



2023 Affirmative Action Plan

PBS Engineering and Environmental Inc.

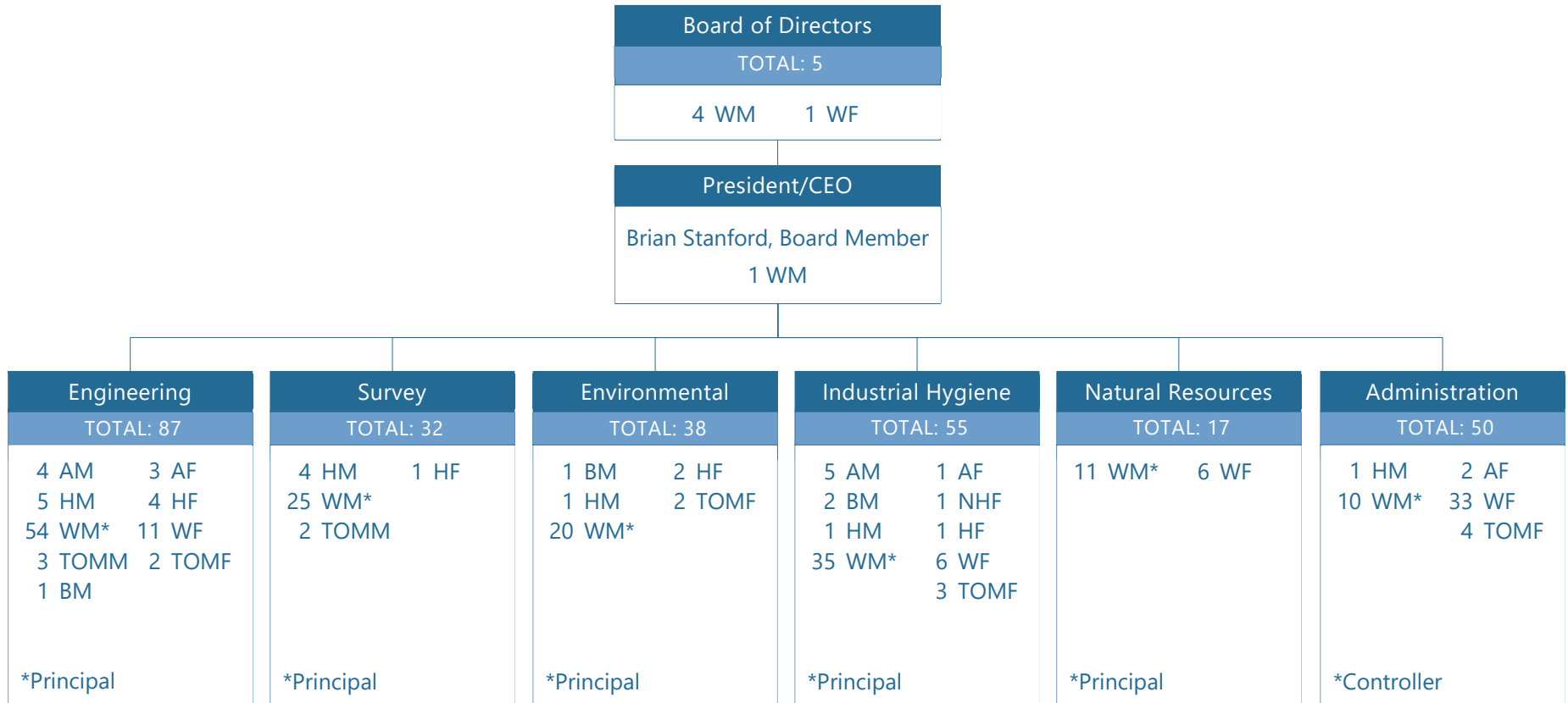
All information and data included reflect December 31, 2022.

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PBS Engineering and Environmental Inc.

2022 Affirmative Action Plan Organizational Display



KEY

A	Asian	NH	Native Hawaiian or other Pacific Islander	F	Female
AI	American Indian or Alaska Native	TOM	Two or More Races	M	Male
B	Black/African American	W	White (Non-Hispanic)		
H	Hispanic				



Affirmative Action (AA)/Equal Employment Opportunity (EEO) Policy

PBS Engineering and Environmental Inc. (PBS) is an Equal Employment Opportunity Employer that does not discriminate on the basis of actual or perceived race, creed, color, religion, alienage or national origin, ancestry, citizenship status, age, disability or handicap, sex, marital status, veteran status, sexual orientation, genetic information, arrest record, or any other characteristic protected by applicable federal, state, or local laws. Our management team is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, employee activities, and general treatment during employment.

PBS will endeavor to make reasonable accommodations to the known physical or mental limitations of qualified employees with disabilities unless the accommodation would impose an undue hardship on the operation of our business. If assistance in performing job duties is required because of a physical or mental condition, please let People & Culture (PBS Human Resources) know.

PBS will endeavor to accommodate the sincere religious beliefs of its employees to the extent such accommodation does not pose an undue hardship on PBS' operations. If employees wish to request such an accommodation, they should contact People & Culture.

Any employees with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of People & Culture. PBS will not allow any form of retaliation against individuals who raise issues of Equal Employment Opportunity. If employees feel they have been subjected to any such retaliation, they should contact People & Culture. To ensure our workplace is free of artificial barriers, violation of this policy including any improper retaliatory conduct will lead to discipline, up to and including discharge. All employees must cooperate with all investigations.

Non-Harassment and Discrimination Policy

It is PBS' policy to prohibit intentional and unintentional harassment of or against job applicants, contractors, interns, volunteers, or employees by another employee, supervisor, vendor, customer, or any third party on the

basis of actual or perceived race, color, creed, religion, national origin, ancestry, citizenship status, age, sex or gender (including pregnancy, childbirth, and pregnancy-related conditions), gender identity or expression (including transgender status), sexual orientation, marital status, military service and veteran status, physical or mental disability, genetic information, expunged juvenile record, or any other characteristic protected by applicable federal, state, or local laws (referred to as "protected characteristics"). Such conduct will not be tolerated by PBS.

The purpose of this policy is not to regulate employees' personal morality, but to ensure that no one harasses another individual in the workplace, including while on PBS premises, while on PBS business (whether or not on PBS premises), or while representing PBS. In addition to being a violation of this policy, harassment or retaliation based on any protected characteristic as defined by applicable federal, state, or local laws also is unlawful. For example, sexual harassment and retaliation against an individual because the individual filed a complaint of sexual harassment or because an individual aided, assisted, or testified in an investigation or proceeding involving a complaint of sexual harassment as defined by applicable federal, state, or local laws are unlawful.

Harassment Defined

Harassment generally is defined in this policy as unwelcome verbal, visual, or physical conduct that denigrates or shows hostility or aversion toward an individual because of any actual or perceived protected characteristic or has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Harassment can be verbal (including slurs, jokes, insults, epithets, gestures, or teasing), visual (including offensive posters, symbols, cartoons, drawings, computer displays, text messages, social media posts, or emails), or physical conduct (including physically threatening another, blocking someone's way, etc.). Such conduct violates this policy, even if it does not rise to the level of a violation of applicable federal, state, or local laws. Because it is difficult to define unlawful harassment, employees are expected to behave at all times in a manner consistent with the intended purpose of this policy.

Sexual Harassment Defined

Sexual harassment can include all the above actions, as well as other unwelcome conduct, such as unwelcome or unsolicited sexual advances, requests for sexual favors, conversations regarding sexual activities, and other verbal, visual, or physical conduct of a sexual nature when:

- submission to that conduct or those advances or requests is made either explicitly or implicitly a term or condition of an individual's employment; or
- submission to or rejection of the conduct or advances or requests by an individual is used as the basis for employment decisions affecting the individual; or
- conduct or advances or requests have the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Examples of conduct that violate this policy include:

- unwelcome flirtations, leering, whistling, touching, pinching, assault, blocking normal movement;
- requests for sexual favors or demands for sexual favors in exchange for favorable treatment;
- obscene or vulgar gestures, posters, or comments;
- sexual jokes or comments about a person's body, sexual prowess, or sexual deficiencies;
- propositions or suggestive or insulting comments of a sexual nature;
- derogatory cartoons, posters, and drawings;
- sexually explicit emails, text messages, or voicemails;
- uninvited touching of a sexual nature;
- unwelcome sexually related comments;
- conversation about one's own or someone else's sex life;
- conduct or comments consistently targeted at only one gender, even if the content is not sexual; and
- teasing or other conduct directed toward a person because of the person's gender.

Sexual Assault Defined

Sexual assault, defined as unwanted conduct of a sexual nature that is inflicted upon a person or compelled through the use of physical force, manipulation, threat, or intimidation, also is specifically prohibited.

Any discrimination, harassment, or retaliation is unacceptable in the workplace and in any work-related settings such as business trips and business-related social functions, regardless of whether the conduct is engaged in by a supervisor, coworker, client, customer, vendor, or other third party.

Reporting Procedures

If the employee has been subjected to or witnessed conduct which violates this policy, the employee should immediately report the matter to the People & Culture Manager. If the employee is unable for any reason to contact this person, or if the employee has not received an initial response within five business days after reporting any incident of what the employee perceives to be harassment, the employee should contact their supervisor. If the person toward whom the complaint is directed is one of the individuals indicated above, the employee should contact any higher-level manager in the reporting hierarchy.

All employees are encouraged to document any incidents involving discrimination, harassment, and sexual assault as soon as possible.

Investigation Procedures

Every report of perceived harassment will be fully investigated, and corrective action will be taken where appropriate. All complaints will be kept confidential to the extent possible, but confidentiality cannot be guaranteed. All employees must cooperate with all investigations conducted pursuant to this policy.

Nondisclosure and Nondisparagement Agreements

PBS may not require or coerce employees to enter into a nondisclosure or nondisparagement agreement concerning harassment, discrimination, or sexual assault. A nondisclosure agreement is an agreement wherein a party agrees to not share information with others regarding the subject

of the agreement. A nondisparagement agreement is an agreement wherein a party agrees not to criticize or bring negative attention to the other party.

Employees may voluntarily choose to enter into an agreement regarding harassment, discrimination, or sexual assault that contains a nondisclosure agreement, nondisparagement agreement, or an agreement prohibiting the employee from seeking reemployment with PBS, and the employee will have seven days to revoke the agreement after it has been executed.

Time Period to Bring a Legal Claim

Under Oregon law, an individual has five years from the date of an act of unlawful harassment or discrimination to file a claim. This time period applies to acts of unlawful harassment or discrimination occurring on or after September 29, 2020. An individual has one year to file a claim regarding acts of unlawful harassment or discrimination occurring before these dates.

Retaliation Prohibited

In addition, PBS will not allow any form of retaliation against individuals who report unwelcome conduct to management or who cooperate in the investigations of such reports in accordance with this policy. If employees have been subjected to any such retaliation, they should report it in the same manner in which they would report a claim of perceived harassment under this policy.

Violation of this policy including any improper retaliatory conduct will result in disciplinary action, up to and including discharge.

Internal Dissemination of Policy and Plan

Internal dissemination of the Affirmative Action Plan (AAP) shall include, but not be limited to, the following:

- The PBS AAP will be made available to all employees via the company intranet
- Inclusion in the Employee Handbook, available to all employees via the company intranet

- Training about the policy as part of orientation for new staff members and in updates of employees' policies and benefits for existing staff members
- Discussion of the policy and plan with supervisors as well as in special affirmative action workshops
- Training to all PBS employees at management's request
- EEO posters posted on all PBS bulletin boards

External Dissemination of Policy and Plan

External dissemination of the AAP shall include, but not be limited to, the following:

- Inform all recruiting sources that PBS is an EEO Employer
- Assure letters and advertisements that are used as part of the recruitment effort clearly state PBS' policy
- Assure that all contractors and subcontractors are notified by written communication from PBS' purchasing office of PBS' commitment and ongoing programs
- Incorporate in all purchase orders, leases, and contracts covered by Executive Order 11246 (as amended) a statement that PBS is an EEO Employer, and that contractors are obligated to adhere to federal, state, and local laws regarding EEO/AA
- Posted on PBS' public website

Responsibilities of the Equal Employment Opportunity Manager

The EEO manager is defined as the People & Culture Manager, who has the responsibility for designing and ensuring the effective implementation of PBS' AAP. These responsibilities include, but are not limited to, the following:

- Developing EEO policy statements, affirmative action programs, and internal and external communication procedures
- Assisting in the identification of AAP/EEO problem areas
- Assisting management in arriving at effective solutions to AAP/EEO problems

- Designing and implementing an internal audit and reporting system that measures the effectiveness of PBS' program, determines the degree to which AAP goals and objectives are met, and identifies the need for remedial action
- Keeping PBS' Chief Operations Officer (COO) informed of equal opportunity progress and reporting potential problem areas within the company through quarterly reports
- Reviewing the company's AAP for qualified minorities, people who are nonbinary, and women with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities
- Auditing the contents of the company's bulletin boards to ensure compliance information is posted and up-to-date
- Serving as liaison between PBS and enforcement agencies

Responsibilities of Managers and Supervisors

It is the responsibility of all managerial and supervisory staff to implement PBS' AAP. These responsibilities include, but are not limited to:

- Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary
- Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur
- Reviewing the job performance of each employee to assess all levels to ensure that the policy is understood and is followed in all personnel activities
- Auditing the contents of the company's bulletin boards to ensure compliance information is posted and up-to-date
- Serving as liaison between PBS and enforcement agencies
- Determining whether personnel actions are justified based on the employee's performance of their duties and responsibilities

Workforce Analysis

JOB CATEGORIES	HISPANIC OR LATINO		NOT HISPANIC OR LATINO												OVERALL TOTALS
	MALE	FEMALE	MALE						FEMALE						
	HISPANIC OR LATINO	HISPANIC OR LATINO	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE INDIAN	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE INDIAN	TWO OR MORE RACES	
EXECUTIVE/SR OFFICIALS & MNGRS	0	0	4	0	0	0	0	0	1	0	0	0	0	0	5
FIRST/MID OFFICE OFFICIALS & MNGRS	0	1	8	0	0	0	0	1	3	0	0	0	0	1	14
PROFESSIONALS	5	6	101	2	0	6	0	1	27	0	1	2	0	4	155
TECHNICIANS	7	1	42	1	0	3	0	3	9	0	0	2	0	2	70
SALES WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE	0	0	2	0	0	0	0	0	29	0	0	2	0	4	37
CRAFT WORKERS	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
OPERATIVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	12	8	158	3	0	9	0	5	69	0	1	6	0	11	282
PREVIOUS REPORT TOTAL	8	7	161	2	0	7	0	2	64	0	1	8	0	8	268

Job Group Analysis Listing of Job Titles

JOB GROUP NAME: 1.1
 EEO-1 CATEGORY: Executive/Senior-Level
 Officials and Managers

Operations Manager/Sr. Civil Engineer
 Chief Financial Officer
 Chief Operating Officer
 President/CEO
 Principal Industrial Hygiene

JOB GROUP NAME: 1.2
 EEO-1 CATEGORY: First/Mid-Level Officials
 and Managers

Communications Manager/Compass
 Coordinator
 Controller
 EHS Training Manager
 IT Manager
 Manager Verdant Web Tech
 People & Culture Manager
 Principal Engineer
 Principal Environmental Services
 Principal Natural Resources
 Safety Program Manager
 Sr. Public Involvement and Marketing
 Manager
 Sr. Scientist/Planner I
 Sr. Scientist/Project Manager
 Structural Engineering Manager
 Water Resource Practice Lead

JOB GROUP NAME: 2
 EEO-1 CATEGORY: Professionals

Business Development Manager
 Certified Industrial Hygienist II
 Civil Engineer

Civil Engineering Staff II
 Civil Engineering Staff III
 Construction Inspector II
 Construction Inspector III
 Construction Inspector IV
 Design Technology Manager
 EHS Trainer
 EHS Trainer/Regulatory Specialist
 Engineer II
 Engineer III
 Engineer IV
 Engineer V
 Engineer VI
 Engineer VII
 Engineering Staff I
 Engineering Staff II
 Engineering Staff III
 Env. Engineering Staff/Sustainability
 Coordinator
 Environmental Compliance Inspector
 Environmental Compliance Manager
 Environmental Compliance Manager/Project
 Manager
 Environmental Compliance Staff
 Environmental Engineer II
 Environmental Engineer III
 Environmental Engineer VI
 Environmental Engineering Staff I
 Environmental Project Manager
 GIS Analyst II
 GIS Specialist
 Grade VI Structural Engineer
 IT Technical Support Technician
 Land Use Planner

Landscape Architect I
 Landscape Architect II
 Landscape Architect IV
 Lead Industrial Hygienist/Project Manager
 Planner VII
 Principal Geotechnical Engineer
 Principal/Sr. Project Manager
 Project Biologist
 Project Civil Engineer
 Project Engineer IV
 Project Geologist I
 Project Geologist II
 Project Manager
 Project Scientist
 Software Engineer
 Sr. Bridge and Structures Project Manager
 Sr. Civil Engineer
 Sr. Civil Engineer/Operations Manager
 Sr. Creative Media Specialist
 Sr. Engineer/Construction Manager
 Sr. Engineer/Operations Manager
 Sr. Environmental Compliance Inspector
 Sr. Environmental Project Manager
 Sr. Geologist I
 Sr. Geologist II
 Sr. Geotechnical Engineer
 Sr. Hydrogeologist II
 Sr. Industrial Hygienist
 Sr. IT Specialist II
 Sr. IT Support Specialist
 Sr. Landscape Architect
 Sr. Project Manager
 Sr. Project Manager II
 Sr. Project Manager III

Sr. Project Manager V
 Sr. Project Manager, Environmental Engineering
 Sr. Project Manager/Bend Office Manager
 Sr. Project Manager/Eugene Office Manager
 Sr. Survey Manager
 Sr. Talent Acquisition Specialist
 Sr. Transportation Engineer
 Sr. Transportation Manager
 Sr. Water Resources Engineer
 Staff Biologist
 Staff Geologist I
 Staff Geologist II
 Staff Scientist I
 Staff Scientist II
 Survey Manager
 Transportation Engineer IV
 Verdant User Experience Manager
 Water Resources Engineer I
 Water Resources Engineer III
 Water Resources Engineer IV
 Water Resources Engineer V

JOB GROUP NAME: 3
 EEO-1 CATEGORY: Technicians

CAD/Drafter
 CAD/Microstation Tech I
 Design Technician

Design Technician II
 Design Technician IV
 Design Technology Specialist
 Engineering Intern
 Engineering Technician
 Industrial Hygienist
 Industrial Hygienist II
 Industrial Hygienist Inspector II
 Industrial Hygienist/AHERA Inspector II
 Industrial Hygienist/Inspector
 Industrial Hygienist/Safety Manager
 Industrial Hygienist/Staff Scientist
 Scientific Technologist in Engineering
 Survey III
 Survey Intern
 Survey Party Chief
 Survey Party Chief/UAS Pilot
 Survey Technician
 Survey Technician IV
 UAS Operator I
 UAS Program Lead

JOB GROUP NAME: 5
 EEO-1 CATEGORY: Administrative Support Workers

Accounts Payable Specialist
 Administrative Support
 Corporate A/R Manager

Engineering Project Specialist
 Executive Assistant
 Learning & Collaboration Specialist
 Marketing Assistant
 Marketing Coordinator
 Office Administrator
 Office Manager
 Payroll Accountant
 Payroll Specialist
 People & Culture Assistant
 People & Culture Generalist
 Project Administrator
 Project Administrator II
 Project Administrator/Office Administrator
 Project Support Specialist
 Public Involvement Coordinator
 Sr. Accountant/Contracting Manager
 Sr. Accounts Payable Specialist
 Sr. Marketing Coordinator
 Sr. Office Administrator
 Talent Acquisition Administrative Assistant
 Technical Editor
 Training Administrative Assistant

JOB GROUP NAME: 6
 EEO-1 CATEGORY: Craft Workers

Building Maintenance Specialist

Placement of Incumbents in Job Groups

Job Group	Total Number of Incumbents	Number of Females	Female Incumbency (%)	Number of Minorities	Minority Incumbency (%)
1.1 Executive/Senior-Level Officials and Managers	5	1	20%	0	0%
1.2 First/Mid-Level Officials and Managers	14	5	36%	3	21%
2 Professionals	155	40	26%	27	17%
3 Technicians	70	14	20%	19	27%
4 Sales Workers	0	0	0%	0	0%
5 Administrative Support Workers	37	35	95%	6	16%
6 Craft Workers	1	0	0%	0	0%

Minorities include: Males and Females designated as Asian, American Indian or Alaska Native, Black/African American, Hispanic, Native Hawaiian or other Pacific Islander, Two or More Races.

Support Data: Personnel Activity – Employee Departures

OFCCP Category: Executive/Senior-Level Officials and Managers Job Group: 1.1	Voluntary Terminations & Retirements		Involuntary Terminations		Layoffs		Recalls	
	Males	Females	Males	Females	Males	Females	Males	Females
White								
Black/African American								
Asian/Pacific Islander								
American Indian/Alaskan Native								
Hispanic								
Two or More Races								
TOTAL (count each person once only)	0	0	0	0	0	0	0	0

OFCCP Category: First/Mid-Level Officials and Managers Job Group: 1.2	Voluntary Terminations & Retirements		Involuntary Terminations		Layoffs		Recalls	
	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES
White		1						
Black/African American								
Asian/Pacific Islander								
American Indian/Alaskan Native								
Hispanic								
Two or More Races								
TOTAL (count each person once only)	0	1	0	0	0	0	0	0

OFCCP Category: Professionals Job Group: 2	Voluntary Terminations & Retirements		Involuntary Terminations		Layoffs		Recalls	
	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES
White	15	9			4			
Black/African American								
Asian/Pacific Islander	1							
American Indian/Alaskan Native								
Hispanic		1						
Two or More Races	1							
TOTAL (count each person once only)	17	10	0	0	4	0	0	0

OFCCP Category: Technicians Job Group: 3	Voluntary Terminations & Retirements		Involuntary Terminations		Layoffs		Recalls	
	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES
White	8	5	1		1			
Black/African American	1							
Asian								
Native Hawaiian or Other Pacific Islander								
American Indian/Alaskan Native								
Hispanic	1							
Two or More Races					1			
TOTAL (count each person once only)	10	5	1	0	2	0	0	0

OFCCP Category: Administrative Support Workers Job Group: 5	Voluntary Terminations & Retirements		Involuntary Terminations		Layoffs		Recalls	
	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES
White	1	3				1		
Black/African American								
Native Hawaiian or Other Pacific Islander								
Asian/Pacific Islander		1						
American Indian/Alaskan Native								
Hispanic								
Two or More Races								
TOTAL (count each person once only)	1	4	0	0	0	1	0	0

Support Data: Personnel Activity

The data represents all job applicants from January 1, 2022, through December 31, 2022.

Application Source

SOURCE	TOTAL	PERCENTAGE
Responded to an ad on Indeed	661	49.37%
Responded to an ad on LinkedIn Limited Listing	301	22.48%
Applied through the PBS website's jobs page	67	5.00%
Referral	50	3.73%
Recruiter (LVI Associates)	41	3.06%
Indeed sponsored ad	36	2.69%
Adzuna	23	1.72%
ZipRecruiter	21	1.57%
Recruiter (unspecified)	18	1.34%
Employment Department	5	0.37%
CareerBuilder	4	0.30%
Express Employment Professionals	4	0.30%
Monster	3	0.22%
CareerJet	1	0.08%
Craigslist	1	0.08%
Campus recruiting	1	0.08%
GPAC	1	0.08%
Jobrapido	1	0.08%
MyJobHelper	1	0.08%
neuvoo	1	0.08%
Unspecified	98	7.32%
Total Applications in 2022	1,339	

Equal Opportunity Survey

GENDER		
GENDER	TOTAL	PERCENTAGE
Female	395	33.17%
Male	615	51.64%
Other	4	0.34%
I don't wish to answer	177	14.86%
Total Responses	1,191	

ETHNICITY		
ETHNICITY	TOTAL	PERCENTAGE
American Indian or Alaskan Native	9	0.89%
Asian	177	17.44%
Black or African American	47	4.63%
Hispanic or Latino	85	8.37%
Native Hawaiian or Other Pacific Islander	8	0.79%
White	561	55.27%
Two or More Races	61	6.01%
I don't wish to answer	67	6.60%
Total Responses	1,015	

VETERAN STATUS		
STATUS	TOTAL	PERCENTAGE
I identify as a protected veteran	28	2.73%
I am not a protected veteran	947	92.39%
I don't wish to answer	50	4.88%
Total Responses	1,025	

DISABILITY STATUS		
STATUS	TOTAL	PERCENTAGE
Yes, I have a disability	73	7.09%
No, I don't have a disability	868	84.27%
I don't wish to answer	89	8.64%
Total Responses	1,030	

Action-Oriented Programs

PBS' commitment to diversity, equity, and inclusion (DEI) is unlike any other in the industry. DEI work is woven into the very fiber of everything accomplished inside and outside of the company. More than 40 PBS employees actively participated in a DEI Activation Group and/or working groups to further define DEI efforts. The following DEI values, statements, and roadmap are direct results of this collaborative work.

PBS Diversity Statement

Unified through our very differences, PBS believes diversity, equity, and inclusion broaden personal and professional growth; cultivate conscientious, capable leaders; amplify essential voices; and foster an open, accepting environment for our people.

PBS is committed to providing a dynamic, effective, and inclusive workplace and supporting the ongoing efforts needed to maintain these values. Our employees at all levels are committed to helping to create a culture where everyone's voice is valued and our processes are fair.

PBS will provide the investment to create programs and initiatives needed to focus on employee experiences and workplace outcomes that fulfill and respect this mission and its values. Our DEI activation groups and employee resource groups (ERGs) will consistently elevate our DEI work internally and externally through actionable and measurable goals. We are passionate about maintaining an inclusive workplace and supporting the practices at PBS that achieve our DEI vision.

Vision Statement

Our vision is to be the DEI innovator in our industry by creating an environment where every employee experiences and respects belonging and equity. Being committed to this endeavor means recruitment of professionals from diverse backgrounds and abilities; provision of an equitable workplace culture that is rooted in kindness and understanding; and continued engagement with our communities to promote equality.

Mission Statement

PBS is committed to creating a home that strengthens diversity by building an inclusive, culturally competent workplace that amplifies the voices of underrepresented communities and to provide a lens for PBS leadership decision-making that allows connection with each other, our clients, and the communities we serve.

PBS Community Activation Groups

The PBS Community Activation Groups are three groups that focus on activating DEI work at PBS. The efforts include both works inside and outside of PBS. The groups meet regularly to plan, design, and execute initiatives at PBS and in our communities.

Back to Basics Activation Group

The Back to Basics Activation Group focuses on the basics, which begins with treating everyone equally, respecting one another, and providing the tools and education to support this mission. This affects all PBS employees and can include everything from the hiring process to the vendors we use.

External Focused

The External Focused Activation Group is dedicated to showing up in a real way for our communities and continuing to help PBS become involved in community projects. This may include supporting educational programs, public events honoring those in our communities, providing grants, and much more.

Intentional Investment

The Intentional Investment Activation Group is dedicated to continually finding ways for PBS to invest financially in DEI initiatives. This includes hiring more diverse employees, finding ways to shift the make-up of the DEI work to ensure it represents all of PBS, and collaborating with minority-owned firms.

Employee Resource Groups

PBS supports and sponsors employee resource groups (ERGs), which are groups intended to support marginalized communities at PBS. These groups also serve as a way to promote staff connection and engagement,

as well as allow employees to learn, grow, better care for and understand one another, and better care for and understand our communities. Staff may use PBS resources to communicate and organize and these groups meet during personal time and meetings are often held during lunchtime or after work hours.

PBS has celebrated the formation of six ERGs. Below are the details for each group.

BIPOC Employee Resource Group

The BIPOC Employee Resource Group is committed to fostering an inclusive, affirming, and supportive work environment for team members of Black, Indigenous, and People of Color descent, including those who define themselves as multicultural.

New Moms Employee Resource Group

The New Moms Employee Resource Group is a space where members support one another, validate the challenges unique to working moms, and brainstorm solutions. The group's objectives include advocating for how PBS can attract and retain moms and prospective moms and ensuring working moms are educated about the benefits available and supporting them in using those benefits.

Parenting Employee Resource Group

The PBS Parenting Employee Resource Group is a place for parents of school-age kids (and younger) to support one another and connect about parenting and navigating each stage of a child's life with humor and love. This group provides a space for parents to come together in a judgment-free zone and share the struggles of being a working parent in the ever-changing world.

Prism Employee Resource Group

The Prism Employee Resource Group represents lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual, two-spirit, and ally (LGBTQIA2S+) employees at PBS. The Prism Group works to create an environment that encourages and celebrates diversity through supporting employees, the company, and our local communities.

Women at PBS Employee Resource Group

The Women at PBS Employee Resource Group is created for all employees who identify as women as a resource for support and a forum for discussion about workplace challenges women face, as well as to promote women's leadership at PBS. This group has a broad scope, touching on mentoring, networking, social, and community involvement.

Young Professionals Network Employee Resource Group

The Young Professionals Network (YPN) Employee Resource Group provides professional growth, positive community outreach, and enjoyable networking opportunities for the future leaders of PBS. YPN hosts fun get-togethers, organizes events to help our communities, provides a forum for members to ask questions, and much more.

Ally Groups

Ally Groups make a difference at PBS by listening, supporting, raising the visibility of, and recommending solutions to issues affecting marginalized groups. Groups are in development and currently include a Women's Ally Group.

Women's Ally Group

PBS supports and sponsors the Women's Ally Group, a group of employees who intend to support marginalized communities at PBS, particularly female employees. They utilize many educational opportunities within their monthly meetings to gain the tools and knowledge needed to be true allies in the workplace.

Strategy & Roadmap

PBS employees active in DEI work create the long-term strategy and roadmap. Below is an overview of goals and action steps for 2023 and beyond.

- Measure improvements achieved
- Revise and adjust activation strategy and roadmap as needed
- Double-down on efforts and individuals making the most positive impacts
- Promote achievements internally and externally
- Explore diversification of the Board of Directors
- Sponsor of underrepresented employee advancement

- Continue to examine recruiting, retention, hiring practices, and decision-making matrix
- Revise and adjust strategy/activation based on learnings
- Ally Group will hold monthly meetings and continue the work of supporting marginalized communities at PBS, particularly female employees
- Feature DEI education at companywide meetings, which celebrates the diversity of all PBS employees
- Focus training efforts by layering and reinforcing concepts
- Focus on individual employees and leadership behavior change
- Board/leadership education with the goal of improved inclusive decision-making

Additional Action-Oriented Programs

In addition to the DEI work listed above, PBS has instituted action programs to eliminate identified problem areas and to help achieve specific affirmative action goals. These programs include:

1. Continuing to extend PBS' DEI work to the clients and communities we serve, through the great efforts of the PBS Marketing team. This team is dedicated to making sure all materials produced for Marketing, Public Involvement, and Creative Services meet Americans with Disabilities Act (ADA) standards and are able to reach all intended audiences. The PBS Marketing team is also exploring multilingual opportunities for marketing and outreach materials, including surveys, videos, and in-person events.
2. Conducting annual analyses of job descriptions to ensure they accurately reflect job functions.
3. Reviewing job descriptions by department and job title using job performance criteria.
4. Reviewing offer letters and all external communications for inclusive language.
5. Reviewing all internal communications and documents for inclusive language.
6. Making job descriptions available to all members of management involved in the recruiting, screening, selection, and promotion processes.
7. Encouraging group agreements in all meetings at PBS.
 - a) Group agreements are a set of rules generated by the entire team regarding the mindset and behavior expected within the group during meetings. These are also sometimes referred to as team agreements or safe(r) space agreements.
8. Evaluating the employee selection process to ensure freedom from bias through:
 - a) Reviewing job applications and other pre-employment forms to ensure information requested is job-related.
 - b) Evaluating selection methods that may have a disparate impact to ensure they are job-related and consistent with business necessity.
 - c) Training personnel and management staff on proper interview techniques.
 - d) Training in EEO for management and supervisory staff.
9. Using techniques to improve recruitment and increase the flow of minority and female applicants. PBS presently undertakes the following actions:
 - a) Include the phrase "PBS is an Equal Opportunity Employer" in all employment advertisements and positions posted on the career page of our website.
 - b) Disseminate information on job opportunities to organizations representing minorities, women, people who are nonbinary, and employment development agencies when job opportunities occur.
 - c) Encourage all employees to refer qualified applicants.
 - d) When appropriate, recruit at secondary schools, junior colleges, colleges, and universities with predominantly minority or female enrollments.
 - e) Request employment agencies to refer qualified women, people who are nonbinary, and minorities.

10. Ensuring all employees are given equal opportunity for promotion.

This is achieved by:

- a) Posting promotional opportunities.
- b) Offering to assist employees in training and educational programs to enhance promotions and opportunities for job transfer.
- c) Evaluating job requirements for promotion.
- d) Utilizing job matrices that clearly outline the requirements and responsibilities for each job position.

Policy Statement – EEO for Religion or National Origin

It is the policy of PBS to take affirmative action to ensure that applicants are employed without regard to their religion or national origin. Such action includes but is not limited to the following employment practices: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, termination, rates of pay or other forms of compensation, and selection for training.

Employment practices have been reviewed to determine whether members of the various religions and/or ethnic groups are receiving fair consideration for job opportunities. Attention has been directed toward executive and middle management levels.

1. The policy concerning PBS' obligation to provide equal employment opportunity without regard to religion or national origin is communicated to all employees via employee handbooks, policy statements, and the AAP.
2. Employees are informed at least annually of PBS' commitment to equal employment opportunity for all persons, without regard to religion or national origin.
3. Employment records of all employees are reviewed to determine the availability of promotable and transferable employees.
4. PBS engages in recruitment activities at educational institutions with substantial enrollments of students from various ethnic and religious groups.

Policy Statement – EEO for Individuals with Disabilities and Protected Veterans

It is the policy of PBS not to discriminate against any employee or applicant for employment because they are an individual with a disability or a protected veteran (i.e., disabled veteran, Armed Forces service medal veteran, recently separated veteran, or other veteran who served during a war, or in a campaign or expedition for which a campaign badge has been authorized). It is also the policy of PBS to take affirmative action to employ and to advance in employment all persons regardless of their status as individuals with disabilities or protected veterans, and to base all employment decisions only on valid job requirements. This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship, at all levels of employment.

Employees and applicants of PBS will not be subject to harassment on the basis of disability or status as a protected veteran. Additionally, retaliation, including intimidation, threats, or coercion, because an employee or applicant has objected to discrimination, engaged, or may engage in filing a complaint, assisted in a review, investigation, or hearing or have otherwise sought to obtain their legal rights under any federal, state, or local EEO law regarding individuals with disabilities or protected veterans is prohibited.

In furtherance of PBS' policy regarding affirmative action and equal employment opportunity, PBS has developed this written Affirmative Action Plan that sets forth the policies, practices, and procedures to which PBS is committed in order to ensure our policy of nondiscrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished.

Review of Personnel Processes

Every year, PBS reviews its personnel processes to determine whether its present procedures assure careful, thorough, and systematic consideration of the qualifications of known individuals with disabilities and protected veterans. This review covers all procedures related to the filling of job

vacancies either by hire or by promotion, as well as all training opportunities offered or made available to employees.

In determining the qualifications of veterans, PBS limits its consideration of a protected veteran's military record, including discharge papers, to only that portion of the record that is relevant to the specific job qualifications for which the veteran is being considered.

Based upon PBS' review of its personnel processes, PBS will modify the personnel processes when necessary, and will include the development of new procedures in this AAP to ensure equal employment opportunity.

Reasonable Accommodation to Limitations Due to Disability

PBS commits to making reasonable accommodation to the known physical or mental limitations of qualified individuals with disabilities and qualified disabled veterans, unless such accommodation would impose an undue hardship on the conduct of its business. PBS also commits to engaging in an interactive process with the person requesting the accommodation, as needed, to determine an appropriate accommodation. Undue hardship will be determined by assessing whether the requested accommodation would cause significant difficulty or expense.

Internal Audit and Reporting Systems

People & Culture has the responsibility of developing and preparing the formal documents of the AAP. People & Culture is responsible for the effective implementation of the AAP; however, responsibility is likewise vested with each manager and supervisor. PBS' audit and reporting system is designed to:

- Measure the effectiveness of the AAP/EEO program
- Document personnel activities
- Identify problem areas where remedial action is needed
- Determine the degree to which PBS' AAP goals and objectives have been obtained

The following personnel activities are reviewed to ensure nondiscrimination and equal employment opportunity for all individuals without regard to their race, color, sex, sexual orientation, gender identity, religion, or national origin:

- Recruitment, advertising, and job application procedures
- Hiring, promotion, upgrading, award of tenure, layoff, recall from layoff
- Rates of pay and any other forms of compensation including fringe benefits
- Job assignments, job classifications, job descriptions, and seniority lists
- Sick leave, leaves of absence, or any other leave
- Training and attendance at professional meetings and conferences
- Any other term, condition, or privilege of employment

The following documents are maintained as a component of PBS' internal audit process:

- An applicant flow log showing the name, race, sex, date of application, job title, interview status, and the action taken for all individuals applying for job opportunities
- Summary data of external job offers and hires, promotions, resignations, terminations, and layoffs by job group and by sex and minority group identification
- Summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants for each position
- Maintenance of employment applications (not to exceed one year)
- Records pertaining to PBS' compensation system

PBS' audit system includes a quarterly report documenting PBS' efforts to achieve its EEO/AAP responsibilities. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to report problem areas immediately to People & Culture. During quarterly reporting, the following occurs:

- People & Culture will discuss any problems relating to significant rejection ratios, EEO charges, etc., with the COO.
- People & Culture will report the status of the company's AAP goals and objectives to the COO.
- People & Culture will recommend remedial actions for the effective implementation of the AAP. ■