

SUSTAINABILITY PLAN 2 0 2 0



Resilient.
Responsible.
Solutions.

Our Sustainability Commitment



Mead & Hunt strives to operate in a way that best supports our employees and the markets we serve. We embrace sustainability as one of our core principles, and are dedicated to the triple bottom line of social, environmental, and financial responsibility.

Sustainability is integrated in every facet of what we do at Mead & Hunt, including our strategic planning, Mead & Hunt Cares Program, the projects we create, the clients we serve, and the people who want to work here. This plan references all the sustainable programs at Mead & Hunt to show not just what we've done, but how we are always looking for ways to continually improve.

Further, Mead & Hunt continues to employ resilient operations to proactively plan for changing conditions in the industry, in the workforce, and in financial markets. The Mead & Hunt Sustainability Plan is our roadmap for creating a more socially responsible, environmentally friendly, and financially viable path forward. Our overarching goal is to create **Resilient Responsible Solutions**. We consider the Mead & Hunt Sustainability Plan a living document allowing us to grow, to innovate, and to improve over time.



Our Vision

Provide dynamic social, environmental, and financial solutions to build a resilient future for our employees, our communities, and our clients.

Our Focus

In support of our Sustainability Vision, Mead & Hunt has identified ten focus areas organized by **People**, **Environment**, and **Finance** to concentrate our efforts to organize, track, and advance sustainable practices within the company.





Our People

Mead & Hunt has long operated under the notion that if we treat our employees well and provide them with room to grow, they will thrive and provide excellent service. That is why our overall social objective is to take care of people.



Employee Retention

Full-Time Employees



Employee Growth/Satisfaction



2020 Employee Safety

Field Safety Training for 470 employees and Safe Driving Training for 719 employees



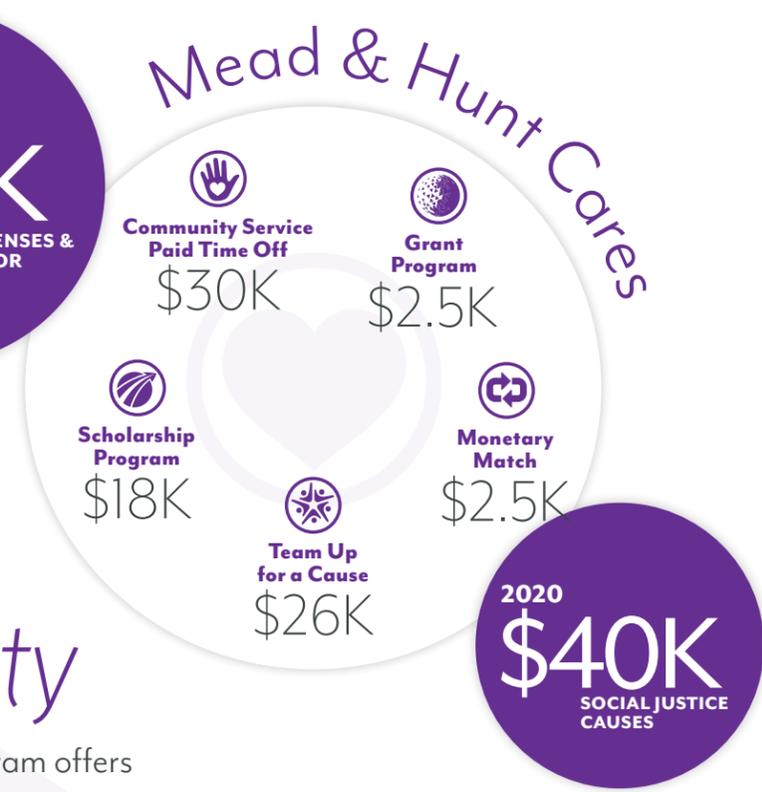
Mead & Hunt Diversity

Employees

Providing exceptional benefits, recognizing good work, and allowing for growth opportunities creates a healthy workplace. In the past two years, we launched an improved Employee Assistance Program (EAP) with expanded support for employees.

Community

The Mead & Hunt Cares program offers numerous opportunities for employees to create a positive impact on our local, national, and international communities.



Clients

Clients keep our company in business, but they have a lot of choices for consultants. We aim to provide exceptional work products and a noteworthy experience to keep our clients satisfied.

2020 Progress Highlights

- Expanded the Employee Resource Group (ERG)
- Set Mead & Hunt Cares Program record for number of volunteer hours used
- Developed a mentor-protege program

4.8 OUT OF 5

Aggregated Score from Client Survey

Client Satisfaction



Industry Recognition

Our Environment

At Mead & Hunt, we view the environment as a valuable asset. Our goal is to protect and improve the natural world, both internally as a company and by delivering excellent environmental services to our clients.

Support a culture that helps to further advance our leadership in environmental stewardship.

Energy

With differing geographies, comfort levels, and billing structures, a baseline for energy usage at Mead & Hunt is not straightforward. However, our company is taking steps to address energy consumption for those facilities that have utility options we can control.



Water

For most of our offices, Mead & Hunt does not have control over decisions regarding water utilities. However, we are surveying offices to identify opportunities to reduce water consumption. Currently, five Mead & Hunt offices have water-conserving fixtures.



Waste

The ability to divert waste is dependent upon what services are available in an area or in a building. At Mead & Hunt, we strive to reduce generation of waste and increase landfill diversion to address our impacts on the environment.



Air Quality

Air quality can be affected by human actions. Mead & Hunt encourages the use of LEDs for all offices, provides public transportation passes, and has priority parking for low emission and electric vehicles at some of our facilities.



2020

Progress Highlights

- Exceeded 2020 goal for offices with recycling
- Implemented individual office sustainability upgrades
- Rolled out company-wide trainings on sustainability and climate change

Our Finance

Mead & Hunt balances fiscal responsibility with our social and environmental commitments. We value our contribution to diverse industries, our financial growth, and our innovative approach to economic vitality.



Responsible Growth

Our strategy as a company involves financial responsibility balanced with employee satisfaction. Responsible growth is directly tied to our annual business plan, which outlines growth, productivity, and profit goals. Safety is an important part of this and in the past two years we implemented new training to support our value of taking care of people.



Shareholder Transition

One of the key drivers of our company has been the engagement of our employees from an ownership level. The opportunity to be a shareholder is key to our success and resiliency as a company. We are proud to be a 100% employee-owned business and this remains key for our future. In the past two years, our efforts have been focused on shareholder education and transition from historic leadership to the next generation of shareholders.



Resilience and Innovation



The curation of Innovation and introduction of Foresight+Innovation + Technology (FIT) Program Managers and FIT Champions builds upon innovation activities to look toward the future of our company and support our people. With FIT activities and innovative thinking by our people, we can become a more resilient company.



We want to build a resilient, adaptive company that can respond to changing conditions.

GOALS, METRICS, & ACTIONS

People



Employees

GOALS	METRICS
Keep Mead & Hunt a great place to work	<ul style="list-style-type: none"> Responses to survey questions Percent of employees who would recommend Mead & Hunt to a friend
Maintain a competitive retention level for our industry	<ul style="list-style-type: none"> Percent of employees retained annually to date Responses to survey question (highly satisfied)
A workplace composition that exceeds diversity standards for our industry	<ul style="list-style-type: none"> Percent of women and minorities employed by the company Percent of women and minorities in management (department manager and higher)



Community

GOALS	METRICS
Integrate safety into all Mead & Hunt practices and procedures	<ul style="list-style-type: none"> Tracked EMR numbers Number of safety trainings (percent attended/completed by employees)
Increase participation in our Mead & Hunt Cares Program	<ul style="list-style-type: none"> Year over year increase in: Team Up for a Cause Program, individual community service, and monetary match Growth in support of external scholarships for Science, Technology, Engineering, the Arts, and Mathematics (STEAM) students in underserved communities



Clients

GOALS	METRICS
Increase client satisfaction with our provided services	<ul style="list-style-type: none"> Aggregated total score from client survey as reported from our annual survey
Increase client retention by 10%	<ul style="list-style-type: none"> Client retention Number of cumulative clients
Increase new client base	<ul style="list-style-type: none"> Percent of new clients (based on number of new clients compared to total) Percent of pursuits that are for new clients Success rate for new client pursuits

Environment



Energy

GOALS	METRICS
Increase energy efficiency at Mead & Hunt	<ul style="list-style-type: none"> Participation in energy efficiency training Number of offices with 100 percent LED bulbs



Waste

GOALS	METRICS
Reduce waste sent to landfill	<ul style="list-style-type: none"> Number of offices with recycling programs Number of offices with reusable kitchen supplies



Water

GOALS	METRICS
Reduce incoming materials/purchases and increase sourcing of recycled content materials	<ul style="list-style-type: none"> Introduction of sustainability element to the purchasing policy
Conserve water resources	<ul style="list-style-type: none"> Number of offices with water consumption reduction features Number of educational campaigns for water use



Air Quality

GOALS	METRICS
Reduce ozone, particulate matter, NOx, and VOCs	<ul style="list-style-type: none"> Number of offices with transit commuters Employees involved in commuter-related strategies (carpool, HOV, electric vehicles) Number of commuters that use non-motorized transportation

These metrics are tracked by various departments throughout the company. This report highlights just some of our successes as well as areas where we can improve.

Finance



Responsible Growth

GOALS	METRICS
Attain annual profit and productivity goals (as outlined in the business plan) while maintaining high employee satisfaction	<ul style="list-style-type: none"> Annual business plan metrics Number of projects won through cross-marketing Employee satisfaction (see People category)



Shareholder Transition

GOALS	METRICS
Create a stable, long-term, employee-owned company	<ul style="list-style-type: none"> Shares purchased and shares sold per year Number of shareholders



Resilience and Innovation

GOALS	METRICS
Strengthen resiliency (the company's ability to adapt to changing market conditions)	<ul style="list-style-type: none"> Number of services offered out of each office Tracking to Business Plan (by percent within) in terms of net billings, productivity, and net multiplier Number of innovation grants Alignment with Strategic Plan

GOALS	METRICS
Continue to invest in new technologies and promote innovation	<ul style="list-style-type: none"> Number of innovation grants Number of new technologies employed for internal operations

GOALS	METRICS
Strive to improve industry standards	<ul style="list-style-type: none"> Number of TRB, FERC, and other industry-specific projects Qualitative description on industry efforts Number of people actively involved in industry organizations Number of awards on projects

Our Future Commitment



As a means to immediately begin achieving greater sustainability at Mead & Hunt, several priority actions were identified for near-term implementation. These actions were identified based on overall priorities of Mead & Hunt, viability of the initiatives, effectiveness of actions to meet the goals, levels of effort needed for implementation, and (generalized) cost of the actions.

Priority Actions Progress:

The list to the right shows our progress on Priority Action Items identified in the 2018 sustainability plan. While we've completed many of the initiatives, some are still in progress and will remain priority actions.

In reviewing our progress, we found that we accomplished many additional items that were not on our original list. Those additional initiatives are highlighted on the following pages. We believe that these additional actions represent one of the best parts of sustainability, continuous improvement, and the ability to adapt to changing conditions in a meaningful way.

- Full Dot** = Completed Initiative
- Half Dot** = Initiative Initiated
- Empty Dot** = No Progress

-  Investigate carbon initiatives for our company
-  Employ recycling programs at all Mead & Hunt offices
-  Create a sustainable purchasing policy
-  Develop a sustainability-based education campaign
-  Develop sustainability onboarding presentation
-  Expand shareholder benefits campaign
-  Roll out a new LMS (learning management system) to track training and support continued development
-  Create a job shadowing program to encourage cross-marketing, employee development, and employee retention
-  Further develop sustainability services to support our clients
-  Identify additional support in our Business Plan

Our Progress

In each update to the Mead & Hunt Sustainability Plan, we evaluate progress on past Action Items, in addition to setting new ones. In this way we can identify what we've accomplished in the past two years, what we're still working on, and what we have ahead of us. We are always striving for improvement. In this vein, in the two years since our last Sustainability Plan, we have additional successes to report. Additional initiatives that were completed in the past two years to support Mead & Hunt's sustainability goals include:

People

DIVERSITY, EQUITY, INCLUSION & BELONGING

- Created and expanded the Employee Resource Group (ERG) that focuses on diversity, equity, inclusion, and belonging (DEI&B)
- Identified core teams for five focus groups—minorities, disabilities, women, LGBTQIA+, and veterans/military
- Conducted a national survey to identify diversity & inclusion areas of focus
- Rolled out DEI&B Toolkits for awareness and discussion
- Conducted DEI&B Open Discussions
- Posted Monthly Employee Spotlights highlighting diversity of Mead & Hunt employees

MEAD & HUNT CARES PROGRAM

- Set record for number of people and number of volunteer hours supporting our community under the Mead & Hunt CARES Program
- Set record for donation matching program and on track for long-term increases
- Added opportunity to volunteer for emergency and disaster relief

MHU

- Rolled out and expanded MyMHU, our web-based learning management system
- Developed a formal mentor-protege program

FIT

- Created innovation games
- Developed foresight webinar series
- Held incubator workshops with over 40 participants
- Implemented LEAN within FIT
- Created new positions to support our People: Curator of Innovation and two FIT Manager positions

Environment

EDUCATION

- Created a Sustainability Home Page on The Station
- Developed the Climate Initiative, which is focused on internal education regarding Climate Change and our work
- Added a sustainability slide in our new employee onboarding presentation
- Rolled out company-wide trainings on sustainability and climate change

SUSTAINABLE OPERATIONS

- Implemented individual office sustainability upgrades (including LED installation and increased waste diversion opportunities)
- Increased recycling programs at offices nationwide, including implementation of several composting programs
- Developed the Sustainability and Resilience Business Plan focused on expanding and integrating these elements into our core services
- Purchased carbon offsets for travel required for some projects
- Used a phone application for distribution of information at the Project Managers Conference (to reduce paper waste)
- Purchased carbon offsets for the Tech Expo and PM Conference

Finance

- Expanded the shareholder benefits campaign
- Provided guidance on new office openings and sustainable practices for office purchasing
- Created the FIT/LEAN initiative to support innovation and LEAN practices
- Added 59 new shareholders in the past two years

*We are always striving
for improvement.*



Weathering

We would be remiss in our sustainability update if we did not include the valuable initiatives implemented at Mead & Hunt during the time of COVID. With the onset of a global pandemic, it has been an incredibly tough year for people and businesses.

In celebrating our successes, we wanted to highlight the way our company came together in COVID-times to adapt to new conditions but still prioritized sustainability. It is challenging to make progress in good times and takes real commitment to move the needle when times are hard.



Some of the ways we supported our sustainability goals during a pandemic include:

- Immediately updated remote work policies to support staff
- Conducted company-wide mental wellness sessions during COVID
- Developed a Work-from-Home Toolkit
- Temporarily updated insurance policies to allow for full-time workers to go part-time, if needed
- Updated leave policies: Added bereavement leave, added school closure leave, and updated the parental leave to be more inclusive and provide greater flexibility
- Enhanced IT support for transitioning from less than 50 offices to more than 800+ employees working from home
- Conducted weekly updates from leadership on company and national health issues
- Held virtual happy hours, learning Hangouts, and other activities to support company culture while employees worked remotely
- Rolled out a COVID work survey to all employees to identify areas of need
- Created a Teams support group channel for Mead & Hunt parents
- Conducted periodic office check-in meetings to share information and address concerns

Our Future Commitment

The true hallmark of sustainability is continuous improvement. While we celebrate what we have accomplished in the last two years, we believe it is just as important to look forward to our next steps. Below is a list of Priority Actions to implement over the next 24 months. They build on our previous successes, recognizing where we need to make additional commitments, and allow us to continue our progress toward greater corporate sustainability. Priority Actions will be revised and updated every two years – solidifying Mead & Hunt's commitment to continuous progress.



People

- Roll out DEI&B Action Plan (conduct additional toolkits, complete a second round of the Spectra Diversity and Inclusion Assessment survey, and track changes)
- Create and implement Technical Learning and Development Plans
- Build upon MHU Web Training Platform to utilize internal resources for technical training and continuing education, including PM training track
- Increase use of Team Up for a Cause (team volunteering)
- Increase awareness of donation of time for disaster/emergency relief support
- Enhance education and social justice program, including potential external scholarships and mentorship opportunities
- Continue foresight speaker series
- Create a new parent support buddy program
- Implement ranking and execution steps of the FIRE Process (Focus, Ideation, Ranking, and Execution) to advance LEAN practices
- Roll out IdeaScale innovation management software platform to connect Focus and Ideation efforts to Ranking and Execution
- Hold Market Workshops to explore new directions and develop new strategies
- Increase use of FIT Champions to lead FIT Innovation Activities
- Develop and implement a FIT Intern Program

Environment

- Create tool for evaluation of Mead & Hunt fleet and identify potential for a pilot program for alternative fuels
- Create database of sustainability offerings at each Mead & Hunt office
- Further carbon initiatives for our company, including supporting offsets for employee travel, company conferences, and integrating offsets for projects, where feasible
- Evaluate options for carbon capture offsets
- Employ recycling programs at all Mead & Hunt offices
- Add composting programs to all Mead & Hunt offices, where feasible

Finance

- Develop and roll out a sustainable purchasing policy
- Promote successful transition of leadership and shares to remain employee owned
- Develop sustainable office lease criteria (especially in light of remote work considerations relative to COVID) to reduce Mead & Hunt office footprint
- Follow Strategic Plan and FY21 Business Plan for integration of sustainability and resilience into our core services



