



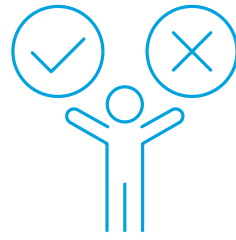
**2023**

# **Responsibility & Resilience Report**

Environmental | Social | Governance

**April 2024**

**Mead&Hunt**



**We are empowered to do the right thing,  
do what makes sense, and take care of people.**

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## Introduction

# Letter from the CEO

**At Mead & Hunt the work we do isn't only about designing and building projects—we are responsible for shaping the future.** Our work helps connect communities and bring infrastructure to life, interweaving into the physical world with profound human and environmental impacts. This intersection presents an immense opportunity and obligation.

Our founder, Daniel Mead, was well-known for his stance on ethical engineering; this strong moral obligation continues to be a core tenet of our values and is built into everything we do nearly 125 years later. Because of this, we strive to continuously improve our practices. Our annual Responsibility & Resilience Report highlights our drive for continuous improvement and our commitment to environmental, social, and governance (ESG) accountability. Annual reporting and assessments allow us to gain a better understanding of where we have excelled and where we can raise the bar.

The report focus areas include:

**Our Company:** Integrity, transparency, and accountability are key pieces to making progress on our ESG efforts. We strive to continuously strengthen our governance policies to uphold the highest ethical standards and best practices. At every level, from the Board of Directors to corporate management, our organization is committed to assessing how our decisions can and will impact people, the environment, and the economy.

**Our Communities:** Our work impacts communities in profound ways—providing infrastructure, connecting people, and enhancing overall quality of life. As such, we are responsible for creating an inclusive culture that welcomes diverse perspectives representative of the communities we serve. Our roadmap prioritizes equitable policies, practices, outreach, and project and partner selection that uplift underrepresented populations.

**Our Planet:** Climate change poses an existential threat to our world's future. We are accelerating efforts to minimize our carbon footprint and water usage through sustainable operations and project solutions. This empowers our employees to develop innovative approaches to climate resilience and environmental justice in our projects and within our company.

This past year we made significant strides on our goals. In 2023, we:

- Began our first Task Force on Climate-Related Financial Disclosures (TCFD) analysis;
- Added representatives from our core markets to our Core Sustainability and Resilience Team (CSRT);

- Identified and hired key leaders for our sustainability and resilience practices;
- Supported clients in successfully pursuing federal funding related to climate resilience and social equity for sustainable infrastructure and net zero planning;
- Signed on to the SE 2050 Commitment, which complements our AIA 2030 Commitment;
- Implemented more inclusive policies and benefits for employees;
- Rolled out updated standards targeting our office operations, space selection and buildout focusing on waste generation, energy and water usage, materials selection, and overall employee health;
- Kicked off our electric vehicle (EV) fleet pilot program; and
- Focused on expanding and refining our carbon calculations.

Strategic planning was also a focus in 2023. The process included drawing insights and perspectives from stakeholders across all markets and levels of our organization to plan and set goals for the next 10 years. Environmental stewardship and positive social impact came to the forefront as two key drivers for our industry and our company. As we look ahead, our Responsibility & Resilience Report will help serve as another tool to help us gauge progress on our goals to broaden sustainability and resilience initiatives, foster equitable outcomes, and cultivate an increasingly inclusive corporate culture.

Embedding ESG principles across our firm is an ongoing journey that requires sustained commitment and effort. Inevitably, we will face challenges as we develop and implement new policies, processes, and ways of working. However, prioritizing the vitality of our planet, our communities, and our company is not just the right thing to do, but a business imperative to drive innovation, attract top talent, and best serve our clients and communities.





## Company Overview

# Locations & Markets

Nationwide firm with roots in renewable energy: Mead & Hunt is a national, full-service architectural, engineering, planning, and construction firm that has been serving our clients for well over a century. The firm was established by hydroelectric and hydraulic engineer Daniel Mead in 1900. Since its founding, Mead & Hunt has grown significantly in size and diversity. The growth of the company has mirrored the changing markets of the country—as infrastructure needs expanded, so did we. Today, the firm provides services nationwide and employs approximately 1,300 people.

## Nationwide Locations with Roots in Renewable Energy

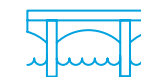
<b>Arizona</b> Scottsdale	<b>Illinois</b> Chicago Peoria Warrenville	<b>North Carolina</b> Raleigh	<b>Tennessee</b> Nashville
<b>Arkansas</b> Batesville	<b>Indiana</b> Indianapolis	<b>North Dakota</b> Bismarck Fargo	<b>Texas</b> Arlington Austin Dallas San Antonio
<b>California</b> Ontario Sacramento Windsor (Santa Rosa)	<b>Maine</b> Portland	<b>Ohio</b> Cincinnati Columbus	<b>Virginia</b> Herndon Richmond
<b>Colorado</b> Denver	<b>Maryland</b> Columbia	<b>Oklahoma</b> Tulsa	<b>Washington</b> Seattle
<b>District of Columbia</b> Washington, DC	<b>Michigan</b> Indian River Lansing Livonia (Detroit) Marquette Norway	<b>Oregon</b> Portland	<b>West Virginia</b> Charleston
<b>Florida</b> Fort Myers Orlando Port Orange (Daytona Beach) Tallahassee Tampa	<b>Minnesota</b> Bloomington (Minneapolis)	<b>Pennsylvania</b> Harrisburg Philadelphia	<b>Wisconsin</b> De Pere (Green Bay) Eau Claire La Crosse Middleton (Madison) Waukesha Wauwatosa (Milwaukee) West Allis
<b>Georgia</b> Peachtree City (Atlanta)	<b>Missouri</b> Fenton (St. Louis)	<b>South Carolina</b> Lexington Myrtle Beach North Charleston	
		<b>South Dakota</b> Rapid City Sioux Falls	

## Our Markets

Since our founding in 1900, we have significantly expanded and diversified our disciplines, markets, services, and geographic presence. This growth has mirrored the changing needs of the communities we serve—as infrastructure needs expanded, so have the depth and breadth of services we offer. Our ability to adapt and innovate has been crucial to our growth and longevity. This legacy will continue to inform our actions as we move forward.



Aviation



Cultural Resources



Education



Federal



Food & Beverage



Renewable Energy



State & Local



Transportation



Water



### Company Overview

## Spotlight on Metrics

### Sustainable Building Projects - AIA 2030 Challenge

2023 Summary | 7 Projects | 422,546 sf

**54.6%**  
EUI Reduction

**17%**  
Embodied Carbon Reduction

**14%**  
Projects Include Renewable Energy Systems

**100%**  
Projects Performed NZE Analysis

**70%**  
Projects are Net Zero Ready

2021–2023 Summary | 32 Projects | 1,193,563 sf

**46%**  
Average EUI Reduction  
2021: 41% 2022: 44%  
2023: 54.6%  
This shows continuous improvement from year to year.

**21%**  
Average Embodied Carbon Reduction  
2022: 40% 2023: 17%  
Tracked only in 2022 and 2023

**18%**  
Projects Include Renewable Energy Systems

**100%**  
Projects Performed NZE Analysis

**50%**  
Projects are Net Zero Ready  
2022: 30% 2023: 70%  
Tracked only in 2022 and 2023

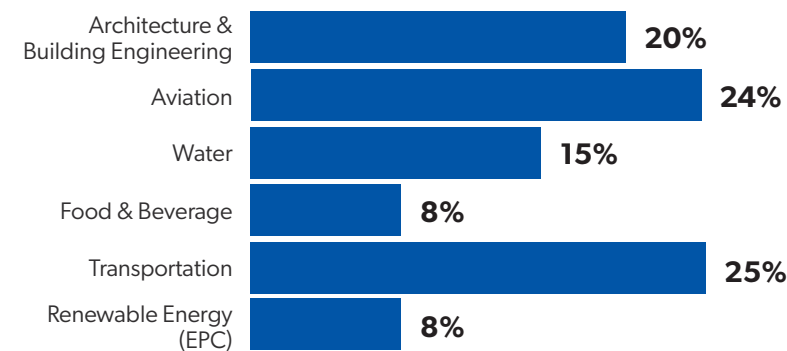
EUI = Energy Use Intensity and equates to Operational Energy Use/Emissions  
NZE = Net Zero Energy

### Mead & Hunt Stakeholders



### Direct Economic Value

October 31, 2023



New Passenger Terminal  
Central Nebraska Regional Airport

### Engineering News-Record (ENR) Rankings

**#83**  
Top 500 Design Firms

**#9**  
Airports

**#37**  
Industrial Process

**#40**  
Transportation

**#7**  
Food & Beverage

**#91**  
Top 300 Architectural Firm

**#65**  
Top 100 Pure Design Firm

**#44**  
Power Design

**#25**  
Wastewater Treatment

**#148**  
Top 150 Global Design Firm



## Company Overview

# Awards

### 2023–2024 Project Excellence

Due to our commitment to exceptional client service and technical excellence, our projects continue to win numerous awards locally, regionally, and nationally. Throughout 2023 and into 2024, we have been honored for the following award-winning projects:



**2023**  
**Washington, DC  
Signal Timing Optimization**  
Institute of Transportation Engineers  
Transportation Achievement  
Award - Traffic Engineering



**2023**  
**Watertown Regional Airport**  
AIA South Dakota  
Honor Award in Architecture



**2023**  
**HARIBO Great Lakes**  
Engineering News-Record  
Best Project/Safety and  
Award of Merit/Manufacturing



**2023**  
**Nakoosa Trail Facility**  
Engineering News-Record  
Award of Merit in Sustainability



**2024**  
**Barn to Biogas: Powering a  
Cleaner World (DTE Vantage)**  
ACEC Wisconsin  
Best of State - Energy



**2023**  
**Minnesota Avenue SE  
Multimodal Safety Project**  
ACEC Metropolitan Washington  
Engineering Excellence Honor Award



**2023**  
**Green Bay Austin Straubel  
International Airport Taxiway  
and Apron Rehabilitation**  
Wisconsin Bureau of Aeronautics  
Outstanding Airport  
Construction Project



**2023**  
**Waste-to-Energy Anaerobic  
Digester Facility**  
Central States Water Environment  
Association (CSWEA)  
Renewable Energy, Energy Efficiency,  
and Resource Recovery (3R3E) Award



**2024**  
**Aircraft Rescue and Fire Fighting  
(ARFF) Facility and Snow Removal  
Equipment (SRE) Facility Project**  
Minnesota/North Dakota Associated  
Builders and Contractors  
Excellence in Construction Award



**2024**  
**Historic Lake Park Concrete  
Arch Bridge Rehabilitation  
(Milwaukee County)**  
ACEC Wisconsin  
State Finalist in Structural Systems -  
Engineering Excellence Awards



## Company Overview

# Awards

### 2023 Employee Excellence

Mead & Hunt employees consistently receive accolades within the industries and communities we serve. The following individuals were honored with awards:



**Anita Cobb**  
Airport Business Magazine  
40 Under 40 Award  
Airport Minority  
Advisory Council  
Catalyst Emerging  
Leaders Award



**Annie Weidert**  
The Daily Reporter  
Women in Construction Award



**Tim King**  
The Daily Reporter  
Project Manager of the Year



**Aaron Gudeyon**  
ACEC Wisconsin  
Chair's Award



**Patrick Bagliere**  
ACEC Illinois  
Mentor of the Year



**Joshua Wolfgram**  
Institute of Transportation  
Engineers  
Young Leaders to Follow



**Paul Silberman**  
Women's Transportation  
Seminar - Baltimore Chapter  
Man of the Year



**Fadi Alsharif**  
American Society of Civil  
Engineers - Tallahassee  
Engineer of the Year



**Terry Donovan**  
Wisconsin Airport  
Management Association  
Airport Engineer of the Year



**Andy Knauf**  
Wisconsin CIO  
Leadership Association  
Wisconsin CIO of the Year®  
ORBIE® Awards Nominee

### Company Overview

# A History Rooted in Ethics, Equity, and Sustainability



Daniel Mead builds a practice working on water supply projects and designing hydroelectric facilities.

## 1900



Mead contributes to a report which leads to the construction of flood control works in the Miami River Valley. The work done is the first of its kind in the U.S.

## 1918



President Calvin Coolidge appoints Mead to the Colorado River Board to review plans for the Boulder Dam Canyon Project on the Colorado River—now famously known as the Hoover Dam.

## 1928



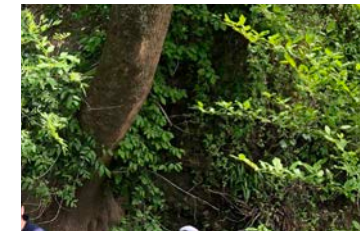
Daniel Mead famously writes "The Engineer and His Code," a guideline focusing on engineering ethics. Today, American Society of Civil Engineers (ASCE) still awards the Daniel W. Mead prize for ethics to members for work furthering Mead's cause.

## 1936



The firm begins to diversify and offers a wider variety of service lines: airports, highways and bridges, sanitary, food and dairy, structures, hydroelectric, and surveys. Diversity is still the cornerstone on which we have maintained our firm's success despite national economic ups and downs.

## 1970s



To protect our natural resources, comprehensive environmental planning becomes a natural part of major development projects. Mead & Hunt now employs its own team of environmental professionals.

## 1990s



Volunteer paid time off is added to our benefits in celebration of our 100-year anniversary.

## 2000

The first Internal Scholarship Award Program is born.

## 2005

## 2006

Mead & Hunt is awarded our first LEED® building project at the Eugene Airport.



## 2011

Mead & Hunt is awarded our first net zero energy building project and the nation's first net zero energy aviation building at the Appleton International Airport. The project also achieved LEED® Platinum.



## 2016

The first Mead & Hunt Cares initiative/grant is issued.



## 2018

Mead & Hunt implements the employee-led Employee Resource Group (ERG) with the goal of creating an inclusive environment where all employees can flourish.



## 2020

Mead & Hunt holds our first KidSTEAM outreach event to reach young students who may be interested in the industry in the future.



## 2021

Mead & Hunt creates two Employee Resource Group program managers, with the goal of moving our diversity, equity, inclusion, and belonging efforts forward.



## 2022

Our first External Scholarship Program is developed, with a focus on students who are ethnic minorities. This helps us to diversify the industry and our firm.

## 2023

Mead & Hunt names our first female President/COO and publishes its first ESG report.





## Reporting Framework

## Global Reporting Index

**The Global Reporting Index (GRI)** helps organizations to measure and take responsibility for their impacts on social, sustainability, and human rights issues. The GRI provides a common framework for organizations to measure and communicate these impacts. Mead & Hunt is using the GRI so we can measure and benchmark our impacts, allowing us to implement a plan for continuous improvement.

### Material Topics

A key part of the GRI is selecting material topics. Material topics are topics that represent an organization's most significant impacts on the economy, environment, and people, including impacts on human rights.

The ESG Committee met for a workshop in January of 2022 to review, identify, and select Material Topics for Mead & Hunt. The committee considered actual and potential negative and positive impacts on the economy, environment, and people across the firm's activities and business partners. The ESG Committee then presented the list of Material Topics to the Leadership Team and to the Board of Directors. The following Material Topics were approved in 2022 by the Board of Directors, Mead & Hunt's highest governing body, and are carried forward in 2023.

- GRI 201 Direct Economic Value
- GRI 302 Energy
- GRI 303 Water and Effluents
- GRI 305 Emissions
- GRI 306 Waste
- GRI 308 Supplier Environmental Assessment
- GRI 401 Employment
- GRI 404 Training and Education
- GRI 405 Diversity and Equal Opportunity
- GRI 413 Local Communities
- GRI 418 Customer Privacy

The GRI Content Index in Appendix A provides additional information with regards to the location of the information on each Material Topic found in this report.

**Many of our efforts outlined in this ESG report contribute to the UNSDGs.**



## United Nations Sustainable Development Goals

We kept the **United Nations Sustainable Development Goals (UNSDGs)** in mind while creating this report. The UNSDGs comprise 17 goals that focus on people and planet. In 2015, all UN members adopted the UNSDG agenda, agreeing to make best efforts to overcome challenges ranging from access to affordable and clean energy to zero hunger. We recognize the need for collective action, and many of our efforts outlined in this ESG report contribute to the UNSDGs.



**Although all 17 goals are impactful, the nine that are highlighted to the left align with our sustainability initiatives:**

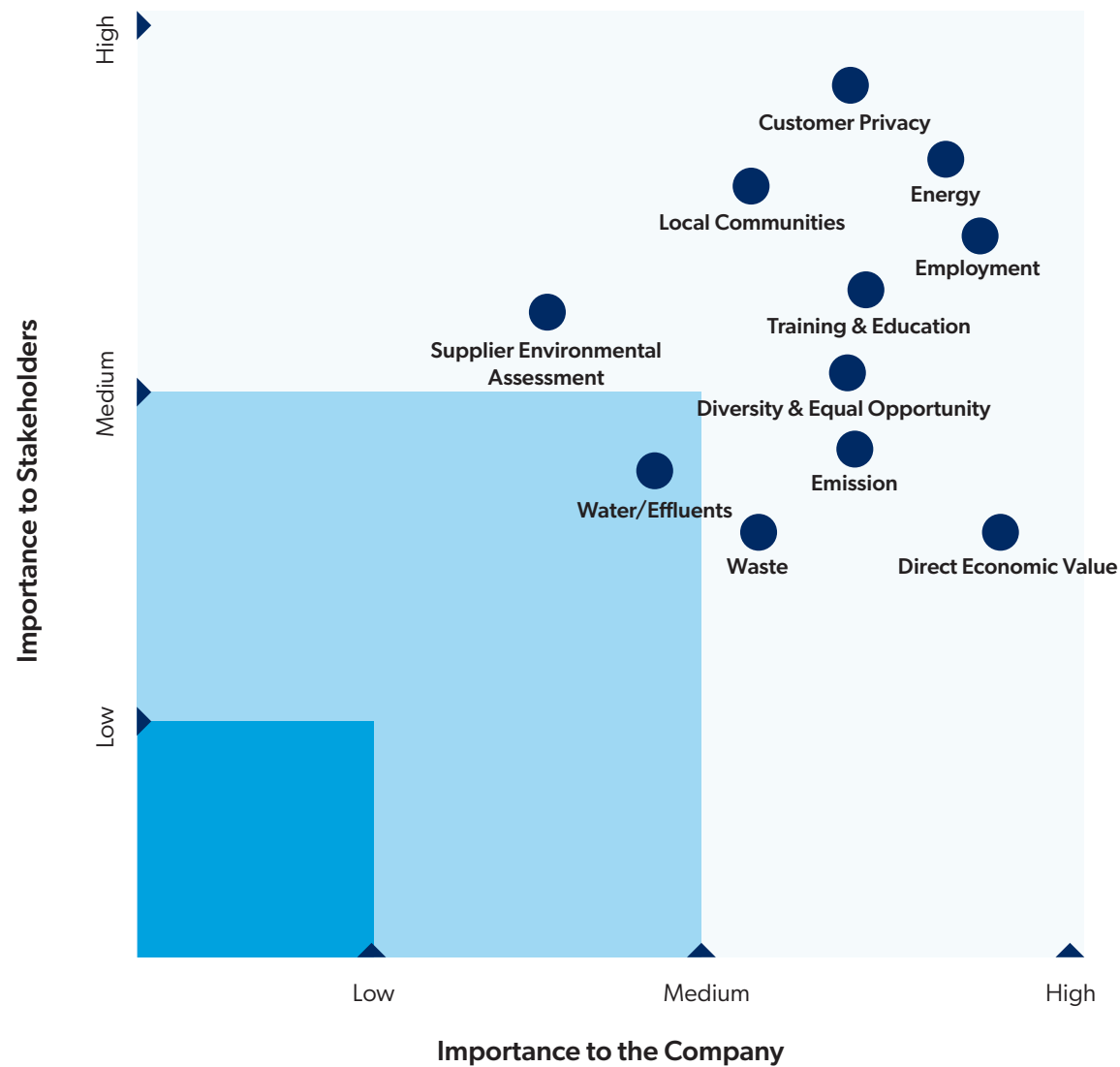
1. No Poverty
2. Zero Hunger
3. **Good Health and Well-Being**
4. Quality Education
5. **Gender Equality**
6. **Clean Water and Sanitation**
7. **Affordable and Clean Energy**
8. Decent Work and Economic Growth
9. **Industry, Innovation and Infrastructure**
10. **Reduced Inequalities**
11. **Sustainable Cities and Communities**
12. Responsible Consumption and Production
13. **Climate Action**
14. Life Below Water
15. **Life on Land**
16. Peace, Justice and Strong Institutions
17. Partnerships for the Goals



## Reporting Framework

# Materiality

The following graphic depicts the Material Topics deemed most important for Mead & Hunt, as well as their relative importance to stakeholders and the company.



## Reporting Framework

# Statement of Use

Mead and Hunt, Inc. (Mead & Hunt), an employee owned corporation headquartered in Middleton, Wisconsin in the U.S., has reported in accordance with the GRI Standards for the reporting period November 1, 2022, to October 31, 2023. Financial and other tracking data aligns with our fiscal year, with the exception that greenhouse gas emissions are reported on a calendar year basis, from January 1, 2023 to December 31, 2023. This report is updated annually. The Board of Directors has reviewed and approves of the Material Topics and the following reported information. The ESG Committee prepared this report with assistance from the Leadership Team.

Mead & Hunt operates in compliance with laws and regulations and we have had zero non-reported instances of non-compliance.

**Point of Contact for Questions:**  
Christina Seri, ESG Committee Chair  
Email: [christina.seri@meadhunt.com](mailto:christina.seri@meadhunt.com)

**Restatement of information:**  
This is the second-year reporting based on the GRI framework. A change has been made in how we define and catalog our emissions from the previously published Mead & Hunt ESG Report. We are now aligned with the Greenhouse Gas (GHG) Protocol and have adopted those scope classifications.

# Our Company

## Building on a Strong Foundation

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From our Board of Directors to corporate management, we are committed to evaluating impacts to people, the environment, and the economy as part of our decision-making. In doing so, we lay the foundation that allows our firm to take actions that support our principles and goals in everything we do.



## Our Company

# Board of Directors



**The Mead & Hunt Companies, Inc. Board of Directors (Board) provides overarching leadership and direction for the company and oversees management of the business. This includes managing impacts to the economy, environment, and people.**

We are proud to be employee-owned. Our employee-owners set the direction of our future by using their shareholder votes to elect members of our Board. The Board currently comprises seven internal directors and three external directors, 30% of whom are women. These individuals are all serving staggered three-year terms.

In 2022, the Board identified its responsibilities related to ESG. These remained consistent throughout 2023. Their key objectives include seeing that a broad range of expertise is applied to building corporate strategy, assessing risks and opportunities, and seeing that the principles of ESG are incorporated into the operation of the business. The Board takes its responsibilities seriously, working in coordination with internal committees (Governance, Compensation & People, and Finance & Audit), the CEO, and the Leadership Team, composed of officers and principals with strategic focus.

Through regular reports and annual reviews from these internal stakeholders, the Board helps create future goals, as well as assesses company readiness to achieve these goals. Each committee, the CEO, and others in leadership and management positions are expected to find alignment in their goals as we work together to perpetuate a responsible and resilient business. Our internal directors do not receive additional compensation for their role as a Board member. Our external directors are retained and reimbursed for their participation at rates that are appropriate for the industry and expectations of their involvement. The Compensation & People Committee of the Board bears the responsibility of reviewing the appropriateness of the external director retainer and reimbursement rate on an annual basis.

## Board Responsibilities

### Balance the Board Composition to Foster Firm Success

- Develop and review director skills matrix
- Create and lead process for Board nominations, candidate education, and director education
- Foster diversity of all types
- Focus on value creation
- Incorporate sustainability best practices
- Offer expertise on strategic vision and execution
- Allow for flexibility to address issues that arise

### Evaluate the Board

- Conduct regular self-evaluations— full Board, Board committees, etc.
- Take action based on evaluations to improve Board effectiveness
- Facilitate continued improvement for the Board via education, presentations, etc.

### Foster Director Integrity, Engagement, Candor, and Complete Code of Conduct and Ethics Processes

- Review fiduciary duties annually
- Provide Board materials in a timely fashion to foster informed decision making
- Have expectations that directors are prepared
- Be appropriately transparent with shareholders

### Provide Auditor Independence

- Approve audit services and annual audit as recommended by Finance & Audit Committee
- Provide shareholders with summary of independent auditor

### Focus on Shareholder Rights and Relationships

- Provide shareholder education and monitor and manage stock performance factors
- Monitor, manage, and communicate stock valuation process and results

### Manage Strategic Risk and Ensure Compliance

- Focus on long-term value creation
- Monitor key enterprise risks as outlined in Enterprise Risk Management (ERM)

### Hire and Evaluate CEO

- Provide oversight regarding CEO and key leadership succession
- Provide prudent and market compensation for CEO
- Provide input and guidance of CEO goals, and monitor progress on key components (Diversity, Equity, Inclusion, and Belonging (DEIB), ESG, etc.)

### Document and Track Board Policies and Procedures

- Create annual calendar of Board and committee activities
- Create and review Board and Committee charters
- Bylaws and stock purchase agreement





**This report describes our values and goals, serves as our compass, and supports our commitment to being a resilient, transparent organization.**

## Our Company

# Managing Our Impacts

**We incorporate our impacts on the environment, people, and the economy into our corporate decision-making.**

Integration has been conducted through various formats and strategies including:

- Corporate committees on sustainability (CSC)
- Corporate committees for underrepresented groups
- Risk management program
- Health and safety program
- MHU (our internal educational organization)
- Foresight + Innovation + Technology (FIT) group



During the reporting process we analyze our potential and actual impacts and continuously improve our prevention, mitigation, and remediation strategies for our negative impacts.

While the formats and strategies listed on the left have been in place for a long time, we took integration a step further by creating a unified communication tool that would serve as our foundation—our first Environmental Social Governance (ESG) report. This year we have taken the integration a step further as we combine the ESG report with our business plan, creating a unified annual Responsibility & Resilience Report. This report describes our values and goals, serves as our compass, and supports our commitment to being a resilient, transparent organization.

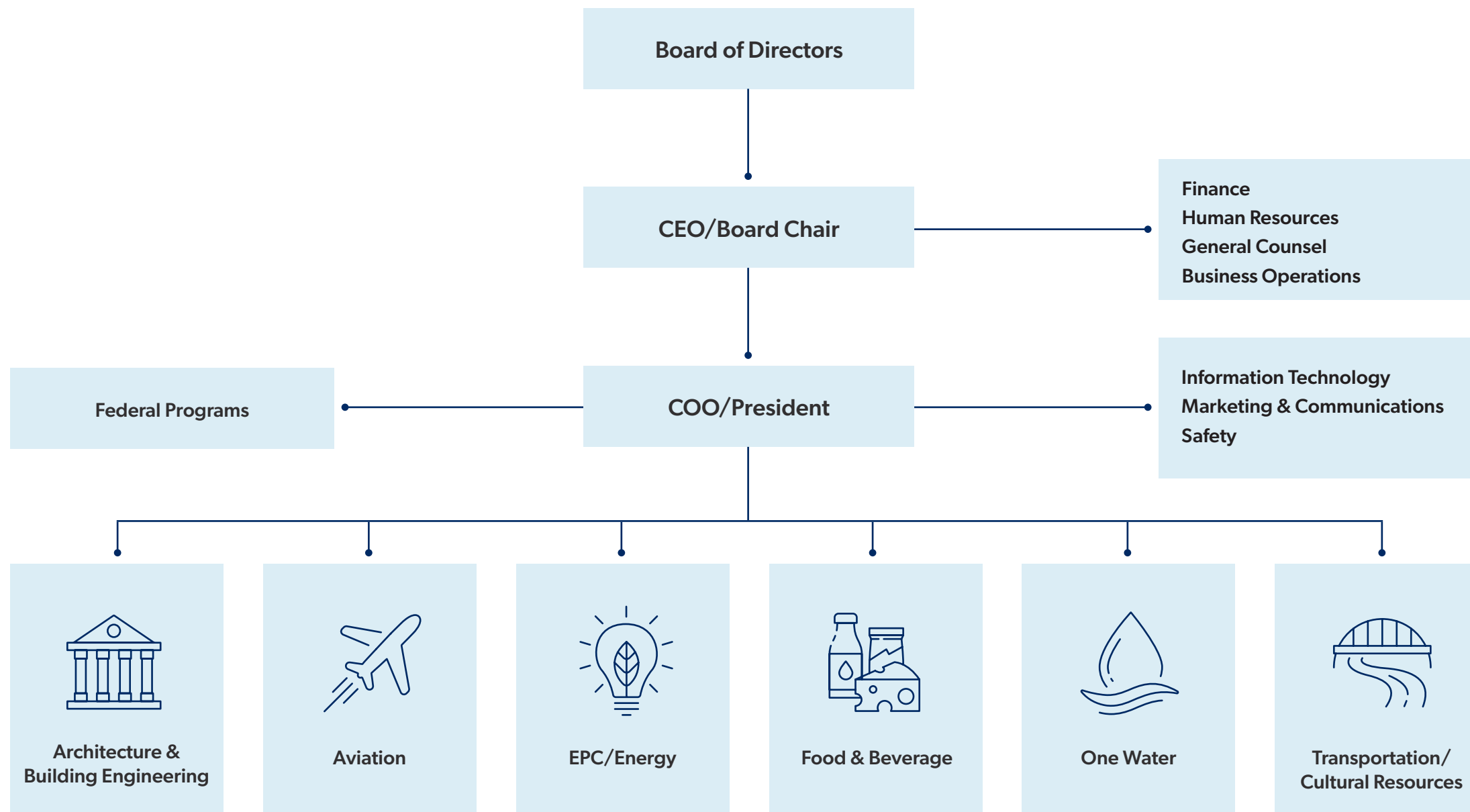
Andy Platz, our CEO, directed the formation of an ESG committee in 2022 with an appointed board liaison. The board collaborated with management to identify material ESG risks and opportunities and continues to challenge management to think innovatively about strategic opportunities including those related to sustainability. While our committee is responsible for furthering our goals and documenting progress, our Board provides a critical role in ESG oversight, strategic alignment and risk management.

To better serve our clients nationwide and mitigate their risk, we created a Core Sustainability and Resilience Team (CSRT). By pulling resources in each of our markets into a collaborative team, we evolve best practices to deliver the best possible sustainable and resilient solutions to projects. This team operates as a nationwide resource. They work with each group at Mead & Hunt to integrate strategies and goals foundationally into the business plan at every level, from corporate management down to each group level.

Additionally, in 2021, we acquired Perkins Engineering, strengthening our capabilities in the water and wastewater market, and Ambient Energy, to offer additional sustainability consulting, building performance, and commissioning to our clients. In 2022, we acquired Symbiont Science, Engineering and Construction, a renewable energy, water, and food and beverage design-build company. We continue to refine and add to our core services to address industry and client needs to integrate sustainability and resilience into all our projects foundationally.

Our Company

# Organizational Chart



**We believe we can drive change within two primary areas: How we make a difference within our own company, and how we make a difference in our project work.**



## Our Company

# Employee, Client, and Data Safety



Safeguarding our employees, clients, and our community is at the heart of our processes. We are committed to sustainable and ethical operations that keep our communities and clients—and their data—safe. We uphold this commitment by maintaining an accident-free workplace, actively managing cyber risks, and empowering staff with training resources and equipment.

### Employee and Job Site Safety Management Approach

We work to continuously improve our Safety Program, headed by our Safety Director. As part of the program, our safety committee meets monthly to set an expectation of safety across the company at home and at work. Office Safety Champions are appointed to facilitate safety education and training within Mead & Hunt offices. Supervisors are also empowered to instill a positive outlook and awareness of the safety culture within their employees. Field and site safety training is required for all personnel before they go into the field. Additional training such as 10-hour and 30-hour OSHA is provided to all relevant personnel as well.

### Cybersecurity and Privacy Data Safety Management Approach

Cybersecurity attacks and privacy breaches have become commonplace in our industry and have disrupted the business operations of our peer firms, resulting in financial losses and sometimes reputational damage. Because of these risks, we are proactive in protecting the data of our clients and employees.

We have always been committed to cybersecurity, having been an industry leader in converting to the cloud—a mechanism with more resources devoted to protection than standalone servers. In fact, being ahead of the curve on transitioning to the cloud allowed us to immediately and efficiently transition to remote work during the COVID-19 pandemic. We have also invested heavily in creating and maintaining security systems, policies, and procedures that help all staff remain informed and vigilant against cyber threats. We regularly conduct penetration testing and train our staff to resist phishing, spoofing, smishing, and other social engineering attacks, which allows us to find and fix any vulnerabilities. Our response plan is also always ready to immediately address any incidents.

Hackers develop new ways to attack companies. Guided by our core values, we are dedicated to remaining at the forefront of cyber risk management. We are committed to continuously enhancing our policies and procedures to keep pace with emerging cyber threats.

Mead & Hunt understands the cybersecurity environment is ever-changing, with threat actors revising techniques to bring maximum damage to companies. With our values driving our behaviors, we are committed to continuing to be a leader in this area of risk management, and our policies and procedures will mature along with the threat environment.

**Cybersecurity is not just an IT matter; it’s a way of thinking about the world, and planning for what’s next. We are always anticipating the next threat, so that we can better protect ourselves and our clients.**

## We Have Office Safety Champions Nationwide

13

Safety Committee Members

3

Full-Time Safety Team Members

### Employees with Field Safety Training



### Number of Times Safety Reporting Tool Used



**Our Experience Modification Rate (EMR)—a measure of how we compare to other firms in our industry—dropped from 0.64 to 0.63 which is well below the industry average of 1.0.**



## Our Company

# Financial Implications, Risks, and Opportunities of Climate Change

**The climate is rapidly changing, with widespread impacts already occurring across ecosystems and all sectors of the economy.** Climate change is undoubtedly one of the most significant global risks of our time. It impacts all industries. Companies can be leaders in developing strategies that mitigate climate change and respond to the challenges produced by a changing climate.

Addressing climate change requires a broadscale, foundational change to many existing practices. We want to be a leader in positive, transformative change. We believe we can drive change within two primary areas: how we make a difference within our own company, and how we make a difference in our project work.

The first focus area means driving change within our company by:

- Understanding and mitigating the negative impacts that we have direct control over, such as the corporate greenhouse gas (GHG) footprint derived from travel, fleet, and office energy consumption.
- Examining our role in creating a sustainable and resilient workforce today and in the future, addressing internal risks such as employee safety and operations, and fostering a diverse, equitable, and inclusive work environment where our staff can thrive and grow within the company and the industry.

The second focus area is our project work. We work with clients in various markets, including aviation, transportation, food and beverage, water/wastewater, renewable energy, and state, local, and federal government. Our work touches industries that are both contributors to climate change and at high risk for impacts related to a changing climate.

For example, building and transportation industries are core areas of our work. Together, they account for approximately 21% of global GHG emissions (IPCC) and represent an opportunity to work collaboratively within these industries to reduce emissions integrated in our project work. Therefore, we must discuss climate risk not just internally as a company, but as it relates to the clients and markets we serve.

**As signatories to Engineering Change Lab (USA)'s Noble Purpose, we demonstrate our commitment to addressing climate change through our work as part of the engineering community.**

The effects of climate change are happening now and rapidly evolving, and so are the needs of our clients. Our business model is to provide resilient, responsible solutions to our clients. **We engage with clients already facing or increasingly worried about the risks associated with climate change, such as:**

- Water scarcity
- Extreme weather events, particularly precipitation and infrastructure implications
- Temperature increases
- Increased erosion
- Sea level rise
- Supply chain impacts
- Human factors
- Potential carbon disclosure and reduction requirements

**We share our clients' risks, and therefore we work to:**

- Create solutions to reduce greenhouse gas emissions, be part of the solution to mitigate future climate change impacts, and even work toward true net-zero or net negative emissions.
- Create solutions for resilient projects for our clients and our communities through sound science, planning, and engineering that can mitigate climate risk.



## Our Company

# Innovation

### Foresight + Innovation + Technology (FIT)

Our FIT Program's roadmap addresses a range of activities through 2040 to create a culture of innovation and continuous improvement. A key component to support these activities is the FIT HUB, our internal collaboration software, which launched in April 2021 to give employees more opportunities to innovate, practice foresight, and embrace technology as we position ourselves for the future.

Within the FIT HUB, employees can submit an idea and follow a stage flow process, starting with peer feedback and ultimately leading to available grant funding for testing and implementation. A few ideas that have been brought to life through this process include:

- **Model as a Legal Document Pilot Project:** Grant recipients are developing a test project to explore this delivery model with a willing client. They will also lead training efforts and share lessons learned with employees throughout the company.
- **Engineering and Environmental Social Justice:** Grant recipients partnered with a team of academics to create a 10-week training program on designing and building environmentally and climate-just infrastructure. This program will be added to our Mead & Hunt University curriculum to equip staff with tools that advance environmental justice.
- **AIA 2030 Challenge Commitment:** Grant recipients developed a Sustainability Action Plan, prepared models for building projects, and leveraged tools, such as AIA DDX and CoveTool, to analyze and report test project data. This innovation has provided valuable insights and resources into how our building projects can strive to meet Net Zero energy goals.
- **Key Hires to Support Client Needs:** Key staff hires have been made through FIT funding in areas identified as future client needs, including an XR/Visualization Leader and a Big Data and Data Analytics Leader.
- **Software and Hardware Innovations:**
  - An idea to test Matterport cameras has grown to acquiring several state-of-the-art Pro3 cameras with add-ons for scanning various projects nationwide.
  - Development of several applications to support data collection and analysis by our traffic engineering and advanced mobility teams.
  - Hardware for surveying sites, including drones, a lidar scanner, a PaveView camera, and the SPAR 300.

Over 20 additional ideas have been implemented in-house, including digital business cards, reusable name badges, several applications, and expanded learning opportunities.

**In addition to the FIT HUB, the FIT Program has been heavily involved in leading or supporting company efforts such as strategic planning and continuous improvement by:**

- Hosting webinars to facilitate cross-sharing information related to foresight, innovation and technology
- Evaluating existing processes and reaching consensus on streamlining efforts
- Promoting foresight through exercises such as Shark Tanks and Innovation Card Games
- Leading a Tech Users Group to establish a knowledge base for existing technology and develop a strategy for software and hardware procurement

This work supports our increased investment and commitment of resources to serve existing clients and meet future needs.



### Our FIT Initiative was Developed to:

- Provide relevant value to our clients into the future
- Provide opportunity for employee growth
- Help us navigate disruptive, industry-wide change
- Implement company structural changes to create positions with the authority and responsibility to promote a culture of innovation
- Increase collaboration among internal and external partners
- Continuously evolve our business to create a healthy and sustainable future

**Our Goal is to have 100% Employee Participation by the Year 2029**



# 72%

Employees are Engaged with the FIT HUB



# 346

Ideas Were Submitted Since 2021



# 1,330

Comments in the FIT Hub



## Our Company

# Core Sustainability & Resilience Team (CSRT)

**In 2018 Mead & Hunt developed an internal committee, the Corporate Sustainability and Resilience Team (CSRT), with the intent of better integrating sustainability and resilience elements into our project work.** With representation from each group across the company, the CSRT establishes company-wide alignment, solicits diverse perspectives, and facilitates cross-group collaboration. Within the organizational chart, the CSRT falls under the ESG Committee.

Throughout 2023 Mead & Hunt's core markets initiated a strategic planning exercise to set goals, visions, and strategies for a 10-year outlook. Leadership tasked the CSRT to participate in strategic planning as sustainability and resilience are highly valued at Mead & Hunt. In addition to the traditional CSRT work agenda, a significant effort has been made to analyze how sustainability and resilience will fit within Mead & Hunt's structure and operations over the next 10 years. A main priority is integrating sustainability and resilience considerations into all projects conducted by Mead & Hunt. In this way, we have an opportunity to positively influence our clients and our communities.

To understand future risks and opportunities with respect to climate, the CSRT began a Task Force on Climate Financial Disclosures (TCFD) analysis in the end of 2023. The TCFD risk and opportunities assessment will provide insights into the work that Mead & Hunt is currently doing and strives to do looking ahead.

**A main priority is integrating sustainability and resilience considerations into all projects conducted by Mead & Hunt.**

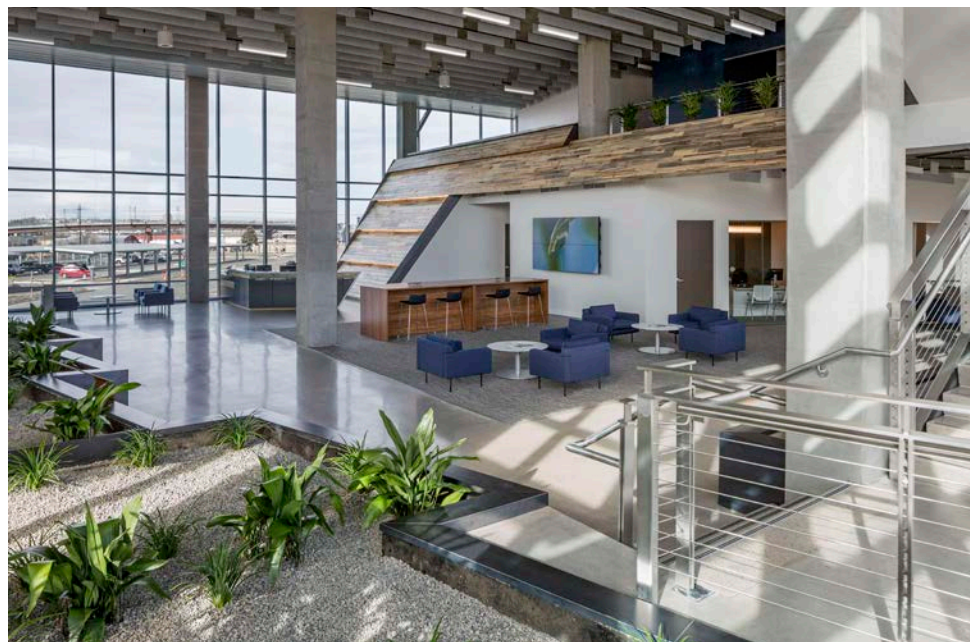


## Employee Story Celeste Vandeventer

### Getting Involved as a Young Professional

**One of the first things I did when I joined Mead & Hunt in January 2023 was ask my manager what types of internal committees or groups were offered.** As soon as I heard about the ESG Committee I was eager to become involved. Fortunately, there was an in-person committee meeting within my first two weeks on the job. Little did I—or any of the other members—know that I would be walking out of that meeting as the ESG Committee Vice Chair.

Becoming involved with Mead & Hunt's internal groups early on has helped me make key internal connections with other team members and has provided an additional avenue to collaborate and learn about innovative sustainability, resilience, and ESG reporting strategies. I am extremely grateful for Mead & Hunt's various ESG, resilience, and sustainability related committees and working groups. In my role as a Sustainability Planner it is critical to understand the work Mead & Hunt is doing regarding ESG and sustainability. Throughout my time in my role I have learned a lot from both internal and external projects regarding sustainability and resilience. I truly value the relationships, learning opportunities, and impact that I have been exposed to by participating in Mead & Hunt's internal working groups.



Denver Water Administration Building and Operations Complex, Colorado



Appleton International Airport, Wisconsin



## Project Spotlight

### Optimizing Washington, D.C.'s Transportation Network for Multimodal Mobility



**The D.C. Citywide Traffic Signal Optimization Program, a long-standing collaboration between our firm and the District Department of Transportation (DDOT), has been instrumental in reshaping the city's transportation landscape.** Through three consecutive contracts, we have fine-tuned thousands of unique signal timing parameters and settings across Washington, D.C.'s 1,700+ traffic signals, facilitating a seamless and efficient multimodal transportation system.

This comprehensive program encompasses a wide range of initiatives, including improvements to multimodal mobility and safety, congestion mitigation, and the implementation of special event timing plans. By optimizing signal timing, we have not only enhanced the overall traffic flow but also prioritized the safety and convenience of pedestrians and cyclists, encouraging a shift towards more sustainable modes of transportation.

Over the past decade, our efforts have touched every intersection in the city, implementing countless multimodal treatments that have made Washington D.C.'s intersections more pedestrian and cyclist-friendly. This includes the incorporation of age-friendly signal timing improvements in school zones and the prioritization of timing adjustments along key transit routes.

As Washington, D.C. continues its journey towards reducing Single-Occupancy Vehicle trips and achieving Vision Zero goals, the Citywide Traffic Signal Optimization Program stands as the backbone of DDOT's multimodal transportation network. Our ongoing collaboration ensures continuous innovation and the implementation of new strategies, fostering a more sustainable, equitable, and livable city for residents, tourists, and workers alike.

## ESG Spotlight

### Salt Lake City International Airport

In addition to working on our own ESG Reports and initiatives, Mead & Hunt also supports clients on their ESG journeys. In 2023 Salt Lake City International Airport (SLC) worked with Mead & Hunt's Sustainability Planning Team to develop their 2021 and 2022 joint ESG Report, which is the airport's second Report. The SLC ESG update demonstrates how the airport strives to enhance their internal and external operations while reducing negative environmental impacts. In leading the ESG process, Mead & Hunt supported SLC in determining material topics (areas of focus), collecting and analyzing data, facilitating stakeholder engagement, and evaluating SLC's projects, programs, and policies within the context of the United National Sustainable Development Goals (UNSDG) framework.





## Our Company

## Goals

Overarching Category	Goal	Estimated Year for Achievement	Current Year Strategies of Milestones (2024)	Next Year Strategies or Milestones (2025)	2–5 Year Measures/Strategies/Milestones
<b>Cybersecurity</b>	Fully integrate cybersecurity into business continuity planning as part of our Enterprise Risk Management (ERM) program.	2025	Update our incident response plan based on tabletop results from exercise in 2023.	Continue to develop our status using the cybersecurity maturity model certification (CMMC) requirements of the Department of Defense.	Fully integrate cybersecurity into business continuity planning as part of Enterprise Risk Management.
<b>FIT</b>	Increase staff engagement.	2029	<ul style="list-style-type: none"> <li>Increase FIT Hub engagement of staff by 20%.</li> <li>Promote Innovation Grants (5+) and Business Case (2+) submissions.</li> </ul>	<ul style="list-style-type: none"> <li>Increase FIT Hub engagement of staff by 20% over previous year.</li> <li>Promote Innovation Grants and Business Case submissions by 50% over previous year.</li> </ul>	100% of the company is actively engaged as FIT HUB members.
<b>Guiding Decisions</b>	Integrate social and environmental performance and opportunity & risk evaluation into decision-making.	2026	Create framework for assessing climate-related opportunities and risks that can be applied to decision-making.	Create framework for assessing social opportunities and risks that can be applied to decision-making.	<ul style="list-style-type: none"> <li>Incorporate a CSO or similar role into leadership.</li> <li>Track and report on percentage of full-time employees that have social or environmental mission-related responsibilities or expectations in their job descriptions.</li> <li>Add stewardship responsibility to all job descriptions and postings.</li> </ul>
<b>Safety</b>	Conduct continuous monitoring of vehicle safety records.	2024	Implement immediately to ensure all drivers are qualified in real time to drive for business purposes.	Conduct continuous monitoring of motor vehicle records.	
<b>Finance</b>	Establish a new enterprise resource planning (ERP) system to improve employee experience, productivity, efficiency, and profitability.	2026	Select a new ERP and begin the implementation process.	Complete testing and implementation of the new ERP.	<ul style="list-style-type: none"> <li>Improved employee experience through: <ul style="list-style-type: none"> <li>Breaking down silos</li> <li>Clear &amp; consistent processes</li> </ul> </li> <li>Productivity &amp; efficiency gained by time savings</li> <li>Profitability through: <ul style="list-style-type: none"> <li>Quality &amp; deliverables and reduced rework</li> <li>Cost savings by reducing third party software needs</li> </ul> </li> </ul>
<b>Subs &amp; Suppliers</b>	Alignment of business partners, contractors, suppliers, subcontractors, etc. with our code of ethics.	2025	<ul style="list-style-type: none"> <li>Increase screening of business partners, contractors, suppliers, subcontractors to confirm their goals align with ours regarding environmental and social impacts.</li> <li>Develop supplier code of conduct and evaluation criteria - implement for all new.</li> </ul>	Implement for current business partners, contractors, suppliers, and subcontractors.	Advise business partners, contractors, suppliers, and subcontractors on environmental and socially responsible best practices and our selection criteria.

# Our Communities

## Investing in Our Employees

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We know that an inclusive culture is key to employee satisfaction, retention, and successful project teams. We strive to implement programs and policies that support all employees so they can meaningfully contribute to their team and community.



## Our Communities

# Culture

**We are empowered to take care of people, do the right thing, and do what makes sense.** Our purpose and values all stem from these overarching goals. In our external work, this means working to provide projects that benefit those who use them.

These values also inform how we treat each other internally and the employee experience we work to foster.

We strive to create a working environment that promotes balance in life and work, provides growth opportunities, and allows our employees to build the career they want. This means providing strong benefits, education, and training programs, empowering and investing in employee interest groups, and cultivating a company culture that is welcoming, encouraging, and safe for all.



### Management Approach

Everything we do is designed to support an environment that allows employees to thrive with autonomy, flexibility, creativity, and accountability. This allows us to create outcomes that support client needs and make the world a better place.

We are nimble and adaptable, which allows us to pivot or innovate when new solutions are required. We don't construct a lot of red tape around our processes; we need to be able to move when the situation calls for it. A few key markers of our company culture include:

- Open-door policy and CEO availability
- Regular survey/pulse polling of employees to help guide direction
- Employee initiative teams representing a cross section of locations, markets, positions, and backgrounds to help drive projects forward
- Employee Resource Group to help promote inclusion and belonging

The success of the culture we have created can be seen in our low employee turnover rate for our industry. The current turnover rate as of publication is 8%, and our average tenure is six years, while the industry average is 13% over the past five years. (Source: 44th Annual Deltek Clarity A&E Industry Study)

Of course, a people-first culture like this doesn't just happen. It requires thoughtful, intentional practices to keep us moving in the direction we want.

**8%**  
Turnover Rate



**6 Years**  
Average Tenure



## Employee Story Cameron Morrow

### From Intern to Mentor: The Journey of a Young Professional

**Growing up, I never imagined I would become an engineer, let alone work in the aviation industry.** I was the first in my family to pursue engineering, and I had only flown in a plane twice in my life before interning with Mead & Hunt in 2018.

That internship changed my life. I learned so much about the design, construction, and operation of airports and aircraft. I also learned how to challenge myself, explore new possibilities, and find creative solutions to complex problems. I was fascinated by the world of aviation and eager to learn more.

I was thrilled when Mead & Hunt offered me a full-time position after I graduated college in 2019. Since then, I have been involved in many exciting and rewarding projects. I have become a construction resident project representative and a design lead on many exciting and successful aviation projects. I have also now transitioned into a deputy project manager position.

I've found that one of the most fulfilling aspects of my job outside of the project work is mentoring the next generation of engineers. I enjoy sharing my knowledge and experience with them and encouraging them to pursue their passions and interests. My advice to them is to always be curious, ask questions, and seek guidance from their mentors. That is how I grew as an engineer, and I hope they will too.

I am proud to be part of the Mead & Hunt family, and I look forward to continuing my journey in the aviation industry and keeping the passion for engineering alive for emerging professionals.



## Our Communities

# Employee Benefits

### Autonomy/Flexibility/Hybrid Environment

We believe that flexibility and autonomy are vital if we want to create a successful, empowered workforce. As we work to do what makes sense for today's workplace, we have expanded our telecommuting policy to embrace a more hybrid environment.

We continue to recruit the best talent regardless of where they are based and recognize that remote work allows employees with different needs and family compositions to thrive. All employees are empowered to make the best decisions for client success.

### Employee Engagement and Involvement

Our Employee Experience Team is dedicated to cultivating employee engagement. This helps us do our best work in a positive and empowering environment.

### Benefits Audits

We offer benefits that promote professional and personal success and satisfaction, so that our employees can bring their best selves to work. Periodically, we audit our benefits for any opportunities to improve or innovate. Recently, we studied nearly 30 unique options to add to our overall offerings.

### Mental Health

We strive to make mental health resources easily accessible to all our employees. Quick access to personalized mental health support can have a profound impact. We provide a mental wellness platform through Modern Health that provides both our employees and their dependents with access to personalized 1:1 coaching, 1:1 clinical therapists, group support, and self-serve resources.

**We continue to recruit the best talent regardless of where they are based and recognize that remote work allows employees with different needs and family compositions to thrive.**

### Carrot Fertility

At the end of 2023, we partnered with Carrot Fertility to provide employees with inclusive fertility, hormonal health, and family-forming benefits. This includes support for fertility health (e.g., fertility testing and ovulation tracking), assisted reproduction, preservation, adoption, gestational surrogacy, pregnancy and postpartum, perimenopause, menopause, low testosterone, and more.

### Lifestyle Benefits

All regular full-time (FT) and part-time 30+ (PT30+) employees receive paid leave to be a caregiver for a family member or loved one or to bond with a new child. FT employees receive 80 hours and PT30+ receive 60 hours of paid leave each calendar year for this. At the end of 2023 we increased our parental leave to six weeks. We also provide jury leave, bereavement leave, personal leave, and military leave.

### Financial Benefits

Mead & Hunt is employee-owned. We currently have approximately 400 shareholders. We have been employee-owned since changing from a partnership structure to a corporation in 1949, and we are one of the oldest employee-owned companies in our industry. This ownership model means we have independent control of strategy and business plan execution, which helps us hold a long-term view in decision-making. We also match 401k contributions up to 3% and have a profit-sharing plan for those who work at least 1,000 hours annually.

### Coworker Recognition and Employee Awards Programs

We empower employees to recognize and celebrate each other. Through our coworker recognition program, employees can recognize a colleague's professional achievement or success by sending them a gift card. On average, more than 25 employees take advantage of this program each month. We also have an annual awards program where employees can nominate each other to be recognized in various categories. Winners are announced in an awards ceremony in front of the whole company. This has been in place for nearly 15 years.



Approximately  
**400 Shareholders**



**Up to 80 Hours**  
Paid Caregiver  
Leave Annually



**6 Weeks**  
Paid Parental  
Leave



**25+ Employees**  
Utilize Employee  
Recognition Program



**8 Annual Awards**  
Program Categories  
Including:  
Mentorship Award  
Innovation Award  
Culture Award  
Rookie of the Year Award  
Client Focus  
Mead & Hunt Cares  
Publications  
Presentations

Mead & Hunt is one of oldest  
companies in the AEC industry.



## Our Communities

# Social Responsibility

As a design consulting firm, every project we touch has community impact. From planning to mitigation to design to construction, what we are creating has long-lasting effects.

We strive to build community and opportunity: creating safer places to live; taking care of our neighbors; giving our employees resources to better their communities; encouraging the next generation to pursue careers in the industry; and advocating for better equity in our communities.

We also live in the communities we serve—we drink the water, take the roads, and fly out of the airports—so we understand the importance of getting it right. Our responsibility goes beyond successful project outcomes—as always, our overarching goals are taking care of people, doing the right thing, and doing what makes sense.

**“There is a need for aviation professionals to put on their social equity and social justice hats so that we can think outside of how we have always done things. Paying attention to disadvantaged communities is critical to the future of our industry because of the multiplier effect of ignoring systemic inequalities.”**

- Anita Cobb, Market Leader, Aviation Equity Strategies



Fiscal Year 2023

**\$40,000**

to our Scholarship Program

**973**

Hours of Employee Volunteer Time

**\$7,200**

in Individual Donations

Our Mead & Hunt Cares Program empowers employees to get involved with their communities.





## Project Spotlight

### Preserving Vermont’s Mobile Home Heritage: A Groundbreaking Study

In a pioneering effort to document and preserve an often-overlooked aspect of Vermont’s cultural landscape, our firm was commissioned by the Vermont Agency of Transportation to prepare a National Register Multiple Property Documentation Form (MPDF) for mobile home properties, the first study of its kind. Our report included integrity considerations related to mobile homes and mobile home parks, a detailed history of the development of mobile home parks nationally and in Vermont, as well as guidance in applying National Register criteria to these properties.

Through a reconnaissance survey of previous related literature, GIS analysis, and extensive archival research, we developed a deep understanding of the unique characteristics and integrity considerations associated with mobile homes and their communities. To gain first-hand insights, our team conducted a week-long statewide survey, meticulously documenting mobile home-related properties across the entirety of Vermont.

This comprehensive MPDF serves as a valuable resource for future preservation efforts, ensuring that the stories and legacies of these communities are honored and protected for generations to come.



**“My journey to COO involved continuous learning, as well as having a record of success across a variety of increasingly challenging roles. I make time to learn so I’m equipped with knowledge that helps me be my best self.”**

- Amy Squitieri, President/COO



## Employee Story

### Hunter Withers

#### You Can and Will Succeed

During my time working to obtain my Master of Civil Engineering at the University of Delaware, I first felt that I was succeeding in a career path that I fully enjoyed. I was pleasantly surprised with the level that I was able to perform at while enjoying what I was learning. In my final semester, I took a class on multi-modal transportation facilities. During that course, I chose early on to focus on equity and social justice in transportation. It is no secret that minorities like myself are often disadvantaged, especially when social justice and equity are concerned. I was excited to learn how to assess the impact on and help communities of color.

After graduating and starting at Mead & Hunt, I was anxious to find out how my new company and position would support my growth in the transportation industry, while focusing on equity as often as possible. I worked on the RAISE Baltimore Transit Priority Project, where I was tasked with going out and canvassing communities that would be directly impacted by the proposed work. Shortly after this, I learned that my paper, “Transportation Equity Quantification and Related Issues and Challenges,” was published by the academic publication, Scientific Research. Equity was a key factor in the selection and placement of improvements in the RAISE project, and I saw that the intriguing work I did in graduate school had a direct correlation to the work I was now doing in industry.

I wasn’t sure what to expect before starting, but working for Mead & Hunt has turned out to be an amazing experience of belonging and supporting change. The people-first culture is the best due to the feeling of belonging and support it provides. I am so glad that I found a company that integrates my values into everything we do!





## Our Communities

# Community Involvement: Mead & Hunt Cares Program

One of the biggest ways we strive to make a community impact is through our Mead & Hunt Cares program. Mead & Hunt Cares is a giving program designed to support the causes most important to employees. We encourage our employees to volunteer, individually or as a group, with organizations that are important to them. Our monetary match program allows employees to give where their hearts are and doubles the impact. Some examples of causes that have been supported include social justice organizations, polling places, mentoring students, and cleanup of our waterways. We also offer a grant program twice a year where employees can receive time off and up to \$3,000 to cover expenses for a more extensive project serving their community.

## Employees in Action

Our Passion for Volunteering Individually and as a Team



Lina Hamilton



I grew up in Milwaukee, WI and practically grew up volunteering with the Wisconsin Parkinson Association (WPA) because of my personal connections. **I'm incredibly grateful that I can continue volunteering with the Wisconsin Parkinson Association using my volunteer hours.** I've met a lot of great and interesting people by helping with these events. It's inspirational to see the perseverance of those diagnosed and the support from loved ones and the community."



Siobhan Gordon



**Volunteer time was one of the numerous reasons I was excited to join Mead & Hunt!** Following orientation, I immediately joined the Fun Committee and we discussed group volunteer options. Since a large portion of the Lexington Office is in the Transportation Group, we decided it would be great to give back by adopting a highway. Clean up events provide us time to get outside, visit with our colleagues, and make a difference in our community and the environment!"



Matt Buckli



**Along with helping a great cause, there are many opportunities to complete Mead & Hunt Cares events alongside coworkers.** This was the case recently with the Forward Garden volunteer event where six of us from different departments were able to talk with each other while helping this garden provide fresh produce to local food pantries."



## Our Communities

# Student Outreach and Mentor/Protégé Partnership

Student outreach and mentoring serve to enhance the diversity and strength of our industry and our firm. Through these activities, we help to ignite a passion for the AEC industry within the next generation.

### Mead & Hunt Cares Scholarships

In Fiscal Year (FY) '23, we introduced a new external scholarship category for non-traditional or returning students. These students are usually 24 and older and may be parents and/or work full-time jobs while pursuing a degree.

### KidSTEAM

Many of us participate in KidSTEAM, a youth outreach program designed to introduce elementary through high school students to careers in the AEC industry. Through this program, kids are exposed to presentations on the AEC industry, various career options in the industry (engineer, planner, architect, etc.), and what it's like to work in STEAM. The goal is to get students—especially those from underrepresented groups—exposed and interested in STEAM to diversify the industry. We also have our STEAM superhero mascots designed to get younger students interested in and excited about STEAM early on.

### Ambassador Toolkits

We work to reexamine our recruiting practices to think out of the box and reach individuals from underrepresented groups who could excel in our industry given the appropriate opportunity. Working with KidSTEAM is a part of this. We also have presentation materials tailored to middle school and high school students, as well as to college students. Many of our young professionals particularly enjoy visiting college students to talk about the AEC industry and what to expect as you start your career.

### Mentor/Protégé Partnership

Mead & Hunt serves as a mentor in the U.S. Small Business Administration (SBA) Mentor-Protégé Program (MPP) for two small business firms. The MPP was established to help small businesses (protégés) gain capacity and win U.S. Government contracts through partnerships with more experienced firms (mentors). Through execution of a Mentor-Protégé Agreement (MPA), the protégé identifies business needs in areas such as business development and business management systems, and the mentor identifies assistance and counsel it will provide in those areas.



### Mentor/Protégé Partnership

Mead & Hunt has been serving A & M Engineering and Environmental Services, Inc. for the past two and a half years as an approved large business mentor under the U.S. Small Business Administration Mentor Protégé Program. Their team has provided lasting value by introducing us to their network of business relationships and challenging engineering opportunities. We look forward to maximizing the program benefits by extending our application so that we can continue to meet and exceed our strategic goals through this valued relationship.

– Tolga M. Ertugrul, P.E., President, A & M Engineering and Environmental Services, Inc.



### Student Outreach

My career path has been a bit atypical, but it has given me a passion for how different engineering disciplines are interconnected. The student outreach program at Mead & Hunt allows me to share the experiences and decisions that have helped me succeed in my career, which will hopefully help them as they decide their future.

– Monica Vincent, Mead & Hunt

## 2023 Fiscal Year Giving Numbers

**\$50,200**  
Donated to Non-Profit Organizations

**16**  
Scholarships Awarded

**16**  
Presentations Using the Ambassador Program

**2**  
Mentor/Protégé Partnerships



## Our Communities

# Training and Development

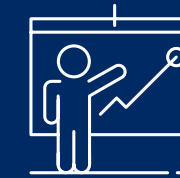
Mead & Hunt offers multiple professional development programs for employees. We do not have a set budget dedicated to training opportunities; instead, we provide as much training and leadership development as possible, when and where it makes sense. We work to allow all employees to grow professionally and shape their own career path. In terms of professional development, we provide several opportunities:

- We provide tuition assistance to employees enrolled in semester-long courses, helping eligible full-time employees maintain and develop their skills and knowledge.
- We may loan an employee up to half the cost of tuition (up to \$25,000) to obtain a master's degree.
- We encourage employees to maintain competency in their field of expertise via attending educational seminars and conferences.

- We will pay up to \$1,000 for study materials and/or courses to prepare for and take a professional certification/licensure examination related to or required by the company's business.
- We will pay employees' professional membership/organization

In addition, as part of professional development, regular performance reviews and career development reviews are offered to all Mead & Hunt staff. This process is employee-led and is a career planning tool. About one-third of our staff take advantage of this opportunity. It also provides an opportunity for employees and managers to discuss a variety of work-related issues.

The chart to the right tracks training hours per employee by position type for the last year.



### 2023 Employee Training Hours by Position Type

#### Employee Average Training Hours

81

Technical

77

Non-Manager

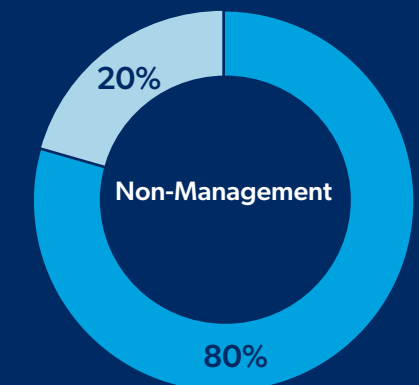
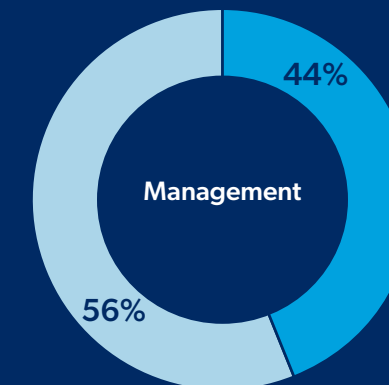
61

Non-Technical

84

Manager

#### Development: 2023 Employee Performance Reviews



● Technical ● Non-Technical



Employees from industry groups gather in person for two days of learning and team building during our internal reGROUP conferences.





## Employee Story

### Courtney Delagraentiss

#### Supporting Women Around the World

**Mead & Hunt offers a grant program that supports employees who wish to do a project in the local community, nationally, or internationally that requires additional time and money beyond the scope of our other programs.** In 2021, I sought funding through the Mead & Hunt Grant program to travel to Gulu, Uganda, to serve as the Logistics Liaison at the Center for Peace & Development's Grassroots Women's Conference. This conference brings in over 200 women from 17 villages to discuss important topics that they want covered. In 2023, I was able to make the journey to Gulu, where my responsibilities included overseeing logistics, managing donations, and coordinating the involvement of University of Oklahoma students throughout the conference.

The conference starts off with an amazing celebration before transitioning into breakout groups, each made up of two tribes and a gender-sensitive man. The tribes are represented by local non-profits and activist groups. The gender-sensitive men are those committed to listening and supporting the conference's mission of progress for the safety of women. This inclusion is crucial, as societal structures often place men in dominant roles, and meaningful progress necessitates their involvement.

This entire experience was very eye-opening and provided profound insights into the various strategies used by different countries. It's gratifying to be part of a company that provides opportunities to gain new experiences and insights by supporting not only local communities, but also communities around the world.



## Employee Story

### Michael Sykes

#### Bridging the Gap: Introducing Architecture to Students

During my internship in 2023, I visited Milwaukee Academy of Science (MAS) to give students there a presentation on architecture and STEM careers. I discovered that the school lacked any basic or college prep courses. Moreover, the school offered no architectural or engineering classes. This realization bothered me because there was a clear disparity between Milwaukee's inner-city schools and their out-of-district counterparts. Having attended school in both areas myself, I could draw a direct comparison between the classes offered. Essentially, Milwaukee area schools lacked architectural or engineering-focused classes; meanwhile, districts with bigger budgets had robust programs that started as early as 7th grade.

In hopes of finding a solution, I reached out to some MAS facility and the school's Boys/Girls Club career counselors to determine if they would be interested in an opportunity for the students to visit an architectural firm. They confirmed, and I posted a call to action on LinkedIn and through the American Institute of Architect's Wisconsin Member page for architectural firms that would be willing to host a tour for 10 MAS students. Mead & Hunt was the first firm that responded with clearly defined steps to make the tour a reality.

I was amazed by the generosity and attention that went into creating and running the whole event, which included a tour of our West Allis, WI office and presentations from employees in various areas of the company. Each member of our firm graciously shared their backgrounds, position challenges, and tips for becoming architects and engineers that inspired the group. I was happy to see the impact that the tour had on them, and I'm grateful to be working for a company that values giving back to the community and providing equal opportunities to students from all backgrounds.

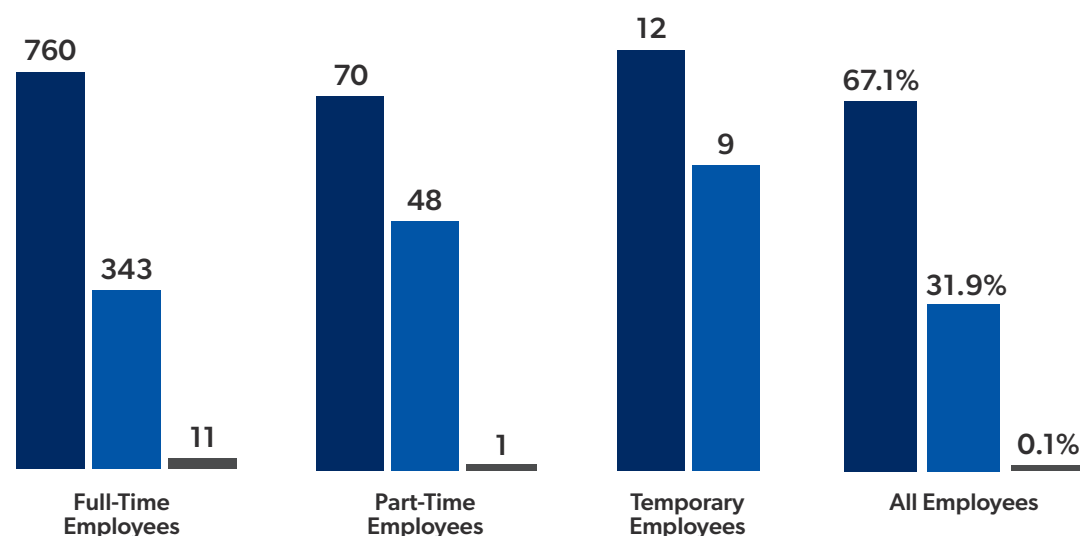


## Our Communities

# Employee Demographics

### Employee Type

● Men ● Women ● Did not disclose



# 1,254

Total Employees

# 25%

Fully Remote Employees

# 50+

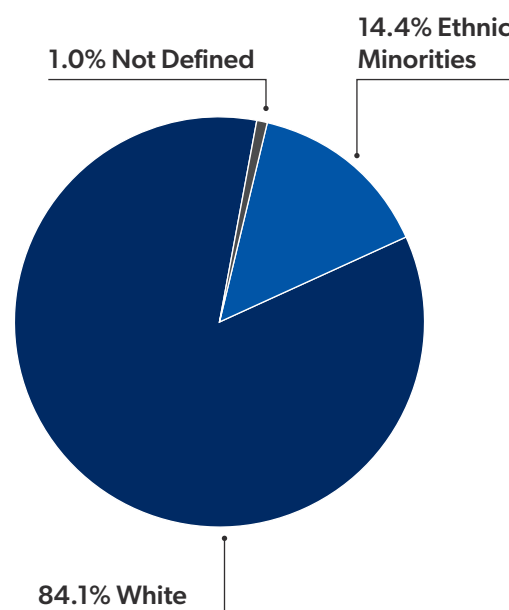
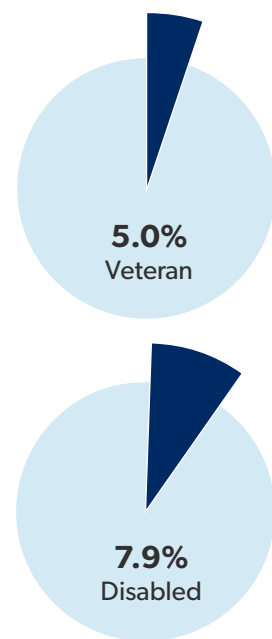
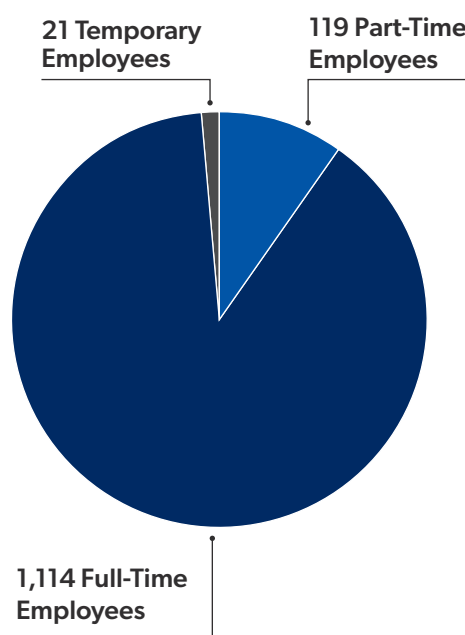
Office Locations Nationwide



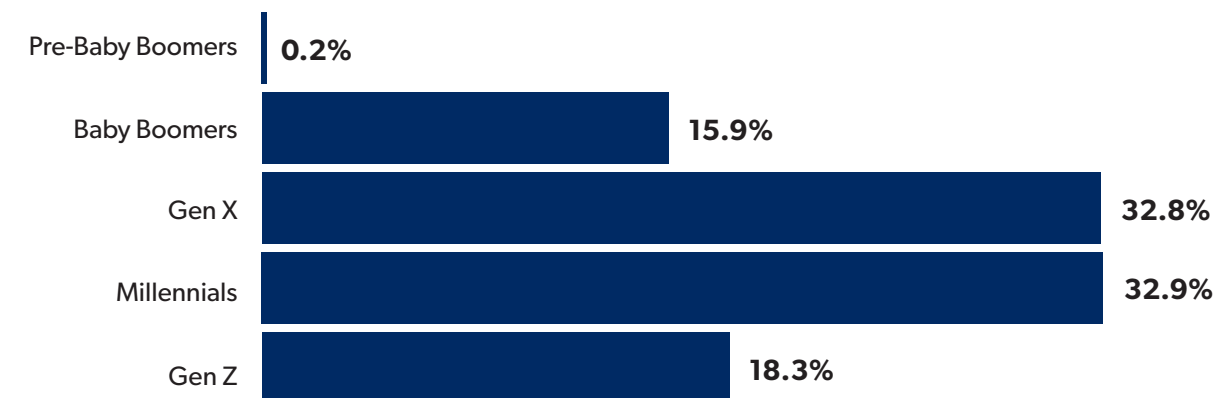
2023 Turnover Rate Was 8%



Average Employee Tenure of 6 Years



### Generations





## Our Communities

# Diversity, Equity, Inclusion, and Belonging (DEIB)

### Workforce Diversity

We strive to create an environment where all employees feel empowered to bring their authentic selves to work. Our Diversity, Equity, Inclusion, and Belonging (DEIB) team works to increase inclusivity in internal policies, increase representation of employees from underrepresented groups, and create opportunities for employees to connect to ultimately foster a greater sense of belonging within our company. The more perspectives we have contributing to our work, the better the project outcome will be for our clients and the communities they serve.

We recognize that people of all different backgrounds, experiences, and abilities have a wide range of needs to be able to thrive at work. This understanding of equity empowers us to work with individuals to support their unique way of learning and communicating so each employee can be an effective member.

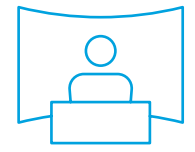
Notable ways we have worked to foster an inclusive company culture and increase the diversity of the AEC industry's workforce include:



Sharing **employee recognition publicly** on the company intranet.



Sponsoring **Out in Science, Technology, Engineering, and Mathematics** scholarship fund.



Hosting a collaborative session on the **importance of an inclusive culture** at internal conferences.



Introducing an **Employee Engagement Survey** to increase frequency and reach of employee feedback and identify areas for improvement.



Performing **targeted student outreach to organizations** that support students from underrepresented groups in STEM to talk about the AEC industry and answer questions.



**Conducting a career longevity survey** of our young professionals to identify areas for improvement in supporting their career growth and development.

**The more perspectives we have contributing to our work, the better the project outcome will be for our clients and the communities they serve.**





## Our Communities

# Diversity, Equity, Inclusion, and Belonging



### Young Professionals Group

We recognize that about 50% of our employees are Millennials or Generation Z. They are the future leaders of our company, with many already assuming some of those roles. The Young Professionals Group (YPG) meets to discuss issues affecting younger professionals. The group is led by young professionals in our firm and holds virtual hangouts discussing various topics related to professional development, including how to shape their career paths, what it's like to work within different business units, and how to get more involved in the company.

### Summer Intern Program

We look forward to welcoming interns every summer. Our interns are innovative, enthusiastic, creative, collaborative, and most importantly, critical members of our team. **This year we had 52 summer interns.**

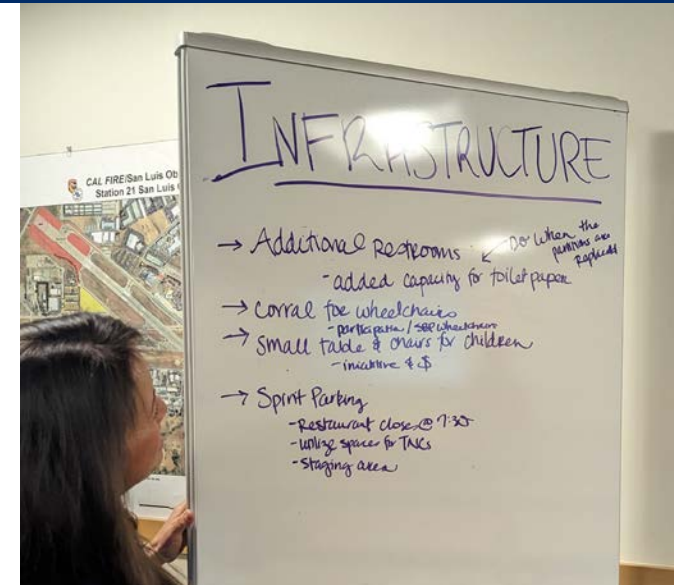
**Named AIA 2023–2024 Emerging Professional Friendly Firm**

### Employee Resource Group

Our Employee Resource Group (ERG) is a key component of our DEIB program. We have had a robust ERG since 2018, and the group is comprised of five interest groups. The ERG actively seeks ways for our firm to be more inclusive by providing representation for employees from underrepresented groups and creating opportunities for all employees to connect, learn from, and support each other along their career in a safe space. The ERG collaborates with the rest of the DEIB team to develop goals to best support our employees, clients, and communities.

#### Some of the events hosted by the ERG include:

- Community conversations for employees balancing work with family caregiving responsibilities.
- Panel discussion featuring women in construction to highlight their experience and advice for allyship in the office and field.
- Sponsored and attended an event hosted by Operation Song to support veterans telling their stories through song.
- Highlighted the experience of LGBTQIA+ employees who came out at work and advice on how to respond as the receiver of such information from a coworker.



## Project Spotlight

### San Luis Obispo County Department of Airports: Equity Learning Series Creation & Facilitation

Last year, San Luis Obispo County Department of Airports worked with Mead & Hunt's Access in Customer Experience (ACE) team to create and facilitate an Equity Learning Series program that focused on diversity, equity, inclusion, and belonging (DEIB) in relation to the passenger experience. This effort came about from the Department's desire to optimize their airports' (San Luis Obispo County Regional Airport and Oceano County Airport) approach to passenger equity by creating a collaborative space for the airports' stakeholders to learn, share resources, and actively support positive stewardship for those that engage with the Department and contribute to the passenger experience.

Mead & Hunt managed and coordinated the program, defining focus areas and creating toolkits and interactive learning sessions, culminating in a final community event lead by the Mead & Hunt team. The program's purpose was to bring together the Department's staff and internal stakeholders (airlines, concessions/retail, rental cars, TSA, FBO) and align their understanding of how to create an inclusive and equitable environment for Airport stakeholders, passengers, and the community of San Luis Obispo County.

The success of this program won the Airport an award at the County of San Luis Obispo State of the County in January 2024 and has been picked up for a second series that should be starting in fall of 2024.

**"In the fall of 2022, SBP engaged Mead & Hunt in the co-creation of the Equity Learning Series. Understanding the core values and mission charge; Mead & Hunt successfully created a program, through the equity lens, that is meaningful, customer experience focused, and encourages people to lead with their heart. Together, we have enhanced the overall SBP experience and developed a more inclusive environment that encourages air transportation for all."**

– Courtney Pene, County of San Luis Obispo, Airports Deputy Director, Planning & Outreach



Our Communities

# Wellness

**Optimizing our health and wellness practices helps us improve employee happiness and performance.**

Our office spaces are designed with occupant health and wellness in mind. We assess potential office spaces for WELL® Health and Safety criteria, and we assess current offices to determine if changes are needed to meet this criteria. Office spaces are also selected and designed with WELL® core principles in mind, which include seven categories of building performance – Air, Water, Light, Nourishment, Fitness, Comfort, and Mind.

**Samples of these best practices from WELL® include:**

- Low or no VOC emitting cleaning products
- Quality drinking water either on tap or through a filtration system
- Nutrition education as part of annual health and wellness education series
- Assess offices for daylight during selection process and offer task lamps for supplemental lighting with circadian rhythm features
- Spaces that encourage activity such as taking the stairs, biking as a form of commute, and walkability
- Ergonomic health considerations for workstations
- Biophilic design elements

**We assess potential office spaces for WELL® Health and Safety criteria, and we assess current offices to determine if changes are needed to meet this criteria.**



Denver office bike wall.



**Employee Story**  
Krista Dorsey

## The Power of Intentional Management

**Like many others in my position, I didn't set out to be a manager.** If you advance far enough though, it's the next natural step in one's professional path. Once I moved into the role, I realized that the skills that had led to me advancing to management had in no way prepared me to be a good manager, so I treated it like diving into an entirely new vocation.

Recent research has shown that managers have a profound impact on their team's mental health. This is a powerful reminder of the responsibility managers hold to be a focused, present force for good in our teams' lives. Fully recognizing and embracing this has eclipsed even the reward and joy I found in my original profession that led me here in the first place. I remind myself every single day that the primary reason I'm here is to support my team, and everything else, though necessary, is secondary. Hailing from nearly every corner of the United States, my team comes from all different cultural, geographical, political, and religious backgrounds. Each employee has unique talents, preferences, and strengths, and figuring out what they need most to thrive or where they want to develop is like cracking a lock, and being flexible in my communication, approach, and mentorship style to meet them where they're at is essential.

I've found that the most exciting thing about being a manager is getting to watch each team member develop and flourish, especially when they break through and level up in an area that had been challenging. To be able to trace each employee's growth and see their full developmental path laid out—and be a part of that process by helping clear the way and provide the tools they need—is an honor and a joy. Having a team culture built on mutual support, respect, and admiration of and for each other is so important. With this structure, everyone has a recognizable and well-established way to contribute, succeed, and shine.

## The Seven Concepts of WELL® Building Standards



Air



Water



Light



Fitness



Nourishment



Mind



Comfort



## Wellness Spotlight: Tampa, Florida Office

Mead & Hunt's Tampa office is the first to utilize the updated standards from location procurement through buildout and operation. The office is located in the LEED® Gold and Energy Star® certified One MetroCenter. This building aligns with our standards and priorities by providing:

- LEED® ARC Gold for Existing Buildings certification
- Energy Star certification (score 92)
- BOMA 360 Performance Building Designation
- Fitwel® (two Stars)
- Bike parking and maintenance areas in all parking garages as well as e-bike rentals on-site
- On-site electric vehicle (EV) charging stations
- On-site café with healthy eating options
- On-site tenant fitness area
- Walkability to hotels, restaurants, and green space (over a mile of sidewalks on-site)
- Water management strategies such as stormwater recapture in retention ponds, condensate recovery, and cooling tower makeup water evaporation
- Wellness and community-focused events such as charity drives, local small business events, health fairs, walking clubs, yoga, meditation, blood drives, and on-site masseuse
- LED lighting in all spaces
- Green, high-performance cleaning program
- Comprehensive indoor air quality (IAQ) plan
- Proximity to the airport

### Additionally, our tenant space buildout includes:

- Plenty of natural daylight
- Occupancy sensors
- Low VOC emitting materials
- Low-flow fixtures
- Energy-efficient appliances
- Steelcase furniture and sit-stand workstations



Photos: metwestinternational.com/gallery



The new Tampa office offers flexibility and benefits that meet employee needs – walkability to restaurants, a large gym, open spaces with significant natural lighting, and multiple collaboration rooms.



## Our Communities

## Goals

Overarching Category	Goal	Estimated Year for Achievement	Current Year Strategies of Milestones (2024)	Next Year Strategies or Milestones (2025)	2–5 Year Measures/Strategies/Milestones
Employment	<ul style="list-style-type: none"> <li>Regularly develop and promote internal resources to help employees at different stages of their career grow and develop.</li> <li>Improve and reintroduce Culture Buddy Program to support employee retention and career growth, particularly for employees from underrepresented groups.</li> <li>Utilize information shared during employee focus groups to improve employee perception of department collaboration and work life balance.</li> </ul>	2025	<ul style="list-style-type: none"> <li>Where possible, streamline the hiring process to save time without compromising compliance or narrowing the diversity of our candidate pool.</li> <li>Create engineer career paths with competencies available for employees to help guide emerging professionals in their career growth.</li> </ul>	<ul style="list-style-type: none"> <li>Review team size and production goals based on manager focus groups.</li> <li>Focus on building our strong recruitment team, standardizing our best practices and tools, and creating proactive recruitment strategies.</li> <li>Review employee engagement survey results and adjust efforts to improve perception of department collaboration and work/life balance as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with organizations that help pair employees from underrepresented groups, such DOD SkillBridge or OneTen.</li> <li>Continue to develop and provide innovative avenues to obtain employee input to improve the working environment.</li> <li>Continue to develop resources and programming to support employees at all stages of their career.</li> <li>Standardize and document processes so candidates have a very similar experience no matter who their point of contact is.</li> <li>Career paths with competencies available for employees in all positions.</li> </ul>
		2024			
		2025			
Training and Education	<ul style="list-style-type: none"> <li>Set focus groups and goals after reviewing employee engagement survey results.</li> <li>Review external training that employees participate in to see if it's something we should offer internally.</li> </ul>	2024	<ul style="list-style-type: none"> <li>Create a more effective evaluation and feedback process to obtain more frequent employee input and check-ins.</li> <li>Re-introduce MHU to employees to bring awareness of training/development opportunities that are available.</li> <li>Engage and connect employees through internal conferences, networking, learning, and development meetings scheduled for 300+ staff members.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of employees that utilize training and resources through MHU or external opportunities, especially amongst emerging professionals.</li> <li>Plan and host second Project Confluence course.</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of employees that utilize training and resources through MHU, as well as external professional development opportunities. Eventually, every employee would take advantage of at least one training opportunity per year regardless of role or position.</li> </ul>
Diversity and Equal Opportunity	<ul style="list-style-type: none"> <li>Diversify employees that apply for and receive internal promotions or coaching to become better candidates for the next opportunity. Analyze existing data to help inform ways to better support and encourage all employees in their career growth.</li> <li>Create more opportunities for employees to connect and build relationships with others in the company to establish a strong support network. These connections are especially important for employees from underrepresented groups.</li> <li>Host virtual student outreach events to be more inclusive and reach a wider range of students.</li> </ul>	2024 for initial data analysis, but this will be an ongoing goal	<ul style="list-style-type: none"> <li>Increase number of Ambassador Program events reported by employees from 10 to 18.</li> <li>Establish criteria and plan for which organizations to sponsor and support annually.</li> <li>Host leadership panels to show possible pathways to leadership and encourage employees to prepare for and pursue leadership positions.</li> </ul>	<ul style="list-style-type: none"> <li>Fine-tune virtual student outreach events and increase the number of students that attend.</li> <li>Formalized company-wide succession planning program.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop resources and programming to encourage and empower employees to prepare for leadership positions.</li> <li>Employees use Ambassador Program and KidSTEAM resources to perform outreach to students of all ages.</li> </ul>
		2025			
		2024			



# Our Planet

**We continue to work towards a complete understanding of our environmental impacts and are developing reduction strategies. Our focus is not only on our internal operations, but also how we can effect change through our external projects.**

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Our main areas of focus within our offices and client work are energy, emissions, water, waste, procurement, and green buildings. We are working towards contributing to the solutions to climate change and reducing our footprint across all of our operations.





**Our organization is continually working internally to improve data collection methods, analysis, and reporting to better account for our impacts.**

## Our Planet

# Energy

Mead & Hunt has been committed to reducing our energy use, but we did not have methods in place to quantitatively track this data until implementing a reporting process in 2021 to quantify our energy use. We use standard EPA emissions factors and made assumptions for leased spaces to develop our baseline. Our organization is continually working internally to improve data collection methods, analysis, and reporting to better account for our impacts.

In 2023 we aligned our process with the Greenhouse Gas (GHG) Protocol which helped standardize data collection and reporting. Moving forward, we plan to better track our energy efficiency and reduction programs, while identifying additional areas to improve.

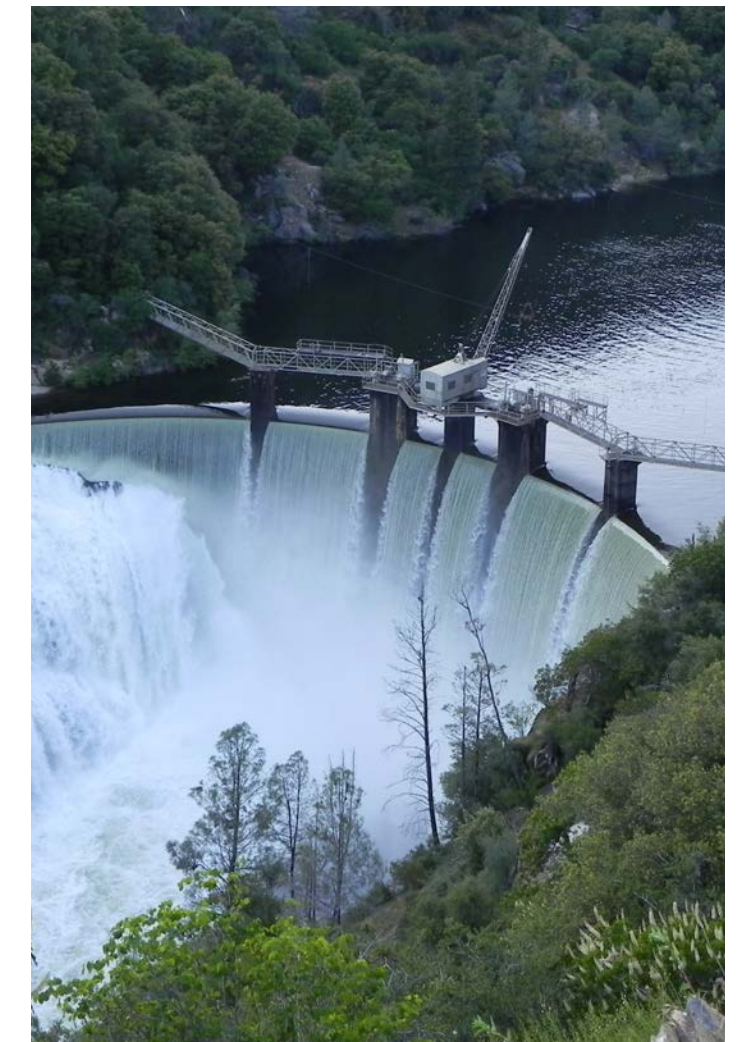
### Energy Consumption within Mead & Hunt

Our annual energy use in 2023 was 18,008.68 MMBtu/yr, which includes electricity and natural gas. Nationally, our average office energy use intensity (EUI) is 51.99 kBtu/sq.ft./year. The 2023 data represents a small decline (.33%) from our 2021 baseline year EUI of 52.16 kBtu/sq. ft./year.

Mead & Hunt 2023	
Annual Electricity (kWh)	3,145,157
Annual Natural Gas (therms)	72,774
Total Annual Energy (MMBtu/yr)	18,008.68
Total Area of Office Space (sf)	346,381
Energy Used Intensity (kBtu/sf-yr)	51.99

### CO2e (MT) Per Person

2021	3.8
2022	5.2
2023	5.3



Southern California Edison, Dams & Hydro, Energy & Safety Inspections



# Project Spotlight

## Dairy Manure-to-RNG Facility: Circular Economy in Action

EnTech Solutions needed to upgrade an existing waste-to-energy anaerobic digester to convert dairy cattle manure into methane and reduce greenhouse gas emissions. In collaboration with Faith Technologies Incorporated, we designed and constructed a new membrane treatment system to process biogas from three anaerobic manure digesters fed by more than 4,000 cows. The upgraded anaerobic digester creates biogas from dairy cattle manure. The biogas is converted into renewable natural gas (RNG), which can then be used for heating applications, electricity generation, and transportation fuel.

Additionally, solar panels and a microgrid were added to the facility to optimize RNG production at the site by reducing the fuel's carbon intensity score. An average of 375 SCFM of RNG is loaded into tube trailers for transport to the pipeline interconnect, where it is injected into a natural gas pipeline. The facility also benefits the regional ecosystem by using advanced filtration technology to remove phosphorus from the digestate and ultimately the watershed.

**In total, the RNG facility reduces emissions by 11,000+ metric tons of carbon dioxide equivalent per year, and 13,500+ metric tons including solar, and the solar grid produces 2.8MW of electricity.**

This innovative project demonstrates our firm's capability to deliver cutting-edge solutions that drive the circular economy, reduce greenhouse gas emissions, and promote sustainable energy production.





Our Planet

# Greenhouse Gas Emissions

## Emissions at Mead & Hunt

In 2021 we began to compile and analyze our quantitative greenhouse gas (GHG) emissions, creating our baseline. Understanding which scope our emissions fall under is a critical part of our GHG inventory process. In 2023 we updated our process to align with the GHG Protocol and adopted the EPA Simplified GHG Emissions Calculator to estimate our emissions inventory. Adopting this methodology and tool allows us to remain consistent in our reporting each year. It also reclassifies some emissions into different scopes than we had originally classified them. This reclassification is accounted for in the updated year over year scope reporting. We continue to improve our data collection methods for each scope, acknowledging that our control over and ability to capture Scope 3 emissions is the most difficult.

### Scope 1 Emissions



Direct GHG emissions from sources that Mead & Hunt owns or controls. This includes natural gas for sources that we have control over and company vehicles. For Mead & Hunt, this category includes fleet vehicles and any leased office space where we have direct natural gas utility billing.

### Scope 2 Emissions



Indirect emissions relative to purchased electricity for leased spaces where we have operational control over the electric utility.

### Current Scope 3 Emissions



Indirect emissions such as business travel and leased office spaces. For this report, we included air travel, available rental car activity, reimbursable employee mileage, hotel bookings, and natural gas and electricity use in our leased office spaces where we do not have operational control over the utility usage for our space.

## Mead & Hunt Operations – Annual CO2 Emissions (2023)

We are working to continually improve the quantity and quality of data we are able to collect using our best available assumptions in order to capture as many of our emissions activities as possible. The categories listed below include those for which we have been able to collect enough quality data to generate meaningful insights. While we are implementing emissions reductions strategies, changes to our data collection process have resulted in new categories. Therefore, it is understandable that our overall emissions have increased from 2021 to 2023, as reflected by the improved data. The overall footprint is 6,583 MT of CO2e.

Category	Total Units <sup>1</sup> (miles, kWh etc.)	CO2e (MT)
Car Rental <sup>3</sup>	817,471	313
Reimbursed Car <sup>5</sup>	707,135	223
Airline Travel <sup>3</sup>	8,717,695	2,838
Fleet <sup>5</sup>	2,532,323	1,199
Office <sup>4</sup>	18,008.68	1,845
Hotel	N/A	165
<b>TOTAL CO2e (MT)</b>		<b>6,583</b>

Category	CO2e (MT)
Scope 1	1,349
Scope 2	615
Scope 3	4,619
<b>TOTAL CO2e (MT)</b>	<b>6,583</b>



## Employee Story BK Zaveri

### My Passion for Water Conservation

Joining Mead & Hunt in October 2022, I was immediately captivated by the company’s dedication to its foundational values: taking care of people, doing the right thing, and doing what makes sense. These values deeply resonated with me and were a significant factor in my decision to become part of the team.

The transition from my previous firm, where I had formed strong bonds over five years, was made seamless by the warm welcome I received at the Arlington office. This sense of belonging has been reinforced since I joined the company, as I’ve witnessed our initiatives and values in action through interactions with colleagues, clients, and communities.

My role has allowed me to manage a variety of water treatment projects, each contributing to the well-being of our communities by ensuring access to safe drinking water and sanitation. The work we do is so rewarding, knowing that each project has a direct impact on conserving water and protecting the environment.

Despite being new to the company, I’ve had the opportunity to be part of two major initiatives. The Core Sustainability and Resiliency Team has expanded my knowledge in these areas and allowed me to share my ideas on water sustainability. Additionally, participating in the One Water strategic plan initiative has been an enriching experience, working with seasoned professionals to set goals for a rapidly growing field.

My father taught me that we are all contributors to society, and I find that our culture of growth and innovation at Mead & Hunt provides numerous opportunities to contribute meaningfully to society. It’s a culture that not only allows us to make a difference in the world around us but encourages us to do so.



## Our Planet

## Emissions



In 2023, Mead & Hunt's fleet-focused Corporate Sustainability Committee received approval to launch a pilot program incorporating the first electric vehicle (EV) into the company fleet. The vehicle is a Hyundai Ioniq 5 and is assigned to the Windsor, CA office. The Ioniq 5, a small sport utility vehicle, replaced an older internal combustion engine (ICE) vehicle.

The EV will reduce the amount of direct carbon dioxide emissions by about 500g/mi, and the committee estimates that it will have a lower total cost-of-ownership compared to similar ICE vehicles. The pilot project includes monitoring the performance and cost associated with this EV and comparing it to similar ICE vehicles in the fleet. If results prove to be as successful as anticipated, the committee will seek to expand the pilot program to include additional office locations and vehicle classifications.

For the pilot program, we worked with the local landlord to install EV charging stations at the office. Going forward, office locations must consider charging infrastructure for feasibility; working with our local landlords or selecting offices with charging infrastructure (part of our office selection standards) will be critical to the success and implementation of this program. Office champions will also be critical in providing training and instruction for maintenance of EVs.

## Project Spotlight

## Rochester International Airport: A Case Study of Decarbonization and Accessibility

We helped Rochester International Airport (RST) achieve its sustainability goals by developing a comprehensive decarbonization plan that aligns with the airport's master plan and the city of Rochester's goal to reduce green house gas (GHG) emissions by 30% by 2025 and 100% by 2050. **Our decarbonization plan included the following key components:**

**Energy Efficiency:** We performed an ASHRAE Level 2 energy audit of the concourse and terminal and suggested ways to cut electricity consumption by 17%.

**Daylighting:** We analyzed the natural light potential in the main lobby and proposed design changes to reduce the need for artificial lighting.

**Energy Resiliency:** We evaluated the feasibility of installing a backup hybrid power system that uses diesel and natural gas to ensure uninterrupted service during emergencies.

**Solar Power:** We estimated the energy generation capacity of covering the parking lot with solar panels and found that it could decrease the airport's electric load by more than 50%.

We also helped RST enhance its accessibility and inclusivity by developing a plan that addresses the Americans with Disabilities Act (ADA) requirements and universal design principles. **Our plan included the following key components:**

**ADA Compliance:** We identified ADA deficiencies, such as adding more accessible parking spaces, ticket counters, passenger loading zones, and restroom accessories.

**Universal Design:** We conducted a walk-through site audit and suggested ways to improve the comfort and convenience of all passengers, such as increasing seating options, providing changing tables, mothers' rooms, service animal relief areas, and a skyway on the upper level.

Our accessibility and universal design plan will ensure that RST's facilities and services cater to the diverse needs and preferences of all passengers.





## Our Planet

# Waste

### Reduce, Reuse, Recycle

Mead & Hunt is committed to continuing to build out our internal awareness and practice of the 3 R's: Reduce, Reuse and Recycle. The main focus of our efforts has been to reduce the amount of waste generated by eliminating common single-use items and replacing them with reusable substitutes where possible and practical.

Recycling and composting efforts come with their own unique challenges, especially when working in a variety of geographies. Some of our offices are located in cities without formal recycling or composting programs or services in place. This is perhaps reflective of the challenges in the global recycling industry or the location's resources and ability to process the single-stream recycling that many are accustomed to. Fortunately, recycling and composting solutions are popping up around the country, and we continue to keep abreast of the options available in each location to determine if we can utilize them in a commercial capacity.

### Waste at Mead & Hunt

Mead & Hunt has made substantial progress in implementing waste processing programs across our offices with over 90% of our office locations having a formal recycling program in place. We will continually monitor areas for opportunities to increase this number to 100% as soon as services become available in all geographies.

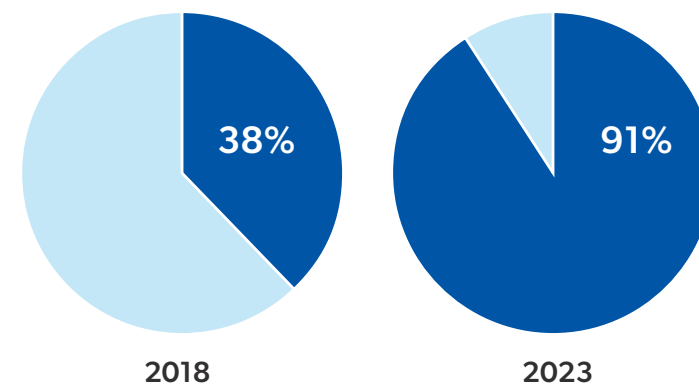
We are also actively integrating composting and collection of hard-to-recycle materials into our waste diversion practices. Currently our Denver, Seattle, Portland, Fargo, Windsor, and Sacramento offices have composting programs, and our Denver and Portland offices collect hard-to-recycle materials for local organizations to process.

### Ongoing Initiatives

In 2023 we formalized a company-wide procurement standard that increased the use of sustainable and reusable materials/products. Additional efforts to reduce waste include:

- Phasing out bottled drinks, single-use coffee pods, and single-use kitchen items such as cutlery, plates, and bowls.
- Collaborating with vendors to purchase the easiest to recycle items and compostable products for offices with a composting program. We will also seek out products made from post-consumer recycled (PCR) materials.
- Only offering rechargeable batteries at all offices.
- Identifying additional offices with local waste composting services available and working with local vendors and landlords to implement a composting program if feasible.
- Identifying additional offices with services to collect and process hard-to-recycle items.

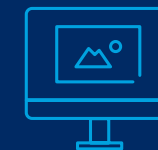
### Office Recycling Programs



### Waste Reduction and Diversion at Mead & Hunt



**Reduction of single-use items** such as water bottles, coffee pods/packages, plates, cups, and cutlery has been a focus in each Mead & Hunt office location over the past year as part of the office standards and waste reduction efforts.



**Electronics:** Mead & Hunt has a successful electronics recycling policy where all company electronics are reutilized or recycled. Typically, cable-type electronics (e.g., keyboards, mice, etc.) are recycled locally. Computers and other larger items go through a rigorous wiping process before being recycled.



**Hard to Recycle Materials:** Since this is separate from typical recycling service, some offices have champions dedicated to collecting and recycling items that cannot be recycled with general single-stream materials so long as they have a way to process them in their geography. Hard-to-recycle materials can include electronics, batteries, Styrofoam, plastic bags/film, bubble wrap, and much more.



## Our Planet

# Water

### Management Approach

Our primary interaction with water is the use and discharge of water in our office kitchens and bathrooms. The water used within our office operations is sourced from municipalities or third-party providers. Since our office spaces are leased, we have limited control over water efficiency from a facilities standpoint. While we do not currently have sufficient data to establish a water use baseline, we are committed to reducing our footprint.

### Water Conservation and Responsible Use at Mead & Hunt

Mead & Hunt’s sustainability committee has begun implementing measures to add water efficient fixtures, water refill stations, and water filtration systems during office renovations. Each office has been provided with water pitchers for conference rooms and reusable water bottles for employees.

One of Mead & Hunt’s sustainability subcommittees has updated our corporate office screening standards to include more robust water conservation measures. The standards focus on water efficiency in our leased spaces, aligning with one of our core goals to reduce our water footprint.

#### The updated office standards include the following water strategies:

- Providing each office with filtered drinking water
- Confirming each office is using water pitchers and reusable glassware for meetings
- Requesting low flow fixtures when possible, during tenant improvement discussions
- Surveying offices to determine existing water fixture type and rate of efficiency in terms of Gallons Per Minute (GPM) and Gallons Per Flush (GPF)

**While we do not currently have sufficient data to establish a water use baseline, we are committed to reducing our footprint.**

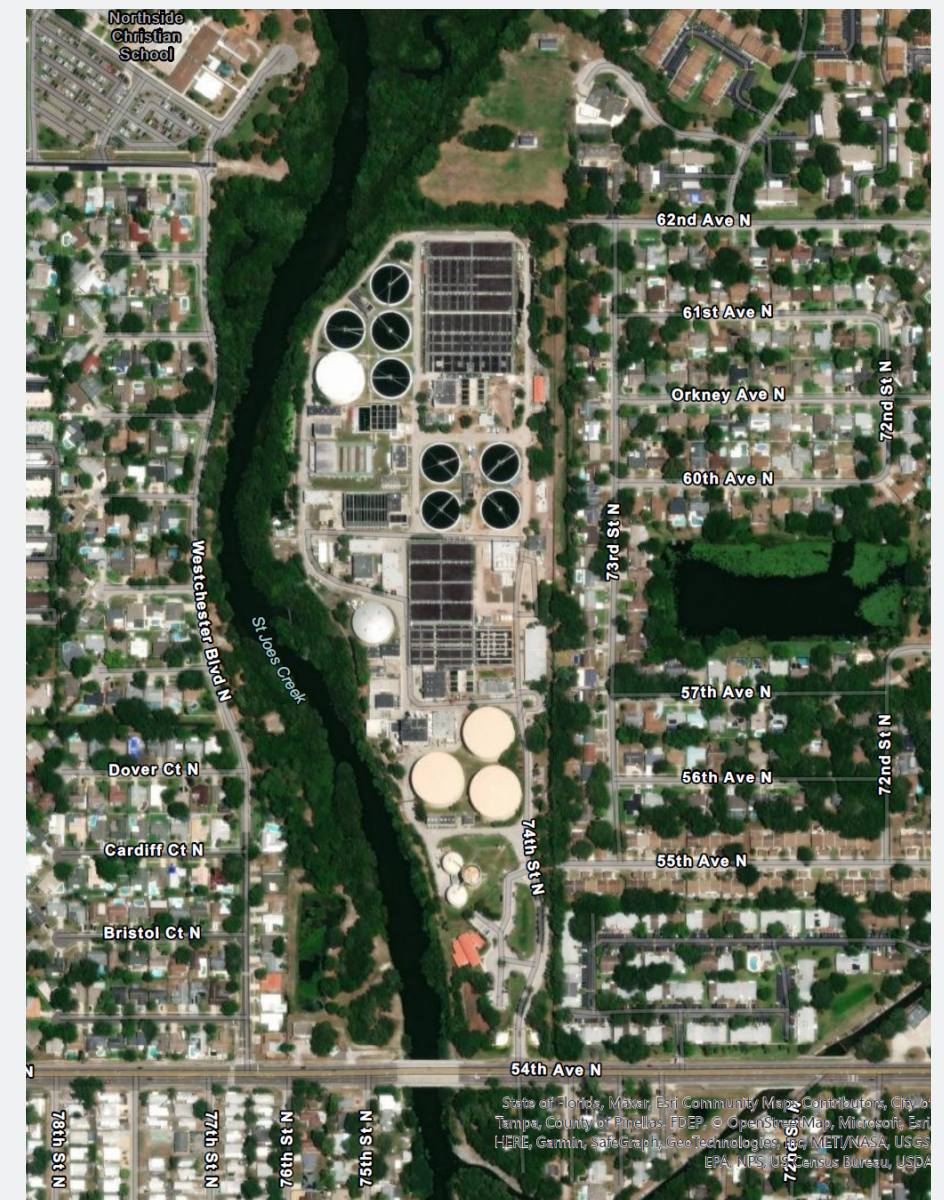
## Project Spotlight

### Fortifying South Cross Bayou Advanced Water Reclamation Facility Against Extreme Flooding






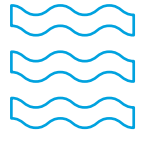

Insurance regulations required the South Cross Bayou Advanced Water Reclamation Facility (SCB AWRF) in Pinellas County, Florida to evaluate and identify vulnerabilities that could affect its operation during a 500-year flood event based on the FEMA coastal flood map. Our team identified the facility’s vulnerabilities in its assets, buildings, instrumentation, and equipment necessary to minimize potential interruption to the wastewater treatment services during such a flood event. We also determined effective ways to protect the facility using insurer-approved flood protection products and provided budgetary construction cost estimates.

Our team conducted site visits to identify critical facility infrastructure that was at or below the 16 feet NAVD88 elevation, and therefore vulnerable in extreme weather events. We coordinated with global vendors to determine effective flood protection measures that would also be approved by the insurer. We also recommended four grant funding opportunities to implement additional resiliency measures. Currently, budgetary cost estimates are being developed for inclusion in the County’s Capital Improvement Plan.

By fortifying the SCB AWRF against the impacts of extreme flooding events, our firm is actively contributing to the overall resilience of Pinellas County’s water management infrastructure, ensuring uninterrupted service delivery, and minimizing the risks posed by climate change and extreme weather events.



#### Mead & Hunt’s One Water group supports planning and engineering of the following areas:

						
<b>Stormwater Capture, Treatment, and Reuse</b>	<b>Waste and Reclaimed Water</b>	<b>Reliable Drinking Water Supply</b>	<b>Supply Augmentation</b>	<b>Water Treatment, Transmission, and Storage</b>	<b>Groundwater/ Aquifer Recharge</b>	<b>Potable Reuse</b>



## Our Planet

## Sustainable Purchasing and Green Building Standards



**Mead & Hunt's supply chain is complex due to our operations and the work done by subcontractors and subconsultants. We believe that sustainability is not a stand-alone concept; instead, it must be built into our firm.**

### Management Approach to Sustainable and Green Buildings

The Corporate Sustainability Committee includes a sustainable offices subcommittee that focuses on improving our sustainable practices in our offices across the country. Mead & Hunt strives to incorporate additional sustainable rating systems into our office real estate portfolio. Building rating systems are benchmarked against each other to identify which will be most beneficial for each specific office. In markets where buildings with green ratings are unavailable, we use green and sustainable building criteria in the decision-making process. We use our experiences from working in green and sustainable spaces to better understand how these rating systems are designed to improve the happiness, health, and productivity of employees. Our motivation is not to attain the certificate itself, but to reduce our negative environmental impacts while improving employee productivity and well-being.

### Ongoing Initiatives

The sustainable offices subcommittee rolled out nationwide standards for all Mead & Hunt locations in 2023, including:

- Sustainable vendor catering
- Responsible procurement of office supplies, furniture, and equipment
- Improved solid waste management and diversion
- Implementation of green cleaning strategies and products
- Continued improvement of employee health and wellness
- Standards have been developed for new office spaces within existing buildings, including:
  - Sustainable office screening
  - Office renovation/expansion feasibility

The standards incorporate best practices derived from LEED®, WELL®, Fitwel®, Energy Star®, and other rating and sustainability frameworks, and have been rolled out to all Mead & Hunt offices across the country. As we learn more about best practices to take care of our people and the planet, we will distribute valuable information and resources throughout the organization and continue to build sustainability into our daily operations.



**We believe that sustainability is not a stand-alone concept; instead, it must be built into our firm.**





## Employee Story/Project Spotlight

### Sheryl Parsons

#### Obtaining Grant Funds for Low-Income Communities

**Everyone deserves clean and safe water. Water needs to be protected — it is a valuable resource. After spending 30 years at the Environmental Protection Agency (EPA) as the Senior State Revolving Fund Coordinator helping communities get clean and safe water with loans and principal forgiveness of \$20 billion dollars, I retired and came to Mead & Hunt.**

At Mead & Hunt, I've had the opportunity to work with communities on a micro-level, funding water and wastewater projects for \$245 million (\$188 million in grants or principal forgiveness, \$57 million in loans). These projects span the gamut from transportation to wellfields. Many of the projects are for lower income communities. Recently, a number of projects were funded from the Supplemental Appropriation for Hurricanes Fiona and Ian through Florida's State Revolving Loan Fund. These projects were for drinking water and wastewater treatment and provided additional resiliency from climate change. What projects were funded? Let's look at two:

#### The Town of Ponce Inlet Septic to Sewer (\$10,400,000 in principal forgiveness)

The inundation resulting from Hurricane Ian had a profound impact on the septic systems Ponce Inlet. The prolonged and intense flooding compromised numerous septic systems, presenting a severe threat to both public health and environmental integrity. Addressing these challenges is imperative to the Town of Ponce Inlet. Flooding reached substantial levels, with feet of water covering extensive property areas. This flooding persisted for well over a week, adversely affecting access and the operational capabilities of septic systems within the flooded area.

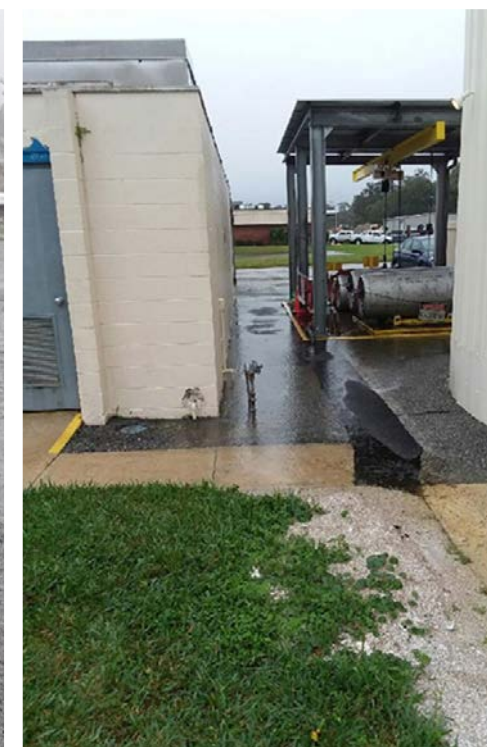
The repercussions of this flooding transcend immediate health concerns, impacting the long-term viability of the septic systems. Immediate remediation efforts are necessary, emphasizing the urgent need for sustainable infrastructure solutions to mitigate future risks. The Septic to Sewer project prioritizes comprehensive strategies that not only replace the affected systems but also fortify the region against potential natural disasters. Recognizing the interconnected nature of health safety, environmental conservation, and community resilience is crucial in addressing the aftermath of natural disasters like Hurricane Ian.

#### The City of Holly Hill – Drinking Water Plant (\$11,250,000 in principal forgiveness)

The Holly Hill Water Utility provides approximately 12,973 customers with drinking water with 5,633 connections. The water plant permit requires 16 hours staffing per day, but during a storm event such as Hurricane Ian, the system is not automated and requires 24-hour staffing and manual operations to provide potable drinking water. The flooding from Ian is seen in the photos to the right.

The flooding affected both the operator's ability to enter the site and to manually operate the treatment facility's chemicals safely. Although the chemical, electric, and manual valves are above flood water, the Ammonia, Fluoride, Polymer feed rooms, and Gas Chlorine tank storage and piping areas are all affected by extreme stormwater flooding events like Hurricane Ian. Further, as the treatment system does not have continuous automated quality control monitoring, water plant operators traverse areas flooded with up to 6 inches of water in order to adjust chemicals, exposing operators to unknown trip hazards and potential electrical shock.

The flooding from Ian was hazardous to the plant operators and staff because they had to manually operate the facility's chemicals. These hazards also endanger the clean and safe drinking water of all customers.



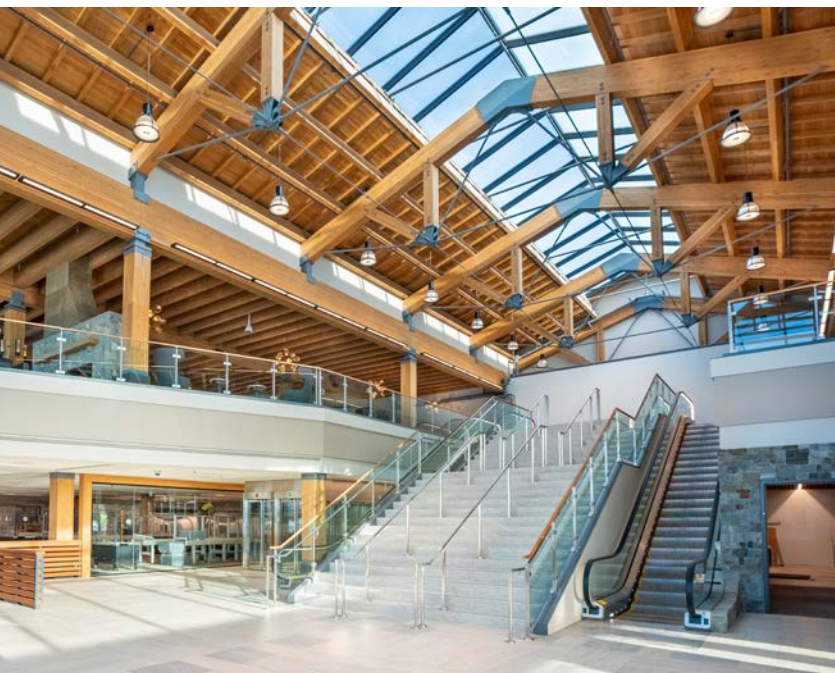
Hurricane Ian flooding at the Holly Hill DW plant

Continued Routine Rain Storm Chlorine System Flooding (Nov 2023)



Our Planet

# Resilient Responsible Solutions



AIA 2030 Challenge project - Glacier Park International Airport Terminal

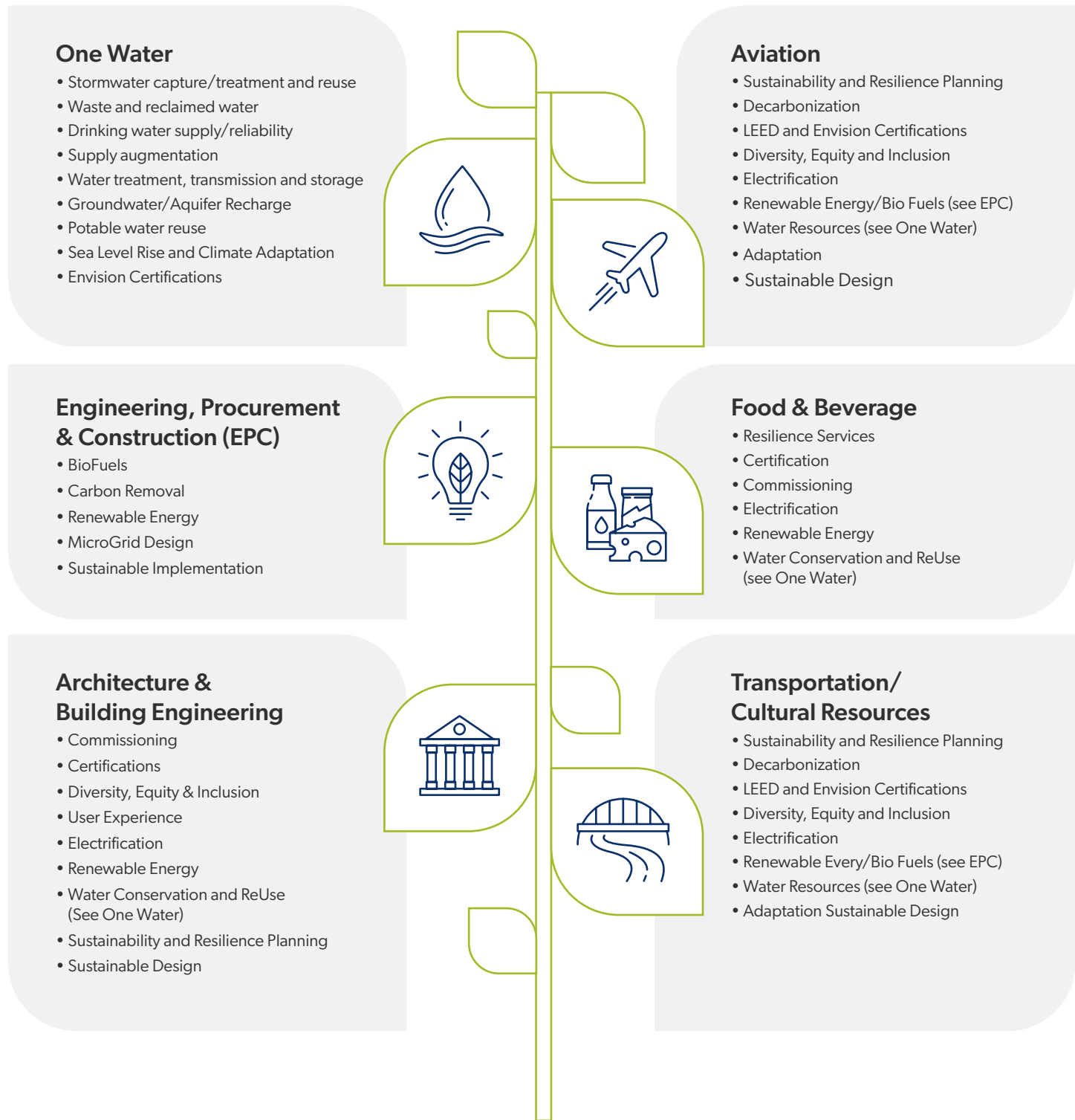
**In addition to impacts related to our corporate activities, we believe we have a responsibility to integrate sustainability and resilience foundationally into all our client projects.** Our Core Sustainability and Resilience Team is an interdisciplinary group that assists clients with sustainability and resilience across all our fields. This allows our firm to serve our clients with cross-cutting expertise to create resilient responsible solutions in any of our markets.

Mead & Hunt integrates sustainability and resiliency measures internally as a company and looks for ways to creatively and collaboratively provide solutions to our clients. We help develop successful strategies with our planners, designers, and engineers to support our clients in their efforts to reduce the impacts of climate change and design and construct resilient projects.

In 2023, we better integrated sustainability, equity, and resiliency as our firm worked on developing our next 10-year strategic plan based on the principles and goals put forth in our 2022 ESG report. Each group helped identify the needed resources and actions and, more importantly, the opportunities and risks in the industries we serve and how we can best help clients address climate-related challenges.

To compliment our commitment to the AIA 2030 Challenge, we have also signed on to the SE 2050 Challenge. These challenges represent a measurable commitment for our buildings group to actively reduce GHG emissions from the built environment. AIA focuses on achieving carbon neutrality on the design side by 2030, where SE focuses on achieving this on the structural engineering side by 2050. (AIA 2030 Challenge tracking data can be found on page 3 of this report.)

We believe that the integration of sustainability and resilience into all our projects is what will help drive change to reduce climate change, as well as provide the solutions to an already changing climate. Therefore, we place incredible focus on the interdisciplinary nature of sustainability and help our clients solve solutions with our integrated team of sustainability experts in all our core Groups. Below is an example of some of the cross-market services that we provide our clients to enhance resilience.







## Project Spotlight

### Command Consolidated Headquarters Setting New Standards in Sustainability

We provided sustainability and commissioning services for the California Military Department's Command Consolidated Headquarters in Sacramento. The project goal was to achieve a project-specific, zero-energy guideline that defines a Zero Net Energy (ZNE) building for the main headquarters building and a Zero Energy campus. With an on-site renewable source in a photo-voltaic generation system at 2400 kW, each building uses a passive and whole-building integrated system for energy conservation to minimize energy use. The on-site renewable source also stores energy at the central utility plant for an emergency operations center.

A few key features of this project included reconfiguring the interior layout to consolidate and accommodate civil engineering operations that were spread across three geographically separated facilities; replacing all utilities, roof, and interior systems in accordance with current code requirements to greatly improve facility performance and efficiency; and incorporating critical GBC and sustainable development concepts throughout the facility design. Overall, the project fulfilled California's progressive state building codes and the client's sustainability and alternative energy goals.

Every day, the work we do impacts our clients, teaming partners, coworkers, and community members. We view this as both an opportunity and a responsibility to make life better for those around us.



## Our Planet

# Goals

Overarching Category	Goal	Estimated Year for Achievement	Current Year Strategies of Milestones (2024)	Next Year Strategies or Milestones (2025)	2–5 Year Measures/Strategies/Milestones
<b>GHG Emissions</b>	Reduce the carbon footprint for our Scope 1 & 2 emissions.	2026	Determine methods to incorporate the quickly developing carbon removal market and how we can be most effective in our efforts.	Monitor energy usage and set reduction targets for offices we can control.	Have reporting framework (TCFD/GRI) tracking in place and begin to align reduction targets with IPCC goals and implement SBTs.
<b>Improve our Communities</b>	Measure the impact we have through our project work providing innovative solutions that address environmental and social challenges in our society.	2025	Hire an intern to collect and create a demonstrative medium that shows the collective impact our project work has and determine ways to quantify and continuously track this.	Publish the impacts we have in our project work through the ESG report.	Set strategic, quantifiable goals around specific types of social and environmental impact work we want to grow for the next 5 years across all disciplines.
<b>External Carbon Reduction</b>	Meet our AIA 2030 Challenge commitments.	2030	<ul style="list-style-type: none"> <li>Tracking all projects over 10K sq. ft. where we are the designer and architect of record.</li> <li>Reporting operational and embodied carbon.</li> <li>Increased PM engagement and developing broad capacity and knowledge in project teams.</li> <li>AIA 2030 requests 80% reduction from the CBECS 2003 database baseline. Our internal goal is to achieve a 40% reduction of EUI at minimum.</li> </ul>		<ul style="list-style-type: none"> <li>AIA requests 100% reduction of operational carbon (EUI) We are pursuing an 80% reduction of total carbon.</li> </ul>
<b>Water</b>	Implement water conservation practices (e.g., low-flow taps & toilets) in our office spaces.	2025	<ul style="list-style-type: none"> <li>Develop methods to track water usage and report for all offices.</li> <li>Determine which offices we can influence and track water usage for. Determine budget for any improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Implement water reduction strategies for defined offices.</li> <li>Monitor, record, and set water usage targets (science-based) in our office spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Look into water re-use opportunities where applicable (black/grey water).</li> </ul>
<b>Waste</b>	Implement recycling and compost services at all office locations with local ability to process.	2025	Implement recycling and compost services at all office locations with local ability to process.	Increase composting capacity to 30% of all office locations.	Set additional targets for waste reduction based on available resources for each geography. Focus on recycling, compost and hard to recycle materials.
<b>Subs &amp; Suppliers</b>	Source materials from vendors and suppliers with a lower GHG emissions footprint where possible and practical.	2026	Target working with underrepresented suppliers/sub-consultants/etc. Determine a percent goal for coming years based on available pool of subs and suppliers.	Conduct a risk assessment that identifies aspects of our supply chain at most risk for negative social and environmental impact.	<ul style="list-style-type: none"> <li>Increase supply chain transparency to increase comprehensive understand of each material's life-cycle impact.</li> <li>Report on our supply chain impacts.</li> </ul>



# Global Reporting Index

Statement of use: Mead & Hunt, Inc. has reported in accordance with the GRI Standards for the period November 1 2022 to October 31 2023.

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standard(s): 201, 302, 303, 305, 306, 308, 401, 404, 405, 413, 418

GRI Standard/ Other Source	Disclosure	Location	Omission or Additional Details			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason for Omission	Explanation for Omission or Additional Information	
<b>General Disclosures</b>						
GRI 2: General Disclosures 2021	2-1 Organizational details	Pages 2, 8, 10	cannot be omitted		Mead & Hunt, Inc. is a wholly owned subsidiary of Mead & Hunt Companies, Inc., a holding company only with shares held by the employees of Mead & Hunt, Inc. While there are other subsidiary and affiliate firms of Mead & Hunt Companies, Inc., all financial reporting is consolidated under the holding company, and all workers are employees of Mead & Hunt, Inc.	
	2-2 Entities included in the organization's sustainability reporting	Page 8	cannot be omitted			
	2-3 Reporting period, frequency and contact point	Page 8	cannot be omitted			
	2-4 Restatements of information	Page 8	cannot be omitted		Since the first report, we have updated our emissions classifications (scopes 1-3) to align with the GHG Protocol.	
	2-5 External assurance	Page 8, 10	cannot be omitted		External assurance not provided. ESG committee reviewed.	
	2-6 Activities, value chain and other business relationships	Pages 11, 14				
	2-7 Employees	Page 28				
	2-8 Workers who are not employees		yes	Not applicable	Aside from those described in Disclosure 2-7 as temporary employees, whose work is contracted for through temporary employment agencies, the company does not engage workers who are not employees.	
	2-9 Governance structure and composition	Pages 10, 12				
	2-10 Nomination and selection of the highest governance body	Page 10				
	2-11 Chair of the highest governance body	Page 1				
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 10, 11				
	2-13 Delegation of responsibility for managing impacts	Pages 11, 12, 14				
	2-14 Role of the highest governance body in sustainability reporting	Pages 7, 10				



# Global Reporting Index

GRI Standard/ Other Source	Disclosure	Location	Omission or Additional Details			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason for Omission	Explanation for Omission or Additional Information	
	2-15 Conflicts of interest	Company Overview/Board and governance			The Governance Committee bears the responsibility of oversight over board member conduct and conflict of interest, with discretion for identifying if there is a material conflict. Board members, on an annual basis, are required to review and agree to our Conflict of Interest and Code of Conduct policies. This includes disclosure of positions on other boards, which is updated and reported to the Chair as frequently as changes occur.	
	2-17 Collective knowledge of the highest governance body	Page 10			The Board engages in quarterly meetings during which there is dedicated time for educational development. Some of the issues discussed include governance, social equity, and sustainability.	
	2-18 Evaluation of the performance of the highest governance body	Page 10			The Governance Committee bears the responsibility of facilitating an annual Board evaluation during which members are required to assess the effectiveness of the Board. Beginning with this report, the Board will be provided with a quarterly ESG report card to assist in their evaluation of the impact of operations on economy, environment, and people.	
	2-19 Remuneration policies	Page 10				
	2-20 Process to determine remuneration	Page 10				
	2-21 Annual total compensation ratio		yes	Confidentiality constraints	We cannot disclose this information due to confidentiality constraints.	
	2-22 Statement on sustainable development strategy	Page 1				
	2-23 Policy commitments		yes	Information unavailable/ incomplete	Policies are not currently in place.	
	2-24 Embedding policy commitments		yes	Information unavailable/ incomplete	Policies are not currently in place.	
	2-25 Processes to remediate negative impacts		yes	Information unavailable/ incomplete	Policies are not currently in place.	
	2-26 Mechanisms for seeking advice and raising concerns	Page 20				
	2-27 Compliance with laws and regulations	Page 8				
	2-28 Membership associations	Page 4-5				
	2-29 Approach to stakeholder engagement	Page 10			Full stakeholder engagement was not formally conducted for this first report. Instead assumptions around the things we understand to be important to our various stakeholders were considered so we could create an initial document to solicit future feedback from. We are planning on doing more robust stakeholder engagement moving forward having this first report to serve as a platform for feedback and improvement.	
	2-30 Collective bargaining agreements		yes	Not applicable	We do not have employees covered by collective bargaining agreements.	



# Global Reporting Index

GRI Standard/ Other Source	Disclosure	Location	Omission or Additional Details			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason for Omission	Explanation for Omission or Additional Information	
<b>Material Topics</b>						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Pages 7,8	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	Pages 7,8				
<b>Economic Performance</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 12			Material topics are overseen by the highest governance body. The Board of Directors has a committee designated to governance topics which is responsible for this oversight. The ESG Committee is charged with communicating to the Board via a report card on a quarterly basis on progress towards goals associated with the chosen material topics.	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 3				
	201-2 Financial implications and other risks and opportunities due to climate change	Page 14			While there is not currently a system in place to calculate financial implications, we are working to conduct a formal gap analysis to quantitatively measure climate risks and opportunities. We expect this analysis and reporting to take shape in the next 1-2 years.	
	201-3 Defined benefit plan obligations and other retirement plans		yes	Not applicable	Client Service Manager at Empower Retirement states that this applies to mostly defined benefit plans and maybe defined contribution plans that have mandatory contribution. M&H is purely a discretionary plan as far as employer contributions that can be started and stopped whenever we want so there is no obligation.	
	201-4 Financial assistance received from government		yes	Confidentiality constraints	We cannot disclose this information due to confidentiality constraints.	
<b>Energy</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 35,36				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Pages 35,36			Mead & Hunt calculated the total utility energy use based on cost for its commercial office space, nationwide for 2021. Using established conversion factors from the US Energy Information Administration (eia.gov) we determined Mead & Hunt's total kWh usage, by assigning a 60% electrical use factor and 40% natural gas/fossil fuel use factor (based on national averages found in the 2012 CBECs database) we determined our total energy use.	
	302-2 Energy consumption outside of the organization		yes	Information unavailable/incomplete	We do not have this data available yet.	
	302-3 Energy intensity	Page 35				
	302-4 Reduction of energy consumption		yes	Information unavailable/incomplete	We do not have energy reduction data available yet.	
	302-5 Reductions in energy requirements of products and services		Yes	Information unavailable/incomplete	We have implemented office screening criteria to ensure we are using the lowest energy option available.	



# Global Reporting Index

GRI Standard/ Other Source	Disclosure	Location	Omission or Additional Details			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason for Omission	Explanation for Omission or Additional Information	
<b>Water and Effluents</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 40				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 40				
	303-2 Management of water discharge-related impacts		yes	Information unavailable/ incomplete	As this is our first report and we are beginning our reporting journey, we do not have this data available yet.	
	303-3 Water withdrawal		yes	Information unavailable/ incomplete	As this is our first report and we are beginning our reporting journey, we do not have this data available yet.	
	303-4 Water discharge		yes	Information unavailable/ incomplete	As this is our first report and we are beginning our reporting journey, we do not have this data available yet.	
	303-5 Water consumption		yes	Information unavailable/ incomplete	As this is our first report and we are beginning our reporting journey, we do not have this data available yet.	
<b>Emissions</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 37				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 37				
	305-2 Energy indirect (Scope 2) GHG emissions	Page 37				
	305-3 Other indirect (Scope 3) GHG emissions	Page 37				
	305-4 GHG emissions intensity	Page 37				
	305-5 Reduction of GHG emissions	Page 38			Qualitative reductions, not quantitative reductions due to this being first year of quantitative baseline data.	
	305-6 Emissions of ozone-depleting substances (ODS)		yes	Information unavailable/ incomplete	As this is our first report and we are beginning our reporting journey, we do not have this data available yet.	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		yes	Information unavailable/ incomplete	As this is our first report and we are beginning our reporting journey, we do not have this data available yet.	



# Global Reporting Index

GRI Standard/ Other Source	Disclosure	Location	Omission or Additional Details			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason for Omission	Explanation for Omission or Additional Information	
<b>Waste</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 39				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 39				
	306-2 Management of significant waste-related impacts	Pages 39				
	306-3 Waste generated		yes	Information unavailable/incomplete	As this is our first report and we are beginning our reporting journey, we do not have this data available yet.	
	306-4 Waste diverted from disposal		yes	Information unavailable/incomplete	As this is our first report and we are beginning our reporting journey, we do not have this data available yet.	
	306-5 Waste directed to disposal		yes	Information unavailable/incomplete	As this is our first report and we are beginning our reporting journey, we do not have this data available yet.	
<b>Supplier Environmental Assessment</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 41				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		yes	Information unavailable/incomplete	We are working to incorporate supplier assessment and screening criteria into our practices. This will be addressed in future reports.	
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 41			While there is not currently a system in place to track suppliers impact assessments at the detail required for this GRI at a company level, a system will be developed for use in future reports.	
<b>Employment</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 20				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 20			Though we do have this data in various systems, we do not currently track this particular information by gender, age group and region as the GRI requires so the data is quite cumbersome to extrapolate and combine. We are implementing changes to enable this additional detail of reporting in future reports.	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 21				
	401-3 Parental leave	Page 21				



# Global Reporting Index

GRI Standard/ Other Source	Disclosure	Location	Omission or Additional Details			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason for Omission	Explanation for Omission or Additional Information	
<b>Training and Education</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 26				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 26				
	404-2 Programs for upgrading employee skills and transition assistance programs	Pages 15, 26				
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 26				
<b>Diversity and Equal Opportunity</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 29				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 10, 28				
	405-2 Ratio of basic salary and remuneration of women to men		yes	Information unavailable/incomplete	Our compensation philosophy is based on a total rewards approach that extends beyond compensation and includes pay, incentives, benefits, life harmony, and professional development. We pay market rate or slightly above for most positions and are competitive within the industry in the various geographies in which we operate.	
<b>Local Communities</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 22				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 22				
	413-2 Operations with significant actual and potential negative impacts on local communities		yes	Information unavailable/incomplete	As a professional services firm that does not produce any products or use large quantities of any local natural resources in our operations, we do not believe we have any significant actual or potential negative impacts to our local communities. Based on the items we do know, we believe our local impact to be a positive one. That said, we have not thoroughly analyzed this and therefore cannot officially report on this impact. This will be assessed and addressed in a future edition of this report.	
<b>Customer Privacy</b>						
GRI 3: Material Topics 2021	Page 10	Page 13				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 13			Our company has maintained a strong record of security, with no breaches or violations of customer privacy from external parties or regulatory bodies, and no instances of leaks, thefts, or losses of customer data.	