

Mead&Hunt

2025

Responsibility & Resilience Report

People | Planet | Purpose

February 2026

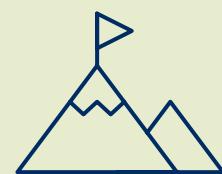




**We are empowered to take care of people,
do the right thing, and do what makes sense.**

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Goals

Setting goals translates our values into actions, steering us towards a more resilient and responsible future. Publishing these goals transparently each year holds us accountable to our employees, clients, and communities. Call-out boxes throughout the report highlight key goals, with a full list available in the appendix.

Letter from the CEO

Across all our practice groups, responsibility and resilience anchor our vision, guiding how we plan, design, and build for the future.

As a firm with a century-long legacy, we honor the past while striving to protect the future. Like any meaningful undertaking, our sustainability journey is founded on the principles that guide our project work: thorough planning, detailed design, and mindful implementation.

Every successful project begins with solid planning to understand the challenges and standards, then design a thoughtful, actionable path forward. We're applying the same approach to our responsibility and resilience efforts, building the framework to support sustainable practices across our operations and project work.

As we move into the design phase, we're translating our vision into detailed specifications. This report shares our progress, explains the foundation we've established, discloses the commitments we've made, and communicates the steps we're taking to integrate sustainability as a company and in the work we do.

The three pillars of our Responsibility & Resilience Report reflect our standards and commitments.

- **Our Company** – foundation, ethics, leadership, and governance
- **Our People & Communities** – people-focused culture, personal connection, relationships, and positive impacts of our work on our communities
- **Our Planet** – mitigating and addressing the effects of climate change, minimizing environmental impact, and facilitating reliable and resilient infrastructure and development

Over the next three to five years, our firm will expand dedicated expertise within each practice, invest in training, support succession planning, and foster collaboration that connects teams across the company. These efforts will be integrated into our operations and project work, making responsibility and resilience foundational to who we are as a firm.

Continuing to create value for our communities also means investing in people. We believe that when people have the chance to grow and thrive, the effects ripple outward and uplift all. In 2026, we're establishing the Mead & Hunt Foundation to enhance our impact and increase opportunities to give back. The Foundation is built on our core values of taking care of people, doing the right thing, and doing what makes sense. Uplifting those around us supports the second pillar by putting our values into action for our people and communities.

Looking ahead, we're focused on how to better support the third pillar, our planet. As we approach the construction phase of our journey, we're embedding sustainability and resilience principles into our work. This past year, our company provided environmental analysis for one of the world's largest solar and battery energy storage facilities in California, reduced light pollution to protect the night sky within Grand Teton National Park, and developed vulnerability assessments and recommendations to address sea level rise for a hurricane-impacted community in Florida. All of these projects highlight how our work creates lasting value for our communities and the planet. These efforts helped us rise to #74 on *Engineering News-Record's* 2025 Top 100 Green Design Firms list.

By taking responsibility to build a more resilient and sustainable future, we're putting our company values into action and partnering with clients to create a positive, lasting impact on our people, our communities, and our planet.

Amy Squitieri, CEO

"Doing what's right for people, communities, and the environment has always been the foundation of how we do business. As CEO, I'm honored to build on that strong history with a future-ready vision that embraces innovation and delivers resilient, responsible solutions to our clients."



Our Company

Building on Our Future-Ready Foundation

Evaluating our impact on people, the environment, and the economy guides how we make decisions at every level, from our project teams to corporate leaders. This commitment keeps us true to our core value: doing the right thing.



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 over 125 years. The firm was established by hydroelectric and hydraulic engineer Daniel Mead in 1900. Since then Mead & Hunt has grown significantly in size and diversity. Today, the firm provides services nationwide and employs more than 1,400 people.

**Since its founding in 1900,
Mead & Hunt has grown significantly
in size and diversity.**

Nationwide Locations

| | |
|-----------------------------|-----------------|
| Arizona | Florida |
| Scottsdale | Fort Lauderdale |
| Arkansas | Fort Myers |
| Fayetteville | Orlando |
| California | Port Orange |
| Ontario | Tallahassee |
| Sacramento | Tampa |
| San Diego | |
| Windsor | |
| Colorado | |
| Denver | |
| Delaware | |
| Wilmington | |
| District of Columbia | |
| Washington, DC | |

| | | | |
|------------------|-----------------------|-----------------------|----------------------|
| Louisiana | New Jersey | Pennsylvania | Virginia |
| Covington | Elizabeth | Harrisburg | Fredericksburg |
| Maine | New York | Philadelphia | Herndon |
| Portland | New York City | | Richmond |
| Maryland | North Carolina | South Carolina | Washington |
| Baltimore | Raleigh | Lexington | Seattle |
| Columbia | | Myrtle Beach | |
| Georgia | North Dakota | North Charleston | |
| Peachtree City | Bismarck | Summerville | |
| Illinois | Fargo | | |
| Champaign | Grand Forks | | |
| Chicago | | | |
| Peoria | | | |
| Warrenville | | | |
| Indiana | Ohio | South Dakota | West Virginia |
| Indianapolis | Columbus | Rapid City | Charleston |
| Minnesota | | | |
| Bloomington | | | |
| Rochester | | | |
| Missouri | Tennessee | Wisconsin | |
| Fenton | Nashville | De Pere | |
| Oklahoma | | Eau Claire | |
| Tulsa | | La Crosse | |
| Oregon | | Middleton | |
| Portland | | Milwaukee | |
| | | Wauwatosa | |
| | | | |



Our Markets

We continue to expand and diversify our disciplines, markets, services, and geographic presence. This growth mirrors the changing needs of the communities we serve—as infrastructure needs expand, so do the depth and breadth of services we offer. Our ability to adapt and innovate is crucial to our growth and longevity. This formula for success serves to guide our strategic planning efforts through 2035 and beyond.



Aviation



Cultural Resources



Education



Federal



Food & Beverage



Justice



Renewable Energy



State & Local



Transportation



Water

Spotlight on Metrics

Sustainable Building Projects – AIA 2030 Challenge

2025 Summary | 7 Projects | 582,612 sf

| | | | | |
|-------------------------------------|-------------------------------|---|--|---------------------------------|
| 53% Energy Use Intensity* Reduction | 22% Embodied Carbon Reduction | 12% Projects Include Renewable Energy Systems | 100% Projects Performed Net-Zero Energy Analysis | 25% Projects Are Net-Zero Ready |
|-------------------------------------|-------------------------------|---|--|---------------------------------|

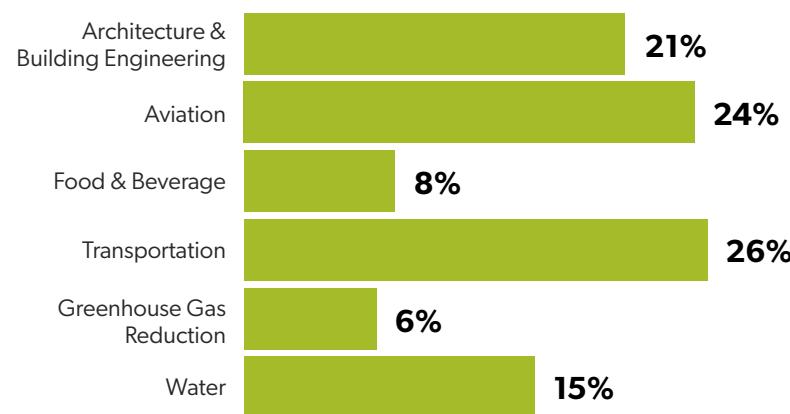
2021–2025 Summary | 47 Projects | 2,133,068 sf

| | | | | |
|---|--|---|--|--|
| 50% Average Energy Use Intensity* Reduction | 24% Average Embodied Carbon Reduction Tracked 2022–2025 | 17% Projects Include Renewable Energy Systems | 100% Projects Performed Net-Zero Energy Analysis | 47% Projects Are Net-Zero Ready Tracked 2022–2025 |
|---|--|---|--|--|

*Equates to Operational Energy Use/Emissions

Net Revenue by Group

October 31, 2025



Corporate Emissions



7.17 (MT)

CO₂e per Employee in 2025

Increase of 7% from 2024

Engineering News-Record (ENR) Rankings

| | | | | |
|--------------------------|------------------|--------------------------|--------------------|----------------------------|
| #82 Top 500 Design Firms | #4 Co-Generation | #9 Airports | #9 Food & Beverage | #35 Transportation |
| #37 Industrial Process | #7 Hydro Plants | #22 Wastewater Treatment | #29 Sewer & Waste | #20 Sanitary & Storm Sewer |

#74

2025 ENR Top 100 Green Design Firms

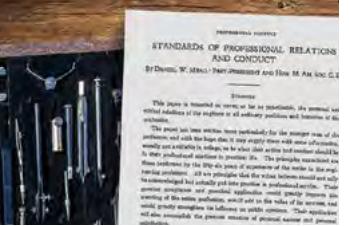
Up 10 spots from last year! This recognition reflects our continued commitment to designing with sustainability, resilience, and occupant wellness in mind.



BD+C Giants 400

| | | | |
|---|--|---|--|
| #22 Top 50 Engineering Architecture Firms | #66 Top 90 University Building Engineering Firms | #73 Top 80 Hospitality Facility Engineering Firms | #4 Top 80 Airport Facility Engineering Firms |
| #51 Top 80 Laboratory Engineering Firms | #82 Top 100 K-12 School Engineering Firms | #14 Top 110 Government Building Engineering Firms | #104 Top 110 Office Building Engineering Firms |

A History Rooted in Ethics & Sustainability



1900

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

1918

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.

1928

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.

1936

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.

1970s

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.

1990s

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

2000

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

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 grant is issued.

2018

Mead & Hunt implements the employee-led Employee Resource Group (ERG) to support 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 names two Employee Resource Group program managers to support our commitment to creating an inclusive culture.

2023

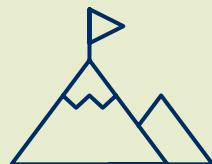
Mead & Hunt publishes our first Responsibility & Resilience Report.

2024

Mead & Hunt dedicates resources to strengthening cross-departmental synergy and accountability to Civic Strategies.

2025

Celebrating 125 Years! Mead & Hunt names our first female CEO.



Goal

Maintain our employee ownership model for the next 125 years and beyond through long-term profitability and continued growth

Reporting Framework & Materiality

In the fourth iteration of the Responsibility & Resilience Report (RRR), we remain committed to reporting in accordance with the Global Reporting Initiative (GRI) framework¹ and aligning with the United Nations Sustainable Development Goals (UNSDGs).

The GRI defines material topics as "topics that represent the organization's most significant impacts on the economy, environment, and people, including impacts on their human rights."² In 2025, we performed an updated materiality assessment to select seven material topics to focus our efforts. This updated materiality assessment was approved by our Leadership Team and the Board of Directors. Going forward, we plan to maintain our cadence of conducting a materiality assessment every three years.

In 2015, the United Nations (UN) and its 193 members developed 17 UNSDGs which are intended to be met by 2030. We have selected nine UNSDGs to align our efforts with as they complement our GRI material topics.

Our Material Topics

- Customer Privacy
- Local Communities
- Energy
- Employment
- Inclusion & Belonging
- Emission
- Direct Economic Value



Statement of Use

Mead & 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, 2024, to October 31, 2025. Mead & Hunt operates in compliance with laws and regulations, and we have had zero unreported instances of noncompliance.

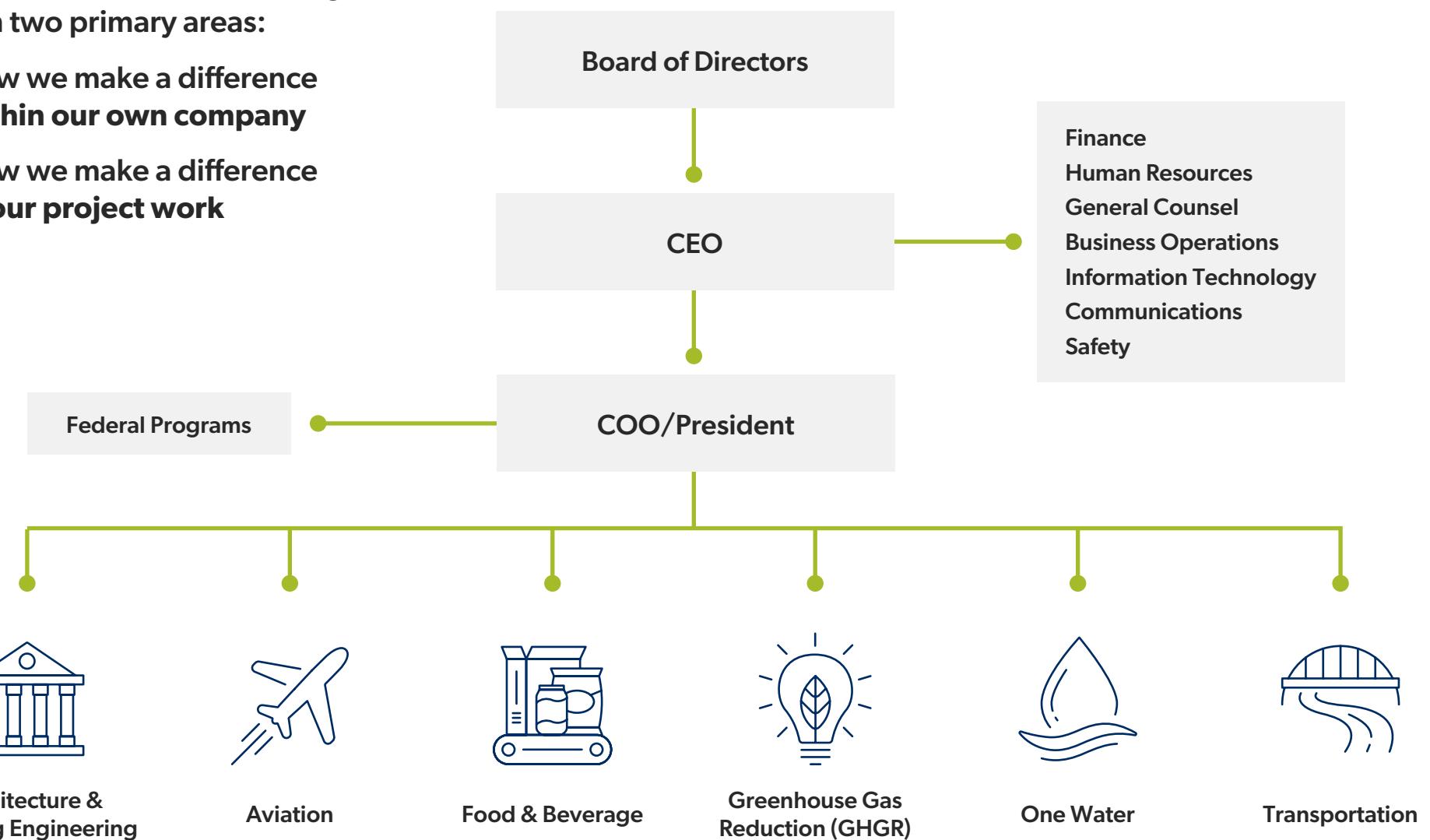
Point of Contact for Questions:

Christina Seri, Responsibility & Resilience Committee Chair
Email: christina.seri@meadhunt.com

Organizational Chart

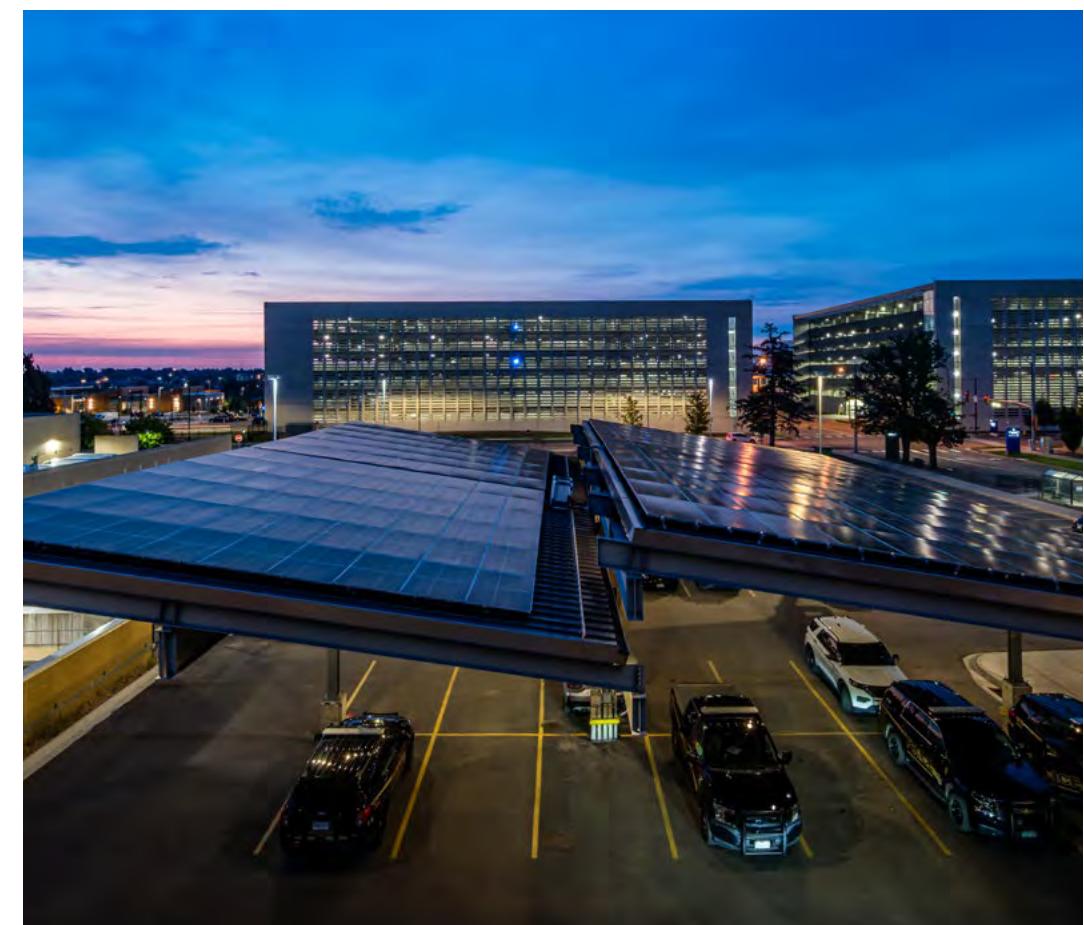
We believe we can drive change within two primary areas:

1. How we make a difference **within our own company**
2. How we make a difference **in our project work**



Goal

Advance an integrated structure across the organization that strengthens Sustainability & Resilience services and expertise



Board of Directors

The Mead & Hunt Companies, Inc. Board of Directors (Board) provides strategic oversight and governance to ensure the long-term success and resilience of the organization.

The Board sets the overall direction for the company, oversees executive leadership, and monitors enterprise-level risks and opportunities. As part of its fiduciary responsibilities, the Board considers the company's impacts on the economy, the environment, and society, ensuring that these factors are integrated into decision-making and aligned with the company's purpose and values.

We are proud to be employee-owned. Our employee owners steer the direction of our future by using their shareholder votes to elect members of our Board. The Board comprises seven internal directors and three external directors, with women representing 40% of the total membership.³

Board 2025 Accomplishments

Succession Planning: Board, CEO, and COO

Prioritized leadership continuity by advancing succession planning for key executive roles, including CEO and COO. This effort included identifying critical competencies, supporting development plans, and ensuring readiness for future transitions.

Succession Planning: External Directors

Continued our focus on governance strength by evaluating external director succession. Emphasized maintaining diverse perspectives and expertise aligned with strategic priorities.

Streamlined Board Processes & Documentation

Implemented improvements to meeting processes and documentation standards to enhance efficiency and transparency. These changes foster clarity, accountability, and timely decision-making.



Stock Purchase Agreement Updates

Reviewed and approved updates to the Stock Purchase Agreement, facilitating alignment with ownership goals and compliance requirements. These updates support long-term stability and equitable participation.

Mead & Hunt Foundation

Provided oversight of the implementation of the Mead & Hunt Foundation, reinforcing our commitment to community engagement and corporate responsibility through philanthropic programs.

Share Ownership: Process & Criteria Documents

Endorsed refinements to share ownership processes and criteria documentation, promoting clarity and consistency in ownership opportunities across the organization.

Cash Flow Modeling with Strategic Plan Investments

Evaluated cash flow models tied to strategic plan investments, ensuring financial resilience while advancing growth objectives. This analysis supports informed decision-making and sustainable expansion.

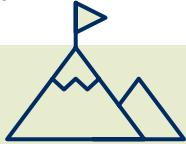
Ownership Succession: Long-term Model Review

Conducted a comprehensive review of the long-term ownership succession model, reaffirming our commitment to continuity, employee ownership, and governance excellence.



Building Tomorrow Together: How Stakeholder Engagement Shapes Our Industry's Future

In the architecture, engineering, and construction (AEC) industry, meaningful progress results from genuinely connecting with our communities. Through diverse partnerships, industry leadership, and targeted outreach programs, we're creating ripples of positive impact that extend beyond our projects.



Goal

Collaborate and contract with partners that share our values and align with our goals regarding human rights, employee treatment, and environmental harm reduction

Kids Building Wisconsin: Inspiring Future STEAM Leaders

Mead & Hunt proudly sponsored and participated in the annual Kids Building Wisconsin event—a free, hands-on community celebration designed to spark curiosity and excitement for careers in science, technology, engineering, arts, and mathematics (STEAM). This year's event set a new attendance record, welcoming over 9,000 children and families eager to explore the world of construction and engineering.

At the Mead & Hunt booth, kids became engineers for a day, sending superheroes across a LEGO zipline while learning about structural integrity, gravity, friction, and speed. Volunteers from Mead & Hunt guided participants through interactive activities, making complex concepts accessible and fun. The event's success highlights our commitment to building the future talent pipeline and supporting STEAM education in our communities.



Employee Spotlight

John Rathke

When I walked into Mead & Hunt's Madison office for my interview on a Friday in 1992, I had no idea I'd spend the next three decades here, growing alongside a company that went from 125 employees largely based in Wisconsin to nearly 1,500 people in over 50 offices nationwide.

I started as a structural engineer in our Transportation group. I'd never designed a bridge before, and suddenly I was working on a major four-lane expansion in northern

Wisconsin. But whether you're engineering a building or a bridge, the fundamentals set the foundation. What really helped at that point in my career was working with experienced designers who served as mentors. That's something I've never forgotten, and it's why paying it forward to the next generation of engineers matters so much to me.

In our industry, change is constant. We're always adapting to new technology, shifting regulations, and evolving client expectations. I've watched it happen throughout my time at Mead & Hunt and over 20 years with the American Council of Engineering Companies (ACEC). The key

is to embrace change while staying true to core values. We'll continue doing what engineers do best: looking at a problem, figuring out solutions that work, and finding a way forward. Engineering is about solving problems, serving communities, and building a better future.

As the 2025-2026 Board Chair for ACEC, I'm focused on strengthening our member organizations and raising awareness of the value our firms bring to society. After more than 30 years of learning, growing, and adapting through many phases of Mead & Hunt's growth, I'm grateful for the opportunity to extend that experience to the broader engineering industry through ACEC.

CROFT

Mentor Protégé: CROFT

"Winning and doing the work in the Federal Market is an intimidating endeavor for small businesses. The requirements for submission alone can be cost prohibitive when a firm is not built around the Standard Form 330 qualifications process. Even after navigating the initial SF330 submission, if a firm is shortlisted, or asked to negotiate rates, there is a process that is challenging to navigate. If a firm does successfully get through these gates, executing a project using the agency and federal guideline framework can be daunting. Contemplating all these challenges, CROFT and Associates looked at the SBA Mentor-Protégé program as the answer to growing its federal footprint as a small business.

CROFT started their relationship with Mead & Hunt through a mutual pursuit of a National Guard contract in their home state. The team was built to utilize CROFT's geographic presence alongside Mead & Hunt's rich National Guard resume. Through the execution of multiple projects as a team, CROFT and Mead & Hunt found alignment in their company values and client service attitude. This common ground and Federal market growth goals led our two firms to partner together in a Mentor-Protégé capacity.

Mead & Hunt has been a great coach to the CROFT team, primarily in the areas of CMMC compliance, SF330 qualification package generation, business development strategies, and UFC/WSBG standards compliance. All these areas were underdeveloped areas for CROFT and the time spent under Mead & Hunt's mentorship has already improved our team's understanding and performance significantly. CROFT is grateful for the Mead & Hunt partnership and is excited about the great pursuits and projects on the horizon for our combined Mentor-Protégé team."

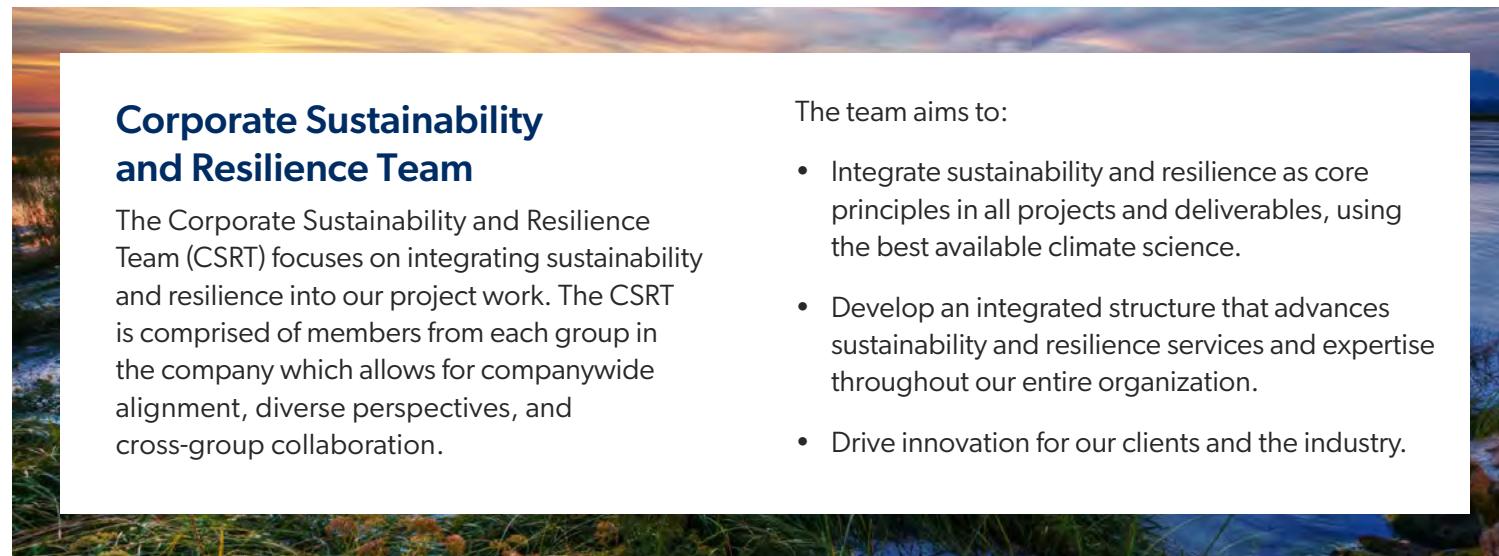


Jeffrey Morgan, PE, DBIA
CROFT Principal/Director of Operations

Managing Our Impacts

Integrating considerations for our impacts on the environment, people, and economy into our decision-making is foundational to the embodiment of our core value of doing the right thing. We primarily utilize specialized committees and initiatives to lend their expertise to guide and facilitate this integration. These include our Responsibility and Resilience (R&R) Committee, Core Sustainability and Resilience Team (CSRT), Employee Resource Group (ERG), Foresight + Innovation + Technology (FIT), Operational Excellence (OE) team, and Business Development Continuous Improvement (BDCI) team, to name a few.⁴

In 2024, we completed the milestone undertaking of crafting our next 10-year strategic plan. This employee-driven process began with workshops and town halls to invite conversation and generate ideas around the future of topics such as sustainability and resilience, people, and technology. The Board and our R&R Committee provided guidance early in the process to the groups, initiatives, and corporate business partners charged with creating their own plans. This highly collaborative process positions us as a future-ready organization that is prepared to address the challenges and seize the opportunities of the coming decade and beyond.



Corporate Sustainability and Resilience Team

The Corporate Sustainability and Resilience Team (CSRT) focuses on integrating sustainability and resilience into our project work. The CSRT is comprised of members from each group in the company which allows for companywide alignment, diverse perspectives, and cross-group collaboration.

Some highlights from the strategic plan include:

- Employee experience (recruit, retain, engage, diversify, train, grow professionally, take ownership)⁵
- Diversification in markets such as water and architecture
- Expansion of technology, water, and engineer-procure-construction (EPC) services across our groups and markets
- Leadership in sustainability and resilience — both within our firm and for our clients⁶
- Knowledge management including the implementation of a robust new enterprise resource planning (ERP) system
- Evolving technologies such as AI and cybersecurity applications that support both our internal operations and our clients' needs⁷
- Geographic expansion

All while maintaining a focus on foresight, innovation, and technology to keep us prepared for an ever-changing world and unexpected disruptors.

The team aims to:

- Integrate sustainability and resilience as core principles in all projects and deliverables, using the best available climate science.
- Develop an integrated structure that advances sustainability and resilience services and expertise throughout our entire organization.
- Drive innovation for our clients and the industry.



Goal

Take a human-centered approach to planning, design, and technologies by ingraining inclusive, accessible, and environmental considerations into our projects



⁴ More information: CSRT page 34; ERG page 25; FIT page 15; OE & BDCI page 19; ⁵ More information on page 19;

⁶ More information on pages 29, 31 & 34; ⁷ More information on pages 15 & 16

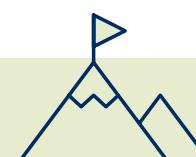
Financial Implications, Risks, & Opportunities of Climate Change

As climate change continues to intensify and extreme weather events become more common and harmful, communities and critical infrastructure are at risk. In addition to human-related risks, there are financial costs associated with these hazardous weather events. These costs include climate resilience and adaptation investments, rising insurance premiums, and post-disaster recovery and rebuilding.

Rising greenhouse gas (GHG) emissions and their impact on the climate put our employees, offices, and projects at risk of being affected by extreme weather. As a people-centric organization, we strive to understand potential vulnerabilities to better protect our employees, communities, and clients.

As an AEC firm with expertise in sustainable and resilient infrastructure design, engineering, and planning, we have an opportunity to assist our clients in integrating resilience and sustainability into their projects. Embedding resilience measures can extend life expectancy of infrastructure and minimize downtime from weather-related disruptions, both of which better prepare our clients for the future. Integrating sustainability principles in our projects will reduce our clients' contributions to climate change and our environment, and will support their role as responsible stewards of the planet. To mitigate future exposure to risk, we are continually innovating by incorporating new climate models and projections for changes to the climate and weather events into our planning and design process. As always, we continue to design for a resilient future.

Goal



Strengthen engagement by transparently communicating our company's vision and progress in sustainability, resilience, social responsibility, and ethical governance to both internal and external stakeholders



Enhancing Building Resiliency Against Wildfire Smoke

Mead & Hunt's building design team is proactively addressing the challenge of increasing global episodic wildfire event frequency and intensity. Resilient HVAC systems that protect indoor air quality during wildfire events are available and affordable if desired by a building owner.

Wildfire smoke contains a complex mix of harmful pollutants, including:

- PM_{2.5} (fine particulate matter)
- Ozone (O₃)
- Volatile Organic Compounds (VOCs)
- Carbon Monoxide (CO)
- Nitrogen Oxides (NO_x)
- Sulfur Oxides (SO_x)

Exposure to these pollutants leads to both immediate health effects such as respiratory irritation, asthma exacerbation, headaches, and long-term consequences including chronic heart and lung diseases.

Engineering Solutions for Resilient Design

Mead & Hunt mechanical engineers work closely with building owners to implement indoor air quality solutions that are right for the application. Location, building type, building occupancy, recent

frequency of episodic events, and budget are all important considerations. ASHRAE Guideline 44: Protecting Building Occupants from Smoke During Wildfire and Prescribed Burn Events (2024) can be used during the integrative design process to guide owner conversations and arrive at best fit solutions.

Solutions for episodic wildfire smoke range from simple operational strategies to complex engineering solutions. Below is a list of possible strategies.



- Temporarily shut off ventilation to prevent poor outdoor air from entering a building.
- Install permanent MERV 13 final or better media filters to remove fine particles from ventilation air.
- Add bi-polar ionization in the air handling unit or the space to remove a portion of fine particles and gas phase contaminants.
- Strategically swap the permanent MERV 13 final filters with combination media/gas phase (carbon) filters during an episodic event.
- Size air handling unit fans and incorporate a filter rack for gas phase (carbon) filters to be used during an event.
- Install permanent MERV 13 final or better media filters and permanent gas phase (carbon) filters.

Case Studies: Resilient Airport Design

Airports are particularly vulnerable due to the dual challenge of wildfire smoke and jet exhaust, which include many of the same air contaminants. Mead & Hunt has successfully integrated resilient air quality solutions targeting wildfire and jet exhaust in several airport projects, including:

Glacier Park International Airport

Wildfire & Jet Exhaust

Traverse City Cherry Capital Airport

Wildfire & Jet Exhaust

Grand Rapids Gerald R. Ford International Airport

Jet Exhaust

Rapid City Regional Airport

Jet Exhaust

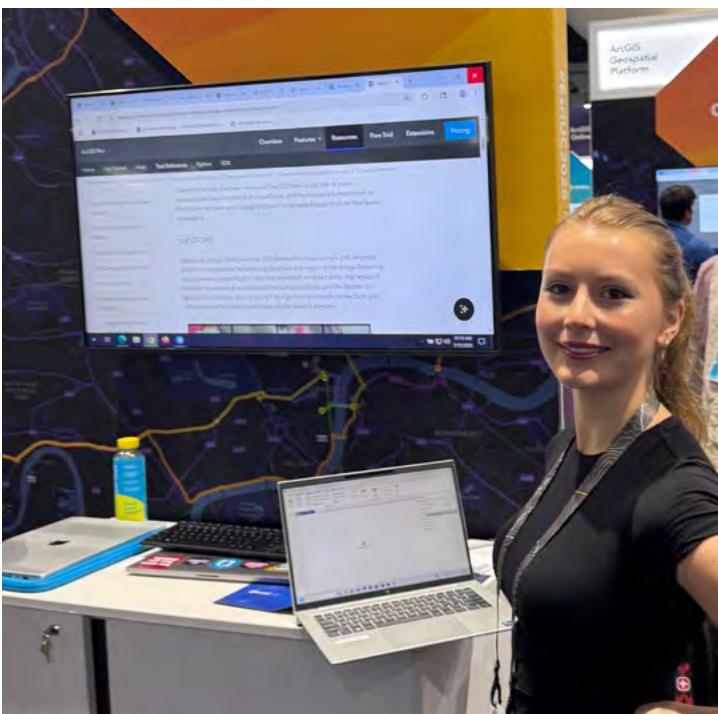


Foresight, Innovation, and Technology (FIT)

Our FIT program drives a culture of innovation and continuous improvement across diverse initiatives. Central to this effort is the FIT HUB, our collaborative platform, where employees share ideas to accelerate growth and technology adoption.

FIT empowers employees to track key trends—societal, technological, economic, environmental, and political—that are reshaping the AEC industry and our communities.

By nurturing exploration and creativity, we surface impactful ideas that earn funding for testing and implementation.



Shadow Ventures – A Technology and Innovation Initiative

In 2024, Mead & Hunt became a limited partner investor in Shadow Ventures (SV), a venture capital firm specializing in start-ups for the built environment—covering engineering, construction, technology, and more. Our investment is driven by a focus on decarbonization, addressing industry challenges, and staying at the forefront of technological innovation. Mead & Hunt serves on the SV advisory panel and has the opportunity to gain early access to start-ups aligned with our strategic goals.

Priorities for investment include:

- Business Process Software/Tools
- AI, Data Science, and Analytics
- Decarbonization
- Renewable Energy
- Water & Wastewater Technology/Process Innovation
- Smart Drones with LiDAR
- Asset Management Tools

Research Internship Program: Celebrating the Impact of Students

Now in its fifth year, Mead & Hunt's FIT research internship program continues to produce tangible business impact by completing research on important topics to leverage emerging technologies while nurturing an innovators mindset.

The research projects from interns have covered a diverse range of topics such as emissions forecasting and decarbonization, blockchain, digital twins, airport sustainability planning, and more. Recent research projects provide valuable data and analysis that support the company's strategic planning and innovation goals.

This year, research and development focused on AI-driven projects to promote innovation and AI use and adoption across the company. These projects demonstrate the FIT program's commitment to impactful innovation, delivering AI in efficient and scalable ways across Mead & Hunt.

Highlights include:

- Developing the Highway Safety Analyst AI Agent, transforming manual analysis of nearly 60 State Highway Safety Plans into an intelligent, scalable solution using retrieval-augmented generation techniques.
- Automating data extraction for Renewable Natural Gas workflows, slashing manual labor from an average of 40 minutes to under a minute with in-house AI solutions.
- Mapping a practical AI adoption roadmap for Aviation Planning, providing a suggested path for the incremental use of Microsoft Copilot and other AI tools to assist with forecasting and planning activities.
- Building a custom object detection model for GIS fieldwork, enabling automated surface material identification in Survey123 to streamline data collection.

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



+15%
New Members



+32%
Ideas Submitted



+64%
Comments



2.5x
More Ideas Approved for Funding



65
Ideas Approved and Implemented Since 2021

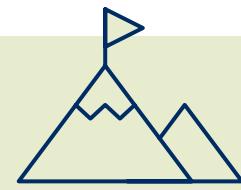
Employee, Client, and Data Safety

Safeguarding our employees, clients, and communities is at the heart of our processes. We are committed to ethical operations that keep our communities and clients—and their data—safe. We uphold this commitment by maintaining a hazard-conscious workplace, actively managing cyber risks, and empowering staff with training, resources, and equipment. Our policies and procedures continue to mature along with the threat environment, allowing us to maintain our position as an industry leader in risk management.

The importance of cybersecurity shapes how we think about risk and plan for the future. We stay ahead of emerging threats to protect our company, employees, and clients.

Goal

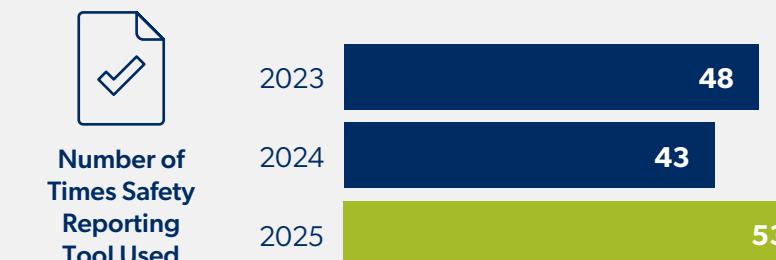
Proactively manage the organization's most critical risks to ensure resilience and business continuity



We Have Office Safety Champions Nationwide

12
Safety Committee
Members

3
Full-Time Safety
Team Members



Our Experience Modification Rate (EMR)—a measure of how we compare to other firms in our industry—is 0.57, indicating a stronger safety record and fewer workplace incidents than the industry average of 1.0.

Project Spotlight

Mesa Gateway Airport Authority: Building Future-Ready Resilience

Mesa Gateway Airport Authority (MGAA) is setting a benchmark in organizational resilience through its comprehensive Business Continuity Project. In partnership with Mead & Hunt, MGAA is proactively strengthening its ability to respond to and recover from disruptions, ranging from natural disasters and cyber threats to operational interruptions and public health emergencies.

This initiative includes the development of a robust business continuity plan (BCP) that spans all business units,

integrating clear policies, recovery strategies, and contingency procedures. A cornerstone of the project is a thorough review and enhancement of MGAA's emergency management program, to align with national standards and best practices.

The project's phased approach includes risk assessments, business impact analyses, and the creation of recovery playbooks for scenarios like IT outages, facility loss, and vendor disruptions. MGAA's leadership has demonstrated exceptional commitment, engaging cross-departmental stakeholders to identify critical functions and top organizational risks.

By investing in future-ready strategies and continuous improvement, MGAA is not only safeguarding its operations but also empowering its teams to sustain and adapt these practices year after year. This project



exemplifies how forward-thinking frameworks and governance can elevate resilience and promote uninterrupted service for the communities MGAA serves.



Project Spotlight

Preserving History in Fargo-Moorhead

Along the Red River of the North, families have farmed the rich bottomlands for generations. Their farmsteads tell the story of agricultural settlement in the Fargo-Moorhead region, where century-old barns still stand beside homes that have sheltered multiple generations. But the river that made this land fertile poses dangers to the people who live along its banks.

The U.S. Army Corps of Engineers' Fargo-Moorhead Flood Risk Management Project will divert floodwaters and protect tens of thousands of people in nearby cities, towns, and rural communities. Building this essential infrastructure means some historic properties must be relocated or demolished. Yet they represent the lives, labor, and dreams of the families who built them.

Mead & Hunt, serving as a subconsultant to Wapsi Valley Archaeology, is helping to make sure these stories endure. Our Cultural Resources and GIS teams spent

weeks documenting dozens of historic farmsteads using digital photography alongside the latest technology. We gathered stories and photos that span decades. These personal histories will live on in interactive StoryMaps accessible to the public.

Using drone imagery, we captured the sweep of the landscape and the relationship between the river and century-old farmsteads and cemeteries. 3D LiDAR scanning creates immersive digital experiences where future generations can walk through kitchens where families gathered, barns where harvests were stored, and cemeteries where ancestors rest.

When communities have to adapt to secure their future, preserving the past becomes an act of respect and remembrance. This project honors the families who shaped this region while capturing the history that makes it unique.



Project Spotlight

Powering Resilience for the New Mexico Army National Guard

When disasters strike, the New Mexico Army National Guard (NM ARNG) mobilizes to help communities respond and recover. But to do that, their own facilities need to stay operational, even when the power grid goes down.

The NM ARNG is mandated to maintain an Installation Energy and Water Plan (IEWP) that documents facilities across the state, lists critical facilities, and outlines what each will need to meet resiliency thresholds when external utilities go offline.

Mead & Hunt updated the IEWP for the Joint Forces Headquarters, the primary critical facility listed. The previous plan was formatted in a way that made it difficult to update by critical facility, so the team implemented a new document organization that better facilitates updating individual facility plans over time.

For this update, the team evaluated environmental factors and natural disasters that might impact facilities, such as drought, high wind, and extreme heat, along with building operational requirements, including electrical loads, natural gas, and water usage, based on historical data. The team also assessed operational needs for the Guard, including staffing levels during normal and emergency modes, to establish a baseline for the systems that need to remain functional.

Recommendations for the Joint Forces Headquarters include procuring a solar array with battery storage to operate alongside a diesel generator, a diesel storage tank, and liquid propane storage to supply gas-fed equipment. The update also recommends new water storage, including a potable rainwater collection system to serve the building during water outages. With these upgrades in place, the Joint Forces Headquarters will be ready to keep operations running when the community needs them most.



Our People & Communities

Investing in Our Employees

We know that an inclusive culture is key to employee satisfaction, retention, and successful project teams.

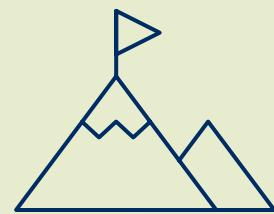
We strive to implement programs and policies that support all employees so they can meaningfully contribute to their team and community. This is how Mead & Hunt takes care of people.



Our 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. Our values also inform how we treat each other internally and the employee experience we create.

We strive to foster 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 our company committees; and cultivating a company culture that is welcoming, encouraging, and safe for all.



Goal

Increase employee engagement by fostering an inclusive company culture where employees feel connected

Professional 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 paths.

**138**

People participated in leadership development programs

**59**

Project Managers attended PM Basecamp

**264**

Project Managers attended a PM Expedition virtual presentation

**92%**

of employees participated in professional development or training



Project Spotlight

Crazy Horse Memorial® Master Plan

Crazy Horse Memorial® is a monument dedicated to protecting and preserving North American Indian culture. When finished, the mountain carving will be the largest of its kind in the world. But the sculpture is the smallest part of the mission.

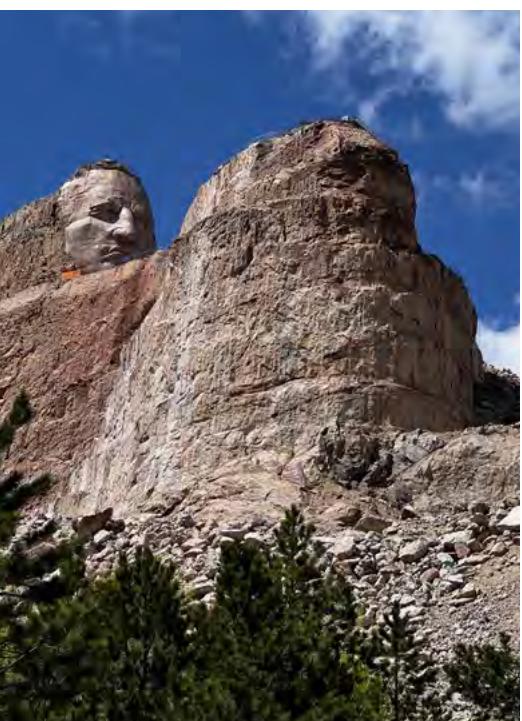
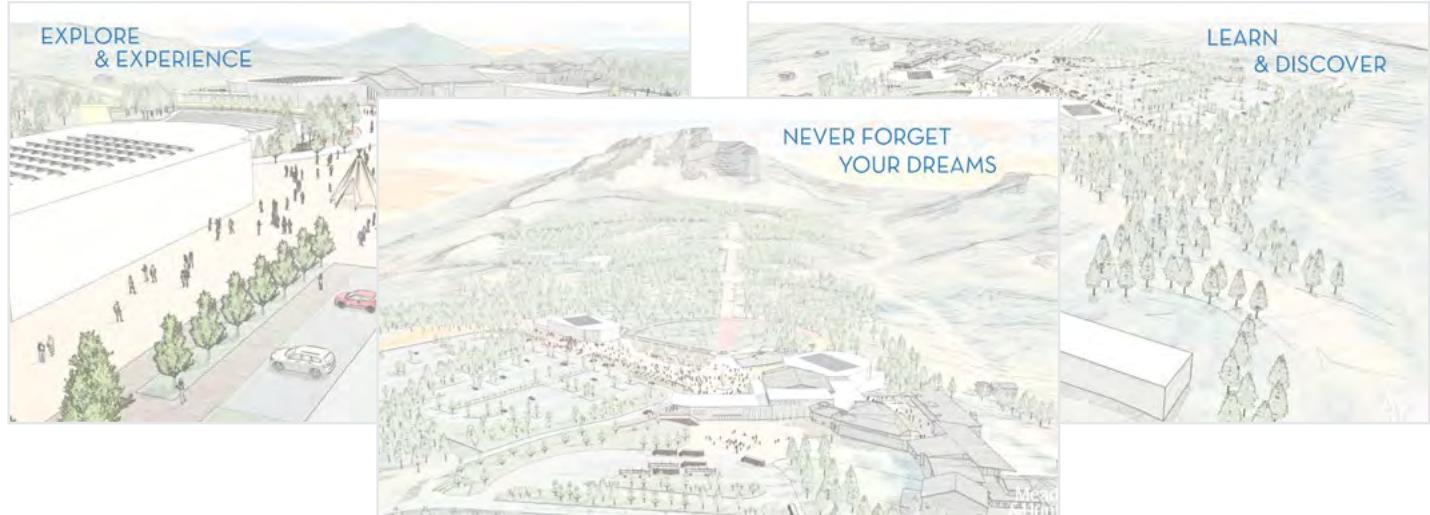
This monumental project reflects our commitment to our belief in putting people first, or, to borrow from the mantra of Crazy Horse Memorial®, “make a friend first.” Our master plan process highlights our ongoing support of CHMF’s mission to protect and preserve the cultures, traditions, and living heritage of the North American Indians through collaborative planning and design.

The Memorial commemorates Tasunka Witko, the Oglala Lakota leader whose skill and bravery in protecting his people’s homeland made him a revered figure throughout Indigenous nations. When Lakota Chief Henry Standing Bear partnered with sculptor Korczak Ziolkowski to begin this project in 1948, their vision was to create a monument in the Black Hills that would celebrate Native American heritage with the same scale and significance as the nearby presidential sculptures.

The Memorial represents unity, mutual understanding, and the importance of preserving Indigenous heritage for future generations. The complex includes museums and educational facilities that teach Native American history while supporting contemporary Indigenous communities through scholarships and cultural programs. Standing Bear hoped the project would help heal divisions and build deeper appreciation between Native and non-Native people.

Creating a master plan for a site as culturally significant as Crazy Horse Memorial® required technical expertise but also listening, careful consideration, and a commitment to honoring the Memorial’s founding vision. The journey began with understanding the physical structures and the human stories that gave the Memorial meaning. Next, the exploration phase tested ideas, challenged assumptions, and imagined what was possible. Finally, the development phase put exploration into action. The team identified the strongest concepts, refined them with detailed renderings, and created a practical timeline for implementation in five-year increments.

We’re honored to participate in this significant project. The completed Facility Master Plan will guide Crazy Horse Memorial® into its next century of operation. More importantly, it will allow CHMF to enhance how visitors experience and understand the cultures and living traditions of the North American Indian for generations to come.



Social Responsibility

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 of their choice. Our monetary match program allows employees to give where their hearts are which doubles the impact.

Fiscal Year 2025



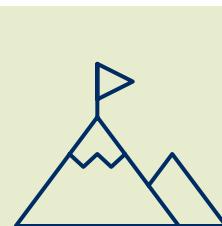
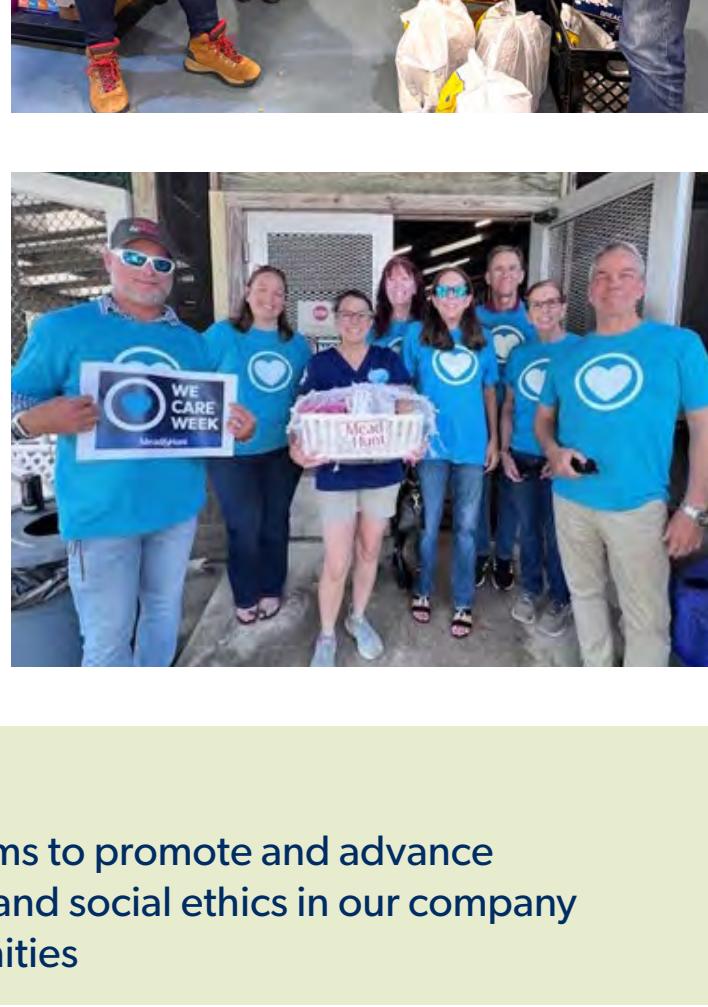
\$10,697
in Individual Donations



\$40,000
to Our Scholarship Program



1,264
Hours of Employee Volunteer Time



Goal

Leverage internal programs to promote and advance sustainability, resilience, and social ethics in our company and stakeholder communities



"I've been with Mead & Hunt for almost three years and had the opportunity to showcase my design skills which is one of the many things I'm passionate about. I also believe that giving time to others fills your soul like nothing else. During my undergraduate years in Chile, I had the opportunity to volunteer my time in the design and construction of a playground for an under-served community. At the completion of the project, I saw children with the biggest smiles forming a line to have a turn at the swing. This gave me a deep feeling of accomplishment, seeing how simple gestures can make a big difference in someone's life."

Since then, I've participated in food pantries, soup kitchens, YMCA sponsor events, Homeless Connect, among others. This year I will be volunteering for the second time at Transportation & Construction GIRL, an event that provides interactive exhibits for girls to a get hands-on introduction to the transportation and construction industry."



Marco Pino-Yancovic
Project Architect

Project Spotlight

An Award-Winning Approach to Safer Streets

What if cities didn't have to choose between doing things right and doing them quickly? The District Department of Transportation (DDOT) asked that question, and they built a program that proves you can have both.

DDOT's Medium-Scale Project Delivery program was recently honored with the Institute of Transportation Engineers' Transportation Achievement Award in Complete Streets, recognizing an innovative approach that's reshaping how cities deliver safety improvements. We're proud to have contributed to this award-winning work as a consultant partner alongside JMT for the past six years.

The program's strength lies in smart design constraints and innovative contracting mechanisms. By working within existing curb-to-curb space, using quick-build materials, and avoiding utility conflicts, DDOT delivers meaningful projects in under 18 months at a fraction of the cost of traditional projects.

Since 2019, the program has improved street safety for travelers across all eight wards of Washington, DC, including:

- 35.6 miles of protected bicycle lanes
- 9.2 miles of dedicated bus lanes
- 25 road diets and 50 pedestrian refuges
- 25-75% fewer crashes per project

Beyond the statistics, this program represents a commitment to acting when communities need safer streets. Rather than waiting years for improvements, residents see real results much sooner, so communities feel safer living, working, and playing.

We're pleased to support DDOT's vision for a safer, more connected city and look forward to continuing this meaningful partnership.

**Employee Spotlight**

Mary Recktenwalt

My passion for environmental engineering began after witnessing the 1970s Love Canal environmental tragedy up close and personal. That disaster and the community response motivated me to work to prevent future industrial harm to communities. So I pursued a degree in chemical and environmental engineering, where at times I was the only woman in my classes. Those experiences shaped my determination to build a career protecting our environment while helping pave the way for others to follow.

As Mead & Hunt's Environmental Discipline Manager, I have dedicated my 39-year career to supporting our environment by conducting water quality studies and providing regulatory assistance for air permitting, stormwater management, wastewater treatment, and hazardous waste compliance. My work centers on helping clients navigate complex environmental regulations while protecting our communities and

natural resources. Viewing environmental compliance as a form of stewardship, one of my main goals has always been to strongly advocate for our clients' interests while adhering to the environmental regulatory requirements.

Receiving the Mentor of the Year award at the Daily Reporter's Women in Construction Awards was very meaningful. When I reflect on where I started and see the growing number of talented women now choosing careers in engineering, I am incredibly proud. Mentoring the next generation is one of the most rewarding aspects of my career.

After almost four decades in this field, my commitment to environmental protection is as strong as ever. Each project is an opportunity to balance the needs of businesses while protecting our environment, and that purpose continues to drive my work.

Investing in the Future

We are invested in developing the next generation of AEC professionals. To increase the depth of the talent pool in the industry, our scholarship program expands access to education and careers. This year we committed to helping six promising AEC students achieve their highest potential through our external scholarship program.



\$15,000

in External Scholarships



\$25,000

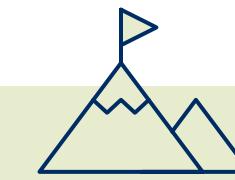
in Scholarships for Children of Employees



Kevin Spitz

Chicago Engineering Department Supervisor and Instructor of Civil and Environmental Engineering (CEE) 407 - Airport Design University of Illinois Fall Semester - 2025

"There's always a bigger picture. In our role as stewards of the built environment, we have a responsibility to leave the industry in a better place than where we found it. It's imperative that we give students the opportunity to work and learn with us to help create a robust and talented generation of workers ready to take on even greater challenges."



Goal

Improve engagement with students and recent college graduates



embark

INTERNSHIP PROGRAM



50+
Summer Interns
in 28 Offices

Embark 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.

In 2025, we introduced a virtual Learn About presentation series to expose interns to different services, projects, and people at Mead & Hunt.

"During my time at Mead & Hunt as a FIT intern, I was able to get hands-on experience using my technical skill set to solve workplace challenges. I collaborated with engineers, planners, and scientists to learn about their work processes and ideas on how AI could streamline their day-to-day work. Beyond the technology, I've learned to be a better communicator, listener, and embrace Mead & Hunt's core values in my work."



Katherine Schuette

Human Resources Coordinator
Hired following her summer internship



Chloe Eckdale-Dudley
FIT Intern



Employee Spotlight

Lauren Rasmussen

After studying interior design in college and working in that industry for a few years, followed by a short stint in financial services, I relocated to Grand Junction, Colorado. A job at the Grand Junction Regional Airport wasn't part of any strategic plan, but that's how I got my start in aviation.

From there, I moved to Denver for graduate school, where I studied historic preservation and urban and regional planning while working for an aviation consulting firm. After finishing my degree, I found my way to Mead & Hunt.

What I love about my role here is that I get to work across several disciplines I'm genuinely passionate about: aviation planning, cultural resources, and sustainability. The variety keeps my work interesting and challenging. One day, I might be focused on an airport master plan, and the next, I'm diving into a historic preservation project.

Looking back, the twists and turns in my career have brought me to a company that's a great fit for me, a team I enjoy working with, and work I find really fulfilling. Sometimes the winding path is exactly the right one.

Our People

1,433 Total Employees

400+

Shareholders

6%

Disabled

15%

Turnover Rate

7.3

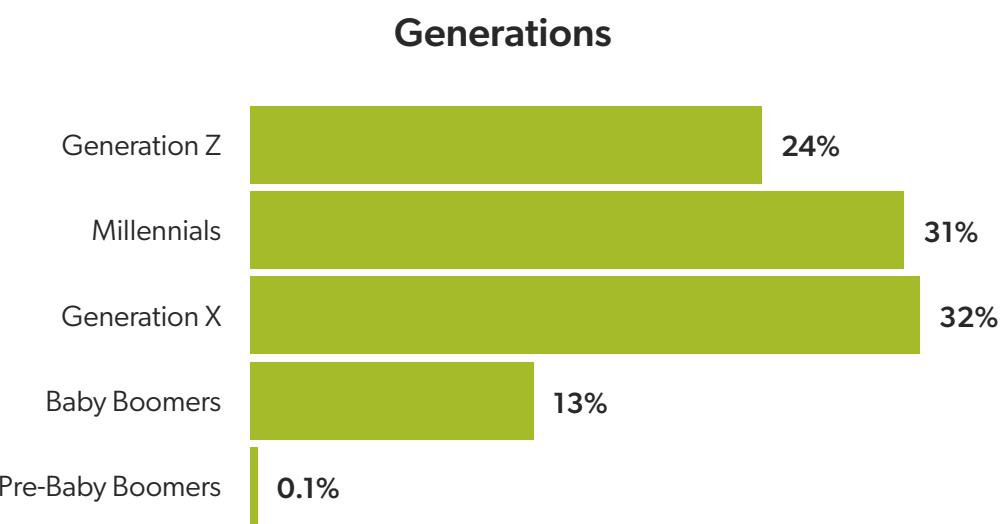
Years Average
Employee Tenure

5%

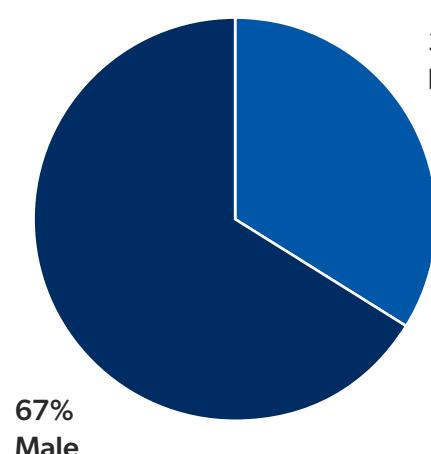
Veteran or
Active Military

50+

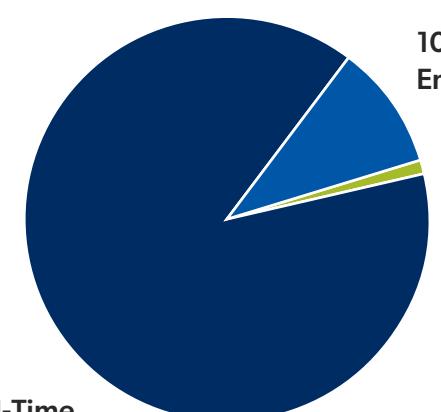
Office Locations
Nationwide



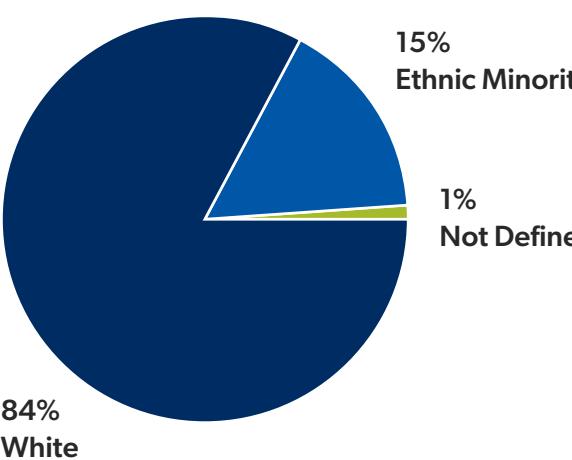
Gender⁸



Employee Type



Ethnicity



“Being an employee owner makes me think beyond just my daily tasks. I don’t just think about completing tasks—I think about how my work supports my coworkers, clients, and the company as a whole. It makes me more collaborative and proud of the projects I’m part of.”



Leila Ajjaoui

AA Process Development Team Leader,
Transportation

Employee Benefits

We offer benefits that promote professional and personal success and satisfaction, so our employees can bring their best selves to work. We periodically audit our benefits for any opportunities to improve or innovate.

Some of our employee benefits include:

- Full-time and part-time 30+ employees are eligible to be shareholders
- Shipment of breast milk while traveling for business trips
- 6 weeks paid parental leave
- 2 weeks paid caregiving leave
- 1 personal holiday
- 16 individual paid volunteer hours per year
- Mental wellness benefits through Modern Health

Employee Engagement & Inclusion

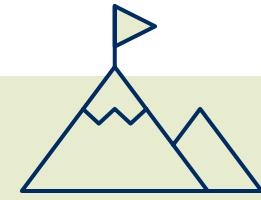
We strive to create an inclusive company culture where all employees feel a sense of belonging and are empowered to bring their authentic selves to work. The more perspectives we have contributing to our work, the better the project outcome will be for our clients and the communities they serve.

Employee Resource Group (ERG)

Our ERG, comprised of five interest groups, encourages employees to build strong relationships and contribute to our inclusive company culture. The group creates opportunities for employees to connect with, learn from, and support each other along their career journey in a safe space. All employees are welcome to join.

Young Professionals Group (YPG)

45% of our employees are under the age of 40. The YPG was created to support these employees as they navigate the early stages of their career. The group is led by young professionals in our firm and holds virtual hangouts to expose young professionals to different career paths, projects, and resources.



Goal

Encourage employees of all backgrounds to grow in their career and consider a leadership position

We support our active military and veteran employees with:

- Written policies supporting continued military service in the National Guard and Reserve
- Paid company holiday for Veterans Day (veterans)
- Support for our military spouses through job portability
- Mental health benefits
- Veterans/Military Employee Resource Group



Notable ways we have fostered an inclusive company culture, implemented projects with accessibility for people of all different needs, and supported the diversification of the talent pool entering the AEC industry include:

- Q&A sessions with employees in leadership positions to provide insights into a range of potential career paths, while also highlighting actionable steps employees can take now to begin paving their own journeys toward leadership.
- Celebrating Disability Pride Month with a presentation that highlights the inclusive design approach of recent projects and simple tips to be inclusive of team members with disabilities.
- Q&A sessions with our Benefits Manager to address common questions that our Young Professionals and LGBTQIA+ community may have about healthcare benefits.
- Partnering with organizations that support students from underrepresented groups in STEAM to spark interest in the AEC industry.



Employee Spotlight

Nicki Combs

I'm pleased to be stepping into the role of President-Elect for the American Cultural Resources Association (ACRA), an organization that has been central to my professional life for many years. From attending my first conference 17 years ago to eight years co-chairing the Metrics and Standards Committee to serving as Treasurer from 2019–2023, I've seen firsthand how our industry evolves and the importance of thoughtful leadership during times of change.

At Mead & Hunt, I lead the Mid-Atlantic Cultural Resources department. Throughout my career, I've been drawn to the ways that understanding the stories and lifeways from the past lend perspective to our present and future, and the responsibility that comes with that knowledge. When we document a historic building or an archaeological site, dive into archival records to understand context, or interview local residents for background information, we become storytellers on behalf of communities, documenting and preserving the past for future generations. Resilience is woven into the services we provide, ensuring that important stories and places withstand the test of time and that diverse histories are safeguarded and honored.

As I step into my role with ACRA, I'm focused on listening to the people doing this work every day and bringing their contributions into the conversations that shape our profession. The past can inform how we build a more resilient future, as we remain devoted to ensuring all stakeholders have a voice.

Project Spotlight

Honoring the Fredericksburg Frogs

They were barbers, porters, doctors. They were members of their community. And on the baseball diamond, they were the Fredericksburg Frogs.

From 1919 through the early 1930s, this all-Black local team played on fields across the Fredericksburg, Virginia, region, earning a reputation as "the world's hoppinest team." But unlike the city's white professional teams, the story of the Frogs had largely faded from public memory.

Mead & Hunt partnered with the Fredericksburg Nationals, Fredericksburg Area Museum, and Germanna Community College to piece together the Frogs' history. Our Cultural Resources team explored historic newspapers, oral histories, and old maps. They also employed GIS technology to overlay historical records and locate

ballfields that no longer exist. Through this work, we identified the names of 68 players who took the field for the Frogs.

As a result of this research, the Fredericksburg Nationals baseball team introduced a new alternate identity and uniform paying tribute to the Frogs, featuring pinstripes, yellow lettering, and a crowned frog on the logo. For five home games, the team played as the Frogs, reviving a forgotten part of local history.

Preserving stories like this strengthens community identity and honors the memory of those who shaped it. The Frogs were a baseball team, but they were also neighbors, professionals, and athletes who made their mark on Fredericksburg.



Awards – People

2025 Employee Excellence

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



Ziad Sabra
2025 Pat Timbrook Memorial Award of Service and Achievement
Intelligent Transportation Society of Maryland



Sonya Simon
Notable General Counsels
Milwaukee Biz Times



Ines Nizeye
2025 Member of the Year
WTS North Carolina Triangle Chapter



“Being part of the WTS NC Triangle Chapter has allowed me to build and nurture a vibrant community of kind, intelligent, and passionate transportation professionals. At the heart of our chapter is a deep commitment to connection—we are each other’s support system, offering encouragement through challenges and mentorship at every stage of our careers. Since receiving the WTS Member of the Year award, my involvement has only deepened, enriching my professional journey with meaningful relationships and a renewed sense of purpose.”

Ines Nizeye
Community Planning Supervisor,
Transportation



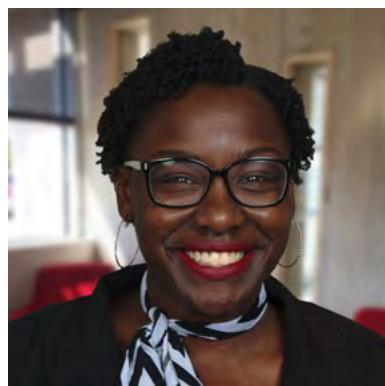
Mary Recktenwalt
Mentor of the Year Award for Women in Construction
The Daily Reporter
2025 Notable Woman in Construction, Design, and Engineering
BizTimes Media



Stephanie Lane
2025 Top 40 Under 40
Airport Business



Keith Riniker
Ray LaHood Man of the Year
WTS Baltimore Chapter



Anita Cobb
2025 Black Excellence in Sustainability Honoree
Michigan Sustainable Business Forum



Our Planet

Building a Resilient Future

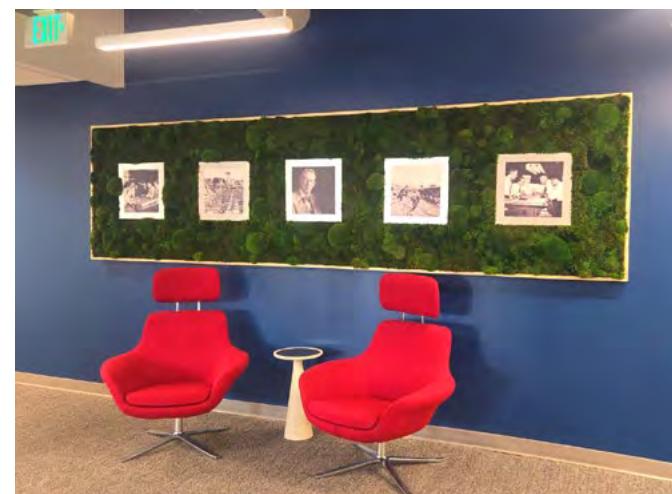
Working with our planet to preserve its vital resources, understanding and mitigating our human impacts, and finding ways to apply our growing knowledge in these areas isn't just a best practice—it's a no-brainer. Focusing our internal operations and how we can effect change through our external projects allows our firm to take actions that support our core value of doing what makes sense.



Our Offices

We lease our office space which limits our oversight of utilities and other management decisions. To combat this constraint, we incorporate best practices into the workspace design and partner with building owners who align with our values to the greatest extent possible and practical.

In 2023, we initiated our office selection and buildout standards that integrate best practices from leading sustainability and wellness frameworks, including LEED®, WELL®, Fitwel®, ENERGY STAR®, and others. The office standards provide guidance when we are seeking new office space in an effort to select offices that are more energy efficient and have a smaller environmental impact.



Office Spotlight

Middleton, Wisconsin

Step into the heart of Mead & Hunt—our flagship Middleton office, nestled in the welcoming “good neighbor” city of Middleton, Wisconsin, near where our company’s legacy began in 1900. This LEED® certified building is a vibrant hub surrounded by nature trails and bike paths, offering the perfect setting for walking meetings and moments of inspiration.

What makes Middleton truly special? Every group and corporate business department calls this office home, making it our most diverse and dynamic location. As the largest office, Middleton represents 13% of our total company population. It’s where new employees from across the country gather for in-person orientation, and where teams from all corners of the organization come together to collaborate, innovate, and celebrate our shared values.

Middleton offers a meeting point for ideas, people, and progress. It is a place designed to serve a diverse community with equally diverse needs.

Sustainability features:

- LEED® Certified
- Robust recycling and compost programs
- LED lighting with occupancy sensors
- Loads of natural daylight
- Centrally located and open stairs that encourage active travel between floors
- Fresh water filling stations on every floor
- Bike and free electric vehicle (EV) parking
- Located next to a nature trail and bike path
- Spaces focused on wellness that incorporate biophilic design
- Rainwater management program that captures runoff and replicates the natural hydrology cycle and water balance



Energy Efficiency Initiatives

The Middleton office is taking proactive steps to reduce energy usage by identifying and addressing energy saving opportunities. As the sole tenant in our building, we have a unique opportunity to evaluate building systems and implement targeted solutions. While our ability to make major upgrades—like installing solar panels—is limited by our status as renters, we remain focused on improvements within our control.

Our commissioning team is currently conducting remote monitoring-based commissioning of the HVAC system. After installing a small piece of hardware, we collected

and analyzed data throughout spring and summer 2025, which revealed several areas for on-site investigation. In the fall, a local HVAC and controls technician addressed straightforward issues, such as adjustments to achieve/maintain static air pressure, while more complex recommendations were discussed collaboratively and will be implemented as they make sense. We will continue gathering and analyzing data through fall 2026 to measure the impact of these changes and ensure they deliver the intended results.

Our Emissions

Using 2021 as our baseline, Mead & Hunt continues to implement measures to reduce emissions associated with the company. An internal committee focuses on our company's emissions aggregates and analyzes our GHG emissions every quarter. Our process is aligned with the GHG Protocol, and the Environmental Protection Agency (EPA) Simplified GHG Emissions Calculator is used to estimate our emissions inventory. We continually work to improve the quantity and quality of data we collect, using our best available assumptions where exact data is unavailable.

It is important to note that with the preparation of each inventory, data availability may improve and methodologies may be refined—both of which will improve accuracy in the reporting of emissions and, as a result, increase our emissions inventory even in light of our efforts to reduce them. In this vein, Mead & Hunt continues to update our process of conducting our carbon footprint. In order to best understand our emissions performance year over year we look at our emissions in a few different ways:

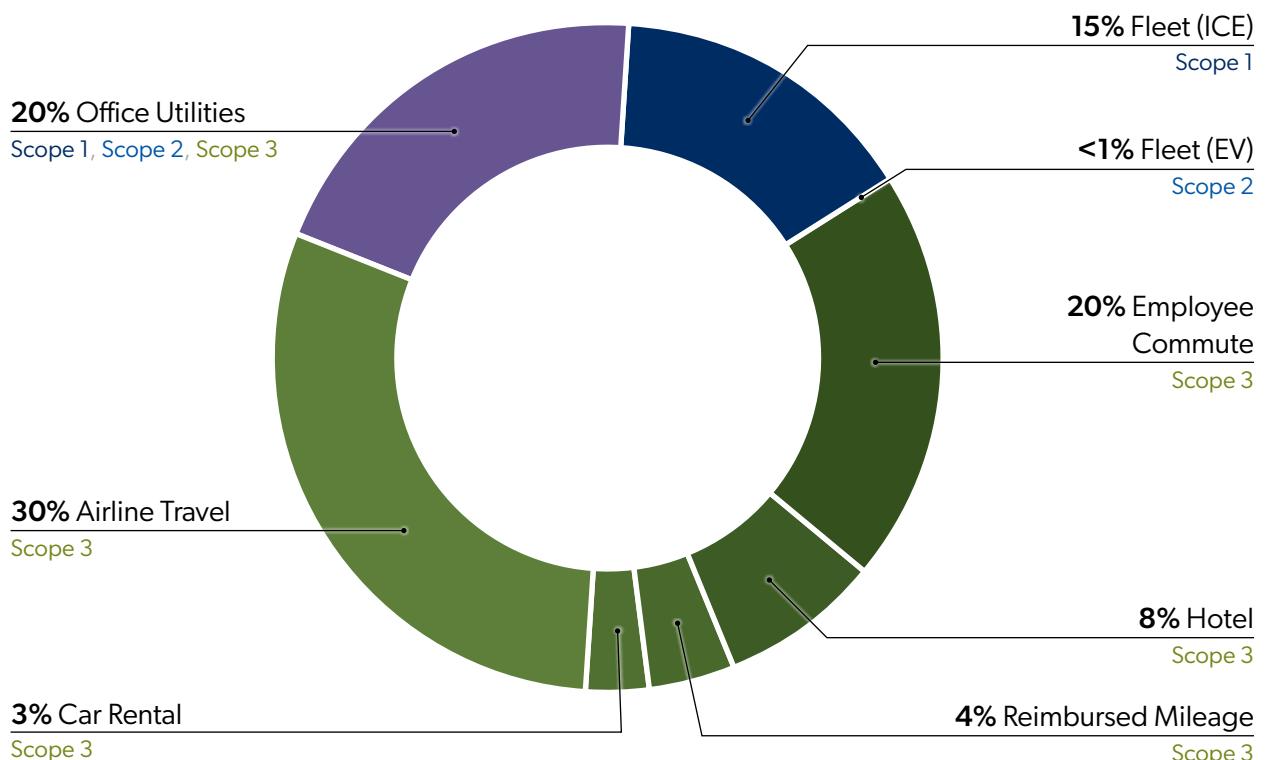
- CO₂e by category to determine our largest emissions sources
- Total emissions for the past three years broken down by Scope to identify trends
- CO₂e per employee to normalize our emissions alongside our employee count as we continue to grow

In 2024, we added employee commute and remote employee office space to our Scope 3 calculations. The addition of this data accounts for 23% of the overall 27% increase in our emissions between 2023 and 2024. 2025 saw an increase of approximately 7% in our overall emissions. Other contributing factors include:

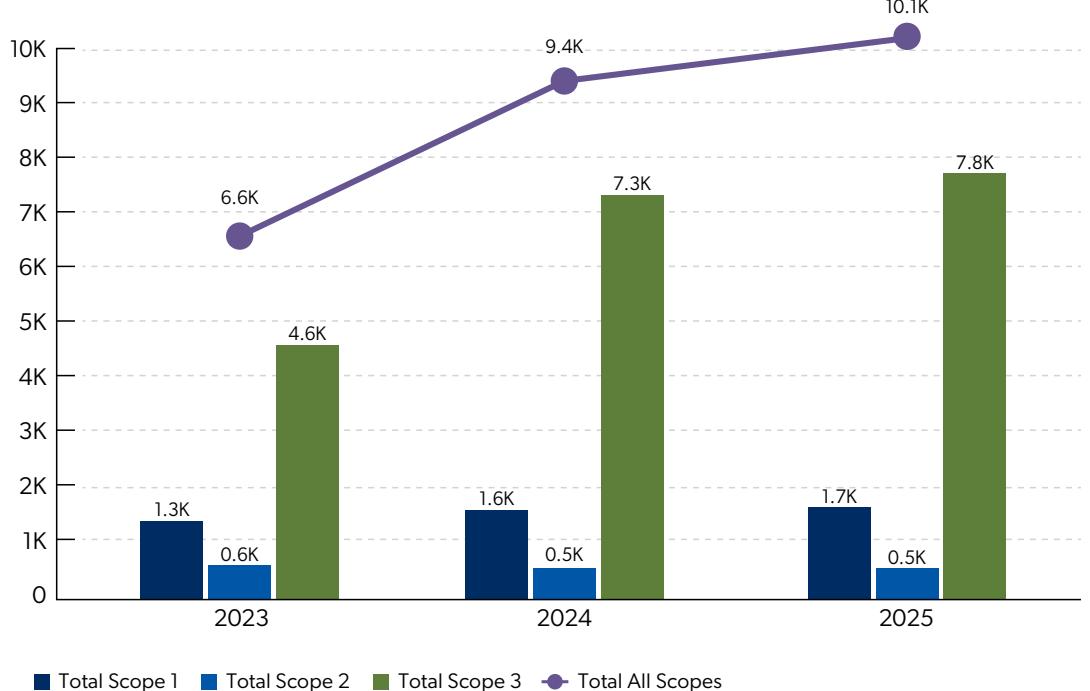
- Employee commute (+28%)
- Office (Scope 1) natural gas use (+24%)
- Hotel stays (+31%)
- Office (Scope 2) electricity use (+11%)

We review our data carefully to identify any targeted adjustments that will move the needle on reducing our overall emissions. This becomes increasingly important as we grow. See page 31 for details on our challenges and emissions reduction strategies.

CO₂e (MT) Category Distribution



Scope Totals CO₂e (MT)



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 internal combustion engine (ICE) fleet vehicles and any leased office space where we have direct natural gas utility billing.

Scope 2 Emissions



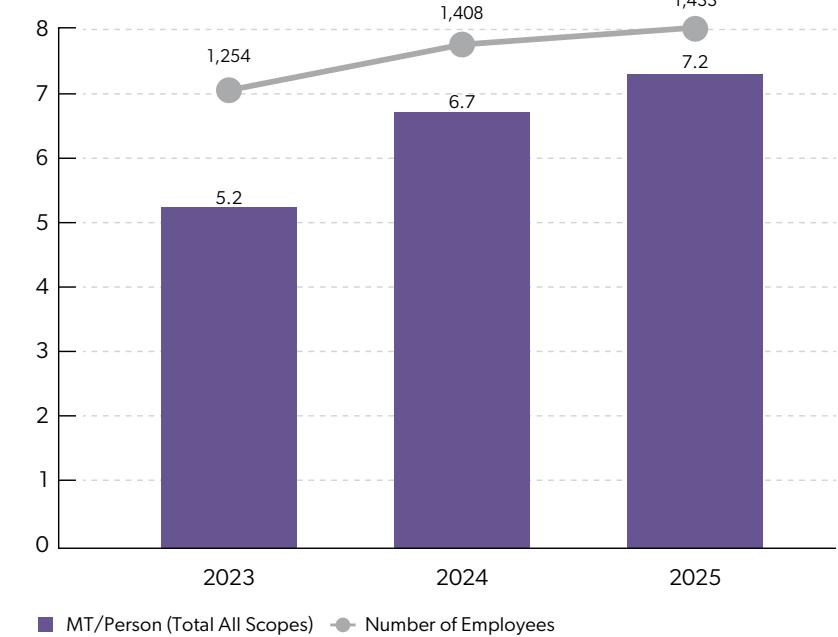
Indirect emissions relative to purchased electricity for leased spaces where we have operational control over the electric utility and electricity used to charge EV fleet vehicles.

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, remote employee offices, employee commute, 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.

CO₂e (MT) Per Employee⁹



⁹ Added two new Scope 3 categories in 2024

Our Emissions Challenges and Reduction Strategies

Our Emissions Challenges

Mead & Hunt's approach continues to be: 1) understand; 2) weigh options in the vein of both what is possible and practical; and 3) determine the actions that best support our company, our employees, our clients, and our communities. Balancing competing priorities is an ongoing challenge. These are the top three challenges we face today:

- **Recognizing the need for human interaction.**

It would save both emissions and dollars to close our offices, tell clients we only meet in person on an as-needed basis, and never bring teams from across the nation together for quality face time. But this does not support our people-first culture. Coming into the office provides opportunities for mentorship, collaboration, and connection. Client relationships are built and strengthened with a handshake and a smile. Employees are energized by peer interactions at conferences, many of which they are also invited to speak at to share their knowledge and expertise, helping us become stronger as an industry.

- **We do not own our office space.**

There are many levers we could pull to make our offices more efficient if we had more control over the building. As a somewhat small renter, our leverage to demand change of our landlords is small but growing. We look for buildings and landlords that embrace energy efficiency and sustainability and have conversations with all potential landlords about our priorities here. There are still many markets where options that meet our criteria are limited, if not non-existent, and ultimately, we need to show up for our clients in the places that they need us to be.

- **Our fleet vehicles are not often good EV candidates.**

We have evaluation criteria built into our fleet procurement processes, but unfortunately, the majority of our fleet does not make sense to transition to EVs yet. They often travel long, hard miles in remote areas of the country that do not yet have adequate charging infrastructure. While a full transition to EV is still a future aspiration, we continue to consider fuel economy for our ICE vehicles.



Our Emissions Reduction Strategies

Despite our challenges, emissions reduction remains a top priority. We continually assess our options to reduce and take accountability for our emissions. Reduction efforts planned for 2026 include deploying a monitoring-based commissioning project for our largest office, applying EV evaluation for fleet vehicles in our procurement processes, and encouraging more thoughtful travel habits through expanded outreach and education.

Additionally, we have evaluated the procurement of carbon offsets to account for the emissions we cannot reduce or control. At this time, our funds are best spent on purchasing Renewable Energy Certificates (RECs) and on internal programs that will bolster the overall state of the industry. Leveraging our FIT program to encourage solution development for the emissions challenges our clients are facing, and look for ways to support industrywide innovation that helps us reduce emissions, enhance sustainability and resilience, and supports our communities in a more tangible way than offsets.

We will continue to evaluate our options at every opportunity, determining the best ways we can spend our time and dollars and the impact they will have. Emissions reduction for Mead & Hunt is not currently a large, sweeping effort but is instead made up of small, intentional decisions at every opportunity, made in service of our company, our people and communities, and our planet.

Energy

We continue to improve our internal data collection methods, analysis, and reporting to better account for our energy usage and associated impacts. In the offices where we have direct utility control, and the local utility offers renewable energy, we participate in programs to purchase energy from renewable sources. Additionally, Renewable Energy Certificates (RECs) were purchased to account for our electricity use where utility programs do not exist or we do not have direct utility control, enabling us to effectively source 100% of our electricity use from renewable sources in 2025.

While we have direct control in only approximately 20% of our offices, we implement best practices in energy efficiency across all of our spaces. Best management practices include utilizing LED light fixtures and occupancy sensors, managing plug loads, and purchasing Energy Star-rated appliances wherever possible. Without access to direct utility billing, we are unable to measure the exact impact of these energy reduction efforts.

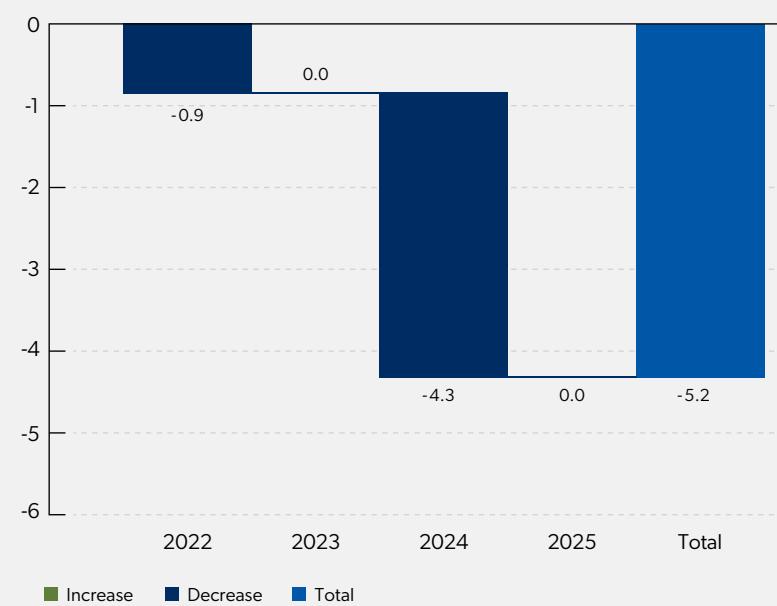
Energy Consumption within Mead & Hunt

Our annual office energy use in 2025 was 21,163 MMBtu/yr, which includes electricity and natural gas. This represents a 0% change from 2024's office energy use. While we did not further reduce our energy use intensity (EUI) in 2025, it did not increase either. Nationally, our average office EUI was 49.74 kBtu/sf/yr. The 2025 data continues to represent a **decline of 5%** from our 2021 baseline EUI of 52.44 kBtu/sf/yr¹⁰ and is consistent with our 2024 EUI.

We use standard EPA emissions factors and made assumptions for electricity and natural gas consumption in leased spaces where we do not have access to actual utility consumption data to develop our baseline.



Total Office EUI Annual Variation



¹⁰ In 2025 we revisited all prior year calculations to ensure methodologies were consistently applied for accurate year-over-year comparisons. This resulted in a small change in our 2021 baseline EUI from 52.16 to 52.44 kBtu/sf/yr.

Project Spotlight

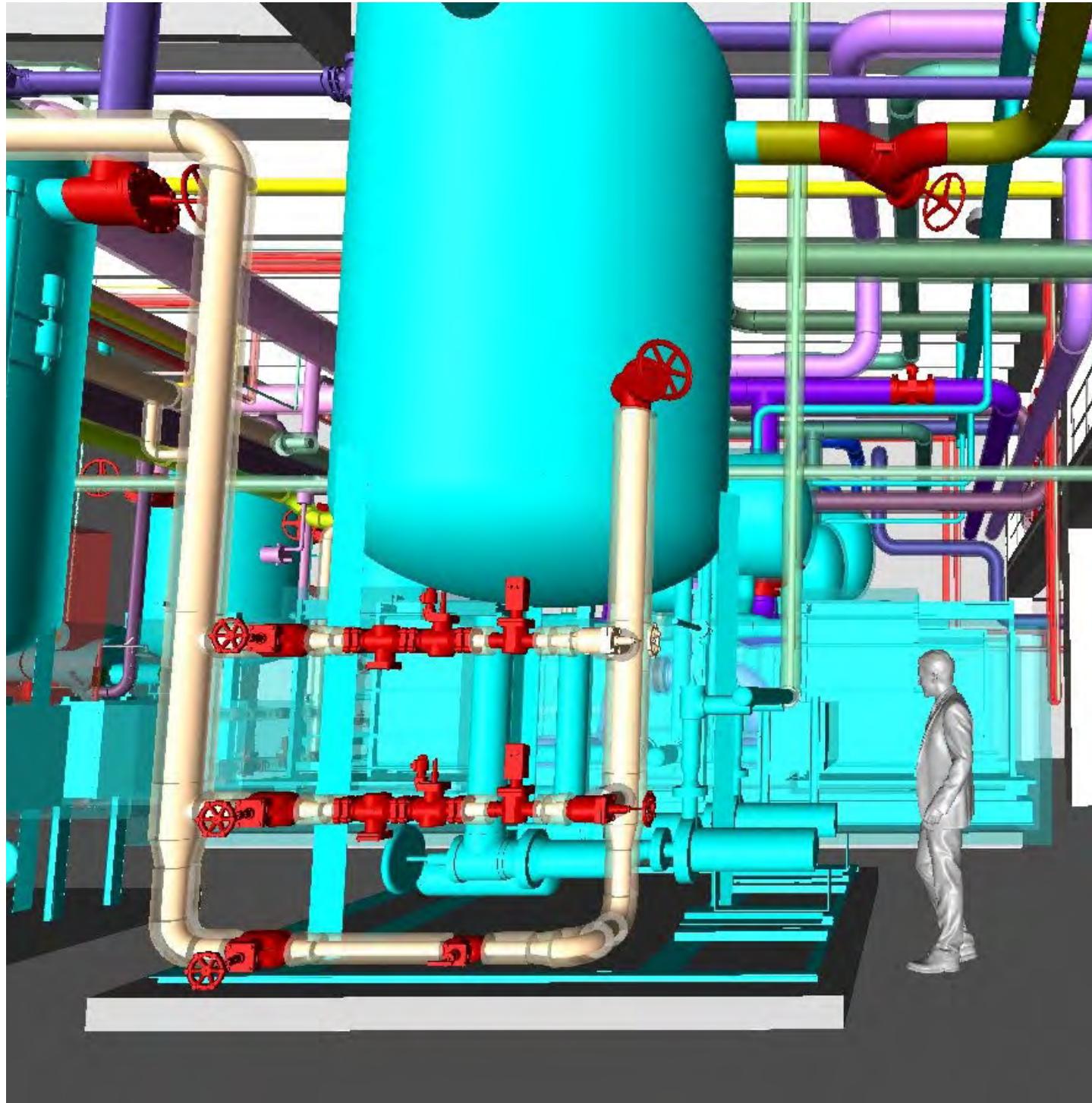
A Dairy Facility Built on Sustainable Innovation

When one of the world's largest dairy processors needed to expand capacity, they came to Mead & Hunt with a vision to build a greenfield facility where environmental responsibility sets the standard. Partnering with them to achieve their goals, our team designed a plant with sustainability embedded in every system.

In food processing facilities, refrigeration is often the largest consumer of energy. This industrial refrigeration system uses ammonia as the refrigerant because it is 10–15% more efficient than conventional alternatives, lowering operating costs and reducing the carbon footprint. In addition, ammonia is a natural refrigerant with zero global warming potential and no ozone-depleting impact, unlike synthetic alternatives that contribute to climate change and ozone depletion. The system's heat reclaim features recover 12% of the system's total heat output, redirecting that energy to offset heating costs elsewhere in the facility. This heat recovery also reduces the load on evaporative condensers while cutting water and chemical usage.

An additional key feature of this facility's green credentials is industrial ammonia refrigeration heat pump technology, an expertise that distinguishes Mead & Hunt as a national leader. We've partnered with Frick, the largest industrial refrigeration equipment manufacturer, to design four out of the five heat pump systems they've built in North America. This experience has allowed us to develop a refrigeration solution that delivers efficiency and sustainability.

Beyond refrigeration, the facility incorporates advanced LED lighting with smart sensors, intelligent refrigeration controllers, and comprehensive water capture and reuse systems throughout. The sustainable approach extended to building materials selected for durability with minimal impact on the environment. This project reveals how thoughtful engineering creates facilities that are operationally resilient and environmentally responsible, helping our clients meet their climate commitments while building for lasting success.

**Project Spotlight**

Lakewood Maintenance Center Strategic Development Plan

When severe weather strikes Lakewood, Colorado, the city's maintenance crews are always ready to respond. They clear roads and restore services to keep the community safe and accessible. However, years of wear and tear have taken a toll on their facilities and vehicles.

Lakewood took proactive steps to address the issue by developing a Strategic Development Plan for its Maintenance Center campus. Mead & Hunt is supporting the effort by shaping resiliency strategy, energy efficiency goals, and sustainability goals. Together, these elements will help protect facilities, support staff, and advance Lakewood's commitment to carbon neutrality by 2050.

The plan includes durable, impact-resistant construction, covered parking to protect vehicles and equipment, and improved building envelopes designed to withstand temperature extremes. Six buildings aim for LEED Silver certification or higher, with the public-facing Recycling Center pursuing Gold or Platinum. Solar panels on rooftops and parking canopies will provide half of the campus's annual electricity needs. Electrifying heating and hot water systems will decrease reliance on natural gas. Together, these measures could reduce the campus's carbon intensity by 50%. The plan also includes provisions for battery storage and a microgrid to keep essential city services running during power outages.

This project reflects Lakewood's commitment to supporting the maintenance crews who serve the community every day and to developing sustainable, high-performing buildings that can weather what's ahead.

Project Spotlight

Nopetro Vero Beach

The Indian River County Landfill in Florida produces methane gas as waste breaks down. Left uncaptured, that gas escapes into the atmosphere, contributing to climate change. But what if it could be put to work instead?

That's the idea behind this renewable natural gas (RNG) facility, developed in partnership with Nopetro Eco District, LLC. The project captures landfill gas and converts it into pipeline-quality clean energy, producing approximately 1,000 SCFM of RNG. The result: an estimated 30,000 metric tons of CO₂e reduced annually, the equivalent of removing 4,300 cars from the road each year.

Mead & Hunt served as the engineering, procurement, and construction partner, helping Nopetro meet aggressive timelines to maximize tax incentives under the Inflation Reduction Act. The team fast-tracked the project from summer 2024 to completion in summer 2025. To secure bonus credits, our team prioritized US-sourced steel, and our in-house fabrication unit provided pipe supports.



Beyond the environmental benefits, the facility created over 40 jobs and delivers ongoing economic value to the local community.

This project shows what's possible when landfill gas is treated as a resource rather than a waste product. For Indian River County, it's a practical step toward cleaner air and a stronger local economy.

**Project Spotlight**

Darden Clean Energy Project

In California's Central Valley, summer temperatures can soar over 100°F, straining the power grid, increasing energy costs, and causing outages that affect hundreds of thousands of residents. For a region already facing dramatic effects of climate change, a reliable source of clean energy is essential.

The Darden Clean Energy Project is helping address this need. Located on 9,500 acres of repurposed farmland in Fresno County, the project includes a 1,150 MW solar photovoltaic facility paired with 1,150 MW of battery energy



storage. Once operational, it will be one of the largest solar and battery storage facilities in the world, capable of powering 850,000 Central Valley homes for up to four hours.

The project also represents a thoughtful approach to land use. The site is built on former farmland that is no longer productive because of high alkalinity and insufficient water for agriculture. Instead of letting it remain idle, Darden is developing this land to create a new and renewable energy source for the region.

Mead & Hunt assisted the California Energy Commission (CEC) by providing environmental analysis for the project associated with transportation, land-use, socioeconomic, and environmental justice analyses as required under the California Environmental Quality Act. This was the first project ever approved under the CEC's Opt-In Certification Program. The program fast-tracks clean energy development through

a consolidated state permitting process, which allowed the developer and CEC to complete permit review in record time. The Opt-In program also helps California meet its mandate under Senate Bill 100, requiring all retail electric sales to come from renewable and zero-carbon resources by 2045.

Beyond environmental benefits, Darden delivers meaningful economic impact. The project will create more than 2,000 construction jobs and generate an estimated \$169 million in economic benefits to the local community over its lifetime.

Projects like Darden show how public-private partnerships can foster collaborations that address both energy needs and climate concerns. Unproductive land is repurposed to become a source of clean, reliable power. The project also strengthens grid resilience, supports local workers, and moves California closer to a zero-carbon future.

Resilient Responsible Solutions

Core Sustainability and Resilience Team (CSRT)

Beyond our corporate focus on enhancing sustainability and resilience, we have the opportunity to amplify these efforts on a broader scale through the projects we deliver. CSRT is an internal team that strives to integrate sustainability and resilience into all the work we deliver. Having an internal team dedicated to identifying and implementing these strategies into our project work enables our firm to deliver cross-cutting expertise and create resilient, responsible solutions in all markets we service.

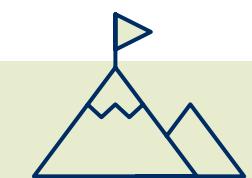
Our planners, designers, and engineers develop successful strategies to support clients' efforts to reduce their environmental impacts and strengthen resilience. Design standards are evolving more slowly than our understanding of climate impacts, making it essential to proactively assess climate risks prior to and during project planning and design.

In 2024, our firm developed our next 10-year strategic plan which was informed by the principles and goals in our 2023 Responsibility & Resilience Report. During the strategic planning process each of our core groups recognized the need to support clients in addressing

climate-related challenges and opportunities. This companywide effort highlights the importance of a human-centered approach that embeds holistic and forward-thinking design so that we address not just the needs of our communities today, but the needs of our communities in the future. This integrated approach aims to provide more resilient solutions in all of our markets, creating communities that will be able to withstand the challenges of a changing climate and other disruptors.

Goal

Integrate sustainability and resilience as foundational elements into every solution we develop and deliver to our clients and stakeholder communities



Public Commitments to Champion Change: AIA 2030 Challenge and 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.

Demonstrating our commitment through our participation in challenges like these has led to us climbing to #74 on ENR's list of Top Green Design Firms. AIA 2030 Challenge tracking data can be found on page 7 of this report. SE 2050 data will be added once our baseline has been established (2026 goal).



Our Sustainability & Resilience Services

One Water

- Stormwater Capture/Treatment and Reuse
- Waste and Reclaimed Water
- Drinking Water Supply/Reliability
- Supply Augmentation
- Water Treatment, Transmission, and Storage
- Groundwater/Aquifer Recharge
- Potable Water Reuse
- Sea Level Rise and Climate Adaptation
- Envision Certifications
- Civic Strategies



Architecture & Building Engineering

- Commissioning
- Green Building Certifications
- Universal Design
- Occupant Experience
- Civic Strategies
- Electrification
- Renewable Energy
- Water Conservation and Reuse (see One Water)
- Sustainability and Resilience Planning
- Sustainable Design



Greenhouse Gas Reduction (GHGR)

- Biofuels
- Carbon Removal
- Renewable Energy
- Microgrid Design
- Sustainable Implementation



Aviation

- Sustainability and Resilience Planning
- Decarbonization
- LEED and Envision Certifications
- Civic Strategies
- Electrification
- Renewable Energy/Biofuels (see GHGR)
- Water Resources (see One Water)
- Energy Forecasting and Management
- Climate Adaptation
- Sustainable Design



Transportation / Cultural Resources

- Sustainability and Resilience Planning
- Decarbonization
- LEED and Envision Certifications
- Civic Strategies
- Electrification
- Renewable Energy/Biofuels (see GHGR)
- Water Resources (see One Water)
- Adaptation
- Sustainable Design



Food & Beverage

- Resilience Services
- Certifications
- Commissioning
- Electrification
- Renewable Energy
- Water Conservation and Reuse (see One Water)



Project Spotlight

Jackson Hole Airport's Dark Sky Certification

On a clear night at Jackson Hole Airport, you can see the star-filled stream of the Milky Way flow across the sky. In today's world, it's an increasingly rare view as light pollution spreads, disrupting ecosystems, impacting human health, and disconnecting communities from the natural world.

Reflecting the airport's commitment to sustainability, Jackson Hole Airport is working to protect that view. In 2025, Mead & Hunt supported the airport in becoming the first in the world to receive certification under DarkSky International, an organization dedicated to preserving night skies for present and future generations.

To earn this certification, Mead & Hunt sustainability planners and lighting designers conducted a lighting inventory, developed a lighting management plan, and identified improvements needed to meet DarkSky criteria. Using the recommendations, the airport updated timers and motion sensors to minimize unnecessary lighting during off-peak hours, and replaced more than 250 light fixtures to meet DarkSky's standards. Staff dedicated hundreds of hours to making these improvements.

The benefits go beyond aesthetics. Jackson Hole Airport sits within Grand Teton National Park, where migratory birds and nocturnal mammals depend on natural darkness to live, feed, and rest. Reducing artificial light helps protect their habitat. Additionally, improving lighting efficiency reduces energy use and carbon emissions, supporting the airport's broader efforts under its Resilience Roadmap.

For the community, this means residents and visitors can enjoy stargazing at the airport's Battle of the Wills viewing area. And the effort is spreading. The airport partnered with Grand Teton National Park, the Town of Jackson, Teton County, and local nonprofit Wyoming Stargazing to expand protections across the valley. Teton County recently became the first county in the world certified as an International Dark Sky Community.

The airport's sustainability efforts have earned national recognition in the industry. Jackson Hole Airport earned an honorable mention in Airport Council International – North America's 2025 Environmental Achievement Awards for its Dark Sky Certification and received the



American Association of Airport Executives' 2025 Jay Hollingsworth Speas Airport Award, which recognizes outstanding sustainability leadership in aviation.

Mead & Hunt has worked with Jackson Hole Airport for more than 40 years, and we're proud to support their leadership in showing what's possible when airports prioritize their operations to support the natural habitats around them.

Project Spotlight

Florida Water Resiliency

South Daytona, Florida, sits along the Halifax River on low-lying terrain that has long been a challenge for stormwater management. Continued development in the area over the years has added stress to the existing drainage system. When Hurricanes Ian in 2022 and Milton in 2024 revealed the system's vulnerabilities, the city partnered with Mead & Hunt to conduct a comprehensive stormwater capacity analysis and identify practical solutions.

We started by listening. Through an interactive online mapping dashboard and public meetings, residents shared the impact of flooding and what concerned them most. Their insights, along with elevation data, soil maps, historical rainfall records, and regional

hydrologic information, helped us build a detailed model of how water moves through the region.

That model became a testing ground. We analyzed system performance across indicators from typical annual rainfall to 100-year storm events and even replayed the conditions of Hurricanes Ian and Milton. Working closely with city staff, we identified six targeted retrofit projects, including new outfalls, backflow prevention devices, a pump station, and a stormwater pond. These practical improvements can strengthen the existing stormwater system, reduce the impact of sea level rise, and improve the community's resiliency.

This analysis gives South Daytona a clear understanding of current vulnerabilities and a foundation for informed decisions to protect homes, businesses, and the community's future.

**Project Spotlight**

Beyond the Nose: Smart Solutions for Biosolids Odor Reduction

The North Texas Municipal Water District provides wastewater treatment services to approximately 1.6 million people in 24 cities in the north Texas region. The largest of its water resource recovery facilities, the Wilson Creek Regional Wastewater Treatment Plant, has had substantial odor abatement improvements in place and fully functional since the plant opened in 1987. In recent years, however, with rapid growth occurring in the plant's service area, the District has received complaints from the surrounding developments directed at transient odors from trucks hauling biosolids as they travel along their route to the District's landfill for composting and disposal.

Mead & Hunt's team worked with a sensor manufacturer and plant staff to develop a custom mobile odor sensor that could be fastened to the truck during loading and travel to the landfill, logging certain odorants every minute while the truck is en route. This unit was able to measure the concentration ranges for dimethyl sulfide, methyl mercaptan, and hydrogen sulfide, three of the most prominent odor constituents found in the biosolids in Mead & Hunt's previous testing. The instrument was able to provide time-stamped latitude and longitude coordinates for each concentration measurement as the trucks traveled to the landfill. Our team tested the effectiveness of four chemical additives—three added to the biosolids prior to dewatering and one applied topically after loading in the trucks. Loggers demonstrated the effectiveness of each chemical additive tested, helping identify the products most likely to be effective in reducing odors and enhancing air quality along the District's hauling route.



Awards – Projects

2025 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 2025, we were recognized for the following award-winning projects:



**Dane County Regional Airport
South Terminal Expansion**

Best of State
ACEC Wisconsin



Baltimore City Traffic Signal Timing Operations

Engineering Excellence Honor Award
ACEC Maryland



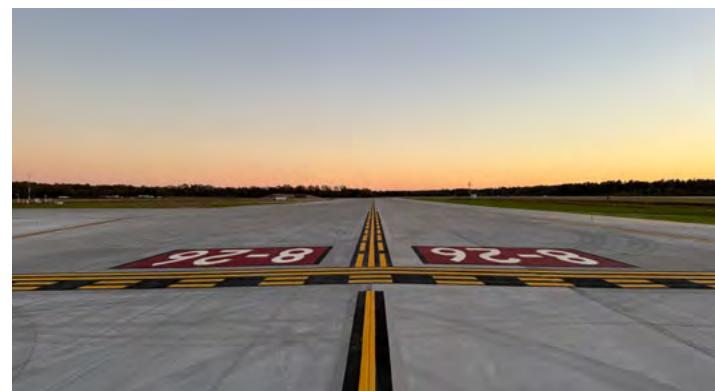
US 14/South Avenue

Excellence in Construction Awards,
Concrete Paving Category
WisDOT



Medium-Scale Project Delivery Program

2025 Transportation Achievement Award:
Complete Streets
DDOT



AGS SE Taxiway G CA-CO
2025 Commercial Service Project of the Year
Georgia Airports Association



GRB1012 Taxiway and Apron Rehab project
Gold Winner for Excellence in Concrete Pavement,
Reliever & General Aviation Airports Category
American Concrete Pavement Association



**American River Common Features Natomas Basin,
Riverside Canal Phase 2 Relocation and Reach B**
2024 ASCE Region 9 Outstanding
Flood Management Project
ASCE Region 9



US 42 Roundabouts
Engineering Excellence Award
ACEC Ohio

Appendix

Goals: Our Company

| Overarching Category | Goal | Current Year Strategies of Milestones (2026) |
|--|--|---|
| Communication | Strengthen engagement by transparently communicating our company's vision and progress in sustainability, resilience, social responsibility, and ethical governance to both internal and external stakeholders | Leverage internal and external mediums to tell our stories, emphasizing our successes and ongoing efforts to champion our responsibility and resilience goals |
| Risk Management | Proactively manage the organization's most critical risks to ensure resilience and business continuity | Maintain visibility of top risks through clear, consistent communication and ongoing leadership education |
| Cybersecurity | Achieve and maintain 3rd party audited level 2 cybersecurity maturity model certification (CMMC) | Pursue 3rd party audited level 2 CMMC |
| Foresight, Innovation & Technology (FIT) | Foster an environment of foresight and innovation companywide | <ul style="list-style-type: none"> • Increase FIT HUB user engagement • Increase number of Innovation Grant requests and Business Cases • Add roles that support foresight and innovations such as FIT Program Manager, FIT HUB Moderator, and interns with AI expertise • Conduct innovation campaigns/workshops |
| Integrated Structure | Advance an integrated structure across the organization that strengthens Sustainability & Resilience (S&R) services and expertise | <ul style="list-style-type: none"> • Build environmental and resilience expertise and services integrated within each group to provide education, leadership, and accountability • Dedicated time/roles for Core Sustainability and Resilience Team (CSRT) members • Increase internal CSRT visibility to (a) better communicate goal for inclusion of sustainability and resilience in client deliverables and (b) boost recruitment and retention • Continue to identify new hires for gaps in delivery of new sustainability and resilience services |
| Safety | Install telematics in fleet vehicles to increase safety and awareness for our drivers | <ul style="list-style-type: none"> • Beginning with pool vehicles, install telematics • Monitor telematics and maintain clear communication with users for optimal user experience • Identify opportunities to enhance safety |
| Finance | Improve overall quality of enterprise resource planning (ERP) including productivity and profitability | <p>Successfully implement a new ERP system. Measures of success are:</p> <ul style="list-style-type: none"> • Companywide adoption • Streamlined access, analysis, and utilization of company data |
| Business Continuity | Maintain our employee ownership model for the next 125 years and beyond through long-term profitability and continued growth | <ul style="list-style-type: none"> • Utilize the 10-year strategic plan to guide annual business planning • Encourage diversification of employee shareholders by leveraging data and trends to: <ul style="list-style-type: none"> • Target underrepresented groups of potential new shareholders for outreach • Encourage equitable shareholding and voting in alignment with company demographics |
| Business Continuity | Pass a successful and sustainable company on to the next generation through intentional development of our most valuable resource—our people | Maintain an up-to-date roadmap outlining key roles across the company for succession planning |

Goals: Our People & Communities

| Overarching Category | Goal | Current Year Strategies of Milestones (2026) |
|-------------------------|--|--|
| Inclusion | Encourage employees of all backgrounds to grow in their career and consider a leadership position | <p>Highlight the experience of employees in leadership and potential pathways to leadership through:</p> <ul style="list-style-type: none">Employee panels and presentations where employees of diverse positions and tenure have the opportunity to present on their experience, projects, lessons learned, etc.Employee recognition on our intranet |
| Recruitment | Improve engagement with students and recent college graduates | <ul style="list-style-type: none">Create opportunities for summer interns to connect with each other in person and virtually through the Embark ProgramEncourage employees to participate in student outreach events available to us through our sponsorships (e.g. UWP Women in STEM Program) |
| Development | Promote employee engagement with markets and services across the organization | <ul style="list-style-type: none">Continue to build the Young Professionals Group (YPG) as a resource and community for employees at the start of their career to learn about the industry, career paths at the company, and meet other young professionalsRollout of a small group mentorship program covering a variety of non-technical topics |
| Engagement | Increase employee engagement by fostering an inclusive company culture where employees feel connected | <p>Provide diverse opportunities for employees to connect with each other and/or learn about the company to increase engagement and a sense of belonging:</p> <ul style="list-style-type: none">Regional small group volunteer eventsEnhance project visibility to celebrate achievements and improve cross-team understanding of the services our company providesPresentations and open discussions hosted by the Employee Resource Group (ERG) and Young Professional Group (YPG)Promote tools that empower and encourage employees and managers to maintain a clear line of communication |
| Human-Centered Approach | Take a human-centered approach to planning, design, and technologies by ingraining inclusive, accessible, and environmental considerations into our projects | <ul style="list-style-type: none">Showcase and connect teams and experts advancing accessibility, workforce development, community engagement, and small business support, scaling these efforts through a unified approachPromote innovative practices—like Enterprise Resilience and workforce development—that enhance our ability to deliver sustainable, people-centered solutions for clients and communities |

Goals: Our Planet

| Overarching Category | Goal | Current Year Strategies of Milestones (2026) |
|---|--|---|
| GHG Emissions | Reduce our Scope 1 & 2 emissions | <ul style="list-style-type: none"> Implement recommendations from a monitoring-based commissioning project for our largest office in Middleton, WI and measure impact Purchase Renewable Energy Certificates (REC's) for all Scope 2 emissions and office electricity Scope 3 emissions Advocate to gain more control of utilities through submetering in our office spaces Expand electric vehicle (EV) adoption in our fleet |
| Impact through Innovation | Leverage internal programs to promote and advance sustainability, resilience, and social ethics in our company and stakeholder communities | <ul style="list-style-type: none"> Leverage internal programs such as FIT & MH Cares to promote ideas and opportunities that support advancing sustainability, resilience, and social ethics in our company and stakeholder communities Intentional donations via the M&H Foundation that are aligned with our core values and align with the Foundation's mission of cultivating future STEAM leaders, championing environmental stewardship and caring for the basic human needs of our neighbors |
| Industry-aligned Climate Commitments | Meet our AIA 2030 Challenge commitments | <ul style="list-style-type: none"> Tracking all projects over 10K sf where we are the designer and architect of record Promoting a move to electrification of all building systems with a goal to eliminate fossil fuels by 2035 Reporting operational and embodied carbon Increasing PM engagement and developing broad capacity and knowledge in project teams AIA 2030 requests 90% reduction from the CBECS 2003 database baseline beginning in 2025 (our internal goal is to achieve a 50% reduction of EUI at minimum) |
| Industry-aligned Climate Commitments | Meet our SE 2050 Challenge commitments | <ul style="list-style-type: none"> Establish a carbon intensity baseline Begin to develop a long-term reduction timeline and optimization strategies Present embodied carbon reduction case studies to internal engineers and architects Identify internal champions to study major construction materials and associated carbon impact |
| Foundational Integration of Sustainability & Resilience Services and Evolving Climate Science | Integrate sustainability and resilience as foundational elements in every solution we develop and deliver to our clients and stakeholder communities | <ul style="list-style-type: none"> Demonstrate our commitment to delivering forward-thinking solutions to our clients by including sustainability and resilience priorities and service offerings in new proposal and marketing materials Update corporate materials to more prominently feature sustainability and resilience initiatives, making it easier for stakeholders to understand our values and the positive impact of our work Expand the use of sustainability and resilience measures in client projects, helping our partners achieve their environmental and social responsibility goals |
| Our Partners (Subcontractors, Suppliers, etc.) | Collaborate and contract with partners that share our values and align with our goals regarding human rights, employee treatment, and environmental harm reduction | <ul style="list-style-type: none"> Collect supplier data via survey distribution; utilize feedback to identify parts of our supply chain at the highest risk of having negative social/environmental impacts Leverage existing data collected in our ERP and/or supporting tools to streamline partner selection based on alignment with key priorities, enhancing our service to clients and stakeholder communities |

Global Reporting Index

1. GRI 2: General Disclosures 2021

2-1 Organizational details

Location: Pages 6, 9, 11

Requirement(s) Omitted: Cannot be omitted

Reason for Omission:

Explanation for Omission or Additional Information:

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

Location: Page 9, Index

Requirement(s) Omitted: Cannot be omitted

Reason for Omission:

Explanation for Omission or Additional Information:

2-3 Reporting period, frequency, and contact point

Location: Page 9

Requirement(s) Omitted: Cannot be omitted

Reason for Omission:

Explanation for Omission or Additional Information:

Financial and other tracking data aligns with our fiscal year (November through October). This report is updated annually. The Board has reviewed and approves of the Material Topics and the following reported information. The R&R Committee prepared this report with assistance from Corporate Communications and oversight from the Leadership Team, COO, and CEO. Mead & Hunt operates in compliance with laws and regulations and we have had zero non-reported instances of non-compliance.

2-4 Restatements of information

Location: Index

Requirement(s) Omitted: Cannot be omitted

Reason for Omission:

Explanation for Omission or Additional Information:

This is the third-year reporting based on the GRI framework. Three changes have been made from the previously published report: 1) Emissions were previously calculated and reported on a calendar year basis and are now reported in accordance with our fiscal year (November through October). In order to account for this adjustment in 2024, assumptions were used for the month of October for all data provided by external sources (Fox/Concur and Enterprise) as the data is only made available from them on a calendar quarterly basis and last reported in September 2024. 2) Scope 3 emissions were added for our remote employees and employee commute in 2024. 3) In 2025, we conducted an updated materiality assessment. The initial materiality assessment was conducted in 2022.

2-5 External assurance

Location: Index

Requirement(s) Omitted: Cannot be omitted

Reason for Omission:

Explanation for Omission or Additional Information:

External assurance not provided. The R&R Committee prepared and reviewed this report with assistance from the CEO, President, and Leadership Team. The CEO is tasked with seeing that the principles of the RRR are incorporated into the operation of the business. The Board oversees and ensures that the CEO is fulfilling their role in this capacity.

2-6 Activities, value chain, and other business relationships

Location: Pages 6, 7, 12, 29, 34

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

2-7 Employees

Location: Page 24

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

Employee type (Full-Time, Part-Time, and Temporary employees) was not broken down by gender or region.

We do not analyze that information as part of our annual data review. All numbers reported are based on a head count at the end of the reporting period.

2-8 Workers who are not employees

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Not applicable

Explanation for Omission or Additional Information:

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

Location: Pages 10, 11

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

The Board works 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 internal stakeholders, the Board helps create future goals, as well as assesses company readiness to achieve these goals.

2-10 Nomination and selection of the highest governance body

Location: Page 11

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

2-11 Chair of the highest governance body

Location: Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

Our current Board Chair is Andy Platz, the organization's former CEO. Andy stepped down from the CEO role in November 2025 and was elected to

continue serving as Board Chair. The Board elects its Chair from among its members and is also responsible for hiring and evaluating the CEO. Each year, all Board members—including the Chair—must complete a conflict of interest disclosure form. The Governance Committee reviews these disclosures to identify any potential issues.

2-12 Role of the highest governance body in overseeing the management of impacts

Location: Pages 11, 13

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

The Board works 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 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.

2-13 Delegation of responsibility for managing impacts

Location: Pages 10, 13, 14, Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

2-14 Role of the highest governing body in sustainability reporting

Location: Pages 11, 13, Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

Global Reporting Index

2-15 Conflicts of interest

Location: Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

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.

2-16 Communication of critical concerns

Location: Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

All-company meetings with Q&A segments, office visit in-person meetings, and surveys occur regularly to provide opportunities for feedback. All employees have the ability to contact the CEO directly if they have critical concerns though they are strongly encouraged to channel these through their manager or human resources who can then direct their concerns to the appropriate people as necessary. There is also the option of a suggestion box submission through our intranet which has the option of being anonymous. Any concerns requiring Board involvement will be raised through the CEO or another Board member. There have been zero critical concerns raised in this reporting period.

2-17 Collective knowledge of the highest governance body

Location: Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

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

Location: Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

The Governance Committee bears the responsibility of facilitating an annual Board evaluation during which members are required to assess the effectiveness of the Board. The Board is provided with the annual RRR to assist in their evaluation of the impact of operations on economy, environment, and people.

2-19 Renumeration policies

Location: Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

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.

2-20 Process to determine renumeration

Location: Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

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.

2-21 Annual total compensation ratio

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Confidentiality constraints

Explanation for Omission or Additional Information:

We cannot disclose this information due to confidentiality constraints.

2-22 Statement on sustainable development strategy

Location: Page 4

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

2-23 Policy commitments

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Information unavailable/incomplete

Explanation for Omission or Additional Information: Specific policies, as described, are not in place.

2-24 Embedding policy commitments

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Information unavailable/incomplete

Explanation for Omission or Additional Information: Specific policies, as described, are not in place.

2-25 Process to remediate negative impacts

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Information unavailable/incomplete

Explanation for Omission or Additional Information: Specific policies, as described, are not in place.

2-26 Mechanisms for seeking advice and raising concerns

Location: Index

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

Open door policy and CEO availability alongside regular survey/pulse polling of employees to help guide direction are two of the main mechanisms used. We also hold open Q&A during quarterly all-company meetings.

2-27 Compliance with laws and regulations

Location: Page 9

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

2-28 Membership associations

Location: Pages 27, 36

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

2-29 Approach to stakeholder engagement

Location: Page 13

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

Full stakeholder engagement was not formally conducted for this report. Instead assumptions around the things we understand to be important to our various stakeholders were considered.

2-30 Collective bargaining agreements

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Not applicable

Explanation for Omission or Additional Information:

We do not have employees covered by collective bargaining agreements.

2. GRI 3: Material Topics 2021

3-1 Process to determine material topics

Location: Page 9

Requirement(s) Omitted: Cannot be omitted

Reason for Omission:

Explanation for Omission or Additional Information:

3-2 List of material topics

Location: Page 9

Requirement(s) Omitted: Cannot be omitted

Reason for Omission:

Explanation for Omission or Additional Information:

Global Reporting Index

3. GRI 201: Economic Performance 2016

3-3 Management of Material Topics

Location: Pages 9, 13

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

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 R&R Committee is charged with communicating to the Board annually on progress towards any goals associated with the chosen material topics.

201-1 Direct economic value generated and distributed

Location: Page 7

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

201-2 Financial implications and other risks and opportunities due to climate change

Location: Pages 14, 34

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

While there is not currently a system in place to calculate financial implications, we have begun the process of conducting 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 Define benefit plan obligations and other retirement plans

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Not applicable

Explanation for Omission or Additional Information:

Client Service Manager at Empower Retirement states that this applies to mostly defined benefit plans and maybe defined contribution plans that have mandatory contribution. Mead & Hunt 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

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Confidentiality constraints

Explanation for Omission or Additional Information: We cannot disclose this information due to confidentiality constraints.

4. GRI 302: Energy 2016

3-3 Management of Material Topics

Location: Page 31

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

Material topics are overseen by the highest governance body. The Board has a committee designated to governance topics which is responsible for this oversight. The R&R Committee is charged with communicating to the Board annually on progress towards any goals associated with the chosen material topics.

302-1 Energy consumption within the organization

Location: Page 31

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

302-2 Energy consumption outside the organization

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Information unavailable/incomplete

Explanation for Omission or Additional Information: We do not have this data available.

302-3 Energy intensity

Location: Page 31

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

302-4 Reduction in energy consumption

Location: Page 31

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

302-5 Reductions in energy requirements of products and services

Location: Pages 29, 31

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

We do not have data available as outlined in the GRI requirement but we have implemented office screening criteria to ensure we are using the lowest energy option available.

5. GRI 305: Emissions 2016

3-3 Management of Material Topics

Location: Page 30

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

305-1 Direct (Scope 1) GHG emissions

Location: Page 30

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

305-2 Energy indirect (Scope 2) GHG emissions

Location: Page 30

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

305-3 Other indirect (Scope 3) GHG emissions

Location: Page 30

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

305-4 GHG emissions intensity

Location: Page 30

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

305-5 Reduction in GHG emissions

Location: Page 31

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

305-6 Emissions of ozone-depleting substances (ODS)

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Not applicable

Explanation for Omission or Additional Information:

We do not emit any of these substances in our operations.

305-6 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant emissions

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Information unavailable/incomplete

Explanation for Omission or Additional Information:

We account for CO2, CH4, and N2O in our CO2e calculations. We do not currently have this information available for our Scope 1 fleet emissions or our Scope 2 natural gas emission.

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6. GRI 405: Diversity and Equal Opportunity 2016

3-3 Management of Material Topics

Location: Page 25

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

405-1 Diversity of governance bodies and employees

Location: Pages 11, 24

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

405-2 Ratio of basic salary and renumeration of women to men

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Information unavailable/incomplete

Explanation for Omission or Additional Information:

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.

7. GRI 418: Customer Privacy 2016

3-3 Management of Material Topics

Location: Page 16

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

418-1 Substantial complaints concerning breaches of customer privacy and losses of customer data

Location: Page 16

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

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.

8. GRI 401: Employment 2016

3-3 Management of Material Topics

Location: Page 21

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

401-1 New employee hires and employee turnover

Location: Page 24

Requirement(s) Omitted:

Total number and rate of new employee hires during the reporting period by age group, gender, and region. Total Number and rate of employee turnover during the reporting period by age group, gender, and region.

Reason for Omission: Data unavailable/incomplete

Explanation for Omission or Additional Information: We have only included the turnover rate for the entire company. 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 implemented a new system in 2025 to enable this additional detail of reporting in future reports. This additional detail will appear in the 2026 edition of the RRR.

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

Location: Page 24

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

Limited Term/Seasonal/Intern/Co-op: Employees hired via the company's standard hiring process for a limited duration (such as during construction season). They can be Full-Time or Part-Time. These employees may benefit eligible based on state regulations.

Temporary: Temporary (or "temp") employees refers to staff brought on via staffing agencies; these are NOT Mead & Hunt employees. Temporary staff are not eligible to participate in benefit programs provided by the company.

Caregiver Leave: Part-Time employees that are designated to work less than 30 hours per week are not eligible for Caregiver Leave.

401-3 Parental leave

Location: Page 24

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

9. GRI 413: Local Communities 2016

3-3 Management of Material Topics

Location: Page 21

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

413-1 Operations with local community engagement, impact assessments, and development programs

Location: Pages 19, 21, 23, 25

Requirement(s) Omitted:

Reason for Omission:

Explanation for Omission or Additional Information:

413-2 Operations with significant actual and potential negative impacts on local communities

Location:

Requirement(s) Omitted: Yes

Reason for Omission: Information unavailable/incomplete

Explanation for Omission or Additional Information:

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 positive impacts of the project work we do, we believe our local impact to be a positive one. We have highlighted several such projects throughout the document.