



DLRGROUP

ANNUAL
REPORT
2023



 **DLR**GROUP

ELEVATE *the*
HUMAN EXPERIENCE
THROUGH DESIGN



ARTS & COMMUNICATION MAGNET ACADEMY
Beaverton, Oregon

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Steven McKay, AIA, RIBA
Chief Executive Officer

Inspiration, Aspiration, and Expectation:

A look back at Fiscal Year 2023

When I took the helm as CEO just over one year ago, I shared my vision for the future of DLR Group. A vision that would cement us as the best integrated design firm in the world – a firm recognized by our industry and acknowledged by our peers.

In the last year, the 1,400+ design professionals of DLR Group have delivered. As a firm, we have adapted, evolved, and grown. We worked collaboratively as integrated teams; invested in our people; and focused our efforts on a culture of design excellence. The result is a maturation of our design culture, through our projects, our people, and our performance.

In 2023, we were more rigorous in our design decisions, focusing on **projects** that are not only aesthetically beautiful but have lasting significance and impact.

Projects like the Harry M. Cornell Arts & Entertainment Complex brought communities together through art; The Ohio State University's Wexner Medical Center expansions demonstrated how direct engagement better impacts design; the State of Maine Facilities Plan aligned 62 buildings on its Capitol campus, aligning with the state's climate action plan commitments to decarbonization; and the lighting design for the St. Nicholas Greek Orthodox Church transformed a solid stone church once destroyed by the events of September 11, 2001 into a beacon of light and hope. DLR Group continues to expand our reach as a global design firm. Our Dubai office is competing for portions of design for The Line in Saudi Arabia, mass timber buildings in Canada, and our 80-meter Baoshan Tower will open on the riverfront in Shanghai's New Bund this spring. Read more on pages 08-45.

“2023 was a year of transition at DLR Group. A year that saw the inspiration, aspiration, and expectation of our firm come together in a clear vision for the future.”

Steven McKay, AIA, RIBA
Chief Executive Officer

We continued to invest in our **people** by implementing a more formalized career management program for all employee-owners. This process ensures every DLR Group design professional has access to ongoing professional development resources and career mentors to help guide them in their career growth.

People are the foundation of our integrated firm, and in 2023 DLR Group saw leadership transition and added executive talent to set us on the course for success. Managing Principal John Fuller, Assoc. AIA, LEED AP stepped into the role of Chief Operating Officer, a role previously held by Charles Dalluge, LEED AP, who will continue to serve as an external member of DLR Group's Board of Directors. Charles' influence is found throughout the firm. He brought a consistency and rigor to our operations and connected the value of our enterprise functions to the requirements of our business of design that was instrumental to growth.

John has a passion for creating career opportunities for people in our firm and is the right leader at the right time for this role. He has an innate understanding of our business of design and of the unique differentiators that generate new fees, revenue, and enterprise value for our employee-owners.

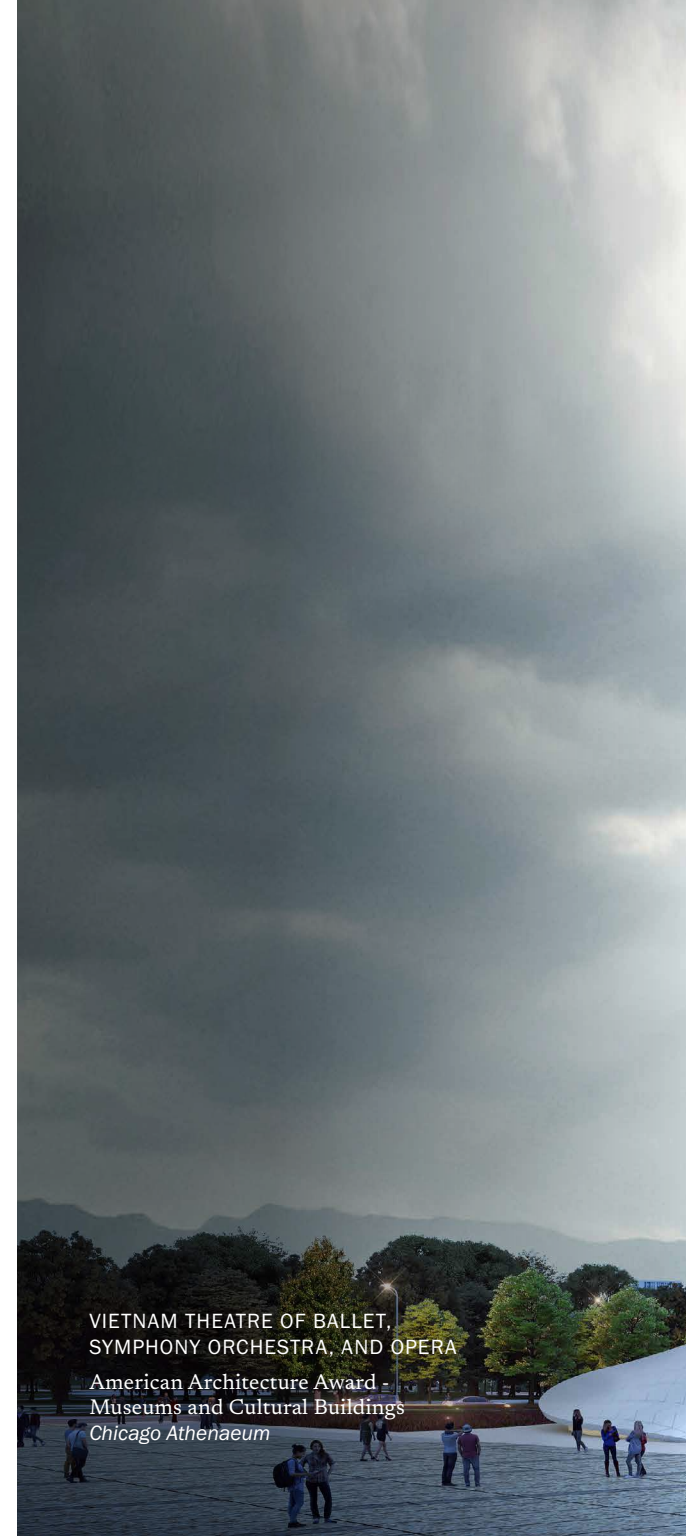
To develop and lead our equity strategies both internally and externally, Jessica Bantom joined the firm as our Global Leader of Equity, Diversity, and Belonging. She is an experienced EDI leader who is working with firm leaders to establish and promote equity initiatives that will move us to a consistently equitable, diverse, and inclusive design culture. Read more about our equity efforts on pages 60-62.

In December, Senior Principal Peter Rutti, AIA, NCARB stepped into the role of Chief Design Officer. In his role, Peter is responsible for DLR Group's integrated design practice, ensuring design teams are working collaboratively, design processes are efficient and innovative, and design decisions are led by our core values.

To guide strategic growth, this fall external Advisory Board Member Beth Miller stepped into the new role of Chief Growth Officer. She is collaborating with Global Sector Leaders to deliver growth through expansion of vertical client markets and the innovation of new design services. Ignacio Reyes, FAIA joined as Chief Development Officer. He is working with senior firm leaders to identify geographies for organic growth and merger and acquisition potential both domestically and internationally.



Learn more 
about DLR Group's
new Executive
Leaders



VIETNAM THEATRE OF BALLET,
SYMPHONY ORCHESTRA, AND OPERA
American Architecture Award -
Museums and Cultural Buildings
Chicago Athenaeum





THOMPSON HOTEL
Denver, Colorado
Platinum Winner:
World-Class Lifestyle Boutique Hotel
MUSE Hotel Awards



With an eye to the future, in 2023 we refined our focus on **performance**, investing new efforts in innovative technologies like AI to rethink how we do and deliver design work. We also reaffirmed our commitment to environmental stewardship by analyzing our design portfolio's carbon impact as well as our own operational carbon footprint. In the year ahead, we will begin to take the steps necessary to improve the performance of our design portfolio and reduce our own operational carbon impact.

In October, DLR Group officially planted a flag in Nashville, opening an office in one of the strongest growth markets in the country. Led by Principal Matthew Gulsvig and Principal Randall Coy, DLR Group is positioned to meet the diverse design needs of existing education, sports, government, and hospitality clients in Nashville and throughout the entire state.

2023 was a year of transition at DLR Group. A year that saw the inspiration, aspiration, and expectation of our firm come together in a clear vision for the future. I look forward to seeing what we can accomplish together in the year ahead.



Cheers,

A handwritten signature in black ink that reads "Steven McKay". The signature is fluid and cursive.

Steven McKay, AIA, RIBA
Chief Executive Officer





NAU STUDENT-ATHLETE
HIGH PERFORMANCE CENTER
Flagstaff, Arizona

Merit Award for Design Excellence
AIA Kansas City

Award of Merit: Mechanical Systems
Architectural Engineering Institute

SECTION

01

Projects

A year of design for
artful community,
health & wellbeing,
and climate



Design for Artful Community



Many people today find themselves in a crisis of disconnection. One potent salve for these wounds is art: social cohesion can be found in communal creative response.

A Creative Revival Uplifts Black Culture

Jimi Hendrix. Quincy Jones. Jacob Lawrence. These and many other creative icons were notable residents of Seattle's Central District. Then the neighborhood's trajectory changed: by the late 2010s the district's Black population stood at less than 10%, a precipitous decline from the 1960s when over 90% had Black heritage. Along with years of displacement and gentrification came a drain in arts and culture. Today, enterprising non-profits and business owners are reestablishing the Central District's African American identity.

On a corner at the district's threshold, Arte Noir is a stronghold of Black collectivity. The Seattle Times remarks that the creative collective's design is airy and bright, with an intuitive flow despite its multiple uses. Northwest Region Leader Erica Loynd, FAIA, WELL AP notes that this was intentional. Architects, engineers, and interior designers worked together on a custom modular wall system that moves, transforms, and pivots as Arte Noir's – and the creative community's – needs change over time. "We were inspired by reinvention, and by the power that having a space designed specifically for Black creativity could bring to the community," says Erica. Arte Noir's Executive Director Jazmyn Scott agrees. "We didn't have to ask for a place at a table we weren't invited to, we built the table – the space."







Rebuilding ownership in this 3,500 SF of space has had a much further reaching impact in the larger community. “This space has become [critical] for Black artists to feel like they have a home,” Arte Noir Founder Vivian Phillips says. “Community healing, it really has done that in an interesting way.”

The new, permanent home for Arte Noir shines a light on the next generation of makers, thinkers, and doers who will continue to inspire change. Who knows, one of them might be the next Jimi.

“We didn’t have to ask for a place at a table we weren’t invited to, we built the table – the space.”

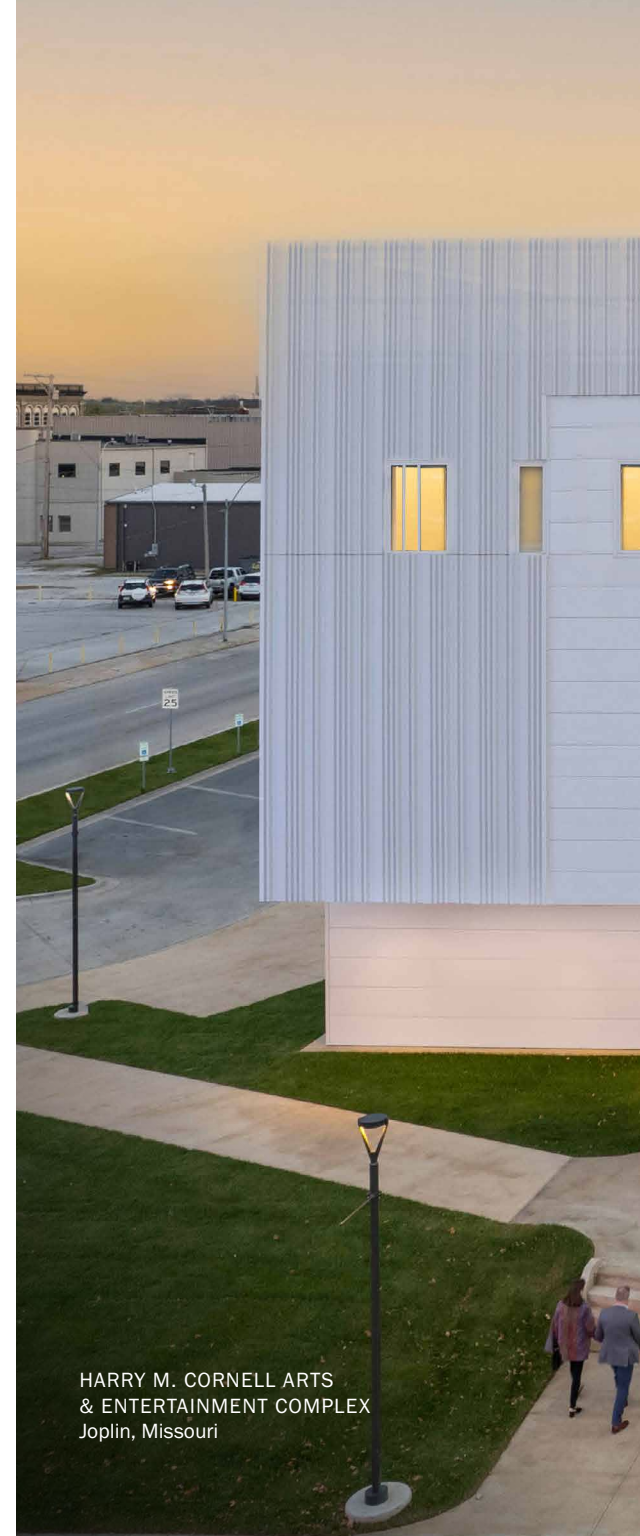
Jazmyn Scott
Executive Director, Arte Noir

From Schoolkids to Seniors, Art for Everyone

In May 2023, music filled the air of a grassy amphitheater in Joplin, Missouri. Two summers earlier, the more likely sound was car engines traversing what was then a parking lot. At the time, Joplin's ballet didn't have a place to perform. The town's arts non-profit space didn't meet standards to host nationally touring exhibits. The arts scene was vibrant, but it needed a home. Today, the Harry M. Cornell Arts & Entertainment Complex houses world-class performance and exhibit spaces as a four-state regional nexus for the arts.

The complex brings arts non-profits Connect2Culture, the Spiva Center for the Arts, and Pro Musica together under one cubist roof. **Since moving into the new complex, the organizations are feeling the community's excitement. Participation in Spiva's after-school program has doubled.** Its dementia-related disorder program has tripled. "People are stopping to see the building and see how gorgeous and what quality it is, and they want to return," says Spiva Center for the Arts Executive Director Heather Lesmeister.

*In partnership with
Corner Greer Architects*



HARRY M. CORNELL ARTS
& ENTERTAINMENT COMPLEX
Joplin, Missouri

Harry M. **Cornell**
Arts & Entertainment **Complex**



As for the amphitheater, “We wanted the building to have its own park,” says Architect Tom Gallagher, AIA. Inside, a 435-seat theater overlooks a unique stage: massive doors at the rear of the stage open, transforming it for double duty as the outdoor amphitheater’s stage. “We thought, how can we make the complex comfortable and accessible both for those who want to be immersed in an acoustically perfect formal performance and for those who would rather party with a local band outside? This is the first time we’ve designed a single stage that can serve both those audiences,” Tom explains. “Our team was able to detail a custom solution that has no negative impact on the space’s thermal or acoustic performance.”

This multi-functional innovation suits Joplin just fine. According to Connect2Culture President Clifford Wert, “The Cornell Complex was always envisioned as a building that would benefit the entire community.”





Connecting Community to Theater



Nestled between Sacramento, California's convention center and Capitol building, the SAFE Credit Union Performing Arts Center should have been a community magnet, but the 1974 brutalist building was "too far back, too high up ... unattainable," according to Former Assistant City Manager Fran Halbakken.

Our design team met the challenge of transforming a building perceived as unattainable into a welcoming space that draws the community in to participate in the arts.

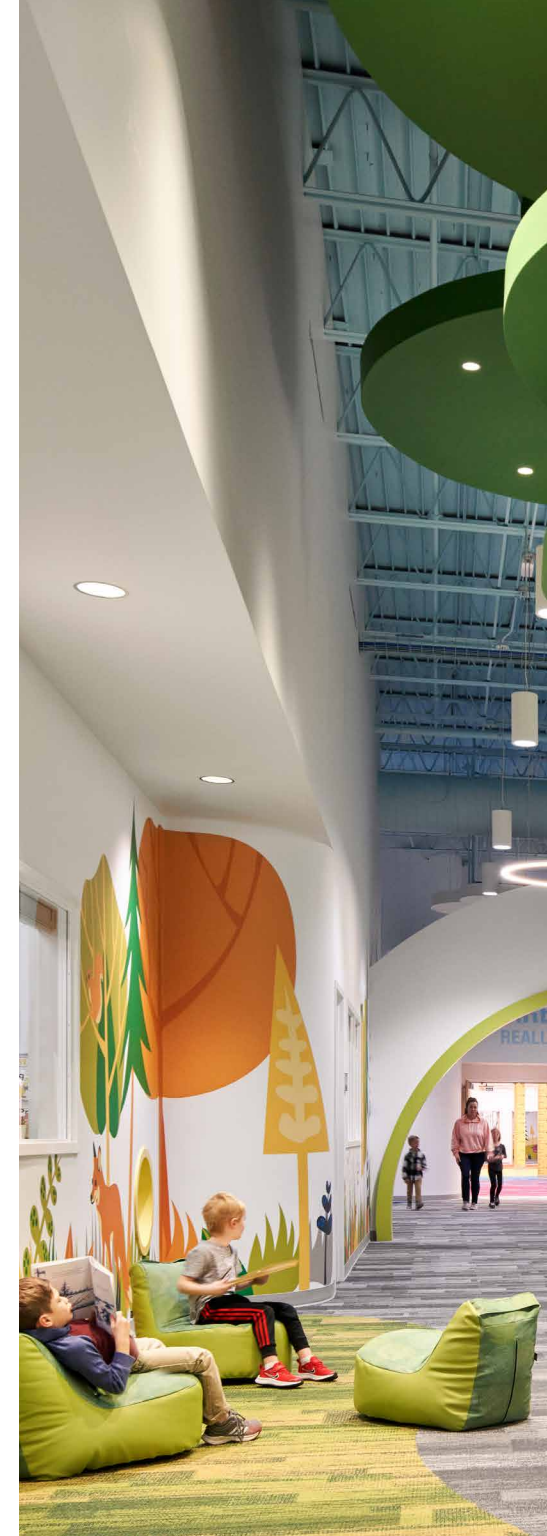
"We envisioned a lobby that was not behind closed doors," says Chief Design Officer Peter Rutti, AIA, NCARB. Soaring glass curtain walls with custom metal screens evocative of the dappled light cast by palm trees play a central role in the \$100 million comprehensive modernization and expansion.

"I'm a native Sacramentan ... our city is diverse and that wasn't represented in the theater before. Now, it's incredibly welcoming," says Fran.

Immersive Art: High Touch and High Tech

Immersive art has a unique ability to transport viewers from a passive onlooker to a captivated sensory participant. Immersive experiences can be high touch, high tech – or a deft blend of the two. High touch irl experiences encourage belonging and emotional connection. High tech, digital experiences unleash the imagination.

At Boutique Design New York, our hospitality interior designers and digital reality developers created the Betterverse, an immersive journey through the seasons experienced both physically and through curated Metaverse landscapes.



NORTH KANSAS CITY EARLY
CHILDHOOD EDUCATION CENTER
Gladstone, Missouri

*“This school
makes me feel happy.”*

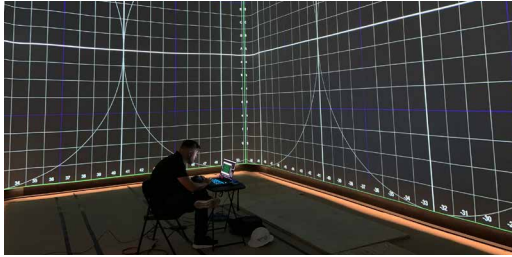
Student

In Gladstone, Missouri, we transformed a former big-box store into an award-winning early childhood education center. Distinct neighborhoods break down the vast 120,000 SF volume, each with unique supergraphics and tactile installations that extend learning beyond the classroom. Across the center, children explore a whimsical setting reminiscent of a kaleidoscopic storybook. The setting isn't the only nod to storytelling. The supergraphics translate to a special book that parents can read to their children to ease anxiety. On their first day of school, children are welcomed by familiar friends from the book.

Behind the playful setting is serious neuroscience. Sensory play is proven to build early cognitive skills, while nature imprint positively affects stress levels. “While the architecture and interior design are impressive ... we knew the experiential graphics would provide our students with an adventure at every turn,” says North Kansas City Schools Executive Director of Special Programs Dr. Katie Lawson. “DLR Group understood the impact our new branding could have on learners and faculty. To say they nailed it is an understatement.”



Learn more 
about the
impact of
sensory play
on learning



At the Heard Museum in Phoenix – the world’s preeminent museum of Native American art – Museum Deputy Director John R. Bulla says a series of updates directly helped the museum achieve its highest attendance in its 88-year history. The Jacobson Gallery’s new Sky Dome houses a 360-degree immersive permanent exhibit showcasing the languages, cosmological and spiritual practices, sky knowledge, and origin stories of the Akimel O’odham, Navajo, Yupik, and Seneca nations.

Through light, sound, and dynamic projected visuals, visitors are transported to changing landscapes. Constellations wheel around the fixed North Star in a kinetic fiber optic ceiling installation that reflects a star map of changing seasons. A partnership between our theater design, lighting design, experiential graphics, and audiovisual systems design teams, the Jacobsen Gallery builds on our award-winning Cleveland Museum of Art Revealing Krishna exhibit.



Learn more 
about telling
immersive
stories
through AR

HEARD MUSEUM
Phoenix, Arizona



WALDENOSAUNEE
Chontla
Chontla
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Design for Health & Wellbeing



As the demand for healthy environments increases, so does a growing recognition that health doesn't just happen in hospitals and clinics.

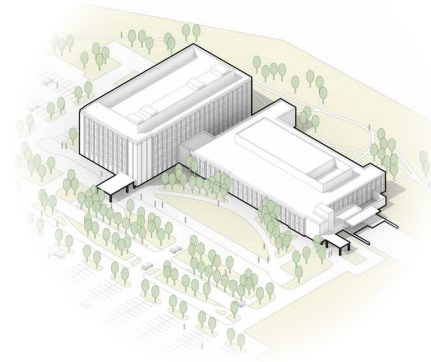
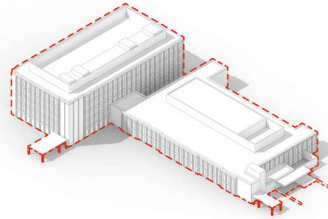
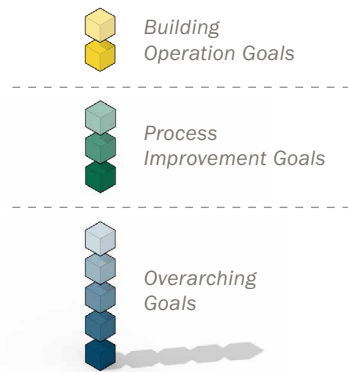
Patient-driven Iterative Customization

When an integrated design team designs a single building, they inform the design by listening to their client's needs, drawing from past experience, and researching technical advancements. But what happens when they design five iterations of the same building type for the same client, in five unique communities? They can make each building better than the last by learning from another industry: product development. Iterative design, common in product development, is known to establish a feedback loop that yields dual benefits of personalized user value and high-volume efficiencies.

This was the opportunity facing our team at The Ohio State University, where a collaborative iterative customization approach realizes gains in function, performance, and patient satisfaction. The university recently approved an ambitious \$3 billion expansion plan. Reinventing the way academic healthcare reaches communities is central to the plan. A series of new Columbus-area outpatient campuses for the Wexner Medical Center each includes a five-story medical office building and connected ambulatory surgery center. To get the most out of this multi-campus program, our team moved through a classic iterative customization sequence of plan, design, implement, test, and evolve.



THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER
OUTPATIENT CARE FACILITIES
Columbus, Ohio



1 Plan:

Define the program goals

Design-led workshops identified five overarching goals: flexibility, patient and staff experience, respite areas, intuitive and efficient arrival experiences, and community use. The workshops also defined process improvement goals with the university's project management team and building operation goals – including energy and water use – with the facilities team. These goals, aligned with the industry-leading Center for Health Design's Post-Occupancy Evaluation Toolkit, establish what should be measured during the feedback loop.

2 Design:

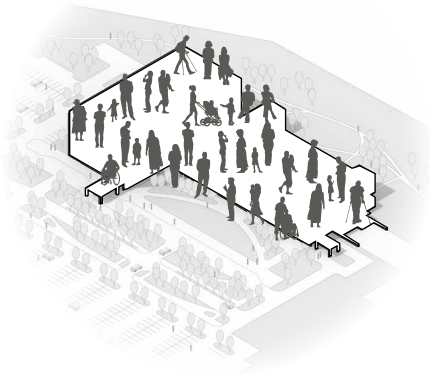
Develop a prototype

The prototype is a flexible chassis off which various medical specialty clinics hang using modular design. It's informed by healthcare design best practices and the university's brand and standards.

3 Implement:

Apply the prototype

The first campus accommodates experts from more than 20 specialties so patients can take care of all their major health care needs, from prevention to surgery, close to where they live.



4 Test:

Gather and analyze data to inform prototype improvements

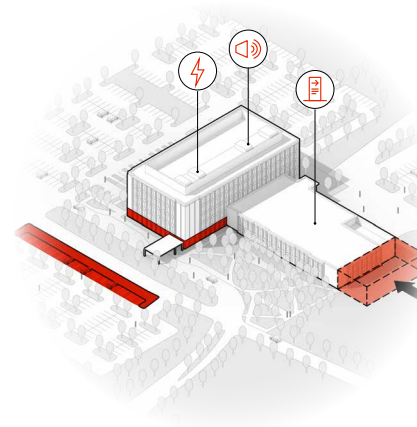
The testing phase, led by Project Research Manager Helen Ho, Ph.D, EDAC, defined our design team's opportunities to better both patient experience and building performance by analyzing objective and subjective datasets.

Objective, including data on change orders, building operations, schedule, and space utilization

Building energy use analysis compared actual electricity and gas usage to predictive models and prompted recommendations for HVAC improvements to the prototype, which also align with the university's newly adopted Sustainable Design and Construction policy.

Subjective, including patient and caregiver experience

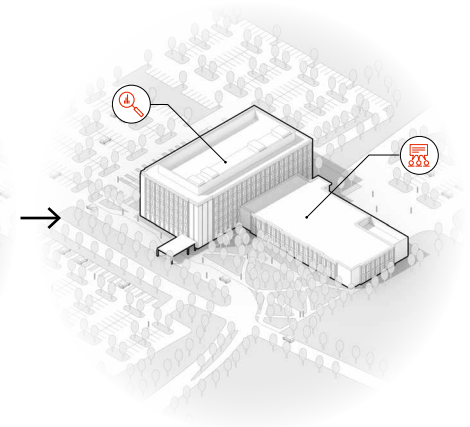
226 staff surveys and 11,000 patient survey comments uncovered many non-design related experiential fixes that were addressed in the first year of occupancy. Other comments were sorted into four categories: operational, parking, wayfinding, and indoor environmental quality (IEQ). Over 75% of the comments were positive, clear evidence that fundamentally the prototype works. Two thirds of negative comments fell into the operational category. Some of these were addressed by the university through organizational improvements to their service model. Others were tagged for solving with site and space programming, as well as facility design and material specification.



5 Evolve:

Apply the lessons learned to an improved prototype

Insights from the testing analysis informed improvements to ADA access, wayfinding, acoustics, areas of respite, prefabricated wall systems, and building energy performance.



6 Test:

Gather and analyze data to inform further prototype improvements

The measurement methodology will be repeated and applied to future campuses in the Wexner Medical Center expansion program.

Powell:

Project Approved: May 2022
Construction: April 2024–June 2026 est.
Open: August 2026 est.
Size: 209,000 SF
Acres: 30
Cost: \$180m

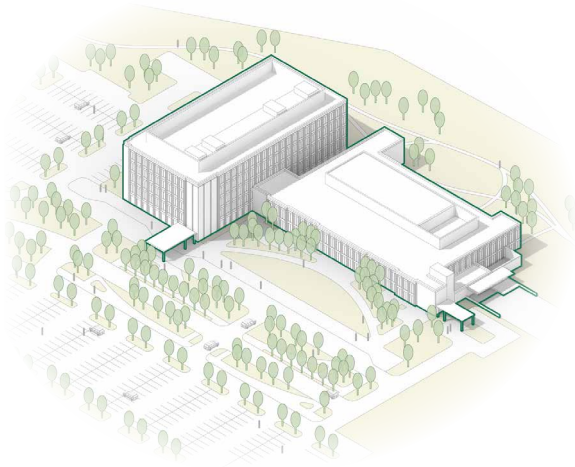
COLUMBUS, OHIO

Dublin:

Project Approved: May 2019
Construction: July 2020–June 2022
Open: September 2022
Size: 272,000 SF
Acres: 33
Cost: \$161m

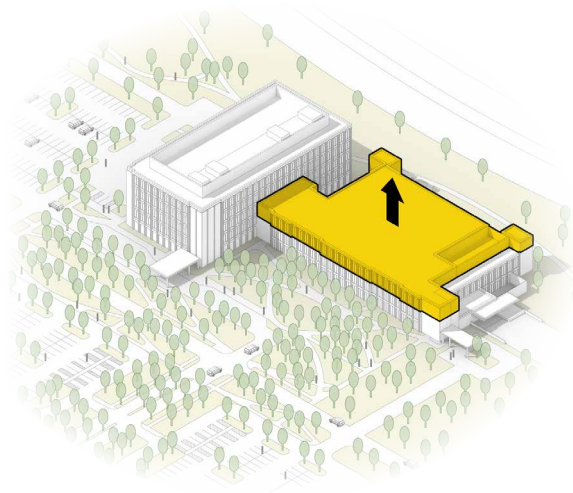
New Albany:

Project Approved: April 2018
Construction: July 2019–June 2021
Open: August 2021
Size: 251,000 SF
Acres: 31
Cost: \$138m



New Albany

Specialties: ambulatory surgery, endoscopy, primary care, specialty medical, surgical clinics

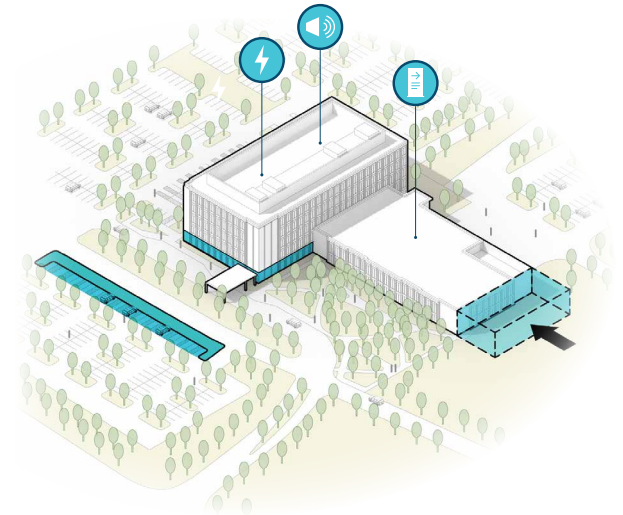


Dublin

Specialties: ambulatory surgery, endoscopy, primary care, specialty medical, surgical clinics

Market-driven customizations

Larger three-story ambulatory surgery center, addition of orthopedics, sports medicine, and joint care



Powell

Specialties: ambulatory surgery, endoscopy, primary care, specialty medical, surgical clinics

Iterative customizations

Acoustics: decrease noise transmission and improve sound masking

Change Orders: prefabricated interior modular wall system increases flexibility and reduces effect of owner-requested program changes

Energy: heat recovery chiller and additional energy meter

Experience: waiting areas with improved wayfinding, reception, and amenities; more staff respite spaces

Parking: more ADA spaces, distance from arrival to farthest space reduced by almost 50%

Return to the Office: Overcoming the Great Hesitation

In 2023, the Great Resignation gave way to the Great Hesitation: only 6% of remote-capable workers would prefer to work in the office, according to Gallup. Paradoxically, research from the World Health Organization shows that working exclusively from home negatively impacts mental and social health, increasing burnout, isolation, and an unhealthy lack of barriers. “In early return to office designs, features centered on

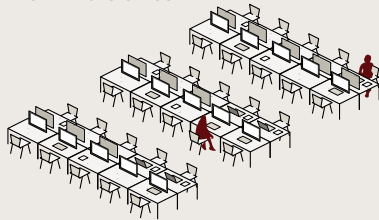
health: quelling the anxiety of catching a bug from a coworker. Now, they’ve evolved toward connecting employees to broader positive wellbeing values they can’t get at home,” says Workplace Design Leader Art Bloodworth, RID.

Cushman & Wakefield’s Total Workplace research shows that employees with high levels of wellbeing are 2 ½ times more likely to say they can do their best

work in the office. Over the past year, our design teams have helped dozens of clients navigate their own approach to overcoming the Great Hesitation, including a veteran-owned healthcare staffing company building a custom headquarters, a tenant moving into a new Class A office suite, and a developer with a national commercial real estate portfolio.

6%

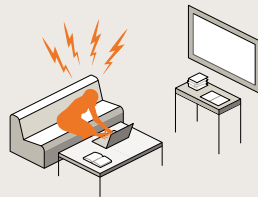
The Great Hesitation:
only 6% of remote-capable workers would prefer to work in the office *



* Source:
Gallup



Decline in Wellbeing:
working exclusively from home negatively impacts mental and social health **



** Source:
World Health Organization

2 ½ x

Wellbeing and Effectiveness:
employees with high levels of wellbeing are 2 ½ times more likely to say they can do their best work in the office. ***



*** Source: Cushman & Wakefield's
Total Workplace research



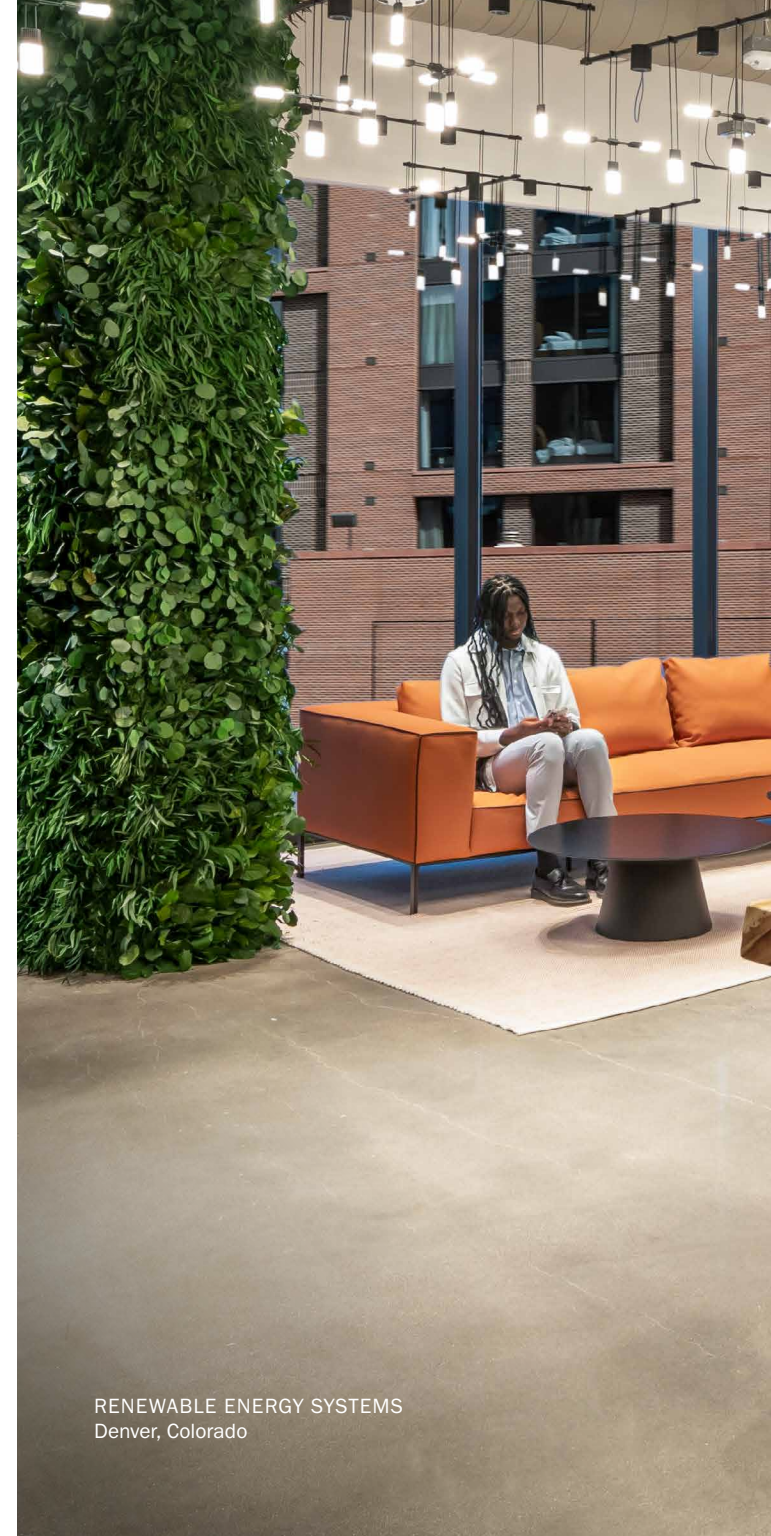
RTG MEDICAL
Fremont, Nebraska

With the healthcare staffing industry expanding rapidly, RTG Medical needed to expand too. To create a workplace unmatched by their competitors, our design team brought RTG's mantra of finding your next adventure to life in a new Nebraska headquarters. "Our building is part of our culture. It allows us to stay healthy, active, and have fun together," says RTG Vice President of Healthcare Staffing Paul Fishburn.

Since opening, the fitness center, golf simulator, patio overlooking a lake, kayaks, summer concerts, and basketball court positively impacted employees' health, satisfaction, and productivity – and proved a valuable recruiting tool. "Our state-of-the-art headquarters plays a pivotal role in our ability to attract top talent. With its cutting-edge technology, modern amenities, and inspiring work environment, it's a powerful magnet that draws in exceptional candidates," says Miki Dorn, a member of RTG's talent acquisition team.

What about companies that aren't starting from the ground up? At Renewable Energy Systems' North American headquarters, our interior designers used evidence-based wellness strategies to support mental and emotional wellbeing. The biophilic concept of prospect and refuge – a deeply encoded human need for both open vistas and cocoon-like retreats – gave direction to the design and opened the door to research-backed benefits including reduced stress. Visual connections to

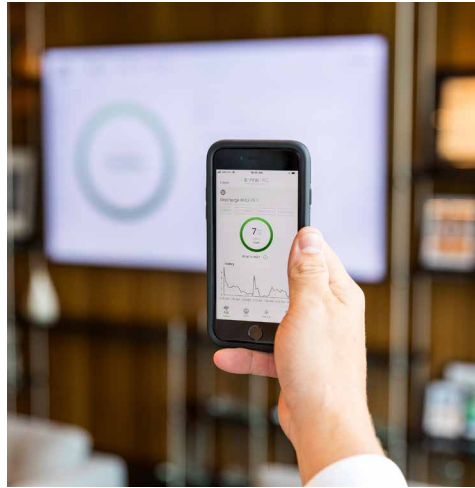
nature, plants, and biomorphic forms and patterns stimulate the exploratory side of prospect-refuge theory. Restoration nooks provide respite and psychological safety. All employees enjoy improved indoor air quality, lighting, and acoustics, as well as ergonomic sit-stand desks. Neurodiverse employees are supported with low-sensory input spaces. The result? **Denver's first WELL v2 Gold workplace, and a remarkable 300% increase in office attendance.**



RENEWABLE ENERGY SYSTEMS
Denver, Colorado







INDOOR AIR QUALITY
MONITORING
Sterling Bay,
national portfolio

Along with the importance of psychological safety, environmental changes are fueling new concerns for physical health. While wildfires gripped the nation with air quality fears, tenants of Sterling Bay – a real estate developer with a \$5 billion U.S. portfolio – had continuous access to real-time data comparing their office air quality to outside air quality.

Five years earlier, our designers had started researching indoor air quality. Their efforts included transparent testing across our network of offices, contributions to the Harvard T.H. Chan School of Public Health’s Global Buildings and Cognitive Effects Study, a Healthy Strategies pilot program with the General Services Administration, and ultimately the development of Sonrai IAQ, an intelligent air quality analytics platform.

When Sterling Bay became the first U.S. developer to commit to portfolio-wide, rigorous indoor air quality certification, our team was ready. Our Sonrai IAQ installations now monitor 8 million SF across Sterling Bay’s commercial real estate portfolio, streaming continuously updated measurements of Particulate Matter 2.5 (dust), TVOC (total VOC) and CO2 to an app and visual displays. Sterling Bay CEO Andy Gloor says, “Fresh air invigorates, creates an environment of productivity, and gives people confidence in knowing that their wellness is being prioritized. In a post-pandemic world, that peace of mind is invaluable to employers, and therefore critical to attracting and retaining strong tenant populations.”

Evolution of Campus 4.0: Eight Dimensions of Wellness

Since 2020, our higher education team's primary research on the evolution of campus has uncovered and shared lessons learned among 240 institutions representing more than 6.5 million students. Now in phase 4.0, our researchers interviewed leaders in facilities, student affairs, and related areas to investigate how higher education institutions are responding to the changing needs of student wellbeing, including its impact on spaces and campus layout. Research ties academic achievement – and long-term adult success – to student wellbeing. “College is the time to learn how to be a healthy person, and those lessons last a lifetime,” says Design Research Leader B Sanborn, AIA Allied, EDAC.

4.0 explores solutions for eight interconnected dimensions of wellness, as defined by the University of Nevada, Las Vegas: emotional, social, financial, occupational, spiritual, intellectual, physical, and environmental health. Advanced research coding methods surfaced subthemes from hundreds of hours of interviews.



8

*Dimensions of
Wellness*



51

Leaders



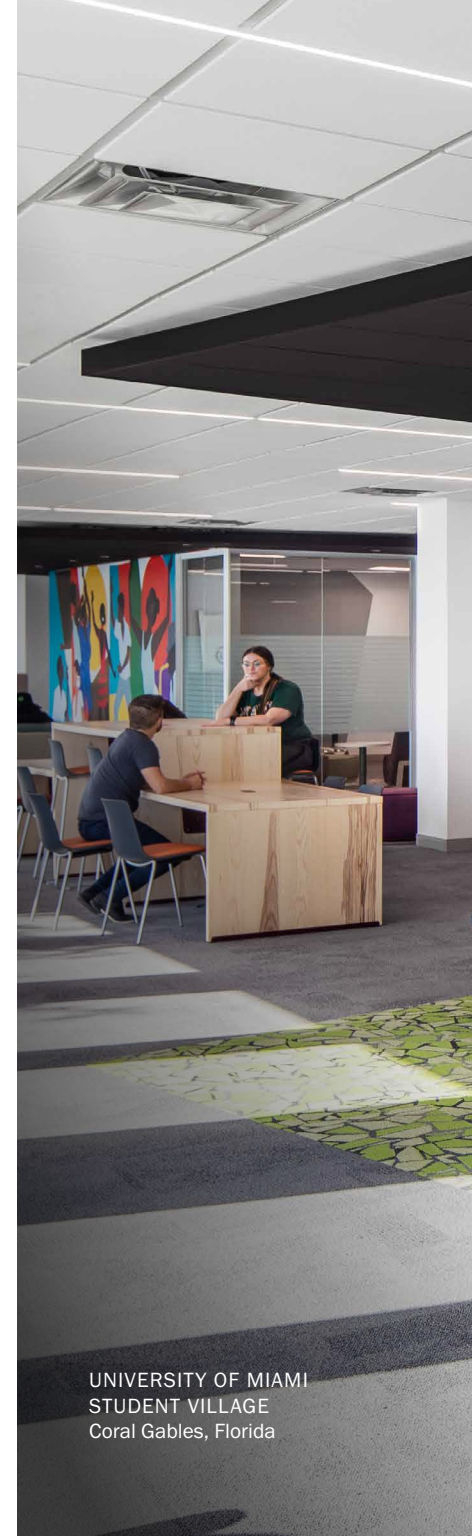
40

Institutions

53%
*four-year
public*

25%
*four-year
private*

22%
*community
colleges*



UNIVERSITY OF MIAMI
STUDENT VILLAGE
Coral Gables, Florida







Six of the eight dimensions of wellness – social, emotional, environmental, vocational, spiritual, and intellectual – are accommodated in one dynamic space at the University of Miami Student Village

These conversations also uncovered patterns in the barriers higher education institutions face when implementing wellbeing programming. These include financing and capital implications, a programmatic focus on revenue-tied research spaces, and outdated design and planning standards. “Wellbeing should take place everywhere students are. To remove students’ barriers to access, designers need to understand and dismantle the barriers institutions face,” says Higher Education Design Leader Benjamin Strain, AIA, LEED AP. “At the University of Miami Student Village, where

numerous multi-cultural affinity and special interest groups come together, we didn’t need more space. We needed to design it to do better and create interactions that are worthy of conversation, bringing the passion of these students to life.”

Students feel welcomed, access resources, and learn from each other in the new center. With this success, the university is looking for opportunities to integrate these programming principles and space types elsewhere on campus.

Design for Climate



As the demand for healthy environments increases, there is a growing recognition that health doesn't just happen in hospitals and clinics.

365 Days of Change: Our Chief Climate Officer's First-year Reflections



Premnath Sundharam, AIA, CEM
Chief Climate Officer

It's been a year of action since we inaugurated the Chief Climate Officer role at DLR Group. First, I established a multidisciplinary team to accelerate our climate impact. We quickly coalesced around a singular climate focus applicable to all firm disciplines and services: decarbonization. Just as it will take action across the scale of society to tackle climate change – from individuals to institutions to corporations to government – within our walls we needed to flip carbon reduction from a you problem that only climate experts can solve to a we problem that every single one of our employee-owners feels empowered to change. In this sense, the firm's climate action team expanded from one to 1,400+ in just a year. To empower these newly minted climate champions, we welcomed targeted specialists including our first Climate Action Strategist, Patti Mason, LEED AP. Patti is leading climate strategy on pilot projects across our market sectors. Each pilot project is aiming for carbon neutrality with strategies tailored to climate, jurisdiction, budget, and program.

I also established three new focus groups: practice, culture, and outreach. Each is charged by a specific, measurable project that will transform our now, near, and future decarbonization and climate impacts. The immediate power of shifting toward collective problem solving was most evident in our practice team. In just three months, they urgently galvanized design teams across the United States to achieve a record 100% reporting of large-project energy use intensity and embodied carbon impact to Architecture 2030. This reporting volume is five times higher than our prior 10-year average. For a recap of our quantitative sustainability reporting, read the Climate Impact section of the Performance chapter on page 75.

Longer-term projects are progressing under culture and outreach's guidance. Our culture team has established an estimated operational carbon footprint per employee. Next year, they'll verify this model, setting an accurate benchmark from which we can pursue aggressive operational carbon reduction. Our outreach team is connecting with clients who share our core value of environmental stewardship to determine the service offerings that best align with their climate goals. An early success of this approach is our work with one of the largest urban school authorities on the eastern seaboard, where we're tying long-range planning and design strategies to the city's climate action plan.


Just like the larger climate change measures our society is beginning to enact, some of the changes we need to make won't be easy. As DLR Group's chief climate officer, it's comforting to know I have 1,400+ passionate design professionals ready to walk that road along with me.

Common Language: Carbon 101 / 201




Want to learn the ins and outs of why carbon matters for climate change, and how integrated design can radically reduce the carbon footprint of facilities? DLR Group has been assembling a series of short videos highlighting what you need to know:



Learn more 
about the
language of
carbon in
"Carbon 101"



Learn more 
about primary
reduction
strategies in
"Carbon 201"

Sustainable at Every Scale

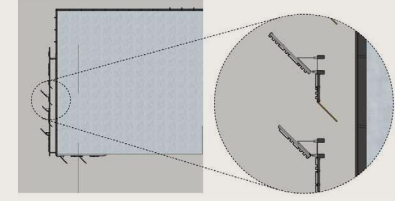
Whether a standalone custom detail on one sun-struck building or a systems-based solution covering 2 million SF, climate solutions come in all shapes and sizes.



Inspiration:
the peaks and troughs of a saguaro cactus are integral to its ability to thrive in hot desert sun



Idea:
translate this natural shading and chimney effect mechanism into a building-scale solution



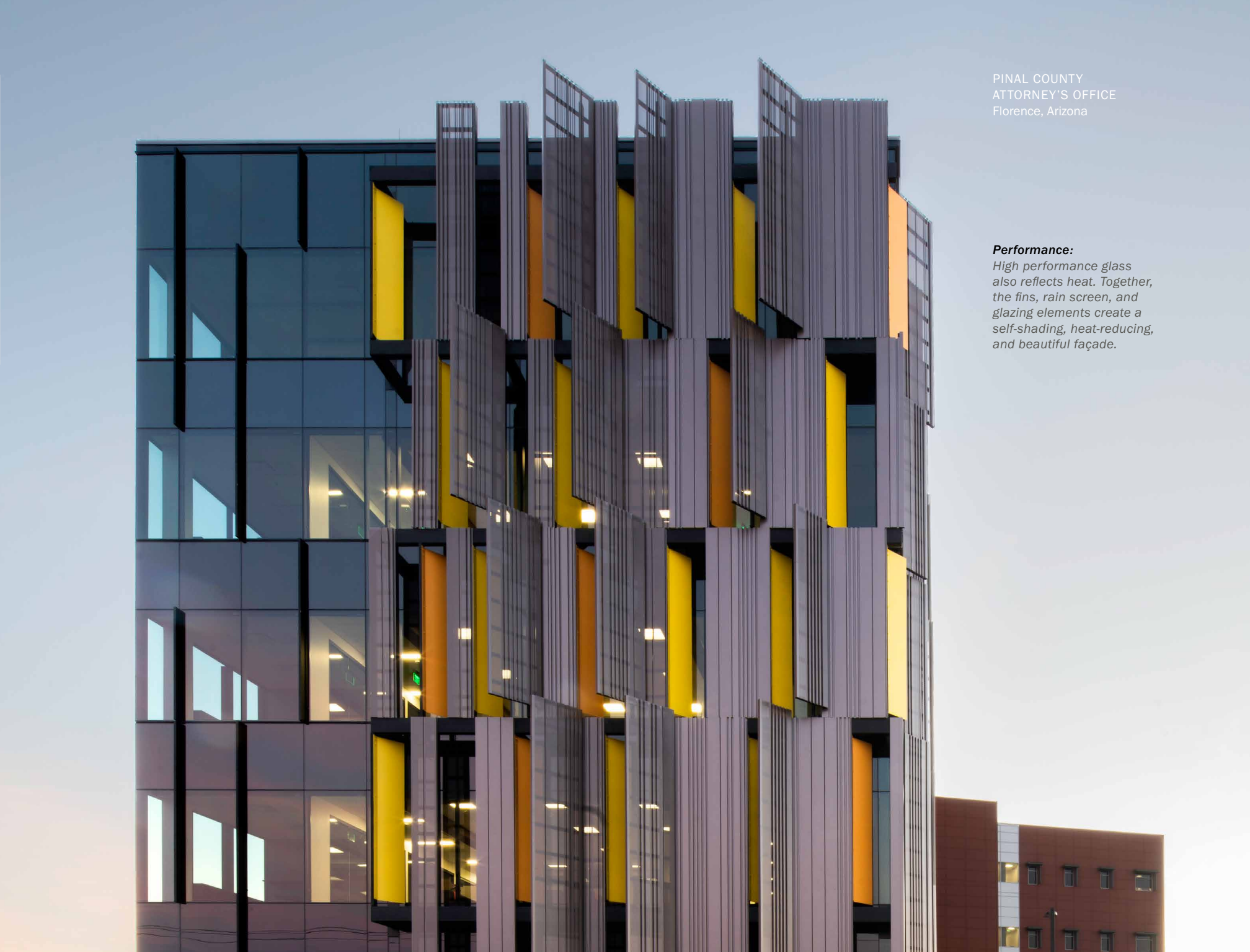
Engineering:
120 fins strategically placed to prevent direct sunlight on windows during the hottest part of the day; a rainscreen system pulls the fins away from the main structure to create a chimney effect

An avid outdoorsman, as Project Architect Hans Papke, AIA, NCARB hiked outside Phoenix he was struck with an idea. Despite intense heat and sun exposure, the peaks and troughs of a saguaro cactus' iconic ribs shade its skin and create a chimney effect, essentially pushing hot air away from the plant. Could the same principles help the new Pinal County Attorney's Office improve its energy efficiency? Back in the office, he connected with his high-performance design colleagues, who created a 3-D computer-generated model of a saguaro cactus. Using daylighting simulation, they confirmed that no part of the plant receives

more than 15 to 20 minutes of direct sun. Now the challenge was translating this natural climate-response mechanism into a building-scale solution with biomimicry: emulating a natural form or process to change the way a building functions.

After dozens of studies and energy reduction modeling, an optimal solution emerged. 120 fins, custom designed by our structural engineers, are strategically placed to ensure that windows don't receive any direct sunlight during the hottest part of the day. Ribbed metal panels complement the fins, casting

smaller shadows. The cactus' chimney effect is achieved with a rainscreen system that pulls the panels away from the main structure. High performance glass also reflects heat. Together, these elements create a self-shading, heat-reducing exterior façade. **The estimated energy savings in rooms on the south side of the building on a typical June summer day is 22%.** "We understand that government entities are obligated to use resources wisely. With nature's guidance, the county and the taxpayers aren't wasting money on a building that's a heat sink," says Hans.

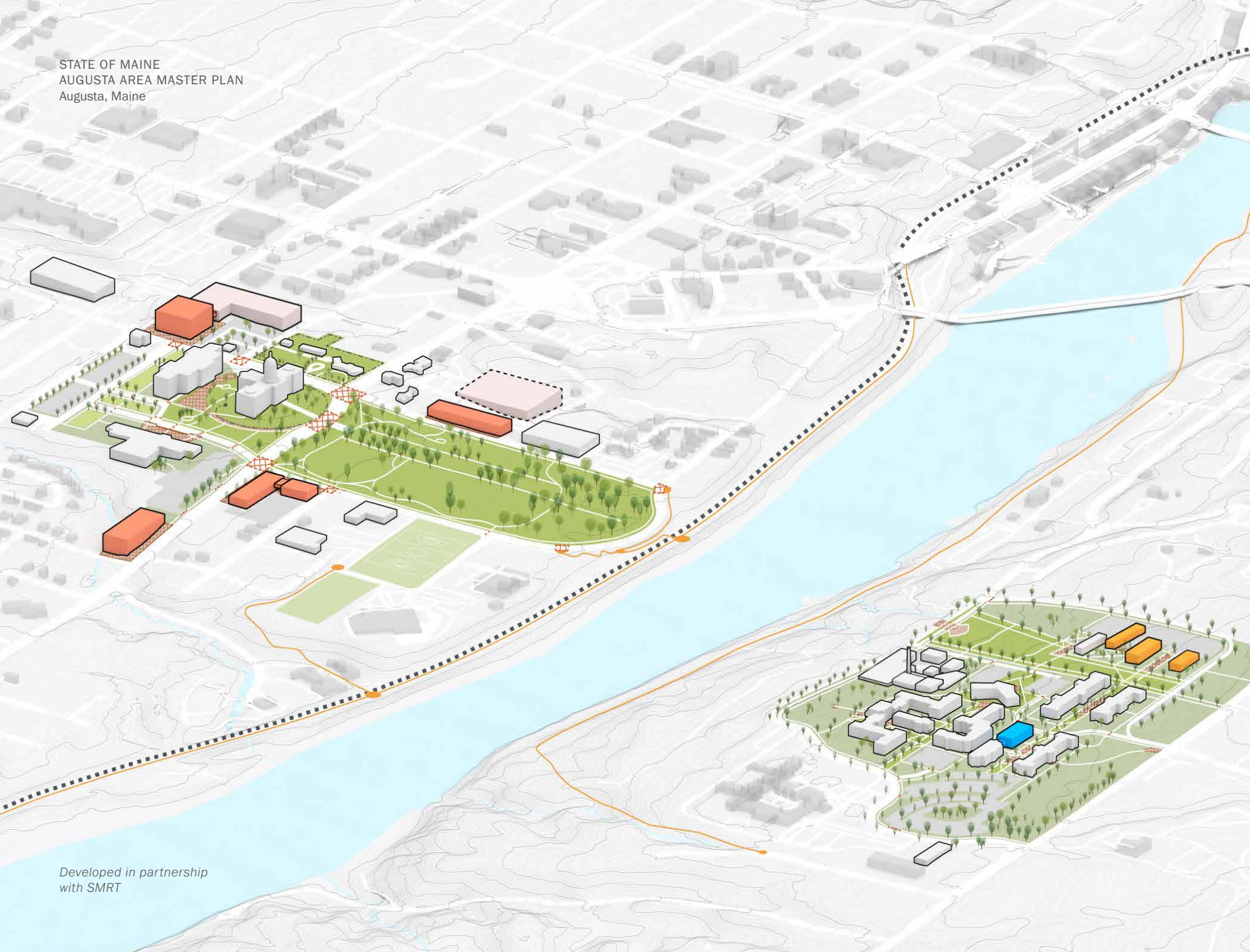


PINAL COUNTY
ATTORNEY'S OFFICE
Florence, Arizona

Performance:

High performance glass also reflects heat. Together, the fins, rain screen, and glazing elements create a self-shading, heat-reducing, and beautiful façade.

STATE OF MAINE
AUGUSTA AREA MASTER PLAN
Augusta, Maine



Developed in partnership
with SMRT



The State of Maine's economy is growing even as its greenhouse gas emissions decline, delivering on an ambitious 2019 Climate Action Plan. The Maine Won't Wait plan mandates 45% reduced carbon emissions by 2030 and 100% of electricity from renewable sources by 2040.

Where better to model a blueprint to achieve Maine Won't Wait than on the state's Capitol campus in Augusta? Our long-range planning effort aligns directly to the state's climate action plan. The goals are to increase the use of locally-generated renewable energy, reduce energy consumption and greenhouse gas emissions in all state facilities, and promote sustainability in all aspects of facility construction, maintenance, and use.

The state's 2.4 million SF of owned and leased facilities are concentrated on two campuses bisected by the Kennebec River. The planning process began with data collection and existing conditions analysis, paired with an evaluation of market trends. Investment strategy alternatives are tied to economic considerations such as tax credits, advanced depreciation, and/or discounts, rebates, and other monetary incentives. Often in projects of this scale,

simply visualizing the complexity brings solutions into focus. To this end, an interactive energy dashboard plots verified historical use data, visualizing benchmarks for each building site's energy use intensity and carbon footprint. Aggressive reduction targets are set through a blend of whole-building retrofits, whole-system retrofits, and retro-commissioning.

Along with these climate measures, the plan also includes real estate balancing and consolidation models, modernizations geared toward employee wellbeing and improved public service, and increased multi-modal trail connectivity. The campus east of the river is activated by a new innovation district and park that visually connects to the primary Capitol lawn across the river. The plan is moving into action with urgency: in the initial two years of implementation, outlined strategies target hundreds of tons of GHG reduction.

2.4M
SF

5,774
employees

1.8M
*SF
owned space*

62
*buildings assessed
and indexed*

812K
*SF
leased space
~354K SF expiring
in 0-5 years*

13,745
*metric tons of
portfolio-wide annual
GHG emissions
(2018 benchmark)*

412K
*SF
vacant space*

5,746
*metric tons of
portfolio-wide annual
GHG emissions target*

On the Horizon



From new community landmarks to visionary urban revitalization projects, we celebrated significant new commissions, groundbreakings, and ribbon cuttings in 2023. Explore how we're shaping the future of design.



In May, Prince Turki bin Talal Al Saud joined investors and dignitaries to lay the foundation stone at The Point, a new Saudi Arabia destination for shopping, entertainment, and hospitality.



The latest phase of our \$150M redevelopment and expansion plan, a new visitor hall at Cleveland Museum of Natural History highlights iconic specimens.



Congressman Joe Neguse, Governor Jared Polis, and Senator John Hickenlooper join the National Institute of Standards and Technology Building One ribbon cutting, remarking on its state-of-the-art labs and workspace.



Construction on the \$200M Compton High School went vertical, with our integrated architecture, interiors, and engineering teams work now coming to life.



The Juba South Sudan Embassy design-build contract was awarded to DLR Group and Caddel, and design for the self-reliant compound is proceeding toward congressional certification.



Supporting Swarthmore College's decarbonization commitments, the first phase of a new carbon-neutral dining and campus commons opened. Designed with timber, it also accommodates a geo-exchange plant that will serve the entire campus.



After three years of vertical construction, the 180 meter Baoshan Tower at Shanghai's Long Beach Complex is nearing completion, while the sculptural concert hall at its base has officially raised its curtains.



Our timber office portfolio continues to expand, with almost 1 million SF - T3 Sterling Bay in Toronto, T3 Vancouver, T3 Austin, T3 Rino in Denver, and T3 Wedgewood Houston in Nashville - topping out in 2023.

SECTION

02

People

Living our Core Value
of Ownership

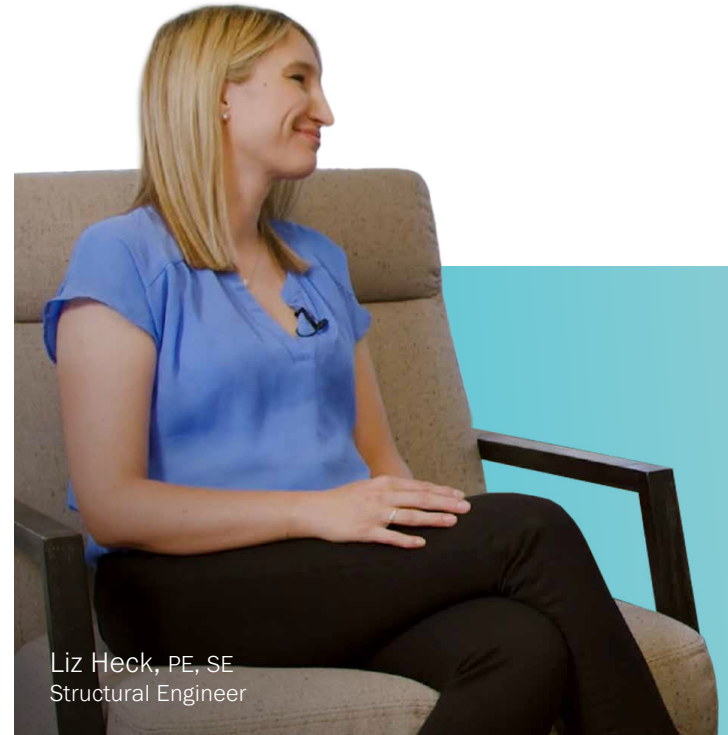


Elevating the Next Generation of Leaders

Through ownership, we are fostering opportunities for the future.

At DLR Group, there is no home office. No glass tower housing a C-Suite on the 44th floor. No line of demarcation between those who have a voice and those who are relegated to the sidelines. Sector, discipline, and executive leaders are intentionally dispersed across the globe to mentor the next generation of employee-owners, counsel clients, and share their design voice in local communities. We are all empowered to lead.

This belief – in ourselves and each other – is intrinsic to our 100% employee-owned firm. And it is creating new pathways for the next generation of employee-owners through a culture of design that emboldens mentorship across all levels and disciplines.



Liz Heck, PE, SE
Structural Engineer



Lloyd Ramsey
Global Engineering Leader

Engaging Engineers

Now in its fourth year, our Engineering Partnership Program, also known as EPP, is bridging boundaries by pairing engineers from different backgrounds, disciplines, years of experience, and locations. EPP is based on the belief that **by building peer mentor relationships, our integrated design voice is stronger and we can more effectively bring our clients' visions to reality.**

“At a lot of firms, mentorship programs only benefit those who are newer in their career. At DLR Group, we’ve established a program that bridges technical and professional mentoring for leaders at all levels,” says Global Engineering Leader

Lloyd Ramsey. “As an integrated design firm, more experienced engineers can leverage EPP to look at cross-discipline career paths or make themselves more visible for future leadership opportunities. You don’t have that same opportunity at single discipline firms.”

In addition to EPP, our Engineering discipline has identified next-gen leaders to drive best practices and initiatives that elevate our design work.

“I started my career at DLR Group because of the mentorship opportunities available to me. I’ve stayed because I’m empowered to lead,” says Structural Engineer Liz Heck, PE, SE. “I come to work every day and interact with professionals in other disciplines. It’s helped me become a better engineer and given me ownership to chart a path forward.”



Audrey Koehn, NCIDQ, LEED AP
Global Interiors Leader

Breaking Boundaries

Access to cross-discipline mentors and learning opportunities empower newer professionals to grow technically and professionally. *As a global integrated design firm, this approach ensures collaboration, builds a solution-focused mindset, and drives design excellence – especially when it's being modeled by leaders.*

“We are all empowered to ask questions and seek insights from others. It’s something I live in my day-to-day work. DLR Group supports a culture of design that offers continued mentorship and growth for all,” says Global Interiors Leader Audrey Koehn, NCIDQ, LEED AP.

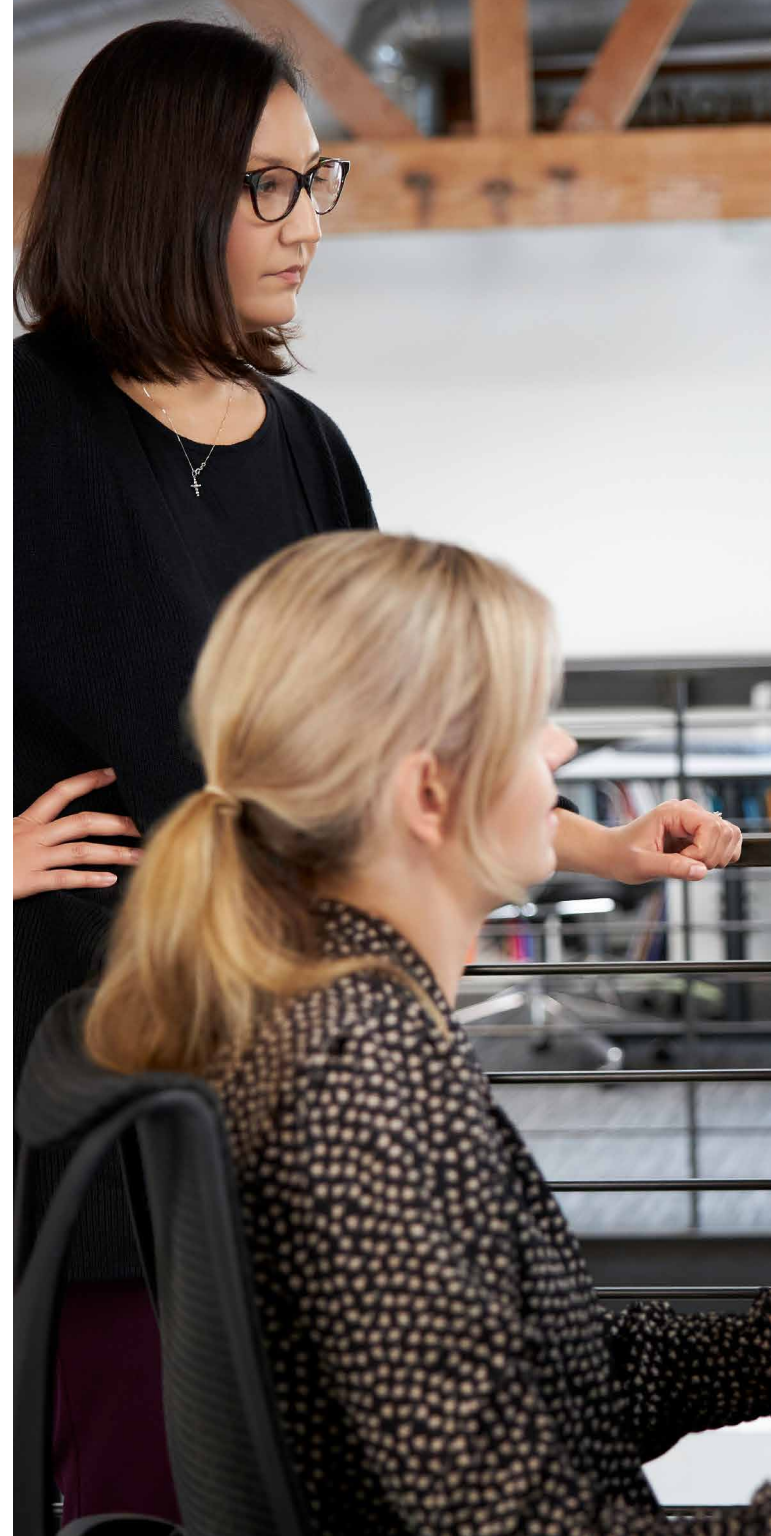
“Mentorship is so important to how we engage with peers across disciplines in the design dialogue. It drives creativity and solutions. Our culture of ownership truly lives in this space. You know your voice is heard and you can make an impact,” adds Interior Designer Jillian Diffie, NCIDQ, IIDA.

While most firms view mentorship as a top-down approach, at DLR Group, mentorship goes both ways. Tenured and emerging professionals learn from one another, and benefit from the experiences each has to offer.

“As a firm, we’re constantly evolving, and we have so much to learn from the next generation of employee-owners,” says Audrey. “They have their pulse on the future – whether that’s from a technical

perspective or how we interact with one another. Understanding the value each generation brings is really important. As leaders, we can learn as much from them as they can learn from us.”

For Audrey and her team, empowering emerging professionals has proven ROI. “We were recently working on the design for an employee breakroom for a client, and were looking for options that would incorporate more seating into the space. One of our emerging designers took on reworking the layout, adding innovative solutions into the design that transformed the space into a destination location for employees. The client loved her ideas and is moving forward with the revised design.”





[LEFT] Chris Ertl, AIA, LEED AP
Global Science+Technology Leader
and team

Scaling Up

With significant growth in life sciences and laboratory planning nationwide, our Science+Technology team has partnered with clients including Enveda Biosciences and Vanderbilt University to design spaces that deliver functional, technical, and aesthetic solutions while incorporating the latest thinking in laboratory design. **For our dispersed team of lab planners and designers, mentorship is about building relationships and sharing knowledge that will set them up for future growth.**

“Mentorship and training are a big part of what is driving our success in Science+Technology. We’re embracing our integrated practice and pulling in expertise from various internal teams to make sure we’re best serving our clients. We’re leveraging our collective experience and carrying it forward,” says Senior Laboratory Planner Nick Kreitler, RA, NCARB. “The more we continue to invest in our people, the better we’re going to be. It’s a foundational imperative of employee-ownership and how we scale up and move forward.”

For Laboratory Planner Tyler Eighmy, Assoc. AIA, who joined the team last year, leaning into our integrated practice

has been a game changer. “When you’re part of an integrated design firm, you’re not stuck in a silo. You have bigger opportunities. You have opportunities to work in-house with engineers. I didn’t have that coming out of school,” he says.

When Tyler first joined DLR Group, the team was in the midst of the design development phase on a large-scale project. With Nick as his mentor, Tyler was able to quickly get up to speed, collaborate with engineers who were working on the project, and take ownership of key components of the project. The team leveraged Tyler’s experience in a way that benefited them and the client.

Whether it’s growing technical expertise, building relationships, or sharing lessons learned, being part of a 100% employee-owned firm is opening new doors for professional and personal growth.

“Our team works hand-in-hand to accomplish our goals and meet the needs of our clients. That is the essence of employee-ownership – teamwork and collaboration, all voices being heard, and working together to provide positive outcomes,” says Nick.

Annual Appointments

One of the ways we recognize the contributions of employee-owners is through our annual Appointments process. In 2023, we welcomed:

3

Senior
Principals

23

Principals

62

Senior
Associates


78

Associates

“Through Appointments, we recognize those leaders who are transforming the way we do business. Leaders who are living our brand promise to elevate the human experience through design. And who are committed to our core values through their daily work.”

Steven McKay, AIA, RIBA
Chief Executive Officer



Learn more 
about our
appointments

PDGs Embody the Entrepreneurial Spirit of an Employee-owned Firm

Through the grant program, we are empowering passionate people to share their unique perspectives.

The Personal Development Grant program is a unique way we elevate the voices of employee-owners. Now in its ninth year, the program awards time and grant money to employee-owners to pursue a personal passion outside of their daily work.

The grants support entrepreneurial spirit at the individual level. They open the doors of exploration, creativity, innovation, and invention. In 2023, we awarded three grants.

Voices Amplified

Planner Hailey Muller and Designer Isheanesu Tendayi, Assoc. AIA, both out of our Phoenix office, paired up to uncover and address unconscious biases impacting women in the design industry. Through Voices Amplified, Hailey and Isheanesu have built a framework for female leaders to connect, share experiences, and inspire others within DLR Group. Their project has created a swell of resources and tools for teams to tap into as we drive efforts to create an equity lens in all that we do.



Hailey Muller
Planner



Isheanesu Tendayi
Assoc. AIA
Designer

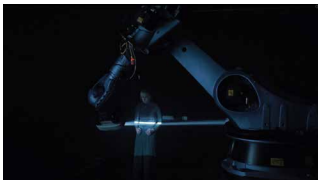


52+ Conversations | 124 Women Nominated
370 hours dedicated



Digital Duet

With his grant, Los Angeles-based Computational Design Leader Matt Conway pushed the boundaries of architectural expression, showcasing the unexpected use of emerging technologies in theatrical design. Building off his work at the firm and as a lecturer at UCLA, Matt explored the interaction between humans and machines and DLR Group's role in this evolving landscape through a fusion of dance, motion-capture tech, and robotic projections. His grant culminated in a compelling live performance that created space with light while recognizing an industrial robot as an artistic collaborator and dance performer.



Matt Conway
Computational
Design Leader



Robot
Collaborator

Highlighting Queer Spaces



Designer Abri Aiken, from our New York City office, created an augmented reality app to commemorate vanished queer spaces on the Harlem Walking Trail, meticulously documenting and revisualizing the history of key locations. Abri's Queer Harlem app, which is available on the Apple App Store and Google Play store, offers users a dynamic experience showcasing the lost queer spaces of Harlem and reconnecting today's residents and visitors to the community's rich history.



Abri Aiken
Designer



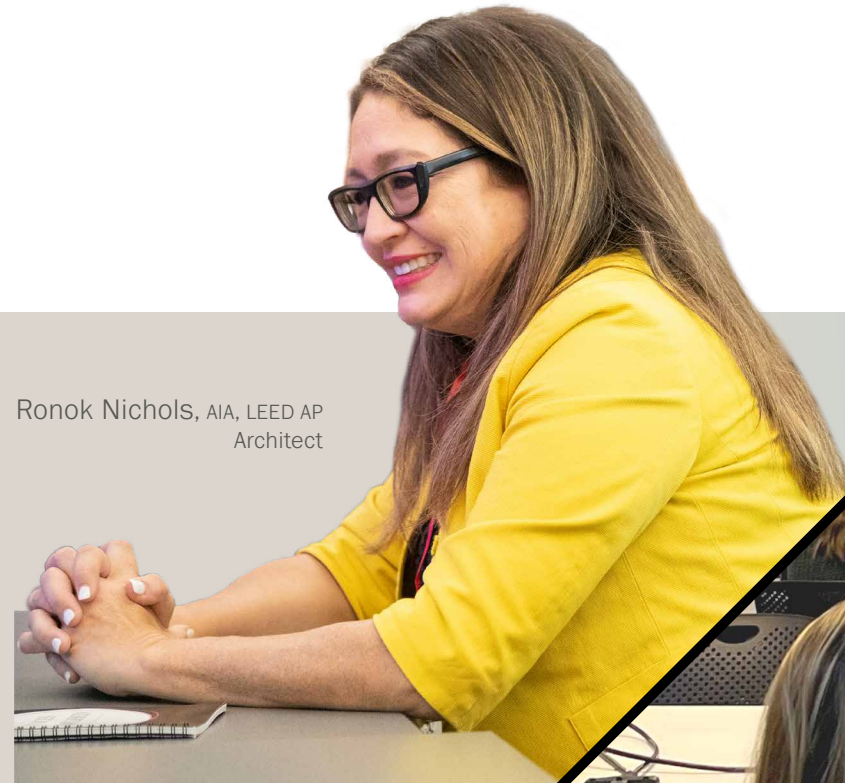
Learn more ⁷
about the
grant and find
the app on
dlrgroup.com

An Industry Investment

Inside the classroom and out,
our employee-owners are making
an impact in their local communities.

In classrooms across the country, our employee-owners are sharing their expertise as professors, guest lecturers, and advisory board members. Through teaching, these individuals are living our core value of ownership and creating a framework for the next generation of design professionals.

Ronok Nichols, AIA, LEED AP
Architect



For the past 22 years, Architect Ronok Nichols, AIA, LEED AP has been involved in local academia, as a visiting professor, design critic, and guest lecturer. She is currently a member of the University of Florida School of Architecture's Advisory Council and a guest lecturer in professional practice and design classes for both undergraduate and graduate architecture students. As a lecturer, she helps prepare students for real world challenges they will face as they transition into professional roles.

"One of the things we've been discussing a lot in the classroom is how our profession can elevate more women into leadership roles," says Ronok. "Both the Advisory Council and our alumnae represent a broad cross-section of our profession, with amazing women leaders who have national and global influence. We also have a number of talented women designers in our Orlando office who are interacting directly with the school. Having role models, especially women leaders, is so important to our profession. Students are learning from women design leaders and hearing from a diversity of voices. They're creating connections and mentor relationships that will guide them for years to come."

Through her teaching and advisory role, Ronok is also helping bridge the gap between University of Florida students and alumnae.

"Our alumnae are leaders in firms across the world; they're winning major design competitions. As an Advisory Council, we're working to tell their stories and connect them with students who are beginning their careers. This is a people business. Relationships matter. When our students graduate, they go out into the design world with a swell of familiar faces to lean on," says Ronok.



500

In 2023, our employee-owners volunteered more than 500 hours benefitting college and college-bound students.

At the University of Southern California, students in the Master of Architecture program are translating complex geometric forms once relegated to the computer and recalibrating them to the realities of fabrication and construction. In his Descriptive and Computational Geometry class, lecturer Matt Conway, Computational Design Leader in our Los Angeles office, is challenging two- and three-year students to use geometric techniques to build complex physical forms.

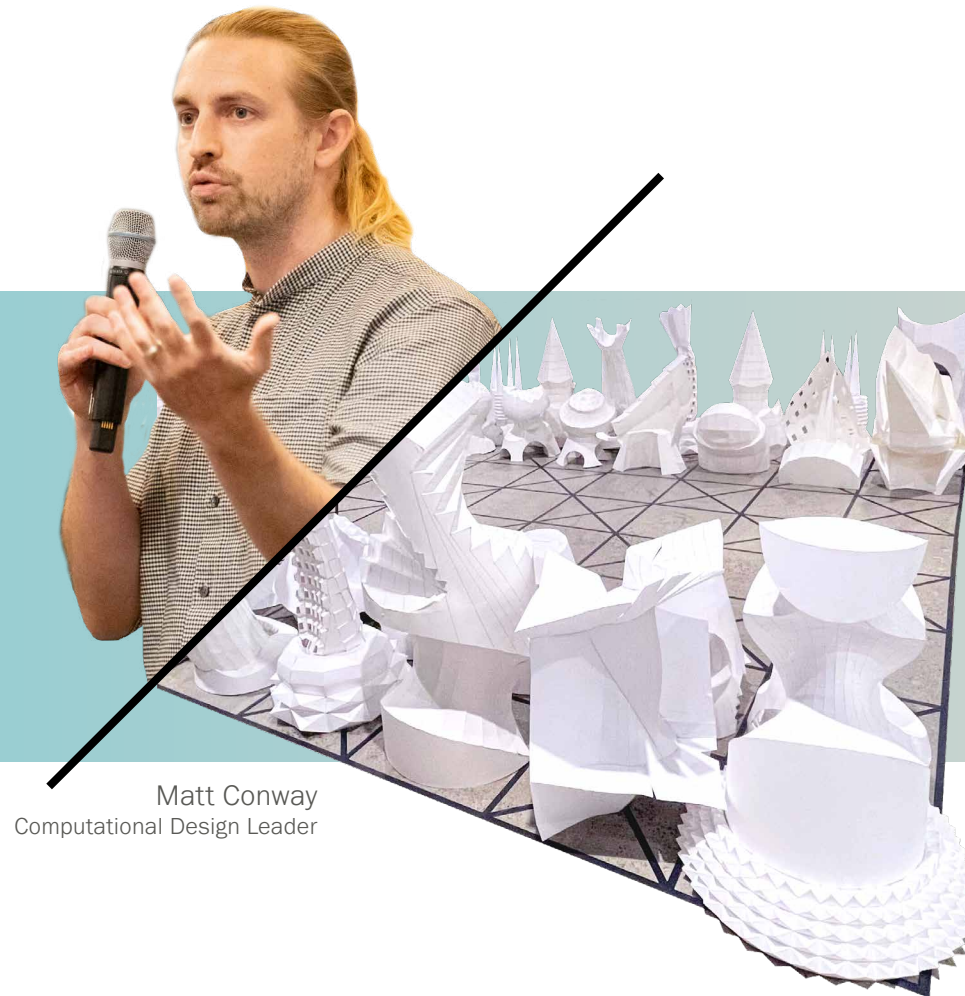
The final project culminates in a Geometry Game where students merge geometric panelization techniques they've learned to create oversized physical chess pieces out of paper. Our Los Angeles office hosted the class's final critique. Over a 12' x 12' field, 32 fantastic geometric forms descended for a game of chess.



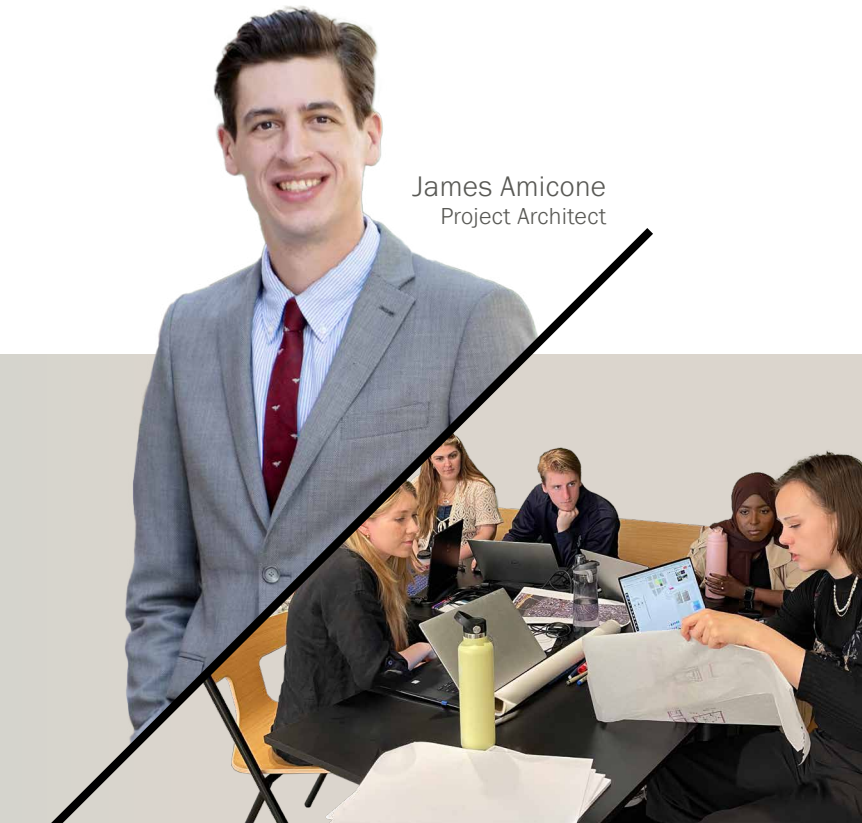
Read more 
about how
Matt Conway is
teaching students
to translate form
into function

"[Matt's class] truly opened my eyes and taught me new ways of looking at architecture and geometry. It made me able to design bold things without having fear of not being able to construct them."

Bryan Sinkwon Lee
Student



Matt Conway
Computational Design Leader



James Amicone
Project Architect

In Kansas City, Project Architect James Amicone is serving as an adjunct professor at the University of Missouri-Kansas City, teaching Introduction to Architectural Theory and Introduction to Design courses to first-year students. For James, one of his most critical roles is helping his students transition from school to professional design jobs.

“My hope is that my time spent with them is helping grow a sense of critical rigor for their professional future,” he says. “There’s often a false narrative that school is a place to try things that are whacky or ‘out there’; that architecture students are just thrust into the real world. I object to that notion. As instructors, we’re helping students develop an intense recognition of critical thinking.”

For DLR Group, helping new graduates make the leap from university to design firm is imperative to setting a new designer up for success. In turn, that new hire adds tremendous value to the firm.

“New graduates are a conduit to what’s being discussed around the future of architecture. For every moment we gather and talk about it, graduate students talk about it more. Yes, it’s important to teach a new employee how we operate – how to do door schedules, to use Revit, to interact with contractors – but we should also be asking, in turn, ‘what can you teach me?’ New designers have a tremendous impact on a firm’s culture,” says James.

The resonating feeling that you’re helping shape the future leaders of our industry isn’t lost on Ronok, Matt, or James.

“Teaching is an opportunity to affect our future design community,” says James. “When you have a chance to engage with students in a way that addresses a community need, builds our firm’s presence in that community, and is something you feel driven to do, that good is multiplied. Even better, it’s reciprocal. When students enter the workforce performing at a high level, the design community as a whole benefits.”

Giving Back and Leading the Way

Employee-owners are taking the helm in leadership roles and investing in industry organizations that align with our values.

As employee-owners, we believe we can be advocates for change. That we can use our collective design voice to bring about a better society and create stronger communities by recognizing and addressing longstanding inequities in our nation. Leading this change – to deliver a more equitable culture – includes establishing a shared equity lens and investing our time, energy, and resources in this endeavor, together.

To accelerate this work, this fall, Jessica Bantom joined DLR Group as Global Leader of Equity, Diversity, and Belonging. Jessica is focusing on the intersection of diversity, equity, inclusion, and belonging with design, as we activate equity internally as well as with our clients and our communities.



Meet 
*Global Leader of
Equity, Diversity,
and Belonging*
Jessica Bantom



Jessica Bantom
Global Leader of Equity,
Diversity, and Belonging

“When done thoughtfully, equity, diversity, and belonging work together in an organization not as an initiative but as strategic direction for the whole organization. Adopting these values is really representative of an organization making an intentional pivot to acknowledge that you value people who have historically been excluded.”

Jessica Bantom
Global Leader of Equity, Diversity, and Belonging

AS A FIRM, WE HAVE:

Established

equity as a strategic business focus, committing resources to action

Introduced

inclusive gender identity pronoun options for employees

Invested

in a firmwide equity lens training program and equity forum

Formalized

a non-discrimination policy and firmwide harassment prevention training



In 2023, Omaha-based Designer Lewis Culliver helped found the Nebraska Chapter of the National Organization of Minority Architects (NOMA), furthering NOMA’s mission to champion diversity within the design profession.

To grow more women design professionals, this May, we partnered with the Society of Women Engineers to host a workshop as part of the Girls Exploring Science Technology Engineering and Math (GSTEM) event, benefitting more than 1,100 seventh-grade girls. Through the workshop, Designing for Hurricanes, participants were challenged to design structures that could withstand hurricane forces, while introducing them to the possibilities of STEM careers.



In July, employee-owners from our Dallas office partnered with industry leaders to bring Hip Hop Architecture Camp to Dallas-Fort Worth. The week-long immersive design and music-centered experience empowered middle school- and high school-age students to learn about 3D modeling, placemaking, and urban planning through lyrics and rhythm.



This year we hosted National Organization of Minority Architects Foundation Fellow, Kaelyn Bowers, as an emerging professional. She has since joined the firm as a New York-based designer. The NOMA Fellowship pairs architecture students from Historically Black Colleges and Universities with opportunities at AIA Large Firm Roundtable firms. Our engagement in the program is one way we are acting on the Large Firm Roundtable's goal to double the number of architects who are Black, Indigenous, and people of color by 2030.

“Unless there is dialogue – both listening and understanding – there can be no advancement. The same is true within the walls of our employee-owned firm. Now is the time to listen, learn, and take action.”

Griff Davenport, FAIA
Chair of the Board

Leadership and the Power of Ownership

Our employee-owners are guiding the future of the A/E/C industry, with leaders immersed locally and nationally in organizations including the American Institute of Architects (AIA), the ACE Mentor Program, the International Interior Design Association (IIDA), the National Association of

Women in Construction (NAWIC), the National Council of Architectural Registration Boards (NCARB), the National Organization of Minority Architects (NOMA), Women in Design (WID), and many others. Here's what three had to say about leadership and the power of ownership.



ON GIVING BACK

“If you have a passion, follow it. Whether it’s sustainability, business practices, or housing the homeless, there’s an organization out there desperate for volunteers that will be grateful to have your professional experience and perspective. You’ll be exposed to things you never realized existed and build relationships with people who live outside of our A/E/C bubble. You might just end up making the world a better place while you’re at it.”

Jon Baker, FAIA, LEED AP, Architect
President, National Council of Architectural
Registration Boards



ON PASSING ON KNOWLEDGE

“At DLR Group, I’ve been fortunate to encounter great mentors and be exposed to a range of experiences that continue to shape my career. I get to use that knowledge to give back and mentor those that come behind me. Knowledge-sharing is critical to strengthening the pipeline and helping prepare those who will come after us.”

Arlenne Gil, AIA, NCARB, Architect
Representative, AIA National Young
Architects Forum



ON SHARING YOUR VOICE:

“NAWIC embodies all facets of our industry – tradeswomen, business owners, lawyers, architects, and everyone in between. As an employee-owner, I’ve always had a voice at DLR Group. As a member of the National Board of NAWIC, I’m showing other women it’s okay to have a strong voice, to ask the difficult questions.”

Tammy Rico, Senior Technical
Training Designer
National Board, National Association
of Women in Construction

Leadership Evolution

Scaling up as a global
integrated design firm

Preparing and empowering leaders is in the DNA of our firm and a strength of employee-ownership. In 2023, that evolution was evident within our walls. We welcomed three new executive team members, transitioned the role of COO, and added new voices to our region and sector leadership teams.





EXECUTIVE TEAM

- 1 Charles Dalluge, External Board Member
- 2 Steven McKay, Chief Executive Officer
- 3 Jessica Bantom, Global Leader of Equity, Diversity, and Belonging
- 4 Molly Johnson, Chief Human Resources Officer
- 5 Lloyd Ramsey, Global Engineering Leader
- 6 Becky Schnack, Chief Financial Officer
- 7 Audrey Koehn, Global Interiors Leader
- 8 Premnath Sundharam, Chief Climate Officer
- 9 Heather Galvin, Chief Information Officer
- 10 John Fuller, Chief Operating Officer
- 11 Pam Tuschner, California Region Leader
- 12 Beth Miller, Chief Growth Officer
- 13 Stu Rothenberger, Global Higher Education Leader
- 14 Griff Davenport, Chair of the Board
- 15 Ignacio Reyes, Chief Development Officer
- 16 Peter Rutti, Chief Design Officer

DLR Group Leadership

DISCIPLINE LEADERS

Peter Rutti, Chief Design Officer
Josh Haney, Global Architecture Leader
Audrey Koehn, Global Interiors Leader
Lloyd Ramsey, Global Engineering Leader
Yogesh Saoji, Global Planning Leader
Dennis Bree, Global Design Leader
Tim Ganey, Global Design Leader
Premnath Sundharam, Chief Climate Officer
William Carney, Design Technology Leader
Nate Miller, Global Operations Leader
Kevin Gent, International Director

SECTOR LEADERS

Dan Clevenger, Cultural+Performing Arts
Phil LiBassi, Healthcare
Stu Rothenberger, Higher Education
Ed Wilms, Hospitality
Darrell Stelling, Justice+Civic
Jim French, K-12 Education
Brian Arial, Mixed-Use
Denis Henmi, Transportation
Don Barnum, Sports
Jeremy Reding, Workplace
Michael Huffstetler, Federal Programs

REGION LEADERS

Leon Qiu, Asia
Pam Tuschner, California
Curtis Johnson, Central
Jamal Salem, Middle East
Kate Yurko, North Central
Matt Janiak, Northeast
Erica Loynd, Northwest
Andy Anderson, Southeast
Bob Binder, Southwest
Adam St. Cyr, Texas

MARKETING LEADERS

Andy Ernsting, Brand Communications
Maggie Flickinger, Marketing
Tom Mitchell, Business Development



Leadership Transition

After 10 years as chief operating officer, Charles Dalluge (left) announced his retirement and transitioned to an external member of the DLR Group Board of Directors. Managing Principal John Fuller, Assoc. AIA, LEED AP (right) was named the firm's new chief operating officer as of October 1, 2023.

"Charles' influence is found throughout the firm. He brought a consistency and rigor to our operations and connected the value of our enterprise functions to the requirements of our business of design."

Steven McKay, AIA, RIBA
Chief Executive Officer

SECTION

03

Performance

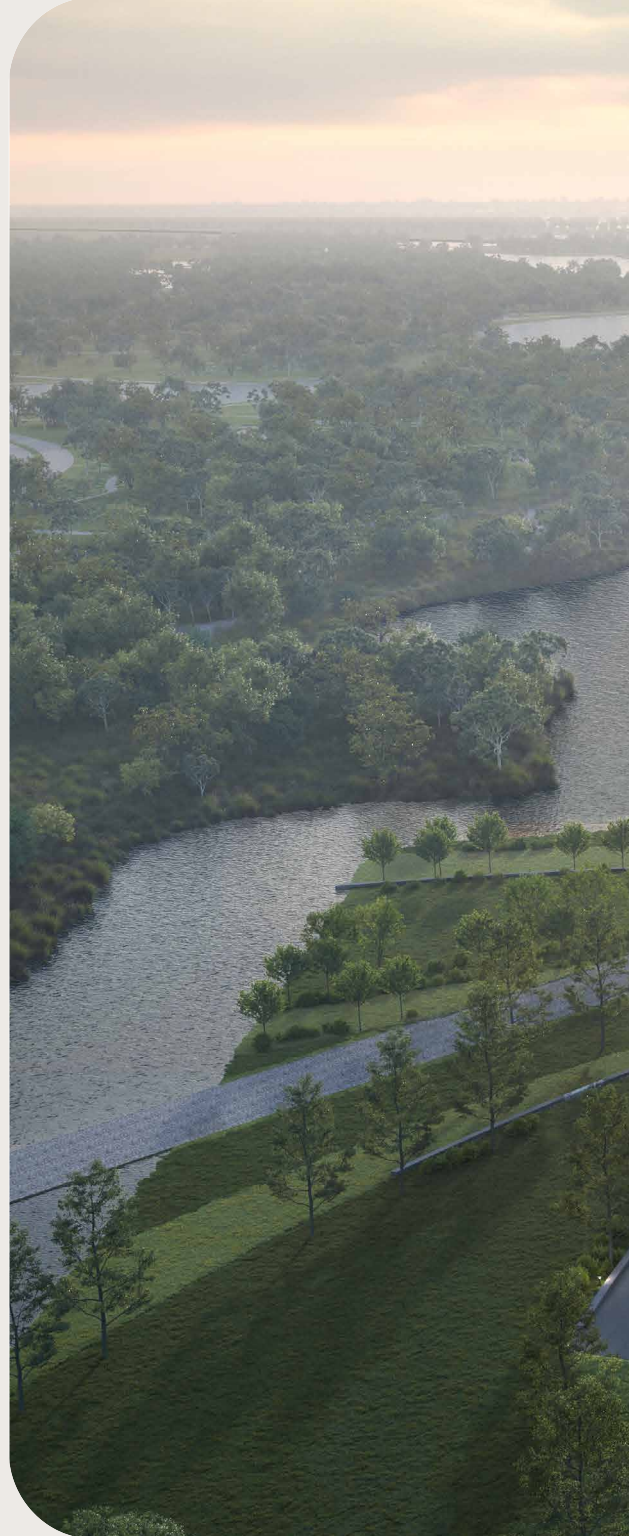
Appraising a year of impact
in design excellence, operations,
culture, and community



Explore the ways a well-rounded integrated design firm evaluates performance.



At our employee-owned firm, performance is measured by more than solely financial strength – although we’ve got that covered too. A broad spectrum of quantitatively measured indicators tell us where we are and help us forecast where we will go, in alignment with our values and our promise to elevate the human experience through design. From design excellence to client satisfaction, climate impact to community impact, and more, we measure performance holistically, spurring value for our employee-owners, our clients, and the planet we all share.





HÉFEI BINHU LIBRARY COMPETITION
Hefei, China

Our Chief Design Officer on Measuring Design Excellence



Peter Rutti, AIA, NCARB
Chief Design Officer

We are an integrated design firm above all else. That means we solve problems by bringing innovative design to our clients and communities. Every decision we make is driven by our promise to elevate the human experience through design.

Our most inspiring design stories are driven by outcomes – like the impactful work profiled in this report’s Projects chapter. To that end, our Design Forum has adopted inclusive design critiques that account for traditional measures such as strength of concept and clarity of form, but also stretch into equitable communities, wellness, ecology, water, resilience, and more.

Our designers are also pioneering new automation and AI-powered advancements, with more than 50 custom tools currently in our workflows. These innovations don’t replace our design thinking, they expand it. They supercharge our learning and contribute to more accurate drawings as well as reduced risk for our clients.

68 design awards and recognitions across eight disciplines and nine market sectors.

And our commitment to design excellence is being acknowledged. Awards are tangible evidence of design excellence from our industry peers, people who experience our designs, and established media voices and design critics. Especially lauded last year was our work and team in the Middle East, with ten awards including Middle East Consultant’s Company of the Year.

In the United States, a pattern emerged from our recognitions: innovation. Our category-defining van-life inspired guestroom design for Catbird Hotel – Colorado’s first independent extended stay hotel – won six awards; Metropolis recognized our pioneering timber design prototype with a Responsible Disruptor award; and, Fast Company’s Innovation by Design award recognized the impact of Raices y Semillas, a net-zero migrant worker community concept. Three cultural and recreational design concepts received prestigious American Architecture Awards.

PIMA COMMUNITY COLLEGE
CENTER OF EXCELLENCE FOR
APPLIED TECHNOLOGY
Tucson, Arizona





CONFIDENTIAL TECHNOLOGY FIRM

Climate Impact

3.9 million metric tons of
CO2 emissions avoided

This year, we clarified our firm's climate commitments and established a focus on decarbonization. With the built environment accounting for 40% of global carbon emissions, our integrated teams are poised to make an impact through diverse carbon reduction, building performance optimization, and renewables production tactics. In FY23, we realized:

3.8M

metric tons of carbon reduction

\$60M

*projected annual energy cost savings
from energy reduction strategies*

700

*megawatts added to our
six-gigawatt solar portfolio*

50%

*average energy use intensity reduction
on 63M SF tracked through
AIA Data Exchange*

2

net zero energy plans

Community Impact

More than 12,000 hours volunteered
and \$1.8 million donated

Through hundreds of giving and doing actions, our employee-owners found ways to care for their communities. Highlights in nine categories aligned with the United Nation's Sustainable Development Goals include:

ARTS

\$250,000+

*donated to art and
cultural institutions*

ENVIRONMENT

400+

*hours toward nature and
a decarbonized future*

HEALTH

200+

*miles covered for health and
cure-focused non-profits*

CIVIC & INDUSTRY

78

*employee-owners leading
with board, council, and
commission-level positions*

EQUITY

800+

*hours volunteered in
historically disadvantaged
communities and advocating
for design industry equity*

SHELTER

6

*residential and community
center construction projects
from Harlem to San Francisco*

EDUCATION

\$550,000

*donated to support
children's access to
quality education*

FOOD

7,000+

*cans of food donated to
local food banks through
Canstruction and food drives*

YOUTH

900+

*hours in summer camps,
mentorship, and other youth-
oriented activities*

Employee- Ownership

Record Transactions in 18th Annual Stock Exchange

100% employee-owned means we put the financial benefits of ownership directly into the hands of our people. Even among 100% employee-owned companies, we're different because our low barrier to ownership means no individual owns more than 3.5% of our firm. Other highlights of our ESOP's performance this fiscal year:

894

Employee-owners invested in DLR Group

89%

of 3-year+ employees are owners

170

first-time buyers

39%

of owners are under 40 years old

100%

vested profit sharing on day one

Expanding our Reach

New Services and New Locations

In response to the increasing complexity of real estate investment considerations, we introduced Development Management Services. This new strategic advisory expertise focuses on financial and funding strategies for real estate planning, portfolio, and asset management.

Geographically, two new offices bring us closer to a growing roster of clients in the southeastern United States.

New Services

Development
Management
Services

New locations

Durham
Nashville

Client Satisfaction

A world-class Net Promoter Score of 71.4 proves the value we bring to our client partners.

We use the same gold-standard customer experience metric as top household name brands like Starbucks, Netflix, and Apple and two-thirds of the Fortune 1000: the Net Promoter Score. And we're in good company with a score of 71.4. This score is rarely attainable across industries and is well above the average architecture and engineering scores of 64 and 47 respectively. An NPS score of 71.4 means that 86% of clients are extremely likely to recommend DLR Group to a friend or colleague.

71.4
DLR Group score

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64 *architecture*
47 *engineering*
industry average

86%

*of clients are extremely likely
to recommend DLR Group
to a friend or colleague*

MARYSVILLE CIVIC CENTER
Marysville, Washington



WHERE WE ARE

AUSTIN
CHARLOTTE
CHICAGO
CLEVELAND
COLORADO SPRINGS
COLUMBUS
DALLAS
DENVER
DES MOINES
DUBAI
DURHAM
HONOLULU
HOUSTON
KANSAS CITY
LAS VEGAS
LINCOLN
LOS ANGELES
MINNEAPOLIS
NASHVILLE
NEW YORK
OMAHA
ORLANDO
PHOENIX
PORTLAND
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SACRAMENTO
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SHANGHAI
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TUCSON
WASHINGTON, D.C.



ELEVATE *the*
HUMAN EXPERIENCE
THROUGH DESIGN

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