

**TRAFFIC SIGNAL
TIMING PROJECT
RFP #26-2023**



**Lexington-Fayette Urban
County Government Division
of Traffic Engineering**

Proposal Date:
May 23, 2023

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MAY 23, 2023

Director, Division of Central Purchasing
Lexington-Fayette Urban County Government
200 East Main Street, 3rd Floor
Lexington, KY 40507

RE: TRAFFIC SIGNAL TIMING PROJECT, RFP #26-2023

Knowledge of various signal equipment manufacturers, development of signal timing and clearance and pedestrian intervals, and active coordination with local public agencies (LPAs) are elements for the successful implementation of revised signal timing. Crawford, Murphy & Tilly (CMT)—and our teaming partners The Traffic Group, WSP, and Bryant Associates, Inc. — are pleased to present our proposal for the traffic signal timing project. CMT is prequalified with KYTC for Traffic Engineering Services.

VALUE DELIVERED. VALUE EXPERIENCED.

This is CMT's promise to our clients—you will receive value through technical excellence, as well as in the experience when working with us. Centered in Value is more than a tagline at CMT; it is our culture. We deliver solutions-driven value to our clients every day as an advocate and partner.

An Integrated Approach – Our work has shown how we think and work beyond conventional boundaries to seek out opportunities for better collaboration and value. Our approach is highly engaging and relational, and we have established corporate practices in place for monitoring project progress, costs and schedule adherence. CMT's detailed knowledge of various signal equipment, signal timing and coordination plans, and relationships with LFUCG Traffic Engineering team members are the foundation for the successful implementation of revised signal timing plans that will meet the city's expectations.

Professional Project Management – CMT will provide a Kentucky licensed Professional Engineer to manage and over see the project, including all signal calculations. The LFUCG Traffic Engineering team can rest assured that this project will be managed seamlessly through successful collaboration with our subconsultant partners and regular communications with the city.

Efficiencies of Local – More than just the comfort of our local and easily accessible presence, CMT team members are rooted in the community and bring a vested interest in the long-term success of this important program.

As project manager, I am committed to assisting you in a way that facilitates superior performance. The CMT Team has much more to share, and we hope that you will favorably consider us for this contract. If you have any questions or require additional information, please contact me at 859.514.1252 or rmulvaney@cmtengr.com.

Sincerely,

Roger T. Mulvaney, PE, PTOE
Project Manager

PRIME FIRM
Crawford, Murphy & Tilly, Inc.
230 Green Circle
Suite 410
Lexington, KY 40505
p. 859.514.1252

SUBCONSULTANT PARTNERS
The Traffic Group, Inc.-
SDVOSB
9900 Franklin Square Drive
Baltimore, MD 21236
p. 410.931.6600

WSP
1792 Alysheba Way
Suite 230
Lexington, KY 40509
p. 859.272.5400

Bryant Associates, Inc. - *DBE*
3407 Stony Spring Circle
Louisville, KY 40220
p. 502.775.5741

PROJECT CONTACT

Roger Mulvaney, PE
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rmulvaney@cmtengr.com



MIDWEST DESIGN FIRM OF THE YEAR

— Engineering News Record —



Recipient of American Association of Airport Executives' **Corporate Cup of Excellence**

BUSINESS ORGANIZATION

Established: 1946

Staff Size: 400+

Key Business Units:

Surface Transportation
Building & Sites
Water Resources
Aviation

Local Project Office:

230 Lexington Green Circle
Suite 410
Lexington, KY 40503
T: 859.514.1252

LICENSED IN 25 OFFICES ACROSS 9 STATES

Kentucky
Illinois
Indiana
Ohio
Missouri
Georgia
Florida
Tennessee
Colorado

Web

www.cmtengr.com



Founded in 1946, Crawford, Murphy & Tilly (CMT) is a Midwest-based and nationally ranked professional company providing architecture, engineering, planning, and construction services to both the public and private sector. **CMT and its 400+ employees provide leadership in civil infrastructure by leveraging shared knowledge, staff longevity, and unique insights.** For over 76 years, the employee-owned corporation has sustained a trademark level of service and commitment to clients that translate into long-term relationships and enhanced value to our client's projects.

Comprehensive Range of Services

- Architecture
- Civil Engineering
- Planning
- Value Engineering
- Roads and Bridges
- Traffic Analysis
- Utilities
- Water and Wastewater Systems
- Stormwater Systems
- Permitting
- Surveys
- Drainage and Floodplain Studies
- Electrical
- Streetscapes/Placemaking
- Bikeways/Paths
- Trails
- Landscape Architecture
- Environmental
- Public Engagement
- Sustainability

Serving a Multitude of Clients

- Municipalities
- DOTs and State Agencies
- Airports
- Sanitary Districts
- Utilities
- Private Developers
- Retailers
- Institutional
- Health Care
- Energy
- Military
- Federal

Local Presence

Working Where We Live

CMT's Lexington office is located in Lexington Green near New Circle Road and Nicholasville Road. Our Team is comprised of local traffic engineering and data collection experts from the Lexington area as well as support from by traffic engineering experts familiar with the region.

This structure provides nationwide engineering knowledge and experience with the ability to connect to local needs and perspective that is uniquely suited to provide a practical, cost effective deliverable. This enables our ability to be on-site within minutes and easily chat, compare notes and collaborate with LFUCG Staff—ensuring optimum workflow.

CMT's proximity and knowledge of KYTC and Lexington-Fayette Urban County Government preferences make us the ideal firm to serve as your signal timing consultant.



Investing in Our Community

- We know the area, neighborhoods, and many of the key stakeholders. Our connections run deep, and we are familiar with channels for public education and outreach.
- CMT actively recruits prospective employees to join our workforce and make the Lexington community their home.



Sustainability Lived

When designing projects, CMT emphasizes environmental stewardship to provide value to our clients. We have taken a page from our own playbook to power our headquarters. CMT Headquarter's large, 394 KWp solar energy system provides **90% of our building's electrical needs through 3,978 rooftop and carport panels.**

Visit www.cmtengr.com/cmt-goes-solar to learn more about the system and its benefits.

Advancing Diversity & Opportunity

At CMT, our core values and our culture promote the thought and behavior of inclusion and diversity. We understand as a company that a more diverse workforce is a more creative and a more productive workforce. Diversity from the perspective of race, gender, religion, sexual orientation, where you grew up, etc. will continue to make CMT a stronger company.

In the heart of Ferguson, Missouri, CMT is recognized for innovative diversity focused workforce development/job mentoring program on Great Street initiative project for St. Louis County.



Diversity, Equity, & Inclusion Committee

In 2020, CMT established the firm-wide Diversity, Equity, & Inclusion (DEI) committee chaired by our CEO, Dan Meckes, that fosters inclusivity in the workplace by creating a space for employees who share a common interest or affinity to support one another and raise awareness.

Workforce Development through Mentor-Protégé Commitment

CMT recognizes that building relationships with disadvantaged businesses in the consulting industry fosters opportunities for all. We recognize the value that state and local governments place on advancing diversity and opportunity, and strive to provide leadership in advancing those goals. CMT has a strong track record of teaming with and mentoring disadvantaged business firms. Our firm has been recognized for contributions to formal mentor-protégé programs and on-the-job training initiatives that advance opportunities for disadvantaged companies and individuals.

Diversity Recognition



2017 MoDOT External Civil Rights Division
Consultant of the Year Award



2016 WTS Rosa Parks Diversity Leadership Award

DBE PARTICIPATION PLAN - MEETING & EXCEEDING DIVERSITY GOALS

CMT is aware that DBE goals have been established for this contract. We believe that long-term success can be sustained through good programs, good partners, and strong teams. This dedication continues with our proposed diversity participation on this project. To satisfy this requirement, CMT will utilize a combination of MBE/WBE/SDVOSB-certified firms. CMT utilizes diversity participation tracking measures to ensure that we meet or exceed your specified participation goals.

Based on our understanding of this project, we believe there are DBE/WBE/SDVOSB participation opportunities in the disciplines of vehicular and pedestrian clearance, chance interval calculations, and field reviews.



Performance through Strong Project Management

CMT takes the project management process very seriously and have built a culture that delivers strong performance in quality, costs, and schedules. While our people are the foundation, they are supported by structures, processes and resources that reinforce excellent outcomes including a project management system that outlines expectations and best practices. CMT's project management system has been a key factor in success measured through our own internal goals, measured client satisfaction ratings and external third-party recognitions.

- 1 **Set clear goals and objectives** - Mutual understanding of clear requirements is the starting point for project success.
- 2 **Mobilize the team for success** - Our success has been based on assigning team members with the mission of being collectively invested in a highly successful project outcome from start to finish.
- 3 **Quality Assurance and Control** - Essential to success, formal quality management has been a core of CMT's project management system for 30 years. Each project is guided by a specific "Quality Assurance Plan" developed during the scoping process.
- 4 **Involve stakeholders early** - We have identified efficiencies in conducting project meetings with stakeholders at the onset of projects. This helps define expectations and deliverables resulting in a more streamlined schedule and avoidance of re-work.
- 5 **Look for value opportunities** - CMT is an identified leader in the industry for out-of-box thinking. The proof is in the highly successful outcomes of the projects we design. Further evidence is industry recognition.
- 6 **Flexibility to adapt** - While our quality assurance plan follows clear objectives, our plan also expects that changes will occur. In fact, the value of a CMT team is that we will suggest changes if discovery presents an opportunity to enhance a project or produce cost savings.
- 7 **Proactive Communication** - Being flexible demands that our team is also highly proactive in communicating with the client. It is an essential ingredient to excellent customer service. Our approach is to work side by side with our clients anticipating needs and providing a high level of responsive support.

Meeting Schedules & Budgets

Through our Client Satisfaction Improvement Process (CSIP), CMT has been formally measuring our performance through our clients for nearly 20 years. Our average scores over the last three years indicate a high level of performance on meeting schedule, budget, and communication expectations.

SCHEDULE SCORES

- 9.4 Respond in a timely manner?
- 9.7 Follow through on commitments and promises?
- 9.6 Complete assignments on time?

BUDGET SCORES

- 9.3 Demonstrate sensitivity to construction?
- 9.4 Demonstrate sensitivity to engineering/design?
- 9.4 Submit clear & accurate invoices in a timely manner?

COMMUNICATION SCORES

- 9.7 Listen to you?
- 9.6 Effectively communicate?
- 9.5 Keep you informed?
- 9.6 Meet your needs?

9.4

Out of 10

CMT CLIENT SATISFACTION

Average Score, past 3 years

Value. It is what we deliver and how we deliver it. CMT brings a fresh perspective and works side-by-side with you to optimize your program. We achieve value every step of the way.

Project Approach

Project Scope

CMT is pleased and well positioned to develop a scope of services for the LFUCG Traffic Engineering (TE) Clearance and Pedestrian Intervals Citywide Update project. Relying on our experience with traffic signal timing projects, including retiming LFUCG TE's New Circle Road corridor, we will exceed expectations to deliver updated clearance and pedestrian interval timings throughout all signalized intersections in Lexington and Fayette County. There are approximately 367 signalized intersections under LFUCG TE's jurisdiction. This project will include data collection, calculations following current industry guidelines, implementation, and providing a final report to document the methods used to update the vehicular and pedestrian intervals at the project intersections.

The proposed scope is divided into tasks to properly outline the expected work product.



Task 1: Data Collection

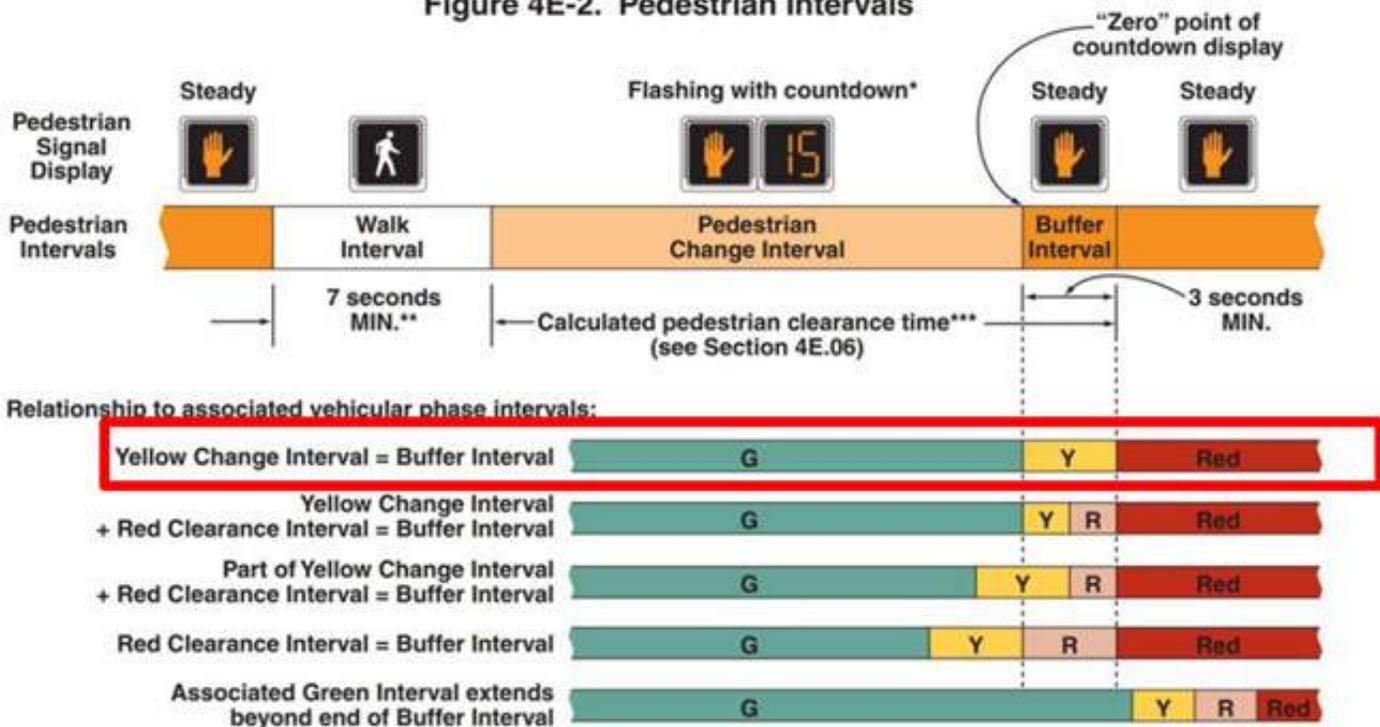
In order to calculate Yellow Change intervals, All Red clearance, Walk, and Pedestrian Change intervals, CMT will measure each intersection's geometric characteristics following MUTCD, KYTC, and LFUCG guidance. Initial review of each intersection's pavement marking layout will acquire the latest aerial imagery available via public information (i.e. Google Earth) or information provided by LFUCG (i.e. GIS mapping). The aerial information will be field checked at each intersection to verify the accuracy of the latest intersection pavement marking layouts. If the aerial imagery matches existing intersection geometric conditions, then the necessary measurements will be made digitally. If no accurate aerial imagery is available, the project team will make field measurements at the project intersections following acceptable engineering guidelines. Intersection clearance distance measurements will be measured in accordance with Exhibit 14 of the KYTC Traffic Operations Manual. Pedestrian intervals measurements are based on the distance of crosswalks from face of curb to face of curb. The speed limits on each intersection's approach will be checked via digital mapping reviews or field checks. All digital or field measurements will be documented and included in the final report as they are the basis for calculation of the updated values.

Task 2: Interval Calculations

Interval calculations for Yellow Change, Red Clear, Walk, and Pedestrian Clearance, will be calculated in Excel spreadsheet format. The interval calculation spreadsheet will include data entry for intersection crossing distances and speed limit information gathered during the data collection phase. Intersection approach speeds used in the spreadsheets will be based on posted speed limits or other information provided by LFUCG for specific areas. Left turn phases will assume a turning speed of 20mph and use a 3.5 second yellow change interval consistent with the KYTC Traffic Operations Manual. Pedestrian Clearance times will assume a walking speed of 3.5 feet per second from face of curb to face of curb. Generally, Walk times should be 7 seconds but can be as low as 4 seconds where pedestrian volumes are low per MUTCD guidelines. Walk times can be increased when required by MUTCD Section 4E.06 paragraph 14 to accommodate a walking speed of 3 seconds from the pedestrian pushbutton to the far edge of the travel way through the Walk interval and Pedestrian Clearance time. Additionally, Pedestrian Change intervals may apply a "buffer interval" identified in MUTCD Section 4E.06 (see Figure 1). The buffer interval is assumed to extend through the Yellow Change interval and All Red clearance interval. All interval calculations will include a comparison to existing interval timings. Where feasible and at the direction of LFUCG Traffic Engineering, Leading Pedestrian Intervals (LPI) or pedestrian recall (i.e. rest in walk) settings may be implemented. It is understood that LPIs are already provided in the Lexington central business district and near UK's campus and that pedestrian recall is generally applied to all signals except during nighttime or low volume signal plans outside of the downtown area.

Figure 1 - Recommended Pedestrian Change Interval Configuration

Figure 4E-2. Pedestrian Intervals



- * The countdown display is optional for Pedestrian Change Intervals of 7 seconds or less.
- ** The Walk Interval may be reduced under some conditions (see Section 4E.06).
- *** The Buffer Interval, which shall always be provided and displayed, may be used to help satisfy the calculated pedestrian clearance time, or may begin after the calculated pedestrian clearance time has ended.

- Legend**
- G = Green Interval
 - Y = Yellow Change Interval (of at least 3 seconds)
 - R = Red Clearance Interval
 - Red = Red because conflicting traffic has been released

Task 3: Network Access

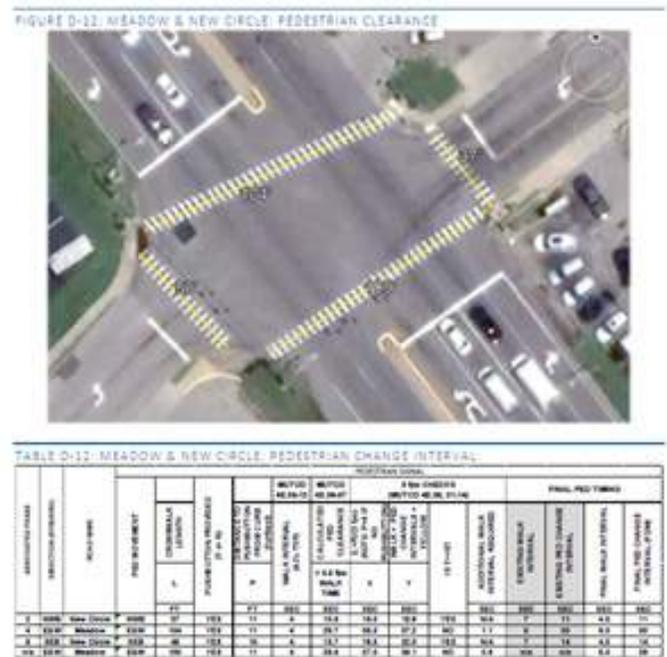
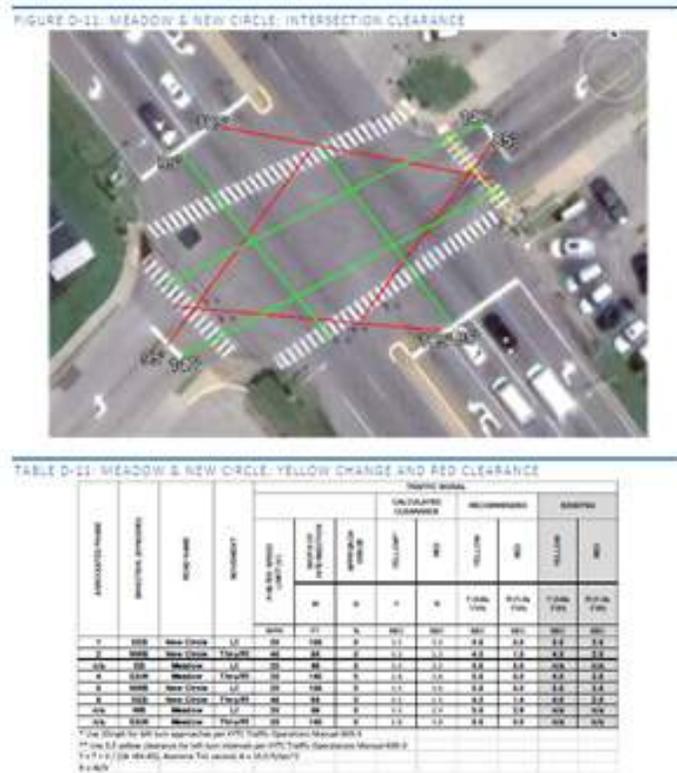
Running concurrently with the data collection phase, CMT will also work with LFUCG TE and LFUCG Computer Services to establish a remote desktop connection to the Kinetic Signals Central System software. CMT will use this connection or work with LFUCG TE to acquire existing signal timing, access to the AXIS camera system, and confirm communication connections with the traffic signals throughout TE's signalized system. CMT will coordinate with LFUCG TE to gather any traffic signal information not available through this remote desktop connection.

Task 4: Report

The CMT team will provide a report that includes all relevant data required to provide updated signal interval timings. Methodologies referencing MUTCD, KYTC, or LFUCG guidelines for signal clearance and change intervals will be included in the report. The report will include field measurements, formulas to calculate intervals, and existing and proposed timings. The Yellow Clearance, Red Clear, Walk, Pedestrian Clear, and any LPI or other signal timing modifications will be provided in spreadsheet format for each intersection. Graphics showing measurements will also be included (see Figures 2 and 3).

Figure 2 - Yellow Change and Red Clearance Sample Measurements and Data Table

Figure 3 - Pedestrian Clearance Sample Measurements and Data Table



Task 5: Data Entry

If authorized, CMT's experienced traffic engineering staff will implement the proposed traffic interval timings via remote desktop connection to the Kinetic Signals Central System software or via physical downloading a MaxTime database into the field controllers. Prior to implementation of the revised traffic signal interval timings, CMT will review the existing signal timing and ensure the updated interval timings will not cause any alarms or signal system failures. CMT will submit the proposed clearance and interval timings to LFUCG TE in tabular format for another level of review prior to implementation. Access to a virtual controller for testing provided by LFUCG TE will be utilized for testing as needed. CMT will efficiently make the changes to the system during the data entry task phase. All changes will be made during low volume traffic periods to ensure that undue delays are not caused if any unforeseen issues occur.

Task 6: Meetings

CMT will conduct a kickoff meeting with LFUCG Traffic Engineering to finalize parameters and procedures for the project and document specific success factors for the City. Meetings will also be held at critical phases of the project with TE to ensure connection to the Kinetic Signals System, review the interval timings before implementation, and to close the project to ensure client satisfaction with the updated signal interval implementation.

Project Specific Details

Although CMT tends to follow a proven process for completing projects like this one for creating and implementing optimized traffic signal timing, each project is unique and presents its own set of challenges that must be addressed to make the project successful. Some examples of unique challenges on this project include the following:

Familiarity with Lexington

The project team includes members who are familiar with Lexington's roadways and have worked on projects for LFUCG Traffic Engineering in recent years. CMT has an office in Lexington Green near the Nicholasville Road interchange with New Circle Road. This convenient location allows CMT to quickly review any site within Fayette County within minutes regardless of a location on a major state route or in a local neighborhood.

Understanding each intersection's unique geometric fingerprint

Crosswalk and stop bar pavement markings are often shifted during resurfacing activities or when new access points are connected to existing traffic signals to name a couple of examples. These routine occurrences may affect the lengths of the crosswalks, locations of stop bars, or other factors that affect the signalized clearance intervals. As intersection pavement markings are changed for any reason, the pedestrian Walk and Clearance timings should be reviewed, and if necessary be updated, to reflect different crosswalk lengths. Similarly, as the location of stop bars are shifted, the new width of an intersection can affect the length of vehicular Yellow Change and/or Red Clearance timings.

Pedestrian Safety

In addition to reviewing and updating Walk and Pedestrian Clearance intervals per the project scope, the project team will look to work with LFUCG TE to enhance pedestrian safety through signal timing. Leading Pedestrian Intervals are already provided in the downtown business district and near UK's campus. As signalized intersections are reviewed by this project, other locations near heavily traveled pedestrian or bike corridors may provide other opportunities to add LPI timing.

Existing traffic signal timing

Vehicular and Pedestrian Signal timing is not changed in a vacuum. Each traffic signal has timing plans and/coordination plans in place that must be taken into consideration before the proposed intervals are installed. Ideally, the proposed clearance intervals do not affect the timing or coordination operations of the signal in question. If modifications are necessary, the project team will make recommendations to TE prior to making any changes at a given location.



The CMT Team Advantage



Minimal Travel Costs



The CMT team has a Lexington office with local traffic engineering staff and the three partner firms on this project also have local offices in or near Lexington. Our knowledge of the existing traffic operations will provide TE with valuable insight, and we have the ability to assign staff that **minimize travel time to the project location for easier and more efficient field reviews and implementation.**

Traffic Signal Design/Operations Experience



The team has designed more than 700 traffic signals and 30 traffic signal systems over the past 25 years including the New Circle Road corridor in 2022 for LFUCG TE. The methodologies used to develop the vehicular and pedestrian clearance and change intervals on the New Circle Road project are the same that would be applied to this project. **Understanding the client and how the LFUCG TE signals operate will help us provide a superior product without needing excessive direction from the client.**

Traffic Signal Timing Experience



The project manager and team have conducted traffic signal timing calculations on more than **50 corridors, all of which included updating Yellow Change, All Red, Walk, and Pedestrian Clearance intervals.** This expertise will be important in updating the vehicular and pedestrian clearance and change intervals throughout Lexington and Fayette County on signalized routes ranging from major arterials such as Richmond Road to local streets such as Jefferson Street.

Equipment Experience



The team has three staff who have held IMSA Level II certification or above, and have programmed Eagle, Econolite, Intelight, Peek, Transyt, 170 and 2070 controllers in closed-loop or central systems. **Kevin Miller has designed and performed day-to-day operations/field modifications on more than 50 traffic signal systems.** He is familiar with controller operation and the associated intersection/timing design and can field adjust timing parameters as needed.

Proven Subconsultant Partners

The CMT Team is strategically comprised of trusted subconsultants to address your goals and challenges, most of whom have already been involved in supporting CMT specifically for Lexington-Fayette Urban County Government on the New Circle Road Traffic Signal Retiming project. This specialized team provides an exceptional combination that can be leveraged as needed during the course of the contract.



The Traffic Group, Inc.

SDVOSB

Established in 1985, The Traffic Group, Inc. (TTG) – a Service Disabled Veteran-Owned Small Business (SDVOSB – CVE verified), is one of the nation’s leading traffic engineering and transportation planning firms. TTG provides consultation on all aspects of projects dealing with the movement of vehicles and pedestrians. Through use of sophisticated technology and the in-house experience of more than 85 industry professionals, TTG offers traffic engineering services, transportation planning studies, traffic studies, transportation and parking consulting, roadway and parking lot design, traffic data collection services, bicycle and pedestrian counting, robotic parking systems, and much more.

The Traffic Group were also an integral team member on the New Circle Road Signal Retiming project. The Traffic Group will assist with vehicular and pedestrian clearance and change interval calculations under the supervision of local CMT Professional Engineers.

WSP



With more than 100 offices across the US, and a **local presence in Lexington**, WSP partners with clients to help communities prosper. Drawing upon extensive and long-standing experience, WSP’s experts plan, design and manage the construction and operations of the roads and bridges of tomorrow, with a focus on resilience, sustainability and smart technologies. Their expertise extends from the pavement to advanced intelligent systems for mobility and connectivity, leveraging advances in traffic support technologies and big data to streamline asset management, real-time traffic management and transportation service processes.

WSP will assist in a quality assurance/quality control role to ensure a quality deliverable.

Bryant Associates, Inc.

DBE



Bryant Associates, Inc. brings expertise which extends from the pavement to advanced intelligent systems for mobility and connectivity, leveraging advances in traffic support technologies and big data to streamline asset management, real-time traffic management and transportation service processes.

BA Engineers will assist with field reviews and measurements of signalized intersections. They hold a KYTC prequalification in surveying.



Roger Mulvaney, PE, PTOE

Project Manager

Committed to cost control both on the design and construction side, Roger has a strong background in both design and construction which allows him to readily identify field issues and complex site constraints and develop practical, cost-effective, and constructible plans that translate to the real-world environment. As a working project manager, Roger helps his clients navigate complex challenges, whether they are technical issues, stakeholder buy-in, challenging schedules, or cost-saving innovation. Specializing in traffic design and operations, he has completed numerous signal design projects ranging in complexity from stand-alone intersection signalizations to citywide signal system projects utilizing fiber optic communications equipment. He also has experience in field operations of traffic control devices, signal timing and phasing, interchange modification/justification studies, trip generation, voltage calculations, and construction inspection. Modeling experience includes Synchro, HCS, VISSIM, ECAT, and ODOT CAMtool software.

Prior to joining CMT, Roger was a Section Manager at Lexington-Fayette Urban County Government (LFUCG) Division of Traffic Engineering.

YEARS' EXPERIENCE:

17

EDUCATION:

BSCE, University of Dayton,
2006

PROFESSIONAL REGISTRATION:

Professional Engineer - KY, OH

Professional Traffic Operations
Engineer

CERTIFICATIONS:

Kentucky Transportation Center
(KTC) - Traffic Impact Study

MEMBERSHIPS:

Institute of Transportation Engineers (ITE)

National Society of Professional
Engineers (NSPE-KY)

Lexington-Fayette Urban County Government (LFUCG) New Circle Road Corridor Traffic Signal Retiming

Project Manager/Engineer for a signal retiming project on the New Circle Road corridor. The corridor carries more than 40,000 vehicles a day and is an important component of the traffic signal network for Lexington. Many schools, residential, commercial, and industrial areas line this important ring road on the north and east side of the City. This project optimized traffic signal timings at 16 signalized intersections. The optimization updated yellow, all red, and pedestrian clearance intervals along with the enhanced corridor progression timings. The project included traffic counts for 11 traffic signal timing plans for weekday and weekend periods.

Division of Traffic Engineering

As a Section Manager of the signs and neighborhood traffic calming section, Roger was responsible for traffic control, pavement markings, and traffic calming for bicycle lanes and pedestrian facilities on LFUCG maintained roadways. Responsibilities included working with elected officials, citizens, and other technical leaders to coordinate construction of non-signalized traffic controls. These projects varied from stand-alone projects to routine maintenance projects to components of larger capital improvement projects. Roger also worked with other

internal LFUCG Divisions to review or recommend bicycle lane installations or traffic calming pavement markings on many LFUCG owned collector routes. These projects were usually conducted in association with routine pavement resurfacing projects.

ODOT Office of Planning Safety Study Task Orders

Project Engineer on various statewide safety study contracts. Roger performed analysis, roadway safety audits and developed countermeasures for intersections, rural and urban roadways and interchanges identified as high crash locations and corridors. Information is evaluated to determine the feasibility of countermeasures in terms of short-, medium- and long-term solutions based on environmental, right-of-way and budget constraints.

Safety Design Improvements

Project Engineer for a two-year task order contract to design safety improvements at high-crash and severe-crash locations. Design improvements have included traffic sign and signal upgrades, improved pavement markings, intersection reconfiguration, roadway reconstruction, and upgrades to pedestrian and bicycle facilities. Stakeholder coordination was important to meet local government agency (LPA) expectations and to achieve the highest quality safety projects.



Casey Kaucher, PE

Project Engineer

Casey is a highly versatile engineer with expertise in roadway geometrics, innovative intersection design, traffic signal plans-including pedestrian and vehicular detection equipment design, traffic impact studies, traffic capacity analyses, evaluation for signal warrants, trip generation forecasts, traffic modeling and safety analyses, ADA compliant design, traffic control, and preparation of construction plans and specifications. Other areas of experience include maintenance of traffic reviews, traffic sign and pavement marking design, traffic calming construction, and conducting non-signalized traffic studies (i.e. speed limit, multiway stop, traffic calming reports). Through her diligent work, she has gained an excellent reputation with her clients agencies for sound design and quality construction documents.

Prior to joining CMT, Casey was a Traffic Engineer Manager at Lexington-Fayette Urban County Government (LFUCG) Division of Traffic Engineering.

Years' Experience:
18

Education:
BS Civil Engineering, University of Kentucky, 2002

Registrations:
Professional Engineer - KY

Training:
ADA Sidewalk Facilities for Public Rights of Way
Safe Streets Academy
Work Zone Traffic Control
Traffic Signal Academy
ITE Leadership Program

Memberships:
Institute of Transportation Engineers (ITE) - Kentucky Section
Women's Transportation Seminar (WTS)

Lexington-Fayette Urban County Government (LFUCG) - Division of Traffic Engineering, KY* **Traffic Engineer Manager**

Casey was responsible for reviewing development plans to ensure compliance with LFUCG and applicable engineering practices and regulations. She also prepared traffic signal plans including pedestrian and vehicular detection equipment design. Other areas of experience at Traffic Engineering included maintenance of traffic reviews, traffic sign and pavement marking design, traffic calming construction, reviewing traffic impact studies, and conducting non-signalized traffic studies (i.e. speed limit, multiway stop, traffic calming reports). Casey also worked with other internal LFUCG Divisions to review or recommend bicycle lane installations or traffic calming pavement markings on LFUCG owned collector routes, usually conducted in association with routine pavement resurfacing projects. Casey engaged with the public and elected officials at internal and public meetings.

City of Trotwood, OH
Ongoing Traffic Engineering Services
Traffic Engineer for on-call support for traffic engineering services. Specific tasks from this contract have included traffic signal redesign and replacement, traffic control, parking, signal timing, and sight distance improvements, as well as technical oversight and QA/QC support.

Montgomery County Transportation Improvement District (MCTID), OH **I-675 and Wilmington Pike Feasibility Study**

In a subconsultant role, Casey is a Traffic Engineer to analyze improvements to the interchange and the surrounding roadways and determine the most feasible, cost-effective method. Work included an interchange study and capacity analysis of signalized intersections to mitigate traffic concerns in the area. The project crosses jurisdictional boundaries of Montgomery County and Greene County and includes important coordination with ODOT Districts 7 & 8 to undertake efforts to support transportation and other infrastructure improvements to more effectively service the area.

Ohio Department of Transportation (ODOT), Office of Planning **Statewide Safety Study Task Orders**

Traffic Engineer on statewide safety study contracts. Contributing factors affecting the safety performance at the given location or corridor are identified to select the most feasible countermeasures to improve safety. Casey performed analysis, roadway safety audits and developed countermeasures for intersections, rural and urban roadways and interchanges identified as high crash locations and corridors. This information is evaluated to determine the feasibility of countermeasures in terms of short-, medium- and long-term solutions based on environmental, right-of-way and budget constraints.

* denotes experience prior to joining CMT



Adam Kirk, PhD, PE, PTOE, AICP

Senior Project Engineer, QA/QC

Dr. Kirk has a strong background in geometric design, traffic engineering operations and highway safety. He brings a knowledge of research methodology that is not aligned with a particular traffic software vendor, bringing an independent review of technical assumptions to a project which prevents a bias to a specific software platform. He served as the co-principal investigator for NCHRP 15-52 (Development of a Context Sensitive Functional Classification System) which developed flexible geometric design concepts based on a roadway functional classification, for NCHRP 39-09 which documented design flexibility for urban environments, and NCHRP 15-32 which quantified the benefits of performance-based solutions. As principal research engineer with the Kentucky Transportation Center at the University of Kentucky, Adam serves as the Team Leader for the Center for Advanced Transportation Solutions Laboratory (CATSLab), leading training and research activities for signal operations and innovative intersection designs and evaluations.

Adam has used his expertise in developing policy and guidelines for the Kentucky Transportation Cabinet (KYTC), recently implementing statewide online traffic signal training program for traffic engineers and traffic signal technicians.

YEARS OF EXPERIENCE

19

EDUCATION

PhD Civil Engineering, University of Kentucky, 2013

MS Civil Engineering, University of Washington, 2005

BS Civil Engineering, University of Kentucky, 2001

REGISTRATIONS:

Professional Engineer - KY

Professional Traffic Operations Engineer (PTOE)

American Institute of Certified Planners (AICP)

MEMBERSHIPS:

Institute of Transportation Engineers (ITE), Kentucky Section Past President

Lexington-Fayette Urban County Government (LFUCG)

New Circle Road Corridor Traffic Signal Retiming

Project Engineer for a signal retiming project that carries more than 40,000 vehicles a day and is an important component of the traffic signal network for Lexington. Many schools, residential, commercial, and industrial areas line this important ring road on the north and east side of the City. This project optimized traffic signal timings at 16 signalized intersections, updated yellow, all red, and pedestrian clearance intervals along with the enhanced corridor progression timings, and included traffic counts for 11 traffic signal timing plans for weekday and weekend periods.

ODOT Office of Planning

Statewide Signal System Timing

Project Engineer for statewide signal timing analysis projects. Each system included traffic data collection, speed/delay corridor runs, evaluation of signal equipment, and signal timing and coordination plans for high-crash. Systems evaluated included a broad spectrum of controller types, including 170, 2070 and NEMA systems.

ODOT District 12

District-wide Traffic Engineering

Project Engineer for traffic and transportation planning oriented

engineering services as part of a two-year task order. The majority of studies were performed in conjunction with local government agencies.

Kentucky Transportation Center at the University of Kentucky (KTC) Analysis and Recommendations for Kentucky's 30 Worst Intersections

Project Manager to evaluate the safety and operational performance of the 30 worst intersections in Kentucky. Included the development of an alternative safety metric, crash reduction potential (CRP), which served as an intermediary prioritization method prior to full implementation of the Highway Safety Manual procedures in Kentucky. Short term and long-term recommendations were developed for each intersection to address identified issues.

Road Safety Audit Program for Kentucky

Project Manager to introduce road safety audits (RSA) as part of the implementation of the Highway Safety Improvement Program in Kentucky. Included development of RSA processes and reporting requirements. In addition, training and technical assistance was provided to district Safety Coordinators to ensure proper integration of the HSIP program within local highway districts.



Kevin Miller, PE, PTOE

Senior Project Engineer

Kevin specializes in traffic operations and highway safety. His expertise includes traffic analysis, signal systems including fiber-optic interconnect, signal timing analysis, traffic control plans and review of traffic control devices, signing and pavement marking, MOT/MOTAA, safety studies, corridor planning, and asset management services. He specializes in advanced technologies, including TMCs, ITS technologies, fiber-optic networks, and complex detection design. He has an IMSA Level II certification and significant day-to-day operations/field experience implementing timing improvements on Eagle, Econolite, Peek, Transyt, Dialight, and various NEMA/170/2070 controller architectures and their associated closed-loop and central systems. He is familiar with controller operation and the associated intersection/timing design and can field adjust timing parameters if needed.

Kevin has designed more than 400 signalized intersections and worked on more than 100 traffic signal systems. His modeling experience includes TransModeler SE, Vissim, Emme and Synchro models for both micro and macroscopic use on complex transportation studies.

YEARS OF EXPERIENCE

23

EDUCATION

MBA, Colorado State University,
2010

BS Civil Engineering, University
of Akron, 1997

REGISTRATIONS

Professional Engineer - KY, OH

Professional Traffic Operations
Engineer

CERTIFICATIONS

ODOT Traffic Academy -
Intelligent Transportation Sys-
tems (ITS)

ODOT Traffic Academy -
Signals

ODOT Traffic Academy -
Maintenance of Traffic

ODOT Traffic Academy -
Signing and Marking

ODOT Traffic Academy -
Safety Studies

Traffic Signal Technician
Level I and II - International Mu-
nicipal Signal Association

Transmodeler and Synchro
Certification

Lexington-Fayette Urban County Government (LFUCG)

New Circle Road Corridor Traffic Signal Retiming

Project Engineer for a signal retiming project that carries more than 40,000 vehicles a day and is an important component of the traffic signal network for Lexington. Many schools, residential, commercial, and industrial areas line this important ring road on the north and east side of the City. This project optimized traffic signal timings at 16 signalized intersections, updated yellow, all red, and pedestrian clearance intervals along with the enhanced corridor progression timings, and included traffic counts for 11 traffic signal timing plans for weekday and weekend periods.

ODOT Office of Planning Statewide Signal System Timing Analysis

Project Manager/Engineer in a subconsultant role for statewide signal timing analysis projects. Each system included traffic data collection, speed/delay corridor runs, evaluation of signal equipment, and signal timing and coordination plans for high-crash. Systems evaluated to date have included a broad spectrum of controller types, including 170, 2070 and NEMA systems. Kevin also evaluated communication equipment and operability to determine if the system was communicating properly and if any additional improvements were necessary.

ODOT District 12

District-wide Traffic Engineering Project Manager/Engineer for traffic

and transportation planning oriented engineering services as part of a two-year task order contract. The majority of the various studies were performed in conjunction with local government agencies. Tasks have included review of MOT plans on behalf of ODOT for an LPA project on SR 20 in Mentor and design review services of various traffic control and roadway design elements. Regular communication with the ODOT project manager enabled CMT to function as an extension of staff and provide strategic as well as technical support.

ODOT District 3

State Route 3 Signal Timing

Project Engineer to document the safety performance of six intersections on along a 1.06-mile corridor. Capacity analysis using Synchro was performed at all intersections. Kevin also performed a signal timing study that proposed short and medium-term improvement countermeasures.

City of Westerville, Ohio

Sunbury Road Signal Timing Study

Lead Traffic Engineer for a traffic study on 2.65 miles of Sunbury Road from Dempsey Road to County Line Road to evaluate options to improve traffic operations for the city along this suburban five-lane undivided roadway. The study focused on three specific countermeasures: a speed study to evaluate speed zone criteria within the study area, traffic signal warrants for two unsignalized intersections along Sunbury Road, and a signal progression study to evaluate the signal timing at four signalized intersections.



YEARS' EXPERIENCE:

5

EDUCATION:

MS Civil Engineering, The Ohio State University, 2019

BS Civil Engineering, The Ohio State University, 2017

REGISTRATION:

Professional Engineer - OH

CERTIFICATIONS:

ODOT Safety Study

Gio Hansel, PE

Project Engineer

Gio is a civil engineer responsible for safety studies, planning, traffic control, and signal design on various transportation projects for ODOT and LPAs. His responsibilities include field data collection, statistical analysis, crash data analysis, traffic control plans and review of traffic control devices, signing and pavement marking, maintenance of traffic plans and maintenance of traffic alternative analysis. He has worked on the design of more than 20 traffic signal improvement projects and has experience modeling traffic signal systems in Synchro software. He is also proficient with travel time studies and TruTraffic software. Gio leverages national best practices and emerging safety research to deliver innovative solutions that are both practical and effective.

City of Centerville, OH

State Route 48 at Spring Valley Intersection Signal

Project Engineer to design a mast arm traffic signal to replace obsolete and deficient equipment, maintain interconnectivity with the existing signal system, and revise signal timings. The new signal includes an upgraded Econolite controller, a new UPS installation, fiber interconnect, signal heads with backplates, protected left turn phases, and mast arm signal supports designed to match the aesthetics of the nearby intersection. A connection was also completed to the PTZ camera at the intersection. An analysis of traffic operations resulted in a recommendation to install a Flashing Yellow Arrow (FYA) sequence to improve the safety performance of the intersection and to provide greater flexibility to optimize capacity during peak and off-peak periods. New street lighting was designed using combination poles as part of reconstructed traffic signal. Documentation for sole sourcing the decorative bracket arms and tear drop luminaires was prepared so the new equipment matched the existing street lighting along State Route 48.

City of Springboro, OH

State Route 741 and Edgebrooke Drive Intersection Traffic Signal

Project Engineer to construct a new traffic signal at the intersection of Edgebrooke Drive and SR 741 (N. Main Street) to accommodate new commercial development in the area. The new traffic signal also works in coordination with the recently constructed signal to the south at

State Route 73 (W. Central Avenue) and State Route 741 (N. Main Street). The project was funded using local funds.

Geauga County Engineer's Office, OH

Washington Street and Haskins Road Intersection Signal Design, Bainbridge Township

Project Engineer for a new traffic signal at the intersection of Washington Street and Haskins Road in Bainbridge Township. Gio collected AM, and PM peak period turning movement counts using turn count collection equipment. Turning movement counts were also used to forecast 20 year traffic volumes and to develop proposed signal phasing/timing using Synchro software. Design plans showed recommended pavement markings and traffic signal equipment (poles, signal heads and controller). Traffic signal plans were completed following ODOT OTO traffic signal sample plans. Potential right-of-way impacts were also shown. An intersection traffic control plan included each approach to the intersection (800') that shows pavement marking changes and signing changes.

Ohio Department of Transportation (ODOT), Districts 12 & 3

Kinsman Road and Chillicothe Road Traffic Signal Replacement

Project Engineer to design a signal upgrade at this intersection in Russell Township. Project replaced the existing signal system, and provided pedestrian push-buttons, countdown pedestrian signal heads and ADA accessible curb ramps.



Anne Warnick, PE, PTOE

Project Engineer

Anne Warnick has 16 years of experience as a traffic engineer. Anne has led traffic engineering efforts including traffic signal timing, traffic modeling, traffic studies, electrical construction inspection, report writing, traffic signal design, and traffic forecasting. Anne's management over multiple traffic signal timings and other traffic studies has proven to produce effective and innovated results while creating an atmosphere where all stakeholders involved can be heard.

YEARS' EXPERIENCE:

16

EDUCATION:

MS Civil Engineering, University of Kentucky, 2007

REGISTRATIONS:

Professional Engineer - KY, OH, GA

Professional Traffic Operations Engineer

CERTIFICATIONS:

IMSA Traffic Signal Technician Level I

IMSA Traffic Signal Field Technician Level II

IMSA Roadway Lighting Technician Level I

Statewide On-Call Traffic Engineering Contract, KYTC, 2017-2023

Project Manager

WSP has held the Statewide Traffic Engineering On-Call for 3 consecutive cycles, becoming a crucial extension to the KYTC Division of Traffic Operations staff. Since 2017, WSP has converted, implemented, installed, optimized, and monitored 46 signals for Central Office. Our project team has consistently delivered signal databases to the level KYTC requires, while offering innovative solutions to unique problems networks are facing.

KY 61 – Shepherdsville, Kentucky

After the plans were successfully converted from Wapiti to MaxTime and implemented in the field, WSP anticipated and identified the short-comings of coordinating with the Louisville Metro network. Anne quickly and efficiently navigated the modifications of the agreement while keeping the project moving forward so WSP could provide the best possible signal coordination to KYTC as quickly as possible.

KY 237 – Hebron, Kentucky

Intersections on the corridor consisted of different time of day plans before the optimization. Anne managed the optimization and remote monitoring of a major network with an AADT greater than 24,000 vehicles per day.

Oldham & Shelby County, Kentucky

Anne performed the quality check through each step of the conversion to ensure that each input had been precisely coded to the desires of the Cabinet.

US 31E – Glasgow, Kentucky

Anne's experience with Wapiti allowed for seamless production of optimized timing plans and field fine-tuning.

KY 480 – Shepherdsville, Kentucky

WSP developed non-holiday time of day signal plans, a flush plan to handle seasonal employment at Amazon and other distribution centers. Anne oversaw this project from start to finish. Anne brought in a national signal expert who helped develop the holiday flush plan to avoid interstate queueing.

US 41A – Hopkinsville, Kentucky

Anne showcased WSP's ability to produce quality work with a benefit-cost ratio of 32:1 despite the inability to coordinate the entire system.

District 7 Traffic Engineering On-Call, KYTC D7, 2021-2023

Project Manager

US 460 – Mt. Sterling, Kentucky

WSP was responsible for the conversion and optimization of four signals in Mt. Sterling, KY. Anne's vast experience and knowledge in the traffic engineering field allowed WSP to deliver multiple network operation improvements for the future, while providing more reliable signal timing operations today.

KY 876 Bypass – Richmond, Kentucky

WSP was responsible for the optimization of 18 signals on the KY 876 Bypass. WSP optimized the corridor both during the summer and for the in-school season. The corridor experiences greater than 31,000 vehicles per day. The project team was able to successfully implement an innovative signal improvement double serving a left turn phase each cycle.

US 27 Bypass – Nicholasville, Kentucky

WSP was responsible for the conversion and optimization of eight signals to MaxTime. WSP was trusted with a second bypass with an AADT of nearly 30,000 vehicles per day.





Cameron Manley

Project Engineer

Cameron has become an anchor at WSP in the field of traffic engineering. He has begun managing signal conversion/timing agreements and continues to lay the groundwork in the conversion and optimization process.

Statewide On-Call Traffic Engineering Contract, KYTC, 2017-2023

Traffic Engineer/DPM

WSP has held the Statewide Traffic Engineering On-Call for 3 consecutive cycles, becoming a crucial extension to the KYTC Division of Traffic Operations staff. Since 2017, WSP has converted, implemented, installed, optimized, and monitored 46 signals for Central Office. Our project team has consistently delivered signal databases to the level KYTC requires, while offering innovative solutions to unique problems networks are facing.

KY 61 – Shepherdsville, Kentucky

After the plans were successfully converted from Wapiti to MaxTime and implemented in the field, WSP anticipated and identified the short-comings of coordinating with the Louisville Metro network. Cameron was able to optimize signal coordination along the corridor and immediately implement the optimized patterns remotely after the full project team agreed the KY 61 network could operate independently of the adjacent signals in Jefferson County.

KY 237 – Hebron, Kentucky

Intersections on the corridor consisted of different time of day plans before the optimization. Cameron created the new patterns and day plan and adjusted signal operations based on ATSPM results that confirmed what could not be seen in the field in a single day.

Oldham & Shelby County, Kentucky

Cameron performed the signal timing conversion from Wapiti to MaxTime.

US 31E – Glasgow, Kentucky

Cameron developed the timing files WSP used going into field fine-tuning for all times of day.

KY 480 – Shepherdsville, Kentucky

WSP developed non-holiday time of day signal plans, a flush plan to handle seasonal employment at Amazon and other distribution centers.

US 41A – Hopkinsville, Kentucky

Cameron collected field measurements,

and relevant signal timing data to perform the Synchro analyses determining times of day and optimized plans.

District 7 Traffic Engineering On-Call, KYTC D7, 2021-2023

DPM

US 460 – Mt. Sterling, Kentucky

WSP was responsible for the conversion and optimization of four signals in Mt. Sterling, KY. Cameron analyzed data collected and the existing operations to determine typical weekday patterns as well as timing plans for the annual Court Days weekend event.

KY 876 Bypass – Richmond, Kentucky

WSP was responsible for the optimization of 18 signals on the KY 876 Bypass. WSP optimized the corridor both during the summer and for the in-school season. The corridor experiences greater than 31,000 vehicles per day. Cameron played a vital role in establishing each plan for both seasons before the WSP team fine-tuned the corridor in the field.

US 27 Bypass – Nicholasville, Kentucky

WSP was responsible for the conversion and optimization of eight signals to MaxTime. WSP was trusted with a second bypass with an AADT of nearly 30,000 vehicles per day. Cameron delivered this project from start to finish, ensuring operations during all times of day were fully optimized. Cameron used remote monitoring to isolate specific times of day which required special timing inputs and successfully implemented remotely.

LFUCG Traffic Signal Retiming, Lexington, Kentucky

Traffic Engineer

WSP was contracted by LFUCG to retime weekend plans for one of Lexington's largest retail and entertainment areas. WSP developed new weekend timing plans for 23 intersections along three corridors. Cameron performed the Synchro analyses of each corridor, determining time of day patterns, cycle lengths of corridors, and optimized plans before implementation.

YEARS' EXPERIENCE:

8

EDUCATION:

BS Civil Engineering, University of Kentucky, 2015

REGISTRATIONS:

Engineer-in-Training - KY





YEARS' EXPERIENCE:

35

EDUCATION:

ME, University of Louisville,
Speed Scientific School, 1988

BS, Applied Science, University
of Louisville, Speed Scientific
School, 1985

REGISTRATIONS:

Professional Engineer - KY, IN,
MA, NY

TRAINING:

Traffic Impact Study Training,
Kentucky Transportation Center

MEMBERSHIPS:

American Society of Civil Engi-
neers

Louisville Metro Planning
Commission, Voting Member,
2007-2010

American Public Works Associ-
ation, Various Leadership roles,
1997-present

Society of American Military
Engineers

ACCOMPLISHMENTS:

Society of Military Engineers
Fort Knox Field Chapter Presi-
dential Award, 2016

Kentucky Society of Engineers,
Achievement in Government
Award, 2011

American Public Works Associ-
ation Kentucky Employee of the
Year, 2005

Richard Storm

Project Engineer

Richard joined Bryant in 2010 and has over three decades of experience and a broad depth of project management and engineering expertise for water and transportation infrastructure projects. As Director of Midwest Operations and Senior Project Manager in the Louisville office, Mr. Storm is responsible for client management, project supervision and management, scheduling, professional staff supervision and quality control/quality assurance. His experience includes working for various municipal owner agencies, including the Louisville Metro Public Works as the County Engineer, the City Engineer for the City of Louisville, and a Senior Engineer for Louisville and Jefferson County Metropolitan Sewer District (MSD).

Lexington, KY

Town Branch Commons

Bryant was responsible for providing supplemental field topographic locations of all existing features of the proposed 8,700 feet of the downtown Lexington Streetscape Improvements. Included in these features are all utilities, buildings, landscaping, drainage and signage. Also providing the base mapping to be used for landscape and streetscape design purposes and written descriptions for any proposed right-of-way and easement acquisitions.

KYTC District 5 Wrong Way Study

Responsible for providing Inventory of off ramp signage for 70 off ramps in Louisville Metro. Primarily focusing on Wrong Way, Do Not Enter and One Way Signage so plans could be developed to improve and standardize signage.

Louisville, KY

Beecher Terrace Revitalization

Responsible for the design of site grading, storm and sanitary sewer and utility coordination; managing plan production and agency approval process for the redevelopment of a 16-block area in downtown Louisville. The residential buildings range in size from single family homes to a four-story Senior Building.

Louisville Loop - Beckley Woods to Eastwood

Oversaw a utility assessment for the planning and design of access improvements and bicycle/pedestrian facilities along Shelbyville Road from Beckley Woods.

Paducah, McCracken County, KY Kentucky Transportation Cabinet, Paducah Ohio River Megapark Connector

Providing utility coordination and overseeing the data collection from supplemental surveys performed by BA survey team for a proposed 9.6-mile connector road. The team is also conducting deed research for approximately 170 pieces of affected property.



Robert Bruce, Jr.

Project Engineer

Robert joined Bryant in 2016 and has nearly 30 years of industry experience. He has held positions with city and county governments in transportation engineering, planning and permitting. Additionally, he has experience overseeing field crews and working closely with contractors and engineers. As a Construction Inspector on the Bryant team, he utilizes his experience working with contractors and engineers, and his knowledge of construction practices and codes to perform on-site inspection services to manage quality, safety and to ensure schedules are met.

YEARS' EXPERIENCE:

36

EDUCATION:

BS, Electrical Engineering
Technology, Western Kentucky
University, 1987

CERTIFICATIONS & TRAINING:

Erosion Prevention and Sedi-
ment Control

AutoCAD® Civil 3D®

Intersection and Design
Channelization, Northwestern
University

Highway Capacity Computer
Program Workshop, University
of Kentucky

Road Scholar - Graduate of
Road Master Program, Kentucky
Transportation Center

Work Zone Safety Graduate,
Kentucky Transportation Center

MEMBERSHIPS :

President, Kentucky State
Chapter of the American Public
Works Association

Former President, Louisville
Chapter of the American Public
Works Association

Consultant, Junior Achievement

Louisville, KY

KYTC District 5 Wrong Way Study

Responsible for providing Inventory of off ramp signage for 70 off ramps in Louisville Metro. Primarily focusing on Wrong Way, Do Not Enter and One Way Signage so plans could be developed to improve and standardize signage.

Beecher Terrace Revitalization

Responsible for daily inspection of site grading, storm and sanitary sewer and utility coordination for the redevelopment of a 16-block area in downtown Louisville. The residential buildings range in size from single family homes to a four-story Senior Building.

Louisville Regional Airport Authority Planning and Engineering Services

Provided escort and inspection services for improvements at Bowman Field a General Aviation Airport located in Louisville, KY. The project consisted of improving runway lighting and signage.

Louisville Renaissance Zone South Park Road Sanitary Sewer

Responsible for daily inspection of sanitary sewer extension and utility coordination in the are of South Park Road. This property is part of the Louisville Renaissance Zone which is the development arm of the Louisville Regional Airport Authority.

Louisville Metro Government 2003 - 2016

Held positions with the road maintenance division and permitting division within the Louisville Metro Government. Key responsibilities for road maintenance included: coordination of the construction and maintenance of projects with general contractors, engineers and road maintenance crews; enforcement of safe work practices; property maintenance; investigating and resolving complaints and overseeing field reviews. Core responsibilities for permitting included: review of traffic plans for proposed construction projects and ensuring compliance with codes, laws and regulations; work with utility companies, contractors and developers during the construction process; approve construction site plans for commercial and residential driveways; investigate and resolve complaints; and prepare correspondence, reports and documents.



Qiang Tian, PE, PTOE

Senior Traffic Engineer

Qiang Tian is a Senior Traffic Engineer with The Traffic Group whose responsibilities include preparing traffic engineering studies such as Traffic Impact Studies, Traffic Signal Warrant Analyses, Highway and Intersection Capacity Analyses, and providing analysis for Regional Transportation Planning. Mr. Tian performs extensive work on urban projects for developers as well as the public sector.

YEARS' EXPERIENCE:

21

EDUCATION:

MS, Civil Engineering University of Maryland, College Park

BS, Civil Engineering, Tsinghua University, PR China

REGISTRATIONS:

Professional Engineer - MD, IN

Professional Traffic Operations Engineer (PTOE)

PUBLICATIONS:

Haghani, A., Qiang T., and Huijun H., "Simulation Model for Real- Time Emergency Vehicle Dispatching and Routing", Transportation Research Record, Journal of Transportation Board 1882, 2004, pp. 176-183

Frederick County, MD

Renn Farm

Traffic Engineer responsible for preparing a Traffic Impact Study to address a new residential and commercial development for numerous intersections.

Different alternatives were prepared for mitigation to intersections including new traffic signals and traffic signal timing.

Eaglehead-On-The-Lakes PUD

Traffic Engineer responsible for preparing a Traffic Impact Study to address a new residential and commercial development for numerous intersections.

Different alternatives were prepared for mitigation to intersections including new traffic signals and traffic signal timing.

City of Frederick, MD

Frederick Commerce Center

Traffic Engineer responsible for preparing a Traffic Impact Study to address a new industrial park development for numerous intersections. Different alternatives were prepared for mitigation to intersections including new traffic signals and traffic signal timing.

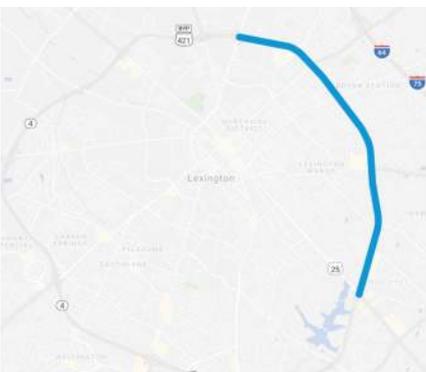
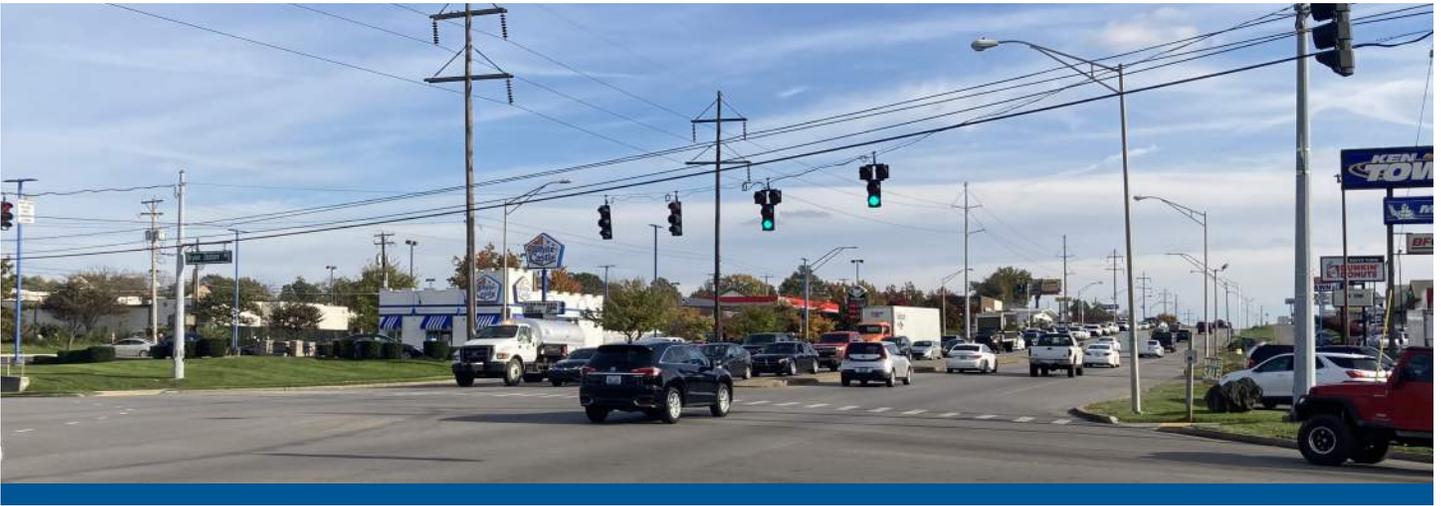
Oxford Property

Traffic Engineer responsible for preparing a Traffic Impact Study to address a new research and development facility for numerous intersections. Different alternatives were prepared for mitigation to intersections including new traffic signals and traffic signal timing.

Prince George's County, MD

MGM National Harbor

Traffic Engineer responsible for preparing a Traffic Impact Study to address the traffic impact of National Harbor/MGM Casino on the nearby intersections and interchanges. Mitigation included new traffic signals and traffic signal timing.



New Circle Road Traffic Signal Retiming

LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT

The New Circle Road (KY 4) corridor carries more than 40,000 vehicles a day and is an important component of the traffic signal network for Lexington. Many schools, residential, commercial, and industrial areas are situated along this important ring road on the north and east side of the City. There are 16 signalized intersections on this portion of the New Circle Road corridor.

Project tasks included data collection and field observations that involved traffic counts, confirmation of the traffic signal head arrangement and lane geometrics. Demand volumes were calculated due to the observed multi-cycle queues during the afternoon peak hours. The field data, traffic counts, and demand volumes were used to develop the traffic signal timing plans. Eleven timing plans were developed for various times of day including weekends. The signal plans were optimized at each of the 16 signalized intersections. The optimization included revising the yellow and red vehicular clearance intervals per KYTC Traffic Operations Manual guidelines and upgrading pedestrian change intervals per the MUTCD.

The project also included a crash analysis section that confirmed congestion related collisions were prevalent on the corridor. Intersections with the highest number of incidents were identified. Vulnerable roadway user crashes were also noted in the analysis.

The optimized signal timing will have many benefits for the corridor. Improved progression of traffic will result in reduced emissions and less traffic congestion related collisions. Furthermore, aside from optimizing the signal timing on the New Circle Road corridor, a list of short-, medium-, and long-term enhancements were provided to the client for their use.

These enhancements are intended to further help with traffic progression on the corridor and some may require more analysis or capital funding. Some of these enhancements may also enhance traffic safety by suggesting improvements such as backplates to the traffic signal heads where they are not currently installed.



Signal Timing Optimization Program

NORTHEAST OHIO AREAWIDE COORDINATING AGENCY (NOACA)

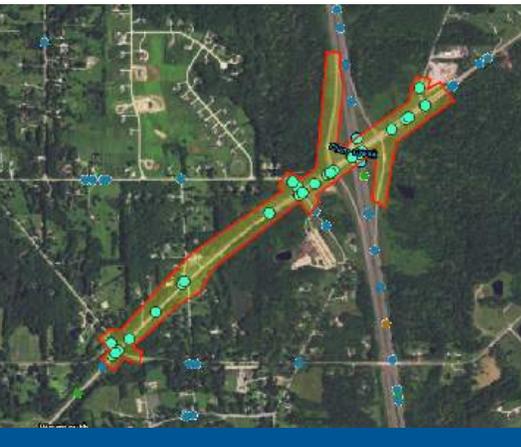
The Northeast Ohio Areawide Coordinating Agency (NOACA) retained CMT to provide signal timing optimization and implementation services as part of their federally funded Signal Timing Optimization Program (STOP). Two corridors were included in the Part A scope of work: Bagley Rd included 27 signalized intersections which included the I-71 interchange; Ridge Road included 19 signalized intersection which included the I-480 interchange. Documentation included adjusting raw traffic volume data for 2-cycle queuing, COVID factors, seasonal adjustment factors, adjustments for weekend/ weekday volumes, and equipment/cabinet audits. Recommendations for critical equipment were submitted to NOACA for purchase (GPS time clocks, controller upgrade) and installed by the local agencies for the multi-jurisdictional signal systems. Signal warrant analyses were also performed to confirm the eligibility of intersections to receive federal funds. Vehicle delays reduced by 21-45% in the PM peak period with the revised signal timing on the Bagley Rd corridor. The greatest gains were achieved in the PM peak hour by mitigating congestion at the critical intersections thus enabling platoons to be progressed on the remainder of the corridor. Post signal timing performance is yet to be calculated for the Ridge Rd corridor but off-peak delays are expected to drop significantly due to the ability to reduce the cycle length from 140 sec to 100 seconds.



District-wide Traffic Engineering Services Task Order

ODOT, DISTRICT 12

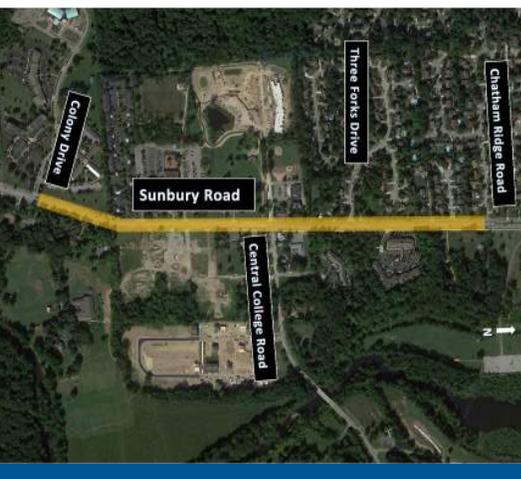
CMT provided technical and management support for diverse traffic and transportation planning oriented engineering services as part of a two-year district-wide task order contract. The majority of the tasks were performed in conjunction with local government agencies. Regular communication with the ODOT project manager enabled CMT to function as an extension of staff and provide strategic as well as technical support. CMT's quick completion of tasks helped alleviate workload issues within the district, provided emergency project assistance for immediate design needs and brought specific expertise to unique problems. A total of 28 tasks were assigned including: project management on behalf of ODOT, traffic impact and safety studies, modeling using Synchro/SimTraffic software, plan review, signal system timing, signal warrant reviews, signal design, intersection geometric studies, MOT plan review, safety funding applications, and design review of traffic control and roadway design elements.



State Route 3 Corridor Signal Timing

ODOT, OFFICE OF PLANNING

CMT documented the safety performance of six intersections along a 1.06-mile corridor of State Route 3. Capacity analysis using Synchro was performed at all intersections. A formal condition diagram was used to show existing signs, signal pole and signal head locations, and existing pavement markings. A formal system timing study included optimizing signal timing using Synchro and Tru-Traffic software packages, before/after travel time runs, and field adjustment of the individual intersection timing parameters. A concept plan was developed which focused on changes to traffic control and minor pavement widening. Cost estimates were prepared for the proposed alternatives.



Sunbury Road Signal Timing Analysis

CITY OF WESTERVILLE

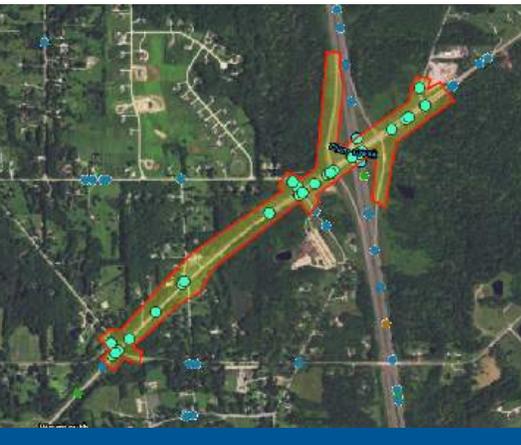
CMT evaluated options to improve traffic operations for the city along 2.65 miles of this five-lane undivided roadway. The signal timing and progression study used Tru-Traffic and Synchro software to develop optimized traffic signal timing plans. Tru-Traffic was also used to complete the travel time runs for both before and after conditions and assess the improvements along the corridor. CMT completed field adjustments within the system and identified areas where unique conditions were not appropriately modeled by the Synchro timing optimization. These included segment with significant mid-block right-turners, school zones where free flow speed was impacted, and adjacent recreational facilities that caused traffic to slow.



Statewide Signal Design and Timing

ODOT, CENTRAL OFFICE

Each system includes traffic data collection using Miovision technology, speed/delay measurements and corridor runs, progression analysis, evaluation of signal equipment, signal timing and coordination plans, field implementation, and field optimization to reduce delays. Systems evaluated included a broad spectrum of controller types, including 170, 2070 and NEMA systems. CMT staff also evaluated communication equipment and operability to determine if any additional improvements are necessary.



On-Call Traffic Engineering Services

CITY OF ENGLEWOOD & CITY OF WESTERVILLE

CMT is under contract to provide on-call traffic engineering services to the City of Westerville and the City of Englewood. Specific tasks from these contracts have included various design and review tasks, such as traffic signal redesign and replacement, traffic counts, traffic control, parking, signal timing, sight distance improvements, review of traffic impact studies, an update of existing GIS data, as well as technical oversight and QA/QC support.

Professional Services Cost Estimate

Proposed Project Cost Summary*		
	Cost per Intersection	Lump Sum
Lump Sum of all services**	\$459.50	\$172,836.00
Per Intersection with data entry	\$510.55	n/a
Lump Sum without data entry**	\$392.00	\$148,064.00
Per Intersection without data entry	\$435.55	n/a

* A \$4,200.00 project start-up cost will be added to any selected contract and is already included in the lump sum fees

** If contract value is \$100,000 or more, apply 10% discount to per intersection cost

Schedule & Milestones

Proposed Schedule						
July	August	September	October	November	December	January
Kick Off Meeting 7/5/2023				Pre- implementation meeting 11/1/2023		Final meeting 1/31/2024
Begin field activities 7/10/2023		Finish Field Activities 9/1/2023				
Network connection 7/10/2023						
	Begin Calculations 8/1/2023		Finish Calculations 10/13/2023			
				Begin implementation 11/8/2023		Finish implementation 1/10/2024
			Draft proposed timings submitted 10/23/2023			Final report submitted 1/31/2024
QA/QC & Admin - Ongoing						

* Assume 367 intersections

** Assume NTP June 30, 2023

Project Milestones are
highlighted in light blue
boxes

AFFIDAVIT

Comes the Affiant, Crawford, Murphy & Tilly, Inc., and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Scott A. Knebel and he/she is the individual submitting the proposal or is the authorized representative of Crawford, Murphy & Tilly, Inc., the entity submitting the proposal (hereinafter referred to as "Proposer").

2. Proposer will pay all taxes and fees, which are owed to the Lexington-Fayette Urban County Government at the time the proposal is submitted, prior to award of the contract and will maintain a "current" status in regard to those taxes and fees during the life of the contract.

3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.

4. Proposer has authorized the Division of Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.

5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.

6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

Continued on next page

7. Proposer acknowledges that "knowingly" for purposes of this Affidavit means, with respect to conduct or to circumstances described by a statute or ordinance defining an offense, that a person is aware or should have been aware that his conduct is of that nature or that the circumstance exists.

Further, Affiant sayeth naught.

Crawford, Murphy & Tilly, Inc.

STATE OF Kentucky

COUNTY OF Fayette

The foregoing instrument was subscribed, sworn to and acknowledged before me

by Andrea Pakulski on this the 23 day
of May, 2023

My Commission expires: December 20, 2023



ANDREA R. PAKULSKI
NOTARY PUBLIC
FOR THE
STATE OF OHIO
My Commission Expires
December 20, 2023

EQUAL OPPORTUNITY AGREEMENT

Standard Title VI Assurance

The Lexington Fayette-Urban County Government, (hereinafter referred to as the "Recipient") hereby agrees that as a condition to receiving any Federal financial assistance from the U.S. Department of Transportation, it will comply with Title VI of the Civil Rights Act of 1964, 78Stat.252, 42 U.S.C. 2000d-4 (hereinafter referred to as the "Act"), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, (49 CFR, Part 21) Nondiscrimination in Federally Assisted Program of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the "Regulations") and other pertinent directives, no person in the United States shall, on the grounds of race, color, national origin, sex, age (over 40), religion, sexual orientation, gender identity, veteran status, or disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives Federal financial assistance from the U.S. Department of Transportation, including the Federal Highway Administration, and hereby gives assurance that will promptly take any necessary measures to effectuate this agreement. This assurance is required by subsection 21.7(a) (1) of the Regulations.

The Law

- Title VII of the Civil Rights Act of 1964 (amended 1972) states that it is unlawful for an employer to discriminate in employment because of race, color, religion, sex, age (40-70 years) or national origin.
- Executive Order No. 11246 on Nondiscrimination under Federal contract prohibits employment discrimination by contractor and sub-contractor doing business with the Federal Government or recipients of Federal funds. This order was later amended by Executive Order No. 11375 to prohibit discrimination on the basis of sex.
- Section 503 of the Rehabilitation Act of 1973 states:

The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap.

- Section 2012 of the Vietnam Era Veterans Readjustment Act of 1973 requires Affirmative Action on behalf of disabled veterans and veterans of the Vietnam Era by contractors having Federal contracts.
- Section 206(A) of Executive Order 12086, Consolidation of Contract Compliance Functions for Equal Employment Opportunity, states:

The Secretary of Labor may investigate the employment practices of any Government contractor or sub-contractor to determine whether or not the contractual provisions specified in Section 202 of this order have been violated.

The Lexington-Fayette Urban County Government practices Equal Opportunity in recruiting, hiring and promoting. It is the Government's intent to affirmatively provide employment opportunities for those individuals who have previously not been allowed to enter into the mainstream of society. Because of its importance to the local Government, this policy carries the full endorsement of the Mayor, Commissioners, Directors and all supervisory personnel. In following this commitment to Equal Employment Opportunity and because the Government is the benefactor of the Federal funds, it is both against the Urban County Government policy and illegal for the Government to let contracts to companies which knowingly or unknowingly practice discrimination in their employment practices. Violation of the above mentioned ordinances may cause a contract to be canceled and the contractors may be declared ineligible for future consideration.

Please sign this statement in the appropriate space acknowledging that you have read and understand the provisions contained herein. Return this document as part of your application packet.

Bidders

I/We agree to comply with the Civil Rights Laws listed above that govern employment rights of minorities, women, Vietnam veterans, handicapped and aged persons.



Signature

Crawford, Murphy & Tilly, Inc.

Name of Business

WORKFORCE ANALYSIS FORM

Name of Organization: Crawford, Murphy & Tilly, Inc.

Categories	Total	White (Not Hispanic or Latino)		Hispanic or Latino		Black or African- American (Not Hispanic or Latino)		Native Hawaiian and Other Pacific Islander (Not Hispanic or Latino)		Asian (Not Hispanic or Latino)		American Indian or Alaskan Native (not Hispanic or Latino)		Two or more races (Not Hispanic or Latino)		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Administrators	130	102	25	1	1					1						104	26
Professionals	233	125	70	6		6	6			11	6			2	1	150	83
Superintendents																	
Supervisors																	
Foremen																	
Technicians	51	44	1	3	1							1		1		49	2
Protective																	
Para-																	
Office/Clerical	10		7		1		1								1		10
Skilled Craft																	
Service/Maintena																	
Total:	424	271	103	10	3	6	7			12	6	1		3	2	303	121

Prepared by: Angie Koester, HR Manager Date: 05 / 23 / 2023

(Name and Title)

Revised 2015-Dec-15

**DIRECTOR, DIVISION OF CENTRAL PURCHASING
LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT
200 EAST MAIN STREET
LEXINGTON, KENTUCKY 40507**

NOTICE OF REQUIREMENT FOR AFFIRMATIVE ACTION TO ENSURE EQUAL EMPLOYMENT OPPORTUNITIES AND DBE CONTRACT PARTICIPATION

Notice of requirement for Affirmative Action to ensure Equal Employment Opportunities and Disadvantaged Business Enterprises (DBE) Contract participation. Disadvantaged Business Enterprises (DBE) consists of Minority-Owned Business Enterprises (MBE) and Woman-Owned Business Enterprises (WBE).

The Lexington-Fayette Urban County Government has set a goal that not less than ten percent (10%) of the total value of this Contract be subcontracted to Disadvantaged Business Enterprises, which is made up of MBEs and WBEs. The Lexington Fayette Urban County Government also has set a goal that not less than three percent (3%) of the total value of this Contract be subcontracted to Veteran-owned Small Businesses. The goal for the utilization of Disadvantaged Business Enterprises as well Veteran –owned Small Businesses as subcontractors is a recommended goal. Contractor(s) who fail to meet such goal will be expected to provide written explanations to the Director of the Division of Purchasing of efforts they have made to accomplish the recommended goal, and the extent to which they are successful in accomplishing the recommended goal will be a consideration in the procurement process. Depending on the funding source, other DBE goals may apply.

For assistance in locating Disadvantaged Business Enterprises Subcontractors contact:

Sherita Miller, MPA, Division of Central Purchasing
Lexington-Fayette Urban County Government
200 East Main Street, 3rd Floor, Room 338
Lexington, Kentucky 40507
smiller@lexingtonky.gov

Firm Submitting Proposal: Crawford, Murphy & Tilly, Inc.

Complete Address: 230 Lexington Green Circle, Suite 410, Lexington, KY 40503
Street City Zip

Contact Name: Roger Mulvaney Title: Project Manager

Telephone Number: 859.514.1252 Fax Number:

Email address: rmulvaney@cmtengr.com



LFUCG MWDBE PARTICIPATION FORM

Bid/RFP/Quote Reference # 26-2023

The MWDBE and/or veteran subcontractors listed have agreed to participate on this Bid/RFP/Quote. If any substitution is made or the total value of the work is changed prior to or after the job is in progress, it is understood that those substitutions must be submitted to Central Purchasing for approval immediately. **Failure to submit a completed form may cause rejection of the bid.**

MWDBE Company, Name, Address, Phone, Email	MBE WBE or DBE	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1. The Traffic Group Attn: Joe Caloggero 9900 Franklin Square Drive Baltimore, MD 21236 T: 410.931.6600 gcCook@trafficgroup.com	SDVOSB	Traffic Engineering/Signal Timing	\$17,284 - Lump total \$14,806 - Lump w/o data entry	10%
2. Bryant Associates, Inc. Attn: Richard Storm 3407 Stony Spring Circle Louisville, KY 40220 T: 502.775.5741 rstorm@bryant-engrs.com	DBE	Field Reviews	\$5,186 - Lump total \$4,441 - Lump w/o data entry	3%
3.				
4.				

The undersigned company representative submits the above list of MWDBE firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

Crawford, Murphy & Tilly, Inc.
Company

May 22, 2023
Date

Scott A. Kuebel
Company Representative

Vice President
Title



MWDBE QUOTE SUMMARY FORM

Bid/RFP/Quote Reference # 26-2023

The undersigned acknowledges that the minority and/or veteran subcontractors listed on this form did submit a quote to participate on this project. Failure to submit this form may cause rejection of the bid.

Company Name Crawford, Murphy & Tilly, Inc.	Contact Person Roger Mulvaney
Address/Phone/Email 230 Lexington Green Circle Suite 410 Lexington, KY 40503 T: 859.514.1252 rmulvaney@cmtengr.com	Bid Package / Bid Date #26-2023 / May 23, 2023

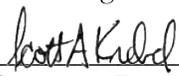
MWDBE Company Address	Contact Person	Contact Information (work phone, Email, cell)	Date Contacted	Services to be performed	Method of Communication (email, phone meeting, ad, event etc)	Total dollars \$\$ Do Not Leave Blank (Attach Documentation)	MBE * AA HA AS NA Female	Veteran
The Traffic Group 9900 Franklin Square Dr Suite H Baltimore, MD 21236	Joe Caloggero	T: 410.931.6600 jcaloggero@trafficgroup.com	5/4/23	Traffic Engineering/ Signal Timing	Email & Phone	\$17,284 - Lump total \$14,806 - Lump w/o data entry	n/a	SDVOSB
Bryant Associates, Inc. 3407 Stony Spring Circle Louisville, KY 40220	Richard Storm	T. 502.775.5741 rstorm@bryant-engrs.com	5/4/23	Field Reviews	Email	\$5,186 - Lump total \$4,441 - Lump w/o data entry	AA	n/a

(MBE designation / AA=African American / HA= Hispanic American/AS = Asian American/Pacific Islander/ NA= Native American)

The undersigned acknowledges that all information is accurate. Any misrepresentation may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Crawford, Murphy & Tilly, Inc.

Company



Company Representative

May 22, 2023

Date

Vice President

Title

LFUCG STATEMENT OF GOOD FAITH EFFORTS

Bid/RFP/Quote # 26-2023

By the signature below of an authorized company representative, we certify that we have utilized the following Good Faith Efforts to obtain the maximum participation by MWDBE and Veteran-Owned business enterprises on the project and can supply the appropriate documentation.

Advertised opportunities to participate in the contract in at least two (2) publications of general circulation media; trade and professional association publications; small and minority business or trade publications; and publications or trades targeting minority, women and disadvantaged businesses not less than fifteen (15) days prior to the deadline for submission of bids to allow MWDBE firms and Veteran-Owned businesses to participate.

Included documentation of advertising in the above publications with the bidders good faith efforts package

Attended LFUCG Central Purchasing Economic Inclusion Outreach event

Attended pre-bid meetings that were scheduled by LFUCG to inform MWDBEs and/or Veteran-Owned Businesses of subcontracting opportunities

Sponsored Economic Inclusion event to provide networking opportunities for prime contractors and MWDBE firms and Veteran-Owned businesses

Requested a list of MWDBE and/or Veteran subcontractors or suppliers from LFUCG and showed evidence of contacting the companies on the list(s).

Contacted organizations that work with MWDBE companies for assistance in finding certified MWDBE firms and Veteran-Owned businesses to work on this project. Those contacted and their responses should be a part of the bidder's good faith efforts documentation.

Sent written notices, by certified mail, email or facsimile, to qualified, certified MWDBEs soliciting their participation in the contract not less than seven (7) days prior to the deadline for submission of bids to allow them to participate effectively.

Followed up initial solicitations by contacting MWDBEs and Veteran-Owned businesses to determine their level of interest.

Provided the interested MWDBE firm and/or Veteran-Owned business with adequate and timely information about the plans, specifications, and requirements of the contract.

Selected portions of the work to be performed by MWDBE firms and/or Veteran-Owned businesses in order to increase the likelihood of meeting the contract goals. This includes, where appropriate, breaking out contract work items

into economically feasible units to facilitate MWDBE and Veteran participation, even when the prime contractor may otherwise perform these work items with its own workforce

 X Negotiated in good faith with interested MWDBE firms and Veteran-Owned businesses not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities. Any rejection should be so noted in writing with a description as to why an agreement could not be reached.

 Included documentation of quotations received from interested MWDBE firms and Veteran-Owned businesses which were not used due to uncompetitive pricing or were rejected as unacceptable and/or copies of responses from firms indicating that they would not be submitting a bid.

 Bidder has to submit sound reasons why the quotations were considered unacceptable. The fact that the bidder has the ability and/or desire to perform the contract work with its own forces will not be considered a sound reason for rejecting a MWDBE and/or Veteran-Owned business's quote. Nothing in this provision shall be construed to require the bidder to accept unreasonable quotes in order to satisfy MWDBE and Veteran goals.

 X Made an effort to offer assistance to or refer interested MWDBE firms and Veteran-Owned businesses to obtain the necessary equipment, supplies, materials, insurance and/or bonding to satisfy the work requirements of the bid proposal

 X Made efforts to expand the search for MWBE firms and Veteran-Owned businesses beyond the usual geographic boundaries.

 Other--any other evidence that the bidder submits which may show that the bidder has made reasonable good faith efforts to include MWDBE **and Veteran participation.**

NOTE: Failure to submit any of the documentation requested in this section may be cause for rejection of bid. Bidders may include any other documentation deemed relevant to this requirement which is subject to approval by the MBE Liaison. Documentation of Good Faith Efforts must be submitted with the Bid, if the participation Goal is not met.

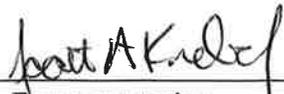
The undersigned acknowledges that all information is accurate. Any misrepresentations may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Crawford, Murphy & Tilly, Inc.

Company

May 22, 2023

Date



Company Representative

Vice President

Title

GENERAL PROVISIONS

1. Each Respondent shall comply with all Federal, State & Local regulations concerning this type of service or good.

The Respondent agrees to comply with all statutes, rules, and regulations governing safe and healthful working conditions, including the Occupational Health and Safety Act of 1970, *29 U.S.C. 650 et. seq.*, as amended, and KRS Chapter 338. The Respondent also agrees to notify the LFUCG in writing immediately upon detection of any unsafe and/or unhealthful working conditions at the job site. The Respondent agrees to indemnify, defend and hold the LFUCG harmless from all penalties, fines or other expenses arising out of the alleged violation of said laws.

2. Failure to submit ALL forms and information required in this RFP may be grounds for disqualification.
3. Addenda: All addenda and IonWave Q&A, if any, shall be considered in making the proposal, and such addenda shall be made a part of this RFP. Before submitting a proposal, it is incumbent upon each proposer to be informed as to whether any addenda have been issued, and the failure to cover in the bid any such addenda may result in disqualification of that proposal.
4. Proposal Reservations: LFUCG reserves the right to reject any or all proposals, to award in whole or part, and to waive minor immaterial defects in proposals. LFUCG may consider any alternative proposal that meets its basic needs.
5. Liability: LFUCG is not responsible for any cost incurred by a Respondent in the preparation of proposals.
6. Changes/Alterations: Respondent may change or withdraw a proposal at any time prior to the opening; however, no oral modifications will be allowed. Only letters, or other formal written requests for modifications or corrections of a previously submitted proposal which is addressed in the same manner as the proposal, and received by LFUCG prior to the scheduled closing time for receipt of proposals, will be accepted. The proposal, when opened, will then be corrected in accordance with such written request(s), provided that the written request is contained in a sealed envelope which is plainly marked "modifications of proposal".
7. Clarification of Submittal: LFUCG reserves the right to obtain clarification of any point in a bid or to obtain additional information from a Respondent.
8. Bribery Clause: By his/her signature on the bid, Respondent certifies that no employee of his/hers, any affiliate or Subcontractor, has bribed or attempted to bribe an officer or employee of the LFUCG.

9. Additional Information: While not necessary, the Respondent may include any product brochures, software documentation, sample reports, or other documentation that may assist LFUCG in better understanding and evaluating the Respondent's response. Additional documentation shall not serve as a substitute for other documentation which is required by this RFP to be submitted with the proposal,
10. Ambiguity, Conflict or other Errors in RFP: If a Respondent discovers any ambiguity, conflict, discrepancy, omission or other error in the RFP, it shall immediately notify LFUCG of such error in writing and request modification or clarification of the document if allowable by the LFUCG.
11. Agreement to Bid Terms: In submitting this proposal, the Respondent agrees that it has carefully examined the specifications and all provisions relating to the work to be done attached hereto and made part of this proposal. By acceptance of a Contract under this RFP, proposer states that it understands the meaning, intent and requirements of the RFP and agrees to the same. The successful Respondent shall warrant that it is familiar with and understands all provisions herein and shall warrant that it can comply with them. No additional compensation to Respondent shall be authorized for services or expenses reasonably covered under these provisions that the proposer omits from its Proposal.
12. Cancellation: If the services to be performed hereunder by the Respondent are not performed in an acceptable manner to the LFUCG, the LFUCG may cancel this contract for cause by providing written notice to the proposer, giving at least thirty (30) days notice of the proposed cancellation and the reasons for same. During that time period, the proposer may seek to bring the performance of services hereunder to a level that is acceptable to the LFUCG, and the LFUCG may rescind the cancellation if such action is in its best interest.

A. Termination for Cause

- (1) LFUCG may terminate a contract because of the contractor's failure to perform its contractual duties
- (2) If a contractor is determined to be in default, LFUCG shall notify the contractor of the determination in writing, and may include a specified date by which the contractor shall cure the identified deficiencies. LFUCG may proceed with termination if the contractor fails to cure the deficiencies within the specified time.
- (3) A default in performance by a contractor for which a contract may be terminated shall include, but shall not necessarily be limited to:
 - (a) Failure to perform the contract according to its terms, conditions and specifications;
 - (b) Failure to make delivery within the time specified or according

- to a delivery schedule fixed by the contract;
- (c) Late payment or nonpayment of bills for labor, materials, supplies, or equipment furnished in connection with a contract for construction services as evidenced by mechanics' liens filed pursuant to the provisions of KRS Chapter 376, or letters of indebtedness received from creditors by the purchasing agency;
- (d) Failure to diligently advance the work under a contract for construction services;
- (e) The filing of a bankruptcy petition by or against the contractor; or
- (f) Actions that endanger the health, safety or welfare of the LFUCG or its citizens.

B. At Will Termination

Notwithstanding the above provisions, the LFUCG may terminate this contract at will in accordance with the law upon providing thirty (30) days written notice of that intent, Payment for services or goods received prior to termination shall be made by the LFUCG provided these goods or services were provided in a manner acceptable to the LFUCG. Payment for those goods and services shall not be unreasonably withheld.

13. **Assignment of Contract:** The contractor shall not assign or subcontract any portion of the Contract without the express written consent of LFUCG. Any purported assignment or subcontract in violation hereof shall be void. It is expressly acknowledged that LFUCG shall never be required or obligated to consent to any request for assignment or subcontract; and further that such refusal to consent can be for any or no reason, fully within the sole discretion of LFUCG.
14. **No Waiver:** No failure or delay by LFUCG in exercising any right, remedy, power or privilege hereunder, nor any single or partial exercise thereof, nor the exercise of any other right, remedy, power or privilege shall operate as a waiver hereof or thereof. No failure or delay by LFUCG in exercising any right, remedy, power or privilege under or in respect of this Contract shall affect the rights, remedies, powers or privileges of LFUCG hereunder or shall operate as a waiver thereof.
15. **Authority to do Business:** The Respondent must be a duly organized and authorized to do business under the laws of Kentucky. Respondent must be in good standing and have full legal capacity to provide the services specified under this Contract. The Respondent must have all necessary right and lawful authority to enter into this Contract for the full term hereof and that proper corporate or other action has been duly taken authorizing the Respondent to enter into this Contract. The Respondent will provide LFUCG with a copy of a corporate resolution authorizing this action and a letter from an attorney confirming that the proposer is authorized to do business in the State of Kentucky if requested. All proposals must

be signed by a duly authorized officer, agent or employee of the Respondent.

16. **Governing Law:** This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. In the event of any proceedings regarding this Contract, the Parties agree that the venue shall be the Fayette County Circuit Court or the U.S. District Court for the Eastern District of Kentucky, Lexington Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Contract or any rights or obligations arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.
17. **Ability to Meet Obligations:** Respondent affirmatively states that there are no actions, suits or proceedings of any kind pending against Respondent or, to the knowledge of the Respondent, threatened against the Respondent before or by any court, governmental body or agency or other tribunal or authority which would, if adversely determined, have a materially adverse effect on the authority or ability of Respondent to perform its obligations under this Contract, or which question the legality, validity or enforceability hereof or thereof.
18. Contractor understands and agrees that its employees, agents, or subcontractors are not employees of LFUCG for any purpose whatsoever. Contractor is an independent contractor at all times during the performance of the services specified.
19. If any term or provision of this Contract shall be found to be illegal or unenforceable, the remainder of the contract shall remain in full force and such term or provision shall be deemed stricken.
20. Contractor [or Vendor or Vendor's Employees] will not appropriate or make use of the Lexington-Fayette Urban County Government (LFUCG) name or any of its trade or service marks or property (including but not limited to any logo or seal), in any promotion, endorsement, advertisement, testimonial or similar use without the prior written consent of the government. If such consent is granted LFUCG reserves the unilateral right, in its sole discretion, to immediately terminate and revoke such use for any reason whatsoever. Contractor agrees that it shall cease and desist from any unauthorized use immediately upon being notified by LFUCG.



Signature

May 22, 2023

Date

PRIVILEGED AND CONFIDENTIAL

**AFFIRMATIVE ACTION PROGRAM
FOR WOMEN & MINORITIES**

CRAWFORD, MURPHY, & TILLY, INC.

**SPRINGFIELD, IL; PEORIA, IL; JACKSONVILLE, FL;
LABELLE, FL; ST. PETERSBURG, FL; ATLANTA, GA;
DENVER, CO; EVANSVILLE, IN; INDIANAPOLIS, IN;
NASHVILLE, TN; LEXINGTON, KY; CINCINNATI, OH;
CLEVELAND, OH; COLUMBUS, OH; and
SPRINGBORO, OH**

2750 West Washington Street
Springfield, IL 62702



CONTACT INFORMATION

Contractor : Springfield IL
2750 West Washington Street
Springfield, IL 62702

Dun & Bradstreet # : 47019070
Employer Identification # : 370844662
EEO-1 # : A06995

Executive Officer : Daniel R. Meckes
Chairman and CEO

EEO Coordinator : Kristine M. Allen
Crawford, Murphy & Tilly, Inc.
2750 West Washington Street
Springfield, IL 62702

CONFIDENTIAL TRADE SECRET MATERIALS
(Not for distribution except on a need-to-know basis.)

This Affirmative Action Program ("Program") and all supporting documents contain confidential information that is subject to the provisions of 18 U.S.C. 1905, and *Chrysler Corp. v. Brown*, 441 U.S. 281, 19 FEP 475 (1979). Furthermore, release of any trade secret, confidential statistical or commercial information is considered arbitrary and capricious and is in violation of the Administrative Procedure Act. See *CNA Financial Corp. v. Donovan* 830 F.2nd 1132, 1144 and n. 73 (D.C. Cir.) certiorari denied, 485 U.S. 977 (1988). Copies of this Program and all related appendices, documents, and support data may be made available on loan to the U.S. Government, State Governments, Local Governments, and other entities solely upon request, on the condition that all information shall be totally confidential and the information provided, copies, or any summary of the contents thereof shall not be released to any person or entity for any purpose whatsoever. This Program and its appendices and other supporting documents contain significant confidential information that may reveal, directly or indirectly, plans for business or geographical expansion or contraction.

Pursuant to the Freedom of Information Act, this Program is exempt from disclosure, reproduction and distribution upon the grounds, among others, that such material constitutes:

- Personnel files, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(6);
- Confidential, commercial or financial information, which is exempt from disclosure under 5 U.S.C. 552(b)(4);
- Investigatory records compiled for law enforcement purposes, the production of which would constitute an unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(7)(C); and
- Matters specifically exempted from disclosure by statute, which are exempt from disclosure under 5 U.S.C. 552(b)(3).

Notice is hereby given that Crawford, Murphy & Tilly, Inc. requests that this Program be kept confidential.

Crawford, Murphy & Tilly, Inc. hereby asserts that it does not consent to the release of any information whatsoever contained in this Program under the Freedom of Information Act or pursuant to any other authority. If the U.S. Government, or any agency or subdivision thereof, any State government, or any agency or subdivision thereof, any local government or any other entity is considering breaching the conditions under which this Program was loaned, receives a request to disclose this Program or any contents thereof, or is considering granting a request from any source to disclose this Program or any contents thereof, request is hereby made that Crawford, Murphy & Tilly, Inc. be immediately notified, as well as its counsel, of any and all such requests or contemplated release of information. Crawford, Murphy & Tilly, Inc. further requests that everyone who has any contact with this Program and its supporting appendices, documents and other data treats such information as totally confidential and that such information not be released to any person or entity for any purpose whatsoever. Retention or disclosure of information relating to identifiable individuals may also constitute a violation of the Privacy Act of 1974.

INTRODUCTION

Springfield IL develops an annual Affirmative Action Program ("Program") as one of several tools to effectively implement affirmative action policies. The form, language and analysis of the Program necessarily complies with the requirements of 41 CFR 60-2, et seq. (affirmative action programs) and other regulations established pursuant to the provisions of Executive Order 11246 and all other civil rights related laws and regulations that have or may be enacted, as amended.

Accordingly, terminology such as "job group," "availability," "underrepresentation," "concentration," "disparity," "incumbency to availability analysis," "utilization," "problem area," "adverse impact," "goals," and other terms not identified here appearing in this Program are terms the company is required to use by government regulations. The criteria used in relation to these terms are those specified by the Government. These terms have no independent legal or factual significance whatsoever. Crawford, Murphy & Tilly, Inc. uses the terminology and methodology required by the Government in good faith in this Program and other affirmative action policies, but the usage of such terminology does not necessarily signify that Crawford, Murphy & Tilly, Inc. agrees that these terms properly apply to any particular factual situation..

Information regarding identifiable individuals is private and confidentially maintained. Everyone who has official access to confidential data will exercise every precaution to protect this information.

Crawford, Murphy & Tilly, Inc. has developed this Program in reliance upon the affirmative action guidelines issued by the Equal Employment Opportunity Commission, 29 C.F.R. Part 1608.

DESIGNATION OF RESPONSIBILITY
41 CFR Section 60-2.17(a), 60-2.10(b)(2)(i)

Daniel R. Meckes, Chairman and CEO, has overall responsibility for implementation of the Equal Employment Opportunity Policy. Kristine M. Allen, Equal Employment Opportunity Coordinator, assumes the responsibility for the development, implementation and monitoring of the affirmative action program, which includes all those positions located in subordinate and/or lower-level establishments for which the selection decisions are made at the corporate level. Kristine M. Allen's responsibilities include but are not limited to the following:

1. Developing policy statements and affirmative action programs.
2. Developing internal and external communication procedures when appropriate.
3. Developing an internal audit and reporting system that:
 - a. Identifies areas that require remedial action, including development of programs to correct those problem areas.
 - b. Determines the degree to which the goals and objectives are reached.
4. Monitoring the following internal practices:
 - a. Proper display of EEO posters and policies.
 - b. Full participation of minority and female employees in all Crawford, Murphy & Tilly, Inc. sponsored educational, training, recreational, and social activities.
5. Assisting management in solving any problems identified by internal audit. It is the responsibility of department heads, managers, and supervisors to provide the EEO Coordinator with such information and/or statistical data as is necessary to measure progress toward the attainment of goals and to assure good faith efforts to implement the affirmative action program. Such information and/or statistical data are used to set reasonable placement goals.
6. Keeping management informed of the latest developments in the equal employment opportunity area.
7. Assisting employees in solving problems and resolving EEO complaints.
8. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and appropriate women and minority groups.
9. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and appropriate EEO enforcement agencies.

IDENTIFICATION OF PROBLEM AREAS

41 CFR Section 60-2.17(b)

Crawford, Murphy & Tilly, Inc. has established annual hiring goals as provided herein. In job groups where underutilization of women or minorities was identified in the previous Program, annual goals were established equal to or in excess of the availability percentage. Crawford, Murphy & Tilly, Inc. has also established a long term organizational goal of having at least one female and one minority in each job group, regardless of the size of the job group or underutilization revealed through this and subsequent Programs.

However, it may take time to achieve the long term organizational goal at Crawford, Murphy & Tilly, Inc. due to the steady growth throughout its history. Crawford, Murphy & Tilly, Inc. has maintained a policy of promoting from within where qualified candidates are available for advancement to open positions. This policy, combined with very little turnover of employees, results in the vast majority of growth occurring at entry level positions. Consequently, Crawford, Murphy & Tilly, Inc. must continue to grow and mature in order to attain the long term female and minority utilization objectives.

Crawford, Murphy & Tilly, Inc. shall continue to hire, assign, and promote female and minority employees in an effort to make such percentages proportionate to, or in excess of, the percentages of counterparts in the available labor market.

As part of the monitoring practice, an analysis of personnel matters is conducted annually. The following items are considered.

1. Composition of the workforce by minority group and sex. Good faith placement goals are established where necessary.
2. Composition of applicant flow by race/ethnicity and sex. Corrective action is taken when appropriate whenever the referral ratio of a disfavored group indicates a significantly higher percentage is being rejected as compared to a favored group of applicants.
3. Compensation system. Crawford, Murphy & Tilly, Inc. evaluates its compensation system to determine whether there are gender, race or ethnicity-based disparities. The purpose of the analysis is to identify potential areas where impediments to equal employment opportunity may exist. Disparities alone do not necessarily indicate a problem area; there may be many non-discriminatory reasons for a disparity.
4. Selection process. The selection process includes: position descriptions, titles, application forms, pre-employment forms, interview procedures, test validity and administration, referral procedures, final selection process and similar factors. The application and related pre-employment forms are in compliance with federal guidelines, and position descriptions accurately reflect actual duties and responsibilities.

The following areas are reviewed annually to ensure the success of this affirmative action program:

- Applicant flow, hires, terminations, promotions, and other personnel actions;
- Facility and Crawford, Murphy & Tilly, Inc. sponsored recreational, social and educational events;
- EEO posters;
- Policy statements;
- Training Programs; and
- Other relevant areas.

ORGANIZATIONAL PROFILE

41 CFR Section 60-2.11(b)

The organizational profile depicts staffing patterns within Crawford, Murphy & Tilly, Inc. that assist in identifying organizational units where women or minorities may be underrepresented or concentrated. It is one method used to identify potential barriers to equal employment opportunity.

Crawford, Murphy & Tilly, Inc. determines annually whether to include the Organizational Display or the Workforce Analysis as its Organizational Profile as part of producing the yearly affirmative action program. Staffing patterns assist in identifying organization units where women or minorities may be underrepresented or concentrated.

Organizational Display

An organizational unit is any component part of the Crawford, Murphy & Tilly, Inc. corporate structure, such as a department, division, section, branch, group, project team, job family, or similar. The Organizational Display is a detailed presentation of the Crawford, Murphy & Tilly, Inc. organizational structure that identifies each organizational unit and shows the relationship to other organizational units.

For each organizational unit, the organizational display includes the following:

1. name of the unit;
2. job title, gender, race, and ethnicity of the unit supervisor(s) (if the unit has a supervisor);
3. total number of male and female incumbents; and
4. total number of male and female incumbents in each of the separate minority groups.

Workforce Analysis

The Workforce Analysis is a listing of each job title, as it appears in applicable collective bargaining agreements or payroll records, ranked from the lowest paid to the highest paid within each department or other similar organizational unit including departmental or unit supervision. All job titles, including all managerial job titles, are listed. The total number of incumbents in each minority classification is given for each job title.

Where there are separate work units or lines of progression within a department, a separate Line of Progression Report is provided for each such work unit or line, including unit supervisors. The order of the jobs in the line through which an employee could move to the top of the line is indicated on the report.

Where there are no formal progression lines or usual promotional sequences, job titles are listed in order of wage rates or salary ranges by departments, job families or disciplines.

The total number of incumbents in each minority classification is given for each job title. All job titles, including all managerial job titles, are listed.

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

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Organizational Display

CS : CORPORATE SUPPORT (Total Employees: 33; 14WM / 17WF / 1BM / 1BF)

| 15 : Director Marketing - WF

|

| -- **BSS : Building & Site Services** (Total Employees: 15; 13WM / 2BM)

| 14 : Vp Director Land Dvlm - WM

|

| -- **ST : SURFACE TRANSP** (Total Employees: 76; 40WM / 27WF / 1BF / 5AM / 1AF / 1IM / 1TM)

| 27 : Director Surface Tran - WM

|

| -- **WR : WATER RESOURCES** (Total Employees: 39; 28WM / 8WF / 1BM / 1HM / 1AM)

| 29 : Director Water Res - WM

|

AV : AVIATION (Total Employees: 58; 48WM / 9WF / 1BF)

22 : Group Manager Aviation - WM

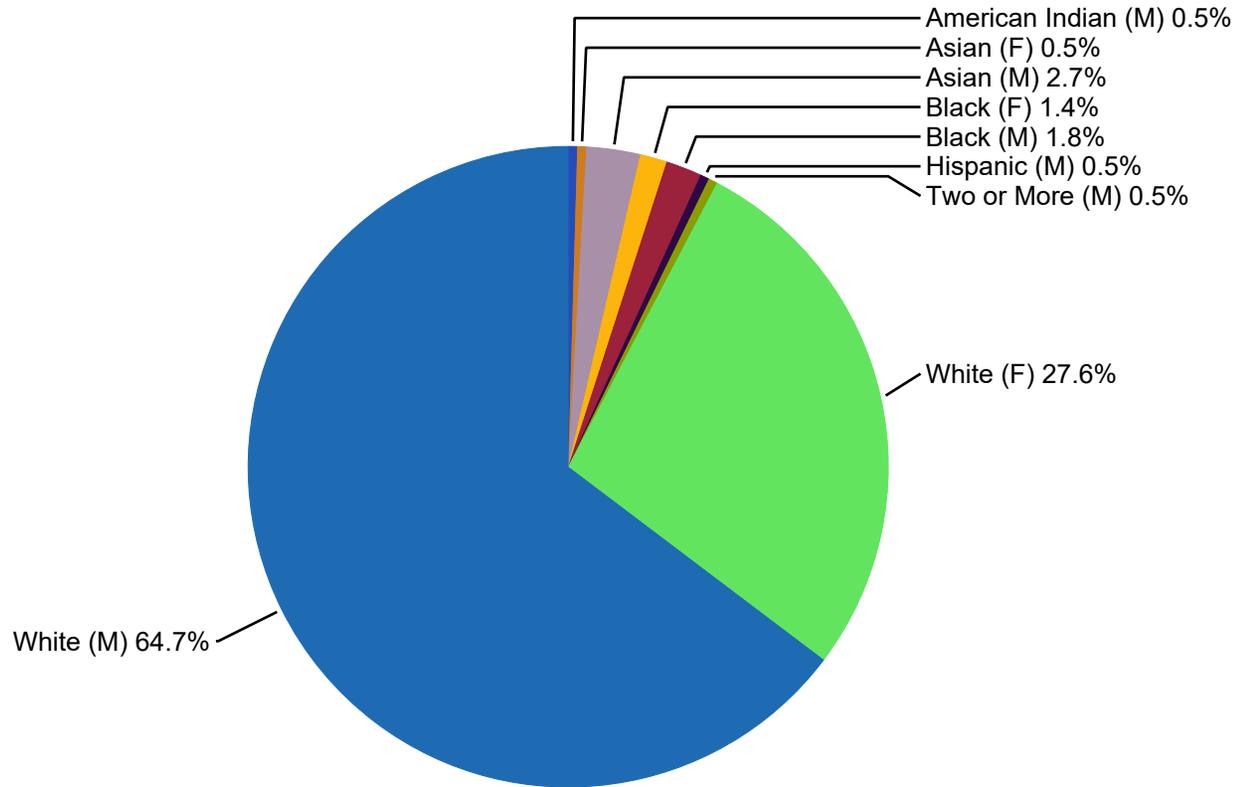
Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Organizational Demographics - Companywide



**PLACEMENT OF INCUMBENTS IN JOB GROUPS, WORKFORCE BY JOB GROUP, AND
WORKFORCE BY JOB GROUP - ANNOTATIONS**
41 CFR Sections 60-2.1e, 60-2.12, 60-2.13, 60-2.17(b)(1)

Crawford, Murphy & Tilly, Inc. groups jobs with similar content, wage rates, and opportunities into job groups. This analysis includes a list of the job titles that constitute each job group. The Job Group Analysis includes a list of the job titles that comprise each job group, and states separately the percentage of minorities and the percentage of women Crawford, Murphy & Tilly, Inc. employs in each established job group.

Crawford, Murphy & Tilly, Inc. prepares a separate Job Group Annotations report, that lists employees who are included in an affirmative action program for an establishment other than the one in which the employees are located, and identifies the actual location of such employees.

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

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Job Group Analysis

41 CFR Section 60-2.12-13

1A : EXECUTIVES

Job Code : Job Title	Male								Female								
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	
16 : Chief Operating Offcr	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17 : President	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

1B : DIRECTORS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
13 : Director It	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 : Vp Director Land Dvlm	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15 : Director Marketing	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
19 : Director Of Human Resources	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
21 : Director Aviation Srv	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27 : Director Surface Tran	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29 : Director Water Res	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	5	5	0	0	0	0	0	0	2	2	0	0	0	0	0	0
Job Group Percentages :	71.4%	71.4%	0%	0%	0%	0%	0%	0%	28.6%	28.6%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

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Job Group Analysis

41 CFR Section 60-2.12-13

1C : GROUP MANAGERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
20 : Group Manager Land Dvlm	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22 : Group Manager Aviation	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24 : Project Environmental Specialist II	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
25 : Group Manager Highways & Bridges	8	8	0	0	0	0	0	0	1	1	0	0	0	0	0	0
26 : Group Manager Military & Special Projects	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32 : Controller	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	16	16	0	0	0	0	0	0	4	4	0	0	0	0	0	0
Job Group Percentages :	80%	80%	0%	0%	0%	0%	0%	0%	20%	20%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2A : SENIOR/PROJECT ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
30 : Project Engineer I	27	26	0	1	0	0	0	0	8	8	0	0	0	0	0	0
~30 : Project Engineer I	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
31 : Project Engineer II	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~31 : Project Engineer II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35 : Project Manager I	2	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0
~35 : Project Manager I	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36 : Project Manager II	4	4	0	0	0	0	0	0	1	1	0	0	0	0	0	0
39 : Project Structural Engineer I	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 : Sr. Engineer I	9	9	0	0	0	0	0	0	4	4	0	0	0	0	0	0
41 : Sr. Architect II	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
53 : Sr. Structural Engineer I	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
54 : Sr. Structural Engineer II	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58 : Project Environmental Specialist I	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~58 : Project Environmental Specialist I	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	59	58	0	1	0	0	0	0	16	16	0	0	0	0	0	0
Job Group Percentages :	78.7%	77.3%	0%	1.3%	0%	0%	0%	0%	21.3%	21.3%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

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Springfield, IL 62702

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Job Group Analysis

41 CFR Section 60-2.12-13

2B : ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
50 : Engineer I	24	17	1	0	6	0	0	0	9	7	1	0	1	0	0	0
~50 : Engineer I	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
55 : Structural Engineer I	2	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	26	19	1	0	6	0	0	0	11	9	1	0	1	0	0	0
Job Group Percentages :	70.3%	51.4%	2.7%	0%	16.2%	0%	0%	0%	29.7%	24.3%	2.7%	0%	2.7%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

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Job Group Analysis

41 CFR Section 60-2.12-13

2C : TECHNICAL PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
43 : Sr. Planner I	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0	0
46 : Technical Manager II	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
~46 : Technical Manager II	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
47 : Environmental Specialist I	1	1	0	0	0	0	0	0	5	5	0	0	0	0	0	0
48 : Technical Manager I	4	2	1	0	0	0	0	1	3	3	0	0	0	0	0	0
~48 : Technical Manager I	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
49 : Environmental Specialist III	2	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0
~49 : Environmental Specialist III	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
51 : Project Architect	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
52 : Project Architect li	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60 : Planner I	3	3	0	0	0	0	0	0	1	1	0	0	0	0	0	0
70 : Land Surveyor	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	16	12	3	0	0	0	0	1	16	16	0	0	0	0	0	0
Job Group Percentages :	50%	37.5%	9.4%	0%	0%	0%	0%	3.1%	50%	50%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2D : BUSINESS PROFESSIONALS

Job Code : Job Title	Male								Female								
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	
42 : Cmptr Netwrk Adminstr	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
45 : Human Resources Mgr	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
~64 : Pr Coordinator	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
65 : Marketing Professional	5	5	0	0	0	0	0	0	3	3	0	0	0	0	0	0	0
~65 : Marketing Professional	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0
66 : Computer Network Specialist	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
67 : Hum Res Generalist	1	1	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0
Job Group Totals :	10	10	0	0	0	0	0	0	9	8	1	0	0	0	0	0	0
Job Group Percentages :	52.6%	52.6%	0%	0%	0%	0%	0%	0%	47.4%	42.1%	5.3%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

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Job Group Analysis

41 CFR Section 60-2.12-13

3A : ENGINEERING TECHNICIANS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
44 : Gis Specialist	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
80 : Sr. Technician I	10	9	0	0	0	1	0	0	0	0	0	0	0	0	0	0
81 : Sr. Technician II	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
90 : Technician II	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
91 : Technician I	1	1	0	0	0	0	0	0	2	2	0	0	0	0	0	0
Job Group Totals :	22	21	0	0	0	1	0	0	2	2	0	0	0	0	0	0
Job Group Percentages :	91.7%	87.5%	0%	0%	0%	4.2%	0%	0%	8.3%	8.3%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

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Job Group Analysis

41 CFR Section 60-2.12-13

5A : ADMINISTRATIVE SUPPORT WORKERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
112 : Receptionist	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
119 : Administrative Assistant	0	0	0	0	0	0	0	0	4	3	1	0	0	0	0	0
Job Group Totals :	0	0	0	0	0	0	0	0	5	4	1	0	0	0	0	0
Job Group Percentages :	0%	0%	0%	0%	0%	0%	0%	0%	100%	80%	20%	0%	0%	0%	0%	0%
~ : Part-time																
Plan Totals :	156	143	4	1	6	1	0	1	65	61	3	0	1	0	0	0
Plan Percentages :	70.6%	64.7%	1.8%	0.5%	2.7%	0.5%	0%	0.5%	29.4%	27.6%	1.4%	0%	0.5%	0%	0%	0%

CURRENT PROGRAM YEAR ANALYSIS

Springfield IL has a total of 221 employees with 65 females and 17 minorities included in this plan.

1A : EXECUTIVES - This group consists of 2 employees, 0 females and 0 minorities. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 100% are hired from . There was no hire activity. There was no promotion activity. There was no termination activity.

1B : DIRECTORS - This group consists of 7 employees, 2 females and 0 minorities. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 100% are hired from . There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There was no promotion activity. There was no termination activity.

1C : GROUP MANAGERS - This group consists of 20 employees, 4 females and 0 minorities. There are no placement goals for females but minorities have a placement goal of 0.3%. As shown on the Availability Analysis, 75% are hired from , and 25% are filled through internal promotion from all jobs within job group 2A. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There was no promotion activity. There was no termination activity.

2A : SENIOR/PROJECT ENGINEERS - This group consists of 75 employees, 16 females and 1 minority. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 71.4% are hired from , and 28.6% are filled through internal promotion from all jobs within job groups 2A and 2C. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There is no statistically significant disparity indicated by the gender promotion rate. There is no statistically significant disparity indicated by the race promotion rate. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

2B : ENGINEERS - This group consists of 37 employees, 11 females and 9 minorities. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 17.3% are hired from , 80% are filled through training institutions, and 2.7% are filled through internal promotion from all jobs within job group 2A. There is no statistically significant disparity indicated by the gender hire rate. The hire rate of one or more race groups indicates some preliminary statistical significance and the items outlined in the Action Oriented section will be followed. There was no promotion activity. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

2C : TECHNICAL PROFESSIONALS - This group consists of 32 employees, 16 females and 4 minorities. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 66.7% are hired from , and 33.3% are filled through internal promotion from all jobs within job groups 2C and 5A. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There is no statistically significant disparity indicated by the gender promotion rate. There is no statistically significant disparity indicated by the race promotion rate. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

2D : CORPORATE SUPPORT - This group consists of 19 employees, 9 females and 1 minority. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 83.3% are hired from , and 16.7% are filled through internal promotion from all jobs within job group 2D. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There is no statistically significant disparity indicated by the gender promotion rate. There is no statistically significant disparity indicated by the race promotion rate. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

3A : CORPORATE SUPPORT - This group consists of 24 employees, 2 females and 1 minority. There are no

placement goals for females or minorities at this time. As shown on the Availability Analysis, 50% are hired from , and 50% are filled through internal promotion from all jobs within job group 3A. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There is no statistically significant disparity indicated by the gender promotion rate. There is no statistically significant disparity indicated by the race promotion rate. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

5A : ADMINISTRATIVE SUPPORT WORKERS - This group consists of 5 employees, 5 females and 1 minority. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 66.7% are hired from , and 33.3% are filled through internal promotion from all jobs within job group 2C. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There is no statistically significant disparity indicated by the gender promotion rate. There is no statistically significant disparity indicated by the race promotion rate. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

Springfield IL encourages employees to pursue promotion opportunities and training to prepare for new jobs and maintain and improve performance, and uses alternate recruitment sources when necessary to attract more qualified external applicants.

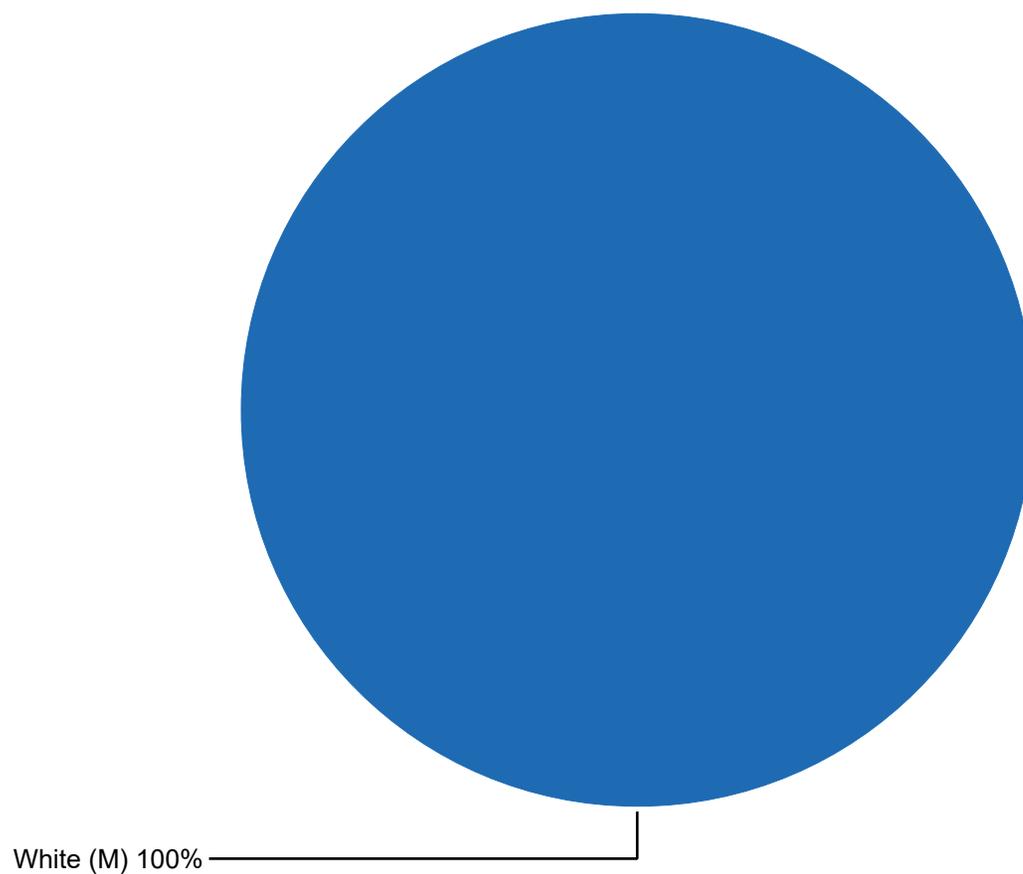
Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Organizational Demographics - By Job Group 1A : EXECUTIVES



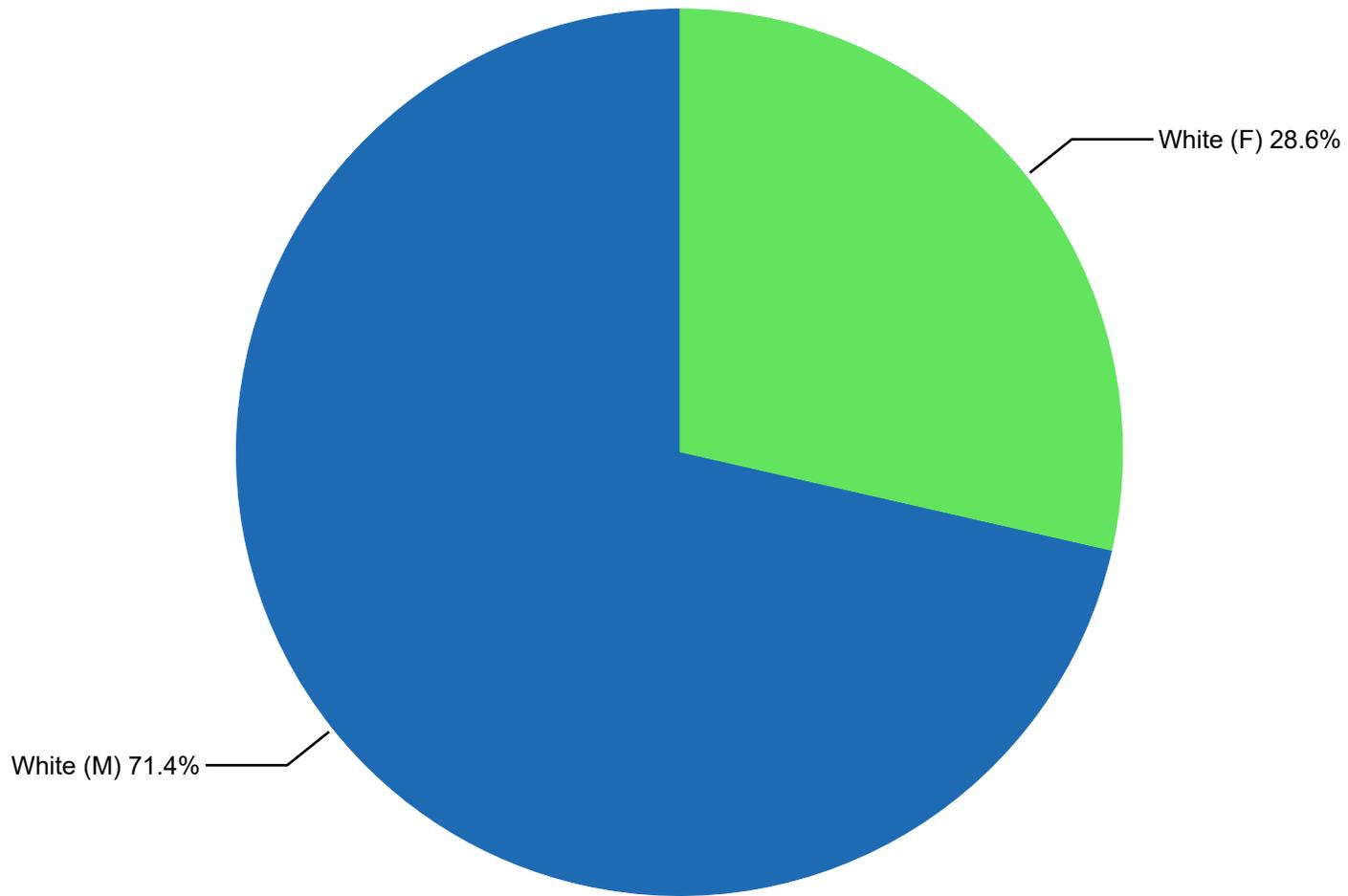
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04/01/2022 - 03/31/2023

Organizational Demographics - By Job Group
1B : DIRECTORS



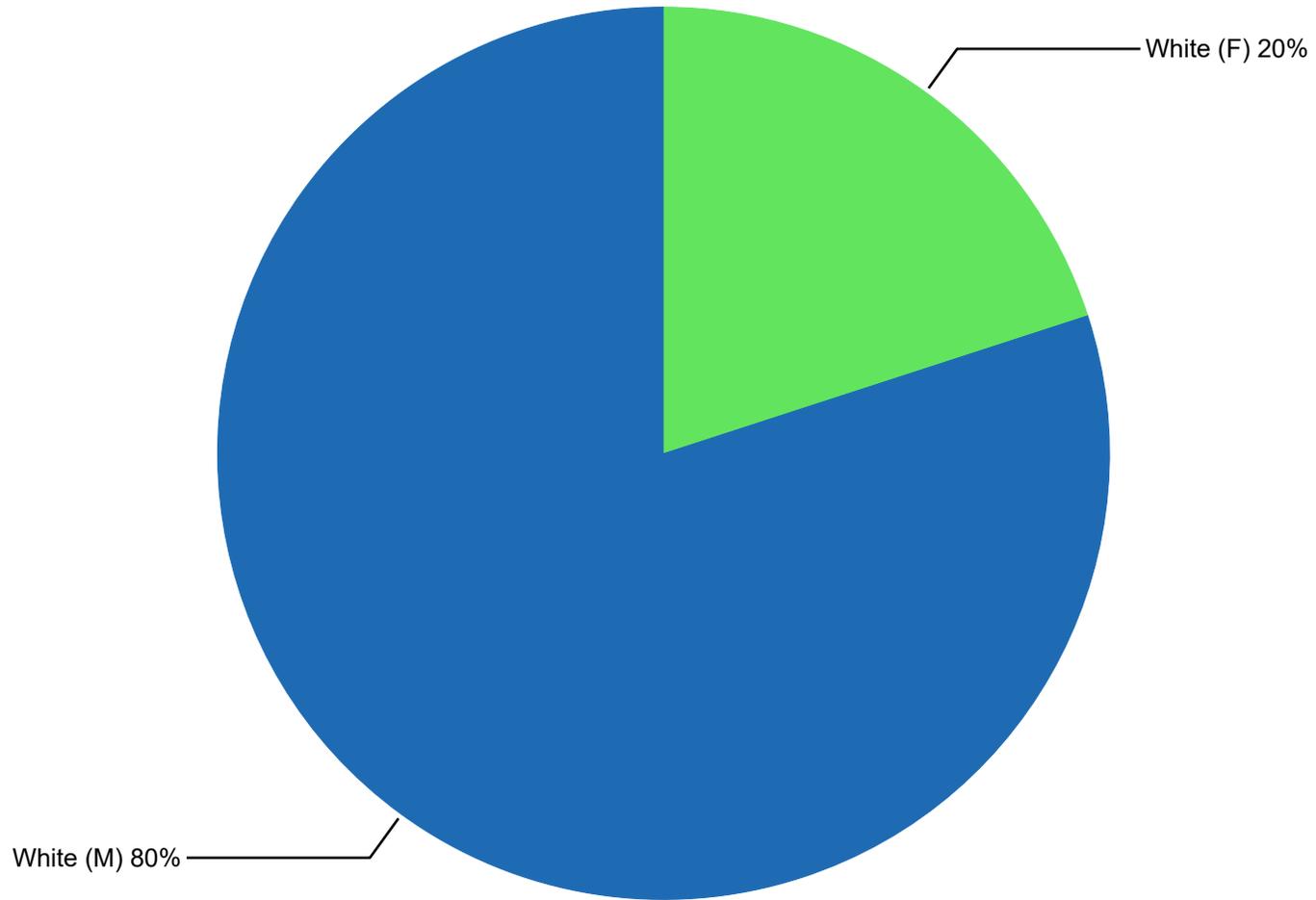
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Organizational Demographics - By Job Group
1C : GROUP MANAGERS



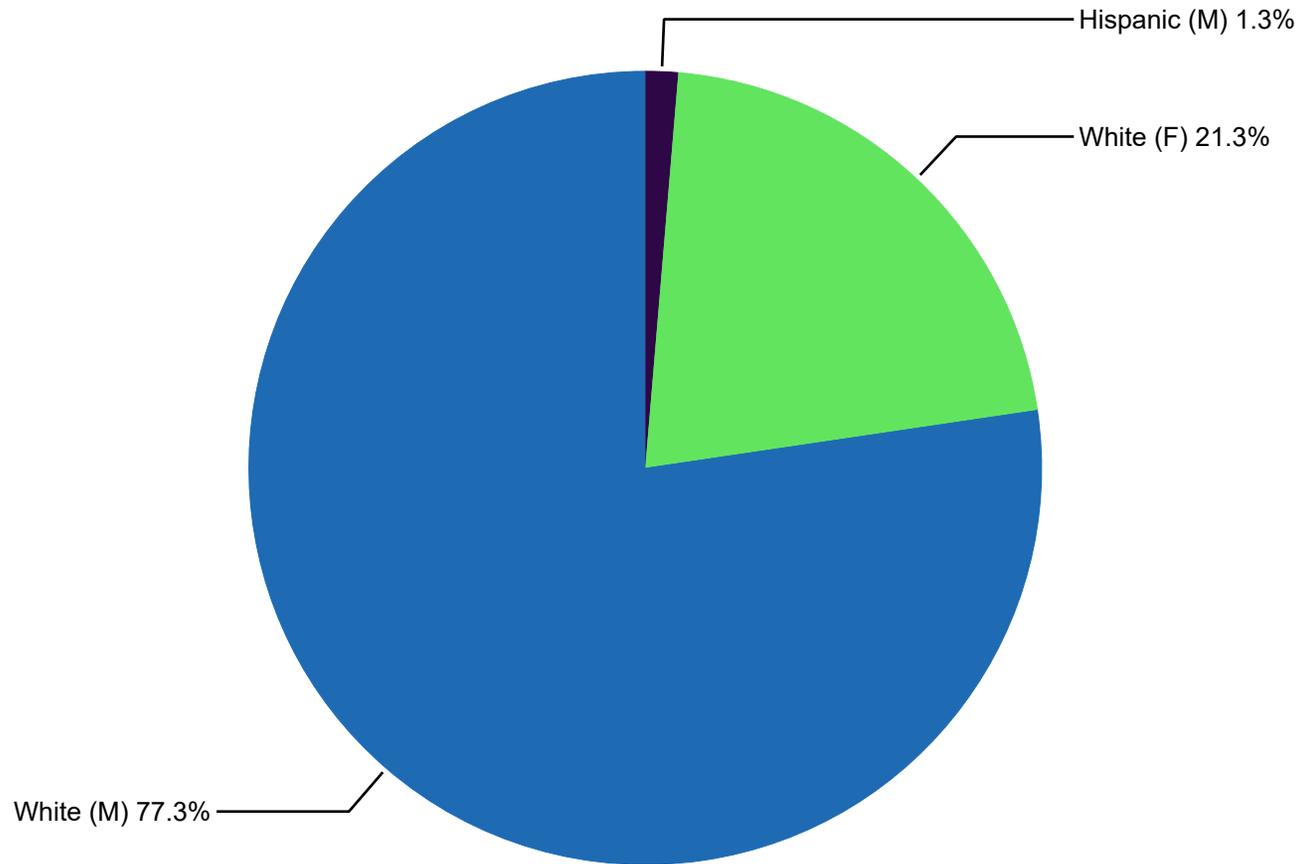
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Organizational Demographics - By Job Group
2A : SENIOR/PROJECT ENGINEERS



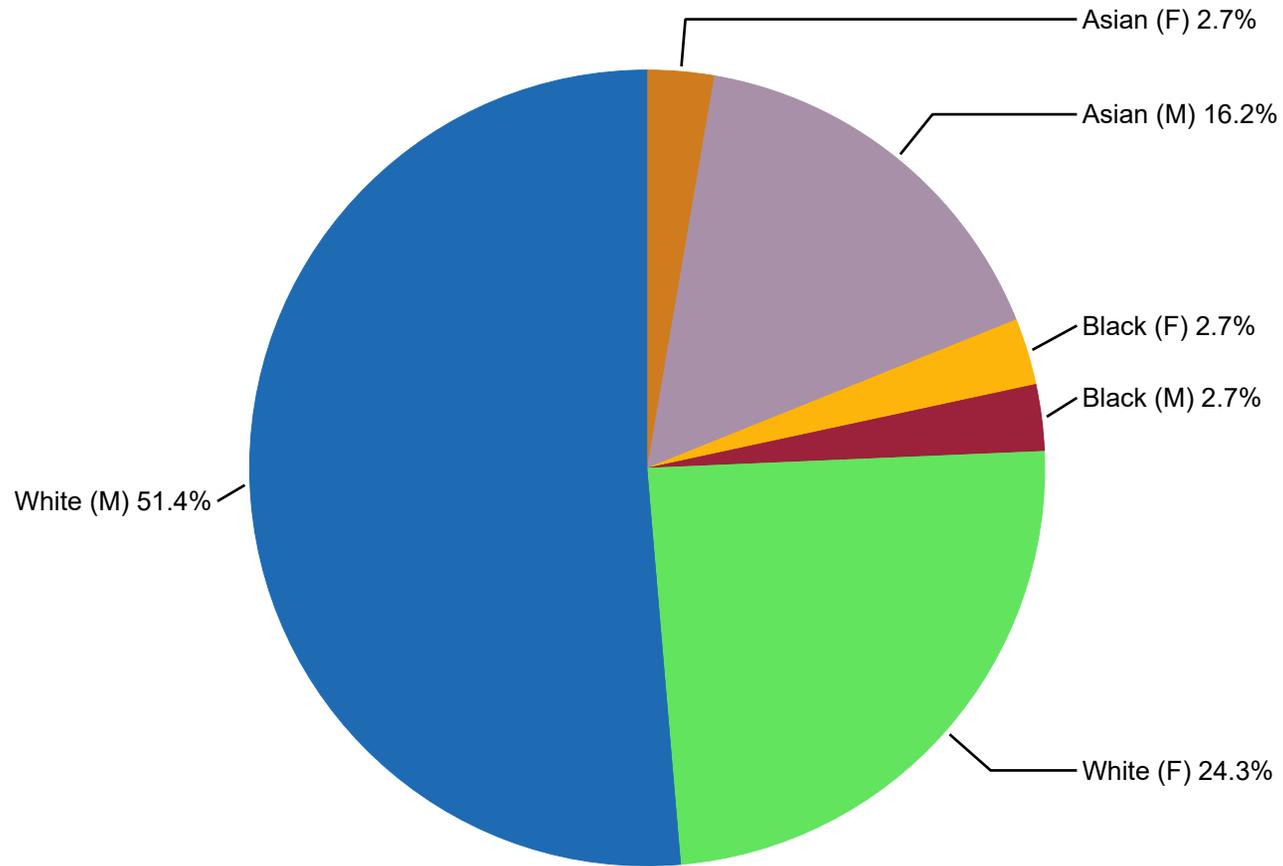
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Organizational Demographics - By Job Group
2B : ENGINEERS



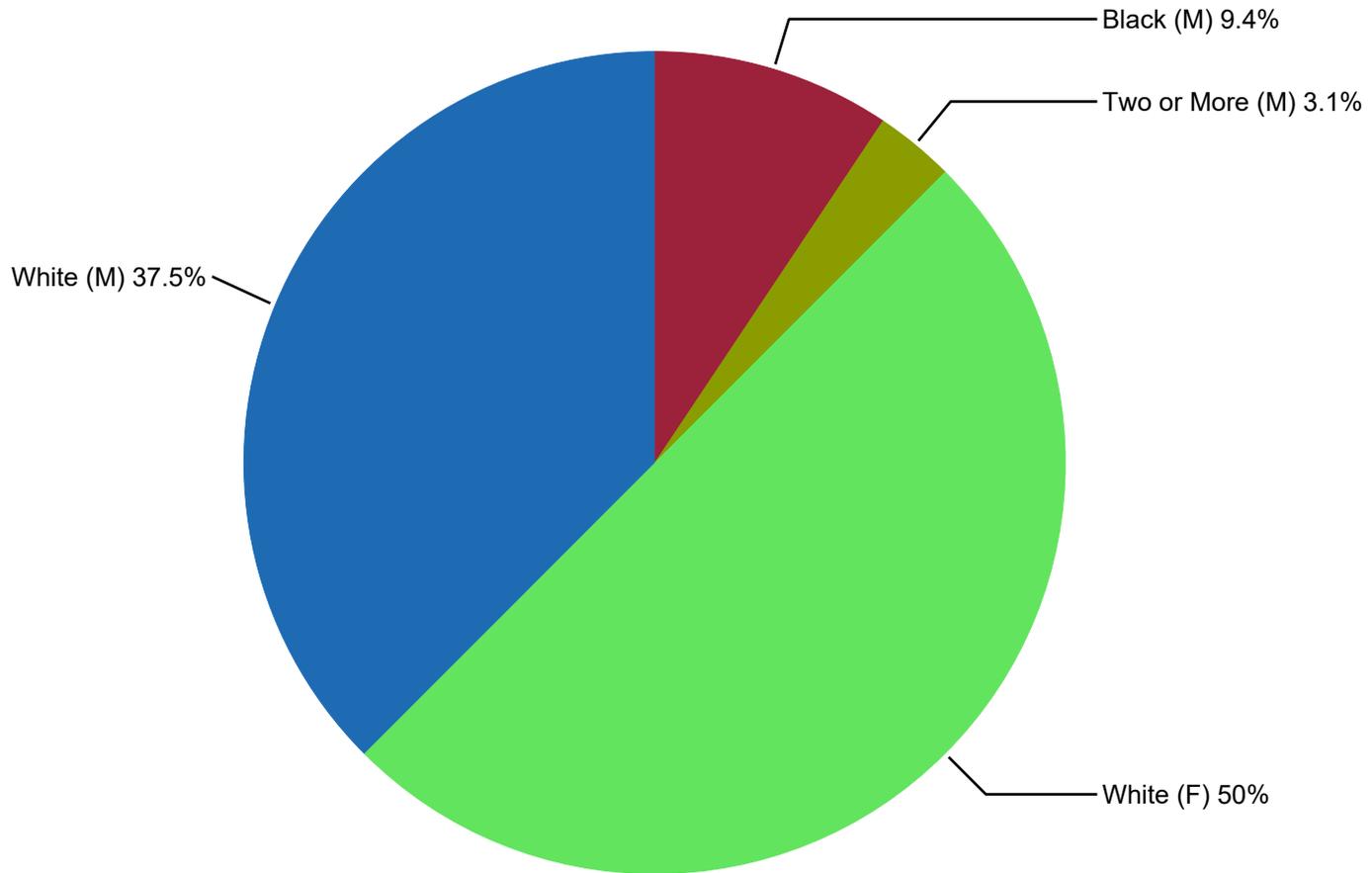
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Organizational Demographics - By Job Group
2C : TECHNICAL PROFESSIONALS



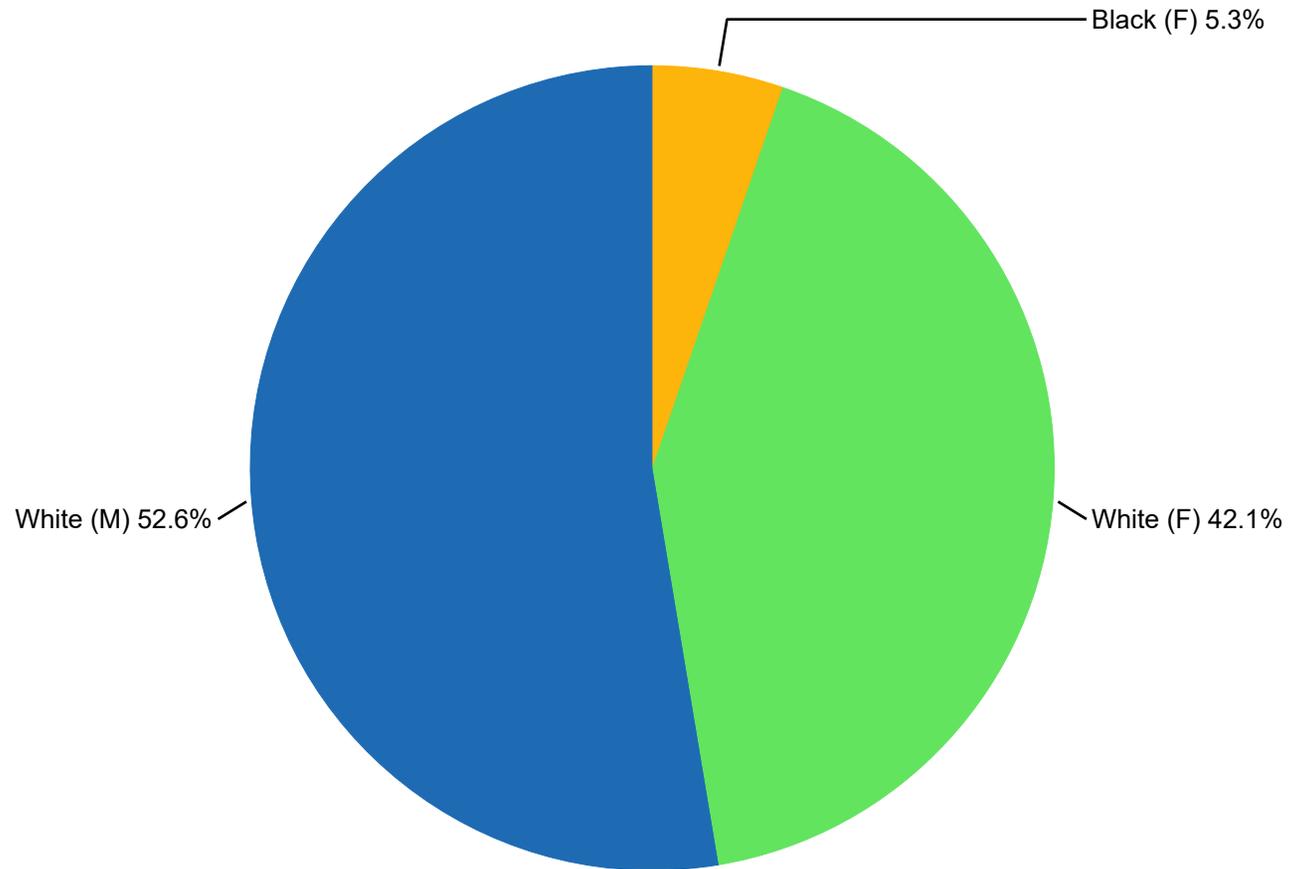
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Organizational Demographics - By Job Group
2D : BUSINESS PROFESSIONALS



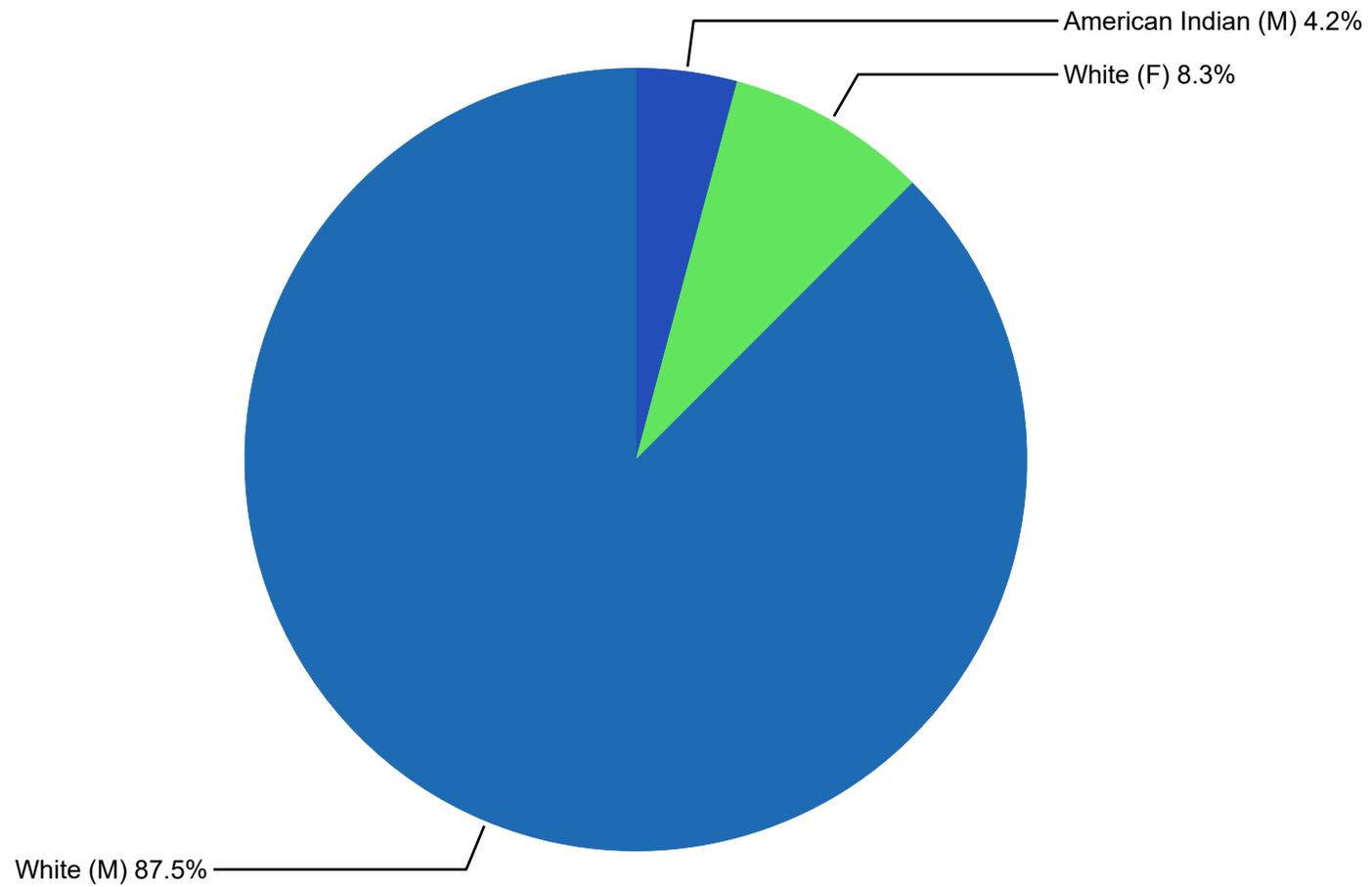
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Organizational Demographics - By Job Group
3A : ENGINEERING TECHNICIANS



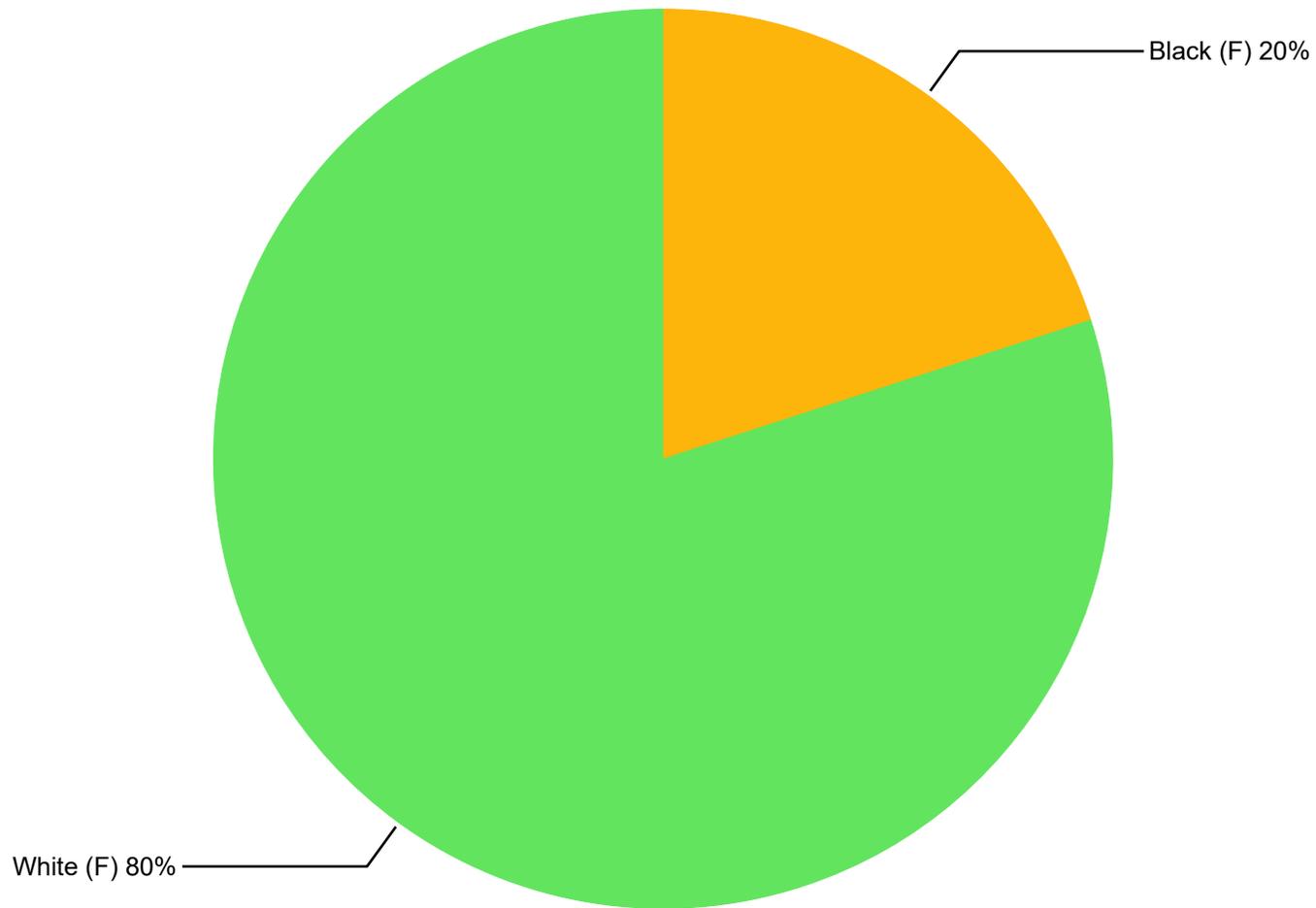
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Organizational Demographics - By Job Group
5A : ADMINISTRATIVE SUPPORT WORKERS



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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

1A : EXECUTIVES

Job Code : Job Title	Male								Female								
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	
16 : Chief Operating Offcr <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17 : President <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

1B : DIRECTORS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
11 : Chief Financial Offcr <i>Reports to/hired by 3 : St. Louis MO and works at 1 : Springfield IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12 : Sr Vp & Director Bsns D <i>Reports to/hired by 3 : St. Louis MO and works at 1 : Springfield IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 : Director It <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18 : Vp Special Projects <i>Reports to/hired by 2 : Aurora IL and works at 1 : Springfield IL</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29 : Director Water Res <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

1C : GROUP MANAGERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
20 : Group Manager Land Dvlm <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22 : Group Manager Aviation <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22 : Group Manager Aviation <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22 : Group Manager Aviation <i>Reports to/hired by 1 : Springfield IL and works at 4 : Atlanta GA</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22 : Group Manager Aviation <i>Reports to/hired by 1 : Springfield IL and works at 8 : Columbus OH</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24 : Project Environmental Specialist II <i>Reports to/hired by 1 : Springfield IL and works at 23 : St. Petersburg FL</i>	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 13 : Jacksonville FL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 18 : Nashville TN</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 19 : Peoria IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

1C : GROUP MANAGERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 8 : Columbus OH</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28 : Group Manager Water Resources <i>Reports to/hired by 3 : St. Louis MO and works at 1 : Springfield IL</i>	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	13	13	0	0	0	0	0	0	4	4	0	0	0	0	0	0
Job Group Percentages :	76.5%	76.5%	0%	0%	0%	0%	0%	0%	23.5%	23.5%	0%	0%	0%	0%	0%	0%

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2A : SENIOR/PROJECT ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 11 : Evansville IN</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 13 : Jacksonville FL</i>	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 15 : LaBelle FL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 16 : Lexington KY</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 18 : Nashville TN</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 19 : Peoria IL</i>	3	3	0	0	0	0	0	0	1	1	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 8 : Columbus OH</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 11 : Evansville IN</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2A : SENIOR/PROJECT ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
31 : Project Engineer II <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35 : Project Manager I <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~35 : Project Manager I <i>Reports to/hired by 1 : Springfield IL and works at 4 : Atlanta GA</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36 : Project Manager II <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	2	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0
36 : Project Manager II <i>Reports to/hired by 1 : Springfield IL and works at 23 : St. Petersburg FL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36 : Project Manager II <i>Reports to/hired by 3 : St. Louis MO and works at 1 : Springfield IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39 : Project Structural Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39 : Project Structural Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 : Sr. Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
40 : Sr. Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 13 : Jacksonville FL</i>	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
40 : Sr. Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 18 : Nashville TN</i>	2	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0
40 : Sr. Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 7 : Cleveland OH</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2A : SENIOR/PROJECT ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
40 : Sr. Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 8 : Columbus OH</i>	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
40 : Sr. Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 9 : Denver, CO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
41 : Sr. Architect II <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
53 : Sr. Structural Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
53 : Sr. Structural Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 19 : Peoria IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
54 : Sr. Structural Engineer li <i>Reports to/hired by 1 : Springfield IL and works at 8 : Columbus OH</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58 : Project Environmental Specialist I <i>Reports to/hired by 1 : Springfield IL and works at 23 : St. Petersburg FL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~58 : Project Environmental Specialist I <i>Reports to/hired by 1 : Springfield IL and works at 23 : St. Petersburg FL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	35	34	0	1	0	0	0	0	13	13	0	0	0	0	0	0
Job Group Percentages :	72.9%	70.8%	0%	2.1%	0%	0%	0%	0%	27.1%	27.1%	0%	0%	0%	0%	0%	0%

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2B : ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
50 : Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 11 : Evansville IN</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
50 : Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	2	1	0	0	1	0	0	0	1	1	0	0	0	0	0	0
50 : Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 13 : Jacksonville FL</i>	1	1	0	0	0	0	0	0	1	0	0	0	1	0	0	0
50 : Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 18 : Nashville TN</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
50 : Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 19 : Peoria IL</i>	2	1	0	0	1	0	0	0	1	1	0	0	0	0	0	0
50 : Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0
50 : Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 7 : Cleveland OH</i>	1	0	0	0	1	0	0	0	1	1	0	0	0	0	0	0
50 : Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 8 : Columbus OH</i>	3	2	0	0	1	0	0	0	1	1	0	0	0	0	0	0
55 : Structural Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 19 : Peoria IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	12	8	0	0	4	0	0	0	7	5	1	0	1	0	0	0
Job Group Percentages :	63.2%	42.1%	0%	0%	21.1%	0%	0%	0%	36.8%	26.3%	5.3%	0%	5.3%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2C : TECHNICAL PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
43 : Sr. Planner I <i>Reports to/hired by 1 : Springfield IL and works at 6 : Cincinnati, OH</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
47 : Environmental Specialist I <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
47 : Environmental Specialist I <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
47 : Environmental Specialist I <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
47 : Environmental Specialist I <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
47 : Environmental Specialist I <i>Reports to/hired by 1 : Springfield IL and works at 8 : Columbus OH</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
48 : Technical Manager I <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
48 : Technical Manager I <i>Reports to/hired by 1 : Springfield IL and works at 23 : St. Petersburg FL</i>	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
48 : Technical Manager I <i>Reports to/hired by 1 : Springfield IL and works at 6 : Cincinnati, OH</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
49 : Environmental Specialist III <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
49 : Environmental Specialist III <i>Reports to/hired by 1 : Springfield IL and works at 23 : St. Petersburg FL</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~49 : Environmental Specialist III <i>Reports to/hired by 1 : Springfield IL and works at 23 : St. Petersburg FL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2C : TECHNICAL PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
60 : Planner I <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60 : Planner I <i>Reports to/hired by 1 : Springfield IL and works at 8 : Columbus OH</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	8	7	0	0	0	0	0	1	10	10	0	0	0	0	0	0
Job Group Percentages :	44.4%	38.9%	0%	0%	0%	0%	0%	5.6%	55.6%	55.6%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2D : BUSINESS PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
42 : Cmptnr Netwrk Adminstr <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
65 : Marketing Professional <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
65 : Marketing Professional <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
~65 : Marketing Professional <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
67 : Hum Res Generalist <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0
Job Group Totals :	2	2	0	0	0	0	0	0	4	3	1	0	0	0	0	0
Job Group Percentages :	33.3%	33.3%	0%	0%	0%	0%	0%	0%	66.7%	50%	16.7%	0%	0%	0%	0%	0%
~ : Part-time																

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

3A : ENGINEERING TECHNICIANS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
80 : Sr. Technician I <i>Reports to/hired by 1 : Springfield IL and works at 13 : Jacksonville FL</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
80 : Sr. Technician I <i>Reports to/hired by 1 : Springfield IL and works at 21 : Springboro OH</i>	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
90 : Technician II <i>Reports to/hired by 1 : Springfield IL and works at 12 : Indianapolis IN</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
90 : Technician II <i>Reports to/hired by 1 : Springfield IL and works at 13 : Jacksonville FL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

5A : ADMINISTRATIVE SUPPORT WORKERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
119 : Administrative Assistant <i>Reports to/hired by 1 : Springfield IL and works at 19 : Peoria IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
119 : Administrative Assistant <i>Reports to/hired by 1 : Springfield IL and works at 23 : St. Petersburg FL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
119 : Administrative Assistant <i>Reports to/hired by 1 : Springfield IL and works at 4 : Atlanta GA</i>	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0
Job Group Totals :	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0
Job Group Percentages :	0%	0%	0%	0%	0%	0%	0%	0%	100%	66.7%	33.3%	0%	0%	0%	0%	0%
~ : Part-time																
Plan Totals :	85	79	0	1	4	0	0	1	41	37	3	0	1	0	0	0
Plan Percentages :	67.5%	62.7%	0%	0.8%	3.2%	0%	0%	0.8%	32.5%	29.4%	2.4%	0%	0.8%	0%	0%	0%

DETERMINING AVAILABILITY

41 CFR Section 60-2.14

Availability is an estimate of the number of qualified minorities or women available for employment in a given job group, expressed as a percentage of all qualified persons available for employment in the job group. The purpose of the availability determination is to establish a benchmark against which the demographic composition of the incumbent workforce can be compared in order to determine whether barriers to equal employment opportunity may exist within particular job groups.

Crawford, Murphy & Tilly, Inc. separately determines the availability of women and minorities for each job group using one or more of the following external and internal recruitment sources:

- 1.** The percentage of minorities or women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question. 41 C.F.R. 60-2.14(c)(1). The most current U.S. Census data is used to derive the availability of women and minorities. If this recruitment method is used, it is because Crawford, Murphy & Tilly, Inc. recruits, and many of its applicants live within the selected recruitment area, or because we plan on recruiting in this region in the future. Any recruitment practices unique to a job group are noted on the Availability Analysis.

- 2.** The percentage of minorities or women in schools and training institutions where Crawford, Murphy & Tilly, Inc. might reasonably recruit. If this recruitment method is used, it is because Crawford, Murphy & Tilly, Inc. posts or plan to post available positions at local training institutions, or because many of the applicants who respond to open positions are graduates of these training institutions. Any recruitment practices unique to a job group are noted on the Availability Analysis.

- 3.** The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. Trainable refers to those employees within the contractor's organization who could, with appropriate training that the contractor is reasonably able to provide, become promotable or transferable during the AAP year. 41 C.F.R. 60-2.14(c)(2). If this recruitment method is chosen, it is because Crawford, Murphy & Tilly, Inc. fills positions by recruiting from within the workforce either through promotions or transfers. Internal applicants normally apply for these positions. Any recruitment practices unique to a job group are noted on the Availability Analysis.

Crawford, Murphy & Tilly, Inc.

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Springfield, IL 62702

04/01/2022 - 03/31/2023

Availability Analysis

41 CFR Section 60-2.14

1A : EXECUTIVES

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %										
Census Area ¹	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	

1

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

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Springfield, IL 62702

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Availability Analysis

41 CFR Section 60-2.14

1B : DIRECTORS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability			0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%

1

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

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Availability Analysis

41 CFR Section 60-2.14

1C : GROUP MANAGERS

	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
	Weight %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	
Census Area ¹	75%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Promotable ²	25%	21.3%	5.3%	1.3%	0.3%	0.0%	0.0%	1.3%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																
Total Net Availability			5.3%	0.3%	0.0%	0.3%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

¹

² Internal promotions are from all jobs within job group 2A.

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

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Availability Analysis

41 CFR Section 60-2.14

2A : SENIOR/PROJECT ENGINEERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More		
		Raw %	Net %	Raw %	Net %	Raw %	Net %											
Census Area ¹	71.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Promotable ²	28.6%	29.9%	8.6%	4.7%	1.3%	2.8%	0.8%	0.9%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.3%	
Results																		
Total Net Availability		8.6%		1.3%		0.8%		0.3%		0.0%		0.0%		0.0%		0.3%		

¹

² Internal promotions are from all jobs within job groups 2A and 2C.

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

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Availability Analysis

41 CFR Section 60-2.14

2B : ENGINEERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More		
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	
Census Area ¹	17.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Training Institutions ²	80%	22.7%	18.2%	15.1%	12.1%	2.5%	2.0%	4.2%	3.4%	6.0%	4.8%	0.0%	0.0%	0.0%	0.0%	2.4%	1.9%	
Promotable ³	2.7%	21.3%	0.6%	1.3%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Results																		
Total Net Availability		18.8%		12.1%		2.0%		3.4%		4.8%		0.0%		0.0%		1.9%		

¹

² 2016 IPEDS Completions Survey : Graduating students with a Bachelor's degree in Civil Engineering, General (14.0801), Civil Engineering, Other (14.0899) or Water Resources Engineering (14.0805) from University of Illinois at Urbana-Champaign (IL), Southern Illinois University Edwardsville (IL), Bradley University (IL), Missouri University of Science and Technology (MO), Ohio State University-Main Campus (OH), and Purdue University-Main Campus (IN).

³ Internal promotions are from all jobs within job group 2A.

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

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Availability Analysis

41 CFR Section 60-2.14

2C : TECHNICAL PROFESSIONALS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Promotable ²	33.3%	56.8%	18.9%	13.5%	4.5%	10.8%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.7%	0.9%
Results																	
Total Net Availability		18.9%		4.5%		3.6%		0.0%		0.0%		0.0%		0.0%		0.9%	

1

² Internal promotions are from all jobs within job groups 2C and 5A.

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

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Availability Analysis

41 CFR Section 60-2.14

2D : BUSINESS PROFESSIONALS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	83.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Promotable ²	16.7%	47.4%	7.9%	5.3%	0.9%	5.3%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability			7.9%	0.9%	0.9%	0.0%	0.0%	0.0%	0.0%								

¹

² Internal promotions are from all jobs within job group 2D.

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

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Availability Analysis

41 CFR Section 60-2.14

3A : ENGINEERING TECHNICIANS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	50%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Promotable ²	50%	8.3%	4.2%	4.2%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	2.1%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability			4.2%	2.1%	0.0%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%						

¹

² Internal promotions are from all jobs within job group 3A.

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

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Availability Analysis

41 CFR Section 60-2.14

5A : ADMINISTRATIVE SUPPORT WORKERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Promotable ²	33.3%	50.0%	16.7%	12.5%	4.2%	9.4%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	1.0%
Results																	
Total Net Availability			16.6%		4.2%		3.1%		0.0%		0.0%		0.0%		0.0%		1.0%

¹

² Internal promotions are from all jobs within job group 2C.

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

PLACEMENT GOALS - COMPARING INCUMBENCY TO AVAILABILITY

41 CFR Section 60-2.15(b), 60-2.16 (b)

Crawford, Murphy & Tilly, Inc. compares the percentage of women and minorities in each job group determined pursuant to Sec. 60-2.13 with the availability for those job groups determined pursuant to Sec. 60-2.14. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that particular job group, a placement goal is established in accordance with Sec. 60-2.16.

Placement goals serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. Placement goals are also used to measure progress toward achieving equal employment opportunity. The establishment of a goal under Sec. 60-2.15 is neither a finding nor an admission of discrimination. Where, pursuant to Sec. 60-2.15, a placement goal for a particular job group is established, a percentage goal is equal to the availability figure derived for women or minorities, as appropriate, for that job group.

The establishment of a goal is neither a finding nor an admission of discrimination.

In establishing placement goals, the following principles from Sec 60-2.16(e) also apply:

1. Placement goals are neither rigid nor inflexible quotas, nor are they considered to be either a ceiling or a floor for the employment of particular groups.
2. All employment decisions are made in a nondiscriminatory manner. Placement goals are not used to extend a preference to any individual, to select an individual, or to adversely affect an individual's employment status on the basis of that person's race, color, religion, sex, sexual orientation, gender identity, or national origin.
3. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
4. Placement goals are not used to supersede merit selection principles.

Pursuant to the U.S. Government's Office of Federal Contract Compliance Program's Supplementary Information: Section-by-Section Analysis of Comments and Revisions, § 60-2.15, 165 Fed. Reg. 68021, 68033-68034 (Nov. 13, 2000), Crawford, Murphy & Tilly, Inc. has in some cases used a two standard deviations test of statistical significance to determine whether the percentage of minorities or women in a job group is less than would be reasonably expected given their availability percentage in that particular job group.

Crawford, Murphy & Tilly, Inc.

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Annual Goals Report

41 CFR Section 60-2.16

1A : EXECUTIVES

Total Employees : 2

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	0	0	0	0	0	0	0	0
Current Utilization	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

Crawford, Murphy & Tilly, Inc.

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Annual Goals Report

41 CFR Section 60-2.16

1B : DIRECTORS

Total Employees : 7

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	2	0	0	0	0	0	0	0
Current Utilization	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

1C : GROUP MANAGERS

Total Employees : 20

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	4	0	0	0	0	0	0	0
Current Utilization	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	5.3%	0.3%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	4.2%	0.2%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	Yes	No	Yes	No	No	No	No
Current Placement Goal	0.0%	0.3%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

Crawford, Murphy & Tilly, Inc.

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Springfield, IL 62702

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Annual Goals Report

41 CFR Section 60-2.16

2A : SENIOR/PROJECT ENGINEERS

Total Employees : 75

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	16	1	0	1	0	0	0	0
Current Utilization	21.3%	1.3%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%
Total Availability	8.6%	1.3%	0.8%	0.3%	0.0%	0.0%	0.0%	0.3%
80% of Total Availability	6.9%	1.0%	0.6%	0.2%	0.0%	0.0%	0.0%	0.2%
Any Difference Rule								
Placement Goal?	No	No	Yes	No	No	No	No	Yes
Current Placement Goal	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.3%
80% Rule								
Placement Goal?	No	No	Yes	No	No	No	No	Yes
Current Placement Goal	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.3%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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41 CFR Section 60-2.16

2B : ENGINEERS

Total Employees : 37

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	11	9	2	0	7	0	0	0
Current Utilization	29.7%	24.3%	5.4%	0.0%	18.9%	0.0%	0.0%	0.0%
Total Availability	18.8%	12.1%	2.0%	3.4%	4.8%	0.0%	0.0%	1.9%
80% of Total Availability	15.0%	9.7%	1.6%	2.7%	3.8%	0.0%	0.0%	1.5%
Any Difference Rule								
Placement Goal?	No	No	No	Yes	No	No	No	Yes
Current Placement Goal	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	0.0%	1.9%
80% Rule								
Placement Goal?	No	No	No	Yes	No	No	No	Yes
Current Placement Goal	0.0%	0.0%	0.0%	3.4%	0.0%	0.0%	0.0%	1.9%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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Annual Goals Report

41 CFR Section 60-2.16

2C : TECHNICAL PROFESSIONALS

Total Employees : 32

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	16	4	3	0	0	0	0	1
Current Utilization	50.0%	12.5%	9.4%	0.0%	0.0%	0.0%	0.0%	3.1%
Total Availability	18.9%	4.5%	3.6%	0.0%	0.0%	0.0%	0.0%	0.9%
80% of Total Availability	15.1%	3.6%	2.9%	0.0%	0.0%	0.0%	0.0%	0.7%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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2750 West Washington Street

Springfield, IL 62702

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Annual Goals Report

41 CFR Section 60-2.16

2D : BUSINESS PROFESSIONALS

Total Employees : 19

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	9	1	1	0	0	0	0	0
Current Utilization	47.4%	5.3%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	7.9%	0.9%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	6.3%	0.7%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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41 CFR Section 60-2.16

3A : ENGINEERING TECHNICIANS

Total Employees : 24

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	2	1	0	0	0	1	0	0
Current Utilization	8.3%	4.2%	0.0%	0.0%	0.0%	4.2%	0.0%	0.0%
Total Availability	4.2%	2.1%	0.0%	0.0%	0.0%	2.1%	0.0%	0.0%
80% of Total Availability	3.4%	1.7%	0.0%	0.0%	0.0%	1.7%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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41 CFR Section 60-2.16

5A : ADMINISTRATIVE SUPPORT WORKERS

Total Employees : 5

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	5	1	1	0	0	0	0	0
Current Utilization	100.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	16.6%	4.2%	3.1%	0.0%	0.0%	0.0%	0.0%	1.0%
80% of Total Availability	13.3%	3.4%	2.5%	0.0%	0.0%	0.0%	0.0%	0.8%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

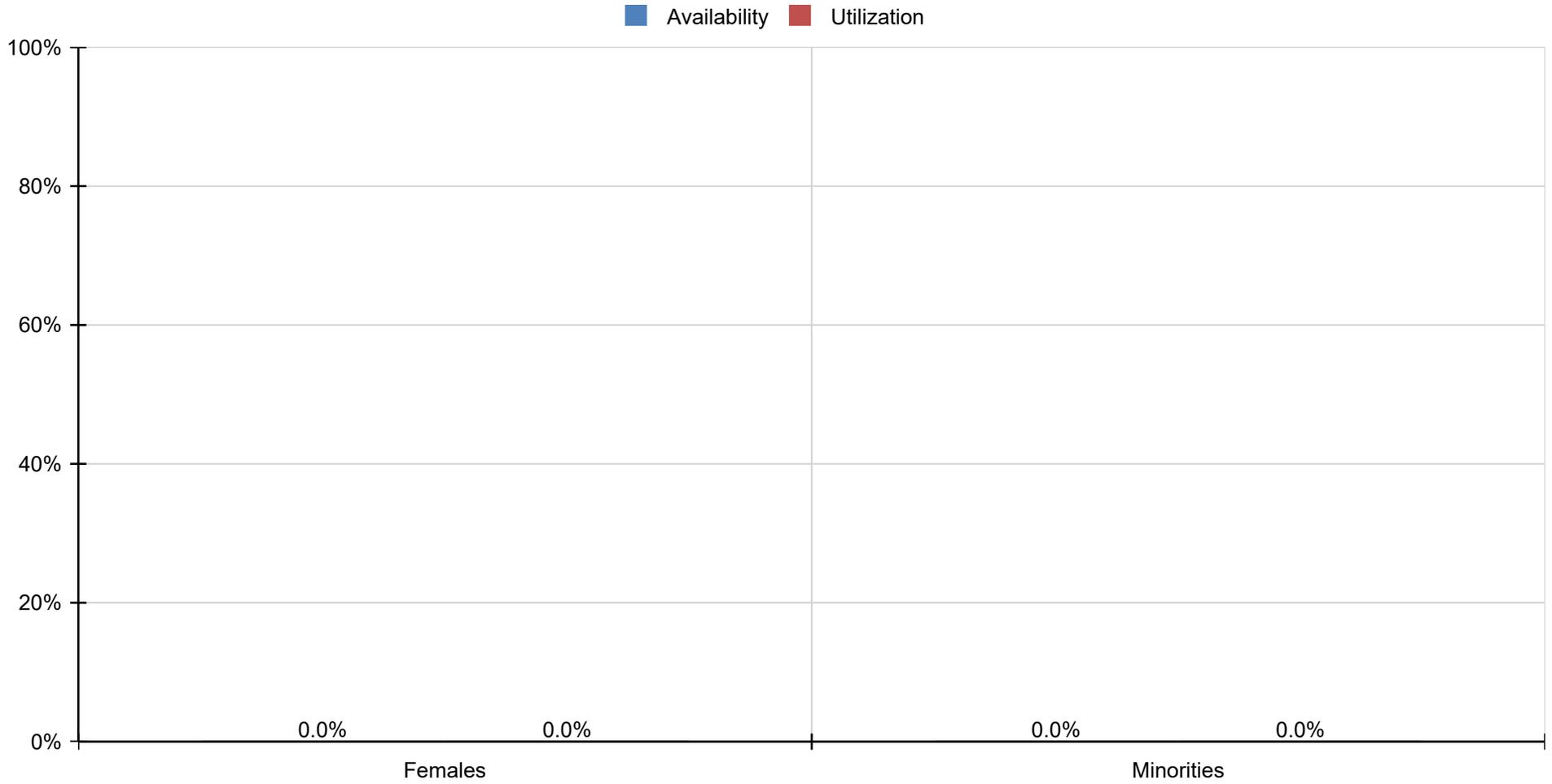
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2750 West Washington Street

Springfield, IL 62702

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**Availability and Utilization Summary Graph
1A : EXECUTIVES**



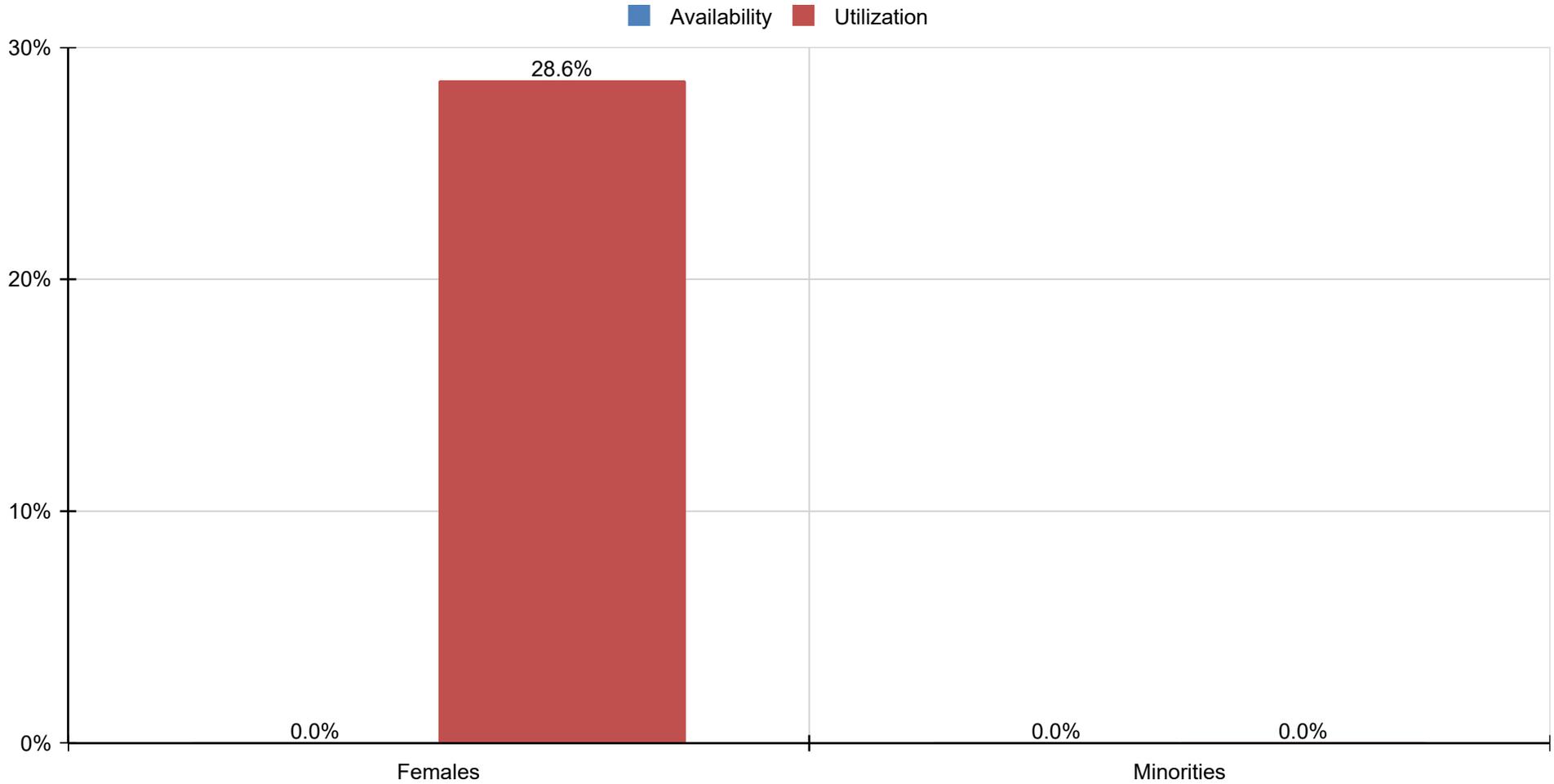
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Availability and Utilization Summary Graph
1B : DIRECTORS



Crawford, Murphy & Tilly, Inc.

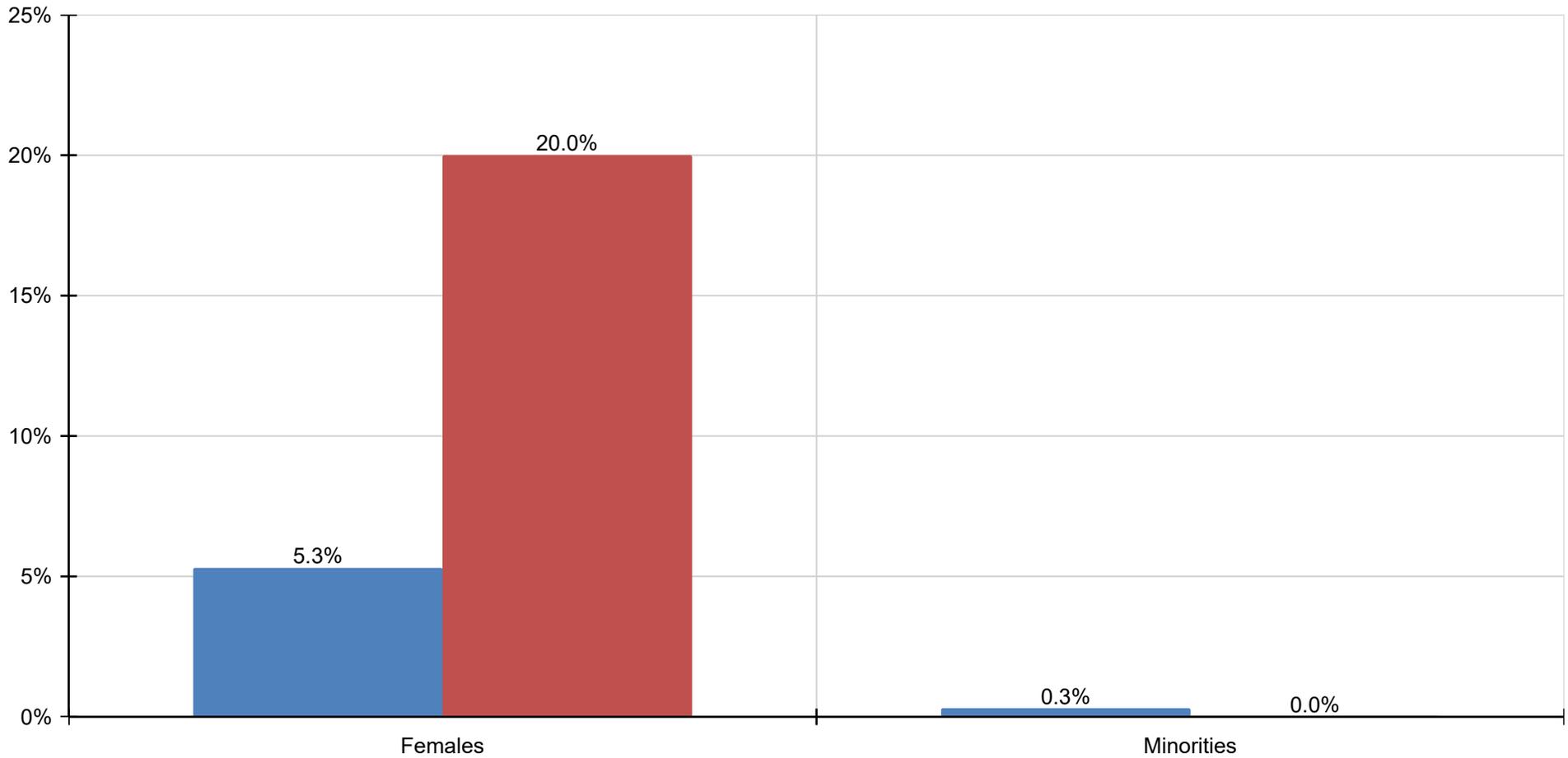
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Availability and Utilization Summary Graph
1C : GROUP MANAGERS

■ Availability ■ Utilization



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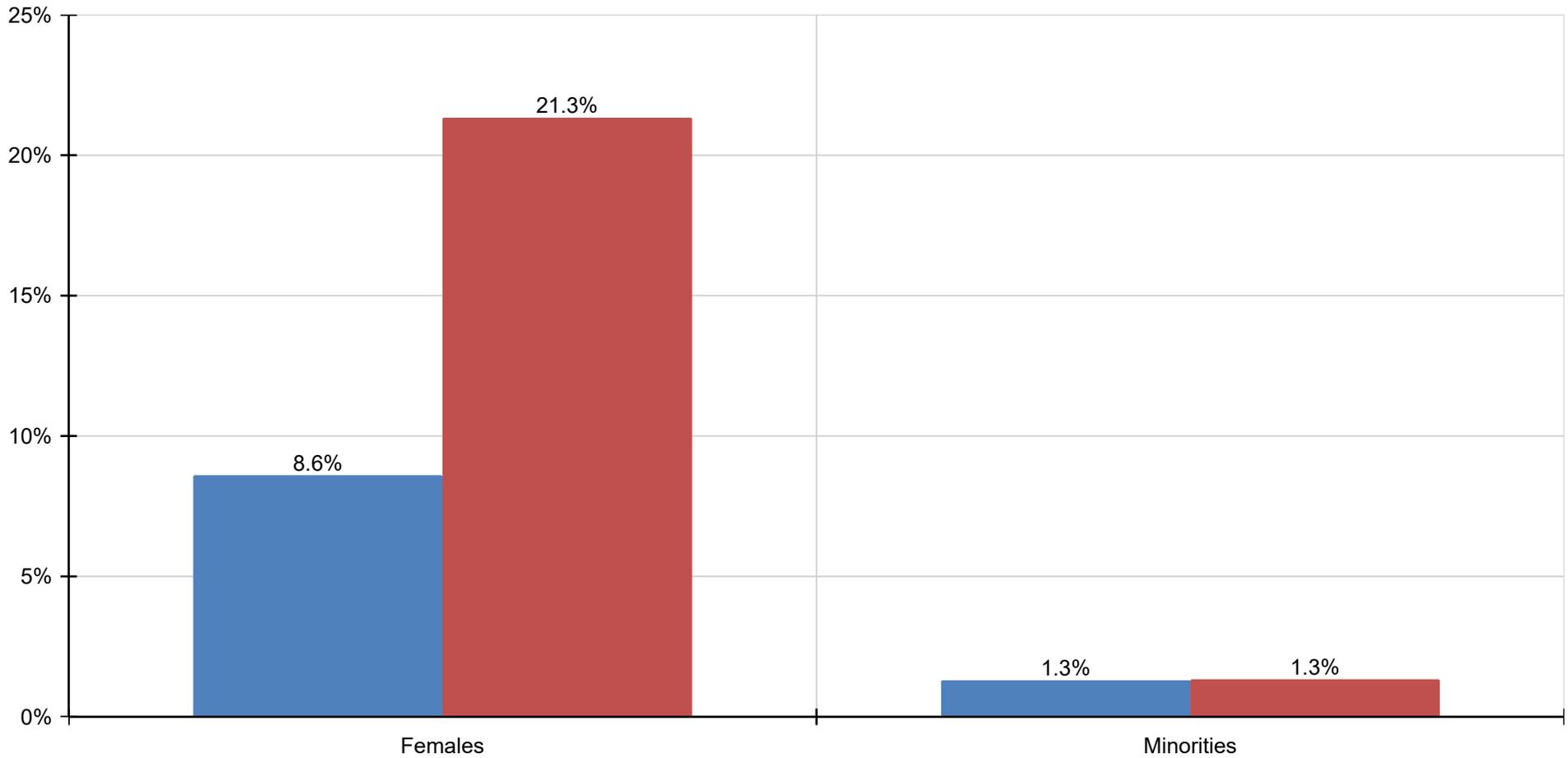
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Availability and Utilization Summary Graph
2A : SENIOR/PROJECT ENGINEERS

■ Availability ■ Utilization



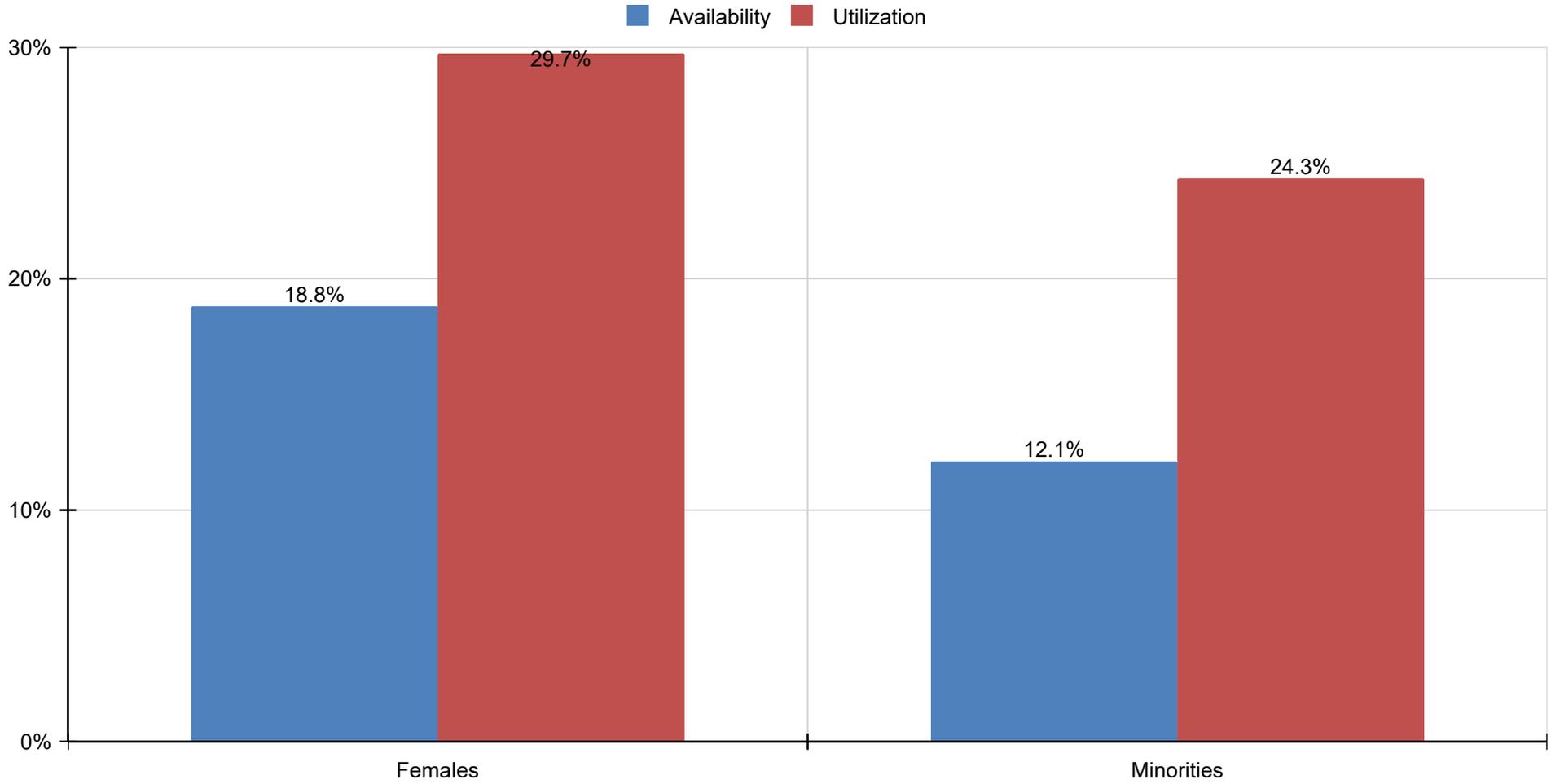
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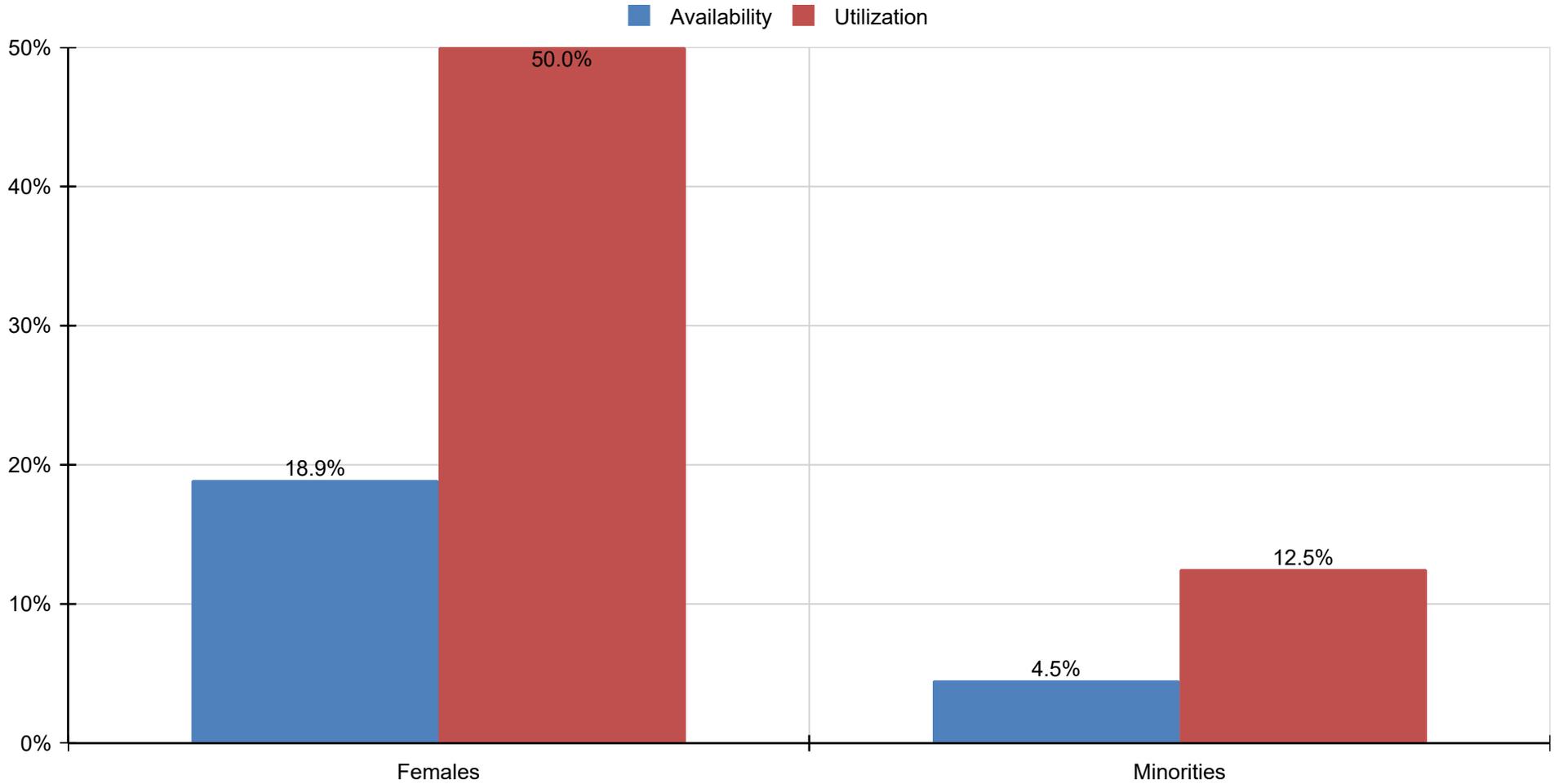
Springfield, IL 62702

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Availability and Utilization Summary Graph
2B : ENGINEERS



Availability and Utilization Summary Graph 2C : TECHNICAL PROFESSIONALS



Crawford, Murphy & Tilly, Inc.

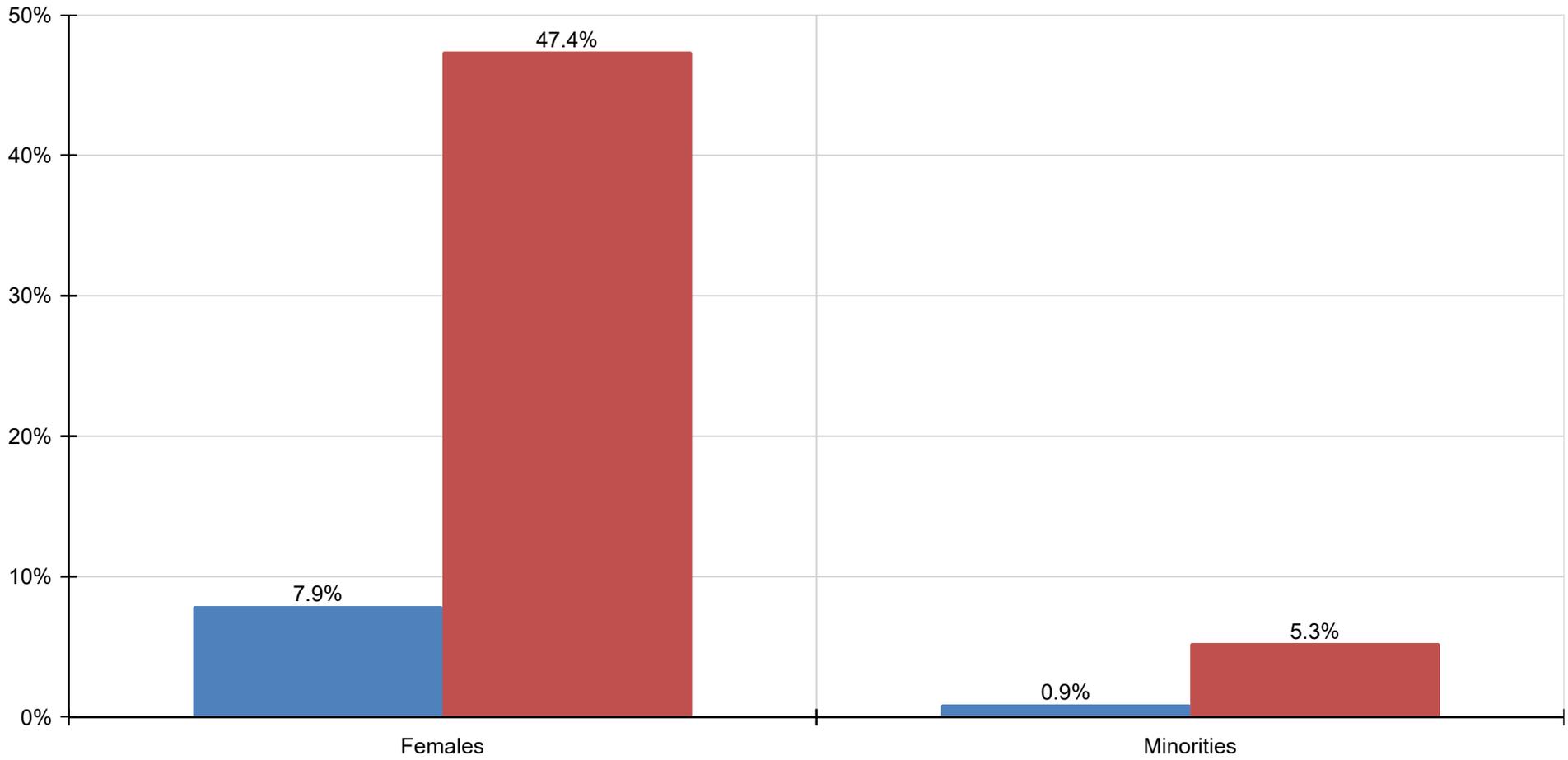
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Availability and Utilization Summary Graph
2D : BUSINESS PROFESSIONALS

■ Availability ■ Utilization



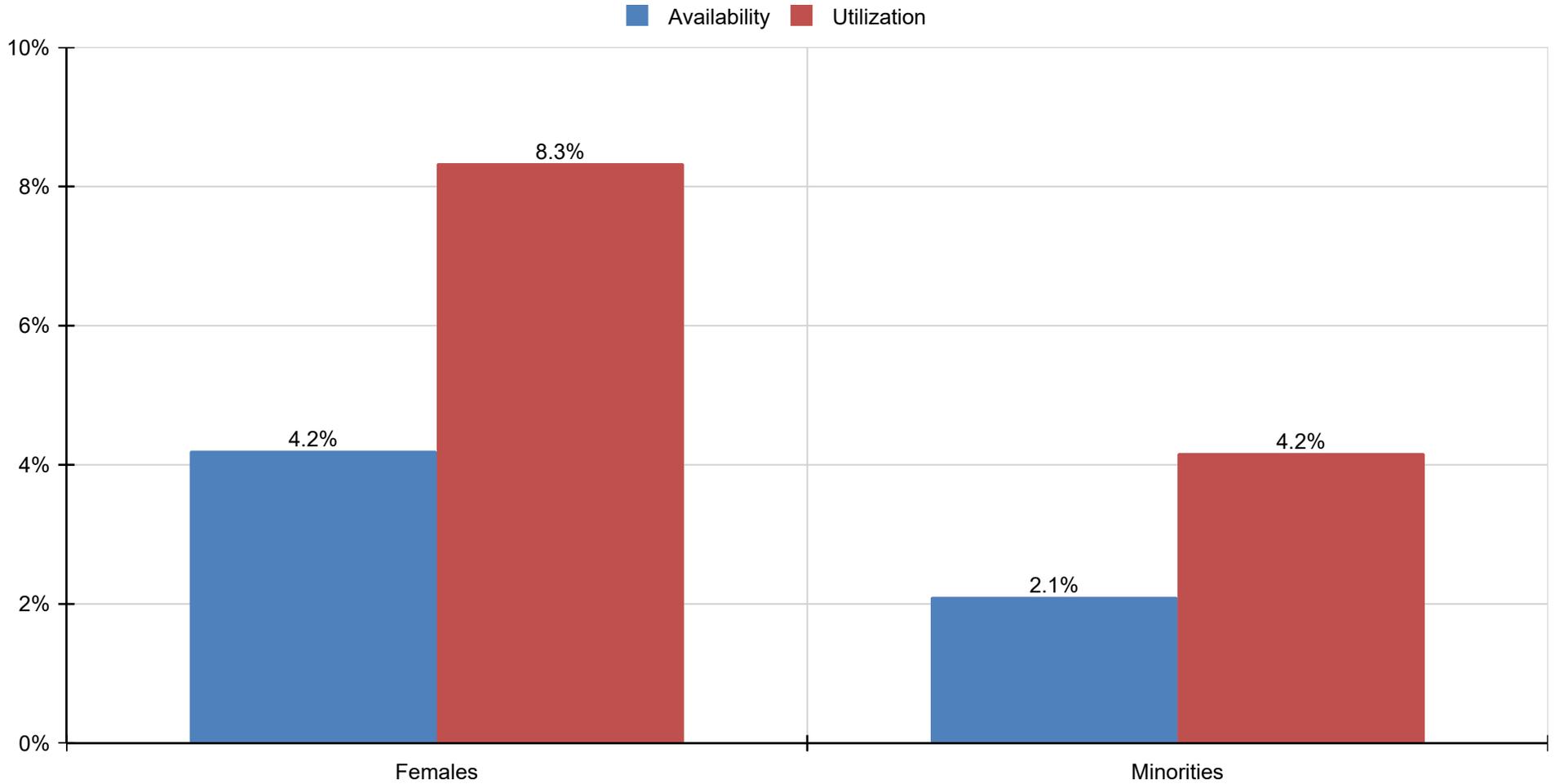
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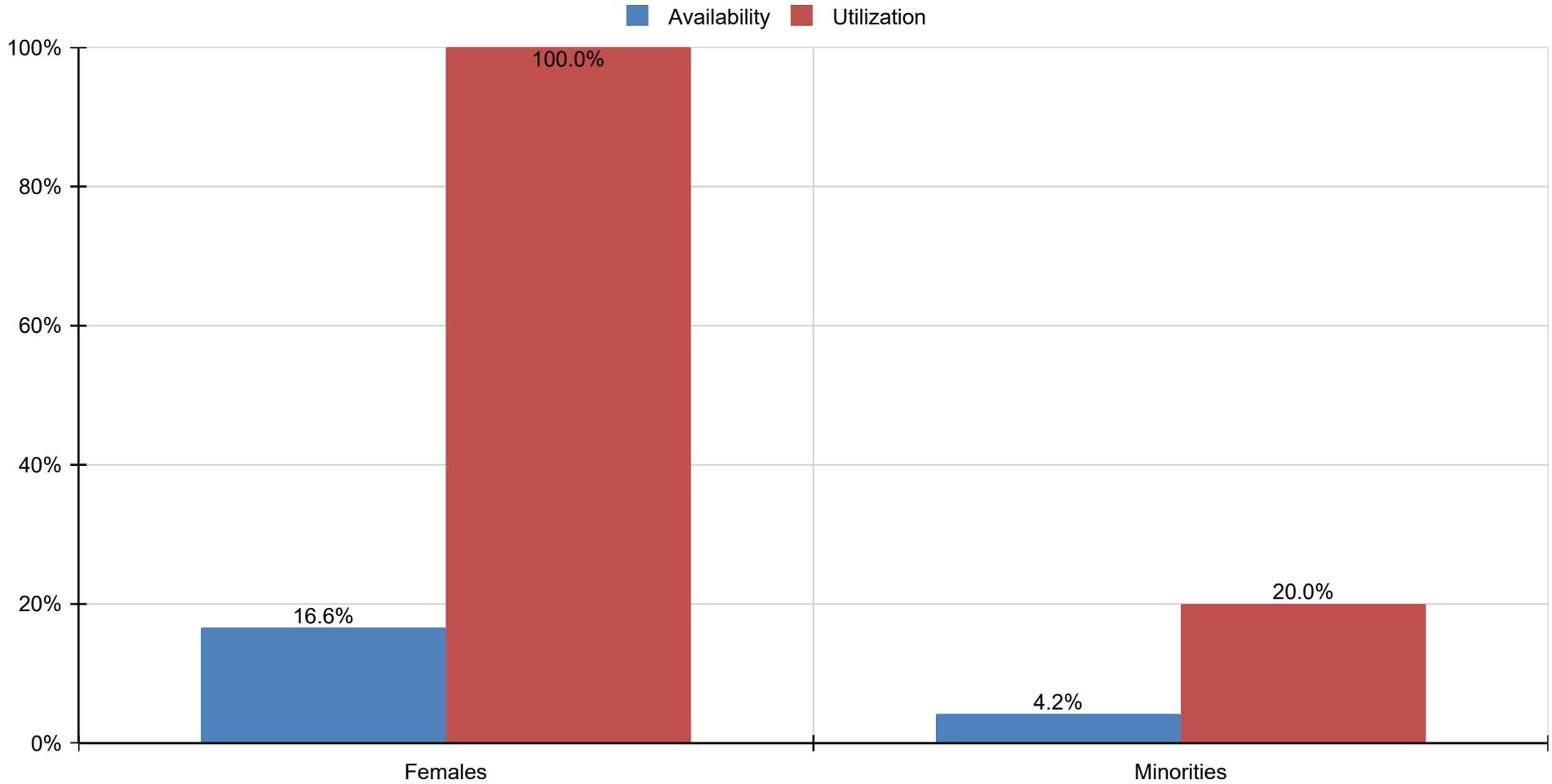
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04/01/2022 - 03/31/2023

Availability and Utilization Summary Graph
3A : ENGINEERING TECHNICIANS



Availability and Utilization Summary Graph 5A : ADMINISTRATIVE SUPPORT WORKERS



Crawford, Murphy & Tilly, Inc.

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Assessment of Outreach and Recruitment Activities for Women and Minorities

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
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There are no assessments for this reporting period.

INTERNAL AUDIT AND REPORTING SYSTEMS

41 CFR Section 60-2.17(d)

Monitoring and reporting procedures are developed to evaluate the extent to which the goals of the Program are being met, indicate those areas where remedial action is needed, and measure the effectiveness of the Program. Crawford, Murphy & Tilly, Inc. takes the following measures:

- 1.** Information on race and sex is obtained when an application for a position is submitted.
- 2.** A Disparity (Impact Ratio) Analysis is performed when sufficient data exists on applicants, hires, promotions, and terminations to ensure compliance with the Uniform Employment Selection Guidelines.
- 3.** Any training programs are analyzed regularly to eliminate potential discrimination in participation rates.
- 4.** Any tests administered are routinely analyzed to uncover potential discrimination in grading scores or test results.
- 5.** Compensation practices are reviewed at least annually for wage discrepancies.
- 6.** The Availability Analysis for women and minorities is reviewed and good faith placement goals are established when necessary.
- 7.** Progress toward established goals is reviewed at least annually for possible adjustments to employment practices.
- 8.** Internal reporting is prepared as needed to determine why goals were not met.
- 9.** Results of the affirmative action program are reviewed with all levels of management.
- 10.** Top management is informed on a regular basis of the effectiveness of these policies and any recommendations for improvement.

Crawford, Murphy & Tilly, Inc.

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Disparity Analysis

Job Group

1A : EXECUTIVES

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. The use of such terms and statistics constitutes a good faith effort by the Company to monitor its employment activities. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

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Springfield, IL 62702

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Disparity Analysis

Job Group

1B : DIRECTORS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	1	100.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	1	100.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. The use of such terms and statistics constitutes a good faith effort by the Company to monitor its employment activities. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

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Disparity Analysis

Job Group

1C : GROUP MANAGERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	1	33.3%	0.0%	
Female	0	0.0%	2	66.7%	0.0%	N/A
White	0	0.0%	3	100.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	6	85.7%	4	80.0%	66.7%	
Female	1	14.3%	1	20.0%	100.0%	N/A
White	1	14.3%	4	80.0%	400.0%	
Asian	4	57.1%	0	0.0%	0.0%	N/A
Black	1	14.3%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	1	20.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	14.3%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2B : ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	48	23.2%	4	30.8%	8.3%	
Male	159	76.8%	9	69.2%	5.7%	No
Black	13	6.6%	2	15.4%	15.4%	
White	92	46.5%	9	69.2%	9.8%	No
Asian	81	40.9%	2	15.4%	2.5%	Yes
Hispanic	9	4.5%	0	0.0%	0.0%	No
Amer. Ind.	1	0.5%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	2	1.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2C : TECHNICAL PROFESSIONALS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	51	23.4%	3	50.0%	5.9%	
Male	167	76.6%	3	50.0%	1.8%	No
Black	26	12.6%	2	33.3%	7.7%	
White	128	61.8%	4	66.7%	3.1%	No
Asian	36	17.4%	0	0.0%	0.0%	No
Hispanic	6	2.9%	0	0.0%	0.0%	No
Amer. Ind.	3	1.4%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	8	3.9%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis

Job Group

2D : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	29	49.2%	3	60.0%	10.3%	
Male	30	50.8%	2	40.0%	6.7%	No
White	46	80.7%	5	100.0%	10.9%	
Hispanic	3	5.3%	0	0.0%	0.0%	N/A
Black	2	3.5%	0	0.0%	0.0%	N/A
Asian	2	3.5%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	4	7.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

3A : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	21	87.5%	1	100.0%	4.8%	
Female	3	12.5%	0	0.0%	0.0%	N/A
White	14	63.6%	1	100.0%	7.1%	
Black	4	18.2%	0	0.0%	0.0%	N/A
Hispanic	2	9.1%	0	0.0%	0.0%	N/A
Asian	1	4.5%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	4.5%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Female	21	72.4%	2	100.0%	9.5%	
Male	8	27.6%	0	0.0%	0.0%	No
White	22	81.5%	2	100.0%	9.1%	
Black	2	7.4%	0	0.0%	0.0%	N/A
Asian	1	3.7%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	2	7.4%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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04/01/2022 - 03/31/2023

Disparity Analysis

Job

50 : Engineer I in Job Group 2B

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	48	23.2%	4	30.8%	8.3%	
Male	159	76.8%	9	69.2%	5.7%	No
Black	13	6.6%	2	15.4%	15.4%	
White	92	46.5%	9	69.2%	9.8%	No
Asian	81	40.9%	2	15.4%	2.5%	Yes
Hispanic	9	4.5%	0	0.0%	0.0%	No
Amer. Ind.	1	0.5%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	2	1.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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04/01/2022 - 03/31/2023

Disparity Analysis

Job

55 : Structural Engineer I in Job Group 2B

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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04/01/2022 - 03/31/2023

Disparity Analysis - Applicants and Hires

Job Group

1A : EXECUTIVES

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis - Applicants and Hires

Job Group

1B : DIRECTORS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	1	100.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	1	100.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

1C : GROUP MANAGERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	1	33.3%	0.0%	
Female	0	0.0%	2	66.7%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	3	100.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	6	75.0%	4	80.0%	66.7%	
Female	1	12.5%	1	20.0%	100.0%	N/A
Unknown Gender	1	12.5%	0	0.0%	0.0%	
White	1	12.5%	4	80.0%	400.0%	
Asian	4	50.0%	0	0.0%	0.0%	N/A
Black	1	12.5%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	1	20.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	12.5%	0	0.0%	0.0%	
Unknown Race	1	12.5%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

2B : ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	48	22.5%	4	30.8%	8.3%	
Male	159	74.6%	9	69.2%	5.7%	No
Unknown Gender	6	2.8%	0	0.0%	0.0%	
Black	13	6.1%	2	15.4%	15.4%	
White	92	43.2%	9	69.2%	9.8%	No
Asian	81	38.0%	2	15.4%	2.5%	Yes
Hispanic	9	4.2%	0	0.0%	0.0%	No
Amer. Ind.	1	0.5%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	2	0.9%	0	0.0%	0.0%	
Unknown Race	15	7.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

2C : TECHNICAL PROFESSIONALS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	51	22.5%	3	50.0%	5.9%	
Male	167	73.6%	3	50.0%	1.8%	No
Unknown Gender	9	4.0%	0	0.0%	0.0%	
Black	26	11.5%	2	33.3%	7.7%	
White	128	56.4%	4	66.7%	3.1%	No
Asian	36	15.9%	0	0.0%	0.0%	No
Hispanic	6	2.6%	0	0.0%	0.0%	No
Amer. Ind.	3	1.3%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	8	3.5%	0	0.0%	0.0%	
Unknown Race	20	8.8%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Disparity Analysis - Applicants and Hires

Job Group

2D : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	29	48.3%	3	60.0%	10.3%	No
Male	30	50.0%	2	40.0%	6.7%	
Unknown Gender	1	1.7%	0	0.0%	0.0%	
White	46	76.7%	5	100.0%	10.9%	N/A
Hispanic	3	5.0%	0	0.0%	0.0%	
Black	2	3.3%	0	0.0%	0.0%	
Asian	2	3.3%	0	0.0%	0.0%	
Amer. Ind.	0	0.0%	0	0.0%	0.0%	
Pacific Islander	0	0.0%	0	0.0%	0.0%	
Two or More	4	6.7%	0	0.0%	0.0%	
Unknown Race	3	5.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

3A : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	21	77.8%	1	100.0%	4.8%	
Female	3	11.1%	0	0.0%	0.0%	N/A
Unknown Gender	3	11.1%	0	0.0%	0.0%	
White	14	51.9%	1	100.0%	7.1%	
Black	4	14.8%	0	0.0%	0.0%	N/A
Hispanic	2	7.4%	0	0.0%	0.0%	N/A
Asian	1	3.7%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	3.7%	0	0.0%	0.0%	
Unknown Race	5	18.5%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	21	63.6%	2	100.0%	9.5%	
Male	8	24.2%	0	0.0%	0.0%	No
Unknown Gender	4	12.1%	0	0.0%	0.0%	
White	22	66.7%	2	100.0%	9.1%	
Black	2	6.1%	0	0.0%	0.0%	N/A
Asian	1	3.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	2	6.1%	0	0.0%	0.0%	
Unknown Race	6	18.2%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

1A : EXECUTIVES

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	1	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

1B : DIRECTORS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	8	80.0%	0	0.0%	0.0%	
Female	2	20.0%	0	0.0%	0.0%	N/A
White	10	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

1C : GROUP MANAGERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	12	70.6%	0	0.0%	0.0%	
Female	5	29.4%	0	0.0%	0.0%	N/A
White	17	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Female	16	22.2%	1	25.0%	6.2%	No
Male	56	77.8%	3	75.0%	5.4%	
White	71	98.6%	4	100.0%	5.6%	N/A
Hispanic	1	1.4%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	
Asian	0	0.0%	0	0.0%	0.0%	
Amer. Ind.	0	0.0%	0	0.0%	0.0%	
Pacific Islander	0	0.0%	0	0.0%	0.0%	
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

2B : ENGINEERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	26	70.3%	0	0.0%	0.0%	
Female	11	29.7%	0	0.0%	0.0%	N/A
White	28	75.7%	0	0.0%	0.0%	
Asian	7	18.9%	0	0.0%	0.0%	N/A
Black	2	5.4%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

2C : TECHNICAL PROFESSIONALS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Female	14	51.9%	2	66.7%	14.3%	
Male	13	48.1%	1	33.3%	7.7%	No
White	23	85.2%	3	100.0%	13.0%	
Black	3	11.1%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	3.7%	0	0.0%	0.0%	

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

2D : CORPORATE SUPPORT

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Female	7	43.8%	1	100.0%	14.3%	
Male	9	56.3%	0	0.0%	0.0%	No
White	16	100.0%	1	100.0%	6.2%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
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Disparity Analysis - Promotions From/Within

Job Group

3A : ENGINEERING TECHNICIANS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	22	91.7%	1	100.0%	4.5%	
Female	2	8.3%	0	0.0%	0.0%	N/A
White	23	95.8%	1	100.0%	4.3%	
Amer. Ind.	1	4.2%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Female	5	100.0%	2	100.0%	40.0%	
Male	0	0.0%	0	0.0%	0.0%	N/A
White	4	80.0%	2	100.0%	50.0%	
Black	1	20.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Terminations

Job Group

1A : EXECUTIVES

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	1	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Terminations

Job Group

1B : DIRECTORS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	8	80.0%	0	0.0%	0.0%	
Female	2	20.0%	0	0.0%	0.0%	N/A
White	10	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

1C : GROUP MANAGERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	12	70.6%	0	0.0%	0.0%	
Female	5	29.4%	0	0.0%	0.0%	N/A
White	17	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Female	16	22.2%	0	0.0%	0.0%	
Male	56	77.8%	4	100.0%	7.1%	No
White	71	98.6%	3	75.0%	4.2%	
Hispanic	1	1.4%	0	0.0%	0.0%	N/A
Black	0	0.0%	1	25.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2B : ENGINEERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Female	11	29.7%	1	11.1%	9.1%	
Male	26	70.3%	8	88.9%	30.8%	No
Asian	7	18.9%	0	0.0%	0.0%	
White	28	75.7%	8	88.9%	28.6%	No
Black	2	5.4%	1	11.1%	50.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2C : TECHNICAL PROFESSIONALS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	13	48.1%	2	40.0%	15.4%	
Female	14	51.9%	3	60.0%	21.4%	No
White	23	85.2%	4	80.0%	17.4%	
Black	3	11.1%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	3.7%	1	20.0%	100.0%	

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04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2D : CORPORATE SUPPORT

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	9	56.3%	1	25.0%	11.1%	
Female	7	43.8%	3	75.0%	42.9%	No
White	16	100.0%	4	100.0%	25.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

3A : CORPORATE SUPPORT

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	22	91.7%	0	0.0%	0.0%	
Female	2	8.3%	1	100.0%	50.0%	N/A
White	23	95.8%	1	100.0%	4.3%	
Amer. Ind.	1	4.2%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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Disparity Analysis - Terminations

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Female	5	100.0%	3	100.0%	60.0%	
Male	0	0.0%	0	0.0%	0.0%	N/A
White	4	80.0%	3	100.0%	75.0%	
Black	1	20.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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RELIGION AND NATIONAL ORIGIN DISCRIMINATION GUIDELINES

41 CFR Section 60-50

Crawford, Murphy & Tilly, Inc. reaffirms its policy to afford equal employment opportunity to all individuals. Neither national origin nor religion is a factor in recruitment, selection, promotion, transfer, termination, or participation in training. The following activities are undertaken to ensure that religion and national origin are not used as a basis for employment decisions:

- 1.** Employment practices are reviewed to ensure that members of particular religious and/or ethnic groups are given equal employment opportunities.
- 2.** All employees, including supervisors, managers, and executives are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
- 3.** Recruitment sources are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
- 4.** Internal procedures exist to implement equal employment opportunity without regard to national origin or religion.

ACCOMMODATION FOR RELIGIOUS OBSERVANCE AND PRACTICE
41 CFR Section 60-50.3

The religious observances and practices of employees are accommodated by Crawford, Murphy & Tilly, Inc., except where such accommodation would cause undue hardship on the conduct of business. The accommodation offered is determined by considering business necessity, financial expense and any personnel coverage problems that may result.

NONDISCRIMINATION

41 CFR Section 60-50.5

Crawford, Murphy & Tilly, Inc. does not discriminate against any qualified employee or applicant because of race, color, sex, sexual orientation, gender identity, age, disabled, or veteran status in implementing the policy concerning nondiscrimination based on religion or national origin.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION STATEMENT OF POLICY

It is the policy of Crawford, Murphy & Tilly, Inc. to provide equal employment opportunity to all persons without regard to their race, color, sex, religion, national origin, handicap, disability, or veteran status and to commit to the realization of equal employment opportunity through the continuous development and promotion of an affirmative action program. Equal opportunity and equal consideration will be afforded to all applicants and employees in personnel actions which include but are not limited to the following: recruitment; employment; promotion; transfer, lay-off or termination; rates of pay and other forms of compensation; tuition assistance and company sponsored training including selection for apprenticeships.

Through the implementation of this policy, Crawford, Murphy & Tilly, Inc. intends to provide full employment opportunities for members of minority groups and women at all job levels through recruitment techniques to increase the flow of minority and female applicants, and through promotions of those who qualify to positions of greater responsibility.

Crawford, Murphy & Tilly, Inc. and its officers are committed to the principles of Affirmative Action and Equal Employment Opportunity. In order to ensure its dissemination and implementation of these principles throughout all levels of the company, an Equal Employment Opportunity Officer has been established at Crawford, Murphy & Tilly, Inc..

In furtherance of its policy of Affirmative Action and Equal Employment Opportunity, Crawford, Murphy & Tilly, Inc. has developed a written Executive Order Affirmative Action Program, which contains specific and results-oriented procedures to which Crawford, Murphy & Tilly, Inc. is committed to apply every good faith effort. Procedures without effort to make them work are meaningless, and effort, undirected by specific and meaningful procedures is inadequate. Non-confidential elements of Crawford, Murphy & Tilly, Inc.'s Affirmative Action Program which will enable applicants and employees to know of and avail themselves of its benefits will be available for review, upon request, during normal business hours (8:00 a.m. - 5:00 p.m.) from the EEO Officer.

POLICY DISSEMINATION

Internal and External Dissemination of Policy

The Crawford, Murphy & Tilly, Inc. Equal Employment Opportunity ("EEO") and Affirmative Action Policy ("AAP") is disseminated both internally and externally as follows:

INTERNAL DISSEMINATION

1. Crawford, Murphy & Tilly, Inc. develops internal communication of these outreach efforts in a manner that fosters understanding, acceptance, and support among executive management, supervisors, all other employees.
2. The EEO policy statement has been included in the Personnel Policy Manual and a copy is distributed to each employee.
3. Articles covering the EEO policy will be included in company publications. Equal employment progress will be included in the annual report. The EEO/AAP policy will be conspicuously posted on employee bulletin boards through letters, posters and other creative notices.

4. Periodic meetings will be held annually with all managers and all supervisory personnel to assure compliance with our EEO/AAP policy, to assist the managers in identifying problem areas, and formulation of effective solutions.
5. Periodic meetings will also be conducted with all other employees to discuss the EEO/AAP policy and explain individual employee responsibility.

EXTERNAL DISSEMINATION

1. Recruiting sources are annually informed of the EEO/AAP policy and commitment. Annually, recruiting services are reviewed to determine the effectiveness of the recruitment sources in referring representative diversity of applicants, and amendments as required.
2. A special list of minority and female organizations is maintained and will continue to be reviewed annually for their effectiveness as a source of recruitment. These recruiting sources will be notified of all job announcements and actively encouraged to refer applicants and assist in the implementation of the EEO/AAP policy.
3. On all written job announcements, help wanted, or other communiques, the words "Equal Employment Opportunity/Affirmative Action Employer, M/F" will continue to be included.
4. All applicants will continue to be notified of the EEO/AAP policy, and applicants are invited to state their preferences after an offer of employment is made but before the person begins work. Application forms will state our commitment to the EEO/AAP policy. All employment advertisements and notices from recruitment sources state the EEO/AAP policy.
5. Applications will continue to be periodically reviewed to determine compliance with the latest state and federal EEO/AAP regulations to ensure that each applicant is provided the maximum opportunity to display his/her job related qualifications.
6. Vendors and suppliers will continue to be notified regularly in writing of the EEO/AAP policy.
7. Crawford, Murphy & Tilly, Inc. incorporates the Equal Employment Opportunity Clause in its purchase orders, leases and contracts as required by all applicable law. Written notification of the EEO/AAP policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

Crawford, Murphy & Tilly, Inc. personnel policies and practices are designed and implemented in compliance with applicable Sex Discrimination Guidelines. It is the policy of Crawford, Murphy & Tilly, Inc. not to discriminate on the basis of sex, and to this end, Crawford, Murphy & Tilly, Inc. shall continue to conform activities with the provisions stated herein:

RECRUITMENT AND ADVERTISEMENT

1. Recruitment activities will actively seek out qualified candidates of both sexes for all jobs.
2. Recruitment job posts will not express a sex preference, nor will ads be placed in any sex-segregated columns.
3. Crawford, Murphy & Tilly, Inc. will actively recruit qualified women.

JOB POLICIES AND PRACTICES

1. All written personnel policies expressly indicate that there shall be no discrimination against employees or applicants because of sex. Employees of both sexes shall have an equal opportunity for any available job that he or she is qualified to perform.
2. In the area of insurance, pensions, welfare programs, and other similar fringe benefits, the resulting benefits shall be equal for both men and women.
3. Conditions of employment shall be the same for married and unmarried persons, as well as for those with young children, regardless of sex.
4. The commencement and duration of leaves of absence, reinstatement, the accrual of seniority

other benefits and privileges shall be applied to disability due to pregnancy or childbirth on the same terms as they are applied to other disabilities. Employment will not be denied due to pregnancy or childbirth.

5. There shall be no difference in the mandatory or optional retirement ages for men and women.
6. Disabilities caused or contributed to by pregnancy or childbirth will be treated in the same manner as disabilities caused or contributed to by other medical conditions.
7. Appropriate physical facilities have been provided for both sexes.

COMPANY SERVICE CALCULATION

Company service provisions are the same for men and women, and no separate methods for determining service eligibility for benefits and/or service pins shall be maintained.

WAGES

1. Wages and salary schedules are based on job classifications and not related to or based on the sex of the employees.
2. Assignment to job classification is not based on the sex of the employees.

TRAINING PROGRAMS

Both men and women have equal access to all training programs and special emphasis will be placed on including women.

SEXUAL HARASSMENT

1. The EEOC and the OFCCP have defined sexual harassment as: unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.
2. Crawford, Murphy & Tilly, Inc. strongly disapproves of sexual harassment and will not condone it in any way. Appropriate action will be taken against any supervisor and/or employee who engages in such conduct.

SUPPORT OF LOCAL AND NATIONAL COMMUNITY ACTION PROGRAMS

All employees, and managers in particular, are encouraged by Crawford, Murphy & Tilly, Inc. to participate in community action programs to enhance employment opportunities of minorities and females. Some of the results of such encouragement is provided here.

Crawford, Murphy & Tilly, Inc. has encouraged female employees to become active members in the local chapters of national women's organizations, such as Society of Women Engineers, Illinois Women in Leadership, Women in Communications, Inc. and Women in Management, by sponsoring their memberships. Crawford, Murphy & Tilly, Inc. has also participated in, and sponsored community events held by these organizations. Female employees are encouraged to utilize these organizations as recruiting sources and to work closely with them in the recruitment of likely female applicants.

Crawford, Murphy & Tilly, Inc. female employees annually participate in Career Days sponsored by local universities; participation in related activities sponsored by community organizations and targeted for underprivileged youth; encouraging members of current staff, particularly minority members, to actively seek out

and refer applicants to fill job openings; worked with subconsultants certified as local area Disadvantaged and Minority Business Enterprises and Women Business Enterprises in an effort to improve employment opportunities for minorities and women in the communities in which Crawford, Murphy & Tilly, Inc. is present.

CONSIDERATION OF MINORITIES AND WOMEN NOT CURRENTLY IN THE WORK FORCE

The following are some of the means by which Crawford, Murphy & Tilly, Inc. continues to consider and recruit minorities and females not currently in the work force who can be recruited through affirmative action efforts:

1. Minorities and women within the Crawford, Murphy & Tilly, Inc. work force are advised of positions when they occur and are encouraged to apply for all jobs in which they are interested.
2. When contacting outside referral agencies, both public and private agencies will be requested to send out and refer both minorities and females not currently in the work force to Crawford, Murphy & Tilly, Inc. for consideration.
3. Vocational and other schools, JTPA programs, AFDC programs and other are contacted appropriate so that students not currently in the work force will be made aware of any employment opportunities with Crawford, Murphy & Tilly, Inc..
4. Possible additional sources of applicants, such as organizations for the handicapped, minority women's organizations, are considered in seeking those not currently in the work force.

**AFFIRMATIVE ACTION PROGRAM
FOR INDIVIDUALS WITH DISABILITIES**

CRAWFORD, MURPHY, & TILLY, INC.

**SPRINGFIELD, IL; PEORIA, IL; JACKSONVILLE, FL;
LABELLE, FL; ST. PETERSBURG, FL; ATLANTA, GA;
DENVER, CO; EVANSVILLE, IN; INDIANAPOLIS, IN;
NASHVILLE, TN; LEXINGTON, KY; CINCINNATI, OH;
CLEVELAND, OH; COLUMBUS, OH; and
SPRINGBORO, OH**

2750 West Washington Street
Springfield, IL 62702



CONTACT INFORMATION

Contractor : Springfield IL
2750 West Washington Street
Springfield, IL 62702

Dun & Bradstreet # : 47019070
Employer Identification # : 370844662
EEO-1 # : A06995

Executive Officer : Daniel R. Meckes
Chairman and CEO

EEO Coordinator : Kristine M. Allen
Crawford, Murphy & Tilly, Inc.
2750 West Washington Street
Springfield, IL 62702

EQUAL EMPLOYMENT OPPORTUNITY POLICY
41 CFR Section 60-741.44(a)

It is the policy at Crawford, Murphy & Tilly, Inc. to provide equal employment and advancement opportunities to all qualified individuals. To achieve this goal, Crawford, Murphy & Tilly, Inc. is dedicated to taking affirmative action to employ and advance in employment individuals with disabilities. All personnel actions, including compensation, benefits, recruitment, hiring, training, and promotion of persons in all job titles, are administered without regard to disability status, and all employment decisions are based solely on valid job requirements. In addition, employees and applicants are protected from harassment, threats, coercion, intimidation, or discrimination for:

1. Filing a complaint;
2. Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of Section 4212, Section 503, or any other Federal, State, or local law requiring equal opportunity for individuals with disabilities;
3. Opposing any act or practice made unlawful by Section 4212, Section 503, or any other Federal, State or local law requiring equal opportunity for individuals with disabilities; or
4. Exercising any other right protected by Section 4212, Section 503.

This EEO policy has the full support of top management, who has assigned responsibility for its implementation to Kristine M. Allen, EEO Coordinator. Crawford, Murphy & Tilly, Inc. has designed and implemented an audit and reporting system to monitor and maintain its compliance with the Acts.

A copy of the Equal Employment Opportunity statement that reaffirms Crawford, Murphy & Tilly, Inc.'s commitment to individuals with disabilities is posted in a form that is accessible and understandable to an individual with a disability.

REVIEW OF PERSONNEL PROCESSES

41 CFR Section 60-741.44(b)

Crawford, Murphy & Tilly, Inc. reviews its employment procedures to ensure careful, thorough, and systematic consideration of the job qualifications of applicants and employees with disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. This review ensures that personnel procedures do not stereotype individuals with disabilities in a manner that limits their access to all jobs for which they are qualified. Applicants and employees with disabilities have equal access to personnel processes, including those implemented through information and communication technologies. Crawford, Murphy & Tilly, Inc. periodically reviews its processes, and makes any necessary modifications to ensure its affirmative action obligations are carried out.

The following are some procedures that may be used to facilitate the review and evaluative process:

- 1.** The application or personnel form of each applicant with a disability is annotated to identify each vacancy for which the applicant was considered, and is retrievable for review for use in investigations and internal compliance activities;
- 2.** The application or personnel form of each applicant with a disability includes the identification of each promotion and training program for which that employee was considered;
- 3.** When an employee or applicant with a disability is rejected for employment, promotion, or training, a statement of the reason is appended to the personnel file along with a description of any reasonable accommodation considered; and
- 4.** When an employee or applicant is selected for hire, promotion, or training, and reasonable accommodation has been undertaken to enable the selection of an employee or applicant with a disability, the applicant form or personnel record contains a description of the reasonable accommodation.

PHYSICAL AND MENTAL QUALIFICATIONS
41 CFR Section 60-741.44(c)

Crawford, Murphy & Tilly, Inc. reviews all physical and mental job qualification requirements as openings occur to ensure, to the extent that qualification requirements tend to screen out qualified individuals with disabilities, that they are job-related and consistent with business necessity and the safe performance of the job.

To the extent that physical or mental job qualification requirements tend to screen out qualified individuals with disabilities in the selection of employees or applicants for employment or other changes in employment status such as promotion or training, Crawford, Murphy & Tilly, Inc. ensures that the requirements are related to the specific job(s) for which the individual is being considered, and are consistent with business necessity and the safe performance of the job.

REASONABLE ACCOMMODATION
41 CFR Section 60-741.44(d)

Crawford, Murphy & Tilly, Inc. makes reasonable accommodations to the physical and mental limitations of employees or applicants to the extent that such accommodations do not impose an undue hardship on the conduct of its business. When an employee with a known disability has significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, the employee is confidentially notified of the performance problem, and asked if the problem is related to the disability. If the employee indicates that the performance problem is related to his or her disability, the employee is asked if reasonable accommodation is needed.

HARASSMENT
41 CFR Section 60-741.44(e)

Crawford, Murphy & Tilly, Inc. develops and maintains procedures to ensure that its employees are not harassed on the basis of a disability.

EXTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-741.44(f)

Crawford, Murphy & Tilly, Inc. undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit individuals with disabilities such as the following:

1. Crawford, Murphy & Tilly, Inc. incorporates the Equal Opportunity Clause regarding individuals with disabilities in its purchase orders, leases, and contracts as required by law, executive order, and regulation. Written notification of the Equal Opportunity Policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

2. Crawford, Murphy & Tilly, Inc. notifies all applicants of the EEO policy, and invites them to self-identify. Application forms state Crawford, Murphy & Tilly, Inc.'s commitment to equal employment opportunity. All employment advertisements and notices to recruitment sources state this EEO policy.

3. Outreach and recruitment activities that may be undertaken as needed by Crawford, Murphy & Tilly, Inc. include enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for individuals with disabilities in order to fulfill its commitment to provide equal employment opportunity for such individuals:

- The State Vocational Rehabilitation Service Agency (SVRA), State mental health agency, or State developmental disability agency in the area of the contractor's establishment;
- The Employment One-Stop Career Center (One-Stop) or American Job Center nearest the contractor's establishment;
- The Department of Veterans Affairs Regional Office nearest the contractor's establishment (www.va.gov);
- Entities funded by the Department of Labor that provide recruitment or training services for individuals with disabilities, such as the services currently provided through the Employer Assistance and Resource Network (EARN) (www.earnworks.com);
- Local Employment Network (EN) organizations (other than the contractor, if the contractor is an EN) listed in the Social Security Administration's Ticket to Work Employment Network Directory (www.yourtickettowork.com/endir);
- Local disability groups, organizations, or Centers for Independent Living (CIL) near the contractor's establishment;
- Placement or career offices of educational institutions that specialize in the placement of individuals with disabilities; and
- Private recruitment sources, such as professional organizations or employment placement services that specialize in the placement of individuals with disabilities.

4. Formal briefing sessions and facility tours may be conducted with representatives from recruiting sources to explain current and future job openings, position descriptions, worker specifications, and the selection process. Follow-up with these resources, and feedback on disposition of applicants are conducted when appropriate.

5. Meaningful contacts are established with organizations for individuals with disabilities for such purposes as advice, technical assistance, and referral of potential employees. Such assistance may consist of advice

concerning proper placement, recruitment, training, and reasonable accommodation.

6. Applicants with known disabilities are considered for all available positions for which they may be qualified.

7. Recruitment programs established with schools incorporate efforts to reach students with disabilities. Efforts may be made to participate in work-study programs with rehabilitation facilities and schools that specialize in training or educating individuals with disabilities.

8. Efforts are made to include individuals with disabilities when employees are pictured in consumer, promotional, or help wanted advertisements.

ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS

41 CFR Section 60-741.44(f)(3)

Crawford, Murphy & Tilly, Inc. each year reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified individuals with disabilities. Each evaluation is documented, including at a minimum the criteria used to evaluate the effectiveness of each effort and the conclusion as to whether each effort and the totality of the efforts are effective. Among these criteria are the Data Collection Analysis for the current year and the two most recent previous years. If Crawford, Murphy & Tilly, Inc. concludes the totality of its efforts are not effective in identifying and recruiting qualified individuals with disabilities, alternative outreach and recruitment efforts are identified and implemented.

Crawford, Murphy & Tilly, Inc. concludes that each and the totality of its efforts are effective in identifying and recruiting qualified individuals with disabilities.

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

**Assessment of Outreach and Recruitment Activities
for Individuals with Disabilities**

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
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There are no assessments for this reporting period.

Criteria for Evaluation:

1. Did the activity attract qualified applicants who are disabled?
2. Did the activity result in the hiring of individuals with disabilities?
3. Did the activity expand Contractor's outreach to individuals with disabilities in the community?

INTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-741.44(g)

Crawford, Murphy & Tilly, Inc. has developed the following internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities. These procedures are designed to foster understanding, acceptance, and support among executive, management, supervisory, and other employees, and to encourage such persons to take the necessary actions to meet this obligation.

- 1. Crawford, Murphy & Tilly, Inc. Notices.** The EEO policy statement is posted on the employee bulletin board and/or electronically in a manner and place that ensures that individuals with disabilities are informed of its contents. This notice states the name of the EEO Coordinator, the support of top-level management toward this policy, and to whom questions, comments, or complaints should be directed. A statement is included that employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the Acts. All required state and federal EEO notices are also posted on bulletin boards.

- 2. Union Contracts.** A non-discrimination clause is included in any union contracts and any such contracts are reviewed to ensure that they are non-discriminatory. Crawford, Murphy & Tilly, Inc. notifies union officials and/or employee representatives of the contractor's policy, and requests their cooperation.

- 3. Other procedures that may be implemented as needed:**
 - a.** Crawford, Murphy & Tilly, Inc.'s overall commitment, top-level management support, and implementation of the plan are discussed with management personnel, making clear the chief executive officer's support for the affirmative action policy;

 - b.** All employees and prospective employees are informed of Crawford, Murphy & Tilly, Inc.'s commitment to engage in affirmative action to increase employment opportunities for individuals with disabilities;

 - c.** Crawford, Murphy & Tilly, Inc.'s affirmative action policy is publicized in the company newspaper, magazine, annual report, and other media;

 - d.** The policy is discussed thoroughly in both employee orientation and management training programs;

 - e.** When employees are featured in employee handbooks or similar publications for employees, Crawford, Murphy & Tilly, Inc. includes individuals with disabilities.

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-741.44(h)

Crawford, Murphy & Tilly, Inc. has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.

RESPONSIBILITY FOR IMPLEMENTATION
41 CFR Section 60-741.44(i)

Kristine M. Allen has been designated to direct the activities of the affirmative action program. Kristine M. Allen has the full support of top management in carrying out the Crawford, Murphy & Tilly, Inc. affirmative action policy. Kristine M. Allen is responsible for:

1. Developing policy statements, affirmative action programs, and internal and external communication to include discussions with managers, supervisors, and employees to ensure the policies are followed;
2. Advising managers and supervisors that their work performance is evaluated, in part, on the basis of their affirmative action efforts;
3. Identifying and discussing with management any problem areas;
4. Developing with management solutions for any identified problem areas;
5. Serving as a liaison between Springfield IL and community groups, governmental agencies, and vocational rehabilitation organizations;
6. Maintaining an audit and reporting system to monitor the progress of the affirmative action program;
7. Informing management of the latest developments in the affirmative action and equal employment opportunity area;
8. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and organizations for individuals with disabilities;
9. Assisting in career counseling for employees with disabilities;
10. Ensuring that the policy statement and required posters are posted on bulletin boards and/or electronic postings; and
11. Ensuring that employees placed through these policies are not harassed.

TRAINING
41 CFR Section 60-741.44(j)

All personnel involved in recruitment, screening, selection, promotion, discipline, and related processes are trained to ensure the implementation of our commitments made in this affirmative action program.

DATA COLLECTION ANALYSIS
41 CFR Section 60-741.44(k)

Crawford, Murphy & Tilly, Inc. documents the following computations or comparisons pertaining to applicants and hires on an annual basis, and maintains them for a period of three (3) years:

1. The number of applicants who self-identified as individuals with disabilities pursuant to § 60-741.42(a), or who are otherwise known to be individuals with disabilities;
2. The total number of job openings and total number of jobs filled;
3. The total number of applicants for all jobs;
4. The number of applicants with disabilities hired; and
5. The total number of applicants hired.

UTILIZATION GOALS FOR INDIVIDUALS WITH DISABILITIES

41 CFR Section 60-741.45

The OFCCP establishes a utilization goal for employment of qualified Individuals with disabilities for each job group in the contractor's workforce, or for the contractor's entire workforce where the workforce consists of 100 or less employees. The utilization goal is not a rigid and inflexible quota that must be met, nor is it to be considered either a ceiling or a floor for the employment of particular groups. The purpose of the utilization goal is to establish a benchmark against which the contractor must measure the representation of individuals within each job group in its workforce, or within the contractor's entire workforce. Crawford, Murphy & Tilly, Inc. evaluates its utilization of individuals with disabilities in each job group, or in its entire workforce.

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Data Collection Analysis of Individuals with Disabilities

41 C.F.R. 60-741.44(k)

04/01/2021 - 03/31/2022

		Applicants	Applicant Ratio	Hires & Promotions	Hire & Prom Ratio	Total Openings	Total Jobs Filled	Jobs Filled Ratio
Total Workforce	Disabled	15	2.6%	2	4.7%			
	Total	568		43		43	43	100.0%

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Utilization Summary of Individuals with Disabilities
(By Job Group using the Any Difference Rule)
41 CFR Section 60-741.45

Job Group	Employees	Disabled	Utilization Goal %	Utilization %	Met Goal
1A : EXECUTIVES	2	0	7.0%	0.0%	No
1B : DIRECTORS	7	1	7.0%	14.3%	Yes
1C : GROUP MANAGERS	20	0	7.0%	0.0%	No
2A : SENIOR/PROJECT ENGINEERS	75	2	7.0%	2.7%	No
2B : ENGINEERS	37	0	7.0%	0.0%	No
2C : TECHNICAL PROFESSIONALS	32	3	7.0%	9.4%	Yes
2D : BUSINESS PROFESSIONALS	19	1	7.0%	5.3%	No
3A : ENGINEERING TECHNICIANS	24	1	7.0%	4.2%	No
5A : ADMINISTRATIVE SUPPORT WORKERS	5	1	7.0%	20.0%	Yes

The Company has used the terms 'Availability' and 'Utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

IDENTIFICATION OF PROBLEM AREAS
41 CFR Section 60-741.45(e)

When the percentage of individuals with disabilities in one or more job groups, or in our entire workforce if the workforce is 100 or less employees, is less than the utilization goal, Crawford, Murphy & Tilly, Inc. takes steps to determine whether and where impediments to equal employment opportunity exist. When making this determination, we assess our personnel processes, the effectiveness of our outreach and recruitment efforts, the results of our affirmative action program audit, and any other areas that might affect the success of the affirmative action program.

Crawford, Murphy & Tilly, Inc. has not found any impediments to equal employment opportunity in our personnel processes, outreach, and recruitment efforts or any other area that might affect the success of our affirmative action program.

ACTION ORIENTED PROGRAMS
41 CFR Section 60-741.45(f)

As needed, Crawford, Murphy & Tilly, Inc. develops action-oriented programs designed to correct any identified problems areas. These action-oriented programs may include the modification of personnel processes to ensure equal employment opportunity for individuals with disabilities, alternative or additional outreach and recruitment efforts, and/or other actions designed to correct the identified problem areas and attain the established goal.

Crawford, Murphy & Tilly, Inc. has not identified any problems areas.

**AFFIRMATIVE ACTION PROGRAM
FOR PROTECTED VETERANS**

CRAWFORD, MURPHY, & TILLY, INC.

**SPRINGFIELD, IL; PEORIA, IL; JACKSONVILLE, FL;
LABELLE, FL; ST. PETERSBURG, FL; ATLANTA, GA;
DENVER, CO; EVANSVILLE, IN; INDIANAPOLIS, IN;
NASHVILLE, TN; LEXINGTON, KY; CINCINNATI, OH;
CLEVELAND, OH; COLUMBUS, OH; and
SPRINGBORO, OH**

2750 West Washington Street
Springfield, IL 62702



CONTACT INFORMATION

Contractor : Springfield IL
2750 West Washington Street
Springfield, IL 62702

Dun & Bradstreet # : 47019070
Employer Identification # : 370844662
EEO-1 # : A06995

Executive Officer : Daniel R. Meckes
Chairman and CEO

EEO Coordinator : Kristine M. Allen
Crawford, Murphy & Tilly, Inc.
2750 West Washington Street
Springfield, IL 62702

EQUAL EMPLOYMENT OPPORTUNITY POLICY
41 CFR Section 60-300.44(a)

It is the policy at Crawford, Murphy & Tilly, Inc. to provide equal employment and advancement opportunities to all qualified individuals. To achieve this goal, Crawford, Murphy & Tilly, Inc. is dedicated to taking affirmative action to employ and advance in employment of protected veterans. All personnel actions, including compensation, benefits, recruitment, hiring, training, and promotion of persons in all job titles, are administered without regard to protected veteran status, and all employment decisions are based solely on valid job requirements. In addition, employees and applicants are protected from harassment, threats, coercion, intimidation, or discrimination for:

1. Filing a complaint;
2. Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of Section 4212, Section 503, or any other Federal, State, or local law requiring equal opportunity for protected veterans;
3. Opposing any act or practice made unlawful by Section 4212, Section 503, or any other Federal, State or local law requiring equal opportunity for protected veterans; or
4. Exercising any other right protected by Section 4212, Section 503.

This EEO policy has the full support of top management, who has assigned responsibility for its implementation to Kristine M. Allen, EEO Coordinator. Crawford, Murphy & Tilly, Inc. has designed and implemented an audit and reporting system to monitor and maintain its compliance with the Acts.

A copy of the Equal Employment Opportunity statement that reaffirms Crawford, Murphy & Tilly, Inc.'s commitment to protected veterans is posted in a form that is accessible and understandable to an individual with a disability.

REVIEW OF PERSONNEL PROCESSES

41 CFR Section 60-300.44(b)

Crawford, Murphy & Tilly, Inc. reviews its employment procedures to ensure careful, thorough, and systematic consideration of the job qualifications of protected veterans and applicants with disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. This review ensures that personnel procedures do not stereotype protected veterans and individuals with disabilities in a manner that limits their access to all jobs for which they are qualified. Applicants and employees with disabilities have equal access to personnel processes, including those implemented through information and communication technologies. Crawford, Murphy & Tilly, Inc. periodically reviews its processes, and makes any necessary modifications to ensure its affirmative action obligations are carried out. When protected veterans are considered for employment, only that portion of the individuals' military records, including discharge papers, that is relevant to the requirements of the position will be considered.

The following are some procedures that may be used to facilitate the review and evaluative process:

- 1.** The application or personnel form of each protected veteran is annotated to identify each vacancy for which the applicant was considered, and is retrievable for review for use in investigations and internal compliance activities;
- 2.** The application or personnel form of each protected veteran includes the identification of each promotion and training program for which that employee was considered;
- 3.** When a protected veteran employee or applicant is rejected for employment, promotion, or training, a statement of the reason is appended to the personnel file;

PHYSICAL AND MENTAL QUALIFICATIONS

41 CFR Section 60-300.44(c)

Crawford, Murphy & Tilly, Inc. reviews all physical and mental job qualification requirements as openings occur to ensure, to the extent that qualification requirements tend to screen out qualified disabled veterans, that they are job-related and consistent with business necessity and the safe performance of the job.

To the extent that physical or mental job qualification requirements tend to screen out qualified disabled veterans in the selection of employees or applicants for employment or other changes in employment status such as promotion or training, Crawford, Murphy & Tilly, Inc. ensures that the requirements are related to the specific job (s) for which the individual is being considered, and are consistent with business necessity and the safe performance of the job.

REASONABLE ACCOMMODATION
41 CFR Section 60-300.44(d)

Crawford, Murphy & Tilly, Inc. makes reasonable accommodations to the physical and mental limitations of employees or applicants to the extent that such accommodations do not impose an undue hardship on the conduct of its business. When an employee known to be a disabled veteran has significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, the employee is confidentially notified of the performance problem, and asked if the problem is related to the disability. If the employee indicates that the performance problem is related to his or her disability, the employee is asked if reasonable accommodation is needed.

HARASSMENT
41 CFR Section 60-300.44(e)

Crawford, Murphy & Tilly, Inc. develops and maintains procedures to ensure that its employees are not harassed because of their status as a protected veteran.

SPOUSES OF PROTECTED VETERANS
41 CFR Section 60-300.21(e)

It is the policy of Crawford, Murphy & Tilly, Inc. not to exclude or deny equal jobs or benefits to, or otherwise discriminate against, a qualified individual because of the individual's relationship or association with a protected veteran. This includes spouses and other family members.

EXTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-300.44(f)

Crawford, Murphy & Tilly, Inc. undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit protected veterans such as the following:

1. Crawford, Murphy & Tilly, Inc. incorporates the Equal Opportunity Clause regarding protected veterans in its purchase orders, leases, and contracts as required by law, executive order, and regulation. Written notification of the Equal Opportunity Policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

2. Crawford, Murphy & Tilly, Inc. notifies all applicants of the EEO policy, and invites them to self-identify. Application forms state Crawford, Murphy & Tilly, Inc.'s commitment to equal employment opportunity. All employment advertisements and notices to recruitment sources state this EEO policy.

3. Outreach and recruitment activities that may be undertaken as needed by Crawford, Murphy & Tilly, Inc. include enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for protected veterans in order to fulfill its commitment to provide equal employment opportunity for such individuals:

- The Local Veterans' Employment Representative in the local employment service office (One-Stop) nearest the contractor's establishment;
- The Department of Veterans Affairs Regional Office nearest the contractor's establishment;
- The veterans' counselors and coordinators ("Vet-Reps") on college campuses;
- The service officers of the national veterans' groups active in the area of the contractor's establishment;
- Local veterans' groups and veterans' service centers near the contractor's establishment;
- The National Resource Directory's Veterans Job Bank, or any future service that replaces or complements it;
- The Department of Defense Transition Assistance Program (TAP), or any subsequent program that, in whole or in part, might replace TAP; and
- Any organization listed in the Employer Resources section of the National Resource Directory (<http://www.nationalresourcedirectory.gov/>), or any future service that replaces or complements it.
- The Employment One-Stop Career Center (One-Stop) or American Job Center nearest the contractor's establishment;
- Local Employment Network (EN) organizations (other than the contractor, if the contractor is an EN) listed in the Social Security Administration's Ticket to Work Employment Network Directory (www.yourtickettowork.com/endir);

4. All employment openings (except executive and top management, positions that are filled from within, and positions lasting three days or less) are listed at the appropriate state employment services office.

5. Formal briefing sessions and facility tours may be conducted with representatives from recruiting sources to explain current and future job openings, position descriptions, worker specifications, and the selection

process. Follow-up with these resources, and feedback on disposition of applicants are conducted when appropriate.

6. Crawford, Murphy & Tilly, Inc. develops internal communication of these outreach efforts in a manner that fosters understanding, acceptance, and support among executive management, supervisors, and all other employees.

7. Meaningful contacts are established with veteran's service organizations for such purposes as advice, technical assistance, and referral of potential employees.

8. Protected veterans are considered for all available positions for which they may be qualified.

9. Recruitment at educational institutions includes efforts to reach students who are protected veterans.

10. When appropriate, efforts may be made to participate in work-study programs with Department of Veterans Affairs rehabilitation facilities that specialize in training or educating disabled veterans.

INTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-300.44(g)

Crawford, Murphy & Tilly, Inc. has developed the following internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment protected veterans. These procedures are designed to foster understanding, acceptance, and support among executive, management, supervisory, and other employees, and to encourage such persons to take the necessary actions to meet this obligation.

- 1. Crawford, Murphy & Tilly, Inc. Notices.** The EEO policy statement is included in a policy manual and/or posted on the employee bulletin board and/or electronically in a manner and place that ensures that protected veterans are informed of its contents. This notice states the name of the EEO Coordinator, the support of top-level management toward this policy, and to whom questions, comments, or complaints should be directed. A statement is included that employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the Acts. All required state and federal EEO notices are also posted on bulletin boards.

- 2. Union Contracts.** A non-discrimination clause is included in any union contracts and any such contracts are reviewed to ensure that they are non-discriminatory. Crawford, Murphy & Tilly, Inc. notifies union officials and/or employee representatives of the contractor's policy, and requests their cooperation.

- 3. Other procedures that may be implemented as needed:**
 - a.** Springfield IL's overall commitment, top-level management support, and implementation of the plan are discussed with management personnel, making clear the chief executive officer's support for the affirmative action policy;

 - b.** All employees and prospective employees are informed of Crawford, Murphy & Tilly, Inc.'s commitment to engage in affirmative action to increase employment opportunities for protected veterans;

 - c.** Crawford, Murphy & Tilly, Inc.'s affirmative action policy is publicized in the company newspaper, magazine, annual report, and other media;

 - d.** The policy is discussed thoroughly in both employee orientation and management training programs;

 - e.** When employees are featured in employee handbooks or similar publications for employees, Crawford, Murphy & Tilly, Inc. includes protected veterans.

ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS

41 CFR Section 60-300.44(f)(3)

Crawford, Murphy & Tilly, Inc. each year reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans. Each evaluation is documented, including at a minimum the criteria used to evaluate the effectiveness of each effort and the conclusion as to whether each effort and the totality of the efforts are effective. Among these criteria are the Data Collection Analysis for the current year and the two most recent previous years. If Crawford, Murphy & Tilly, Inc. concludes the totality of its efforts are not effective in identifying and recruiting qualified protected veterans, alternative outreach and recruitment efforts are identified and implemented.

Crawford, Murphy & Tilly, Inc. concludes that each and the totality of its efforts are effective in identifying and recruiting qualified protected veterans.

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Assessment of Outreach and Recruitment Activities for Protected Veterans

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
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There are no assessments for this reporting period.

Criteria for Evaluation:

1. Did the activity attract qualified applicants who are protected veterans?
2. Did the activity result in the hiring of protected veterans?
3. Did the activity expand Contractor's outreach to protected veterans in the community?

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-300.44(h)

Crawford, Murphy & Tilly, Inc. has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether protected veterans and individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.

RESPONSIBILITY FOR IMPLEMENTATION

41 CFR Section 60-300.44(i)

Kristine M. Allen has been designated to direct the activities of the affirmative action program. Kristine M. Allen has the full support of top management in carrying out the Crawford, Murphy & Tilly, Inc. affirmative action policy. Kristine M. Allen is responsible for:

1. Developing policy statements, affirmative action programs, and internal and external communication to include discussions with managers, supervisors, and employees to ensure the policies are followed;
2. Advising managers and supervisors that their work performance is evaluated, in part, on the basis of their affirmative action efforts;
3. Identifying and discussing with management any problem areas;
4. Developing with management solutions for any identified problem areas;
5. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and community groups, governmental agencies, and vocational rehabilitation organizations;
6. Maintaining an audit and reporting system to monitor the progress of the affirmative action program;
7. Informing management of the latest developments in the affirmative action and equal employment opportunity area;
8. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and organizations for protected veterans;
9. Assisting in career counseling for protected veterans;
10. Ensuring that the policy statement and required posters are posted on bulletin boards and/or electronic postings; and
11. Ensuring that employees placed through these policies are not harassed.

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-300.44(h)

Crawford, Murphy & Tilly, Inc. has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether protected veterans and individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.

TRAINING
41 CFR Section 60-300.44(j)

All personnel involved in recruitment, screening, selection, promotion, discipline, and related processes are trained to ensure the implementation of our commitments made in this affirmative action program.

DATA COLLECTION ANALYSIS
41 CFR Section 60-300.44(k)

Crawford, Murphy & Tilly, Inc. documents the following computations or comparisons pertaining to applicants and hires on an annual basis, and maintains them for a period of three (3) years:

1. The number of applicants who self-identified as protected veterans pursuant to § 60-300.42(a), or who are otherwise known as protected veterans;
2. The total number of job openings and total number of jobs filled;
3. The total number of applicants for all jobs;
4. The number of protected veteran applicants hired; and
5. The total number of applicants hired.

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Data Collection Analysis of Protected Veterans

41 C.F.R. 60-300.44(k)

04/01/2021 - 03/31/2022

		Applicants	Applicant Ratio	Hires & Promotions	Hire & Prom Ratio	Total Openings	Total Jobs Filled	Jobs Filled Ratio
Total Workforce	Veterans	14	2.5%	2	4.7%			
	Total	568		43		43	43	100.0%

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

BENCHMARKS FOR HIRING VETERANS

41 CFR Section 60-300.45

Benchmarks are set on an annual basis using one of the two mechanisms described below:

1. Establish a benchmark equaling the national percentage of veterans in the civilian labor force, which will be published and updated annually on the OFCCP website; or
2. Establish a benchmark by taking into account: (i) the average percentage of veterans in the civilian labor force in the State(s) where the contractor is located over the preceding three years, as calculated by the Bureau of Labor Statistics and published on the OFCCP website; (ii) the number of veterans, over the previous four quarters, who were participants in the employment service delivery system in the State where the contractor is located, as tabulated by the Veterans' Employment and Training Service and published on the OFCCP website; (iii) the applicant ratio and hiring ratio for the previous year, based on the data collected pursuant to § 60-300.44(k); (iv) the contractor's recent assessments of the effectiveness of its external outreach and recruitment efforts, as set forth in § 60-300.44(f)(3); and (v) any other factors, including but not limited to the nature of the contractor's job openings and/or its location, which would tend to affect the availability of qualified protected veterans.

Crawford, Murphy & Tilly, Inc. has chosen to establish a benchmark equaling the national percentage of veterans in the civilian labor force. The benchmark is not a rigid and inflexible quota that must be met, nor is it to be considered either a ceiling or a floor for the employment of particular groups. The purpose of establishing benchmarks is to create a quantifiable method by which Crawford, Murphy & Tilly, Inc. can measure its progress toward achieving equal employment opportunity for protected veterans.

Crawford, Murphy & Tilly, Inc.

2750 West Washington Street

Springfield, IL 62702

04/01/2022 - 03/31/2023

Hiring Benchmark for Protected Veterans

41 CFR Section 60-300.45

Veteran Hiring Benchmark : 5.5%

PRIVILEGED AND CONFIDENTIAL

**AFFIRMATIVE ACTION PROGRAM
FOR WOMEN & MINORITIES**

CRAWFORD, MURPHY, & TILLY, INC.

**AURORA, CHICAGO, MOLINE, and
ROCKFORD, ILLINOIS**

550 North Commons Drive, Suite 116
Aurora, IL 60504



CONTACT INFORMATION

Contractor : Aurora IL
550 North Commons Drive
Suite 116
Aurora, IL 60504

Dun & Bradstreet # : 47019070
Employer Identification # : 370844662
EEO-1 # : A06995

Executive Officer : Daniel R. Meckes
Chairman and CEO

EEO Coordinator : Kristine M. Allen
Crawford, Murphy & Tilly, Inc.
2750 West Washington Street
Springfield, IL 62702

CONFIDENTIAL TRADE SECRET MATERIALS
(Not for distribution except on a need-to-know basis.)

This Affirmative Action Program ("Program") and all supporting documents contain confidential information that is subject to the provisions of 18 U.S.C. 1905, and *Chrysler Corp. v. Brown*, 441 U.S. 281, 19 FEP 475 (1979). Furthermore, release of any trade secret, confidential statistical or commercial information is considered arbitrary and capricious and is in violation of the Administrative Procedure Act. See *CNA Financial Corp. v. Donovan* 830 F.2nd 1132, 1144 and n. 73 (D.C. Cir.) certiorari denied, 485 U.S. 977 (1988). Copies of this Program and all related appendices, documents, and support data may be made available on loan to the U.S. Government, State Governments, Local Governments, and other entities solely upon request, on the condition that all information shall be totally confidential and the information provided, copies, or any summary of the contents thereof shall not be released to any person or entity for any purpose whatsoever. This Program and its appendices and other supporting documents contain significant confidential information that may reveal, directly or indirectly, plans for business or geographical expansion or contraction.

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- Personnel files, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(6);
- Confidential, commercial or financial information, which is exempt from disclosure under 5 U.S.C. 552(b)(4);
- Investigatory records compiled for law enforcement purposes, the production of which would constitute an unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(7)(C); and
- Matters specifically exempted from disclosure by statute, which are exempt from disclosure under 5 U.S.C. 552(b)(3).

Notice is hereby given that Crawford, Murphy & Tilly, Inc. requests that this Program be kept confidential.

Crawford, Murphy & Tilly, Inc. hereby asserts that it does not consent to the release of any information whatsoever contained in this Program under the Freedom of Information Act or pursuant to any other authority. If the U.S. Government, or any agency or subdivision thereof, any State government, or any agency or subdivision thereof, any local government or any other entity is considering breaching the conditions under which this Program was loaned, receives a request to disclose this Program or any contents thereof, or is considering granting a request from any source to disclose this Program or any contents thereof, request is hereby made that Crawford, Murphy & Tilly, Inc. be immediately notified, as well as its counsel, of any and all such requests or contemplated release of information. Crawford, Murphy & Tilly, Inc. further requests that everyone who has any contact with this Program and its supporting appendices, documents and other data treats such information as totally confidential and that such information not be released to any person or entity for any purpose whatsoever. Retention or disclosure of information relating to identifiable individuals may also constitute a violation of the Privacy Act of 1974.

INTRODUCTION

Aurora IL develops an annual Affirmative Action Program ("Program") as one of several tools to effectively implement affirmative action policies. The form, language and analysis of the Program necessarily complies with the requirements of 41 CFR 60-2, et seq. (affirmative action programs) and other regulations established pursuant to the provisions of Executive Order 11246 and all other civil rights related laws and regulations that have or may be enacted, as amended.

Accordingly, terminology such as "job group," "availability," "underrepresentation," "concentration," "disparity," "incumbency to availability analysis," "utilization," "problem area," "adverse impact," "goals," and other terms not identified here appearing in this Program are terms the company is required to use by government regulations. The criteria used in relation to these terms are those specified by the Government. These terms have no independent legal or factual significance whatsoever. Crawford, Murphy & Tilly, Inc. uses the terminology and methodology required by the Government in good faith in this Program and other affirmative action policies, but the usage of such terminology does not necessarily signify that Crawford, Murphy & Tilly, Inc. agrees that these terms properly apply to any particular factual situation..

Information regarding identifiable individuals is private and confidentially maintained. Everyone who has official access to confidential data will exercise every precaution to protect this information.

Crawford, Murphy & Tilly, Inc. has developed this Program in reliance upon the affirmative action guidelines issued by the Equal Employment Opportunity Commission, 29 C.F.R. Part 1608.

DESIGNATION OF RESPONSIBILITY
41 CFR Section 60-2.17(a), 60-2.10(b)(2)(i)

Daniel R. Meckes, Chairman and CEO, has overall responsibility for implementation of the Equal Employment Opportunity Policy. Kristine M. Allen, Equal Employment Opportunity Coordinator, assumes the responsibility for the development, implementation and monitoring of the affirmative action program, which includes all those positions located in subordinate and/or lower-level establishments for which the selection decisions are made at the corporate level. Kristine M. Allen's responsibilities include but are not limited to the following:

1. Developing policy statements and affirmative action programs.
2. Developing internal and external communication procedures when appropriate.
3. Developing an internal audit and reporting system that:
 - a. Identifies areas that require remedial action, including development of programs to correct those problem areas.
 - b. Determines the degree to which the goals and objectives are reached.
4. Monitoring the following internal practices:
 - a. Proper display of EEO posters and policies.
 - b. Full participation of minority and female employees in all Crawford, Murphy & Tilly, Inc. sponsored educational, training, recreational, and social activities.
5. Assisting management in solving any problems identified by internal audit. It is the responsibility of department heads, managers, and supervisors to provide the EEO Coordinator with such information and/or statistical data as is necessary to measure progress toward the attainment of goals and to assure good faith efforts to implement the affirmative action program. Such information and/or statistical data are used to set reasonable placement goals.
6. Keeping management informed of the latest developments in the equal employment opportunity area.
7. Assisting employees in solving problems and resolving EEO complaints.
8. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and appropriate women and minority groups.
9. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and appropriate EEO enforcement agencies.

IDENTIFICATION OF PROBLEM AREAS

41 CFR Section 60-2.17(b)

Crawford, Murphy & Tilly, Inc. has established annual hiring goals as provided herein. In job groups where underutilization of women or minorities was identified in the previous Program, annual goals were established equal to or in excess of the availability percentage. Crawford, Murphy & Tilly, Inc. has also established a long term organizational goal of having at least one female and one minority in each job group, regardless of the size of the job group or underutilization revealed through this and subsequent Programs.

However, it may take time to achieve the long term organizational goal at Crawford, Murphy & Tilly, Inc. due to the steady growth throughout its history. Crawford, Murphy & Tilly, Inc. has maintained a policy of promoting from within where qualified candidates are available for advancement to open positions. This policy, combined with very little turnover of employees, results in the vast majority of growth occurring at entry level positions. Consequently, Crawford, Murphy & Tilly, Inc. must continue to grow and mature in order to attain the long term female and minority utilization objectives.

Crawford, Murphy & Tilly, Inc. shall continue to hire, assign, and promote female and minority employees in an effort to make such percentages proportionate to, or in excess of, the percentages of counterparts in the available labor market.

As part of the monitoring practice, an analysis of personnel matters is conducted annually. The following items are considered.

1. Composition of the workforce by minority group and sex. Good faith placement goals are established where necessary.
2. Composition of applicant flow by race/ethnicity and sex. Corrective action is taken when appropriate whenever the referral ratio of a disfavored group indicates a significantly higher percentage is being rejected as compared to a favored group of applicants.
3. Compensation system. Crawford, Murphy & Tilly, Inc. evaluates its compensation system to determine whether there are gender, race or ethnicity-based disparities. The purpose of the analysis is to identify potential areas where impediments to equal employment opportunity may exist. Disparities alone do not necessarily indicate a problem area; there may be many non-discriminatory reasons for a disparity.
4. Selection process. The selection process includes: position descriptions, titles, application forms, pre-employment forms, interview procedures, test validity and administration, referral procedures, final selection process and similar factors. The application and related pre-employment forms are in compliance with federal guidelines, and position descriptions accurately reflect actual duties and responsibilities.

The following areas are reviewed annually to ensure the success of this affirmative action program:

- Applicant flow, hires, terminations, promotions, and other personnel actions;
- Facility and Crawford, Murphy & Tilly, Inc. sponsored recreational, social and educational events;
- EEO posters;
- Policy statements;
- Training Programs; and
- Other relevant areas.

ORGANIZATIONAL PROFILE

41 CFR Section 60-2.11(b)

The organizational profile depicts staffing patterns within Crawford, Murphy & Tilly, Inc. that assist in identifying organizational units where women or minorities may be underrepresented or concentrated. It is one method used to identify potential barriers to equal employment opportunity.

Crawford, Murphy & Tilly, Inc. determines annually whether to include the Organizational Display or the Workforce Analysis as its Organizational Profile as part of producing the yearly affirmative action program. Staffing patterns assist in identifying organization units where women or minorities may be underrepresented or concentrated.

Organizational Display

An organizational unit is any component part of the Crawford, Murphy & Tilly, Inc. corporate structure, such as a department, division, section, branch, group, project team, job family, or similar. The Organizational Display is a detailed presentation of the Crawford, Murphy & Tilly, Inc. organizational structure that identifies each organizational unit and shows the relationship to other organizational units.

For each organizational unit, the organizational display includes the following:

1. name of the unit;
2. job title, gender, race, and ethnicity of the unit supervisor(s) (if the unit has a supervisor);
3. total number of male and female incumbents; and
4. total number of male and female incumbents in each of the separate minority groups.

Workforce Analysis

The Workforce Analysis is a listing of each job title, as it appears in applicable collective bargaining agreements or payroll records, ranked from the lowest paid to the highest paid within each department or other similar organizational unit including departmental or unit supervision. All job titles, including all managerial job titles, are listed. The total number of incumbents in each minority classification is given for each job title.

Where there are separate work units or lines of progression within a department, a separate Line of Progression Report is provided for each such work unit or line, including unit supervisors. The order of the jobs in the line through which an employee could move to the top of the line is indicated on the report.

Where there are no formal progression lines or usual promotional sequences, job titles are listed in order of wage rates or salary ranges by departments, job families or disciplines.

The total number of incumbents in each minority classification is given for each job title. All job titles, including all managerial job titles, are listed.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Organizational Display

ST : SURFACE TRANSP (Total Employees: 19; 14WM / 1WF / 2HM / 1HF / 1AM)

| 25 : Group Manager Highways & Bridges - WM

|

AV : AVIATION (Total Employees: 16; 13WM / 1WF / 1HM / 1AM)

| 22 : Group Manager Aviation - WM

|

WR : WATER RESOURCES (Total Employees: 12; 5WM / 4WF / 1HM / 1AM / 1AF)

| 28 : Group Manager Water Resources - WM

|

CS : CORPORATE SUPPORT (Total Employees: 5; 3WM / 1WF / 1HF)

63 : Marketing Manager - WF

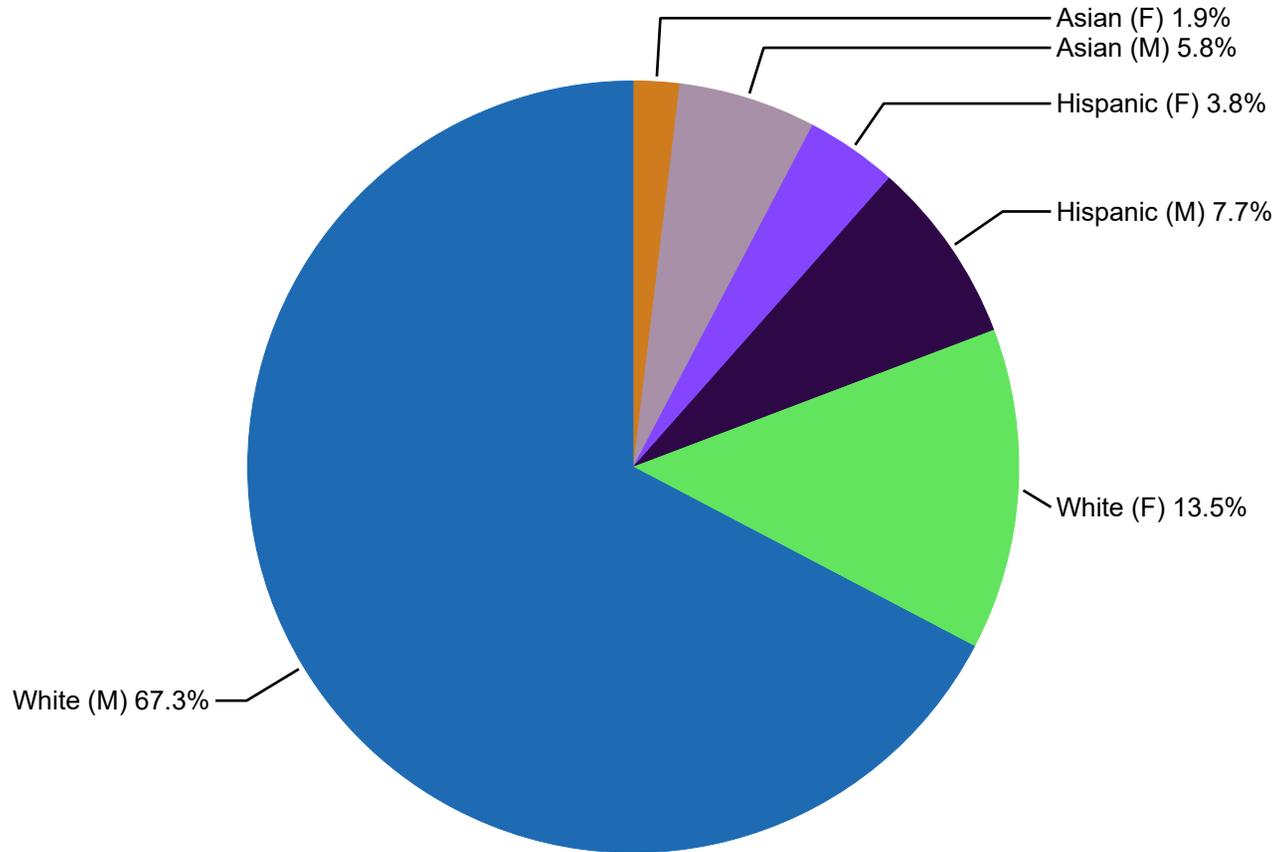
Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Organizational Demographics - Companywide



**PLACEMENT OF INCUMBENTS IN JOB GROUPS, WORKFORCE BY JOB GROUP, AND
WORKFORCE BY JOB GROUP - ANNOTATIONS**
41 CFR Sections 60-2.1e, 60-2.12, 60-2.13, 60-2.17(b)(1)

Crawford, Murphy & Tilly, Inc. groups jobs with similar content, wage rates, and opportunities into job groups. This analysis includes a list of the job titles that constitute each job group. The Job Group Analysis includes a list of the job titles that comprise each job group, and states separately the percentage of minorities and the percentage of women Crawford, Murphy & Tilly, Inc. employs in each established job group.

Crawford, Murphy & Tilly, Inc. prepares a separate Job Group Annotations report, that lists employees who are included in an affirmative action program for an establishment other than the one in which the employees are located, and identifies the actual location of such employees.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

1B : DIRECTORS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
18 : Vp Special Projects	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

1C : GROUP MANAGERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
56 : Chief Electrical Eng	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
63 : Marketing Manager	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	1	0	0	0	1	0	0	0	1	1	0	0	0	0	0	0
Job Group Percentages :	50%	0%	0%	0%	50%	0%	0%	0%	50%	50%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2A : SENIOR/PROJECT ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
30 : Project Engineer I	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~30 : Project Engineer I	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31 : Project Engineer II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~35 : Project Manager I	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39 : Project Structural Engineer I	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39A : Project Structural Engineer II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 : Sr. Engineer I	3	2	0	1	0	0	0	0	2	1	0	0	1	0	0	0
~40 : Sr. Engineer I	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
53 : Sr. Structural Engineer I	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
Job Group Totals :	17	16	0	1	0	0	0	0	5	3	0	1	1	0	0	0
Job Group Percentages :	77.3%	72.7%	0%	4.5%	0%	0%	0%	0%	22.7%	13.6%	0%	4.5%	4.5%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2B : ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
50 : Engineer I	12	12	0	0	0	0	0	0	3	3	0	0	0	0	0	0
55 : Structural Engineer I	2	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	14	12	0	1	1	0	0	0	3	3	0	0	0	0	0	0
Job Group Percentages :	82.4%	70.6%	0%	5.9%	5.9%	0%	0%	0%	17.6%	17.6%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2C : TECHNICAL PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
44 : Gis Specialist	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

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04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2D : BUSINESS PROFESSIONALS

Job Code : Job Title	Male								Female								
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	
64 : Pr Coordinator	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
~ : Part-time																	

Crawford, Murphy & Tilly, Inc.

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04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

3A : ENGINEERING TECHNICIANS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
80 : Sr. Technician I	3	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0
81 : Sr. Technician II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~90 : Technician II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
91 : Technician I	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	6	4	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	66.7%	0%	33.3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
~ : Part-time																

Crawford, Murphy & Tilly, Inc.

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04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

5A : ADMINISTRATIVE SUPPORT WORKERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
~119 : Administrative Assistant	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
Job Group Totals :	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
Job Group Percentages :	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	100%	0%	0%	0%	0%
~ : Part-time																
Plan Totals :	42	35	0	4	3	0	0	0	10	7	0	2	1	0	0	0
Plan Percentages :	80.8%	67.3%	0%	7.7%	5.8%	0%	0%	0%	19.2%	13.5%	0%	3.8%	1.9%	0%	0%	0%

CURRENT PROGRAM YEAR ANALYSIS

Aurora IL has a total of 52 employees with 10 females and 10 minorities included in this plan.

1A : EXECUTIVES - This group consists of 0 employees, 0 females and 0 minorities. There are no placement goals for females or minorities at this time. There was no hire activity. There was no promotion activity. There was no termination activity.

1B : DIRECTORS - This group consists of 2 employees, 0 females and 0 minorities. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 100% are hired from . There was no hire activity. There was no promotion activity. There was no termination activity.

1C : GROUP MANAGERS - This group consists of 2 employees, 1 female and 1 minority. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 100% are filled through internal promotion from all jobs within job group 2A. There was no hire activity. There was no promotion activity. There was no termination activity.

2A : SENIOR/PROJECT ENGINEERS - This group consists of 22 employees, 5 females and 3 minorities. There are no placement goals for females but minorities have a placement goal of 50%. As shown on the Availability Analysis, 50% are hired from , and 50% are filled through internal promotion from all jobs within job group 2C. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There is no statistically significant disparity indicated by the gender promotion rate. There is no statistically significant disparity indicated by the race promotion rate. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

2B : ENGINEERS - This group consists of 17 employees, 3 females and 2 minorities. There are placement goals of 19.3% for females and 12.8% for minorities. As shown on the Availability Analysis, 15% are hired from , 80% are filled through training institutions, and 5% are filled through internal promotion from all jobs within job group 2A. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There was no promotion activity. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

2C : TECHNICAL PROFESSIONALS - This group consists of 1 employee, 0 females and 1 minority. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 100% are hired from . There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There is no statistically significant disparity indicated by the gender promotion rate. There is no statistically significant disparity indicated by the race promotion rate. There was no termination activity.

2D : CORPORATE SUPPORT - This group consists of 1 employee, 0 females and 0 minorities. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 100% are hired from . There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There was no promotion activity. There was no termination activity.

3A : CORPORATE SUPPORT - This group consists of 6 employees, 0 females and 2 minorities. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 100% are hired from . There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There was no promotion activity. There was no termination activity.

5A : ADMINISTRATIVE SUPPORT WORKERS - This group consists of 1 employee, 1 female and 1 minority. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 100%

are hired from . There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There was no promotion activity. There was no termination activity.

Aurora IL encourages employees to pursue promotion opportunities and training to prepare for new jobs and maintain and improve performance, and uses alternate recruitment sources when necessary to attract more qualified external applicants.

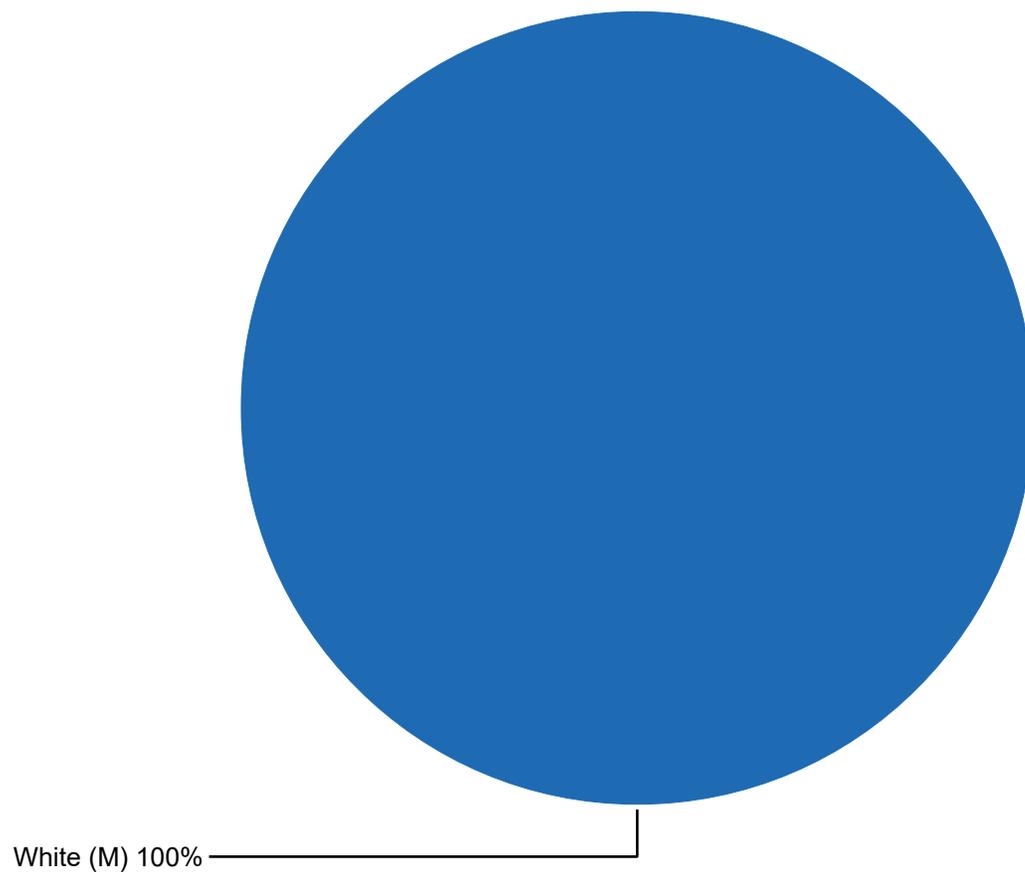
Crawford, Murphy & Tilly, Inc.

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Organizational Demographics - By Job Group 1B : DIRECTORS



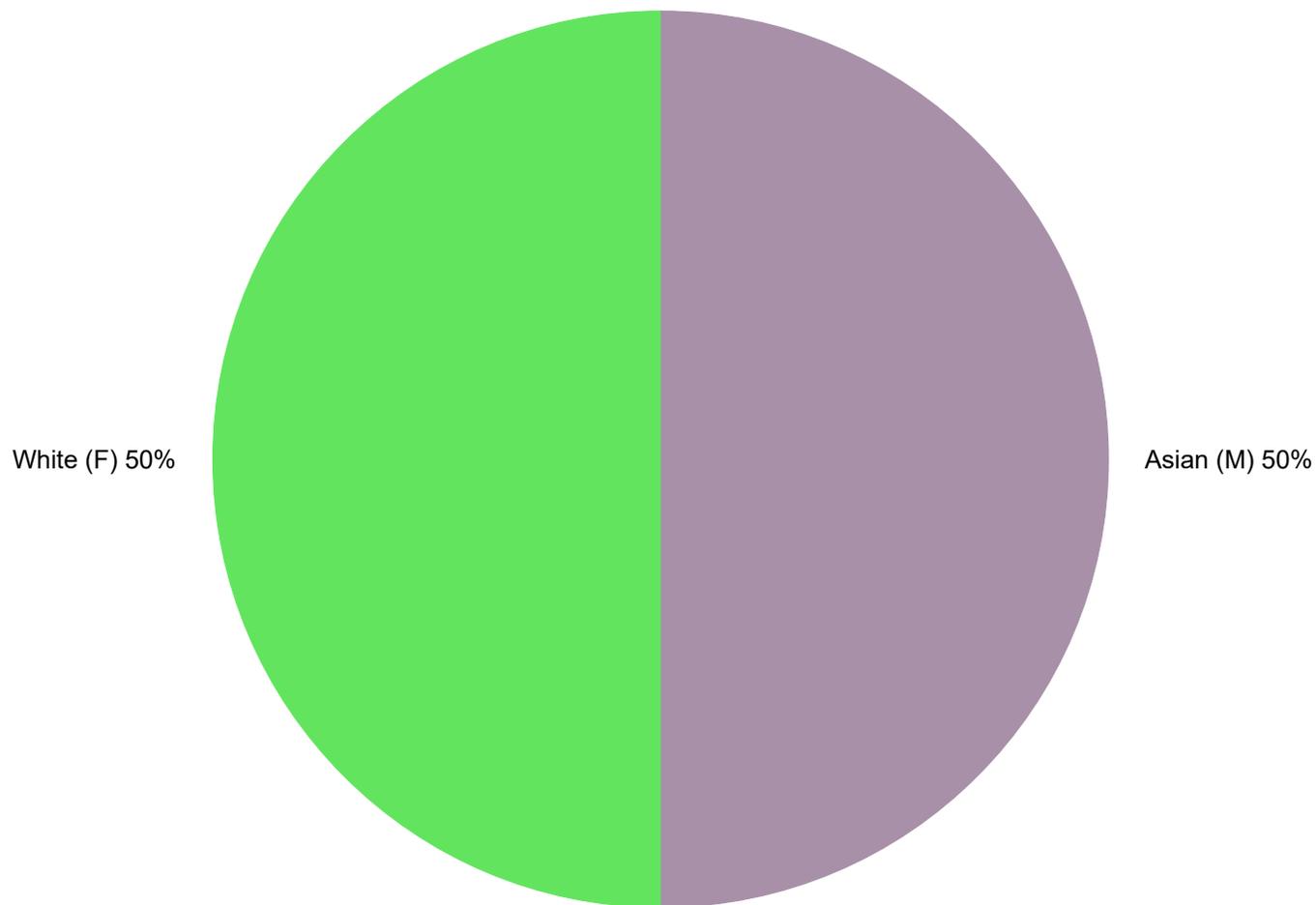
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Organizational Demographics - By Job Group
1C : GROUP MANAGERS



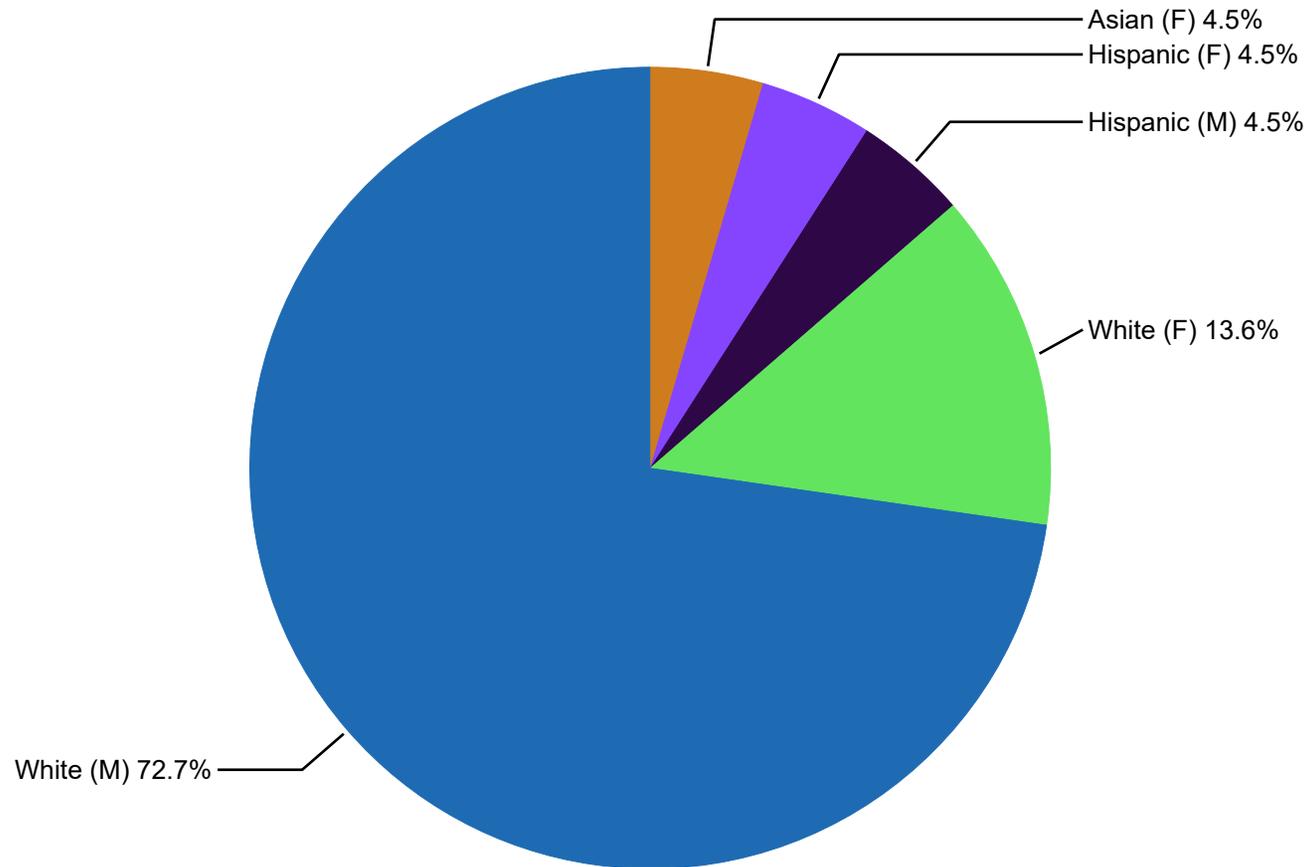
Crawford, Murphy & Tilly, Inc.

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04/01/2022 - 03/31/2023

Organizational Demographics - By Job Group
2A : SENIOR/PROJECT ENGINEERS



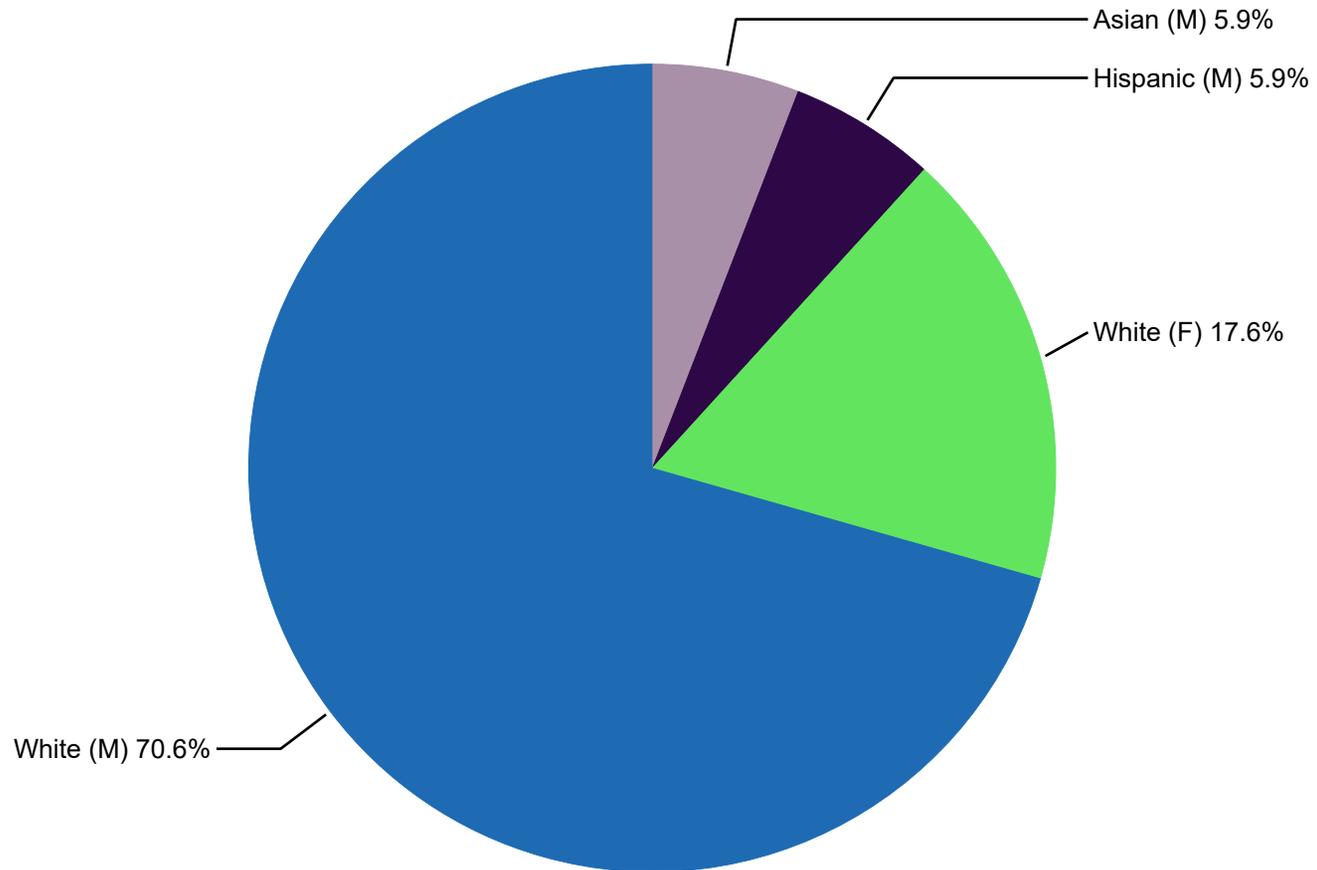
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Organizational Demographics - By Job Group
2B : ENGINEERS



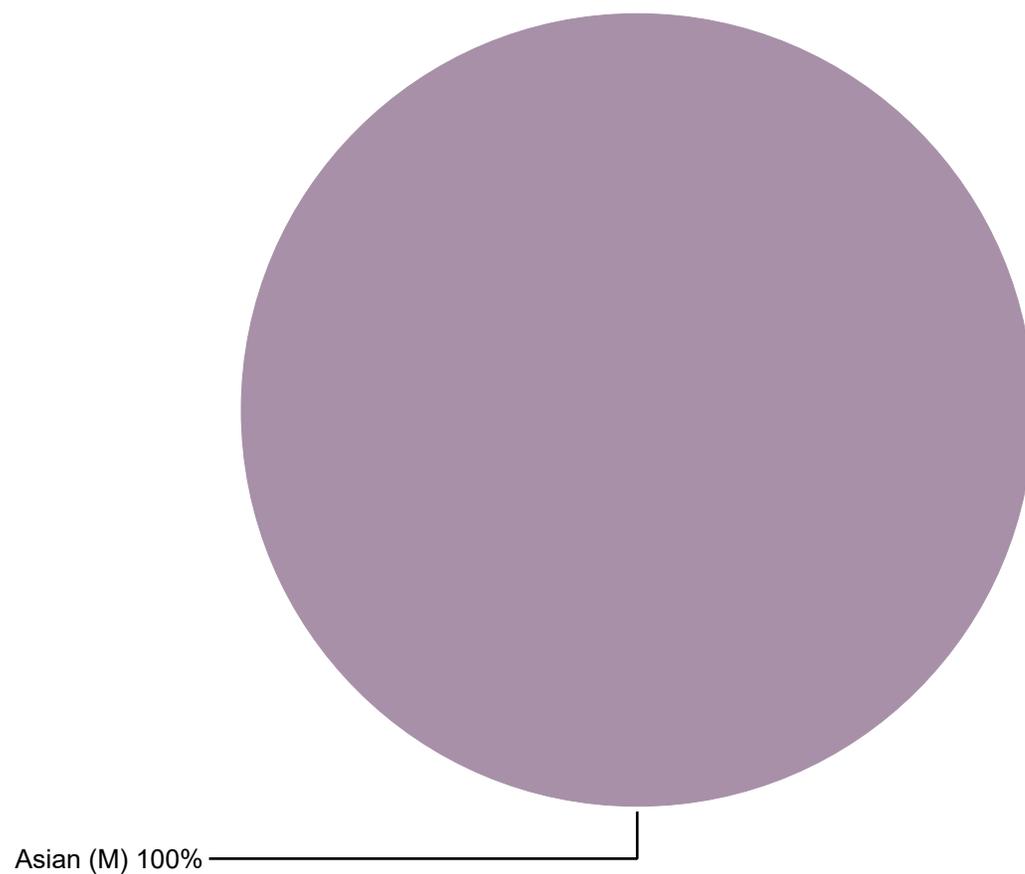
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Organizational Demographics - By Job Group 2C : TECHNICAL PROFESSIONALS



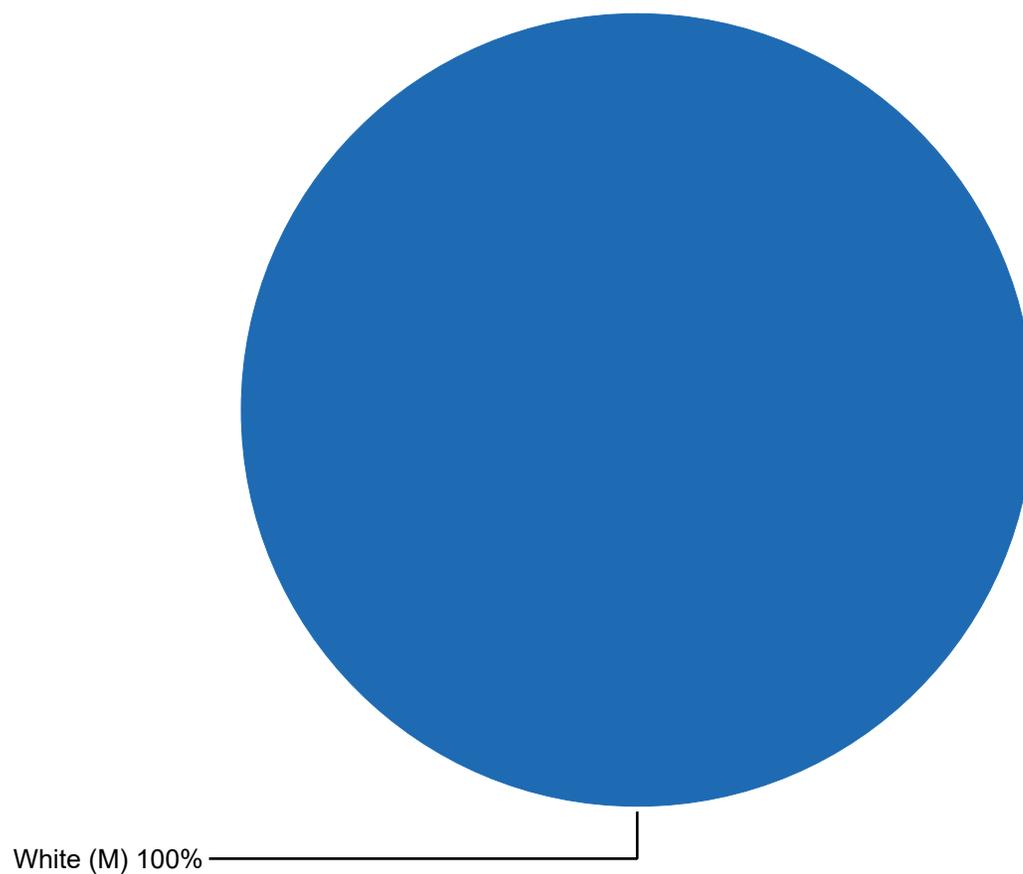
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Organizational Demographics - By Job Group 2D : BUSINESS PROFESSIONALS



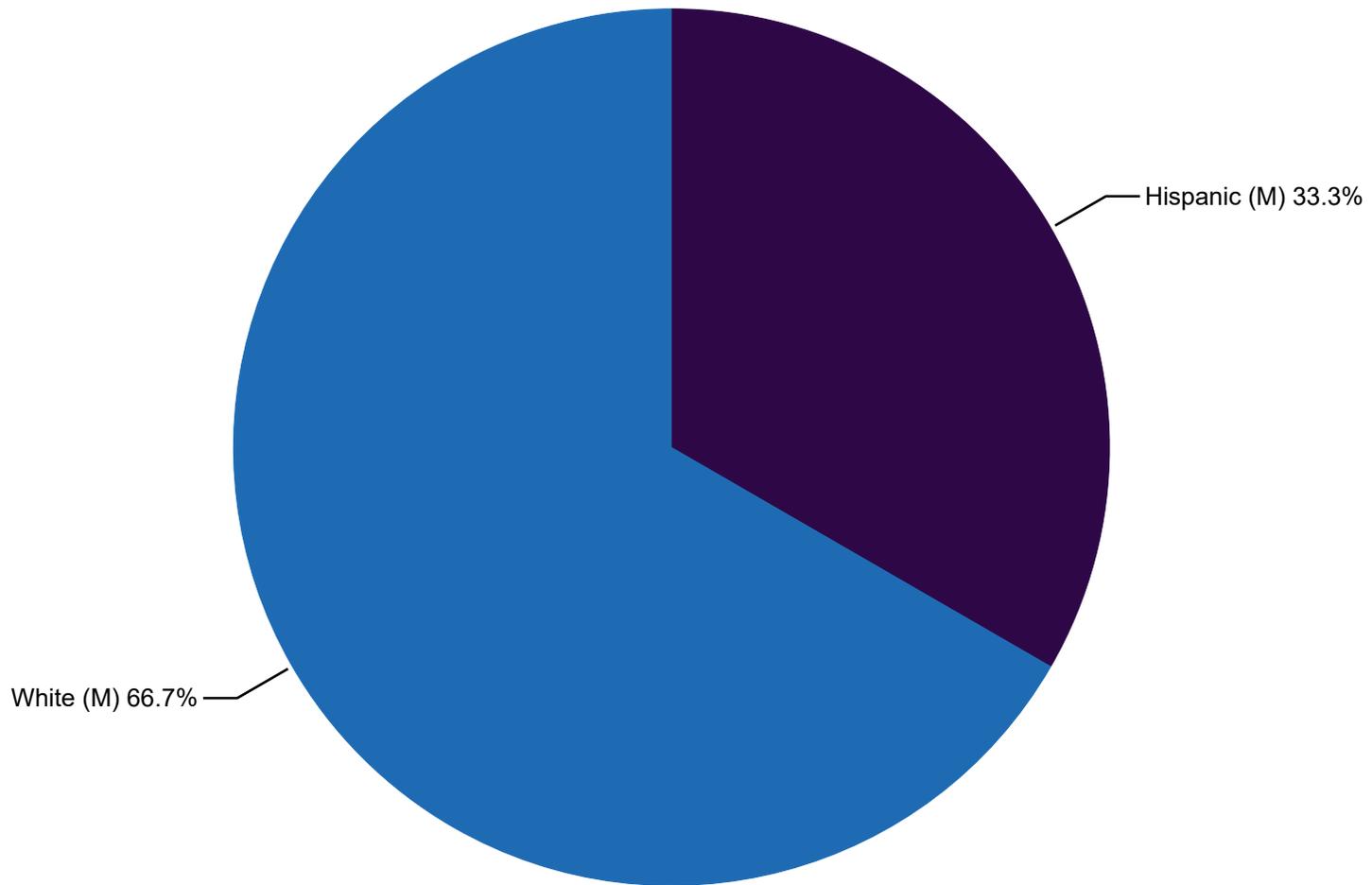
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Organizational Demographics - By Job Group
3A : ENGINEERING TECHNICIANS



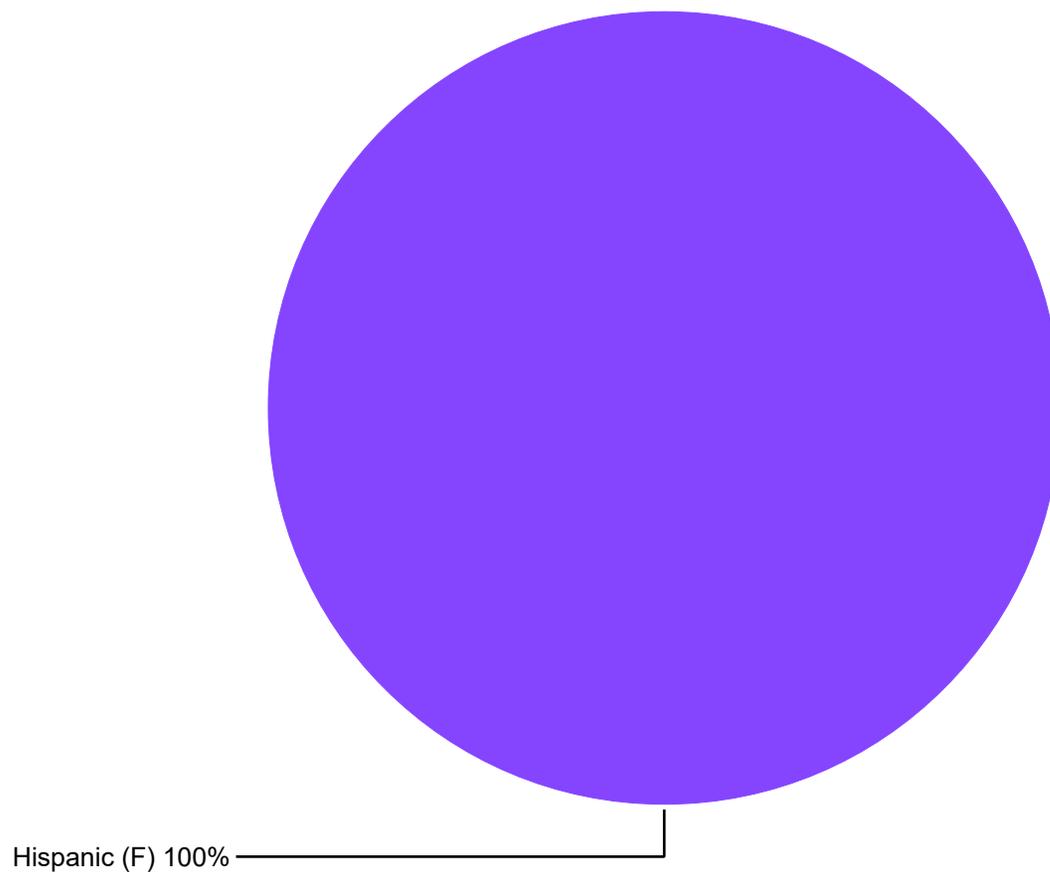
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Organizational Demographics - By Job Group
5A : ADMINISTRATIVE SUPPORT WORKERS



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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

1A : EXECUTIVES

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
16 : Chief Operating Offcr <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

1B : DIRECTORS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
18 : Vp Special Projects <i>Reports to/hired by 2 : Aurora IL and works at 1 : Springfield IL</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18 : Vp Special Projects <i>Reports to/hired by 3 : St. Louis MO and works at 2 : Aurora IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	2	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Percentages :	66.7%	66.7%	0%	0%	0%	0%	0%	0%	33.3%	33.3%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

1C : GROUP MANAGERS

Job Code : Job Title	Male								Female								
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	
22 : Group Manager Aviation <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28 : Group Manager Water Resources <i>Reports to/hired by 3 : St. Louis MO and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
63 : Marketing Manager <i>Reports to/hired by 2 : Aurora IL and works at 5 : Chicago IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
Job Group Totals :	3	3	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
Job Group Percentages :	75%	75%	0%	0%	0%	0%	0%	0%	25%	25%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2A : SENIOR/PROJECT ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 2 : Aurora IL and works at 17 : Moline IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 2 : Aurora IL and works at 5 : Chicago IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31 : Project Engineer II <i>Reports to/hired by 2 : Aurora IL and works at 5 : Chicago IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~35 : Project Manager I <i>Reports to/hired by 2 : Aurora IL and works at 5 : Chicago IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 : Sr. Engineer I <i>Reports to/hired by 2 : Aurora IL and works at 17 : Moline IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 : Sr. Engineer I <i>Reports to/hired by 2 : Aurora IL and works at 20 : Rockford IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~40 : Sr. Engineer I <i>Reports to/hired by 2 : Aurora IL and works at 5 : Chicago IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	7	7	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Percentages :	87.5%	87.5%	0%	0%	0%	0%	0%	0%	12.5%	12.5%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2B : ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
50 : Engineer I <i>Reports to/hired by 2 : Aurora IL and works at 17 : Moline IL</i>	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
50 : Engineer I <i>Reports to/hired by 2 : Aurora IL and works at 5 : Chicago IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
55 : Structural Engineer I <i>Reports to/hired by 2 : Aurora IL and works at 5 : Chicago IL</i>	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	3	2	0	0	1	0	0	0	1	1	0	0	0	0	0	0
Job Group Percentages :	75%	50%	0%	0%	25%	0%	0%	0%	25%	25%	0%	0%	0%	0%	0%	0%

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2C : TECHNICAL PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
47 : Environmental Specialist I <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
60 : Planner I <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	3	3	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Percentages :	75%	75%	0%	0%	0%	0%	0%	0%	25%	25%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2D : BUSINESS PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
42 : Cmptr Netwrk Adminstr <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
64 : Pr Coordinator <i>Reports to/hired by 2 : Aurora IL and works at 5 : Chicago IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
65 : Marketing Professional <i>Reports to/hired by 1 : Springfield IL and works at 2 : Aurora IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	2	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Percentages :	66.7%	66.7%	0%	0%	0%	0%	0%	0%	33.3%	33.3%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

3A : ENGINEERING TECHNICIANS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
80 : Sr. Technician I <i>Reports to/hired by 2 : Aurora IL and works at 20 : Rockford IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
~ : Part-time																
Plan Totals :	22	21	0	0	1	0	0	0	6	6	0	0	0	0	0	0
Plan Percentages :	78.6%	75%	0%	0%	3.6%	0%	0%	0%	21.4%	21.4%	0%	0%	0%	0%	0%	0%

DETERMINING AVAILABILITY

41 CFR Section 60-2.14

Availability is an estimate of the number of qualified minorities or women available for employment in a given job group, expressed as a percentage of all qualified persons available for employment in the job group. The purpose of the availability determination is to establish a benchmark against which the demographic composition of the incumbent workforce can be compared in order to determine whether barriers to equal employment opportunity may exist within particular job groups.

Crawford, Murphy & Tilly, Inc. separately determines the availability of women and minorities for each job group using one or more of the following external and internal recruitment sources:

- 1.** The percentage of minorities or women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question. 41 C.F.R. 60-2.14(c)(1). The most current U.S. Census data is used to derive the availability of women and minorities. If this recruitment method is used, it is because Crawford, Murphy & Tilly, Inc. recruits, and many of its applicants live within the selected recruitment area, or because we plan on recruiting in this region in the future. Any recruitment practices unique to a job group are noted on the Availability Analysis.

- 2.** The percentage of minorities or women in schools and training institutions where Crawford, Murphy & Tilly, Inc. might reasonably recruit. If this recruitment method is used, it is because Crawford, Murphy & Tilly, Inc. posts or plan to post available positions at local training institutions, or because many of the applicants who respond to open positions are graduates of these training institutions. Any recruitment practices unique to a job group are noted on the Availability Analysis.

- 3.** The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. Trainable refers to those employees within the contractor's organization who could, with appropriate training that the contractor is reasonably able to provide, become promotable or transferable during the AAP year. 41 C.F.R. 60-2.14(c)(2). If this recruitment method is chosen, it is because Crawford, Murphy & Tilly, Inc. fills positions by recruiting from within the workforce either through promotions or transfers. Internal applicants normally apply for these positions. Any recruitment practices unique to a job group are noted on the Availability Analysis.

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Availability Analysis

41 CFR Section 60-2.14

1B : DIRECTORS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability			0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%

1

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

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Availability Analysis

41 CFR Section 60-2.14

1C : GROUP MANAGERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More		
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	
Promotable ¹	100%	22.7%	22.7%	13.6%	13.6%	0.0%	0.0%	9.1%	9.1%	4.5%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Results																		
Total Net Availability		22.7%		13.6%		0.0%		9.1%		4.5%		0.0%		0.0%		0.0%		

¹ Internal promotions are from all jobs within job group 2A.

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Availability Analysis

41 CFR Section 60-2.14

2A : SENIOR/PROJECT ENGINEERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	50%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Promotable ²	50%	0.0%	0.0%	100.0%	50.0%	0.0%	0.0%	0.0%	0.0%	100.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability		0.0%		50.0%		0.0%		0.0%		50.0%		0.0%		0.0%		0.0%	

¹

² Internal promotions are from all jobs within job group 2C.

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Availability Analysis

41 CFR Section 60-2.14

2B : ENGINEERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More		
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	
Census Area ¹	15%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Training Institutions ²	80%	22.7%	18.2%	15.1%	12.1%	2.5%	2.0%	4.2%	3.4%	6.0%	4.8%	0.0%	0.0%	0.0%	0.0%	2.4%	1.9%	
Promotable ³	5%	22.7%	1.1%	13.6%	0.7%	0.0%	0.0%	9.1%	0.5%	4.5%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Results																		
Total Net Availability		19.3%		12.8%		2.0%		3.9%		5.0%		0.0%		0.0%		1.9%		

¹

² 2016 IPEDS Completions Survey : Graduating students with a Bachelor's degree in Civil Engineering, General (14.0801), Civil Engineering, Other (14.0899) or Water Resources Engineering (14.0805) from Ohio State University-Main Campus (OH), Missouri University of Science and Technology (MO), University of Illinois at Urbana-Champaign (IL), Southern Illinois University Edwardsville (IL), Bradley University (IL), and Purdue University-Main Campus (IN).

³ Internal promotions are from all jobs within job group 2A.

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Availability Analysis

41 CFR Section 60-2.14

2C : TECHNICAL PROFESSIONALS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability			0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%

1

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

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04/01/2022 - 03/31/2023

Availability Analysis

41 CFR Section 60-2.14

2D : BUSINESS PROFESSIONALS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability			0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%

1

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Availability Analysis

41 CFR Section 60-2.14

3A : ENGINEERING TECHNICIANS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More		
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	
Census Area ¹	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Results																		
Total Net Availability			0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	

1

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Availability Analysis

41 CFR Section 60-2.14

5A : ADMINISTRATIVE SUPPORT WORKERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability			0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%

1

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

PLACEMENT GOALS - COMPARING INCUMBENCY TO AVAILABILITY

41 CFR Section 60-2.15(b), 60-2.16 (b)

Crawford, Murphy & Tilly, Inc. compares the percentage of women and minorities in each job group determined pursuant to Sec. 60-2.13 with the availability for those job groups determined pursuant to Sec. 60-2.14. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that particular job group, a placement goal is established in accordance with Sec. 60-2.16.

Placement goals serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. Placement goals are also used to measure progress toward achieving equal employment opportunity. The establishment of a goal under Sec. 60-2.15 is neither a finding nor an admission of discrimination. Where, pursuant to Sec. 60-2.15, a placement goal for a particular job group is established, a percentage goal is equal to the availability figure derived for women or minorities, as appropriate, for that job group.

The establishment of a goal is neither a finding nor an admission of discrimination.

In establishing placement goals, the following principles from Sec 60-2.16(e) also apply:

1. Placement goals are neither rigid nor inflexible quotas, nor are they considered to be either a ceiling or a floor for the employment of particular groups.
2. All employment decisions are made in a nondiscriminatory manner. Placement goals are not used to extend a preference to any individual, to select an individual, or to adversely affect an individual's employment status on the basis of that person's race, color, religion, sex, sexual orientation, gender identity, or national origin.
3. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
4. Placement goals are not used to supersede merit selection principles.

Pursuant to the U.S. Government's Office of Federal Contract Compliance Program's Supplementary Information: Section-by-Section Analysis of Comments and Revisions, § 60-2.15, 165 Fed. Reg. 68021, 68033-68034 (Nov. 13, 2000), Crawford, Murphy & Tilly, Inc. has in some cases used a two standard deviations test of statistical significance to determine whether the percentage of minorities or women in a job group is less than would be reasonably expected given their availability percentage in that particular job group.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

1B : DIRECTORS

Total Employees : 2

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	0	0	0	0	0	0	0	0
Current Utilization	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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Annual Goals Report

41 CFR Section 60-2.16

1C : GROUP MANAGERS

Total Employees : 2

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	1	1	0	0	1	0	0	0
Current Utilization	50.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%
Total Availability	22.7%	13.6%	0.0%	9.1%	4.5%	0.0%	0.0%	0.0%
80% of Total Availability	18.2%	10.9%	0.0%	7.3%	3.6%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	Yes	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	Yes	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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Annual Goals Report

41 CFR Section 60-2.16

2A : SENIOR/PROJECT ENGINEERS

Total Employees : 22

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	5	3	0	2	1	0	0	0
Current Utilization	22.7%	13.6%	0.0%	9.1%	4.5%	0.0%	0.0%	0.0%
Total Availability	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%
80% of Total Availability	0.0%	40.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	Yes	No	No	Yes	No	No	No
Current Placement Goal	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	Yes	No	No	Yes	No	No	No
Current Placement Goal	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	Yes	No	No	Yes	No	No	No
Current Placement Goal	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	Yes	No	No	Yes	No	No	No
Current Placement Goal	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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Annual Goals Report

41 CFR Section 60-2.16

2B : ENGINEERS

Total Employees : 17

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	3	2	0	1	1	0	0	0
Current Utilization	17.6%	11.8%	0.0%	5.9%	5.9%	0.0%	0.0%	0.0%
Total Availability	19.3%	12.8%	2.0%	3.9%	5.0%	0.0%	0.0%	1.9%
80% of Total Availability	15.4%	10.2%	1.6%	3.1%	4.0%	0.0%	0.0%	1.5%
Any Difference Rule								
Placement Goal?	Yes	Yes	Yes	No	No	No	No	Yes
Current Placement Goal	19.3%	12.8%	2.0%	0.0%	0.0%	0.0%	0.0%	1.9%
80% Rule								
Placement Goal?	No	No	Yes	No	No	No	No	Yes
Current Placement Goal	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	1.9%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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Aurora, IL 60504

04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

2C : TECHNICAL PROFESSIONALS

Total Employees : 1

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	0	1	0	0	1	0	0	0
Current Utilization	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

2D : BUSINESS PROFESSIONALS

Total Employees : 1

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	0	0	0	0	0	0	0	0
Current Utilization	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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Annual Goals Report

41 CFR Section 60-2.16

3A : ENGINEERING TECHNICIANS

Total Employees : 6

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	0	2	0	2	0	0	0	0
Current Utilization	0.0%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%
Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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Aurora, IL 60504

04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

5A : ADMINISTRATIVE SUPPORT WORKERS

Total Employees : 1

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	1	1	0	1	0	0	0	0
Current Utilization	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

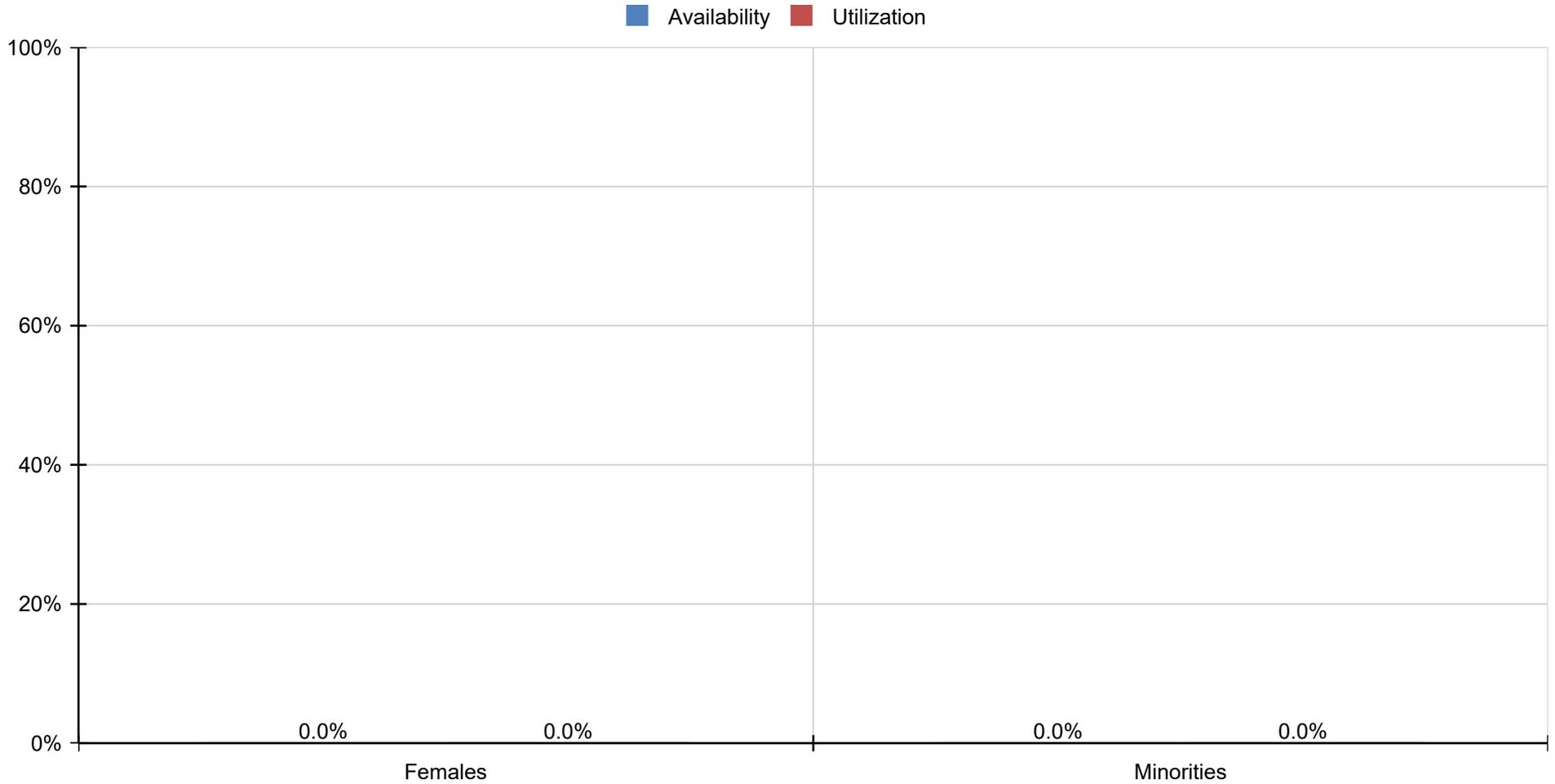
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Aurora, IL 60504

04/01/2022 - 03/31/2023

**Availability and Utilization Summary Graph
1B : DIRECTORS**



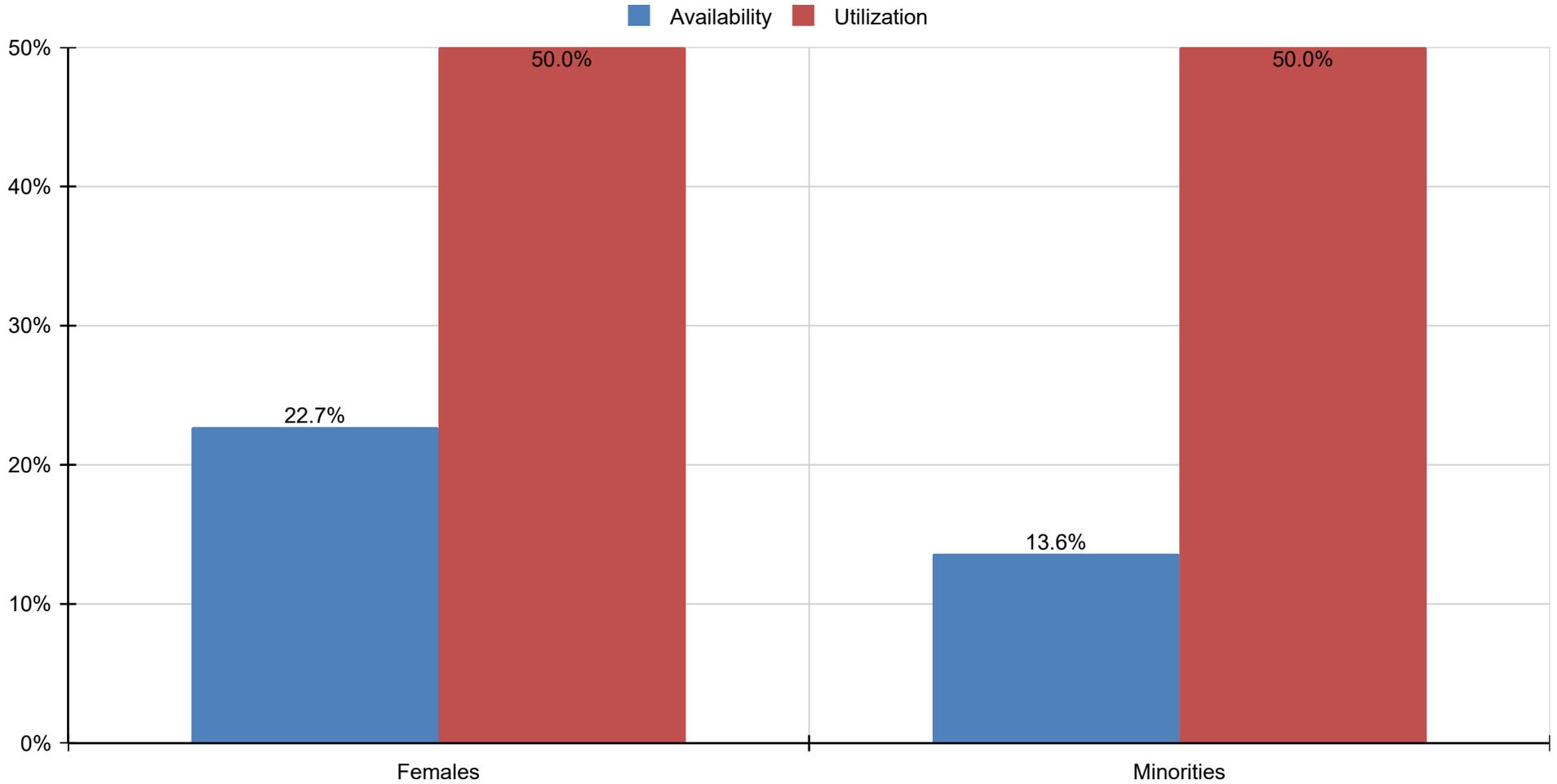
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04/01/2022 - 03/31/2023

Availability and Utilization Summary Graph
1C : GROUP MANAGERS



Crawford, Murphy & Tilly, Inc.

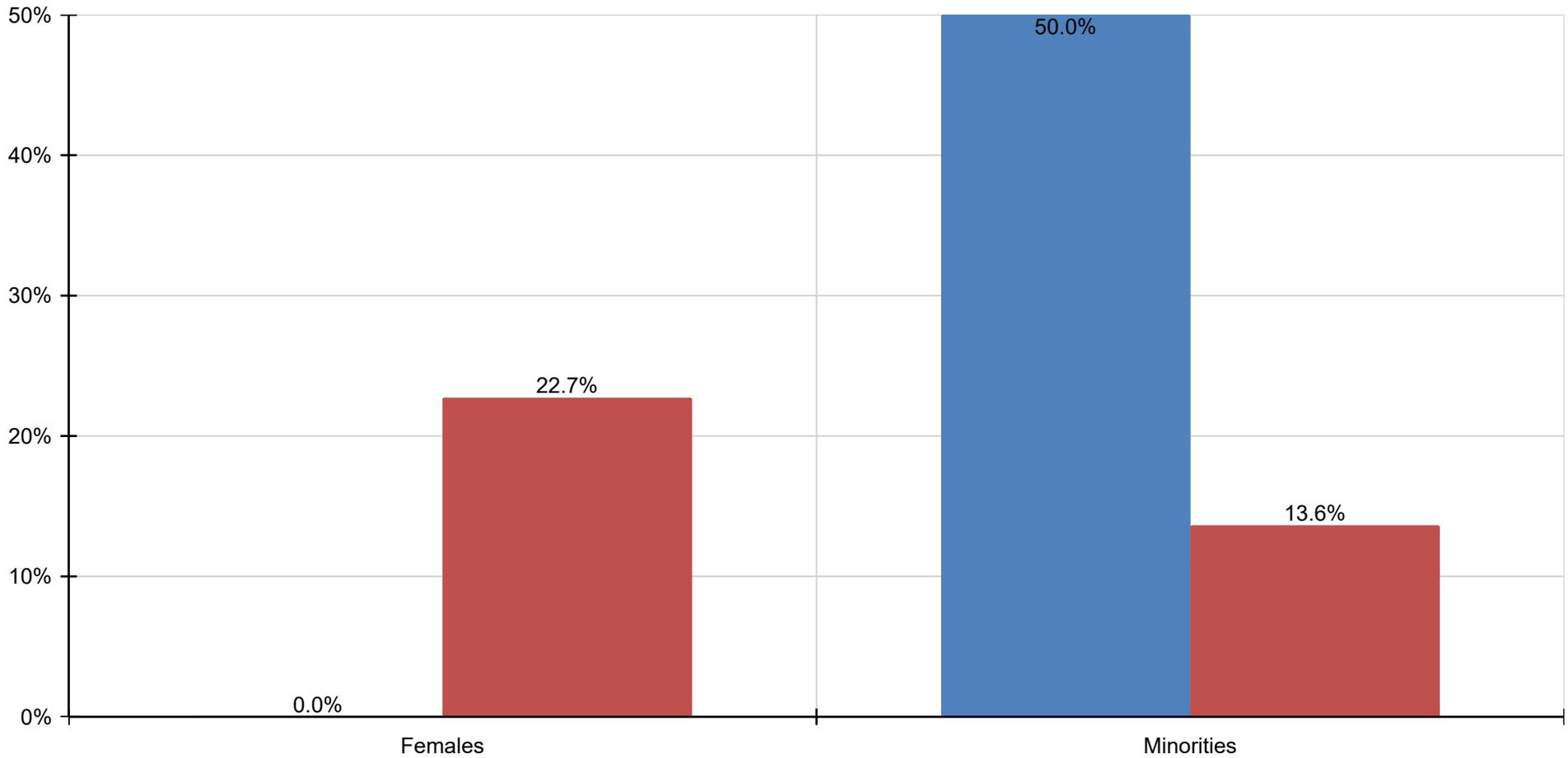
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Availability and Utilization Summary Graph
2A : SENIOR/PROJECT ENGINEERS

■ Availability ■ Utilization



Crawford, Murphy & Tilly, Inc.

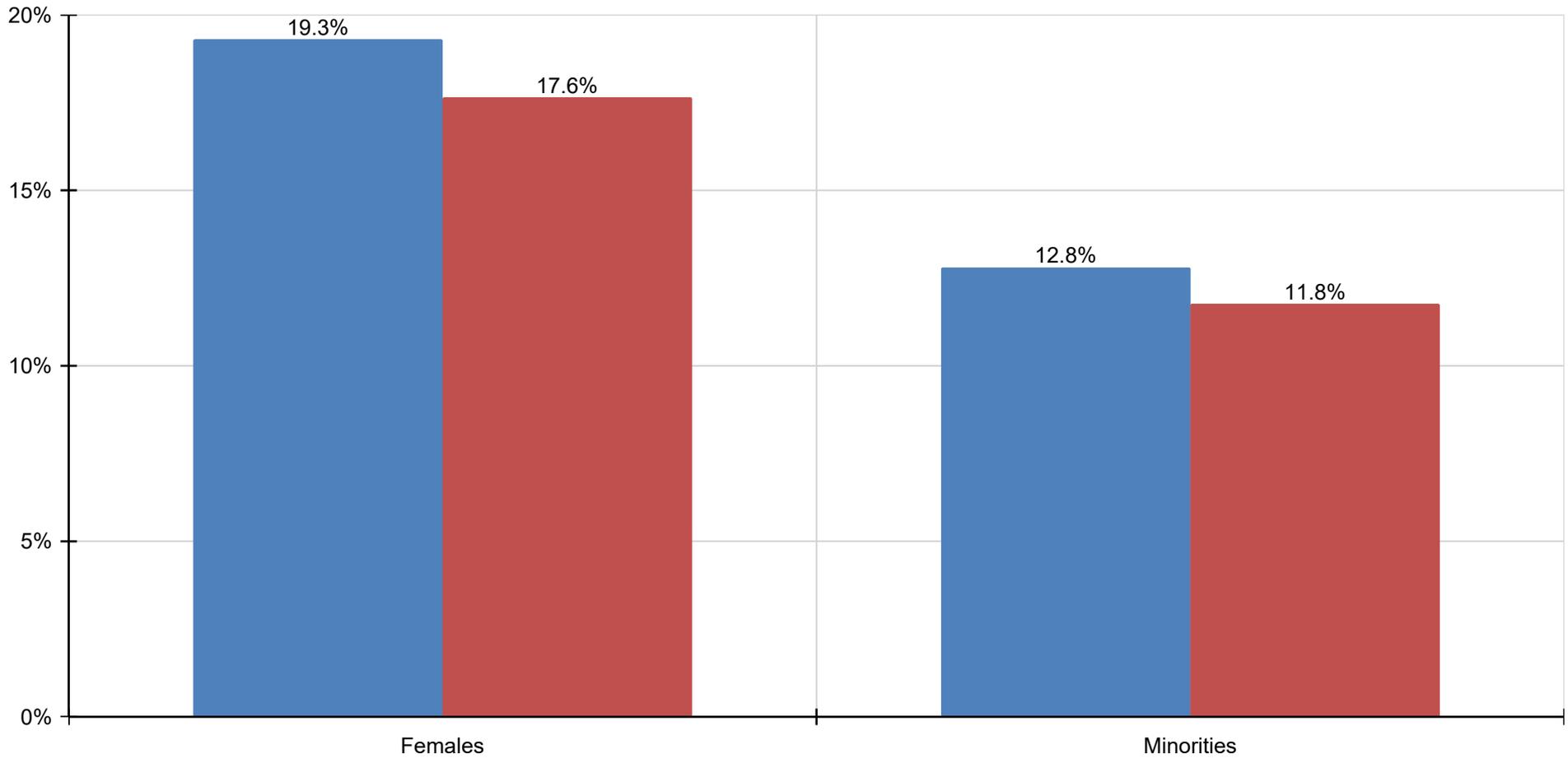
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04/01/2022 - 03/31/2023

Availability and Utilization Summary Graph
2B : ENGINEERS

■ Availability ■ Utilization



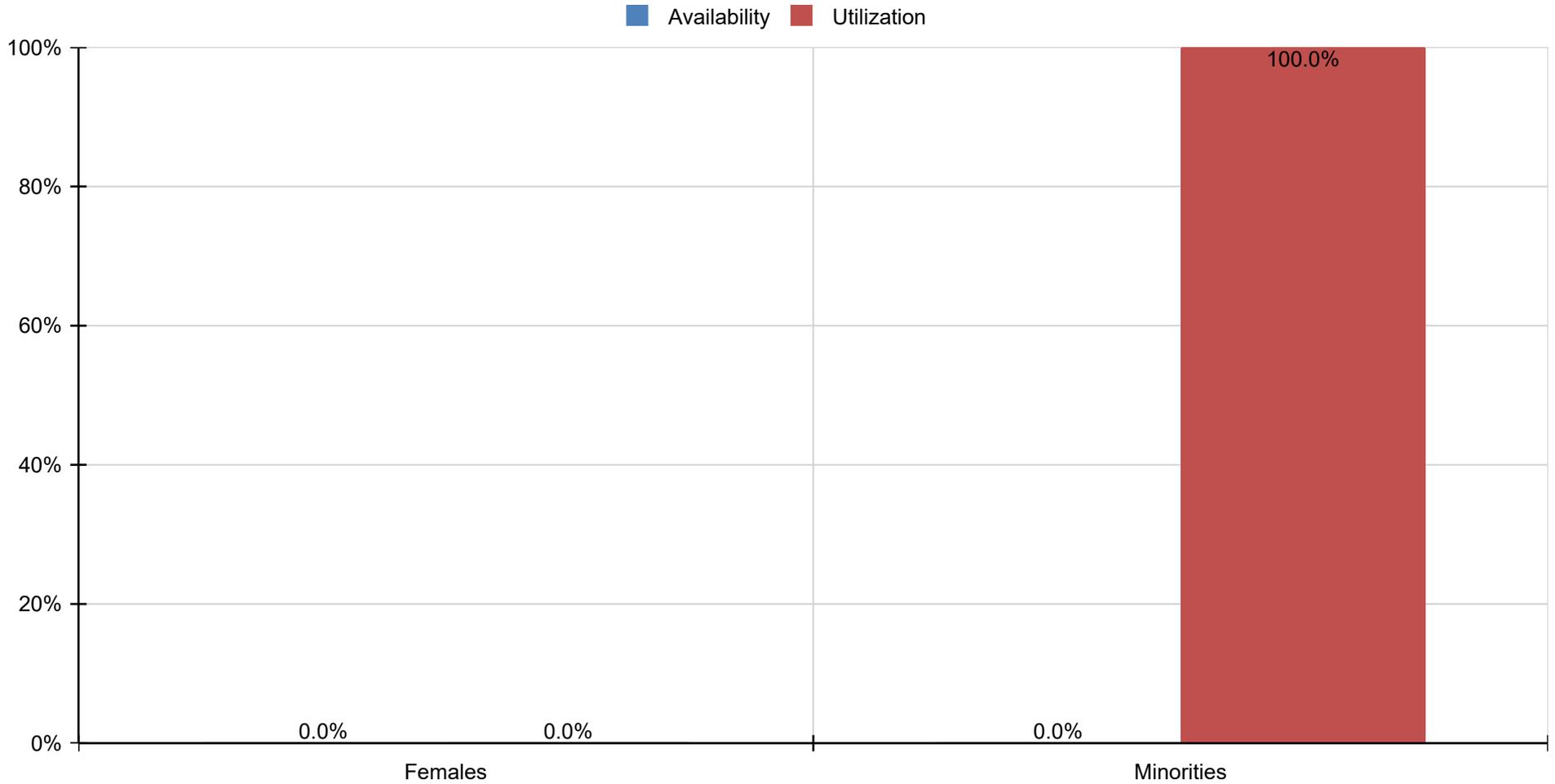
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04/01/2022 - 03/31/2023

**Availability and Utilization Summary Graph
2C : TECHNICAL PROFESSIONALS**



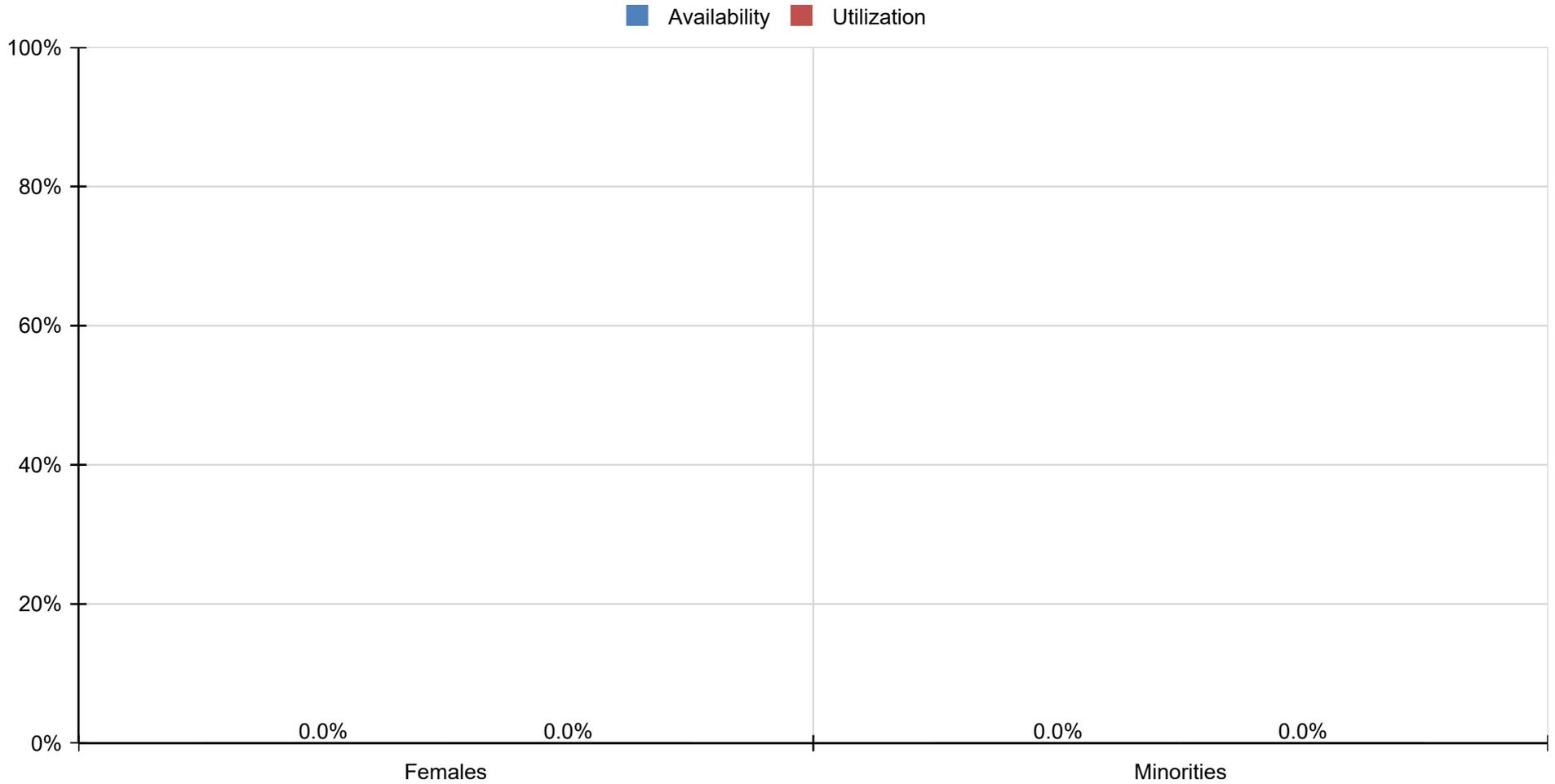
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**Availability and Utilization Summary Graph
2D : BUSINESS PROFESSIONALS**



Crawford, Murphy & Tilly, Inc.

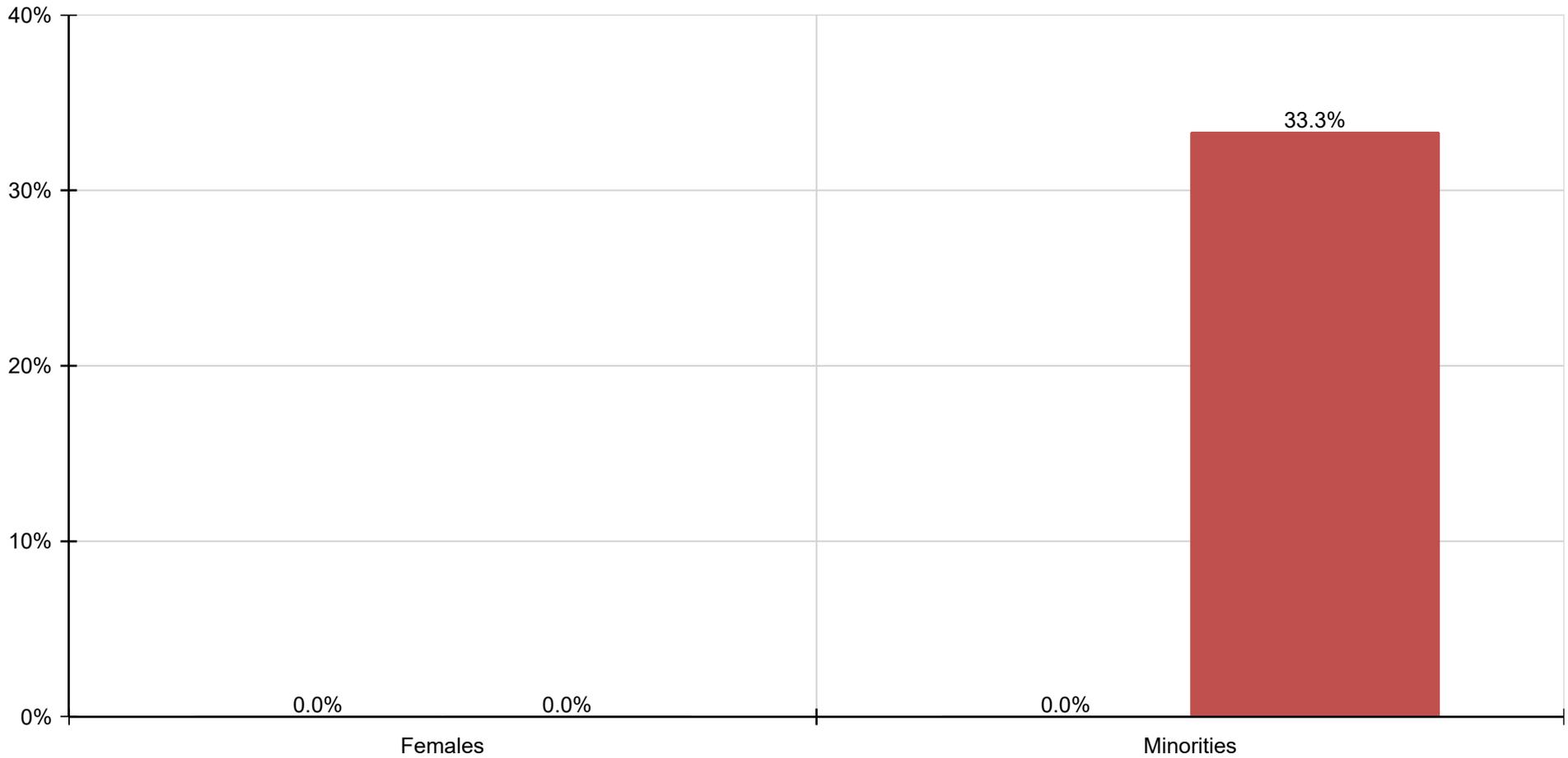
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04/01/2022 - 03/31/2023

Availability and Utilization Summary Graph
3A : ENGINEERING TECHNICIANS

■ Availability ■ Utilization



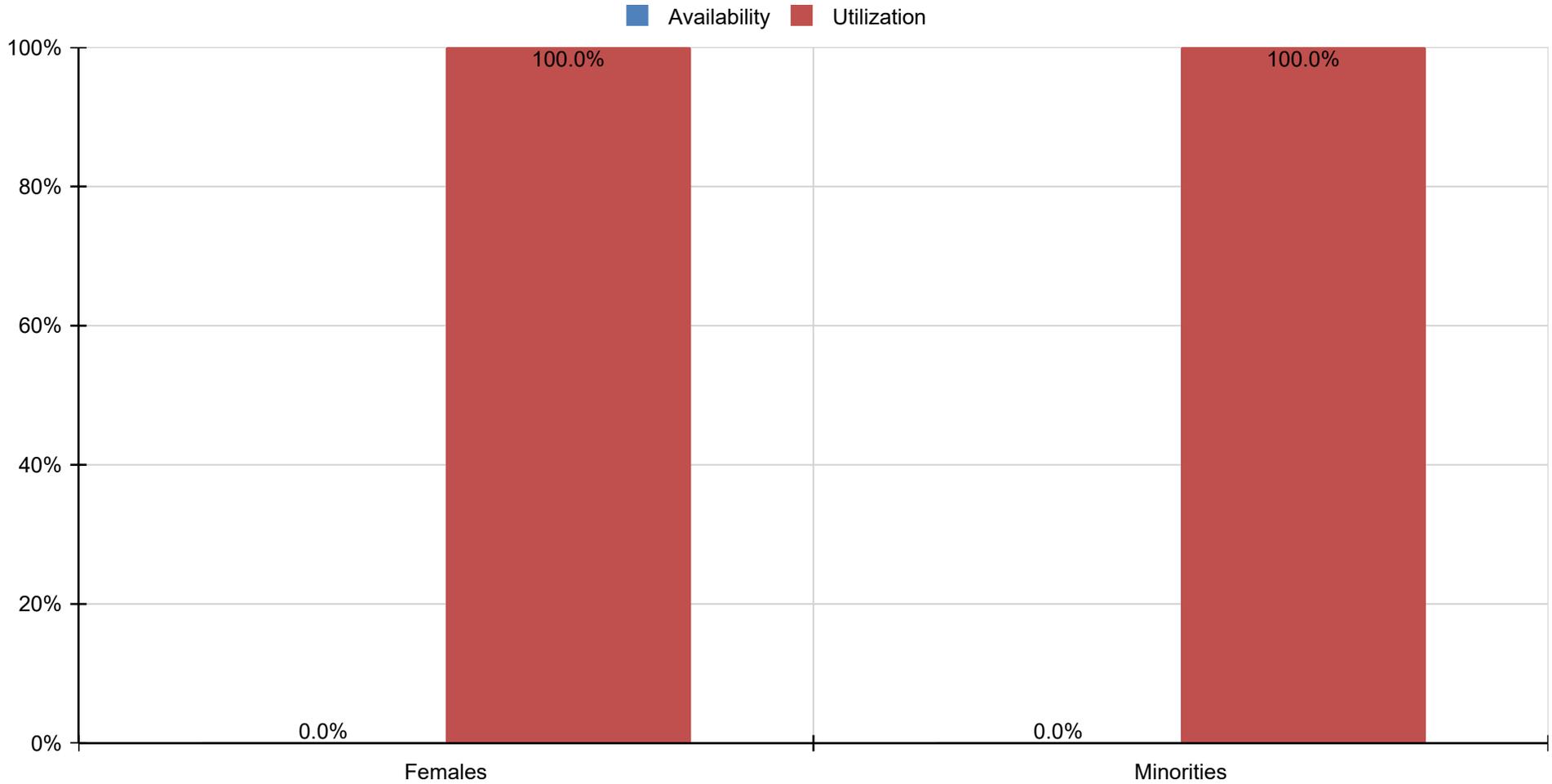
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04/01/2022 - 03/31/2023

Availability and Utilization Summary Graph
5A : ADMINISTRATIVE SUPPORT WORKERS



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550 North Commons Drive

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04/01/2022 - 03/31/2023

Assessment of Outreach and Recruitment Activities for Women and Minorities

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
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There are no assessments for this reporting period.

INTERNAL AUDIT AND REPORTING SYSTEMS

41 CFR Section 60-2.17(d)

Monitoring and reporting procedures are developed to evaluate the extent to which the goals of the Program are being met, indicate those areas where remedial action is needed, and measure the effectiveness of the Program. Crawford, Murphy & Tilly, Inc. takes the following measures:

- 1.** Information on race and sex is obtained when an application for a position is submitted.
- 2.** A Disparity (Impact Ratio) Analysis is performed when sufficient data exists on applicants, hires, promotions, and terminations to ensure compliance with the Uniform Employment Selection Guidelines.
- 3.** Any training programs are analyzed regularly to eliminate potential discrimination in participation rates.
- 4.** Any tests administered are routinely analyzed to uncover potential discrimination in grading scores or test results.
- 5.** Compensation practices are reviewed at least annually for wage discrepancies.
- 6.** The Availability Analysis for women and minorities is reviewed and good faith placement goals are established when necessary.
- 7.** Progress toward established goals is reviewed at least annually for possible adjustments to employment practices.
- 8.** Internal reporting is prepared as needed to determine why goals were not met.
- 9.** Results of the affirmative action program are reviewed with all levels of management.
- 10.** Top management is informed on a regular basis of the effectiveness of these policies and any recommendations for improvement.

Crawford, Murphy & Tilly, Inc.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

1A : EXECUTIVES

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

1B : DIRECTORS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

1C : GROUP MANAGERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	4	80.0%	1	100.0%	25.0%	
Female	1	20.0%	0	0.0%	0.0%	N/A
White	3	60.0%	1	100.0%	33.3%	
Black	1	20.0%	0	0.0%	0.0%	N/A
Asian	1	20.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2B : ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	9	81.8%	2	66.7%	22.2%	
Female	2	18.2%	1	33.3%	50.0%	N/A
Asian	6	54.5%	1	33.3%	16.7%	
White	3	27.3%	2	66.7%	66.7%	N/A
Black	1	9.1%	0	0.0%	0.0%	N/A
Pacific Islander	1	9.1%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2C : TECHNICAL PROFESSIONALS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	98	64.9%	2	100.0%	2.0%	
Female	53	35.1%	0	0.0%	0.0%	No
White	106	73.6%	2	100.0%	1.9%	
Black	15	10.4%	0	0.0%	0.0%	No
Hispanic	13	9.0%	0	0.0%	0.0%	No
Asian	6	4.2%	0	0.0%	0.0%	No
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	4	2.8%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2D : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	1	100.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	1	100.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

3A : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	2	100.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	1	50.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	1	50.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Female	22	95.7%	2	100.0%	9.1%	
Male	1	4.3%	0	0.0%	0.0%	N/A
Hispanic	5	21.7%	1	50.0%	20.0%	
White	16	69.6%	1	50.0%	6.2%	No
Asian	2	8.7%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis - Applicants and Hires

Job Group

1A : EXECUTIVES

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis - Applicants and Hires

Job Group

1B : DIRECTORS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

1C : GROUP MANAGERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	4	80.0%	1	100.0%	25.0%	
Female	1	20.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	3	60.0%	1	100.0%	33.3%	
Black	1	20.0%	0	0.0%	0.0%	N/A
Asian	1	20.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
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Disparity Analysis - Applicants and Hires

Job Group

2B : ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	9	75.0%	2	66.7%	22.2%	
Female	2	16.7%	1	33.3%	50.0%	N/A
Unknown Gender	1	8.3%	0	0.0%	0.0%	
Asian	6	50.0%	1	33.3%	16.7%	
White	3	25.0%	2	66.7%	66.7%	N/A
Black	1	8.3%	0	0.0%	0.0%	N/A
Pacific Islander	1	8.3%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	1	8.3%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

2C : TECHNICAL PROFESSIONALS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	98	60.9%	2	100.0%	2.0%	
Female	53	32.9%	0	0.0%	0.0%	No
Unknown Gender	10	6.2%	0	0.0%	0.0%	
White	106	65.8%	2	100.0%	1.9%	
Black	15	9.3%	0	0.0%	0.0%	No
Hispanic	13	8.1%	0	0.0%	0.0%	No
Asian	6	3.7%	0	0.0%	0.0%	No
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	4	2.5%	0	0.0%	0.0%	
Unknown Race	17	10.6%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis - Applicants and Hires

Job Group

2D : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	1	100.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	1	100.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

3A : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	2	100.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	1	50.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	1	50.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	22	95.7%	2	100.0%	9.1%	
Male	1	4.3%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
Hispanic	5	21.7%	1	50.0%	20.0%	
White	16	69.6%	1	50.0%	6.2%	No
Asian	2	8.7%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Promotions From/Within

Job Group

1A : EXECUTIVES

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	1	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Disparity Analysis - Promotions From/Within

Job Group

1B : DIRECTORS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	1	100.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Disparity Analysis - Promotions From/Within

Job Group

1C : GROUP MANAGERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	4	80.0%	0	0.0%	0.0%	
Female	1	20.0%	0	0.0%	0.0%	N/A
White	4	80.0%	0	0.0%	0.0%	
Asian	1	20.0%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Disparity Analysis - Promotions From/Within

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	18	78.3%	2	100.0%	11.1%	
Female	5	21.7%	0	0.0%	0.0%	No
White	20	87.0%	2	100.0%	10.0%	
Hispanic	2	8.7%	0	0.0%	0.0%	N/A
Asian	1	4.3%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Disparity Analysis - Promotions From/Within

Job Group

2B : ENGINEERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	14	82.4%	0	0.0%	0.0%	
Female	3	17.6%	0	0.0%	0.0%	N/A
White	15	88.2%	0	0.0%	0.0%	
Hispanic	1	5.9%	0	0.0%	0.0%	N/A
Asian	1	5.9%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Disparity Analysis - Promotions From/Within

Job Group

2C : TECHNICAL PROFESSIONALS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Female	1	20.0%	1	100.0%	100.0%	
Male	4	80.0%	0	0.0%	0.0%	N/A
White	4	80.0%	1	100.0%	25.0%	
Asian	1	20.0%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Disparity Analysis - Promotions From/Within

Job Group

2D : CORPORATE SUPPORT

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	2	66.7%	0	0.0%	0.0%	
Female	1	33.3%	0	0.0%	0.0%	N/A
White	3	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

3A : ENGINEERING TECHNICIANS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	6	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	4	66.7%	0	0.0%	0.0%	
Hispanic	2	33.3%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Promotions From/Within

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	1	100.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Hispanic	1	100.0%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Disparity Analysis - Terminations

Job Group

1A : EXECUTIVES

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	1	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Terminations

Job Group

1B : DIRECTORS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	1	100.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

1C : GROUP MANAGERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	4	80.0%	0	0.0%	0.0%	
Female	1	20.0%	0	0.0%	0.0%	N/A
White	4	80.0%	0	0.0%	0.0%	
Asian	1	20.0%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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Aurora, IL 60504

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Female	5	21.7%	0	0.0%	0.0%	
Male	18	78.3%	1	100.0%	5.6%	No
White	20	87.0%	1	100.0%	5.0%	
Hispanic	2	8.7%	0	0.0%	0.0%	N/A
Asian	1	4.3%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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Aurora, IL 60504

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2B : ENGINEERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	14	82.4%	4	80.0%	28.6%	
Female	3	17.6%	1	20.0%	33.3%	N/A
White	15	88.2%	4	80.0%	26.7%	
Asian	1	5.9%	1	20.0%	100.0%	N/A
Hispanic	1	5.9%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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Aurora, IL 60504

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2C : TECHNICAL PROFESSIONALS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	4	80.0%	0	0.0%	0.0%	
Female	1	20.0%	0	0.0%	0.0%	N/A
White	4	80.0%	0	0.0%	0.0%	
Asian	1	20.0%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2D : CORPORATE SUPPORT

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	2	66.7%	0	0.0%	0.0%	
Female	1	33.3%	0	0.0%	0.0%	N/A
White	3	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
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Aurora, IL 60504

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

3A : ENGINEERING TECHNICIANS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	6	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	4	66.7%	0	0.0%	0.0%	
Hispanic	2	33.3%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
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04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	1	100.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Hispanic	1	100.0%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

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RELIGION AND NATIONAL ORIGIN DISCRIMINATION GUIDELINES

41 CFR Section 60-50

Crawford, Murphy & Tilly, Inc. reaffirms its policy to afford equal employment opportunity to all individuals. Neither national origin nor religion is a factor in recruitment, selection, promotion, transfer, termination, or participation in training. The following activities are undertaken to ensure that religion and national origin are not used as a basis for employment decisions:

- 1.** Employment practices are reviewed to ensure that members of particular religious and/or ethnic groups are given equal employment opportunities.
- 2.** All employees, including supervisors, managers, and executives are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
- 3.** Recruitment sources are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
- 4.** Internal procedures exist to implement equal employment opportunity without regard to national origin or religion.

ACCOMMODATION FOR RELIGIOUS OBSERVANCE AND PRACTICE
41 CFR Section 60-50.3

The religious observances and practices of employees are accommodated by Crawford, Murphy & Tilly, Inc., except where such accommodation would cause undue hardship on the conduct of business. The accommodation offered is determined by considering business necessity, financial expense and any personnel coverage problems that may result.

NONDISCRIMINATION

41 CFR Section 60-50.5

Crawford, Murphy & Tilly, Inc. does not discriminate against any qualified employee or applicant because of race, color, sex, sexual orientation, gender identity, age, disabled, or veteran status in implementing the policy concerning nondiscrimination based on religion or national origin.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION STATEMENT OF POLICY

It is the policy of Crawford, Murphy & Tilly, Inc. to provide equal employment opportunity to all persons without regard to their race, color, sex, religion, national origin, handicap, disability, or veteran status and to commit to the realization of equal employment opportunity through the continuous development and promotion of an affirmative action program. Equal opportunity and equal consideration will be afforded to all applicants and employees in personnel actions which include but are not limited to the following: recruitment; employment; promotion; transfer, lay-off or termination; rates of pay and other forms of compensation; tuition assistance and company sponsored training including selection for apprenticeships.

Through the implementation of this policy, Crawford, Murphy & Tilly, Inc. intends to provide full employment opportunities for members of minority groups and women at all job levels through recruitment techniques to increase the flow of minority and female applicants, and through promotions of those who qualify to positions of greater responsibility.

Crawford, Murphy & Tilly, Inc. and its officers are committed to the principles of Affirmative Action and Equal Employment Opportunity. In order to ensure its dissemination and implementation of these principles throughout all levels of the company, an Equal Employment Opportunity Officer has been established at Crawford, Murphy & Tilly, Inc..

In furtherance of its policy of Affirmative Action and Equal Employment Opportunity, Crawford, Murphy & Tilly, Inc. has developed a written Executive Order Affirmative Action Program, which contains specific and results-oriented procedures to which Crawford, Murphy & Tilly, Inc. is committed to apply every good faith effort. Procedures without effort to make them work are meaningless, and effort, undirected by specific and meaningful procedures is inadequate. Non-confidential elements of Crawford, Murphy & Tilly, Inc.'s Affirmative Action Program which will enable applicants and employees to know of and avail themselves of its benefits will be available for review, upon request, during normal business hours (8:00 a.m. - 5:00 p.m.) from the EEO Officer.

POLICY DISSEMINATION

Internal and External Dissemination of Policy

The Crawford, Murphy & Tilly, Inc. Equal Employment Opportunity ("EEO") and Affirmative Action Policy ("AAP") is disseminated both internally and externally as follows:

INTERNAL DISSEMINATION

1. Crawford, Murphy & Tilly, Inc. develops internal communication of these outreach efforts in a manner that fosters understanding, acceptance, and support among executive management, supervisors, all other employees.
2. The EEO policy statement has been included in the Personnel Policy Manual and a copy is distributed to each employee.
3. Articles covering the EEO policy will be included in company publications. Equal employment progress will be included in the annual report. The EEO/AAP policy will be conspicuously posted on employee bulletin boards through letters, posters and other creative notices.

4. Periodic meetings will be held annually with all managers and all supervisory personnel to assess compliance with our EEO/AAP policy, to assist the managers in identifying problem areas, and formulation of effective solutions.
5. Periodic meetings will also be conducted with all other employees to discuss the EEO/AAP policy explain individual employee responsibility.

EXTERNAL DISSEMINATION

1. Recruiting sources are annually informed of the EEO/AAP policy and commitment. Annually, recruiting services are reviewed to determine the effectiveness of the recruitment sources in referring representative diversity of applicants, and amendments as required.
2. A special list of minority and female organizations is maintained and will continue to be reviewed annually for their effectiveness as a source of recruitment. These recruiting sources will be notified of all job announcements and actively encouraged to refer applicants and assist in the implementation of the EEO/AAP policy.
3. On all written job announcements, help wanted, or other communiques, the words "Equal Employment Opportunity/Affirmative Action Employer, M/F" will continue to be included.
4. All applicants will continue to be notified of the EEO/AAP policy, and applicants are invited to state their preference after an offer of employment is made but before the person begins work. Application forms will state our commitment to the EEO/AAP policy. All employment advertisements and notices of recruitment sources state the EEO/AAP policy.
5. Applications will continue to be periodically reviewed to determine compliance with the latest state and federal EEO/AAP regulations to ensure that each applicant is provided the maximum opportunity to display his/her job related qualifications.
6. Vendors and suppliers will continue to be notified regularly in writing of the EEO/AAP policy.
7. Crawford, Murphy & Tilly, Inc. incorporates the Equal Employment Opportunity Clause in its purchase orders, leases and contracts as required by all applicable law. Written notification of the EEO/AAP policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

Crawford, Murphy & Tilly, Inc. personnel policies and practices are designed and implemented in compliance with applicable Sex Discrimination Guidelines. It is the policy of Crawford, Murphy & Tilly, Inc. not to discriminate on the basis of sex, and to this end, Crawford, Murphy & Tilly, Inc. shall continue to conform activities with the provisions stated herein:

RECRUITMENT AND ADVERTISEMENT

1. Recruitment activities will actively seek out qualified candidates of both sexes for all jobs.
2. Recruitment job posts will not express a sex preference, nor will ads be placed in any sex-segregated columns.
3. Crawford, Murphy & Tilly, Inc. will actively recruit qualified women.

JOB POLICIES AND PRACTICES

1. All written personnel policies expressly indicate that there shall be no discrimination against employees or applicants because of sex. Employees of both sexes shall have an equal opportunity for any available job that he or she is qualified to perform.
2. In the area of insurance, pensions, welfare programs, and other similar fringe benefits, the resulting benefits shall be equal for both men and women.
3. Conditions of employment shall be the same for married and unmarried persons, as well as for those with young children, regardless of sex.
4. The commencement and duration of leaves of absence, reinstatement, the accrual of seniority

other benefits and privileges shall be applied to disability due to pregnancy or childbirth on the same terms as they are applied to other disabilities. Employment will not be denied due to pregnancy or childbirth.

5. There shall be no difference in the mandatory or optional retirement ages for men and women.
6. Disabilities caused or contributed to by pregnancy or childbirth will be treated in the same manner as disabilities caused or contributed to by other medical conditions.
7. Appropriate physical facilities have been provided for both sexes.

COMPANY SERVICE CALCULATION

Company service provisions are the same for men and women, and no separate methods for determining service eligibility for benefits and/or service pins shall be maintained.

WAGES

1. Wages and salary schedules are based on job classifications and not related to or based on the sex of the employees.
2. Assignment to job classification is not based on the sex of the employees.

TRAINING PROGRAMS

Both men and women have equal access to all training programs and special emphasis will be placed on including women.

SEXUAL HARASSMENT

1. The EEOC and the OFCCP have defined sexual harassment as: unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.
2. Crawford, Murphy & Tilly, Inc. strongly disapproves of sexual harassment and will not condone it in any way. Appropriate action will be taken against any supervisor and/or employee who engages in such conduct.

SUPPORT OF LOCAL AND NATIONAL COMMUNITY ACTION PROGRAMS

All employees, and managers in particular, are encouraged by Crawford, Murphy & Tilly, Inc. to participate in community action programs to enhance employment opportunities of minorities and females. Some of the results of such encouragement is provided here.

Crawford, Murphy & Tilly, Inc. has encouraged female employees to become active members in the local chapters of national women's organizations, such as Society of Women Engineers, Illinois Women in Leadership, Women in Communications, Inc. and Women in Management, by sponsoring their memberships. Crawford, Murphy & Tilly, Inc. has also participated in, and sponsored community events held by these organizations. Female employees are encouraged to utilize these organizations as recruiting sources and to work closely with them in the recruitment of likely female applicants.

Crawford, Murphy & Tilly, Inc. female employees annually participate in Career Days sponsored by local universities; participation in related activities sponsored by community organizations and targeted for underprivileged youth; encouraging members of current staff, particularly minority members, to actively seek out

and refer applicants to fill job openings; worked with subconsultants certified as local area Disadvantaged and Minority Business Enterprises and Women Business Enterprises in an effort to improve employment opportunities for minorities and women in the communities in which Crawford, Murphy & Tilly, Inc. is present.

CONSIDERATION OF MINORITIES AND WOMEN NOT CURRENTLY IN THE WORK FORCE

The following are some of the means by which Crawford, Murphy & Tilly, Inc. continues to consider and recruit minorities and females not currently in the work force who can be recruited through affirmative action efforts:

1. Minorities and women within the Crawford, Murphy & Tilly, Inc. work force are advised of positions when they occur and are encouraged to apply for all jobs in which they are interested.
2. When contacting outside referral agencies, both public and private agencies will be requested to send out and refer both minorities and females not currently in the work force to Crawford, Murphy & Tilly, Inc. for consideration.
3. Vocational and other schools, JTPA programs, AFDC programs and other are contacted appropriate so that students not currently in the work force will be made aware of any employment opportunities with Crawford, Murphy & Tilly, Inc..
4. Possible additional sources of applicants, such as organizations for the handicapped, minority women's organizations, are considered in seeking those not currently in the work force.

**AFFIRMATIVE ACTION PROGRAM
FOR INDIVIDUALS WITH DISABILITIES**

CRAWFORD, MURPHY, & TILLY, INC.

**AURORA, CHICAGO, MOLINE, and
ROCKFORD, ILLINOIS**

550 North Commons Drive, Suite 116
Aurora, IL 60504



CONTACT INFORMATION

Contractor : Aurora IL
550 North Commons Drive
Suite 116
Aurora, IL 60504

Dun & Bradstreet # : 47019070
Employer Identification # : 370844662
EEO-1 # : A06995

Executive Officer : Daniel R. Meckes
Chairman and CEO

EEO Coordinator : Kristine M. Allen
Crawford, Murphy & Tilly, Inc.
2750 West Washington Street
Springfield, IL 62702

EQUAL EMPLOYMENT OPPORTUNITY POLICY

41 CFR Section 60-741.44(a)

It is the policy at Crawford, Murphy & Tilly, Inc. to provide equal employment and advancement opportunities to all qualified individuals. To achieve this goal, Crawford, Murphy & Tilly, Inc. is dedicated to taking affirmative action to employ and advance in employment individuals with disabilities. All personnel actions, including compensation, benefits, recruitment, hiring, training, and promotion of persons in all job titles, are administered without regard to disability status, and all employment decisions are based solely on valid job requirements. In addition, employees and applicants are protected from harassment, threats, coercion, intimidation, or discrimination for:

1. Filing a complaint;
2. Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of Section 4212, Section 503, or any other Federal, State, or local law requiring equal opportunity for individuals with disabilities;
3. Opposing any act or practice made unlawful by Section 4212, Section 503, or any other Federal, State or local law requiring equal opportunity for individuals with disabilities; or
4. Exercising any other right protected by Section 4212, Section 503.

This EEO policy has the full support of top management, who has assigned responsibility for its implementation to Kristine M. Allen, EEO Coordinator. Crawford, Murphy & Tilly, Inc. has designed and implemented an audit and reporting system to monitor and maintain its compliance with the Acts.

A copy of the Equal Employment Opportunity statement that reaffirms Crawford, Murphy & Tilly, Inc.'s commitment to individuals with disabilities is posted in a form that is accessible and understandable to an individual with a disability.

REVIEW OF PERSONNEL PROCESSES

41 CFR Section 60-741.44(b)

Crawford, Murphy & Tilly, Inc. reviews its employment procedures to ensure careful, thorough, and systematic consideration of the job qualifications of applicants and employees with disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. This review ensures that personnel procedures do not stereotype individuals with disabilities in a manner that limits their access to all jobs for which they are qualified. Applicants and employees with disabilities have equal access to personnel processes, including those implemented through information and communication technologies. Crawford, Murphy & Tilly, Inc. periodically reviews its processes, and makes any necessary modifications to ensure its affirmative action obligations are carried out.

The following are some procedures that may be used to facilitate the review and evaluative process:

- 1.** The application or personnel form of each applicant with a disability is annotated to identify each vacancy for which the applicant was considered, and is retrievable for review for use in investigations and internal compliance activities;
- 2.** The application or personnel form of each applicant with a disability includes the identification of each promotion and training program for which that employee was considered;
- 3.** When an employee or applicant with a disability is rejected for employment, promotion, or training, a statement of the reason is appended to the personnel file along with a description of any reasonable accommodation considered; and
- 4.** When an employee or applicant is selected for hire, promotion, or training, and reasonable accommodation has been undertaken to enable the selection of an employee or applicant with a disability, the applicant form or personnel record contains a description of the reasonable accommodation.

PHYSICAL AND MENTAL QUALIFICATIONS
41 CFR Section 60-741.44(c)

Crawford, Murphy & Tilly, Inc. reviews all physical and mental job qualification requirements as openings occur to ensure, to the extent that qualification requirements tend to screen out qualified individuals with disabilities, that they are job-related and consistent with business necessity and the safe performance of the job.

To the extent that physical or mental job qualification requirements tend to screen out qualified individuals with disabilities in the selection of employees or applicants for employment or other changes in employment status such as promotion or training, Crawford, Murphy & Tilly, Inc. ensures that the requirements are related to the specific job(s) for which the individual is being considered, and are consistent with business necessity and the safe performance of the job.

REASONABLE ACCOMMODATION
41 CFR Section 60-741.44(d)

Crawford, Murphy & Tilly, Inc. makes reasonable accommodations to the physical and mental limitations of employees or applicants to the extent that such accommodations do not impose an undue hardship on the conduct of its business. When an employee with a known disability has significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, the employee is confidentially notified of the performance problem, and asked if the problem is related to the disability. If the employee indicates that the performance problem is related to his or her disability, the employee is asked if reasonable accommodation is needed.

HARASSMENT
41 CFR Section 60-741.44(e)

Crawford, Murphy & Tilly, Inc. develops and maintains procedures to ensure that its employees are not harassed on the basis of a disability.

EXTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-741.44(f)

Crawford, Murphy & Tilly, Inc. undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit individuals with disabilities such as the following:

1. Crawford, Murphy & Tilly, Inc. incorporates the Equal Opportunity Clause regarding individuals with disabilities in its purchase orders, leases, and contracts as required by law, executive order, and regulation. Written notification of the Equal Opportunity Policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

2. Crawford, Murphy & Tilly, Inc. notifies all applicants of the EEO policy, and invites them to self-identify. Application forms state Crawford, Murphy & Tilly, Inc.'s commitment to equal employment opportunity. All employment advertisements and notices to recruitment sources state this EEO policy.

3. Outreach and recruitment activities that may be undertaken as needed by Crawford, Murphy & Tilly, Inc. include enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for individuals with disabilities in order to fulfill its commitment to provide equal employment opportunity for such individuals:

- The State Vocational Rehabilitation Service Agency (SVRA), State mental health agency, or State developmental disability agency in the area of the contractor's establishment;
- The Employment One-Stop Career Center (One-Stop) or American Job Center nearest the contractor's establishment;
- The Department of Veterans Affairs Regional Office nearest the contractor's establishment (www.va.gov);
- Entities funded by the Department of Labor that provide recruitment or training services for individuals with disabilities, such as the services currently provided through the Employer Assistance and Resource Network (EARN) (www.earnworks.com);
- Local Employment Network (EN) organizations (other than the contractor, if the contractor is an EN) listed in the Social Security Administration's Ticket to Work Employment Network Directory (www.yourtickettowork.com/endir);
- Local disability groups, organizations, or Centers for Independent Living (CIL) near the contractor's establishment;
- Placement or career offices of educational institutions that specialize in the placement of individuals with disabilities; and
- Private recruitment sources, such as professional organizations or employment placement services that specialize in the placement of individuals with disabilities.

4. Formal briefing sessions and facility tours may be conducted with representatives from recruiting sources to explain current and future job openings, position descriptions, worker specifications, and the selection process. Follow-up with these resources, and feedback on disposition of applicants are conducted when appropriate.

5. Meaningful contacts are established with organizations for individuals with disabilities for such purposes as advice, technical assistance, and referral of potential employees. Such assistance may consist of advice

concerning proper placement, recruitment, training, and reasonable accommodation.

6. Applicants with known disabilities are considered for all available positions for which they may be qualified.

7. Recruitment programs established with schools incorporate efforts to reach students with disabilities. Efforts may be made to participate in work-study programs with rehabilitation facilities and schools that specialize in training or educating individuals with disabilities.

8. Efforts are made to include individuals with disabilities when employees are pictured in consumer, promotional, or help wanted advertisements.

ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS

41 CFR Section 60-741.44(f)(3)

Crawford, Murphy & Tilly, Inc. each year reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified individuals with disabilities. Each evaluation is documented, including at a minimum the criteria used to evaluate the effectiveness of each effort and the conclusion as to whether each effort and the totality of the efforts are effective. Among these criteria are the Data Collection Analysis for the current year and the two most recent previous years. If Crawford, Murphy & Tilly, Inc. concludes the totality of its efforts are not effective in identifying and recruiting qualified individuals with disabilities, alternative outreach and recruitment efforts are identified and implemented.

Crawford, Murphy & Tilly, Inc. concludes that each and the totality of its efforts are effective in identifying and recruiting qualified individuals with disabilities.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

**Assessment of Outreach and Recruitment Activities
for Individuals with Disabilities**

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
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There are no assessments for this reporting period.

Criteria for Evaluation:

1. Did the activity attract qualified applicants who are disabled?
2. Did the activity result in the hiring of individuals with disabilities?
3. Did the activity expand Contractor's outreach to individuals with disabilities in the community?

INTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-741.44(g)

Crawford, Murphy & Tilly, Inc. has developed the following internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities. These procedures are designed to foster understanding, acceptance, and support among executive, management, supervisory, and other employees, and to encourage such persons to take the necessary actions to meet this obligation.

- 1. Crawford, Murphy & Tilly, Inc. Notices.** The EEO policy statement is posted on the employee bulletin board and/or electronically in a manner and place that ensures that individuals with disabilities are informed of its contents. This notice states the name of the EEO Coordinator, the support of top-level management toward this policy, and to whom questions, comments, or complaints should be directed. A statement is included that employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the Acts. All required state and federal EEO notices are also posted on bulletin boards.

- 2. Union Contracts.** A non-discrimination clause is included in any union contracts and any such contracts are reviewed to ensure that they are non-discriminatory. Crawford, Murphy & Tilly, Inc. notifies union officials and/or employee representatives of the contractor's policy, and requests their cooperation.

- 3. Other procedures that may be implemented as needed:**
 - a.** Crawford, Murphy & Tilly, Inc.'s overall commitment, top-level management support, and implementation of the plan are discussed with management personnel, making clear the chief executive officer's support for the affirmative action policy;

 - b.** All employees and prospective employees are informed of Crawford, Murphy & Tilly, Inc.'s commitment to engage in affirmative action to increase employment opportunities for individuals with disabilities;

 - c.** Crawford, Murphy & Tilly, Inc.'s affirmative action policy is publicized in the company newspaper, magazine, annual report, and other media;

 - d.** The policy is discussed thoroughly in both employee orientation and management training programs;

 - e.** When employees are featured in employee handbooks or similar publications for employees, Crawford, Murphy & Tilly, Inc. includes individuals with disabilities.

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-741.44(h)

Crawford, Murphy & Tilly, Inc. has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.

RESPONSIBILITY FOR IMPLEMENTATION

41 CFR Section 60-741.44(i)

Kristine M. Allen has been designated to direct the activities of the affirmative action program. Kristine M. Allen has the full support of top management in carrying out the Crawford, Murphy & Tilly, Inc. affirmative action policy. Kristine M. Allen is responsible for:

- 1.** Developing policy statements, affirmative action programs, and internal and external communication to include discussions with managers, supervisors, and employees to ensure the policies are followed;
- 2.** Advising managers and supervisors that their work performance is evaluated, in part, on the basis of their affirmative action efforts;
- 3.** Identifying and discussing with management any problem areas;
- 4.** Developing with management solutions for any identified problem areas;
- 5.** Serving as a liaison between Aurora IL and community groups, governmental agencies, and vocational rehabilitation organizations;
- 6.** Maintaining an audit and reporting system to monitor the progress of the affirmative action program;
- 7.** Informing management of the latest developments in the affirmative action and equal employment opportunity area;
- 8.** Serving as a liaison between Crawford, Murphy & Tilly, Inc. and organizations for individuals with disabilities;
- 9.** Assisting in career counseling for employees with disabilities;
- 10.** Ensuring that the policy statement and required posters are posted on bulletin boards and/or electronic postings; and
- 11.** Ensuring that employees placed through these policies are not harassed.

TRAINING
41 CFR Section 60-741.44(j)

All personnel involved in recruitment, screening, selection, promotion, discipline, and related processes are trained to ensure the implementation of our commitments made in this affirmative action program.

DATA COLLECTION ANALYSIS
41 CFR Section 60-741.44(k)

Crawford, Murphy & Tilly, Inc. documents the following computations or comparisons pertaining to applicants and hires on an annual basis, and maintains them for a period of three (3) years:

1. The number of applicants who self-identified as individuals with disabilities pursuant to § 60-741.42(a), or who are otherwise known to be individuals with disabilities;
2. The total number of job openings and total number of jobs filled;
3. The total number of applicants for all jobs;
4. The number of applicants with disabilities hired; and
5. The total number of applicants hired.

UTILIZATION GOALS FOR INDIVIDUALS WITH DISABILITIES

41 CFR Section 60-741.45

The OFCCP establishes a utilization goal for employment of qualified Individuals with disabilities for each job group in the contractor's workforce, or for the contractor's entire workforce where the workforce consists of 100 or less employees. The utilization goal is not a rigid and inflexible quota that must be met, nor is it to be considered either a ceiling or a floor for the employment of particular groups. The purpose of the utilization goal is to establish a benchmark against which the contractor must measure the representation of individuals within each job group in its workforce, or within the contractor's entire workforce. Crawford, Murphy & Tilly, Inc. evaluates its utilization of individuals with disabilities in each job group, or in its entire workforce.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Data Collection Analysis of Individuals with Disabilities

41 C.F.R. 60-741.44(k)

04/01/2021 - 03/31/2022

		Applicants	Applicant Ratio	Hires & Promotions	Hire & Prom Ratio	Total Openings	Total Jobs Filled	Jobs Filled Ratio
Total Workforce	Disabled	9	4.5%	0	0.0%			
	Total	201		14		14	14	100.0%

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Utilization Summary of Individuals with Disabilities
(By Job Group using the Any Difference Rule)
41 CFR Section 60-741.45

Job Group	Employees	Disabled	Utilization Goal %	Utilization %	Met Goal
1B : DIRECTORS	2	0	7.0%	0.0%	No
1C : GROUP MANAGERS	2	0	7.0%	0.0%	No
2A : SENIOR/PROJECT ENGINEERS	22	0	7.0%	0.0%	No
2B : ENGINEERS	17	0	7.0%	0.0%	No
2C : TECHNICAL PROFESSIONALS	1	0	7.0%	0.0%	No
2D : BUSINESS PROFESSIONALS	1	0	7.0%	0.0%	No
3A : ENGINEERING TECHNICIANS	6	0	7.0%	0.0%	No
5A : ADMINISTRATIVE SUPPORT WORKERS	1	0	7.0%	0.0%	No

The Company has used the terms 'Availability' and 'Utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

IDENTIFICATION OF PROBLEM AREAS
41 CFR Section 60-741.45(e)

When the percentage of individuals with disabilities in one or more job groups, or in our entire workforce if the workforce is 100 or less employees, is less than the utilization goal, Crawford, Murphy & Tilly, Inc. takes steps to determine whether and where impediments to equal employment opportunity exist. When making this determination, we assess our personnel processes, the effectiveness of our outreach and recruitment efforts, the results of our affirmative action program audit, and any other areas that might affect the success of the affirmative action program.

Crawford, Murphy & Tilly, Inc. has not found any impediments to equal employment opportunity in our personnel processes, outreach, and recruitment efforts or any other area that might affect the success of our affirmative action program.

ACTION ORIENTED PROGRAMS
41 CFR Section 60-741.45(f)

As needed, Crawford, Murphy & Tilly, Inc. develops action-oriented programs designed to correct any identified problems areas. These action-oriented programs may include the modification of personnel processes to ensure equal employment opportunity for individuals with disabilities, alternative or additional outreach and recruitment efforts, and/or other actions designed to correct the identified problem areas and attain the established goal.

Crawford, Murphy & Tilly, Inc. has not identified any problems areas.

**AFFIRMATIVE ACTION PROGRAM
FOR PROTECTED VETERANS**

CRAWFORD, MURPHY, & TILLY, INC.

**AURORA, CHICAGO, MOLINE, and
ROCKFORD, ILLINOIS**

550 North Commons Drive, Suite 116
Aurora, IL 60504



CONTACT INFORMATION

Contractor : Aurora IL
550 North Commons Drive
Suite 116
Aurora, IL 60504

Dun & Bradstreet # : 47019070
Employer Identification # : 370844662
EEO-1 # : A06995

Executive Officer : Daniel R. Meckes
Chairman and CEO

EEO Coordinator : Kristine M. Allen
Crawford, Murphy & Tilly, Inc.
2750 West Washington Street
Springfield, IL 62702

EQUAL EMPLOYMENT OPPORTUNITY POLICY
41 CFR Section 60-300.44(a)

It is the policy at Crawford, Murphy & Tilly, Inc. to provide equal employment and advancement opportunities to all qualified individuals. To achieve this goal, Crawford, Murphy & Tilly, Inc. is dedicated to taking affirmative action to employ and advance in employment of protected veterans. All personnel actions, including compensation, benefits, recruitment, hiring, training, and promotion of persons in all job titles, are administered without regard to protected veteran status, and all employment decisions are based solely on valid job requirements. In addition, employees and applicants are protected from harassment, threats, coercion, intimidation, or discrimination for:

1. Filing a complaint;
2. Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of Section 4212, Section 503, or any other Federal, State, or local law requiring equal opportunity for protected veterans;
3. Opposing any act or practice made unlawful by Section 4212, Section 503, or any other Federal, State or local law requiring equal opportunity for protected veterans; or
4. Exercising any other right protected by Section 4212, Section 503.

This EEO policy has the full support of top management, who has assigned responsibility for its implementation to Kristine M. Allen, EEO Coordinator. Crawford, Murphy & Tilly, Inc. has designed and implemented an audit and reporting system to monitor and maintain its compliance with the Acts.

A copy of the Equal Employment Opportunity statement that reaffirms Crawford, Murphy & Tilly, Inc.'s commitment to protected veterans is posted in a form that is accessible and understandable to an individual with a disability.

REVIEW OF PERSONNEL PROCESSES

41 CFR Section 60-300.44(b)

Crawford, Murphy & Tilly, Inc. reviews its employment procedures to ensure careful, thorough, and systematic consideration of the job qualifications of protected veterans and applicants with disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. This review ensures that personnel procedures do not stereotype protected veterans and individuals with disabilities in a manner that limits their access to all jobs for which they are qualified. Applicants and employees with disabilities have equal access to personnel processes, including those implemented through information and communication technologies. Crawford, Murphy & Tilly, Inc. periodically reviews its processes, and makes any necessary modifications to ensure its affirmative action obligations are carried out. When protected veterans are considered for employment, only that portion of the individuals' military records, including discharge papers, that is relevant to the requirements of the position will be considered.

The following are some procedures that may be used to facilitate the review and evaluative process:

- 1.** The application or personnel form of each protected veteran is annotated to identify each vacancy for which the applicant was considered, and is retrievable for review for use in investigations and internal compliance activities;
- 2.** The application or personnel form of each protected veteran includes the identification of each promotion and training program for which that employee was considered;
- 3.** When a protected veteran employee or applicant is rejected for employment, promotion, or training, a statement of the reason is appended to the personnel file;

PHYSICAL AND MENTAL QUALIFICATIONS

41 CFR Section 60-300.44(c)

Crawford, Murphy & Tilly, Inc. reviews all physical and mental job qualification requirements as openings occur to ensure, to the extent that qualification requirements tend to screen out qualified disabled veterans, that they are job-related and consistent with business necessity and the safe performance of the job.

To the extent that physical or mental job qualification requirements tend to screen out qualified disabled veterans in the selection of employees or applicants for employment or other changes in employment status such as promotion or training, Crawford, Murphy & Tilly, Inc. ensures that the requirements are related to the specific job (s) for which the individual is being considered, and are consistent with business necessity and the safe performance of the job.

REASONABLE ACCOMMODATION
41 CFR Section 60-300.44(d)

Crawford, Murphy & Tilly, Inc. makes reasonable accommodations to the physical and mental limitations of employees or applicants to the extent that such accommodations do not impose an undue hardship on the conduct of its business. When an employee known to be a disabled veteran has significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, the employee is confidentially notified of the performance problem, and asked if the problem is related to the disability. If the employee indicates that the performance problem is related to his or her disability, the employee is asked if reasonable accommodation is needed.

HARASSMENT
41 CFR Section 60-300.44(e)

Crawford, Murphy & Tilly, Inc. develops and maintains procedures to ensure that its employees are not harassed because of their status as a protected veteran.

SPOUSES OF PROTECTED VETERANS
41 CFR Section 60-300.21(e)

It is the policy of Crawford, Murphy & Tilly, Inc. not to exclude or deny equal jobs or benefits to, or otherwise discriminate against, a qualified individual because of the individual's relationship or association with a protected veteran. This includes spouses and other family members.

EXTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-300.44(f)

Crawford, Murphy & Tilly, Inc. undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit protected veterans such as the following:

1. Crawford, Murphy & Tilly, Inc. incorporates the Equal Opportunity Clause regarding protected veterans in its purchase orders, leases, and contracts as required by law, executive order, and regulation. Written notification of the Equal Opportunity Policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

2. Crawford, Murphy & Tilly, Inc. notifies all applicants of the EEO policy, and invites them to self-identify. Application forms state Crawford, Murphy & Tilly, Inc.'s commitment to equal employment opportunity. All employment advertisements and notices to recruitment sources state this EEO policy.

3. Outreach and recruitment activities that may be undertaken as needed by Crawford, Murphy & Tilly, Inc. include enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for protected veterans in order to fulfill its commitment to provide equal employment opportunity for such individuals:

- The Local Veterans' Employment Representative in the local employment service office (One-Stop) nearest the contractor's establishment;
- The Department of Veterans Affairs Regional Office nearest the contractor's establishment;
- The veterans' counselors and coordinators ("Vet-Reps") on college campuses;
- The service officers of the national veterans' groups active in the area of the contractor's establishment;
- Local veterans' groups and veterans' service centers near the contractor's establishment;
- The National Resource Directory's Veterans Job Bank, or any future service that replaces or complements it;
- The Department of Defense Transition Assistance Program (TAP), or any subsequent program that, in whole or in part, might replace TAP; and
- Any organization listed in the Employer Resources section of the National Resource Directory (<http://www.nationalresourcedirectory.gov/>), or any future service that replaces or complements it.
- The Employment One-Stop Career Center (One-Stop) or American Job Center nearest the contractor's establishment;
- Local Employment Network (EN) organizations (other than the contractor, if the contractor is an EN) listed in the Social Security Administration's Ticket to Work Employment Network Directory (www.yourtickettowork.com/endir);

4. All employment openings (except executive and top management, positions that are filled from within, and positions lasting three days or less) are listed at the appropriate state employment services office.

5. Formal briefing sessions and facility tours may be conducted with representatives from recruiting sources to explain current and future job openings, position descriptions, worker specifications, and the selection

process. Follow-up with these resources, and feedback on disposition of applicants are conducted when appropriate.

6. Crawford, Murphy & Tilly, Inc. develops internal communication of these outreach efforts in a manner that fosters understanding, acceptance, and support among executive management, supervisors, and all other employees.

7. Meaningful contacts are established with veteran's service organizations for such purposes as advice, technical assistance, and referral of potential employees.

8. Protected veterans are considered for all available positions for which they may be qualified.

9. Recruitment at educational institutions includes efforts to reach students who are protected veterans.

10. When appropriate, efforts may be made to participate in work-study programs with Department of Veterans Affairs rehabilitation facilities that specialize in training or educating disabled veterans.

INTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-300.44(g)

Crawford, Murphy & Tilly, Inc. has developed the following internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment protected veterans. These procedures are designed to foster understanding, acceptance, and support among executive, management, supervisory, and other employees, and to encourage such persons to take the necessary actions to meet this obligation.

- 1. Crawford, Murphy & Tilly, Inc. Notices.** The EEO policy statement is included in a policy manual and/or posted on the employee bulletin board and/or electronically in a manner and place that ensures that protected veterans are informed of its contents. This notice states the name of the EEO Coordinator, the support of top-level management toward this policy, and to whom questions, comments, or complaints should be directed. A statement is included that employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the Acts. All required state and federal EEO notices are also posted on bulletin boards.

- 2. Union Contracts.** A non-discrimination clause is included in any union contracts and any such contracts are reviewed to ensure that they are non-discriminatory. Crawford, Murphy & Tilly, Inc. notifies union officials and/or employee representatives of the contractor's policy, and requests their cooperation.

- 3. Other procedures that may be implemented as needed:**
 - a.** Aurora IL's overall commitment, top-level management support, and implementation of the plan are discussed with management personnel, making clear the chief executive officer's support for the affirmative action policy;

 - b.** All employees and prospective employees are informed of Crawford, Murphy & Tilly, Inc.'s commitment to engage in affirmative action to increase employment opportunities for protected veterans;

 - c.** Crawford, Murphy & Tilly, Inc.'s affirmative action policy is publicized in the company newspaper, magazine, annual report, and other media;

 - d.** The policy is discussed thoroughly in both employee orientation and management training programs;

 - e.** When employees are featured in employee handbooks or similar publications for employees, Crawford, Murphy & Tilly, Inc. includes protected veterans.

ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS

41 CFR Section 60-300.44(f)(3)

Crawford, Murphy & Tilly, Inc. each year reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans. Each evaluation is documented, including at a minimum the criteria used to evaluate the effectiveness of each effort and the conclusion as to whether each effort and the totality of the efforts are effective. Among these criteria are the Data Collection Analysis for the current year and the two most recent previous years. If Crawford, Murphy & Tilly, Inc. concludes the totality of its efforts are not effective in identifying and recruiting qualified protected veterans, alternative outreach and recruitment efforts are identified and implemented.

Crawford, Murphy & Tilly, Inc. concludes that each and the totality of its efforts are effective in identifying and recruiting qualified protected veterans.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Assessment of Outreach and Recruitment Activities for Protected Veterans

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
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There are no assessments for this reporting period.

Criteria for Evaluation:

1. Did the activity attract qualified applicants who are protected veterans?
2. Did the activity result in the hiring of protected veterans?
3. Did the activity expand Contractor's outreach to protected veterans in the community?

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-300.44(h)

Crawford, Murphy & Tilly, Inc. has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether protected veterans and individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.

RESPONSIBILITY FOR IMPLEMENTATION

41 CFR Section 60-300.44(i)

Kristine M. Allen has been designated to direct the activities of the affirmative action program. Kristine M. Allen has the full support of top management in carrying out the Crawford, Murphy & Tilly, Inc. affirmative action policy. Kristine M. Allen is responsible for:

1. Developing policy statements, affirmative action programs, and internal and external communication to include discussions with managers, supervisors, and employees to ensure the policies are followed;
2. Advising managers and supervisors that their work performance is evaluated, in part, on the basis of their affirmative action efforts;
3. Identifying and discussing with management any problem areas;
4. Developing with management solutions for any identified problem areas;
5. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and community groups, governmental agencies, and vocational rehabilitation organizations;
6. Maintaining an audit and reporting system to monitor the progress of the affirmative action program;
7. Informing management of the latest developments in the affirmative action and equal employment opportunity area;
8. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and organizations for protected veterans;
9. Assisting in career counseling for protected veterans;
10. Ensuring that the policy statement and required posters are posted on bulletin boards and/or electronic postings; and
11. Ensuring that employees placed through these policies are not harassed.

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-300.44(h)

Crawford, Murphy & Tilly, Inc. has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether protected veterans and individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.

TRAINING
41 CFR Section 60-300.44(j)

All personnel involved in recruitment, screening, selection, promotion, discipline, and related processes are trained to ensure the implementation of our commitments made in this affirmative action program.

DATA COLLECTION ANALYSIS
41 CFR Section 60-300.44(k)

Crawford, Murphy & Tilly, Inc. documents the following computations or comparisons pertaining to applicants and hires on an annual basis, and maintains them for a period of three (3) years:

1. The number of applicants who self-identified as protected veterans pursuant to § 60-300.42(a), or who are otherwise known as protected veterans;
2. The total number of job openings and total number of jobs filled;
3. The total number of applicants for all jobs;
4. The number of protected veteran applicants hired; and
5. The total number of applicants hired.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Data Collection Analysis of Protected Veterans

41 C.F.R. 60-300.44(k)

04/01/2021 - 03/31/2022

		Applicants	Applicant Ratio	Hires & Promotions	Hire & Prom Ratio	Total Openings	Total Jobs Filled	Jobs Filled Ratio
Total Workforce	Veterans	3	1.5%	0	0.0%			
	Total	201		14		14	14	100.0%

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

BENCHMARKS FOR HIRING VETERANS

41 CFR Section 60-300.45

Benchmarks are set on an annual basis using one of the two mechanisms described below:

1. Establish a benchmark equaling the national percentage of veterans in the civilian labor force, which will be published and updated annually on the OFCCP website; or
2. Establish a benchmark by taking into account: (i) the average percentage of veterans in the civilian labor force in the State(s) where the contractor is located over the preceding three years, as calculated by the Bureau of Labor Statistics and published on the OFCCP website; (ii) the number of veterans, over the previous four quarters, who were participants in the employment service delivery system in the State where the contractor is located, as tabulated by the Veterans' Employment and Training Service and published on the OFCCP website; (iii) the applicant ratio and hiring ratio for the previous year, based on the data collected pursuant to § 60-300.44(k); (iv) the contractor's recent assessments of the effectiveness of its external outreach and recruitment efforts, as set forth in § 60-300.44(f)(3); and (v) any other factors, including but not limited to the nature of the contractor's job openings and/or its location, which would tend to affect the availability of qualified protected veterans.

Crawford, Murphy & Tilly, Inc. has chosen to establish a benchmark equaling the national percentage of veterans in the civilian labor force. The benchmark is not a rigid and inflexible quota that must be met, nor is it to be considered either a ceiling or a floor for the employment of particular groups. The purpose of establishing benchmarks is to create a quantifiable method by which Crawford, Murphy & Tilly, Inc. can measure its progress toward achieving equal employment opportunity for protected veterans.

Crawford, Murphy & Tilly, Inc.

550 North Commons Drive

Aurora, IL 60504

04/01/2022 - 03/31/2023

Hiring Benchmark for Protected Veterans

41 CFR Section 60-300.45

Veteran Hiring Benchmark : 5.5%

PRIVILEGED AND CONFIDENTIAL

**AFFIRMATIVE ACTION PROGRAM
FOR WOMEN & MINORITIES**

CRAWFORD, MURPHY, & TILLY, INC.

**ST. LOUIS, MO; KANSAS CITY, MO;
SPRINGFIELD, MO; and EDWARDSVILLE, IL**

One Memorial Drive, Suite 500
St. Louis, MO 63102



CONTACT INFORMATION

Contractor : St. Louis MO
One Memorial Drive
Suite 500
St. Louis, MO 63102

Dun & Bradstreet # : 47019070
Employer Identification # : 370844662
EEO-1 # : A06995

Executive Officer : Daniel R. Meckes
Chairman and CEO

EEO Coordinator : Kristine M. Allen
Crawford, Murphy & Tilly, Inc.
2750 West Washington Street
Springfield, IL 62702

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(Not for distribution except on a need-to-know basis.)

This Affirmative Action Program ("Program") and all supporting documents contain confidential information that is subject to the provisions of 18 U.S.C. 1905, and *Chrysler Corp. v. Brown*, 441 U.S. 281, 19 FEP 475 (1979). Furthermore, release of any trade secret, confidential statistical or commercial information is considered arbitrary and capricious and is in violation of the Administrative Procedure Act. See *CNA Financial Corp. v. Donovan* 830 F.2nd 1132, 1144 and n. 73 (D.C. Cir.) certiorari denied, 485 U.S. 977 (1988). Copies of this Program and all related appendices, documents, and support data may be made available on loan to the U.S. Government, State Governments, Local Governments, and other entities solely upon request, on the condition that all information shall be totally confidential and the information provided, copies, or any summary of the contents thereof shall not be released to any person or entity for any purpose whatsoever. This Program and its appendices and other supporting documents contain significant confidential information that may reveal, directly or indirectly, plans for business or geographical expansion or contraction.

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- Confidential, commercial or financial information, which is exempt from disclosure under 5 U.S.C. 552(b)(4);
- Investigatory records compiled for law enforcement purposes, the production of which would constitute an unwarranted invasion of personal privacy, which are exempt from disclosure under 5 U.S.C. 552(b)(7)(C); and
- Matters specifically exempted from disclosure by statute, which are exempt from disclosure under 5 U.S.C. 552(b)(3).

Notice is hereby given that Crawford, Murphy & Tilly, Inc. requests that this Program be kept confidential.

Crawford, Murphy & Tilly, Inc. hereby asserts that it does not consent to the release of any information whatsoever contained in this Program under the Freedom of Information Act or pursuant to any other authority. If the U.S. Government, or any agency or subdivision thereof, any State government, or any agency or subdivision thereof, any local government or any other entity is considering breaching the conditions under which this Program was loaned, receives a request to disclose this Program or any contents thereof, or is considering granting a request from any source to disclose this Program or any contents thereof, request is hereby made that Crawford, Murphy & Tilly, Inc. be immediately notified, as well as its counsel, of any and all such requests or contemplated release of information. Crawford, Murphy & Tilly, Inc. further requests that everyone who has any contact with this Program and its supporting appendices, documents and other data treats such information as totally confidential and that such information not be released to any person or entity for any purpose whatsoever. Retention or disclosure of information relating to identifiable individuals may also constitute a violation of the Privacy Act of 1974.

INTRODUCTION

St. Louis MO develops an annual Affirmative Action Program ("Program") as one of several tools to effectively implement affirmative action policies. The form, language and analysis of the Program necessarily complies with the requirements of 41 CFR 60-2, et seq. (affirmative action programs) and other regulations established pursuant to the provisions of Executive Order 11246 and all other civil rights related laws and regulations that have or may be enacted, as amended.

Accordingly, terminology such as "job group," "availability," "underrepresentation," "concentration," "disparity," "incumbency to availability analysis," "utilization," "problem area," "adverse impact," "goals," and other terms not identified here appearing in this Program are terms the company is required to use by government regulations. The criteria used in relation to these terms are those specified by the Government. These terms have no independent legal or factual significance whatsoever. Crawford, Murphy & Tilly, Inc. uses the terminology and methodology required by the Government in good faith in this Program and other affirmative action policies, but the usage of such terminology does not necessarily signify that Crawford, Murphy & Tilly, Inc. agrees that these terms properly apply to any particular factual situation..

Information regarding identifiable individuals is private and confidentially maintained. Everyone who has official access to confidential data will exercise every precaution to protect this information.

Crawford, Murphy & Tilly, Inc. has developed this Program in reliance upon the affirmative action guidelines issued by the Equal Employment Opportunity Commission, 29 C.F.R. Part 1608.

DESIGNATION OF RESPONSIBILITY
41 CFR Section 60-2.17(a), 60-2.10(b)(2)(i)

Daniel R. Meckes, Chairman and CEO, has overall responsibility for implementation of the Equal Employment Opportunity Policy. Kristine M. Allen, Equal Employment Opportunity Coordinator, assumes the responsibility for the development, implementation and monitoring of the affirmative action program, which includes all those positions located in subordinate and/or lower-level establishments for which the selection decisions are made at the corporate level. Kristine M. Allen's responsibilities include but are not limited to the following:

1. Developing policy statements and affirmative action programs.
2. Developing internal and external communication procedures when appropriate.
3. Developing an internal audit and reporting system that:
 - a. Identifies areas that require remedial action, including development of programs to correct those problem areas.
 - b. Determines the degree to which the goals and objectives are reached.
4. Monitoring the following internal practices:
 - a. Proper display of EEO posters and policies.
 - b. Full participation of minority and female employees in all Crawford, Murphy & Tilly, Inc. sponsored educational, training, recreational, and social activities.
5. Assisting management in solving any problems identified by internal audit. It is the responsibility of department heads, managers, and supervisors to provide the EEO Coordinator with such information and/or statistical data as is necessary to measure progress toward the attainment of goals and to assure good faith efforts to implement the affirmative action program. Such information and/or statistical data are used to set reasonable placement goals.
6. Keeping management informed of the latest developments in the equal employment opportunity area.
7. Assisting employees in solving problems and resolving EEO complaints.
8. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and appropriate women and minority groups.
9. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and appropriate EEO enforcement agencies.

IDENTIFICATION OF PROBLEM AREAS

41 CFR Section 60-2.17(b)

Crawford, Murphy & Tilly, Inc. has established annual hiring goals as provided herein. In job groups where underutilization of women or minorities was identified in the previous Program, annual goals were established equal to or in excess of the availability percentage. Crawford, Murphy & Tilly, Inc. has also established a long term organizational goal of having at least one female and one minority in each job group, regardless of the size of the job group or underutilization revealed through this and subsequent Programs.

However, it may take time to achieve the long term organizational goal at Crawford, Murphy & Tilly, Inc. due to the steady growth throughout its history. Crawford, Murphy & Tilly, Inc. has maintained a policy of promoting from within where qualified candidates are available for advancement to open positions. This policy, combined with very little turnover of employees, results in the vast majority of growth occurring at entry level positions. Consequently, Crawford, Murphy & Tilly, Inc. must continue to grow and mature in order to attain the long term female and minority utilization objectives.

Crawford, Murphy & Tilly, Inc. shall continue to hire, assign, and promote female and minority employees in an effort to make such percentages proportionate to, or in excess of, the percentages of counterparts in the available labor market.

As part of the monitoring practice, an analysis of personnel matters is conducted annually. The following items are considered.

1. Composition of the workforce by minority group and sex. Good faith placement goals are established where necessary.
2. Composition of applicant flow by race/ethnicity and sex. Corrective action is taken when appropriate whenever the referral ratio of a disfavored group indicates a significantly higher percentage is being rejected as compared to a favored group of applicants.
3. Compensation system. Crawford, Murphy & Tilly, Inc. evaluates its compensation system to determine whether there are gender, race or ethnicity-based disparities. The purpose of the analysis is to identify potential areas where impediments to equal employment opportunity may exist. Disparities alone do not necessarily indicate a problem area; there may be many non-discriminatory reasons for a disparity.
4. Selection process. The selection process includes: position descriptions, titles, application forms, pre-employment forms, interview procedures, test validity and administration, referral procedures, final selection process and similar factors. The application and related pre-employment forms are in compliance with federal guidelines, and position descriptions accurately reflect actual duties and responsibilities.

The following areas are reviewed annually to ensure the success of this affirmative action program:

- Applicant flow, hires, terminations, promotions, and other personnel actions;
- Facility and Crawford, Murphy & Tilly, Inc. sponsored recreational, social and educational events;
- EEO posters;
- Policy statements;
- Training Programs; and
- Other relevant areas.

ORGANIZATIONAL PROFILE

41 CFR Section 60-2.11(b)

The organizational profile depicts staffing patterns within Crawford, Murphy & Tilly, Inc. that assist in identifying organizational units where women or minorities may be underrepresented or concentrated. It is one method used to identify potential barriers to equal employment opportunity.

Crawford, Murphy & Tilly, Inc. determines annually whether to include the Organizational Display or the Workforce Analysis as its Organizational Profile as part of producing the yearly affirmative action program. Staffing patterns assist in identifying organization units where women or minorities may be underrepresented or concentrated.

Organizational Display

An organizational unit is any component part of the Crawford, Murphy & Tilly, Inc. corporate structure, such as a department, division, section, branch, group, project team, job family, or similar. The Organizational Display is a detailed presentation of the Crawford, Murphy & Tilly, Inc. organizational structure that identifies each organizational unit and shows the relationship to other organizational units.

For each organizational unit, the organizational display includes the following:

1. name of the unit;
2. job title, gender, race, and ethnicity of the unit supervisor(s) (if the unit has a supervisor);
3. total number of male and female incumbents; and
4. total number of male and female incumbents in each of the separate minority groups.

Workforce Analysis

The Workforce Analysis is a listing of each job title, as it appears in applicable collective bargaining agreements or payroll records, ranked from the lowest paid to the highest paid within each department or other similar organizational unit including departmental or unit supervision. All job titles, including all managerial job titles, are listed. The total number of incumbents in each minority classification is given for each job title.

Where there are separate work units or lines of progression within a department, a separate Line of Progression Report is provided for each such work unit or line, including unit supervisors. The order of the jobs in the line through which an employee could move to the top of the line is indicated on the report.

Where there are no formal progression lines or usual promotional sequences, job titles are listed in order of wage rates or salary ranges by departments, job families or disciplines.

The total number of incumbents in each minority classification is given for each job title. All job titles, including all managerial job titles, are listed.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Organizational Display

AV : AVIATION (Total Employees: 21; 15WM / 4WF / 1HM / 1TF)

| 22 : Group Manager Aviation - WM

|

CS : CORPORATE SUPPORT (Total Employees: 6; 4WM / 2WF)

| 10 : Chief Executive Officer - WM

|

BSS : Building & Site Services (Total Employees: 6; 4WM / 2WF)

| 20 : Group Manager Land Dvlm - WM

|

WR : WATER RESOURCES (Total Employees: 22; 14WM / 7WF / 1BM)

| 28 : Group Manager Water Resources - WM

|

ST : SURFACE TRANSP (Total Employees: 42; 30WM / 10WF / 1BM / 1HM)

25 : Group Manager Highways & Bridges - WM

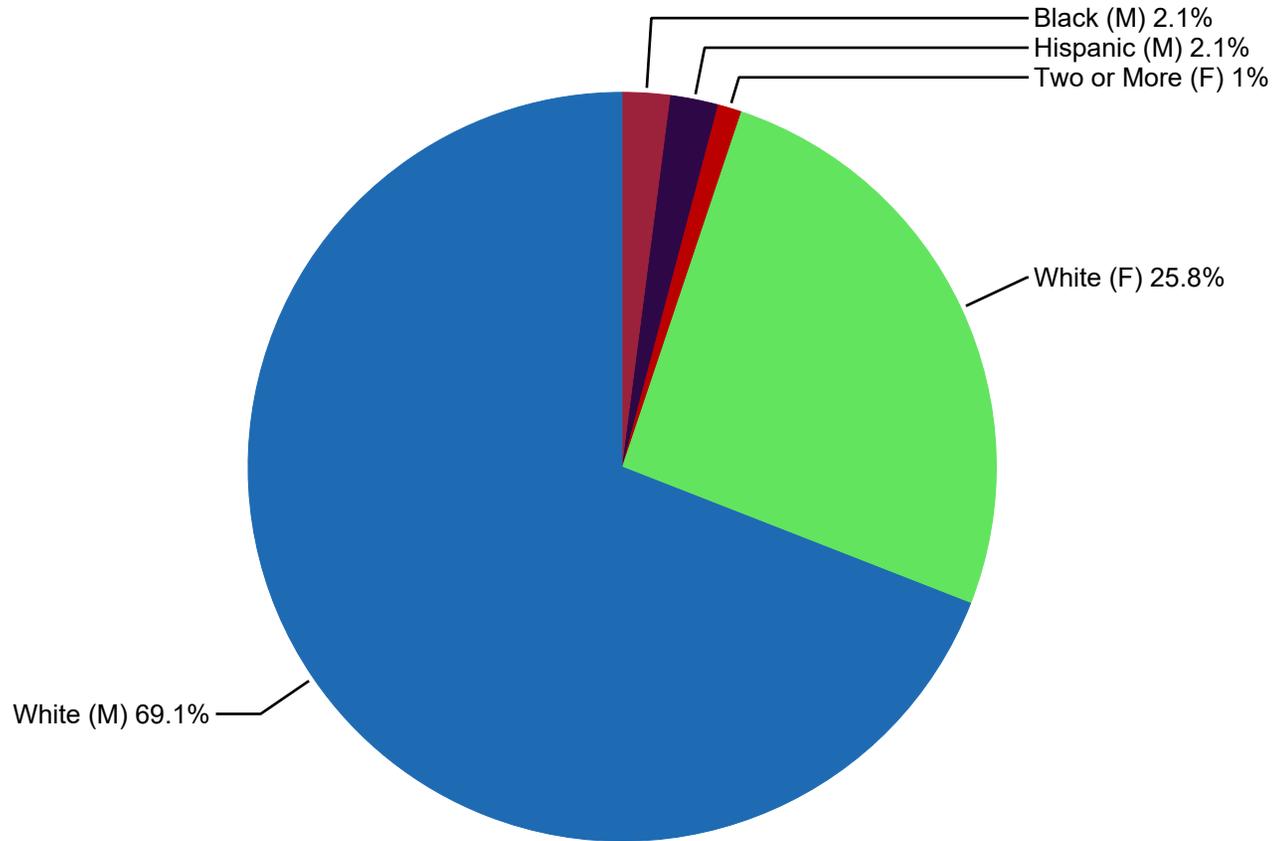
Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Organizational Demographics - Companywide



**PLACEMENT OF INCUMBENTS IN JOB GROUPS, WORKFORCE BY JOB GROUP, AND
WORKFORCE BY JOB GROUP - ANNOTATIONS**
41 CFR Sections 60-2.1e, 60-2.12, 60-2.13, 60-2.17(b)(1)

Crawford, Murphy & Tilly, Inc. groups jobs with similar content, wage rates, and opportunities into job groups. This analysis includes a list of the job titles that constitute each job group. The Job Group Analysis includes a list of the job titles that comprise each job group, and states separately the percentage of minorities and the percentage of women Crawford, Murphy & Tilly, Inc. employs in each established job group.

Crawford, Murphy & Tilly, Inc. prepares a separate Job Group Annotations report, that lists employees who are included in an affirmative action program for an establishment other than the one in which the employees are located, and identifies the actual location of such employees.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

1A : EXECUTIVES

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
10 : Chief Executive Officer	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

1B : DIRECTORS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
11 : Chief Financial Offcr	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12 : Sr Vp & Director Bsns D	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18 : Vp Special Projects	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	2	2	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Percentages :	66.7%	66.7%	0%	0%	0%	0%	0%	0%	33.3%	33.3%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

1C : GROUP MANAGERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
22 : Group Manager Aviation	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 : Group Manager Highways & Bridges	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28 : Group Manager Water Resources	4	4	0	0	0	0	0	0	2	2	0	0	0	0	0	0
Job Group Totals :	6	6	0	0	0	0	0	0	2	2	0	0	0	0	0	0
Job Group Percentages :	75%	75%	0%	0%	0%	0%	0%	0%	25%	25%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2A : SENIOR/PROJECT ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
30 : Project Engineer I	12	12	0	0	0	0	0	0	2	2	0	0	0	0	0	0
~30 : Project Engineer I	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
36 : Project Manager II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39 : Project Structural Engineer I	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 : Sr. Engineer I	10	9	1	0	0	0	0	0	5	5	0	0	0	0	0	0
53 : Sr. Structural Engineer I	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
54 : Sr. Structural Engineer II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	28	27	1	0	0	0	0	0	8	8	0	0	0	0	0	0
Job Group Percentages :	77.8%	75%	2.8%	0%	0%	0%	0%	0%	22.2%	22.2%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2B : ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
50 : Engineer I	11	10	0	1	0	0	0	0	7	6	0	0	0	0	0	1
55 : Structural Engineer I	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	13	12	0	1	0	0	0	0	7	6	0	0	0	0	0	1
Job Group Percentages :	65%	60%	0%	5%	0%	0%	0%	0%	35%	30%	0%	0%	0%	0%	0%	5%
~ : Part-time																

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2C : TECHNICAL PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
43 : Sr. Planner I	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
~43 : Sr. Planner I	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
46 : Technical Manager II	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60 : Planner I	2	1	0	1	0	0	0	0	1	1	0	0	0	0	0	0
70 : Land Surveyor	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	5	4	0	1	0	0	0	0	5	5	0	0	0	0	0	0
Job Group Percentages :	50%	40%	0%	10%	0%	0%	0%	0%	50%	50%	0%	0%	0%	0%	0%	0%
~ : Part-time																

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

2D : BUSINESS PROFESSIONALS

Job Code : Job Title	Male								Female								
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	
44 : Gis Specialist	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
65 : Marketing Professional	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
Job Group Totals :	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
Job Group Percentages :	50%	50%	0%	0%	0%	0%	0%	0%	50%	50%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

3A : ENGINEERING TECHNICIANS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
71 : Survey Party Chief	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
80 : Sr. Technician I	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
81 : Sr. Technician II	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~81 : Sr. Technician II	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
90 : Technician II	7	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0
91 : Technician I	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	15	14	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	93.3%	6.7%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Job Group Analysis

41 CFR Section 60-2.12-13

5A : ADMINISTRATIVE SUPPORT WORKERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
119 : Administrative Assistant	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
Job Group Totals :	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
Job Group Percentages :	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	0%	0%	0%	0%	0%	0%
~ : Part-time																
Plan Totals :	71	67	2	2	0	0	0	0	26	25	0	0	0	0	0	1
Plan Percentages :	73.2%	69.1%	2.1%	2.1%	0%	0%	0%	0%	26.8%	25.8%	0%	0%	0%	0%	0%	1%

CURRENT PROGRAM YEAR ANALYSIS

St. Louis MO has a total of 97 employees with 26 females and 5 minorities included in this plan.

1A : EXECUTIVES - This group consists of 1 employee, 0 females and 0 minorities. There are placement goals of 29% for females and 12.7% for minorities. As shown on the Availability Analysis, 100% are hired from 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (50%) and United States (50%). There was no hire activity. There was no promotion activity. There was no termination activity.

1B : DIRECTORS - This group consists of 3 employees, 1 female and 0 minorities. There are placement goals of 36.8% for females and 13.7% for minorities. As shown on the Availability Analysis, 100% are hired from 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (50%) and United States (50%). There was no hire activity. There was no promotion activity. There was no termination activity.

1C : GROUP MANAGERS - This group consists of 8 employees, 2 females and 0 minorities. There are no placement goals for females but minorities have a placement goal of 2.8%. As shown on the Availability Analysis, 100% are filled through internal promotion from all jobs within job group 2A. There was no hire activity. There was no promotion activity. There was no termination activity.

2A : SENIOR/PROJECT ENGINEERS - This group consists of 36 employees, 8 females and 1 minority. There are no placement goals for females but minorities have a placement goal of 7.8%. As shown on the Availability Analysis, 50% are hired from 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (70%) and United States (30%), and 50% are filled through internal promotion from all jobs within job group 2A. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There is no statistically significant disparity indicated by the gender promotion rate. There is no statistically significant disparity indicated by the race promotion rate. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

2B : ENGINEERS - This group consists of 20 employees, 7 females and 2 minorities. There are no placement goals for females but minorities have a placement goal of 14.2%. As shown on the Availability Analysis, 16.4% are hired from 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (66.67%) and United States (33.33%), 80% are filled through training institutions, and 3.6% are filled through internal promotion from all jobs within job group 2A. There is no statistically significant disparity indicated by the gender hire rate. The hire rate of one or more race groups indicates some preliminary statistical significance and the items outlined in the Action Oriented section will be followed. There was no promotion activity. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

2C : TECHNICAL PROFESSIONALS - This group consists of 10 employees, 5 females and 1 minority. There are no placement goals for females or minorities at this time. As shown on the Availability Analysis, 100% are hired from 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (85.71%) and United States (14.29%). There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There was no promotion activity. There was no termination activity.

2D : CORPORATE SUPPORT - This group consists of 2 employees, 1 female and 0 minorities. There are no placement goals for females but minorities have a placement goal of 12.2%. As shown on the Availability Analysis, 100% are hired from 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (94.74%) and United States (5.26%). There was no hire activity. There was no promotion activity. There was no termination activity.

3A : CORPORATE SUPPORT - This group consists of 15 employees, 0 females and 1 minority. There are

placement goals of 11.5% for females and 9.4% for minorities. As shown on the Availability Analysis, 75% are hired from 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (85.71%) and United States (14.29%), and 25% are filled through internal promotion from all jobs within job group 3A. There is no statistically significant disparity indicated by the gender hire rate. There is no statistically significant disparity indicated by the race hire rate. There is no statistically significant disparity indicated by the gender promotion rate. There is no statistically significant disparity indicated by the race promotion rate. There is no statistically significant disparity indicated by the gender termination rate. There is no statistically significant disparity indicated by the race termination rate.

5A : ADMINISTRATIVE SUPPORT WORKERS - This group consists of 2 employees, 2 females and 0 minorities. There are no placement goals for females but minorities have a placement goal of 7.4%. As shown on the Availability Analysis, 100% are hired from 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (95%) and United States (5%). There was no hire activity. There was no promotion activity. There was no termination activity.

St. Louis MO encourages employees to pursue promotion opportunities and training to prepare for new jobs and maintain and improve performance, and uses alternate recruitment sources when necessary to attract more qualified external applicants.

Custom Census Area Information

CMT Plan 3 Census Area 2019-2020 (50%) and United States (50%):United States - 01000US (50%) and CMT Plan 3 Census Area 2019-2020 - CMB_GET3UB9 (50%)

CMT Plan 3 Census Area 2019-2020 (70%) and United States (30%):United States - 01000US (30%) and CMT Plan 3 Census Area 2019-2020 - CMB_GET3UB9 (70%)

CMT Plan 3 Census Area 2019-2020 (66.67%) and United States (33.33%):United States - 01000US (33.33%) and CMT Plan 3 Census Area 2019-2020 - CMB_GET3UB9 (66.67%)

CMT Plan 3 Census Area 2019-2020 (85.71%) and United States (14.29%):United States - 01000US (14.29%) and CMT Plan 3 Census Area 2019-2020 - CMB_GET3UB9 (85.71%)

CMT Plan 3 Census Area 2019-2020 (94.74%) and United States (5.26%):United States - 01000US (5.26%) and CMT Plan 3 Census Area 2019-2020 - CMB_GET3UB9 (94.74%)

CMT Plan 3 Census Area 2019-2020 (95%) and United States (5%):United States - 01000US (5%) and CMT Plan 3 Census Area 2019-2020 - CMB_GET3UB9 (95%)

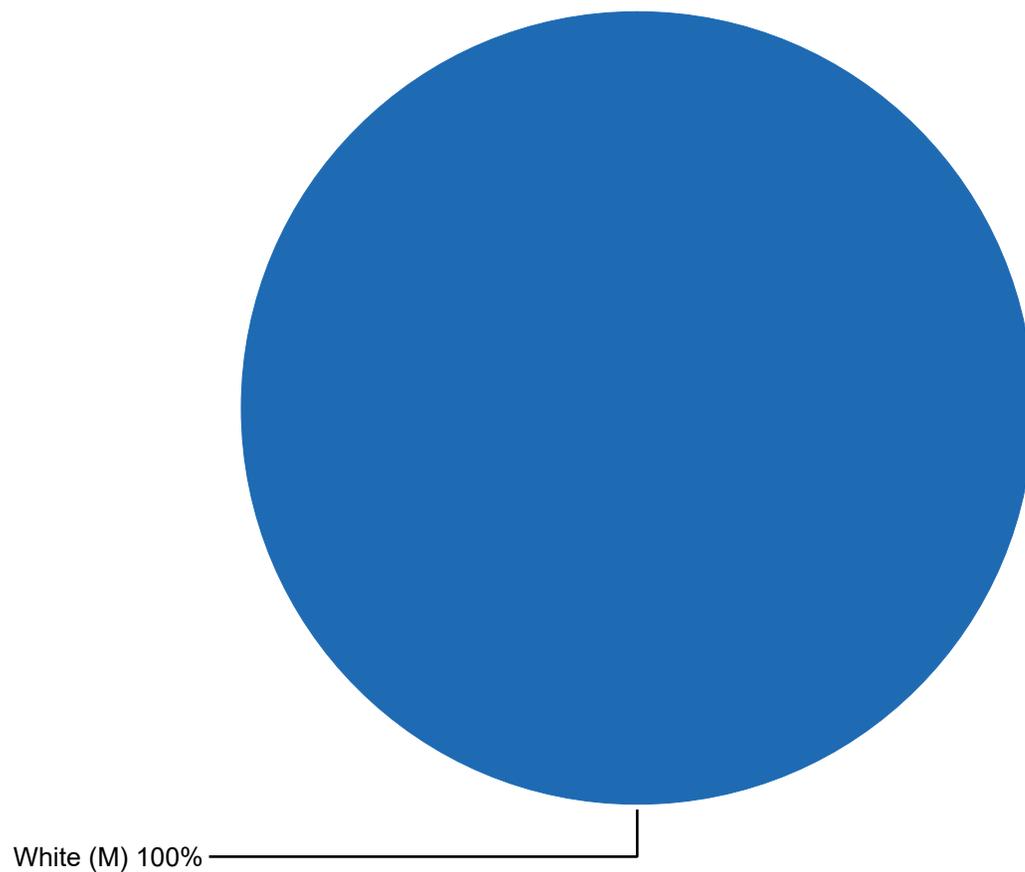
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Organizational Demographics - By Job Group 1A : EXECUTIVES



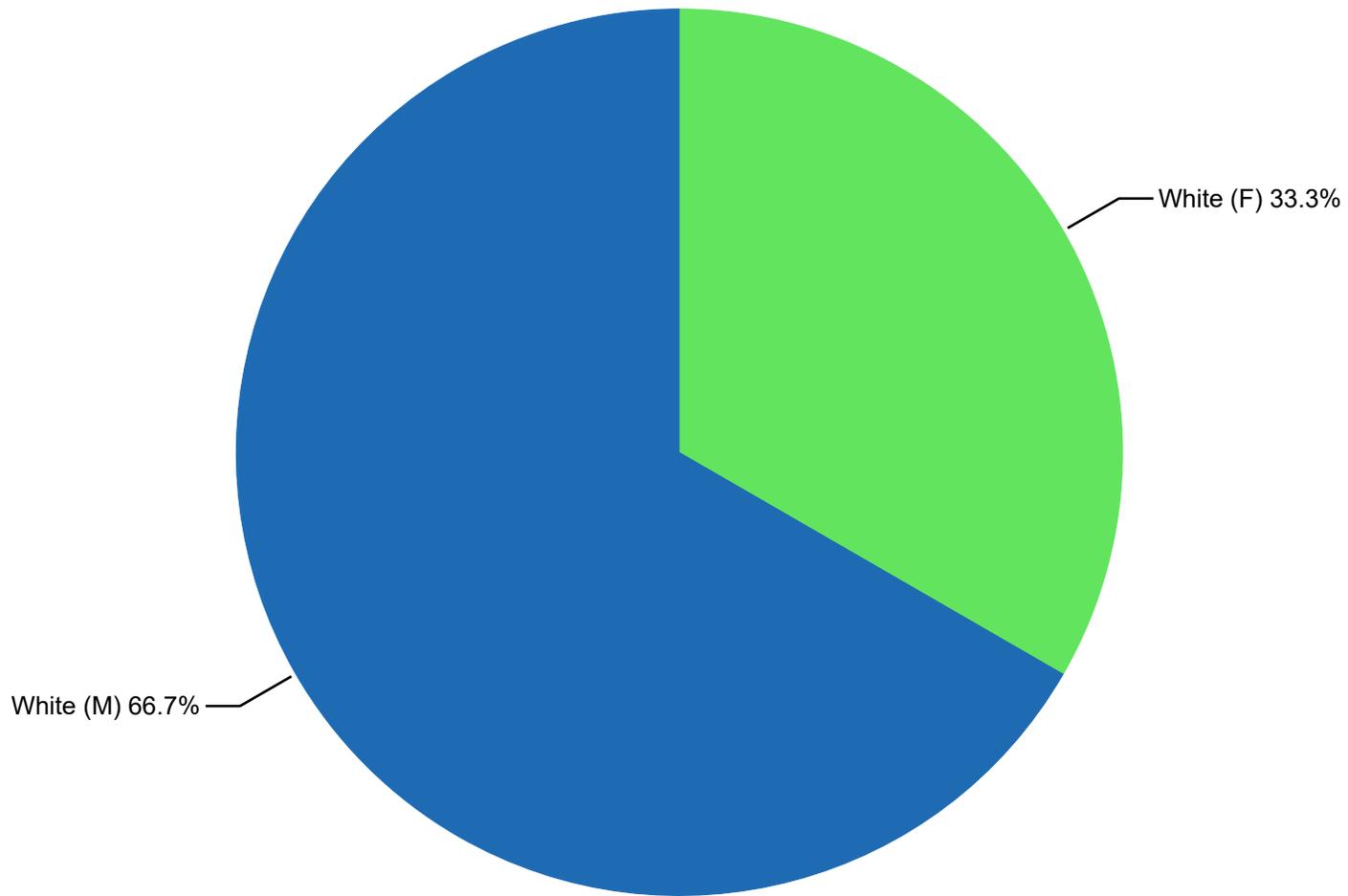
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Organizational Demographics - By Job Group
1B : DIRECTORS



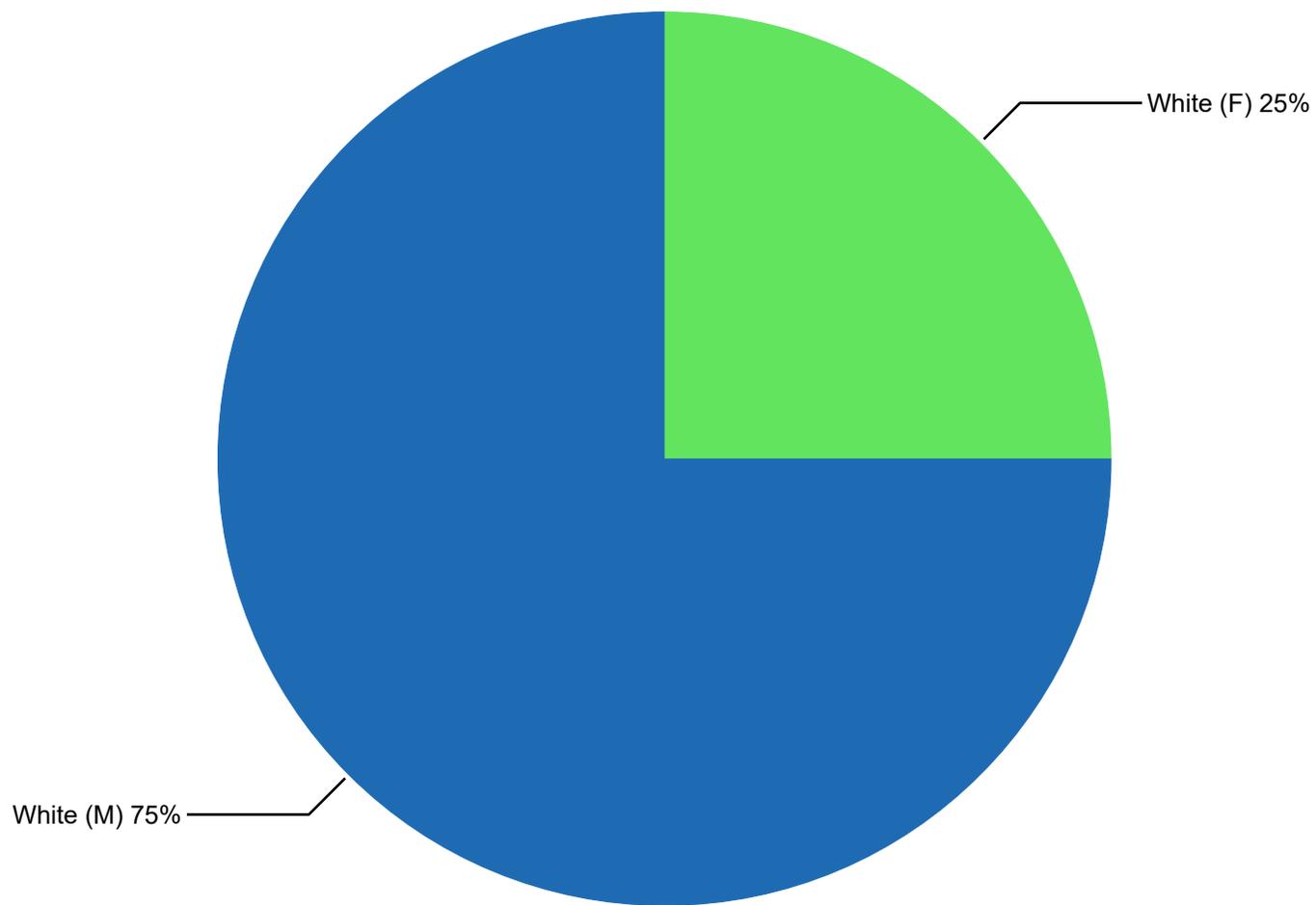
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Organizational Demographics - By Job Group 1C : GROUP MANAGERS



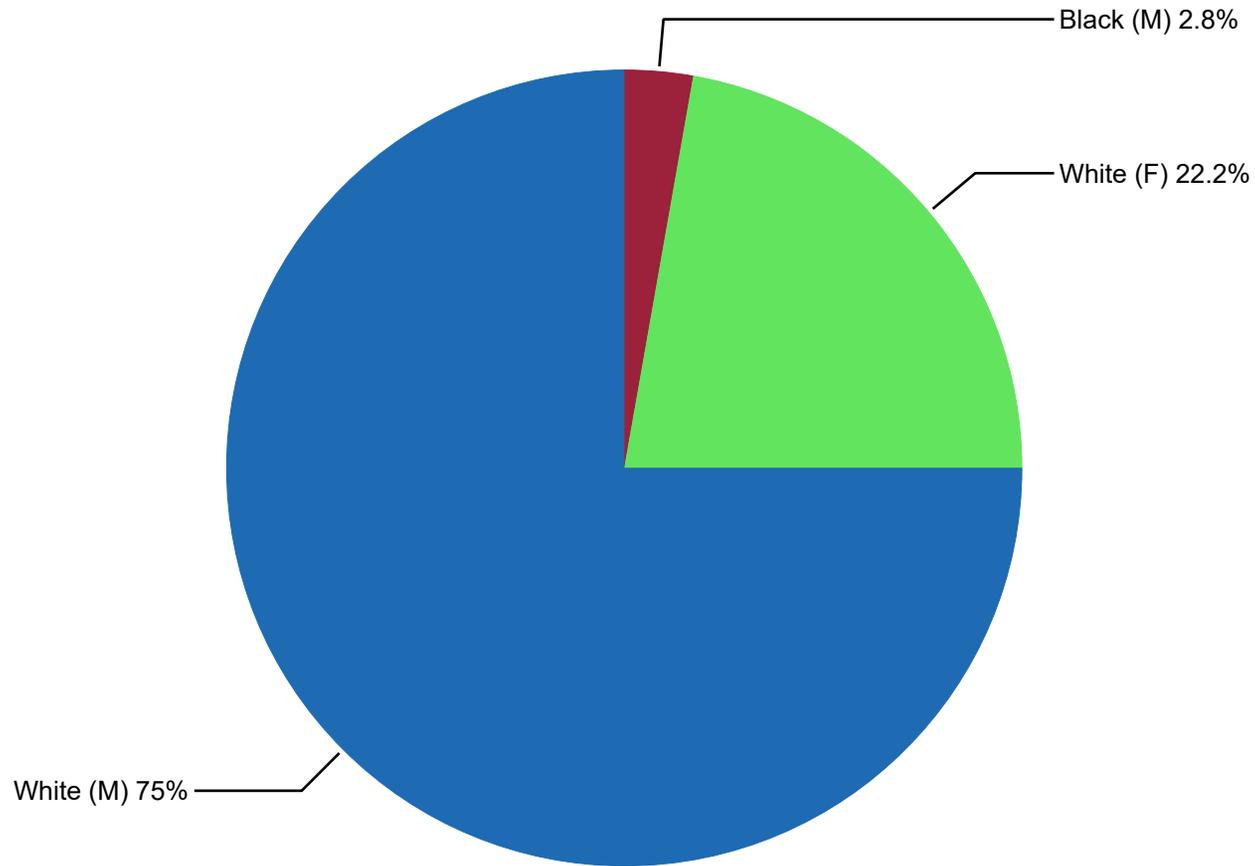
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Organizational Demographics - By Job Group
2A : SENIOR/PROJECT ENGINEERS



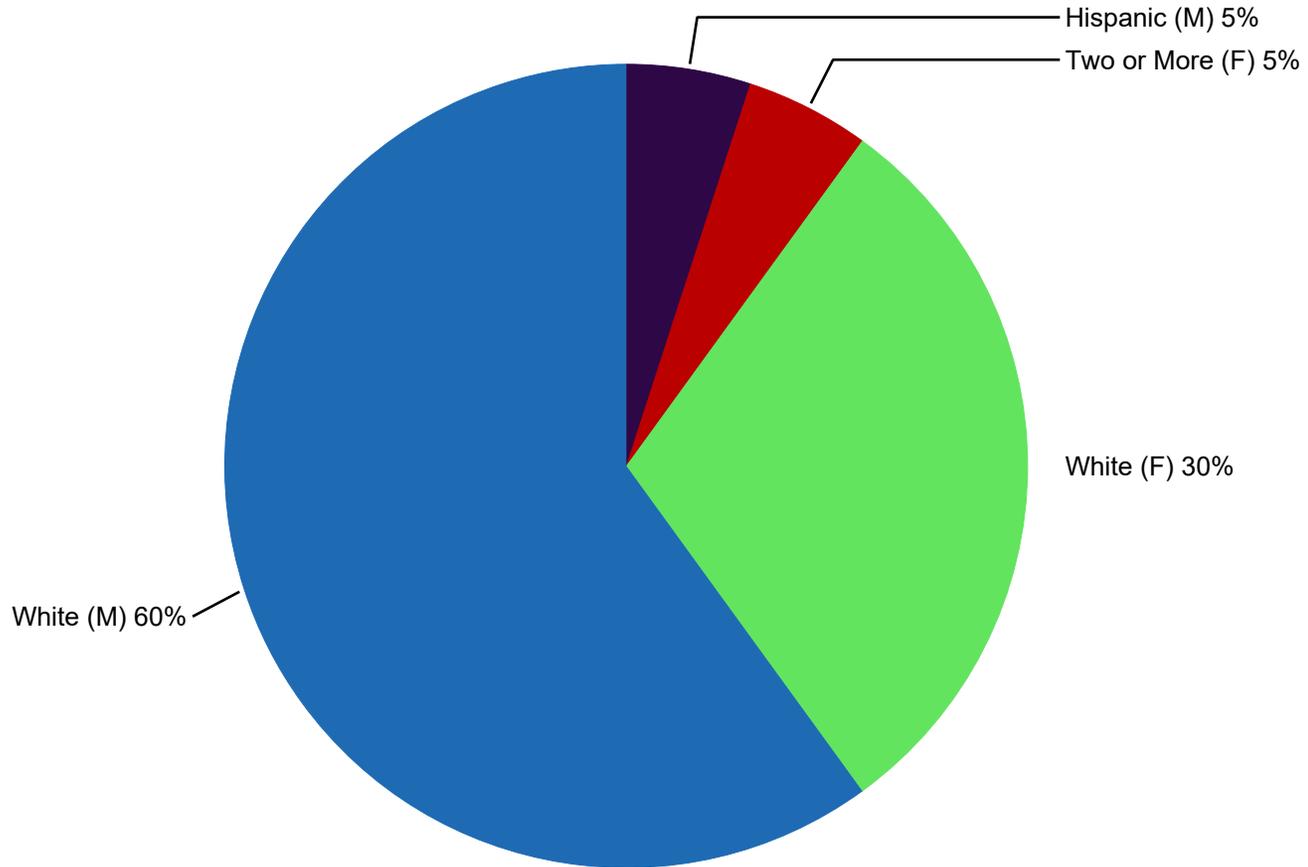
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Organizational Demographics - By Job Group
2B : ENGINEERS



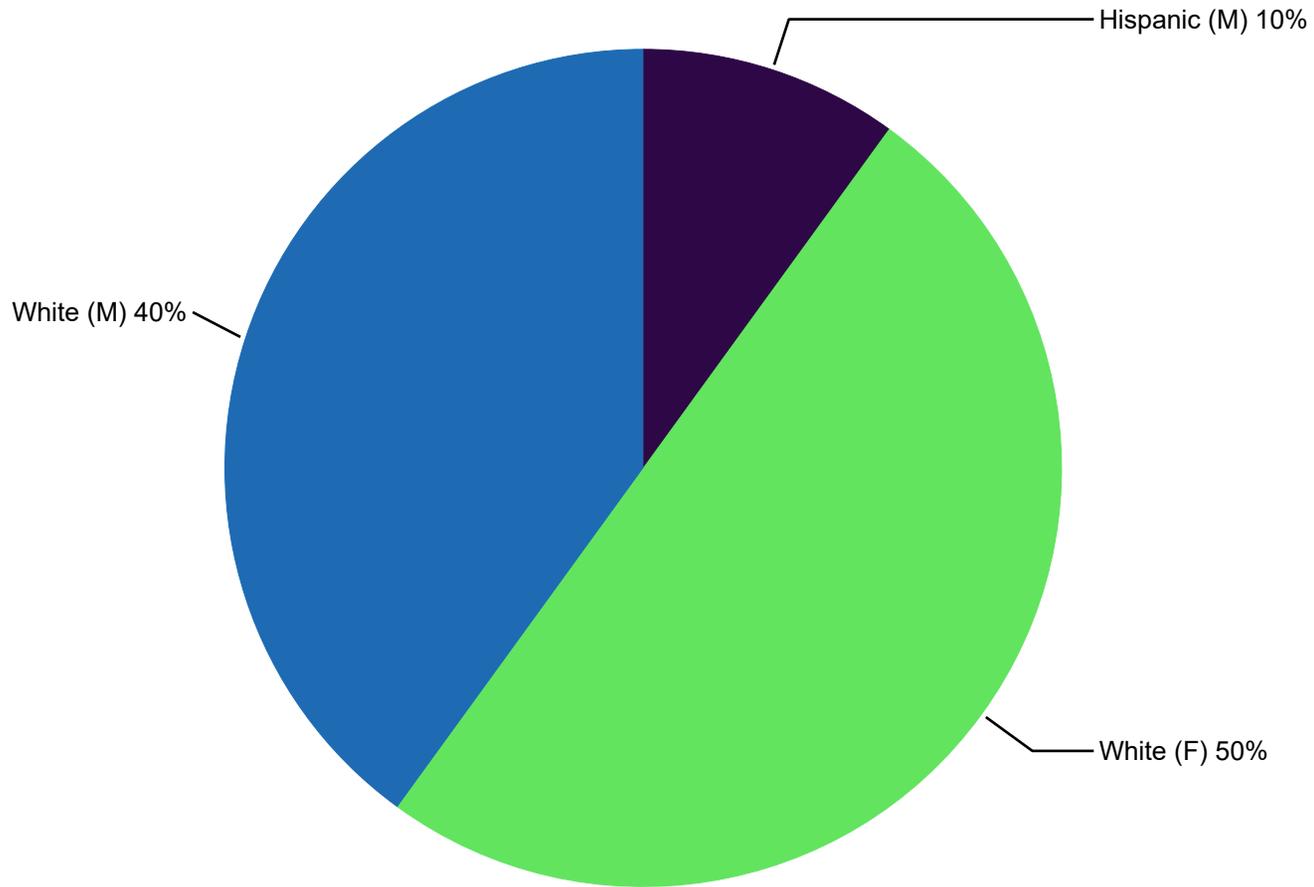
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Organizational Demographics - By Job Group 2C : TECHNICAL PROFESSIONALS



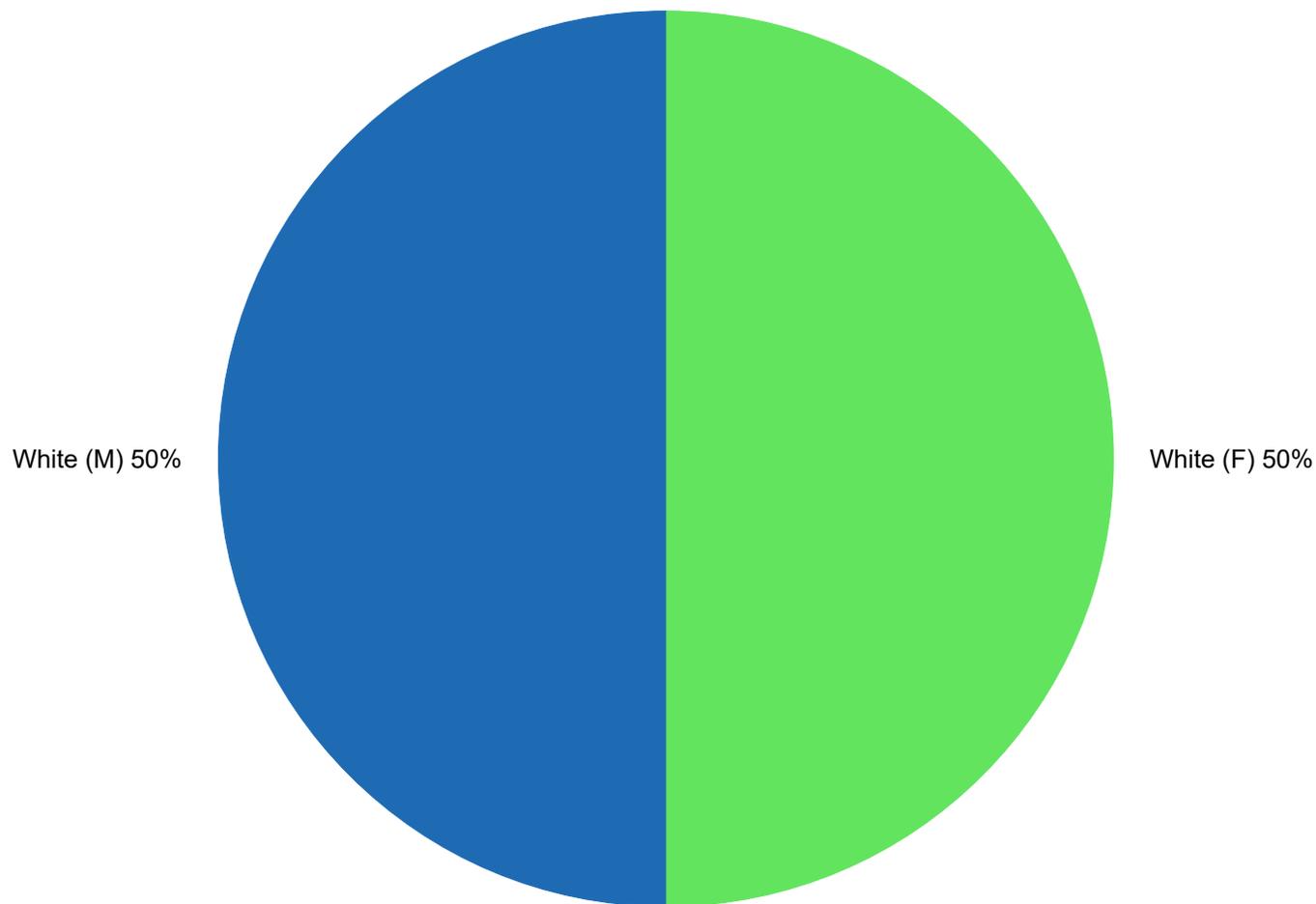
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Organizational Demographics - By Job Group
2D : BUSINESS PROFESSIONALS



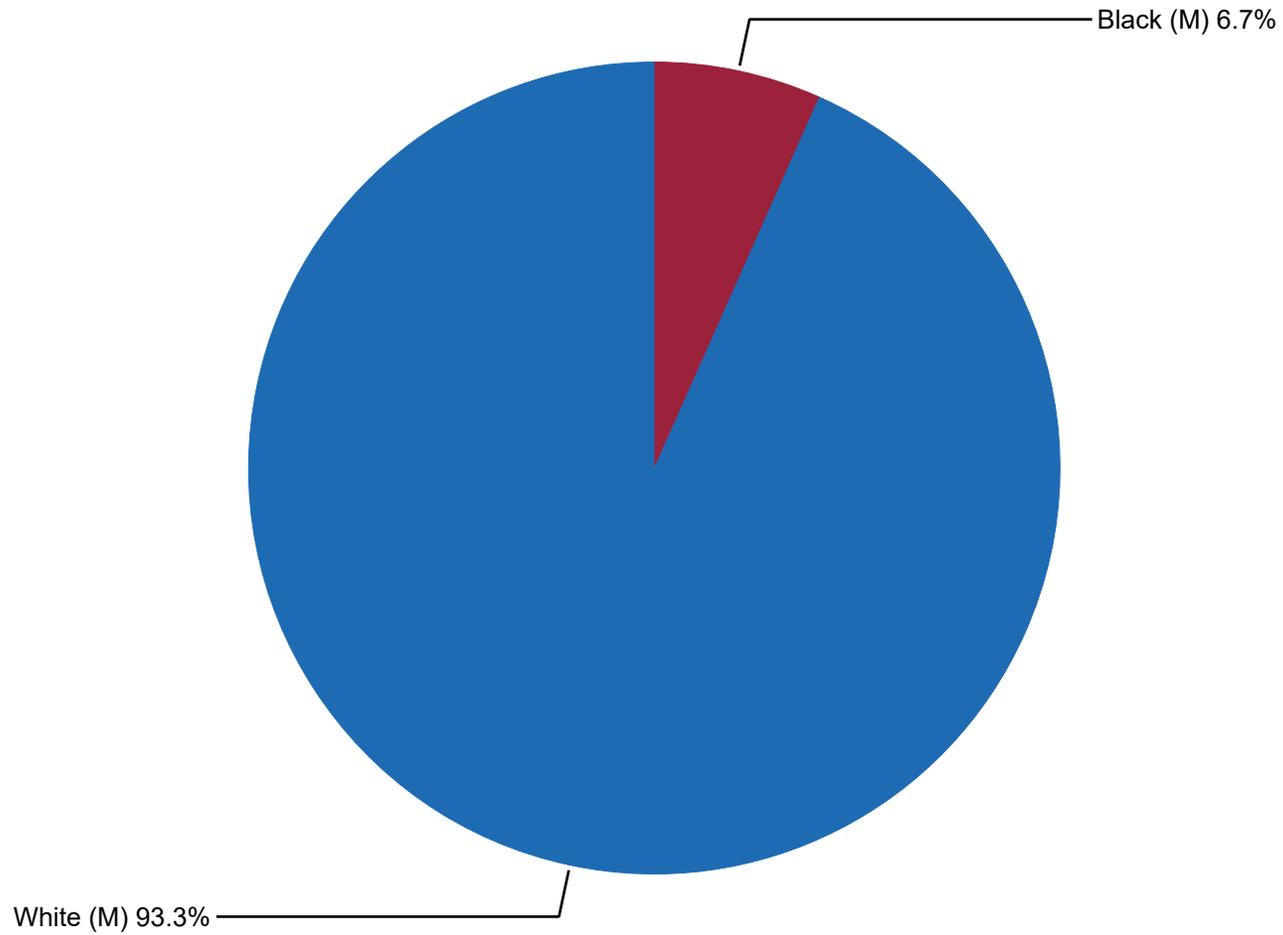
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Organizational Demographics - By Job Group 3A : ENGINEERING TECHNICIANS



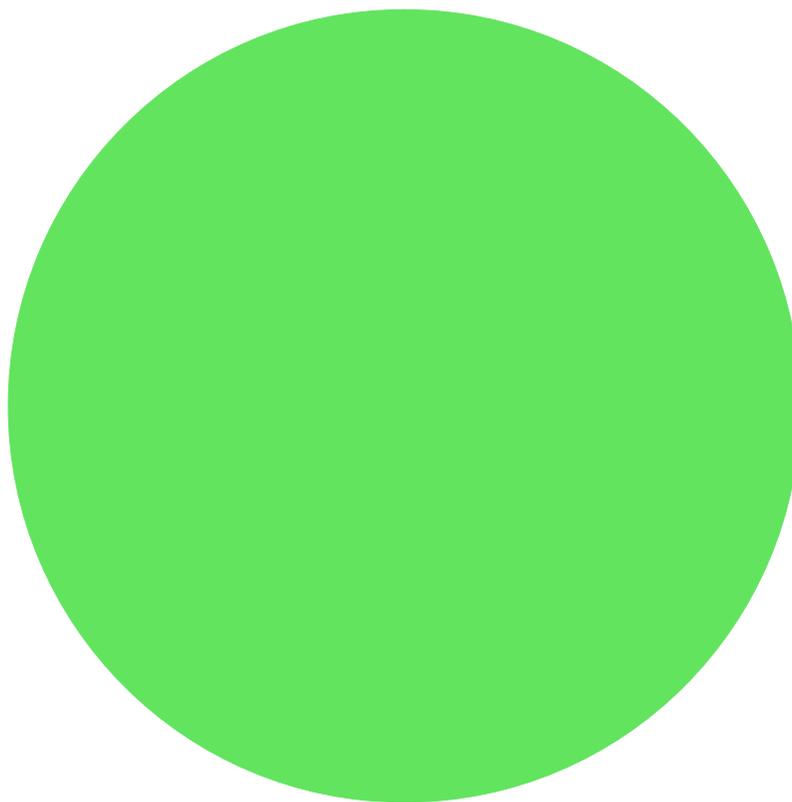
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Organizational Demographics - By Job Group
5A : ADMINISTRATIVE SUPPORT WORKERS



White (F) 100%

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

1B : DIRECTORS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
11 : Chief Financial Offcr <i>Reports to/hired by 3 : St. Louis MO and works at 1 : Springfield IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12 : Sr Vp & Director Bsns D <i>Reports to/hired by 3 : St. Louis MO and works at 1 : Springfield IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18 : Vp Special Projects <i>Reports to/hired by 3 : St. Louis MO and works at 2 : Aurora IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
29 : Director Water Res <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	3	3	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Percentages :	75%	75%	0%	0%	0%	0%	0%	0%	25%	25%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

1C : GROUP MANAGERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
20 : Group Manager Land Dvlm <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22 : Group Manager Aviation <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22 : Group Manager Aviation <i>Reports to/hired by 3 : St. Louis MO and works at 14 : Kansas City MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25 : Group Manager Highways & Bridges <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28 : Group Manager Water Resources <i>Reports to/hired by 3 : St. Louis MO and works at 1 : Springfield IL</i>	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0
28 : Group Manager Water Resources <i>Reports to/hired by 3 : St. Louis MO and works at 14 : Kansas City MO</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
28 : Group Manager Water Resources <i>Reports to/hired by 3 : St. Louis MO and works at 2 : Aurora IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28 : Group Manager Water Resources <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	8	8	0	0	0	0	0	0	2	2	0	0	0	0	0	0
Job Group Percentages :	80%	80%	0%	0%	0%	0%	0%	0%	20%	20%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2A : SENIOR/PROJECT ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
30 : Project Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30 : Project Engineer I <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36 : Project Manager II <i>Reports to/hired by 3 : St. Louis MO and works at 1 : Springfield IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39 : Project Structural Engineer I <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39 : Project Structural Engineer I <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 : Sr. Engineer I <i>Reports to/hired by 3 : St. Louis MO and works at 14 : Kansas City MO</i>	3	3	0	0	0	0	0	0	2	2	0	0	0	0	0	0
40 : Sr. Engineer I <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
41 : Sr. Architect II <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	12	12	0	0	0	0	0	0	2	2	0	0	0	0	0	0
Job Group Percentages :	85.7%	85.7%	0%	0%	0%	0%	0%	0%	14.3%	14.3%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2B : ENGINEERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
50 : Engineer I <i>Reports to/hired by 3 : St. Louis MO and works at 14 : Kansas City MO</i>	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0	0
50 : Engineer I <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
55 : Structural Engineer I <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	6	6	0	0	0	0	0	0	2	2	0	0	0	0	0	0
Job Group Percentages :	75%	75%	0%	0%	0%	0%	0%	0%	25%	25%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2C : TECHNICAL PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
43 : Sr. Planner I <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
~43 : Sr. Planner I <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0
47 : Environmental Specialist I <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
60 : Planner I <i>Reports to/hired by 3 : St. Louis MO and works at 14 : Kansas City MO</i>	2	1	0	1	0	0	0	0	1	1	0	0	0	0	0	0
70 : Land Surveyor <i>Reports to/hired by 3 : St. Louis MO and works at 10 : Edwardsville IL</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
70 : Land Surveyor <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	3	2	0	1	0	0	0	0	6	6	0	0	0	0	0	0
Job Group Percentages :	33.3%	22.2%	0%	11.1%	0%	0%	0%	0%	66.7%	66.7%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

2D : BUSINESS PROFESSIONALS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
44 : Gis Specialist <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
65 : Marketing Professional <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
67 : Hum Res Generalist <i>Reports to/hired by 1 : Springfield IL and works at 3 : St. Louis MO</i>	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0
Job Group Totals :	1	1	0	0	0	0	0	0	2	1	1	0	0	0	0	0
Job Group Percentages :	33.3%	33.3%	0%	0%	0%	0%	0%	0%	66.7%	33.3%	33.3%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

3A : ENGINEERING TECHNICIANS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
71 : Survey Party Chief <i>Reports to/hired by 3 : St. Louis MO and works at 10 : Edwardsville IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
80 : Sr. Technician I <i>Reports to/hired by 3 : St. Louis MO and works at 10 : Edwardsville IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
80 : Sr. Technician I <i>Reports to/hired by 3 : St. Louis MO and works at 14 : Kansas City MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
~81 : Sr. Technician II <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
90 : Technician II <i>Reports to/hired by 3 : St. Louis MO and works at 10 : Edwardsville IL</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
90 : Technician II <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
91 : Technician I <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Totals :	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Group Percentages :	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

~ : Part-time

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Job Group Analysis - Annotations

41 CFR Section 60-2.12-13

5A : ADMINISTRATIVE SUPPORT WORKERS

Job Code : Job Title	Male								Female							
	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO	Total	WHI	BLK	HIS	ASI	AMI	PH	TWO
119 : Administrative Assistant <i>Reports to/hired by 3 : St. Louis MO and works at 22 : Springfield MO</i>	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Totals :	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Job Group Percentages :	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	0%	0%	0%	0%	0%	0%
~ : Part-time																
Plan Totals :	41	40	0	1	0	0	0	0	16	15	1	0	0	0	0	0
Plan Percentages :	71.9%	70.2%	0%	1.8%	0%	0%	0%	0%	28.1%	26.3%	1.8%	0%	0%	0%	0%	0%

DETERMINING AVAILABILITY

41 CFR Section 60-2.14

Availability is an estimate of the number of qualified minorities or women available for employment in a given job group, expressed as a percentage of all qualified persons available for employment in the job group. The purpose of the availability determination is to establish a benchmark against which the demographic composition of the incumbent workforce can be compared in order to determine whether barriers to equal employment opportunity may exist within particular job groups.

Crawford, Murphy & Tilly, Inc. separately determines the availability of women and minorities for each job group using one or more of the following external and internal recruitment sources:

- 1.** The percentage of minorities or women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question. 41 C.F.R. 60-2.14(c)(1). The most current U.S. Census data is used to derive the availability of women and minorities. If this recruitment method is used, it is because Crawford, Murphy & Tilly, Inc. recruits, and many of its applicants live within the selected recruitment area, or because we plan on recruiting in this region in the future. Any recruitment practices unique to a job group are noted on the Availability Analysis.

- 2.** The percentage of minorities or women in schools and training institutions where Crawford, Murphy & Tilly, Inc. might reasonably recruit. If this recruitment method is used, it is because Crawford, Murphy & Tilly, Inc. posts or plan to post available positions at local training institutions, or because many of the applicants who respond to open positions are graduates of these training institutions. Any recruitment practices unique to a job group are noted on the Availability Analysis.

- 3.** The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. Trainable refers to those employees within the contractor's organization who could, with appropriate training that the contractor is reasonably able to provide, become promotable or transferable during the AAP year. 41 C.F.R. 60-2.14(c)(2). If this recruitment method is chosen, it is because Crawford, Murphy & Tilly, Inc. fills positions by recruiting from within the workforce either through promotions or transfers. Internal applicants normally apply for these positions. Any recruitment practices unique to a job group are noted on the Availability Analysis.

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Availability Analysis

41 CFR Section 60-2.14

1A : EXECUTIVES

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More		
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	
Census Area ¹	100%	29.0%	29.0%	12.7%	12.7%	3.4%	3.4%	4.7%	4.7%	2.8%	2.8%	0.3%	0.3%	0.0%	0.0%	1.6%	1.6%	
Results																		
Total Net Availability		29.0%		12.7%		3.4%		4.7%		2.8%		0.3%		0.0%		1.6%		

¹ 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (50%) and United States (50%)

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Availability Analysis

41 CFR Section 60-2.14

1B : DIRECTORS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More		
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	
Census Area ¹	100%	36.8%	36.8%	13.7%	13.7%	3.7%	3.7%	5.2%	5.2%	3.0%	3.0%	0.2%	0.2%	0.0%	0.0%	1.5%	1.5%	
Results																		
Total Net Availability		36.8%		13.7%		3.7%		5.2%		3.0%		0.2%		0.0%		1.5%		

¹ 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (50%) and United States (50%)

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Availability Analysis

41 CFR Section 60-2.14

1C : GROUP MANAGERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More		
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	
Promotable ¹	100%	22.2%	22.2%	2.8%	2.8%	2.8%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Results																		
Total Net Availability			22.2%		2.8%		2.8%		0.0%		0.0%		0.0%		0.0%		0.0%	

¹ Internal promotions are from all jobs within job group 2A.

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

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One Memorial Drive

St. Louis, MO 63102

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Availability Analysis

41 CFR Section 60-2.14

2A : SENIOR/PROJECT ENGINEERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	50%	9.8%	4.9%	12.7%	6.4%	2.6%	1.3%	3.3%	1.7%	5.2%	2.6%	0.2%	0.1%	0.0%	0.0%	1.5%	0.8%
Promotable ²	50%	22.2%	11.1%	2.8%	1.4%	2.8%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability		16.0%		7.8%		2.7%		1.6%		2.6%		0.1%		0.0%		0.8%	

¹ 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (70%) and United States (30%)

² Internal promotions are from all jobs within job group 2A.

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One Memorial Drive

St. Louis, MO 63102

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Availability Analysis

41 CFR Section 60-2.14

2B : ENGINEERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	16.4%	10.7%	1.8%	12.0%	2.0%	2.1%	0.3%	4.0%	0.7%	4.2%	0.7%	0.4%	0.1%	0.0%	0.0%	1.3%	0.2%
Training Institutions ²	80%	22.7%	18.2%	15.1%	12.1%	2.5%	2.0%	4.2%	3.4%	6.0%	4.8%	0.0%	0.0%	0.0%	0.0%	2.4%	1.9%
Promotable ³	3.6%	22.2%	0.8%	2.8%	0.1%	2.8%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability		20.8%		14.2%		2.4%		4.1%		5.5%		0.1%		0.0%		2.1%	

¹ 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (66.67%) and United States (33.33%)

² 2016 IPEDS Completions Survey : Graduating students with a Bachelor's degree in Civil Engineering, General (14.0801), Civil Engineering, Other (14.0899) or Water Resources Engineering (14.0805) from University of Illinois at Urbana-Champaign (IL), Bradley University (IL), Missouri University of Science and Technology (MO), Southern Illinois University Edwardsville (IL), Purdue University-Main Campus (IN), and Ohio State University-Main Campus (OH).

³ Internal promotions are from all jobs within job group 2A.

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Availability Analysis

41 CFR Section 60-2.14

2C : TECHNICAL PROFESSIONALS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More		
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	
Census Area ¹	100%	43.5%	43.5%	6.9%	6.9%	3.2%	3.2%	1.4%	1.4%	1.7%	1.7%	0.1%	0.1%	0.0%	0.0%	0.5%	0.5%	
Results																		
Total Net Availability		43.5%		6.9%		3.2%		1.4%		1.7%		0.1%		0.0%		0.5%		

¹ 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (85.71%) and United States (14.29%)

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Availability Analysis

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2D : BUSINESS PROFESSIONALS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	100%	29.1%	29.1%	12.2%	12.2%	4.5%	4.5%	5.3%	5.3%	1.6%	1.6%	0.1%	0.1%	0.0%	0.0%	0.9%	0.9%
Results																	
Total Net Availability		29.1%		12.2%		4.5%		5.3%		1.6%		0.1%		0.0%		0.9%	

¹ 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (94.74%) and United States (5.26%)

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Availability Analysis

41 CFR Section 60-2.14

3A : ENGINEERING TECHNICIANS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	75%	15.3%	11.5%	10.3%	7.7%	3.7%	2.8%	3.8%	2.9%	1.5%	1.1%	0.1%	0.1%	0.0%	0.0%	1.3%	1.0%
Promotable ²	25%	0.0%	0.0%	6.7%	1.7%	6.7%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Results																	
Total Net Availability		11.5%		9.4%		4.5%		2.8%		1.1%		0.1%		0.0%		1.0%	

¹ 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (85.71%) and United States (14.29%)

² Internal promotions are from all jobs within job group 3A.

The Company has used the term 'Availability' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

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Availability Analysis

41 CFR Section 60-2.14

5A : ADMINISTRATIVE SUPPORT WORKERS

	Weight %	Females		Minorities		Black		Hispanic		Asian		Am. Indian		Pac / Hawaiian		Two or More	
		Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %	Raw %	Net %
Census Area ¹	100%	95.9%	95.9%	7.4%	7.4%	4.5%	4.5%	1.9%	1.9%	0.4%	0.4%	0.2%	0.2%	0.0%	0.0%	0.5%	0.5%
Results																	
Total Net Availability		95.9%		7.4%		4.5%		1.9%		0.4%		0.2%		0.0%		0.5%	

¹ 2014-2018 American Community Survey (1R-Residence) --> [Custom Census Area] : CMT Plan 3 Census Area 2019-2020 (95%) and United States (5%)

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PLACEMENT GOALS - COMPARING INCUMBENCY TO AVAILABILITY

41 CFR Section 60-2.15(b), 60-2.16 (b)

Crawford, Murphy & Tilly, Inc. compares the percentage of women and minorities in each job group determined pursuant to Sec. 60-2.13 with the availability for those job groups determined pursuant to Sec. 60-2.14. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that particular job group, a placement goal is established in accordance with Sec. 60-2.16.

Placement goals serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. Placement goals are also used to measure progress toward achieving equal employment opportunity. The establishment of a goal under Sec. 60-2.15 is neither a finding nor an admission of discrimination. Where, pursuant to Sec. 60-2.15, a placement goal for a particular job group is established, a percentage goal is equal to the availability figure derived for women or minorities, as appropriate, for that job group.

The establishment of a goal is neither a finding nor an admission of discrimination.

In establishing placement goals, the following principles from Sec 60-2.16(e) also apply:

1. Placement goals are neither rigid nor inflexible quotas, nor are they considered to be either a ceiling or a floor for the employment of particular groups.
2. All employment decisions are made in a nondiscriminatory manner. Placement goals are not used to extend a preference to any individual, to select an individual, or to adversely affect an individual's employment status on the basis of that person's race, color, religion, sex, sexual orientation, gender identity, or national origin.
3. Placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results.
4. Placement goals are not used to supersede merit selection principles.

Pursuant to the U.S. Government's Office of Federal Contract Compliance Program's Supplementary Information: Section-by-Section Analysis of Comments and Revisions, § 60-2.15, 165 Fed. Reg. 68021, 68033-68034 (Nov. 13, 2000), Crawford, Murphy & Tilly, Inc. has in some cases used a two standard deviations test of statistical significance to determine whether the percentage of minorities or women in a job group is less than would be reasonably expected given their availability percentage in that particular job group.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

1A : EXECUTIVES

Total Employees : 1

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	0	0	0	0	0	0	0	0
Current Utilization	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	29.0%	12.7%	3.4%	4.7%	2.8%	0.3%	0.0%	1.6%
80% of Total Availability	23.2%	10.2%	2.7%	3.8%	2.2%	0.2%	0.0%	1.3%
Any Difference Rule								
Placement Goal?	Yes	Yes	No	No	No	No	No	No
Current Placement Goal	29.0%	12.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	Yes	Yes	No	No	No	No	No	No
Current Placement Goal	29.0%	12.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

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Annual Goals Report

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1B : DIRECTORS

Total Employees : 3

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	1	0	0	0	0	0	0	0
Current Utilization	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	36.8%	13.7%	3.7%	5.2%	3.0%	0.2%	0.0%	1.5%
80% of Total Availability	29.4%	11.0%	3.0%	4.2%	2.4%	0.2%	0.0%	1.2%
Any Difference Rule								
Placement Goal?	Yes	Yes	Yes	Yes	Yes	No	No	No
Current Placement Goal	36.8%	13.7%	3.7%	5.2%	3.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	Yes	Yes	Yes	Yes	No	No	No
Current Placement Goal	0.0%	13.7%	3.7%	5.2%	3.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

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Annual Goals Report

41 CFR Section 60-2.16

1C : GROUP MANAGERS

Total Employees : 8

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	2	0	0	0	0	0	0	0
Current Utilization	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	22.2%	2.8%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%
80% of Total Availability	17.8%	2.2%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Any Difference Rule								
Placement Goal?	No	Yes	Yes	No	No	No	No	No
Current Placement Goal	0.0%	2.8%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	Yes	Yes	No	No	No	No	No
Current Placement Goal	0.0%	2.8%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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Annual Goals Report

41 CFR Section 60-2.16

2A : SENIOR/PROJECT ENGINEERS

Total Employees : 36

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	8	1	1	0	0	0	0	0
Current Utilization	22.2%	2.8%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	16.0%	7.8%	2.7%	1.6%	2.6%	0.1%	0.0%	0.8%
80% of Total Availability	12.8%	6.2%	2.2%	1.3%	2.1%	0.1%	0.0%	0.6%
Any Difference Rule								
Placement Goal?	No	Yes	No	Yes	Yes	No	No	Yes
Current Placement Goal	0.0%	7.8%	0.0%	1.6%	2.6%	0.0%	0.0%	0.8%
80% Rule								
Placement Goal?	No	Yes	No	Yes	Yes	No	No	Yes
Current Placement Goal	0.0%	7.8%	0.0%	1.6%	2.6%	0.0%	0.0%	0.8%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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41 CFR Section 60-2.16

2B : ENGINEERS

Total Employees : 20

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	7	2	0	1	0	0	0	1
Current Utilization	35.0%	10.0%	0.0%	5.0%	0.0%	0.0%	0.0%	5.0%
Total Availability	20.8%	14.2%	2.4%	4.1%	5.5%	0.1%	0.0%	2.1%
80% of Total Availability	16.6%	11.4%	1.9%	3.3%	4.4%	0.1%	0.0%	1.7%
Any Difference Rule								
Placement Goal?	No	Yes	Yes	No	Yes	No	No	No
Current Placement Goal	0.0%	14.2%	2.4%	0.0%	5.5%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	Yes	Yes	No	Yes	No	No	No
Current Placement Goal	0.0%	14.2%	2.4%	0.0%	5.5%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

2C : TECHNICAL PROFESSIONALS

Total Employees : 10

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	5	1	0	1	0	0	0	0
Current Utilization	50.0%	10.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	43.5%	6.9%	3.2%	1.4%	1.7%	0.1%	0.0%	0.5%
80% of Total Availability	34.8%	5.5%	2.6%	1.1%	1.4%	0.1%	0.0%	0.4%
Any Difference Rule								
Placement Goal?	No	No	Yes	No	Yes	No	No	No
Current Placement Goal	0.0%	0.0%	3.2%	0.0%	1.7%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	No	Yes	No	Yes	No	No	No
Current Placement Goal	0.0%	0.0%	3.2%	0.0%	1.7%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

2D : BUSINESS PROFESSIONALS

Total Employees : 2

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	1	0	0	0	0	0	0	0
Current Utilization	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	29.1%	12.2%	4.5%	5.3%	1.6%	0.1%	0.0%	0.9%
80% of Total Availability	23.3%	9.8%	3.6%	4.2%	1.3%	0.1%	0.0%	0.7%
Any Difference Rule								
Placement Goal?	No	Yes	Yes	Yes	No	No	No	No
Current Placement Goal	0.0%	12.2%	4.5%	5.3%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	Yes	Yes	Yes	No	No	No	No
Current Placement Goal	0.0%	12.2%	4.5%	5.3%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

3A : ENGINEERING TECHNICIANS

Total Employees : 15

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	0	1	1	0	0	0	0	0
Current Utilization	0.0%	6.7%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	11.5%	9.4%	4.5%	2.8%	1.1%	0.1%	0.0%	1.0%
80% of Total Availability	9.2%	7.5%	3.6%	2.2%	0.9%	0.1%	0.0%	0.8%
Any Difference Rule								
Placement Goal?	Yes	Yes	No	Yes	Yes	No	No	Yes
Current Placement Goal	11.5%	9.4%	0.0%	2.8%	1.1%	0.0%	0.0%	1.0%
80% Rule								
Placement Goal?	Yes	Yes	No	Yes	Yes	No	No	Yes
Current Placement Goal	11.5%	9.4%	0.0%	2.8%	1.1%	0.0%	0.0%	1.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Annual Goals Report

41 CFR Section 60-2.16

5A : ADMINISTRATIVE SUPPORT WORKERS

Total Employees : 2

	Females	Minorities	Black	Hispanic	Asian	Am. Indian	Pac / Hawaiian	Two or More
Employee Count	2	0	0	0	0	0	0	0
Current Utilization	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Availability	95.9%	7.4%	4.5%	1.9%	0.4%	0.2%	0.0%	0.5%
80% of Total Availability	76.7%	5.9%	3.6%	1.5%	0.3%	0.2%	0.0%	0.4%
Any Difference Rule								
Placement Goal?	No	Yes	Yes	No	No	No	No	No
Current Placement Goal	0.0%	7.4%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%
80% Rule								
Placement Goal?	No	Yes	Yes	No	No	No	No	No
Current Placement Goal	0.0%	7.4%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Two Standard Deviations								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Exact Binomial								
Placement Goal?	No	No	No	No	No	No	No	No
Current Placement Goal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The Company has used the terms 'availability' and 'utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrongdoing by the Company.

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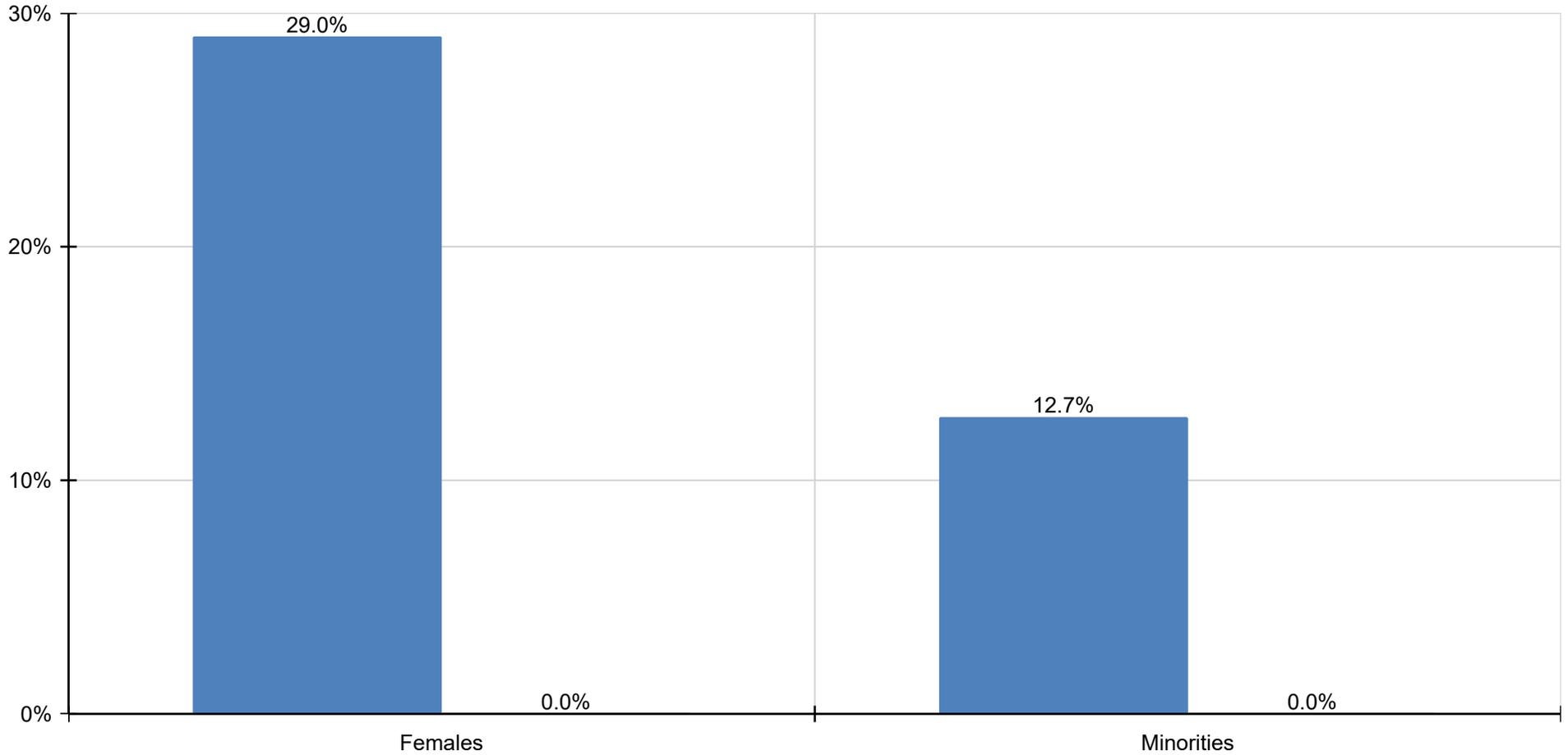
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Availability and Utilization Summary Graph
1A : EXECUTIVES

■ Availability ■ Utilization



Crawford, Murphy & Tilly, Inc.

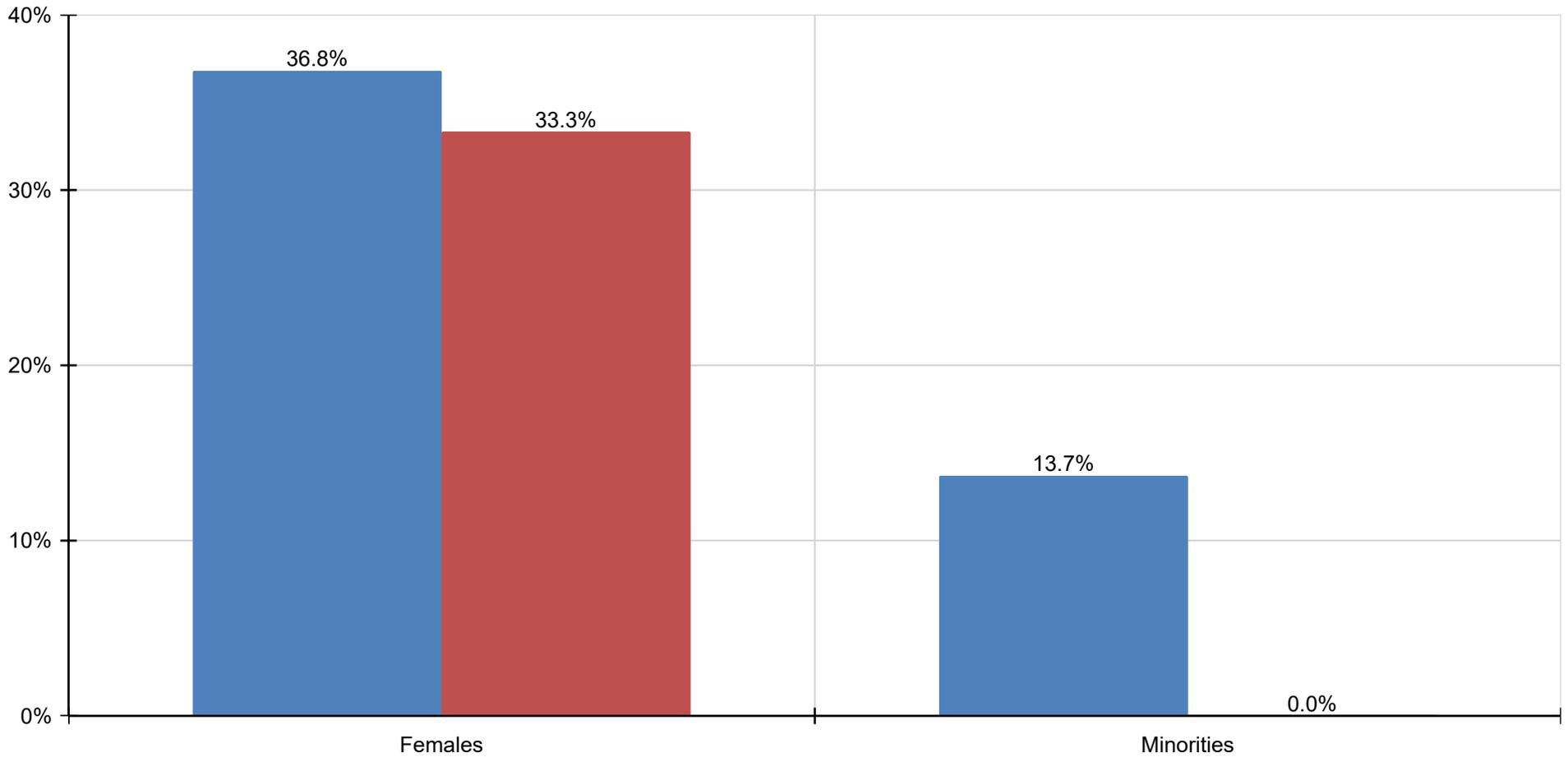
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04/01/2022 - 03/31/2023

Availability and Utilization Summary Graph
1B : DIRECTORS

Availability Utilization



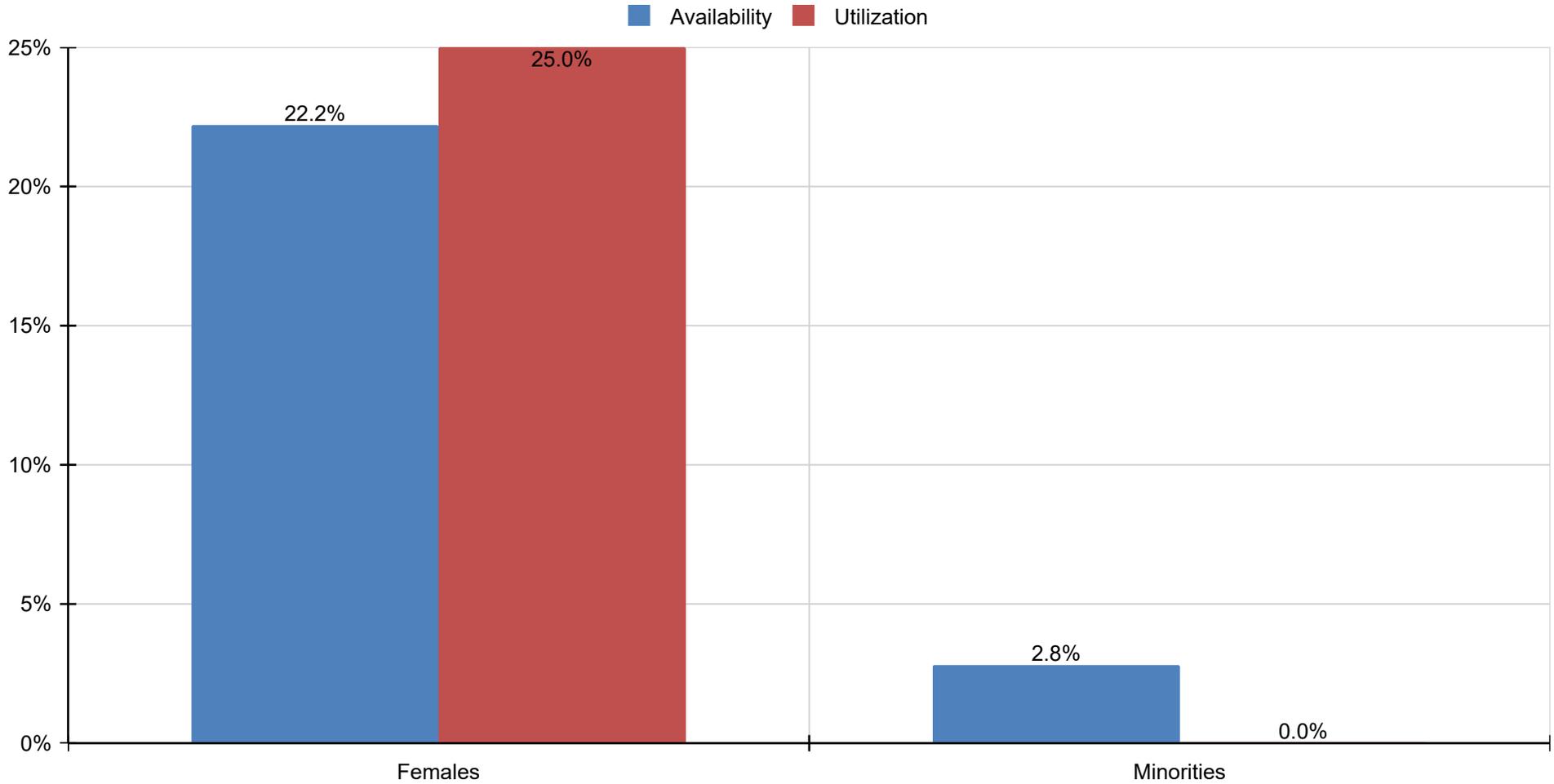
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Availability and Utilization Summary Graph
1C : GROUP MANAGERS



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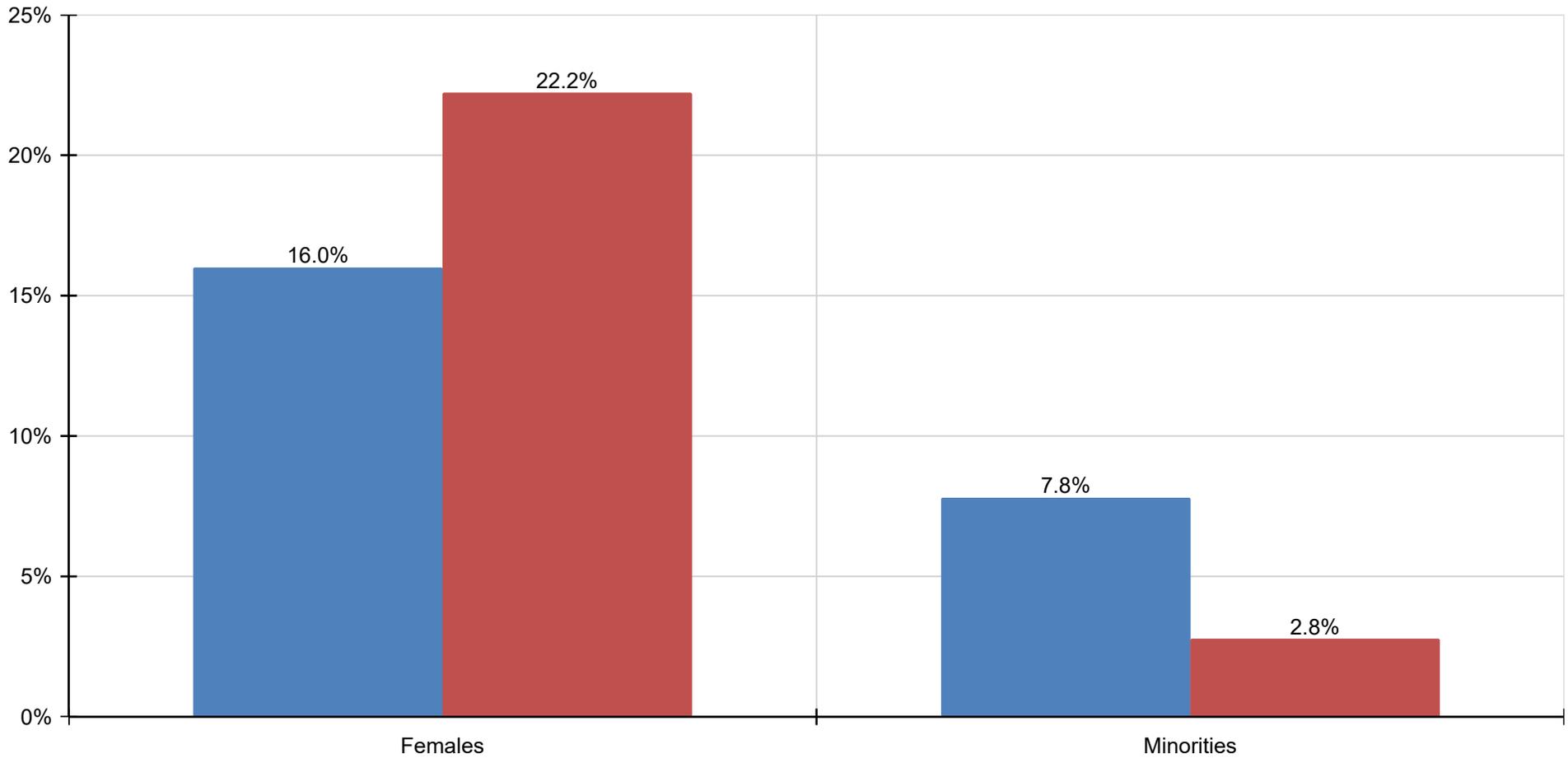
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Availability and Utilization Summary Graph
2A : SENIOR/PROJECT ENGINEERS

■ Availability ■ Utilization



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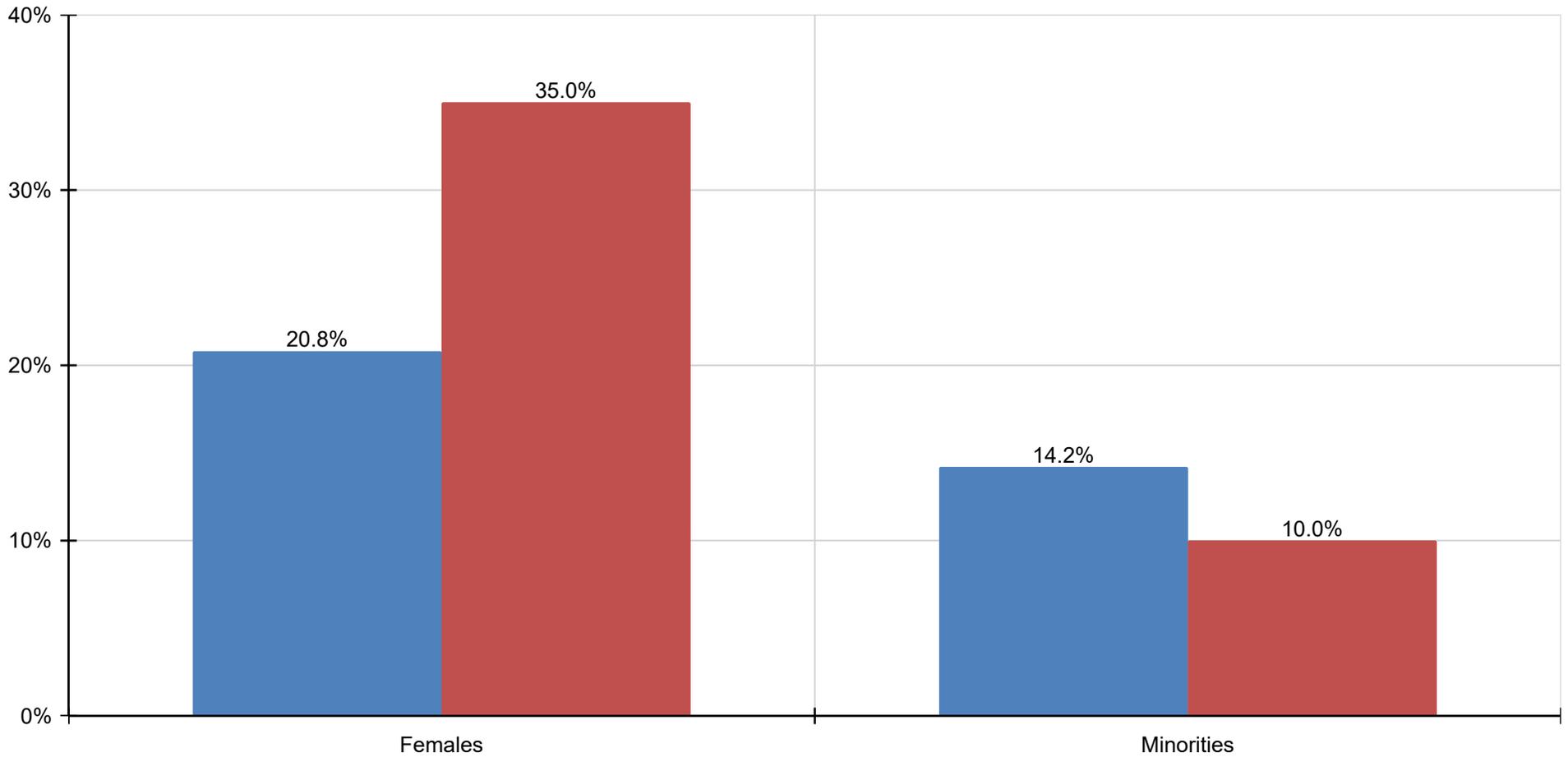
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04/01/2022 - 03/31/2023

Availability and Utilization Summary Graph
2B : ENGINEERS

■ Availability ■ Utilization



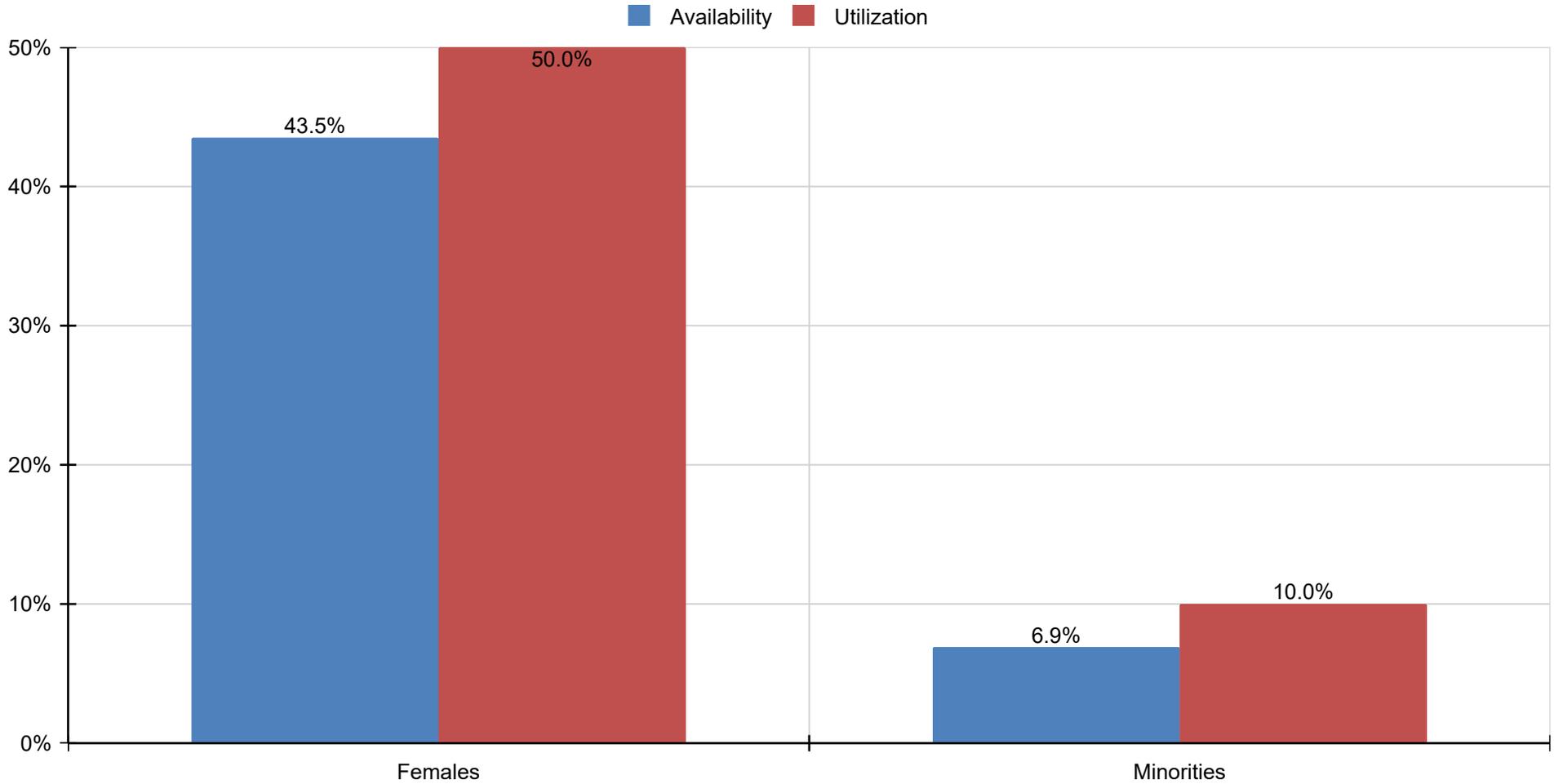
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Availability and Utilization Summary Graph
2C : TECHNICAL PROFESSIONALS



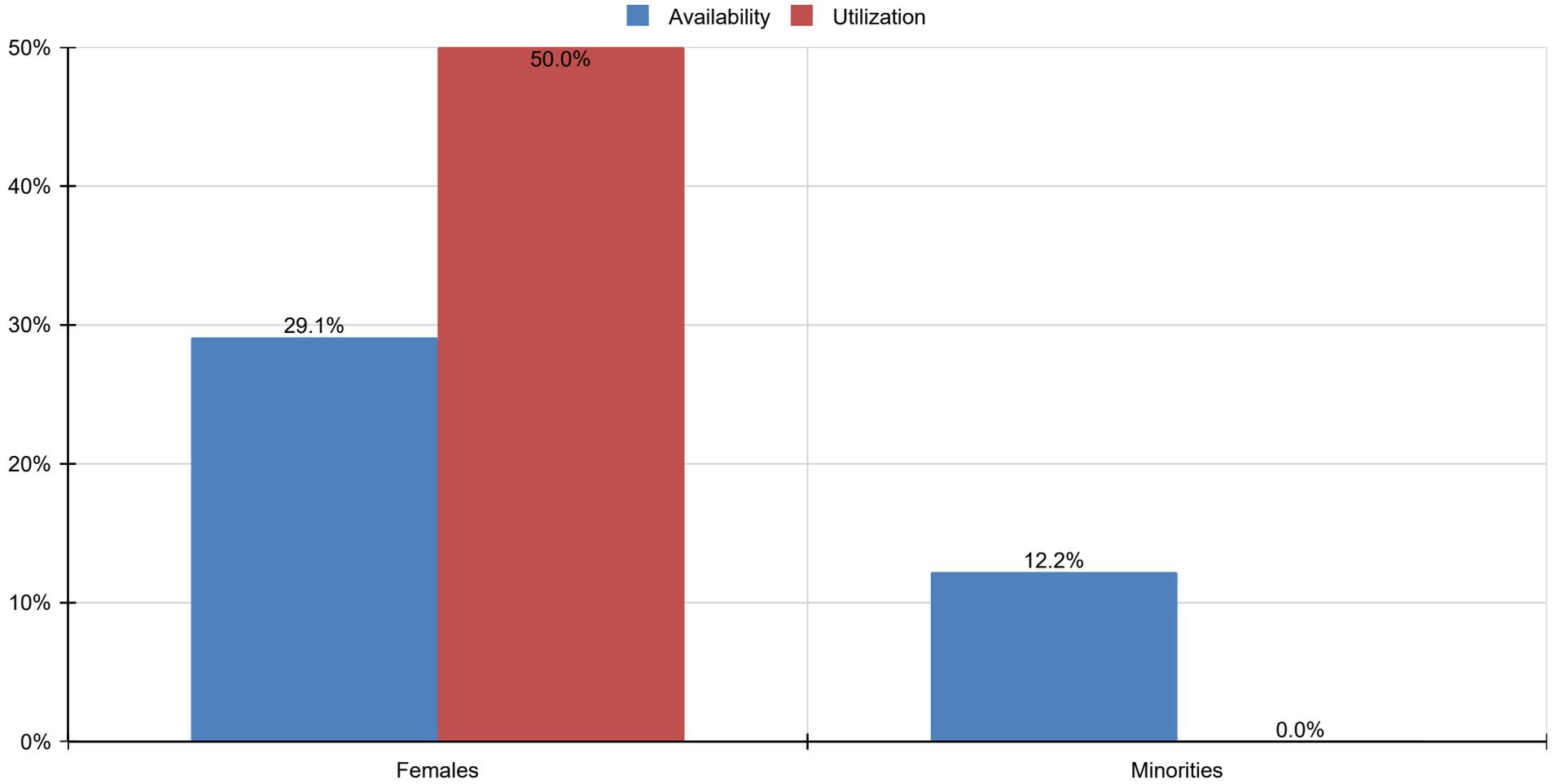
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04/01/2022 - 03/31/2023

Availability and Utilization Summary Graph
2D : BUSINESS PROFESSIONALS



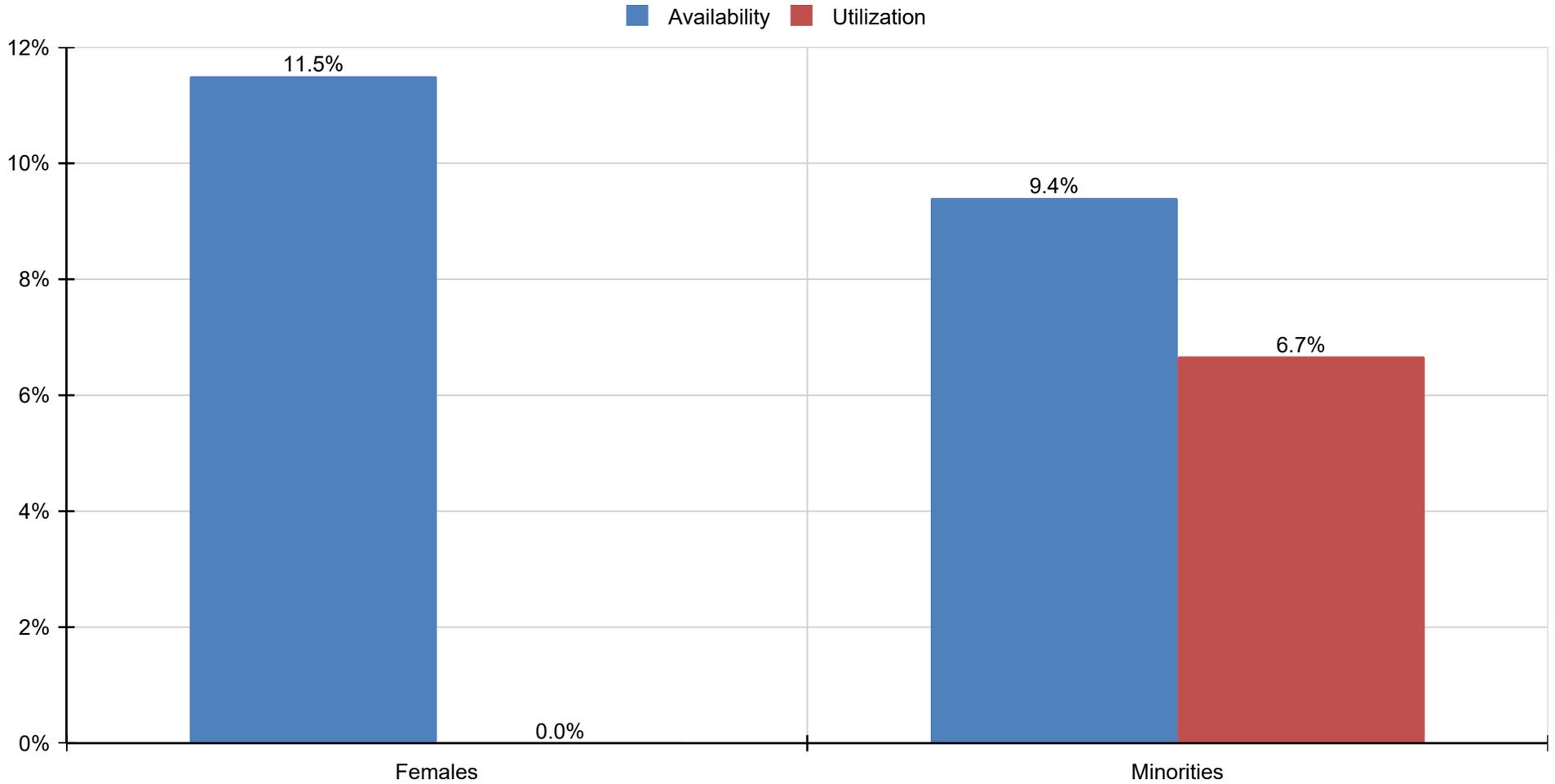
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04/01/2022 - 03/31/2023

Availability and Utilization Summary Graph
3A : ENGINEERING TECHNICIANS



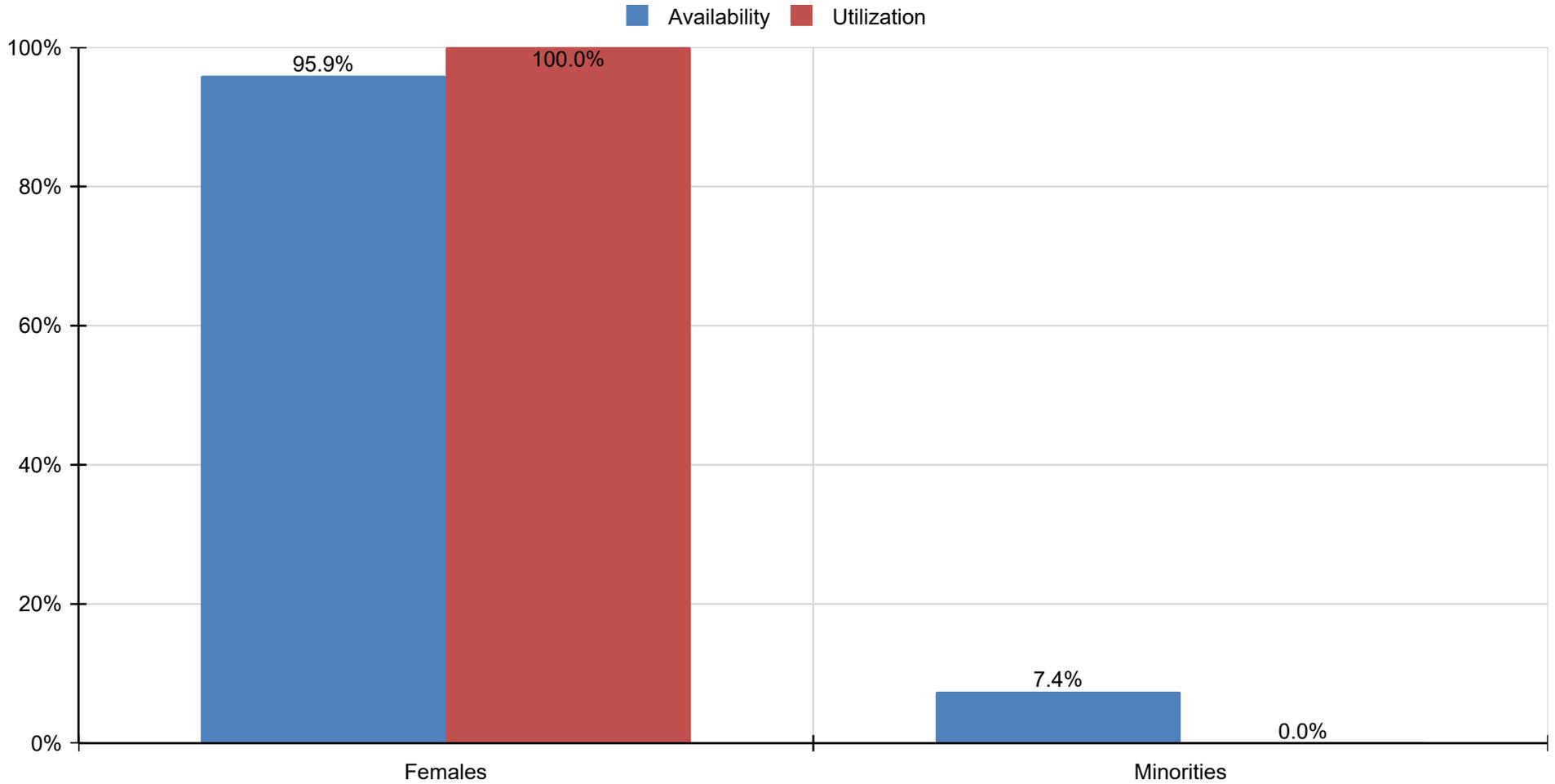
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Availability and Utilization Summary Graph
5A : ADMINISTRATIVE SUPPORT WORKERS



Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Assessment of Outreach and Recruitment Activities for Women and Minorities

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
-------------------------------	------------------	-------------	------------

There are no assessments for this reporting period.

INTERNAL AUDIT AND REPORTING SYSTEMS

41 CFR Section 60-2.17(d)

Monitoring and reporting procedures are developed to evaluate the extent to which the goals of the Program are being met, indicate those areas where remedial action is needed, and measure the effectiveness of the Program. Crawford, Murphy & Tilly, Inc. takes the following measures:

- 1.** Information on race and sex is obtained when an application for a position is submitted.
- 2.** A Disparity (Impact Ratio) Analysis is performed when sufficient data exists on applicants, hires, promotions, and terminations to ensure compliance with the Uniform Employment Selection Guidelines.
- 3.** Any training programs are analyzed regularly to eliminate potential discrimination in participation rates.
- 4.** Any tests administered are routinely analyzed to uncover potential discrimination in grading scores or test results.
- 5.** Compensation practices are reviewed at least annually for wage discrepancies.
- 6.** The Availability Analysis for women and minorities is reviewed and good faith placement goals are established when necessary.
- 7.** Progress toward established goals is reviewed at least annually for possible adjustments to employment practices.
- 8.** Internal reporting is prepared as needed to determine why goals were not met.
- 9.** Results of the affirmative action program are reviewed with all levels of management.
- 10.** Top management is informed on a regular basis of the effectiveness of these policies and any recommendations for improvement.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

1A : EXECUTIVES

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. The use of such terms and statistics constitutes a good faith effort by the Company to monitor its employment activities. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

1B : DIRECTORS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Crawford, Murphy & Tilly, Inc.

One Memorial Drive

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

1C : GROUP MANAGERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	3	100.0%	2	100.0%	66.7%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	1	33.3%	2	100.0%	200.0%	
Hispanic	2	66.7%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. The use of such terms and statistics constitutes a good faith effort by the Company to monitor its employment activities. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2B : ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	5	10.6%	2	22.2%	40.0%	
Male	42	89.4%	7	77.8%	16.7%	No
White	22	47.8%	8	88.9%	36.4%	
Asian	15	32.6%	0	0.0%	0.0%	Yes
Black	5	10.9%	0	0.0%	0.0%	No
Hispanic	3	6.5%	1	11.1%	33.3%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	2.2%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. The use of such terms and statistics constitutes a good faith effort by the Company to monitor its employment activities. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

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One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

2C : TECHNICAL PROFESSIONALS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	13	76.5%	1	16.7%	7.7%	
Female	4	23.5%	5	83.3%	125.0%	N/A
White	11	64.7%	6	100.0%	54.5%	
Hispanic	2	11.8%	0	0.0%	0.0%	N/A
Asian	2	11.8%	0	0.0%	0.0%	N/A
Black	1	5.9%	0	0.0%	0.0%	N/A
Amer. Ind.	1	5.9%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. The use of such terms and statistics constitutes a good faith effort by the Company to monitor its employment activities. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

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Disparity Analysis

Job Group

2D : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	3	100.0%	0	0.0%	0.0%	N/A
White	2	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

3A : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	6	85.7%	3	100.0%	50.0%	
Female	1	14.3%	0	0.0%	0.0%	N/A
White	6	85.7%	3	100.0%	50.0%	
Black	1	14.3%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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One Memorial Drive

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04/01/2022 - 03/31/2023

Disparity Analysis

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	5	33.3%	0	0.0%	0.0%	
Female	10	66.7%	0	0.0%	0.0%	N/A
White	10	66.7%	0	0.0%	0.0%	
Black	3	20.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	2	13.3%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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One Memorial Drive

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04/01/2022 - 03/31/2023

Disparity Analysis

Job

50 : Engineer I in Job Group 2B

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	5	10.6%	2	22.2%	40.0%	
Male	42	89.4%	7	77.8%	16.7%	No
White	22	47.8%	8	88.9%	36.4%	
Asian	15	32.6%	0	0.0%	0.0%	Yes
Black	5	10.9%	0	0.0%	0.0%	No
Hispanic	3	6.5%	1	11.1%	33.3%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	2.2%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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One Memorial Drive

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04/01/2022 - 03/31/2023

Disparity Analysis

Job

55 : Structural Engineer I in Job Group 2B

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Fisher's Exact
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Fisher's Exact value was calculated using a two-tailed test and a significance level of 5%.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

1A : EXECUTIVES

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

1B : DIRECTORS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

1C : GROUP MANAGERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	0	0.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	3	100.0%	2	100.0%	66.7%	
Female	0	0.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	1	33.3%	2	100.0%	200.0%	
Hispanic	2	66.7%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

2B : ENGINEERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Female	5	10.2%	2	22.2%	40.0%	
Male	42	85.7%	7	77.8%	16.7%	No
Unknown Gender	2	4.1%	0	0.0%	0.0%	
White	22	44.9%	8	88.9%	36.4%	
Asian	15	30.6%	0	0.0%	0.0%	Yes
Black	5	10.2%	0	0.0%	0.0%	No
Hispanic	3	6.1%	1	11.1%	33.3%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	2.0%	0	0.0%	0.0%	
Unknown Race	3	6.1%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

2C : TECHNICAL PROFESSIONALS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	13	76.5%	1	16.7%	7.7%	
Female	4	23.5%	5	83.3%	125.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	11	64.7%	6	100.0%	54.5%	
Hispanic	2	11.8%	0	0.0%	0.0%	N/A
Asian	2	11.8%	0	0.0%	0.0%	N/A
Black	1	5.9%	0	0.0%	0.0%	N/A
Amer. Ind.	1	5.9%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	0	0.0%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
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Disparity Analysis - Applicants and Hires

Job Group

2D : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	3	100.0%	0	0.0%	0.0%	N/A
Unknown Gender	0	0.0%	0	0.0%	0.0%	
White	2	66.7%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	1	33.3%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

3A : CORPORATE SUPPORT

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	6	75.0%	3	100.0%	50.0%	
Female	1	12.5%	0	0.0%	0.0%	N/A
Unknown Gender	1	12.5%	0	0.0%	0.0%	
White	6	75.0%	3	100.0%	50.0%	
Black	1	12.5%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	
Unknown Race	1	12.5%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Disparity Analysis - Applicants and Hires

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Applicant	Gender/Race Percentage	Hire	Gender/Race Percentage	% Hire	Std. Deviation
						Statistically Significant?
Male	5	29.4%	0	0.0%	0.0%	
Female	10	58.8%	0	0.0%	0.0%	N/A
Unknown Gender	2	11.8%	0	0.0%	0.0%	
White	10	58.8%	0	0.0%	0.0%	
Black	3	17.6%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	2	11.8%	0	0.0%	0.0%	
Unknown Race	2	11.8%	0	0.0%	0.0%	

- The 'Applicant' column is data from 4/1/2021 to 3/31/2022.
- The 'Hire' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Applicant' was less than 2% of the total population for this group.

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Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis - Promotions From/Within

Job Group

1A : EXECUTIVES

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	1	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis - Promotions From/Within

Job Group

1B : DIRECTORS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	1	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis - Promotions From/Within

Job Group

1C : GROUP MANAGERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	7	87.5%	0	0.0%	0.0%	
Female	1	12.5%	0	0.0%	0.0%	N/A
White	8	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Crawford, Murphy & Tilly, Inc.

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04/01/2022 - 03/31/2023

Disparity Analysis - Promotions From/Within

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	30	78.9%	4	80.0%	13.3%	
Female	8	21.1%	1	20.0%	12.5%	No
White	37	97.4%	5	100.0%	13.5%	
Black	1	2.6%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis - Promotions From/Within

Job Group

2B : ENGINEERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	13	65.0%	0	0.0%	0.0%	
Female	7	35.0%	0	0.0%	0.0%	N/A
White	18	90.0%	0	0.0%	0.0%	
Hispanic	1	5.0%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	5.0%	0	0.0%	0.0%	

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Disparity Analysis - Promotions From/Within

Job Group

2C : TECHNICAL PROFESSIONALS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	5	45.5%	0	0.0%	0.0%	
Female	6	54.5%	0	0.0%	0.0%	N/A
White	10	90.9%	0	0.0%	0.0%	
Hispanic	1	9.1%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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Disparity Analysis - Promotions From/Within

Job Group

2D : CORPORATE SUPPORT

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	1	33.3%	0	0.0%	0.0%	
Female	2	66.7%	0	0.0%	0.0%	N/A
White	2	66.7%	0	0.0%	0.0%	
Black	1	33.3%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis - Promotions From/Within

Job Group

3A : ENGINEERING TECHNICIANS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	15	100.0%	1	100.0%	6.7%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	14	93.3%	0	0.0%	0.0%	
Black	1	6.7%	1	100.0%	100.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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04/01/2022 - 03/31/2023

Disparity Analysis - Promotions From/Within

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Workforce	Gender/Race Percentage	Promotion From/Within	Gender/Race Percentage	% Promotion From/Within	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	2	100.0%	0	0.0%	0.0%	N/A
White	2	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Promotion From/Within' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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One Memorial Drive

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04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

1A : EXECUTIVES

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	1	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Disparity Analysis - Terminations

Job Group

1B : DIRECTORS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	1	100.0%	0	0.0%	0.0%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	1	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
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04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

1C : GROUP MANAGERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	7	87.5%	0	0.0%	0.0%	
Female	1	12.5%	0	0.0%	0.0%	N/A
White	8	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
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Disparity Analysis - Terminations

Job Group

2A : SENIOR/PROJECT ENGINEERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Female	8	21.1%	0	0.0%	0.0%	
Male	30	78.9%	1	100.0%	3.3%	No
White	37	97.4%	1	100.0%	2.7%	
Black	1	2.6%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
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Disparity Analysis - Terminations

Job Group

2B : ENGINEERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Female	7	35.0%	1	16.7%	14.3%	
Male	13	65.0%	5	83.3%	38.5%	No
White	18	90.0%	5	83.3%	27.8%	
Hispanic	1	5.0%	0	0.0%	0.0%	N/A
Black	0	0.0%	1	16.7%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	1	5.0%	0	0.0%	0.0%	

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
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St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2C : TECHNICAL PROFESSIONALS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	5	45.5%	0	0.0%	0.0%	
Female	6	54.5%	0	0.0%	0.0%	N/A
White	10	90.9%	0	0.0%	0.0%	
Hispanic	1	9.1%	0	0.0%	0.0%	N/A
Black	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. The use of such terms and statistics constitutes a good faith effort by the Company to monitor its employment activities. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

2D : CORPORATE SUPPORT

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	1	33.3%	0	0.0%	0.0%	
Female	2	66.7%	0	0.0%	0.0%	N/A
White	2	66.7%	0	0.0%	0.0%	
Black	1	33.3%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

3A : CORPORATE SUPPORT

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	15	100.0%	2	100.0%	13.3%	
Female	0	0.0%	0	0.0%	0.0%	N/A
White	14	93.3%	2	100.0%	14.3%	
Black	1	6.7%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 2% of the total population for this group.

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St. Louis, MO 63102

04/01/2022 - 03/31/2023

Disparity Analysis - Terminations

Job Group

5A : ADMINISTRATIVE SUPPORT WORKERS

	Workforce	Gender/Race Percentage	Terminations	Gender/Race Percentage	% Terminations	Std. Deviation
						Statistically Significant?
Male	0	0.0%	0	0.0%	0.0%	
Female	2	100.0%	0	0.0%	0.0%	N/A
White	2	100.0%	0	0.0%	0.0%	
Black	0	0.0%	0	0.0%	0.0%	N/A
Hispanic	0	0.0%	0	0.0%	0.0%	N/A
Asian	0	0.0%	0	0.0%	0.0%	N/A
Amer. Ind.	0	0.0%	0	0.0%	0.0%	N/A
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A
Two or More	0	0.0%	0	0.0%	0.0%	N/A

- The 'Workforce' column is data from 4/1/2021.
- The 'Terminations' column is data from 4/1/2021 to 3/31/2022.
- The Standard Deviations value is set to 2 for this analysis.
- N/A Results: The analysis was not performed for one or more gender or race categories because the size for 'Workforce' was less than 5.
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The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. The use of such terms and statistics constitutes a good faith effort by the Company to monitor its employment activities. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

RELIGION AND NATIONAL ORIGIN DISCRIMINATION GUIDELINES

41 CFR Section 60-50

Crawford, Murphy & Tilly, Inc. reaffirms its policy to afford equal employment opportunity to all individuals. Neither national origin nor religion is a factor in recruitment, selection, promotion, transfer, termination, or participation in training. The following activities are undertaken to ensure that religion and national origin are not used as a basis for employment decisions:

- 1.** Employment practices are reviewed to ensure that members of particular religious and/or ethnic groups are given equal employment opportunities.
- 2.** All employees, including supervisors, managers, and executives are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
- 3.** Recruitment sources are informed of our commitment to provide equal employment opportunity without regard to religion or national origin.
- 4.** Internal procedures exist to implement equal employment opportunity without regard to national origin or religion.

ACCOMMODATION FOR RELIGIOUS OBSERVANCE AND PRACTICE
41 CFR Section 60-50.3

The religious observances and practices of employees are accommodated by Crawford, Murphy & Tilly, Inc., except where such accommodation would cause undue hardship on the conduct of business. The accommodation offered is determined by considering business necessity, financial expense and any personnel coverage problems that may result.

NONDISCRIMINATION

41 CFR Section 60-50.5

Crawford, Murphy & Tilly, Inc. does not discriminate against any qualified employee or applicant because of race, color, sex, sexual orientation, gender identity, age, disabled, or veteran status in implementing the policy concerning nondiscrimination based on religion or national origin.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION STATEMENT OF POLICY

It is the policy of Crawford, Murphy & Tilly, Inc. to provide equal employment opportunity to all persons without regard to their race, color, sex, religion, national origin, handicap, disability, or veteran status and to commit to the realization of equal employment opportunity through the continuous development and promotion of an affirmative action program. Equal opportunity and equal consideration will be afforded to all applicants and employees in personnel actions which include but are not limited to the following: recruitment; employment; promotion; transfer, lay-off or termination; rates of pay and other forms of compensation; tuition assistance and company sponsored training including selection for apprenticeships.

Through the implementation of this policy, Crawford, Murphy & Tilly, Inc. intends to provide full employment opportunities for members of minority groups and women at all job levels through recruitment techniques to increase the flow of minority and female applicants, and through promotions of those who qualify to positions of greater responsibility.

Crawford, Murphy & Tilly, Inc. and its officers are committed to the principles of Affirmative Action and Equal Employment Opportunity. In order to ensure its dissemination and implementation of these principles throughout all levels of the company, an Equal Employment Opportunity Officer has been established at Crawford, Murphy & Tilly, Inc..

In furtherance of its policy of Affirmative Action and Equal Employment Opportunity, Crawford, Murphy & Tilly, Inc. has developed a written Executive Order Affirmative Action Program, which contains specific and results-oriented procedures to which Crawford, Murphy & Tilly, Inc. is committed to apply every good faith effort. Procedures without effort to make them work are meaningless, and effort, undirected by specific and meaningful procedures is inadequate. Non-confidential elements of Crawford, Murphy & Tilly, Inc.'s Affirmative Action Program which will enable applicants and employees to know of and avail themselves of its benefits will be available for review, upon request, during normal business hours (8:00 a.m. - 5:00 p.m.) from the EEO Officer.

POLICY DISSEMINATION

Internal and External Dissemination of Policy

The Crawford, Murphy & Tilly, Inc. Equal Employment Opportunity ("EEO") and Affirmative Action Policy ("AAP") is disseminated both internally and externally as follows:

INTERNAL DISSEMINATION

1. Crawford, Murphy & Tilly, Inc. develops internal communication of these outreach efforts in a manner that fosters understanding, acceptance, and support among executive management, supervisors, all other employees.
2. The EEO policy statement has been included in the Personnel Policy Manual and a copy is distributed to each employee.
3. Articles covering the EEO policy will be included in company publications. Equal employment progress will be included in the annual report. The EEO/AAP policy will be conspicuously posted on employee bulletin boards through letters, posters and other creative notices.

4. Periodic meetings will be held annually with all managers and all supervisory personnel to assess compliance with our EEO/AAP policy, to assist the managers in identifying problem areas, and formulation of effective solutions.
5. Periodic meetings will also be conducted with all other employees to discuss the EEO/AAP policy and explain individual employee responsibility.

EXTERNAL DISSEMINATION

1. Recruiting sources are annually informed of the EEO/AAP policy and commitment. Annually, recruiting services are reviewed to determine the effectiveness of the recruitment sources in referring representative diversity of applicants, and amendments as required.
2. A special list of minority and female organizations is maintained and will continue to be reviewed annually for their effectiveness as a source of recruitment. These recruiting sources will be notified of all job announcements and actively encouraged to refer applicants and assist in the implementation of the EEO/AAP policy.
3. On all written job announcements, help wanted, or other communiques, the words "Equal Employment Opportunity/Affirmative Action Employer, M/F" will continue to be included.
4. All applicants will continue to be notified of the EEO/AAP policy, and applicants are invited to state their preferences after an offer of employment is made but before the person begins work. Application forms will state our commitment to the EEO/AAP policy. All employment advertisements and notices of recruitment sources state the EEO/AAP policy.
5. Applications will continue to be periodically reviewed to determine compliance with the latest state and federal EEO/AAP regulations to ensure that each applicant is provided the maximum opportunity to display his/her job related qualifications.
6. Vendors and suppliers will continue to be notified regularly in writing of the EEO/AAP policy.
7. Crawford, Murphy & Tilly, Inc. incorporates the Equal Employment Opportunity Clause in its purchase orders, leases and contracts as required by all applicable law. Written notification of the EEO/AAP policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

Crawford, Murphy & Tilly, Inc. personnel policies and practices are designed and implemented in compliance with applicable Sex Discrimination Guidelines. It is the policy of Crawford, Murphy & Tilly, Inc. not to discriminate on the basis of sex, and to this end, Crawford, Murphy & Tilly, Inc. shall continue to conform activities with the provisions stated herein:

RECRUITMENT AND ADVERTISEMENT

1. Recruitment activities will actively seek out qualified candidates of both sexes for all jobs.
2. Recruitment job posts will not express a sex preference, nor will ads be placed in any sex-segregated columns.
3. Crawford, Murphy & Tilly, Inc. will actively recruit qualified women.

JOB POLICIES AND PRACTICES

1. All written personnel policies expressly indicate that there shall be no discrimination against employees or applicants because of sex. Employees of both sexes shall have an equal opportunity for any available job that he or she is qualified to perform.
2. In the area of insurance, pensions, welfare programs, and other similar fringe benefits, the resulting benefits shall be equal for both men and women.
3. Conditions of employment shall be the same for married and unmarried persons, as well as for those with young children, regardless of sex.
4. The commencement and duration of leaves of absence, reinstatement, the accrual of seniority

other benefits and privileges shall be applied to disability due to pregnancy or childbirth on the same terms as they are applied to other disabilities. Employment will not be denied due to pregnancy or childbirth.

5. There shall be no difference in the mandatory or optional retirement ages for men and women.
6. Disabilities caused or contributed to by pregnancy or childbirth will be treated in the same manner as disabilities caused or contributed to by other medical conditions.
7. Appropriate physical facilities have been provided for both sexes.

COMPANY SERVICE CALCULATION

Company service provisions are the same for men and women, and no separate methods for determining service eligibility for benefits and/or service pins shall be maintained.

WAGES

1. Wages and salary schedules are based on job classifications and not related to or based on the sex of the employees.
2. Assignment to job classification is not based on the sex of the employees.

TRAINING PROGRAMS

Both men and women have equal access to all training programs and special emphasis will be placed on including women.

SEXUAL HARASSMENT

1. The EEOC and the OFCCP have defined sexual harassment as: unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.
2. Crawford, Murphy & Tilly, Inc. strongly disapproves of sexual harassment and will not condone it in any way. Appropriate action will be taken against any supervisor and/or employee who engages in such conduct.

SUPPORT OF LOCAL AND NATIONAL COMMUNITY ACTION PROGRAMS

All employees, and managers in particular, are encouraged by Crawford, Murphy & Tilly, Inc. to participate in community action programs to enhance employment opportunities of minorities and females. Some of the results of such encouragement is provided here.

Crawford, Murphy & Tilly, Inc. has encouraged female employees to become active members in the local chapters of national women's organizations, such as Society of Women Engineers, Illinois Women in Leadership, Women in Communications, Inc. and Women in Management, by sponsoring their memberships. Crawford, Murphy & Tilly, Inc. has also participated in, and sponsored community events held by these organizations. Female employees are encouraged to utilize these organizations as recruiting sources and to work closely with them in the recruitment of likely female applicants.

Crawford, Murphy & Tilly, Inc. female employees annually participate in Career Days sponsored by local universities; participation in related activities sponsored by community organizations and targeted for underprivileged youth; encouraging members of current staff, particularly minority members, to actively seek out

and refer applicants to fill job openings; worked with subconsultants certified as local area Disadvantaged and Minority Business Enterprises and Women Business Enterprises in an effort to improve employment opportunities for minorities and women in the communities in which Crawford, Murphy & Tilly, Inc. is present.

CONSIDERATION OF MINORITIES AND WOMEN NOT CURRENTLY IN THE WORK FORCE

The following are some of the means by which Crawford, Murphy & Tilly, Inc. continues to consider and recruit minorities and females not currently in the work force who can be recruited through affirmative action efforts:

1. Minorities and women within the Crawford, Murphy & Tilly, Inc. work force are advised of positions when they occur and are encouraged to apply for all jobs in which they are interested.
2. When contacting outside referral agencies, both public and private agencies will be requested to send out and refer both minorities and females not currently in the work force to Crawford, Murphy & Tilly, Inc. for consideration.
3. Vocational and other schools, JTPA programs, AFDC programs and other are contacted appropriate so that students not currently in the work force will be made aware of any employment opportunities with Crawford, Murphy & Tilly, Inc..
4. Possible additional sources of applicants, such as organizations for the handicapped, minority women's organizations, are considered in seeking those not currently in the work force.

**AFFIRMATIVE ACTION PROGRAM
FOR INDIVIDUALS WITH DISABILITIES**

CRAWFORD, MURPHY, & TILLY, INC.

**ST. LOUIS, MO; KANSAS CITY, MO;
SPRINGFIELD, MO; and EDWARDSVILLE, IL**

One Memorial Drive, Suite 500
St. Louis, MO 63102



CONTACT INFORMATION

Contractor : St. Louis MO
One Memorial Drive
Suite 500
St. Louis, MO 63102

Dun & Bradstreet # : 47019070
Employer Identification # : 370844662
EEO-1 # : A06995

Executive Officer : Daniel R. Meckes
Chairman and CEO

EEO Coordinator : Kristine M. Allen
Crawford, Murphy & Tilly, Inc.
2750 West Washington Street
Springfield, IL 62702

EQUAL EMPLOYMENT OPPORTUNITY POLICY

41 CFR Section 60-741.44(a)

It is the policy at Crawford, Murphy & Tilly, Inc. to provide equal employment and advancement opportunities to all qualified individuals. To achieve this goal, Crawford, Murphy & Tilly, Inc. is dedicated to taking affirmative action to employ and advance in employment individuals with disabilities. All personnel actions, including compensation, benefits, recruitment, hiring, training, and promotion of persons in all job titles, are administered without regard to disability status, and all employment decisions are based solely on valid job requirements. In addition, employees and applicants are protected from harassment, threats, coercion, intimidation, or discrimination for:

1. Filing a complaint;
2. Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of Section 4212, Section 503, or any other Federal, State, or local law requiring equal opportunity for individuals with disabilities;
3. Opposing any act or practice made unlawful by Section 4212, Section 503, or any other Federal, State or local law requiring equal opportunity for individuals with disabilities; or
4. Exercising any other right protected by Section 4212, Section 503.

This EEO policy has the full support of top management, who has assigned responsibility for its implementation to Kristine M. Allen, EEO Coordinator. Crawford, Murphy & Tilly, Inc. has designed and implemented an audit and reporting system to monitor and maintain its compliance with the Acts.

A copy of the Equal Employment Opportunity statement that reaffirms Crawford, Murphy & Tilly, Inc.'s commitment to individuals with disabilities is posted in a form that is accessible and understandable to an individual with a disability.

REVIEW OF PERSONNEL PROCESSES

41 CFR Section 60-741.44(b)

Crawford, Murphy & Tilly, Inc. reviews its employment procedures to ensure careful, thorough, and systematic consideration of the job qualifications of applicants and employees with disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. This review ensures that personnel procedures do not stereotype individuals with disabilities in a manner that limits their access to all jobs for which they are qualified. Applicants and employees with disabilities have equal access to personnel processes, including those implemented through information and communication technologies. Crawford, Murphy & Tilly, Inc. periodically reviews its processes, and makes any necessary modifications to ensure its affirmative action obligations are carried out.

The following are some procedures that may be used to facilitate the review and evaluative process:

- 1.** The application or personnel form of each applicant with a disability is annotated to identify each vacancy for which the applicant was considered, and is retrievable for review for use in investigations and internal compliance activities;
- 2.** The application or personnel form of each applicant with a disability includes the identification of each promotion and training program for which that employee was considered;
- 3.** When an employee or applicant with a disability is rejected for employment, promotion, or training, a statement of the reason is appended to the personnel file along with a description of any reasonable accommodation considered; and
- 4.** When an employee or applicant is selected for hire, promotion, or training, and reasonable accommodation has been undertaken to enable the selection of an employee or applicant with a disability, the applicant form or personnel record contains a description of the reasonable accommodation.

PHYSICAL AND MENTAL QUALIFICATIONS
41 CFR Section 60-741.44(c)

Crawford, Murphy & Tilly, Inc. reviews all physical and mental job qualification requirements as openings occur to ensure, to the extent that qualification requirements tend to screen out qualified individuals with disabilities, that they are job-related and consistent with business necessity and the safe performance of the job.

To the extent that physical or mental job qualification requirements tend to screen out qualified individuals with disabilities in the selection of employees or applicants for employment or other changes in employment status such as promotion or training, Crawford, Murphy & Tilly, Inc. ensures that the requirements are related to the specific job(s) for which the individual is being considered, and are consistent with business necessity and the safe performance of the job.

REASONABLE ACCOMMODATION
41 CFR Section 60-741.44(d)

Crawford, Murphy & Tilly, Inc. makes reasonable accommodations to the physical and mental limitations of employees or applicants to the extent that such accommodations do not impose an undue hardship on the conduct of its business. When an employee with a known disability has significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, the employee is confidentially notified of the performance problem, and asked if the problem is related to the disability. If the employee indicates that the performance problem is related to his or her disability, the employee is asked if reasonable accommodation is needed.

HARASSMENT
41 CFR Section 60-741.44(e)

Crawford, Murphy & Tilly, Inc. develops and maintains procedures to ensure that its employees are not harassed on the basis of a disability.

EXTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-741.44(f)

Crawford, Murphy & Tilly, Inc. undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit individuals with disabilities such as the following:

1. Crawford, Murphy & Tilly, Inc. incorporates the Equal Opportunity Clause regarding individuals with disabilities in its purchase orders, leases, and contracts as required by law, executive order, and regulation. Written notification of the Equal Opportunity Policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

2. Crawford, Murphy & Tilly, Inc. notifies all applicants of the EEO policy, and invites them to self-identify. Application forms state Crawford, Murphy & Tilly, Inc.'s commitment to equal employment opportunity. All employment advertisements and notices to recruitment sources state this EEO policy.

3. Outreach and recruitment activities that may be undertaken as needed by Crawford, Murphy & Tilly, Inc. include enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for individuals with disabilities in order to fulfill its commitment to provide equal employment opportunity for such individuals:

- The State Vocational Rehabilitation Service Agency (SVRA), State mental health agency, or State developmental disability agency in the area of the contractor's establishment;
- The Employment One-Stop Career Center (One-Stop) or American Job Center nearest the contractor's establishment;
- The Department of Veterans Affairs Regional Office nearest the contractor's establishment (www.va.gov);
- Entities funded by the Department of Labor that provide recruitment or training services for individuals with disabilities, such as the services currently provided through the Employer Assistance and Resource Network (EARN) (www.earnworks.com);
- Local Employment Network (EN) organizations (other than the contractor, if the contractor is an EN) listed in the Social Security Administration's Ticket to Work Employment Network Directory (www.yourtickettowork.com/endir);
- Local disability groups, organizations, or Centers for Independent Living (CIL) near the contractor's establishment;
- Placement or career offices of educational institutions that specialize in the placement of individuals with disabilities; and
- Private recruitment sources, such as professional organizations or employment placement services that specialize in the placement of individuals with disabilities.

4. Formal briefing sessions and facility tours may be conducted with representatives from recruiting sources to explain current and future job openings, position descriptions, worker specifications, and the selection process. Follow-up with these resources, and feedback on disposition of applicants are conducted when appropriate.

5. Meaningful contacts are established with organizations for individuals with disabilities for such purposes as advice, technical assistance, and referral of potential employees. Such assistance may consist of advice

concerning proper placement, recruitment, training, and reasonable accommodation.

6. Applicants with known disabilities are considered for all available positions for which they may be qualified.

7. Recruitment programs established with schools incorporate efforts to reach students with disabilities. Efforts may be made to participate in work-study programs with rehabilitation facilities and schools that specialize in training or educating individuals with disabilities.

8. Efforts are made to include individuals with disabilities when employees are pictured in consumer, promotional, or help wanted advertisements.

ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS

41 CFR Section 60-741.44(f)(3)

Crawford, Murphy & Tilly, Inc. each year reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified individuals with disabilities. Each evaluation is documented, including at a minimum the criteria used to evaluate the effectiveness of each effort and the conclusion as to whether each effort and the totality of the efforts are effective. Among these criteria are the Data Collection Analysis for the current year and the two most recent previous years. If Crawford, Murphy & Tilly, Inc. concludes the totality of its efforts are not effective in identifying and recruiting qualified individuals with disabilities, alternative outreach and recruitment efforts are identified and implemented.

Crawford, Murphy & Tilly, Inc. concludes that each and the totality of its efforts are effective in identifying and recruiting qualified individuals with disabilities.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

**Assessment of Outreach and Recruitment Activities
for Individuals with Disabilities**

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
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There are no assessments for this reporting period.

Criteria for Evaluation:

1. Did the activity attract qualified applicants who are disabled?
2. Did the activity result in the hiring of individuals with disabilities?
3. Did the activity expand Contractor's outreach to individuals with disabilities in the community?

INTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-741.44(g)

Crawford, Murphy & Tilly, Inc. has developed the following internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities. These procedures are designed to foster understanding, acceptance, and support among executive, management, supervisory, and other employees, and to encourage such persons to take the necessary actions to meet this obligation.

- 1. Crawford, Murphy & Tilly, Inc. Notices.** The EEO policy statement is posted on the employee bulletin board and/or electronically in a manner and place that ensures that individuals with disabilities are informed of its contents. This notice states the name of the EEO Coordinator, the support of top-level management toward this policy, and to whom questions, comments, or complaints should be directed. A statement is included that employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the Acts. All required state and federal EEO notices are also posted on bulletin boards.

- 2. Union Contracts.** A non-discrimination clause is included in any union contracts and any such contracts are reviewed to ensure that they are non-discriminatory. Crawford, Murphy & Tilly, Inc. notifies union officials and/or employee representatives of the contractor's policy, and requests their cooperation.

- 3. Other procedures that may be implemented as needed:**
 - a.** Crawford, Murphy & Tilly, Inc.'s overall commitment, top-level management support, and implementation of the plan are discussed with management personnel, making clear the chief executive officer's support for the affirmative action policy;

 - b.** All employees and prospective employees are informed of Crawford, Murphy & Tilly, Inc.'s commitment to engage in affirmative action to increase employment opportunities for individuals with disabilities;

 - c.** Crawford, Murphy & Tilly, Inc.'s affirmative action policy is publicized in the company newspaper, magazine, annual report, and other media;

 - d.** The policy is discussed thoroughly in both employee orientation and management training programs;

 - e.** When employees are featured in employee handbooks or similar publications for employees, Crawford, Murphy & Tilly, Inc. includes individuals with disabilities.

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-741.44(h)

Crawford, Murphy & Tilly, Inc. has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.

RESPONSIBILITY FOR IMPLEMENTATION
41 CFR Section 60-741.44(i)

Kristine M. Allen has been designated to direct the activities of the affirmative action program. Kristine M. Allen has the full support of top management in carrying out the Crawford, Murphy & Tilly, Inc. affirmative action policy. Kristine M. Allen is responsible for:

1. Developing policy statements, affirmative action programs, and internal and external communication to include discussions with managers, supervisors, and employees to ensure the policies are followed;
2. Advising managers and supervisors that their work performance is evaluated, in part, on the basis of their affirmative action efforts;
3. Identifying and discussing with management any problem areas;
4. Developing with management solutions for any identified problem areas;
5. Serving as a liaison between St. Louis MO and community groups, governmental agencies, and vocational rehabilitation organizations;
6. Maintaining an audit and reporting system to monitor the progress of the affirmative action program;
7. Informing management of the latest developments in the affirmative action and equal employment opportunity area;
8. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and organizations for individuals with disabilities;
9. Assisting in career counseling for employees with disabilities;
10. Ensuring that the policy statement and required posters are posted on bulletin boards and/or electronic postings; and
11. Ensuring that employees placed through these policies are not harassed.

TRAINING
41 CFR Section 60-741.44(j)

All personnel involved in recruitment, screening, selection, promotion, discipline, and related processes are trained to ensure the implementation of our commitments made in this affirmative action program.

DATA COLLECTION ANALYSIS
41 CFR Section 60-741.44(k)

Crawford, Murphy & Tilly, Inc. documents the following computations or comparisons pertaining to applicants and hires on an annual basis, and maintains them for a period of three (3) years:

1. The number of applicants who self-identified as individuals with disabilities pursuant to § 60-741.42(a), or who are otherwise known to be individuals with disabilities;
2. The total number of job openings and total number of jobs filled;
3. The total number of applicants for all jobs;
4. The number of applicants with disabilities hired; and
5. The total number of applicants hired.

UTILIZATION GOALS FOR INDIVIDUALS WITH DISABILITIES
41 CFR Section 60-741.45

The OFCCP establishes a utilization goal for employment of qualified Individuals with disabilities for each job group in the contractor's workforce, or for the contractor's entire workforce where the workforce consists of 100 or less employees. The utilization goal is not a rigid and inflexible quota that must be met, nor is it to be considered either a ceiling or a floor for the employment of particular groups. The purpose of the utilization goal is to establish a benchmark against which the contractor must measure the representation of individuals within each job group in its workforce, or within the contractor's entire workforce. Crawford, Murphy & Tilly, Inc. evaluates its utilization of individuals with disabilities in each job group, or in its entire workforce.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Data Collection Analysis of Individuals with Disabilities

41 C.F.R. 60-741.44(k)

04/01/2021 - 03/31/2022

		Applicants	Applicant Ratio	Hires & Promotions	Hire & Prom Ratio	Total Openings	Total Jobs Filled	Jobs Filled Ratio
Total Workforce	Disabled	4	4.1%	2	8.7%			
	Total	97		23		23	23	100.0%

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Utilization Summary of Individuals with Disabilities
(By Job Group using the Any Difference Rule)
41 CFR Section 60-741.45

Job Group	Employees	Disabled	Utilization Goal %	Utilization %	Met Goal
1A : EXECUTIVES	1	0	7.0%	0.0%	No
1B : DIRECTORS	3	0	7.0%	0.0%	No
1C : GROUP MANAGERS	8	0	7.0%	0.0%	No
2A : SENIOR/PROJECT ENGINEERS	36	0	7.0%	0.0%	No
2B : ENGINEERS	20	1	7.0%	5.0%	No
2C : TECHNICAL PROFESSIONALS	10	1	7.0%	10.0%	Yes
2D : BUSINESS PROFESSIONALS	2	0	7.0%	0.0%	No
3A : ENGINEERING TECHNICIANS	15	1	7.0%	6.7%	No
5A : ADMINISTRATIVE SUPPORT WORKERS	2	0	7.0%	0.0%	No

The Company has used the terms 'Availability' and 'Utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the Company's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrong doing by the Company.

IDENTIFICATION OF PROBLEM AREAS
41 CFR Section 60-741.45(e)

When the percentage of individuals with disabilities in one or more job groups, or in our entire workforce if the workforce is 100 or less employees, is less than the utilization goal, Crawford, Murphy & Tilly, Inc. takes steps to determine whether and where impediments to equal employment opportunity exist. When making this determination, we assess our personnel processes, the effectiveness of our outreach and recruitment efforts, the results of our affirmative action program audit, and any other areas that might affect the success of the affirmative action program.

Crawford, Murphy & Tilly, Inc. has not found any impediments to equal employment opportunity in our personnel processes, outreach, and recruitment efforts or any other area that might affect the success of our affirmative action program.

ACTION ORIENTED PROGRAMS
41 CFR Section 60-741.45(f)

As needed, Crawford, Murphy & Tilly, Inc. develops action-oriented programs designed to correct any identified problems areas. These action-oriented programs may include the modification of personnel processes to ensure equal employment opportunity for individuals with disabilities, alternative or additional outreach and recruitment efforts, and/or other actions designed to correct the identified problem areas and attain the established goal.

Crawford, Murphy & Tilly, Inc. has not identified any problems areas.

**AFFIRMATIVE ACTION PROGRAM
FOR PROTECTED VETERANS**

CRAWFORD, MURPHY, & TILLY, INC.

**ST. LOUIS, MO; KANSAS CITY, MO;
SPRINGFIELD, MO; and EDWARDSVILLE, IL**

One Memorial Drive, Suite 500
St. Louis, MO 63102



CONTACT INFORMATION

Contractor : St. Louis MO
One Memorial Drive
Suite 500
St. Louis, MO 63102

Dun & Bradstreet # : 47019070
Employer Identification # : 370844662
EEO-1 # : A06995

Executive Officer : Daniel R. Meckes
Chairman and CEO

EEO Coordinator : Kristine M. Allen
Crawford, Murphy & Tilly, Inc.
2750 West Washington Street
Springfield, IL 62702

EQUAL EMPLOYMENT OPPORTUNITY POLICY
41 CFR Section 60-300.44(a)

It is the policy at Crawford, Murphy & Tilly, Inc. to provide equal employment and advancement opportunities to all qualified individuals. To achieve this goal, Crawford, Murphy & Tilly, Inc. is dedicated to taking affirmative action to employ and advance in employment of protected veterans. All personnel actions, including compensation, benefits, recruitment, hiring, training, and promotion of persons in all job titles, are administered without regard to protected veteran status, and all employment decisions are based solely on valid job requirements. In addition, employees and applicants are protected from harassment, threats, coercion, intimidation, or discrimination for:

1. Filing a complaint;
2. Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of Section 4212, Section 503, or any other Federal, State, or local law requiring equal opportunity for protected veterans;
3. Opposing any act or practice made unlawful by Section 4212, Section 503, or any other Federal, State or local law requiring equal opportunity for protected veterans; or
4. Exercising any other right protected by Section 4212, Section 503.

This EEO policy has the full support of top management, who has assigned responsibility for its implementation to Kristine M. Allen, EEO Coordinator. Crawford, Murphy & Tilly, Inc. has designed and implemented an audit and reporting system to monitor and maintain its compliance with the Acts.

A copy of the Equal Employment Opportunity statement that reaffirms Crawford, Murphy & Tilly, Inc.'s commitment to protected veterans is posted in a form that is accessible and understandable to an individual with a disability.

REVIEW OF PERSONNEL PROCESSES

41 CFR Section 60-300.44(b)

Crawford, Murphy & Tilly, Inc. reviews its employment procedures to ensure careful, thorough, and systematic consideration of the job qualifications of protected veterans and applicants with disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. This review ensures that personnel procedures do not stereotype protected veterans and individuals with disabilities in a manner that limits their access to all jobs for which they are qualified. Applicants and employees with disabilities have equal access to personnel processes, including those implemented through information and communication technologies. Crawford, Murphy & Tilly, Inc. periodically reviews its processes, and makes any necessary modifications to ensure its affirmative action obligations are carried out. When protected veterans are considered for employment, only that portion of the individuals' military records, including discharge papers, that is relevant to the requirements of the position will be considered.

The following are some procedures that may be used to facilitate the review and evaluative process:

- 1.** The application or personnel form of each protected veteran is annotated to identify each vacancy for which the applicant was considered, and is retrievable for review for use in investigations and internal compliance activities;
- 2.** The application or personnel form of each protected veteran includes the identification of each promotion and training program for which that employee was considered;
- 3.** When a protected veteran employee or applicant is rejected for employment, promotion, or training, a statement of the reason is appended to the personnel file;

PHYSICAL AND MENTAL QUALIFICATIONS

41 CFR Section 60-300.44(c)

Crawford, Murphy & Tilly, Inc. reviews all physical and mental job qualification requirements as openings occur to ensure, to the extent that qualification requirements tend to screen out qualified disabled veterans, that they are job-related and consistent with business necessity and the safe performance of the job.

To the extent that physical or mental job qualification requirements tend to screen out qualified disabled veterans in the selection of employees or applicants for employment or other changes in employment status such as promotion or training, Crawford, Murphy & Tilly, Inc. ensures that the requirements are related to the specific job (s) for which the individual is being considered, and are consistent with business necessity and the safe performance of the job.

REASONABLE ACCOMMODATION
41 CFR Section 60-300.44(d)

Crawford, Murphy & Tilly, Inc. makes reasonable accommodations to the physical and mental limitations of employees or applicants to the extent that such accommodations do not impose an undue hardship on the conduct of its business. When an employee known to be a disabled veteran has significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, the employee is confidentially notified of the performance problem, and asked if the problem is related to the disability. If the employee indicates that the performance problem is related to his or her disability, the employee is asked if reasonable accommodation is needed.

HARASSMENT
41 CFR Section 60-300.44(e)

Crawford, Murphy & Tilly, Inc. develops and maintains procedures to ensure that its employees are not harassed because of their status as a protected veteran.

SPOUSES OF PROTECTED VETERANS
41 CFR Section 60-300.21(e)

It is the policy of Crawford, Murphy & Tilly, Inc. not to exclude or deny equal jobs or benefits to, or otherwise discriminate against, a qualified individual because of the individual's relationship or association with a protected veteran. This includes spouses and other family members.

EXTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-300.44(f)

Crawford, Murphy & Tilly, Inc. undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit protected veterans such as the following:

1. Crawford, Murphy & Tilly, Inc. incorporates the Equal Opportunity Clause regarding protected veterans in its purchase orders, leases, and contracts as required by law, executive order, and regulation. Written notification of the Equal Opportunity Policy is sent to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

2. Crawford, Murphy & Tilly, Inc. notifies all applicants of the EEO policy, and invites them to self-identify. Application forms state Crawford, Murphy & Tilly, Inc.'s commitment to equal employment opportunity. All employment advertisements and notices to recruitment sources state this EEO policy.

3. Outreach and recruitment activities that may be undertaken as needed by Crawford, Murphy & Tilly, Inc. include enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for protected veterans in order to fulfill its commitment to provide equal employment opportunity for such individuals:

- The Local Veterans' Employment Representative in the local employment service office (One-Stop) nearest the contractor's establishment;
- The Department of Veterans Affairs Regional Office nearest the contractor's establishment;
- The veterans' counselors and coordinators ("Vet-Reps") on college campuses;
- The service officers of the national veterans' groups active in the area of the contractor's establishment;
- Local veterans' groups and veterans' service centers near the contractor's establishment;
- The National Resource Directory's Veterans Job Bank, or any future service that replaces or complements it;
- The Department of Defense Transition Assistance Program (TAP), or any subsequent program that, in whole or in part, might replace TAP; and
- Any organization listed in the Employer Resources section of the National Resource Directory (<http://www.nationalresourcedirectory.gov/>), or any future service that replaces or complements it.
- The Employment One-Stop Career Center (One-Stop) or American Job Center nearest the contractor's establishment;
- Local Employment Network (EN) organizations (other than the contractor, if the contractor is an EN) listed in the Social Security Administration's Ticket to Work Employment Network Directory (www.yourtickettowork.com/endir);

4. All employment openings (except executive and top management, positions that are filled from within, and positions lasting three days or less) are listed at the appropriate state employment services office.

5. Formal briefing sessions and facility tours may be conducted with representatives from recruiting sources to explain current and future job openings, position descriptions, worker specifications, and the selection

process. Follow-up with these resources, and feedback on disposition of applicants are conducted when appropriate.

6. Crawford, Murphy & Tilly, Inc. develops internal communication of these outreach efforts in a manner that fosters understanding, acceptance, and support among executive management, supervisors, and all other employees.

7. Meaningful contacts are established with veteran's service organizations for such purposes as advice, technical assistance, and referral of potential employees.

8. Protected veterans are considered for all available positions for which they may be qualified.

9. Recruitment at educational institutions includes efforts to reach students who are protected veterans.

10. When appropriate, efforts may be made to participate in work-study programs with Department of Veterans Affairs rehabilitation facilities that specialize in training or educating disabled veterans.

INTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-300.44(g)

Crawford, Murphy & Tilly, Inc. has developed the following internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment protected veterans. These procedures are designed to foster understanding, acceptance, and support among executive, management, supervisory, and other employees, and to encourage such persons to take the necessary actions to meet this obligation.

- 1. Crawford, Murphy & Tilly, Inc. Notices.** The EEO policy statement is included in a policy manual and/or posted on the employee bulletin board and/or electronically in a manner and place that ensures that protected veterans are informed of its contents. This notice states the name of the EEO Coordinator, the support of top-level management toward this policy, and to whom questions, comments, or complaints should be directed. A statement is included that employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the Acts. All required state and federal EEO notices are also posted on bulletin boards.

- 2. Union Contracts.** A non-discrimination clause is included in any union contracts and any such contracts are reviewed to ensure that they are non-discriminatory. Crawford, Murphy & Tilly, Inc. notifies union officials and/or employee representatives of the contractor's policy, and requests their cooperation.

- 3. Other procedures that may be implemented as needed:**
 - a.** St. Louis MO's overall commitment, top-level management support, and implementation of the plan are discussed with management personnel, making clear the chief executive officer's support for the affirmative action policy;

 - b.** All employees and prospective employees are informed of Crawford, Murphy & Tilly, Inc.'s commitment to engage in affirmative action to increase employment opportunities for protected veterans;

 - c.** Crawford, Murphy & Tilly, Inc.'s affirmative action policy is publicized in the company newspaper, magazine, annual report, and other media;

 - d.** The policy is discussed thoroughly in both employee orientation and management training programs;

 - e.** When employees are featured in employee handbooks or similar publications for employees, Crawford, Murphy & Tilly, Inc. includes protected veterans.

ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS

41 CFR Section 60-300.44(f)(3)

Crawford, Murphy & Tilly, Inc. each year reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans. Each evaluation is documented, including at a minimum the criteria used to evaluate the effectiveness of each effort and the conclusion as to whether each effort and the totality of the efforts are effective. Among these criteria are the Data Collection Analysis for the current year and the two most recent previous years. If Crawford, Murphy & Tilly, Inc. concludes the totality of its efforts are not effective in identifying and recruiting qualified protected veterans, alternative outreach and recruitment efforts are identified and implemented.

Crawford, Murphy & Tilly, Inc. concludes that each and the totality of its efforts are effective in identifying and recruiting qualified protected veterans.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Assessment of Outreach and Recruitment Activities for Protected Veterans

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
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There are no assessments for this reporting period.

Criteria for Evaluation:

1. Did the activity attract qualified applicants who are protected veterans?
2. Did the activity result in the hiring of protected veterans?
3. Did the activity expand Contractor's outreach to protected veterans in the community?

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-300.44(h)

Crawford, Murphy & Tilly, Inc. has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether protected veterans and individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.

RESPONSIBILITY FOR IMPLEMENTATION

41 CFR Section 60-300.44(i)

Kristine M. Allen has been designated to direct the activities of the affirmative action program. Kristine M. Allen has the full support of top management in carrying out the Crawford, Murphy & Tilly, Inc. affirmative action policy. Kristine M. Allen is responsible for:

1. Developing policy statements, affirmative action programs, and internal and external communication to include discussions with managers, supervisors, and employees to ensure the policies are followed;
2. Advising managers and supervisors that their work performance is evaluated, in part, on the basis of their affirmative action efforts;
3. Identifying and discussing with management any problem areas;
4. Developing with management solutions for any identified problem areas;
5. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and community groups, governmental agencies, and vocational rehabilitation organizations;
6. Maintaining an audit and reporting system to monitor the progress of the affirmative action program;
7. Informing management of the latest developments in the affirmative action and equal employment opportunity area;
8. Serving as a liaison between Crawford, Murphy & Tilly, Inc. and organizations for protected veterans;
9. Assisting in career counseling for protected veterans;
10. Ensuring that the policy statement and required posters are posted on bulletin boards and/or electronic postings; and
11. Ensuring that employees placed through these policies are not harassed.

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-300.44(h)

Crawford, Murphy & Tilly, Inc. has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of the affirmative action program.
2. Indicates any need for remedial action.
3. Determines the degree to which the objectives have been attained.
4. Determines whether protected veterans and individuals with known disabilities have the opportunity to participate in all company sponsored educational, training, recreational, and social activities.
5. Measures compliance with the affirmative action program's specific obligations.

Where the affirmative action program is found to be deficient, corrective action is taken to bring the program into compliance.

TRAINING
41 CFR Section 60-300.44(j)

All personnel involved in recruitment, screening, selection, promotion, discipline, and related processes are trained to ensure the implementation of our commitments made in this affirmative action program.

DATA COLLECTION ANALYSIS
41 CFR Section 60-300.44(k)

Crawford, Murphy & Tilly, Inc. documents the following computations or comparisons pertaining to applicants and hires on an annual basis, and maintains them for a period of three (3) years:

1. The number of applicants who self-identified as protected veterans pursuant to § 60-300.42(a), or who are otherwise known as protected veterans;
2. The total number of job openings and total number of jobs filled;
3. The total number of applicants for all jobs;
4. The number of protected veteran applicants hired; and
5. The total number of applicants hired.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Data Collection Analysis of Protected Veterans

41 C.F.R. 60-300.44(k)

04/01/2021 - 03/31/2022

		Applicants	Applicant Ratio	Hires & Promotions	Hire & Prom Ratio	Total Openings	Total Jobs Filled	Jobs Filled Ratio
Total Workforce	Veterans	4	4.1%	0	0.0%			
	Total	97		23		23	23	100.0%

The Company has used the terminology in this report in an effort to comply with governmental affirmative action regulations and has prepared these statistics in compliance with such regulations. They have no legal or factual significance outside the context of this Affirmative Action Program and in no way suggest any wrong doing by the Company.

BENCHMARKS FOR HIRING VETERANS

41 CFR Section 60-300.45

Benchmarks are set on an annual basis using one of the two mechanisms described below:

1. Establish a benchmark equaling the national percentage of veterans in the civilian labor force, which will be published and updated annually on the OFCCP website; or
2. Establish a benchmark by taking into account: (i) the average percentage of veterans in the civilian labor force in the State(s) where the contractor is located over the preceding three years, as calculated by the Bureau of Labor Statistics and published on the OFCCP website; (ii) the number of veterans, over the previous four quarters, who were participants in the employment service delivery system in the State where the contractor is located, as tabulated by the Veterans' Employment and Training Service and published on the OFCCP website; (iii) the applicant ratio and hiring ratio for the previous year, based on the data collected pursuant to § 60-300.44(k); (iv) the contractor's recent assessments of the effectiveness of its external outreach and recruitment efforts, as set forth in § 60-300.44(f)(3); and (v) any other factors, including but not limited to the nature of the contractor's job openings and/or its location, which would tend to affect the availability of qualified protected veterans.

Crawford, Murphy & Tilly, Inc. has chosen to establish a benchmark equaling the national percentage of veterans in the civilian labor force. The benchmark is not a rigid and inflexible quota that must be met, nor is it to be considered either a ceiling or a floor for the employment of particular groups. The purpose of establishing benchmarks is to create a quantifiable method by which Crawford, Murphy & Tilly, Inc. can measure its progress toward achieving equal employment opportunity for protected veterans.

Crawford, Murphy & Tilly, Inc.

One Memorial Drive

St. Louis, MO 63102

04/01/2022 - 03/31/2023

Hiring Benchmark for Protected Veterans

41 CFR Section 60-300.45

Veteran Hiring Benchmark : 5.5%