an influx of interest and support from all staff levels of different backgrounds. The Community members are the heartbeat, the empathy, the ears, and the mouth of JEDI. We understand that to get to the root of the problem, we need to allow room at the table for different perspectives – to feel and to hear voices that drive those difficult conversations that allow us to understand how to help one another better and authentically. We want to serve the JEDI Community by becoming a platform that amplifies voices and listens to stories, to be an ally for those from marginalized groups, and to be a safe space to work, thrive and, ultimately, to be one's authentic self.

“It's hard to fix what you aren't aware exists. Visibility is the first step in progressing into the future with positive change. JEDI gives a platform for minority groups to feel heard, and increases awareness among the majority.”

ANONYMOUS | PAE EMPLOYEE



There is power in creating spaces that cultivate openness, belonging, and safety to contribute ideas. This kind of inclusion lays the groundwork for more meaningful, long-lasting, and intentional growth that encourages us to have better conversations, create more valuable connections, and challenges ourselves to listen, learn, and support those outside of our 'comfort zones'.

NICOLE TAN | SAN FRANCISCO, CA



You never know where the next great idea will come from. We need diverse backgrounds and an open / inclusive opportunity to share them - otherwise what opportunities will we miss?

JEFF BECKSFORT | PORTLAND, OR



If spaces within the built environment will be inhabited by a diverse group of people, a diverse group of people need to be part of the design process. There is work do be done to change the industry, for the better.

JANET HULL | PORTLAND, OR



The values of JEDI align with the mission of PAE.

MARCO ALVES | SAN FRANCISCO, CA

How does JEDI fit with our Core Values?

We value community and seek to restore our planet's ecosystem.

STEWARDSHIP



We approach challenges with an open mind.

HUMILITY



We treat each other with dignity, respect, and compassion.

RESPECT



We follow through on our commitments to our clients, to each other, and to the planet.

ACCOUNTABILITY



We collaborate to discover unique solutions that work for all people and our planet.

INNOVATION



VISION

Our vision is to strengthen PAE as a company where **diversity** is a core asset,, where all experiences are **valued**, and uniqueness is **encouraged**.

MISSION

By listening to the PAE community, we will engage leadership to ensure justice, equity, diversity, and inclusion are part of decision making and company practices as we sustain PAE's core values.

While prioritizing company culture and policies, we will influence the AEC industry and regional community through active participation in educational efforts and strategic partnerships with local non-profits.

Who? How?

JEDI COUNCIL

The JEDI Committee has multiple layers of leadership and avenues for staff engagement. The first layer is the JEDI Council. The Council consists of various termed and nominated positions. Council members are responsible for moving initiatives forward, supporting Action Committees, and coordinating all Community meetings. They are the hands and feet of the JEDI Committee, actively moving PAE forward and pursuing the success of the Committee mission and vision.



JEDI LEADERSHIP
Ruwan Jayaweera
(JEDI Chair and Leadership Team Sponsor)

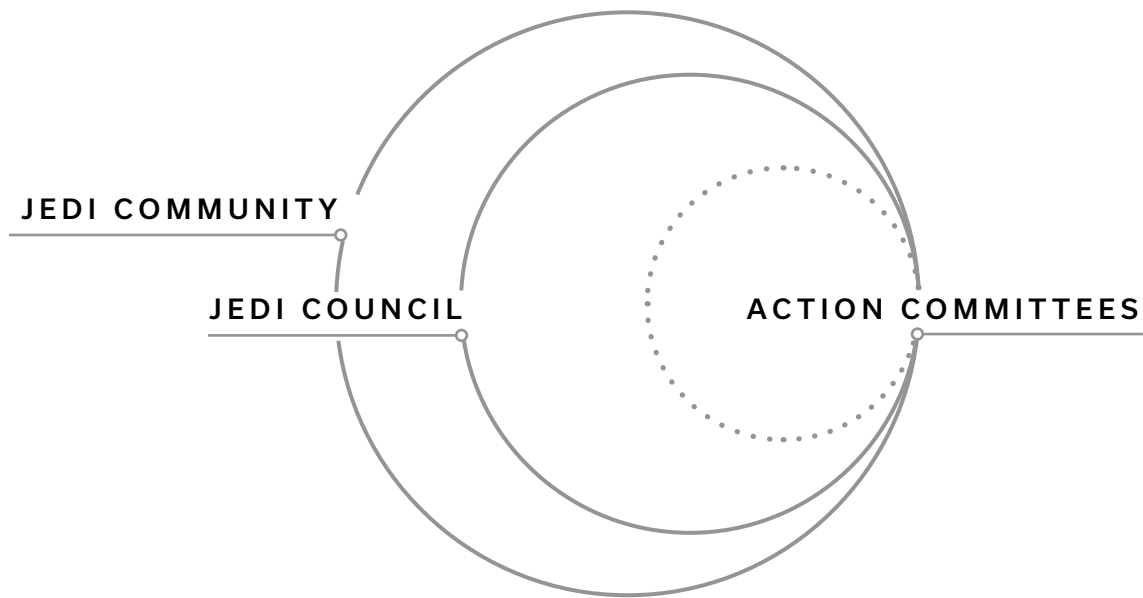
2020-CURRENT JEDI COUNCIL MEMBERS
LEFT TO RIGHT | Shiloh Butterworth, Abbie Bullen, Sarah KC Cowan, Gustavo Vela-Moreno, Damien Johnson, Janet Hull, Jorge Rendon, Prosper Majyambere, Wendy Hill, Christine Cornelius, Karina Bonin, Nicole Tan, Ben Burnett, Kellee Korpi, Darius Felder, Andrew Yamada, Jeremy Galvin



JEDI Action Committees

JEDI ACTION COMMITTEES

The Community conversations often unearth unmet needs, overlooked assumptions, or blind spots in firm offerings, policies, and practices. From those discussions, the final layer of the JEDI Committee was born, and they are called Action Committees. These are subcommittees formed by employees who saw a need and answered the call-to-action. Our Action Committees exist for realizing an initiative and pushing forward actionable steps that bring us closer to our overall vision.



CURRENT ACTIVE ACTION COMMITTEES



COMMUNICATIONS +
LEARNING RESOURCES¹



METRICS



BIPOC



OUTREACH



MENTAL HEALTH



QUEER-STRAIGHT
ALLIANCE²

¹ Previously Corporate Documents and Training.

² Currently looking for a champion.

COMPLETED ACTION COMMITTEE MISSIONS



PRONOUNS



GATE ANALYSIS



FILTERS

JEDI Action Committees



COMMUNICATIONS

MISSION

JEDI Communications is the voice of JEDI - we are the librarians and storytellers - producing and updating documents: to guide how we get things done; to capture and share accomplishments internally and externally. Recording progress and expressing a diversity of views and experiences.

HIGHLIGHTS

- Completed JEDI Charter - a “living document” to update and edit as the members, roles, responsibilities, and initiatives continue to evolve.
- Developed the JEDI Loop site.
- Created the JEDI Community Bulletin Board.

GOALS

- Create a foundation for JEDI-related communications.
- Increase visibility in JEDI Action Committee initiatives, events, and resources available firm wide.



LEARNING AND RESOURCES

MISSION

Diversity awareness is being aware of, respectful of, and embracing the variety of diverse aspects of humanity, whether race, religion, ethnicity, age, gender identity and expression, ability or disability, politics, class, or sexuality. Awareness comes from learning.

HIGHLIGHTS

- Launched all-staff survey and synthesized data to inform next steps.
- Launched search for a training consultant and after an intentional process of research and interviews, Adaption Institute (AI) was selected.
- With an approved budget, worked with AI to set a 12-month training schedule firm wide that kicked off in May 2022.

GOALS

- Through a collaborative effort between JEDI and employee experience (human resources), launch the first ever all-staff survey, to inform future training and set a baseline.
- Through a collaborative effort between JEDI and Learning and Development, identify and hire an experienced, outside DEI consultant to lead first ever all staff JEDI training.

JEDI Action Committees



PRONOUNS

MISSION

Advocating for adding pronouns to email signatures in a mindful, educated way that respects all staff at PAE.

HIGHLIGHTS

- Researched client firms with pronouns in email signatures and reviewed strategies for implementation and formatting.
- Worked with information systems to determine best implementation and format for PAE and LUMA email signatures.
- Presented to and got approval from the Tactical and Leadership teams to include pronouns in PAE and LUMA email signatures in an opt-in format.
- Created internal page with frequently asked questions to help explain the decision and reasons behind making the option available and explain how including pronouns in our materials demonstrates a commitment to DEI and helps establish a safe and respectful work environment.
- Over 100 people in the firm now list pronouns in their email signatures!



OUTREACH

MISSION

Creating and facilitating opportunities for furthering JEDI recruitment and retention in the AEC industry. The Outreach committee will work with educational programs (K-12, universities), recruitment, and internships to promote more diversity in the industry.

HIGHLIGHTS

- Brainstormed PAE's areas of influence and community to promote diversity in AEC education and careers.
- Established relationships with local mentorship and outreach organizations.
- Established PAE liaisons for local outreach organizations.
- Planned PAE participation in MESA Career Day 2022 and Engineer's Week 2022.
- Developed presentation geared towards high school students to encourage careers in AEC industry.

GOALS

- Improve PAE's educational outreach, promote careers in the AEC industry.
- Create pathways for external mentorship, streamline PAE participation in mentorship organizations.
- Improve internal mentorship within PAE.
- Critically examine internships and recruitment from the JEDI perspective.
- Create a PAE scholarship fund.

JEDI Action Committees



METRICS

MISSION

The metrics committee goal is to outline measurable accountability in the areas of Diversity and Inclusion within PAE. These indicators will be reevaluated yearly to track company progress over time.

HIGHLIGHTS

- Implemented JEDI Survey with all staff to track feelings of inclusivity.
- Tracked diversity statistics at PAE and compared them with local demographics.
- Using the survey data, tracking data on feelings of inclusion at PAE.
- Started drafting a 5-year Strategic Plan to achieve JEDI 2040 Vision.



BIPOC

MISSION

Learn from each other's lived experiences. Build a supportive and sustaining community of BIPOC employees at PAE. Elevate our voices & ideas to the JEDI council for PAE improvement and growth.

HIGHLIGHTS

- **MEETING UP:** Established monthly all-office BIPOC meetups for people to share ideas and voice concerns as a variety of social and racial events took place around us.
- **LAND ACKNOWLEDGMENT:** Completed land acknowledgment statement for meetings and other events. This statement has now been used during some staff meetings, project meetings, and external meetings such as Room for More events.
- **MLK HOLIDAY:** We sponsored the idea of observing MLK as a national holiday for the first time in PAE history. We received good feedback from the community and clients. This resulted in Juneteenth becoming a paid holiday and listing several inclusive floating holidays for PAE staff to select for the calendar year.
- **PERSPECTIVES:** Hosted several after work sessions where staff of various backgrounds were able to share their backgrounds and cultures using stories, photos, and recipes.
- **PORTLAND POTLUCK:** Held a potluck gathering in our Portland office.
- **BIPOC SUMMIT:** Hosted PAE's first BIPOC Summit.

Where do we stand?

PAE is generally in a good position to provide an inclusive work environment for our employees given our commitment to the PAE Core Values. Being a JUST labeled, certified B-Corp shows a commitment and transparency to JEDI initiatives and to our Triple Bottom Line commitment. We were one of the first companies in our industry to offer paid family leave to all employees. Our Women in Leadership Committee has been instrumental in pushing for gender pay equity and women in management positions. The JEDI Council has also been able to implement several initiatives to promote a more inclusive environment such as a BIPOC action committee and the Queer-Straight Alliance to provide space spaces for those employees to come together. Initiatives such as perspectives and pronouns help to celebrate our diversity.

However, we acknowledge that there is work to do. We need to be a more diverse company. We need to be more intentional about allowing all diversities to flourish. This will take time and our initiatives will be focused on improving our diversity and inclusion in the years to come.

WHAT ARE WE DOING CURRENTLY?



INCREASE INCLUSIVITY

- Perspectives
- Lunch with Leadership
- DEI Survey
- DEI Training
- JEDI Holidays
- Mental Health
- Pronouns
- Land acknowledgments



INCREASE DIVERSITY

- Outreach and Mentorship
- JEDI Filters



COMMUNITY + INDUSTRY OUTREACH

- MWESB Partnership Program and Roundtable Discussions
- Diversity Partnership Program Outreach and Mentorship of Local K-12 Students

Learning how to be JEDI Leaders

WHERE ARE WE?

PAE was an "early adopter" of equal pay and family leave in our industry.

Clients are reaching out to us to learn from our efforts in setting up a JEDI Committee.

We are having conversations with many clients to share lessons learned and ideas.

Supporting Room for More continues to lead discussions within the AEC industry.

We are leading discussions with Association for Learning Environments to help drive JEDI discussions in the K-12 sector.

We had successful development of a MWEBS Diversity Partnership Program

WHERE CAN WE GO?

Implementation of JEDI in company policy and decisions ("JEDI audits")

Climate Justice outreach

University-level mentoring and networking for women and BIPOC

Community outreach to help disadvantaged communities

Participation of leadership in JEDI initiatives

HIGHLIGHT: ROOM FOR MORE 'STORIES OF EFFICIENCY & RESILIENCE' | LATINX PANEL



In September 2021, JEDI Council members Gustavo Vela-Moreno, Jorge Rendon, and Karina Bonin were panelists for a Room For More event titled 'Stories of Efficiency & Resilience' that highlighted Latinx



experiences in the architecture, engineering, and construction community. The panel featured fellow industry leaders from firms like BRIC Architecture and Mahlum Architects who shared their personal journeys as designers and how resilience and efficiency translate



as members of the Latinx community in a non-BIPOC dominated field. While there was a diverse range of attendees, the goal of the panel was to empower young professionals practicing in the field and those interested

in joining the industry. By taking part in discussions like these that aim to encourage the future generation and share stories and experiences from underrepresented communities, we are able to help create an even better foundation for the future.

'Stories of Efficiency & Resilience' by Room For More was held on September 15, 2021. JEDI Council panelists included: Gustavo Vela-Moreno, Jorge Rendon, and Karina Bonin.



PAE Diversity Partnership Program

The PAE Diversity Partnership Program is intended to provide an intentional, structured approach for PAE and minority and women-owned partner firms to pursue and deliver successful projects together.

PROGRAM GOALS:



Help diversify the architectural, engineering, and construction industry



Develop and execute protocols to ensure effective communication and successful partnerships



Create and leverage strong relationships to win and execute great projects



Provide resources and benefits that meet the needs of partner firms to overcome obstacles to success

HOW DOES IT WORK?

- ① Interested diverse and COBID partners apply to the program.
- ② PAE's Diversity Partnership Program Action Committee review each application to ensure we are selecting partners that share our values, can be capable design team partners, and meet the program's goal to increase diversity in the AEC industry.
- ③ Once accepted, the PAE Diversity Partnership Program Action Committee works with each firm to learn about their strengths and experience, goals and needs, and discuss how we can support each other in a mutually beneficial relationship.
- ④ In addition to regular project work and meetings, we meet regularly with our partners to foster deeper relationships and have open and honest dialogue and feedback.
- ⑤ PAE's partners will also undergo an annual review to discuss lessons learned, celebrate successes, evaluate goal progress and additional needs, and confirm program eligibility.

JEDI Training



JEDI TRAINING PLANS

We spent time selecting an independent consultant to train us on JEDI issues. Training occurred in 2022 and will continue in 2023. All staff will be trained as well as a separate training group for the Leadership Team and Employee Experience Team.

We have partnered with the Adaption Institute for quarterly JEDI training webinars that have been tailored to address PAE's needs. The Adaption Institute is a collection of research-driven specialists that are dedicated to providing innovative solutions that maximize change and human development.

ADAPTION INSTITUTE
RESEARCH DRIVEN SOLUTIONS

FEBRUARY

A preliminary session with our JEDI consultants at Adaption Institute was held in February: one with the JEDI Council and one with the Leadership Team.

MAY

The first of four JEDI training workshops with Adaptation Institute was on May 4, 2022, with the rest following each quarter. The trainings were open for all-staff participation.

JEDI in the Community

CREATING A BETTER ENVIRONMENT

The work for justice, equity, diversity, and inclusion doesn't stop when we leave the buildings of our office. Beyond JEDI work conducted at PAE, there are individual contributions and volunteer efforts by members of our Council and Community that help carry on our mission and vision. We'd like to take the time to share the various accomplishments and contributions that go on behind the scenes.



Ruwan Jayaweera, Jeremy Galvin, Gustavo Vela-Moreno, Sarah KC Cowan, and Lina Lim are involved with the Portland Room for More collective.

[LINKEDIN.COM/COMPANY/ROOM-FOR-MORE-PDX/](https://www.linkedin.com/company/room-for-more-pdx/) | [IG @ROOMFORMORE_PDX](https://www.instagram.com/roomformore_pdx/)

Room for More is an open collective of diverse professionals in the fields of architecture, engineering, and construction from different firms in the Portland area. The collective is inspired to contribute in the effort to increase, mentor and support diversity and equity in the AEC profession.



Ruwan Jayaweera is the JEDI Committee Chair and co-founder of Room for More. He is also the Pacific NW Regional Board JEDI representative for the Association for Learning Environments, is on the Board of Directors for Design Corps, and works with the ACE and MESA mentorship programs.



Jeff Becksfort and **Abbie Bullen** are active members of ACE Mentorship Program of America and the MESA (Mathematics, Engineering, Science, Achievement) Program.



ADDITIONAL JEDI HIGHLIGHTS

ROUNDTABLE SERIES

In 2021, we had a series of 3 roundtable discussions with diverse MEPT consulting partners in Portland to learn lessons about partnering on projects. That resulted in the Diversity Partnership Program which was implemented in 2022.



ELEVATE OREGON STUDENT TOUR

PAE hosted a student tour with Elevate Oregon, a mentoring organization that helps under-represented and under-resourced students access community-based career exploration.

JEDI 2040 VISION

We began developing a JEDI 2040 Vision for BIPOC and gender, and met with Leadership and presented data compiled by the Metrics Action Committee on how we can meet our ambitious goals.

Diversity and Inclusion

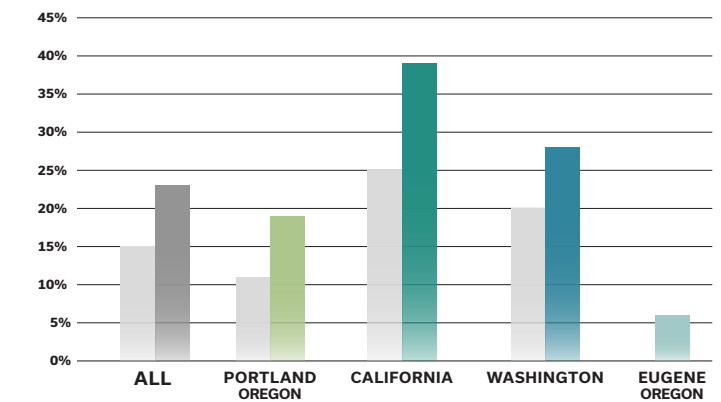
We are at a crossroads in the AEC industry. Similar to PAE's approach to design shifted 20 years ago to focus on sustainability and the Triple Bottom Line, we now have the opportunity to shift our focus to Justice, Equity, Diversity, and Inclusion.

To better shape our vision of achieving a more diverse and inclusive workplace, our JEDI Metrics Action Committee team is tracking current demographics for each office location and making comparisons to baseline rates, such as college graduation data.

The goal is to leverage our metrics to force us to look not only inwardly at recruiting policies, but also outward to improve diversity of the engineering workforce as a whole and broaden the scope of tools in our kit to push the JEDI Committee's vision forward.

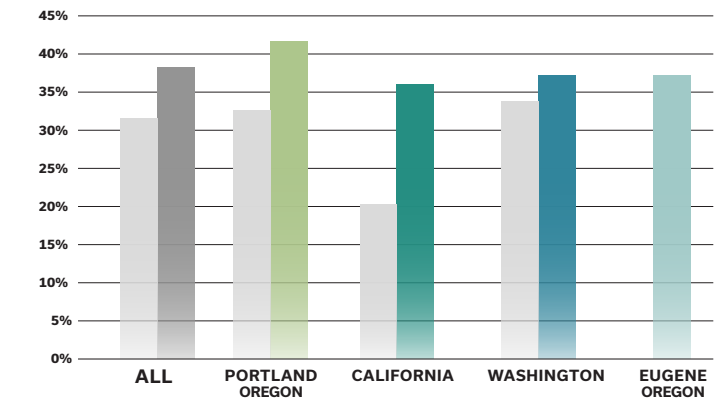
STAFF DIVERSITY

% BIPOC



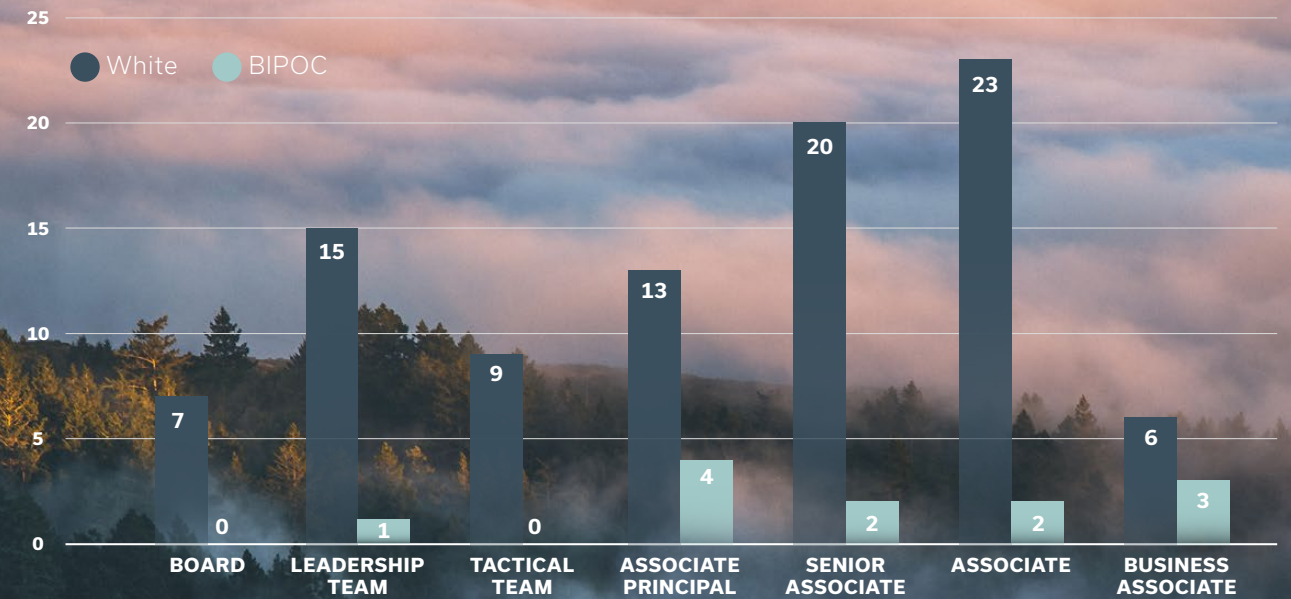
2015	15%	11%	25%	20%	-
2020	23%	19%	39%	28%	6%

% WOMEN

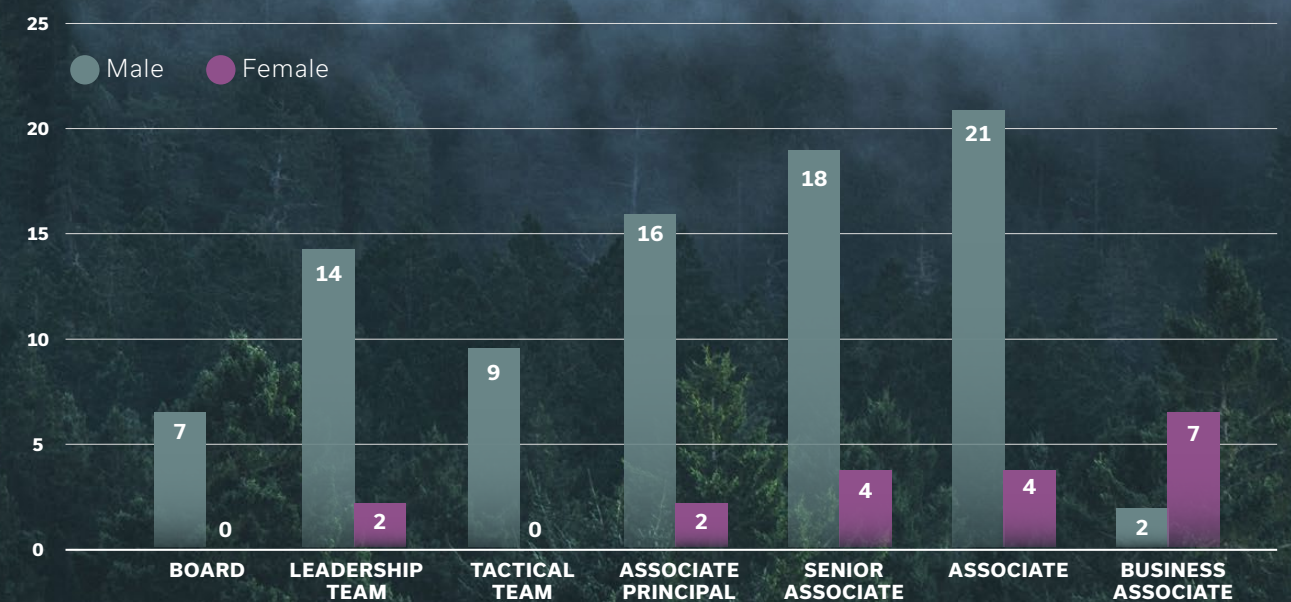


2015	28%	29%	18%	30%	-
2020	34%	37%	32%	33%	33%

2021 PAE LEADERSHIP DIVERSITY | BIPOC



2021 PAE LEADERSHIP DIVERSITY | GENDER



Our current scope for metrics is BIPOC and gender with plans to expand to other groups in the future.

Inclusion Survey Results









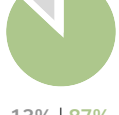
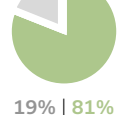
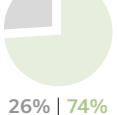
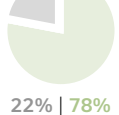
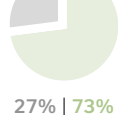
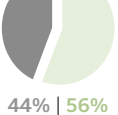
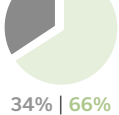












At the beginning of 2021, we wanted to better understand how the employees of PAE were feeling around inclusion.

Our survey results found some trends that we'd like to look into further such as implicit and unconscious biases, equity vs. equality, and an overall need for inclusivity. Each of our office locations are in a different region that may require different types of attention.

This survey was able to track responses around BIPOC and gender inclusivity – we hope to have better demographic data in the next survey to include additional identities.

INCLUSION SURVEY RESULTS

■ AGREE ■ 80% AGREEMENT GOAL REACHED
■ DISAGREE ■ AREAS OF IMPROVEMENT

QUESTION	ALL-STAFF	BIPOC	WOMEN
1 Employees of different backgrounds interact well within our organization.	 18% 82%	 25% 75%	 25% 75%
2 People of all cultures and backgrounds are respected here.	 17% 83%	 31% 68%	 24% 76%
3 My supervisor demonstrates commitment to and support of diversity.	 15% 85%	 20% 80%	 13% 87%
4 Racial, ethnic, age, and gender-based jokes and discrimination are not tolerated at this organization.	 19% 81%	 26% 74%	 22% 78%
5 I rarely feel like I am "the only one".	 27% 73%	 44% 56%	 34% 66%
6 This organization provides an environment for the free and open expression of ideas, opinions, and beliefs.	 27% 73%	 41% 59%	 33% 67%
7 I believe the organization will take appropriate action in response to incidents of discrimination and/or bias.	 21% 79%	 40% 61%	 25% 75%
8 If I had a concern about harassment or discrimination, I have multiple ways to report the concern and I feel safe and comfortable to do so.	 27% 73%	 41% 59%	 33% 67%
9 Management demonstrates a commitment to meeting needs of employees with disabilities.	 40% 60%	 53% 47%	 53% 47%

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INCLUSION

ACKNOWLEDGEMENTS

Nicole Tan
Sarah KC Cowan
Katrina Emery
Ruwan Jayaweera
PAE JEDI Council Members
PAE JEDI Community Members

This version of the report is intended for PAE | LUMA external distribution only.