

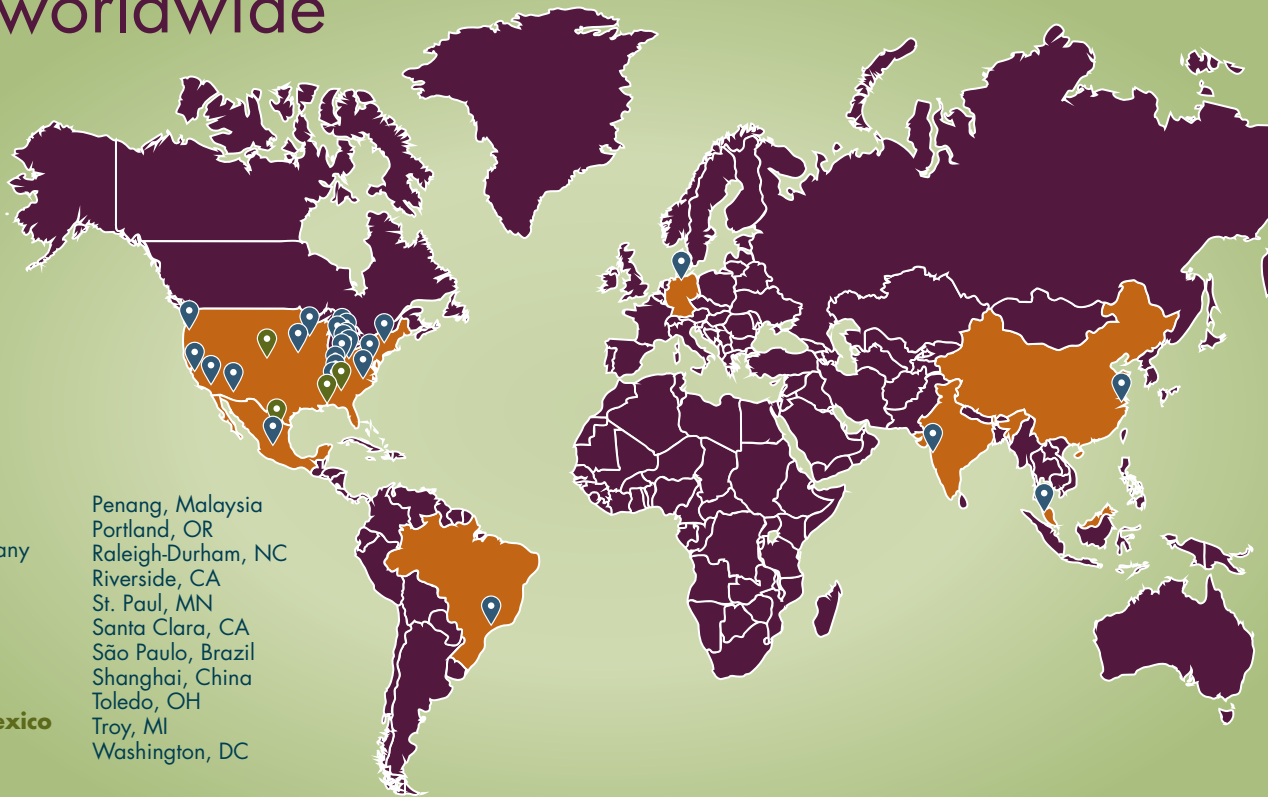
ssoe worldwide

4

NEW OFFICES
IN 2015

Albany, NY
 Alliance, OH
Atlanta, GA
 Birmingham, AL
 Chandler, AZ
 Cincinnati, OH
 Columbus, OH
Denver, CO
 Hamburg, Germany
 Huntsville, AL
 Kalamazoo, MI
 León, Mexico
 Lima, OH
 Midland, MI
Mobile, AL
Monterrey, Mexico
 Mumbai, India
 Nashville, TN
 Omaha, NE

Penang, Malaysia
 Portland, OR
 Raleigh-Durham, NC
 Riverside, CA
 St. Paul, MN
 Santa Clara, CA
 São Paulo, Brazil
 Shanghai, China
 Toledo, OH
 Troy, MI
 Washington, DC



performance review



Dear clients and colleagues,

SSOE's mission is **making clients successful by saving them time, trouble, and money**. Every year, we evaluate and assess if we've accomplished that mission. We look to you, our valued clients, to assist us in receiving the specific answers and determining what we can do to improve. One of the best vehicles for obtaining that has been conducting client satisfaction surveys, the results of which are the highlight of this report. In listening to your input, we discovered that we've made many noticeable gains in our performance. We've also listened to your feedback on how we can improve, seeking to determine the root cause of any

areas needing improvement. Our goal is to point to even greater progress a year from now, assessing and adjusting aspects of our culture to align our ever-increasing potential with ever-improving performance.

In the course of transitioning to the role of CEO last year, I identified four key areas of focus for us as an organization: **clients, culture, collaboration, and employees**. I believe these areas are the foundational components to enabling our ongoing sustainable success, each one building upon the other and supporting future growth. A collaborative team environment creates engaged and motivated employees, which ultimately drives the success of our clients.

In addition to a summary of the results from our client satisfaction survey, this Performance Review highlights other areas of importance such as safety, sustainability, and the savings we return to you through our Value Promise. It is tremendously valuable for us to examine various aspects of our performance in terms of actual data, which we share with you as part of our continuous effort to be transparent. Above all, it provides a springboard for becoming an even stronger asset to our clients in the years to come.

Bob

Bob Howell, President / CEO
 SSOE Group



www.ssoe.com/performance2016



making clients successful
 by saving them time, trouble, and money

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 TOLEDO, OH 43604

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 U.S. POSTAGE
PAID
 TOLEDO, OH
 PERMIT NO. 242

Our year in review. We listen to you to assess what we did right and where we need to improve. Our 93% approval rating is one thing we're proud of. Look inside for more results as well as stats illustrating our performance.

93% OF CLIENTS SURVEYED
 WOULD RECOMMEND
 SSOE TO A COLLEAGUE

www.ssoe.com/performance2016





shedding light on client satisfaction

Each year, we ask your thoughts on what we're doing right and what we need to adjust. We value your feedback, which is essential in helping us fulfill our commitment to quality, innovation, and continuous improvement.

our noted strengths

Our survey asked you to list our areas of strength. Here's what we heard:



EXPERIENCE /
KNOWLEDGE



EMPLOYEES



CLIENT
FAMILIARITY



TIMELINESS



CUSTOMER SERVICE /
RESPONSIVENESS

93%

OF CLIENTS SURVEYED WOULD
RECOMMEND SSOE TO A COLLEAGUE,
UP FROM 91% LAST YEAR.

Our next client satisfaction survey is fast approaching. Interested in participating? Contact ahuyghe@ssoe.com

onward and upward

Even with the best feedback, there's always room for improvement, and we value your suggestions for enhancing our service as much as the praise we receive. We combed through each of your comments and determined many are best addressed at their root cause. In response, we have developed a year long, company-wide journey aimed at enhancing our culture to bring it into alignment with our mission of making clients successful. We call this *One Company, One Culture* and it is made up of four key areas of action:



COLLABORATION

To improve collaboration between our own disciplines, with our partners, and with you, we are focusing on five behaviors: trust-building, willingness to challenge one another, commitment to decisions, peer accountability, and a focus on team results rather than individual egos. This approach is based on a concept presented in the book *The Five Dysfunctions of a Team*.



LONG-TERM
RESULTS ORIENTED

The goal is to shift from making expedient decisions to thoughtful decisions that consider long-term impact. This includes not only the investments we make for our own business, but the decisions we make on your projects that have the potential to impact your business in the long term.



CLIENT INTIMACY

SSOE continually strives toward client intimacy, which we define as "developing a deep understanding of your business, building personal relationships at multiple levels, acting as your trusted advisor, making you successful, and creating a long-term, sustainable relationship." In order to earn your trust, we must provide high-quality deliverables and service that meets your standards. So, the first session in our client intimacy series focused on identifying and removing any roadblocks to quality.



EXTERNAL FOCUS

We give top priority to your experience and success, always aiming to avoid internal processes that detract from, rather than add value to, your project's outcome.

value promise

Our Value Promise equals the project savings we document for clients. We benchmark our value by comparing what we save to our total fees with a goal of at least 100%.

111% of our fee returned to clients in the form of project savings over the last 3 years

\$794 MILLION

total documented client savings since 2009

\$1 million+ amount SSOE has saved **73 clients** since 2009

\$10 million+ amount SSOE has saved **26 clients** since 2009

rankings

We work on each project with the intention to strengthen our knowledge and skills and discover better solutions. This focus has advanced us to leadership positions in key markets as reflected in this year's rankings.

BUILDING DESIGN+CONSTRUCTION

- #4** TOP BIM ENGINEERING FIRM [TOP 10 FOR THE PAST 4 YEARS]
- #5** TOP ENGINEERING / ARCHITECTURE FIRM [TOP 10 FOR THE PAST 3 YEARS]
- #6** TOP INDUSTRIAL SECTOR ENGINEERING FIRM [TOP 10 FOR THE PAST 3 YEARS]
- #10** TOP RECONSTRUCTION ENGINEERING FIRM [TOP 15 FOR THE PAST 3 YEARS]

ENGINEERING NEWS-RECORD

- #2** TOP SEMICONDUCTOR DESIGN FIRM [TOP 5 FOR THE PAST 3 YEARS]
- #5** TOP AUTO PLANT DESIGN FIRM [TOP 5 FOR THE PAST 8 YEARS]
- #5** TOP SOLAR POWER DESIGN FIRM [TOP 10 FOR THE PAST 6 YEARS]
- #7** TOP FOOD & BEVERAGE DESIGN FIRM [TOP 10 FOR THE PAST 9 YEARS]
- #9** TOP MANUFACTURING DESIGN FIRM [TOP 10 FOR THE PAST 5 YEARS]
- #16** TOP CHEMICAL PLANT DESIGN FIRM [TOP 20 FOR THE PAST DECADE]
- #18** TOP INDUSTRIAL PROCESS DESIGN FIRM [TOP 20 FOR THE PAST DECADE]

ENR GLOBAL SOURCEBOOK

- #7** TOP INTERNATIONAL AUTOMOTIVE ASSEMBLY PLANT DESIGN FIRM [TOP 10 FOR THE PAST 4 YEARS]
- #16** TOP INTERNATIONAL CHEMICAL DESIGN FIRM



sustainability

SSOE creates sustainable businesses, sustainable communities, and a sustainable world, one project at a time.

124 environmentally sustainable projects completed by SSOE last year, in **8 countries** and **21 states** across the U.S.

SSOE documents the reductions in water usage, energy usage, and carbon emissions we have enabled in order to stay true to our sustainability mission. Here's what we have achieved:

69 million gallons of water saved on LEED® projects in the past year.

30% average energy savings on LEED projects in the past year.

70,000+ vehicle miles traveled saved since September 2015. Our employees are committed to reducing their carbon footprint by decreasing single-occupant vehicles.

virtual design and construction

We always opt for the project delivery method that best meets your needs. We're finding that Virtual Design and Construction (VDC) brings our clients better and faster results through advanced technologies and a more integrated team approach. Even when a more traditional delivery model is used, you'll see significant benefits from the collaboration strategies and technological capabilities we've developed through our experience with VDC.

23% AVERAGE REDUCTION IN SCHEDULE USING VDC, as compared to traditional project delivery methods. This translates to significant Value Promise savings for our clients.

THE VDC ADVANTAGE

50% of EPC/EPCM projects to use VDC

OUR 2015 GOAL

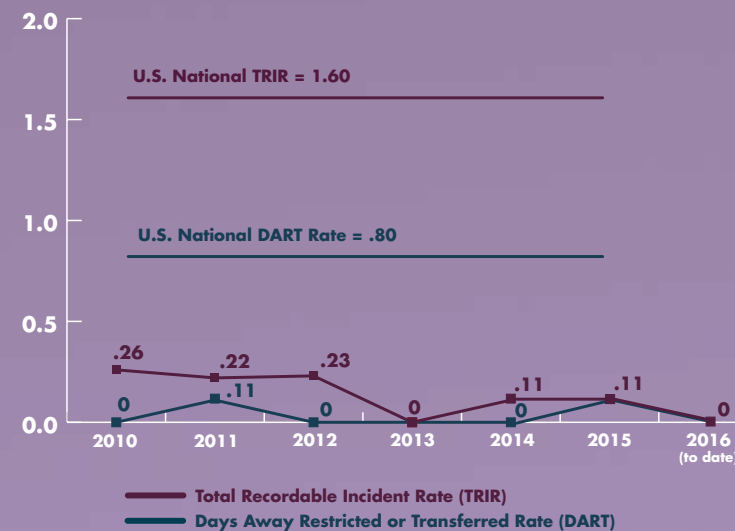
100% of EPC/EPCM projects used VDC

OUR 2015 RESULTS

safety

Through training and information exchange, we aim to create a safety-always culture that influences all aspects of the work environment. Our comprehensive program includes new hire safety training and orientation, 10-hour OSHA construction training for all technical employees, a more extensive 30-hour OSHA construction training for all field and start-up employees, and project- or client-specific training as needed.

SAFETY METRICS



1.0 INDUSTRY STANDARD

.75 OUR 2015 EMR RATING

SMALLER IS BETTER Experience Modification Rate (EMR) is used by insurance companies to measure past injuries and future risks. **Fewer injuries result in a lower EMR.**

For more information on our approach to safety, visit: www.ssoe.com/safety

