



Environmental, Social, and Governance Report

2024

Contents

1.	MESSAGE FROM OUR CEO	3	5.2	COLLEAGUES AND COMMUNITIES	24
2.	ABOUT SSOE	4		Award-Winning Culture	24
	History	4		Safety	25
	Global Expertise	5		Health and Well-being	27
	Our Core Values	6		Learning and Professional Development	31
	Industry Rankings	7		Diversity, Equity, and Inclusion	34
3.	OUR IMPACT	8		Community Engagement	39
	Approach	8	5.3	ENVIRONMENT	42
	Materiality Assessment Process	9		Science Based Targets Initiative (SBTi)	42
	Governance	10		Greenhouse Gas (GHG) Emissions	43
	Reporting our Progress and Engaging Stakeholders	11		EcoVadis Assessment Scorecard	45
	The United Nations Sustainable Development Goals	12		Environmental Management	46
4.	IMPACT HIGHLIGHTS	15	5.4	GOVERNANCE	47
	Impact Stories	15		Corporate Governance	47
	Year in Review	16		Risk and Quality Management	50
	The SSOE Experience	17		Responsible Supply Chain	52
	Impact Goals: 2025-2030	18		Cybersecurity	54
5.	SSOE'S IMPACT FRAMEWORK	19	6.	LOOKING FORWARD	56
5.1	CLIENTS	19	7.	APPENDIX	58
	Sustainable Design Services	19		Greenhouse Gas (GHG) Emissions Report	58
	AIA 2030 Commitment	21			
	2024 at a Glance: 2024 Data	21			
	Innovation	22			
	Breakthrough Market: Solar Project Spotlight	23			

1. MESSAGE FROM OUR CEO

At SSOE, we're determined to be part of the solution. As we approach 77 years of service, we are guided by a simple but powerful belief: business success and social responsibility are interconnected. Environmental, Social, and Governance (ESG) isn't a parallel initiative—it's a natural extension of our vision: Designing and Building the Future for our Clients, Colleagues, and Communities. Today, as we navigate accelerating environmental, social, and technological transformation, our responsibility extends beyond resilient design toward a sustainable, ethical, and inclusive future.

In 2024, we advanced that mission with measurable progress:

Environmental Responsibility

Through focused efforts, we elevated our EcoVadis score by 12% and achieved a 27% reduction in emissions per revenue. Our science-based emissions reduction targets were validated by the Science Based Targets initiative (SBTi), anchoring our pledge to meet our near-term reduction targets by 2030 and reach net-zero emissions by 2050. Our design work reported to AIA 2030 in 2024 spans over 27 million square feet of project space, achieving a 43% average reduction in Energy Use Intensity.

Social Equity and Inclusion

Our growth isn't driven by momentum—it's driven by intention. It's a deliberate choice, an integral part of our corporate initiatives, and a strategic priority to forge a company that truly emulates the world around us. This year, we doubled our Employee Resource Groups creating space for more voices and perspectives, awarded our first HBCU scholarship to help close opportunity gaps, and delivered DEI training across 100% of our workforce.

Governance and Innovation

Innovation is more than a tool—it's a core principle. In 2024, we launched a firmwide AI governance framework that's streamlining workflows, enhancing collaboration, and driving smarter project delivery. From generative design to predictive analytics, our AI efforts are unlocking new value for clients. Our continued rise in the ENR Top 500 reflects the strength of this integrated, innovation-driven approach.

Looking Ahead

We are committed to driving progress in sustainability, inclusion, and innovation—simultaneously and at scale. As we expand our global impact, we will continue to lead with purpose, collaborate with intention, and design with integrity.

Vince DiPofi, PE

Chief Executive Officer





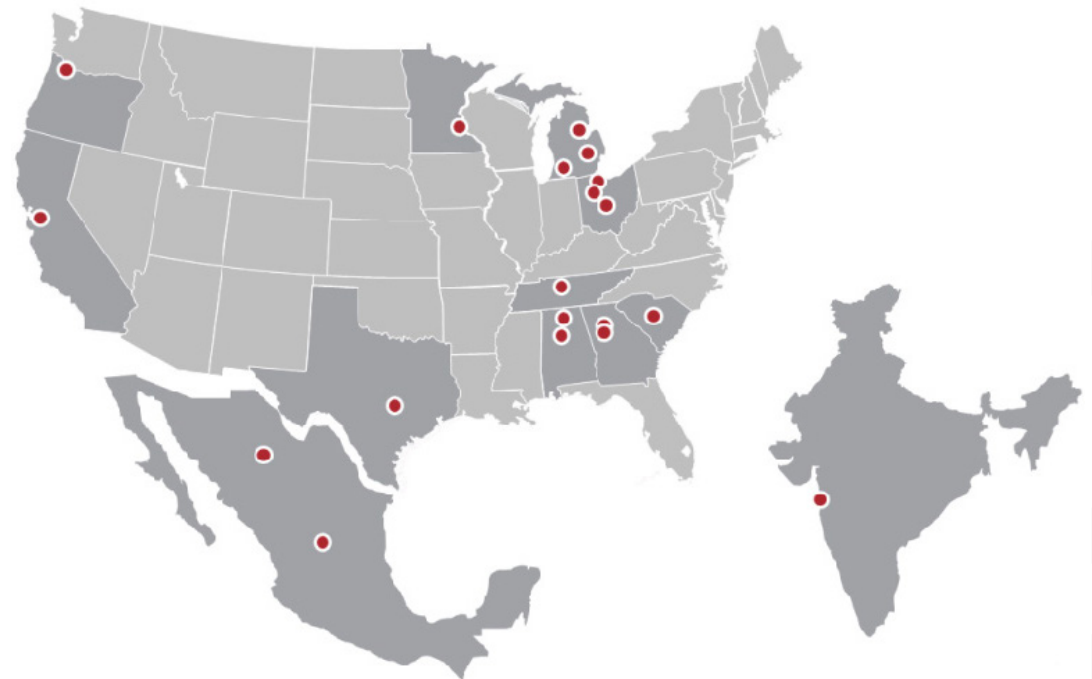
2. ABOUT SSOE

“ Providing the highest value to our clients through our core strength: excellence in design ”

Providing the highest value to our clients through our core strength: excellence in design.

Founded in 1948 in Toledo, Ohio, SSOE is an internationally ranked architecture and engineering firm committed to delivering unparalleled value to our clients. What sets us apart is our emphasis on collaboration, which permeates every aspect of our operations—from internal interactions to project delivery methodologies.

Troy, MI



Bridging Local Expertise with Global Reach



A new advanced manufacturing facility in central Mexico is setting a benchmark for sustainable industrial development. Designed with LEED Gold certification as a guiding principle, the project integrates high-performance building systems, airtight construction, and smart energy infrastructure. A Building Management System (BMS) was implemented with future Energy Management System (EMS) integration in mind, enabling long-term efficiency. Sophisticated HVAC systems with positive pressure design, ESD flooring for electronics handling, and a flexible fire protection layout support both environmental performance and adaptability.

What distinguishes this project is its fusion of local execution with global sustainability standards. Regional teams brought deep knowledge of climate and construction practices, while international collaborators contributed advanced modeling tools and ESG governance frameworks—bridging global vision with local expertise.



\$4M

over 4 million
MXN in client
savings

35%

Or greater **reduction**
in projected **energy**
consumption

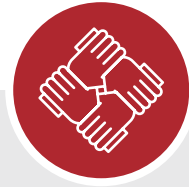
LEED

pursuing
LEED Gold
certification

Our Core Values



Safety: Providing SSOE employees, visitors, and contractors with a safe and healthy environment



Diversity, Equity, and Inclusion: Learning about, embracing, valuing, and including the full range of human differences



Social Responsibility: Making choices that acknowledge the best interests of our environment, communities, and stakeholders



Integrity: Being honest, moral, and ethical



Quality: The practice of utilizing standard procedures to achieve consistent deliverables while meeting or exceeding client expectations



Agility: The ability to rapidly and continuously adapt to market and environmental changes in productive and cost-effective ways



Collaboration: Working together as a team to create a superior outcome



Innovation: Employing creativity to develop new and fresh ideas that deliver maximum value

1,500

EMPLOYEES

We employ over **1,500** employees, in **19** offices across **3** countries

\$2B

IN SAVINGS

\$2B in documented savings for clients

9/10

RECOMMEND SSOE

9 out of 10 of our clients surveyed would recommend SSOE to their colleagues

150

CLIENTS

150 clients have been with us for over **20 years**

TOP

10

Ranked a **Top 10** design firm in several industries

Industry Rankings

BUILDING DESIGN + CONSTRUCTION

Building Design + Construction (BD+C)

- Top 10 Industrial Engineering Firm for more than a decade
- Top 15 Engineering / Architecture Firm for more than a decade

ENR
Engineering News-Record

Engineering News-Record (ENR)

- Ranked #91 in the Top 500 Design Firms
an increase of 24 spots over our 2023 ranking!



3. OUR IMPACT



We design innovative spaces for our clients to impact the world.

Our Approach

Our goal is to deliver design solutions that enhance value while embedding sustainable principles and methods that reduce the overall carbon footprint, improve wellness, and build resilience.

Mission, Vision, and Core Values



Mission

Deliver unparalleled client value that advances the AEC industry.



Vision

Designing and building the future for our clients, colleagues, and communities.

FOUNDATIONAL PILLARS



Environment

Greenhouse Gas (GHG) Emissions
SBTi Commitment
Environmental Management



Governance

Corporate Governance
Risk and Quality Management
Responsible Supply Chain
Cybersecurity



Clients

Sustainable and Equitable Design
Solutions
AIA 2030 Commitment
Innovation



Colleagues & Communities

Safety
Health and Well-being
Diversity, Equity, and Inclusion
Learning and Professional Development
Community Engagement

Materiality Assessment Process

Materiality in ESG is inherently dynamic. Our ESG framework employs a range of key performance indicators (KPIs) across the foundational pillars, ensuring a comprehensive evaluation of our impact. These metrics are assessed annually to capture the full spectrum of our operations' and projects' impacts.



Colleagues & Communities

Environment

Governance



ESG Governance

The governance of ESG and sustainability within SSOE is delineated among three key bodies, each with specific responsibilities:



Board of Directors

The Board of Directors establishes the overarching strategic vision of SSOE, ensuring that our key operating policies are integrated into our corporate goals and strategic planning, providing a broad framework within which all ESG initiatives must operate. Their leadership is crucial for aligning our operations with our ESG and sustainability vision.



Board of Directors' ESG Committee

This committee acts as the connective link between the Board's strategic vision and the firm's operational activities. It is tasked with overseeing the implementation of the ESG strategy, ensuring it aligns with the broader vision set by the Board. The committee reviews progress and compliance, provides guidance on ESG matters, and delivers regular updates to the Board on our ESG performance and any emerging ESG and sustainability issues that require strategic adjustments.



Sustainable Design Strategy Group (SDSG)

The SDSG is focused on embedding sustainability across our operations. It tracks our project and operational ESG performance and updates the ESG Committee, helping SSOE meet its internal standards and external commitments. The SDSG develops resources and tools to help integrate ESG into our project work, and in conjunction with our Practice Group Leads, is building a Design Performance Team to facilitate this effort. The SDSG continues to grow a community of practice that provides operational support and pursues sustainable innovation in projects.

These structured roles allow us to maintain an integrated approach to ESG, ensuring that our strategic vision is effectively translated into actionable policies and that SSOE remains responsive to both internal and external ESG demands.

Reporting our Progress and Engaging Stakeholders

SSOE reports on our progress through our annual ESG Report, relevant market brochures, and industry engagement efforts. Additionally, we distribute quarterly internal memos highlighting our organizational advancements.

In 2024, we identified Practice Group Sustainability Champions. These champions initiate conversations within their Practice Groups to raise awareness and support the implementation of our ESG and sustainability initiatives.

To deepen our engagement, we employ additional strategies such as:

- **Regular Updates and Newsletters:** Keeping stakeholders informed about our ESG and sustainability efforts and progress through periodic communications.
- **Collaborative Sustainability Initiatives:** Partnering with clients on sustainability projects that contribute to environmental conservation, social responsibility, or community development.
- **Stakeholder Workshops and Roundtables:** Organizing events where clients and stakeholders can discuss sustainability challenges and best practices, fostering a collaborative environment.
- **Design Performance Support:** Developing the skills of a team versed in helping project teams define targets, facilitating collaborative discussions to evaluate feasible strategies, and providing data-driven analysis and tools to support objective decision-making.








The United Nations Sustainable Development Goals






The United Nations Sustainable Development Goals (UN SDGs) represent a universal call to action to address the pressing social, economic, and environmental challenges facing our world. Comprising 17 interlinked objectives, the UN SDGs aim to foster global prosperity, safeguard the planet, and ensure peace and equity for all people by 2030. SSOE's ESG strategy and framework align with several of the UN SDGs, enabling us to contribute meaningfully to creating a sustainable and equitable world.

UN Sustainable Development Goals



While our sustainability-focused services, employee initiatives, and community engagement efforts contribute broadly across several UN SDGs, we have pinpointed ten priority SDGs that are particularly relevant and are impacted by our operational practices and project engagements.

SDG	UN Target	SSOE Operations	SSOE Practice
	Ensure inclusive and equitable education and promote lifelong learning opportunities for all	SSOE invests in STEM education initiatives and supports the development of a skilled and diverse future workforce by providing scholarships, internships, and supporting community initiatives targeting underrepresented communities, fostering access to equitable, quality education	SSOE designs a variety of educational facilities, including K-12, Higher Education, and Workforce Development that provide inclusive and effective learning environments
	Achieve gender equality and empower all women and girls	In 2024, Women at SSOE represent: 25% of SSOE's Board of Directors; 28% of Leadership (Director or above); 27% of SSOE employees; and are represented through our SWAN - Women and allies Employee Resource Group	
	Ensure availability and sustainable management of water and sanitation for all	SSOE provides filtered water bottle fill stations in all offices, and tests the drinking water in all US locations to ensure confidence to drink filtered tap water. Office renovations include efficient plumbing fixture upgrades, as applicable	A critical resource for our clients and communities, SSOE evaluates opportunities to reduce potable water withdrawals by designing for capture, recycle, and reuse, as applicable. Efficient fixtures and equipment specifications are prioritized
	Ensure access to affordable, reliable, sustainable, and modern energy for all	SSOE has committed to source 100% of our annual electricity use from renewable sources. We are doing this through the purchase of Renewable Energy Credits (RECs), while also evaluating on-site renewable energy options at our Toledo Headquarters	SSOE supports clients with individualized studies to assess energy needs that include reliability and resiliency, often to support decoupling from fossil fuel reliance and to support their efforts at decarbonization
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	SSOE implements robust risk management, safety, and cybersecurity protocols to safeguard our business and colleagues. Investing in our people and technology fosters economic growth and promotes decent work. SSOE prioritizes equitable wage policies and recruits STEM talent while upholding high standards of labor rights	

SDG	UN Target	SSOE Operations	SSOE Practice
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Resilient and sustainable business practices are paramount to delivering exceptional value to our clients. SSOE dedicates resources to innovation in Lean practices, AI, automation, and other continuous improvement efforts that focus on driving efficiency and delivering optimal solutions to clients	From EV and Battery Manufacturing, Storage, and Recycling, to Solar and other clean energy projects across the entire life cycle, SSOE is a leader in designing facilities for our clients who are helping provide affordable, reliable, and sustainable energy
	Reduce inequality	SSOE has established diverse supply-chain initiatives and aims for continuous improvement. We have also adopted inclusive hiring practices that extend our reach to attract a diverse talent pool. SSOE has instituted Employee Resource Groups to support and celebrate diverse skills, and engages with our communities to promote education and awareness	SSOE aims to integrate equity and wellness design principles into our project work, allowing us to create designs that are more equitable and inclusive, offering solutions that prioritize health and well-being
	Make cities and communities inclusive, safe, resilient, and sustainable	SSOE invests in our communities, volunteering our time, donating resources, and establishing partnerships to help create inclusive, safe, and resilient communities	As an AIA 2030 Commitment signatory, SSOE focuses on creating a sustainable and resilient built environment. The SDSG and our growing community of practice facilitate embedding high-performance design, wellness, and equity principles into our planning and design projects
	Ensure sustainable consumption and production patterns	SSOE office locations implement a recycling program based on available infrastructure, and seek strategies from colleagues to implement office-specific solutions to reduce energy use	SSOE implements Lean, sustainable design and construction practices that reduce resource consumption and optimize operational efficiency. Since 2009, we have documented \$2 billion in savings for clients
	Take urgent action to combat climate change and its impact	SSOE's science-based targets were validated by SBTi in 2024, demonstrating our commitment to making rapid and deep emissions cuts to meet our near-term targets by 2030 and achieving net zero before 2050	As an AIA 2030 Commitment signatory, SSOE aims to evaluate strategies that reduce both operational and embodied emissions in project design and execution to mitigate the impacts of climate change

4. IMPACT HIGHLIGHTS



The SSOE Experience is the combination of our Value Promise and Great Client Service that results in trusted relationships.



The **Toledo Area Regional Transit Authority (TARTA)** partnership aims to revolutionize public transit accessibility and efficiency with sustainable transportation solutions.

With approximately 7,100 weekday riders, TARTA plays a vital role in the region's daily mobility.

Leveraging expertise as a leader in electric vehicle and battery manufacturing, SSOE will serve as owner's representative to facilitate TARTA's vision of a future with a zero-emission fleet, modernized facilities for electric vehicles, and net-zero electric power consumption.

Client Impact Story

Driving Sustainability: Electrifying Toledo Transit



The firm awarded its **first Historically Black Colleges and Universities (HBCU) scholarship**, an annual initiative aimed at bridging the gap for underrepresented groups in the AEC industry, to Ciera Wheeler, a woman architectural engineering student at Tennessee State University.

Chosen for her outstanding academic achievements and passion for both engineering and architecture, Wheeler joined SSOE as a student intern, receiving financial assistance, mentoring, and networking opportunities.

Colleague Impact Story

#chooseSSOE: Ciera's story



Trinity Central Flats reclaims an underutilized site across from Atlanta City Hall into 218 green, affordable homes with on-site job placement, arts, and wellness amenities.

For a community long overlooked, this project delivers more than economic value—it restores opportunity, dignity, and a resilient future.

With solar harvesting, stormwater infrastructure, enhanced pedestrian connectivity, local hiring, and minority-owned business participation, it delivers tangible benefits while activating a key civic corridor.

Community Impact Story

City of Atlanta's Trinity Central Flats

A Year in Review



Colleagues & Communities

230+

organizations supported from donations and volunteering efforts

7x

Great Place to Work Certified for the 7th Year

1/3

of all new hires were Underrepresented Minorities

2x

Doubled Employee Resource Groups
6 Groups, 2 Sub Groups, 215+ global members



Environment

Validated

Science Based Target initiative
Near-Term and Net Zero Targets

-38%

Business Travel & Commute
absolute emissions reduced*

-46.8%

Business Travel & Goods/Services
intensity emissions reduced*

27M GSF

designs analyzed, averaging a 43%
reduction in Energy Use Intensity (EUI)



Governance

AI

Enacted AI Governance Team
(AIGT)

Platinum

Earned Highwire's Platinum
Safety Award

12%

Improved EcoVadis
ESG Score from 2023



Clients

9/10

clients would
recommend SSOE

10x

Interdisciplinary Practice Groups
formed to enhance project delivery

Top 10

Ranking in 4 Markets by
Engineering News Record (ENR)

100%

Employee Participation on Cybersecurity,
Safety, Sustainability, and Ethics Training

*from Baseline Year 2022

The SSOE Experience: 1-in-a-Billion



SSOE led the engineering design and execution of a groundbreaking \$1.5 billion investment for a renowned EV manufacturer and a leading international battery producer. This nearly 2 million SF facility, the first U.S. location for our foreign client, has experienced **\$100 million documented project savings to date with additional savings anticipated.**

The facility includes extensive production space and supporting buildings. By adapting foreign manufacturing processes to meet U.S. standards, our design incorporated insights from the client's existing facilities, optimizing building design, equipment, and layout. The plant will add over 18 GWh of battery capacity, employ 2,500 workers, and significantly contribute to the local economy while advancing sustainable transportation.



\$1M

For **118** clients, SSOE has saved each more than \$1 million

\$10M

For **41** clients, SSOE has saved each more than \$10 million

\$2B

in **total project savings** for clients since 2009

Future Forward: 2025-2030 Goals



Mission

Deliver unparalleled client value that advances the AEC industry.



Vision


Designing and building the future for our clients, colleagues, and communities.



Maintain SSOE's Great Place to Work designation



By 2025, establish a business travel emissions reduction plan



By 2025, improve EcoVadis ESG Score +10% overall from 2023



Improve ENR Top Ranking to 75

Maintain OSHA Total Recordable Incident Rate below industry standards

By 2025, reduce Scope 2 absolute emissions -10% from 2022

Review and update internal policies; set a 2-year review cadence

Increase energy modeling on building designs by 25%

Increase diversity in our talent pool and talent management pipeline

By 2025, engage with our top Suppliers to provide data on their GHG Emissions

Draft and implement a Supplier Engagement Policy

Increase Life Cycle Assessments measuring embodied carbon on building designs by 25%

All objectives are currently in progress, with several already achieved within the first year of tracking as identified in bold coloring.

5. OUR IMPACT FRAMEWORK



Coupling strong design principles with emerging technologies to create sustainable projects that have a lasting and positive impact.

5.1 Clients

Sustainable Design Services

At SSOE, we aim to implement sustainable design principles in all our work, balancing operating costs while meeting quality, process, safety, and security requirements, regardless of whether a sustainability certification is pursued. Utilizing technology and data analysis, our sustainable design approach integrates key sustainability elements into project design and construction, including resource conservation, energy and operational efficiency, indoor quality, environmental management, and resilience.



Project Highlight: Brownfield Adaptive Reuse

Transforming a former Kmart distribution center into a 775,000-square-foot production hub for high-density silicon-anode batteries—powering everything from phones to eVTOL aircraft—this adaptive reuse not only accelerates the shift to electrification with silicon, a material as abundant as it is planet-friendly, but also significantly reduces the environmental impact of new construction.

With SSOE Group at the helm, the project prioritized sustainability at every step—from selecting a site with existing infrastructure to minimize development, to designing energy-efficient cleanrooms, and relocating production from China to the U.S. to cut shipping emissions and meet higher environmental standards. The result: a model for how industrial revitalization can drive innovation while supporting a greener, more resilient future.



64

LEED® Accredited Professionals

2

WELL Accredited Professionals™

1

Certified Energy Procurement Professional - CEP®

3

Certified Energy Managers - CEM®

3

LEED® Green Associates™

9+ MMbtu

SF of LEED-certified projects designed through 2024 contributing significant savings in water, energy, and construction waste

\$94 MMbtu

in savings accumulated from 2010 through 2024 resulting from SSOE's LEED-certified projects



Water

SSOE is committed to reducing the volume of water utilized in the built environment. We track usage on all of our LEED-certified projects:

46%

water saved annually per project (average 2010-2024)

11.9 MMbtu

gallons of water saved annually

124 MMbtu

gallons of water saved to date over lifecycle of designed facilities



Waste

SSOE encourages Construction Waste Management Planning on LEED-certified projects. Every ton of waste diverted from the landfill prevents nearly three tons of CO2 equivalent from being released into the atmosphere

GOAL

75%

construction waste diverted (LEED projects)

RESULTS

78%

23,607 tons of construction waste diverted to date



Energy

Saving energy reduces greenhouse gas emissions which benefits both the environment and business operations.

29%

average energy saved annually per LEED-certified project

\$8.3 MMbtu

annual documented energy savings

665,138 MMbtu

total energy saved annually

7,921,488 MMbtu

energy savings accumulated to date over lifecycle of designed facilities

AIA 2030 Commitment



SSOE is a signatory to the AIA 2030 Commitment, aiming to design zero carbon projects by 2030, with a 50% reduction in existing buildings. It addresses a wide range of commercial, institutional, and residential building types, ranging from offices, schools, and hospitals to residential homes and other types of structures.

Our expertise and core competencies, however, extend well beyond the conventional building typologies designed for human occupancy. Every day, we help a wide variety of clients plan, design, and build industrial, manufacturing, and advanced technology facilities that house both people and processes. As such, we aim to include all types of occupied buildings across our commercial, industrial, manufacturing, and advanced technology projects. This decision aligns with our holistic approach to ESG and sustainability, ensuring a meaningful impact across as many sectors and projects as possible.

The greatest challenge we face by including all building typologies is the energy-intensive process loads that are unique to many of the facilities we design. SSOE has created a team of Sustainability Champions to drive engagement and discuss these challenges and opportunities, defining parameters that acknowledge process loads but focus on the building systems performance improvements that strive to honor the intent of our commitment. SSOE realized incremental improvements in all performance categories from 2023 to 2024. With established guidelines for process-driven facilities, we look forward to the 2025 reporting season!

2023 DATA	2024	2023 DATA	2024	2023 DATA	2024
42% overall predicted Energy Use Intensity (pEUI) reduction	43%	0 whole-building projects are predicted to be zero net energy	2	0% of reported whole-building GSF has embodied carbon	.7%
24.2M Gross Square Feet (GSF) included in analysis	26.9M	0% of reported whole-building GSF meets the 80% pEUI reduction target	.7%	0.9% of reported whole-building GSF was energy modeled	2.5%
41 projects reported	63	69% of reported interior-only GSF meets the 25% predicted lighting power density (pLPD) reduction target	71%		

Innovation

“ Harnessing creativity to generate innovative ideas that maximize value. ”

At SSOE, innovation is one of our most important core values. To support this core value and promote ideation at every level of the company, systems have been established to collect ideas from employees. This, along with key groups working to develop these ideas, is fostering a culture of innovation within the company that values new ideas and will continue to drive efficiency improvements.



Revamped Design Automation
Idea Intake Process



4,000+ hours saved with
Automation in 2024



94 ideas submitted to the
Automation Group in 2024



Rollout of the Technology
Innovation Pipeline



Design Automation

Automations play a significant role in enhancing our work efficiency. The Design Automation Group's goal is to create, curate, and promote automations for Revit and Civil3D inside SSOE. This group represents a collaborative effort between members from production teams across multiple SBUs and the Project Technologies group.



Technology Innovation Pipeline

The pipeline serves as a platform to collect innovative ideas from employees across the company. These ideas receive support from management and the Project Technologies group to bring them to fruition. As ideas are analyzed, they are matched with the appropriate resources to identify the optimal solution.



Breakthrough Market: Alternative Energy

SSOE provided comprehensive planning, design, and construction administration services for a ~1 million square foot greenfield solar wafer manufacturing facility. Nearly all SSOE disciplines were involved during the Front-End Loading (FEL) stages, ensuring a holistic approach to the project, resulting in value engineering savings of approximately \$400 million.

SSOE has wide-ranging experience in integrating alternative energy technologies into projects. Whether it is developing manufacturing systems and the facilities for them, or designing installations to reduce operational costs, our experience encompasses biodiesel, fuel cells, solar PV, and waste to energy systems.



1M

1 million SF solar cell manufacturing facility

400M

Value engineering exercises resulted in **~\$400 million in savings**

14K

Avoided 6,100 tCO₂e carbon emissions, **equal to 14,000 barrels of oil**

5. OUR IMPACT FRAMEWORK

“ A Career Designed with You In Mind

5.2 Colleagues

Award-Winning ‘Great Place to Work’

SSOE has earned the “Great Workplace” credential from Great Place to Work **seven times**. In 2024, 92% of U.S. employees rated SSOE as a great place to work, with people cited as the number one response to what makes SSOE a great workplace.



Building Our Future

- In 2024, 297 employees referred their network to join the SSOE team, resulting in \$151,000 worth of referral bonuses
- Named a Zweig Group ‘Hot Firm’ for 7 Consecutive Years

Thriving Together

- Increased hiring, reaching 1,500 employees, while simultaneously reducing short-term turnover
- Achieved a turnover rate of half the industry average



Safety

“ Safety Always. ”

To uphold our safety commitment, we have established a strategic goal to keep annual Occupational Safety and Health Administration (OSHA) recordable injury/illness rates below the industry average for Standard Industrial Code (SIC) Engineering Services and Architectural Services. We actively pursue this goal by implementing a comprehensive Occupational Safety and Health Program, overseen by a dedicated Director of Safety. A Safety Committee comprised of employees from each office is tasked with identifying opportunities to refine our health and safety policies, training initiatives, and long-term strategy, ensuring that well-being of everyone involved in our projects remains our top priority.

In 2024, we enhanced the For Safety Sake Observation / Hazard reporting site to streamline reporting and boost employee engagement. The updated dashboard now tracks injury types, root causes, and closure rates—empowering teams to identify risks early and take action before incidents occur.

SSOE has received the Highwire Platinum Safety Award from Highwire multiple times, underscoring our commitment to implementing comprehensive safety management systems. Highwire's Safety Assessment Program reviews a company's historic safety performance and current safety management systems. The results provide a strong indicator of how a vendor or contractor values safety and is a reliable predictor of future performance.



Formal safety policy and training program that meet OSHA and client requirements



Emergency Action Plans specific to each office with annual training for employees



Weekly Safety Tips provided to staff company-wide



Ergonomic Safety Training is included with Employee Onboarding



6 Certified Safety professionals on staff



Protecting the SSOE Team

Our commitment to safety starts with our people. Our employee handbook outlines employee safety rules, each office has a specific Emergency Action Plan, and our emergency alert system, Informacast, promptly notifies employees of any emergencies occurring within their respective offices.

Regular worksite safety analyses and emergency evacuation drills are conducted to identify and correct unsafe conditions and work practices. We have established a formal Safety and Health Training Program to ensure our employees are adequately prepared to conduct work assignments at client sites, while safety training and orientation is prioritized for all new employees. A standing committee meets regularly to review our training program, making sure it provides the required level of training that aligns with our goals and the priorities of our clients.

Our goal is to achieve zero recordable accidents, but in the event of an incident or near miss, we consider it an opportunity for learning and improvement. We encourage our employees to generate and submit incident and near miss reports within 24 hours after occurrence, so we can assess the necessary changes and implement training to prevent similar incidents in the future.



Protecting Our Clients and Projects

Our project and department managers are tasked with ensuring that client safety needs are addressed while aligning with the requirements and specifications of regulatory agencies. Our field employees consistently undergo mandatory training in safety compliance, awareness, and hazard recognition. This proactive approach ensures they are prepared to execute tasks and complete projects safely.

Our protocols specify that our employees should speak up in cases where they have to conduct work in an environment exposed to hazardous situations. We make it clear that employees are not permitted to work in any environment exposed to hazards without having been trained to address such hazards. A key responsibility of our project and department managers is to identify the employees needing specific training and make sure sufficient budget and time is available to conduct the required training.

Health and Well-being

“Engaged in growth, empowered for success.”

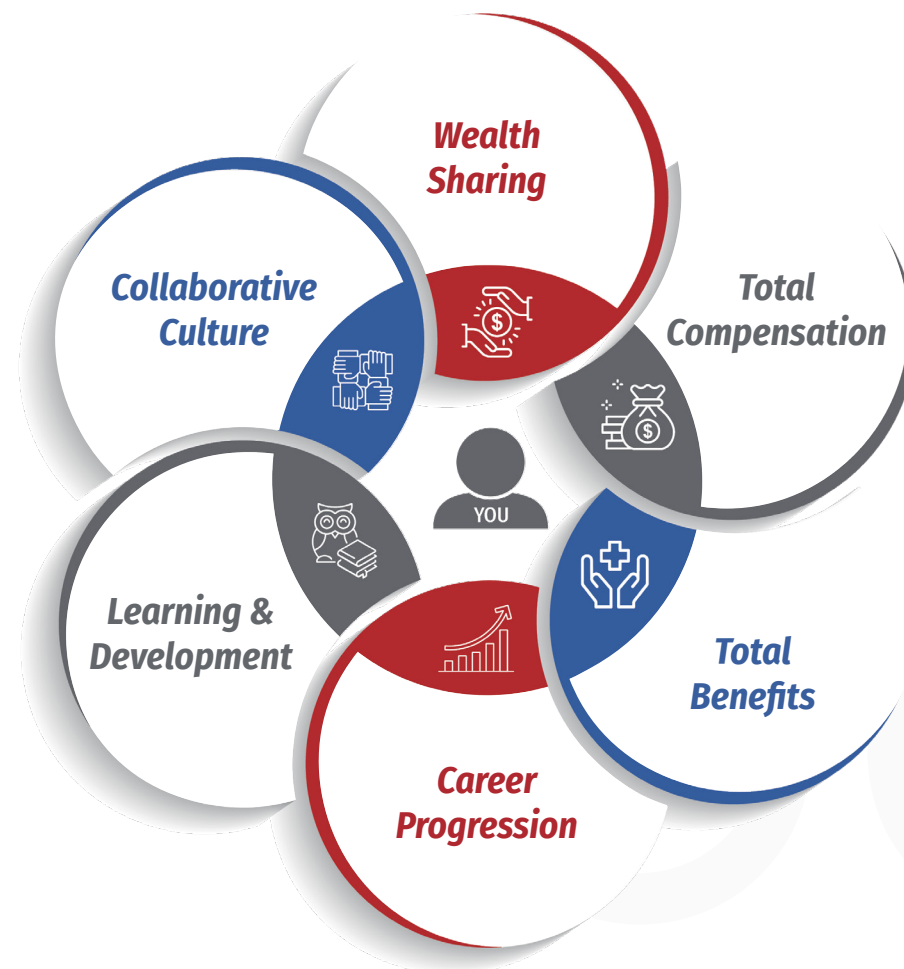
SSOE is committed to providing an attractive and compelling Employment Value Proposition in order to form a foundation for employee success - prioritizing employee well-being, experience, and engagement.

Fostering a Healthy, Engaged, and Active Workforce

We have established several initiatives to maintain high-value, competitive, and cost-effective health and wellness plans. Our benefits program aligns with our holistic approach to employee well-being and is designed to be a foundational component of our rewards package so that we can foster a healthy, engaged, and active workforce.

In 2024, after collaborating with Employee Resource Group leaders, our People and Culture team meticulously revamped our health and wellness programs to truly reflect the unique needs and interests of our employees at every stage of their lives. From enhanced medical coverage and inclusive parental support policies to increased vacation time and a comprehensive employee assistance program, we've improved our benefits to provide a supportive and rewarding work environment that is as diverse and dynamic as our people.

Now, every employee receives an annual Total Rewards Statement, tailored to their specific benefits plan and individual salary administration. This personalized overview is designed to promote transparency, deepen understanding, and encourage full utilization of the resources available to each employee.





Medical Benefits

We offer a comprehensive range of insurance and medical plans with financial flexibility options through pre-tax flexible spending savings accounts (FSA) and health savings accounts (HSA).*

Our enhanced medical benefits now feature an Employee Assistance Program (EAP), behavioral health services, improved dental and vision coverage, and health savings matches. We also offer parental support, including dependent care services, adoption assistance, and coverage for infertility treatments.

* U.S. Benefits Program



Lifestyle and Wellness

We provide various benefits to encourage our employees to maintain a healthy and active lifestyle, which are available at no cost. These include annual health screenings, subsidies for gym memberships and/or diet plan programs, flu shots, a walking program, and online programs with HSA and medical FSA incentives.

Additionally, we have established a formal Hybrid Work Model policy and provide travel, parking and/or transit reimbursement, and various types of leave and expanded paid time-off programs, including parental leave and bereavement policies.*



In 2024, 105 employees utilized our free and confidential Employee Assistance Program



In 2024, 46% of SSOE employees used the Wellness Works digital platform to access and track personal and wellness goals



In 2024, stock ownership was globally represented across all 19 offices for the first time with 95 new shareholders, a 50% surge from last year's investment



In 2024, we actively communicated via benefits portal, monthly email spotlights, lunch and learn sessions, and more to keep employees informed for year-round



SSOE Employee Clubs

To further promote employee interaction and team building, we support company-funded, employee-driven Employee Clubs in offices with more than 10 employees. These clubs organize educational, social, and recreational activities to cultivate intra-office fellowship.





Employee Recognition

SSOE proudly champions employee recognition initiatives aimed at celebrating excellence, fostering a culture of appreciation, and inspiring continued dedication across all levels of our organization.



Clients, Colleagues, and Communities (C³) Awards: The C³ Awards program recognizes employees, individuals, or teams that consistently demonstrate and uphold SSOE's values, drive our organizational goals, and significantly contribute to the success of our organization.

SSOE Founders and Leadership Awards: SSOE launched the internal Founders and Leadership Awards program in 2008 to recognize and reward exemplary achievements and contributions that reinforce our core values and leadership in project execution.

In 2024, the Founders and Leadership Awards program recognized 75 recipients for their contributions and achievements.



Learning and Professional Development

“ Facilitating continuous growth of our employees to enhance individual capabilities and contribute to our success.

Learning and Development Program

Our formal Learning and Development Program is designed to empower our employees with diverse skills essential for their personal and professional growth. Every employee creates an Individual Learning and Development Plan that specifies their career goals and evaluates areas for improvement. Available learning and development courses cover a broad spectrum. The Learning and Development Plans undergo annual reviews to ensure they stay relevant and align with the evolving aspirations of our employees.



Educational Assistance

Our Educational Assistance Reimbursement Program ensures that the educational endeavors of our employees directly contribute to both their career aspirations and our strategic goals. This program offers eligible employees the flexibility to pursue two-year, four-year, or advanced degree programs, as well as support for individual courses. Degree programs or individual courses must align with the employee's Individual Learning and Development Plan.

SSOE encourages our employees to participate in seminars, conferences, and workshops. Each SSOE department is allocated an annual budget for training to ensure that employees have opportunities to attend seminars, conferences, and workshops that align with their professional development needs.

Expanding Our Recruitment Strategy to Embrace Underrepresented Communities in the AEC Workplace

Our commitment extends to building a strong and equitable workforce that is reflective of our local communities. To achieve this, we establish impactful partnerships with community organizations, high schools, colleges, and universities, so we can attract talent from communities that have historically been underrepresented in the workplace. In 2023, we established SSOE's annual Historically Black Colleges and Universities (HBCU) scholarship to support students attending historically black colleges and universities and help them prepare for a successful career in the STEM fields. By 2024, two Tennessee State University students were awarded the scholarship. The HBCU scholarship provides financial assistance, mentoring, and networking opportunities with SSOE professionals and leaders.

Professional Licenses, Certifications and Memberships

Our policies on Professional Licenses, Certifications, and Memberships offer incentives and bonuses to support employees pursuing professional licensures and accreditations with preparation classes, exams, and membership fees. In 2024, 109 SSOE employees utilized our policies to obtain professional licenses and certifications. Additionally, we emphasize the significance of active engagement in professional organizations, as it provides opportunities for professional development and growth, while keeping us well-informed about technological advancements and industry trends. We have established targeted incentives to encourage our senior leaders to pursue roles such as senior associates or board members, fostering their growth as leaders and contribution to our industry.

Mentoring

We are committed to fostering a culture of mentorship, supporting our employees in expanding their leadership capabilities, and exploring new areas for personal and professional development. To support this, we offer a structured Mentoring Program designed to connect employees either within the organization or with external mentors. This program includes access to a robust set of resources to help our employees get started and ensure a fruitful mentoring experience.



Leadership Development



Transformational Leadership Initiative:
13 employees participated in 2024



Team Lead Initiative:
150 employees since 2022



New Supervisor Initiative:
20-30 employees annually



In 2024, SSOE logged 42,205 hours of training across our employee base, averaging approximately 28 hours of training per employee

Practice Groups to Leverage the Collective Strength, Knowledge, and Breadth of Technical Disciplines Across the Firm

SSOE's launch of 10 multidisciplinary practice groups is redefining project delivery by embedding technical excellence, consistency, and innovation across the firm. This initiative enhances client value through streamlined execution, reduced risk, and improved efficiency. At the same time, it fosters internal knowledge sharing, mentorship, and continuous improvement—strengthening talent development, operational resilience, and sustainability. Together, these efforts position SSOE to deliver smarter, faster, and more impactful outcomes for clients and communities alike.



5. OUR IMPACT **FRAMEWORK**

“ Diverse in Thought, United in Action

5.2 DEI

At SSOE, we strongly believe that our people are our greatest asset and collaboration serves as our most powerful tool. Recognizing the unique contributions of each individual, we foster a working environment where everyone feels respected and safe, enabling them to thrive personally and professionally.



1/3 of all new hires were Underrepresented Minorities, with a 33% increase in female hires



100% of SSOE employees attended training on DEI and microaggressions



28% of our global leadership are women (Director and above)



Doubled Employee Resource Groups for a total of 6 ERGs and 2 Sub Groups

Governance

The Director of DEI oversees our DEI initiatives and reports directly to the CEO. This includes setting goals and conducting ongoing, in-depth assessments of our DEI initiatives, ensuring that the principles of equity and inclusivity are integrated into every aspect of our organization. The Director of DEI works closely with our ESG Committee to align our DEI priorities with our strategic goals and provide recommendations on the performance aspects and indicators we are evaluating.

Employee Resource Groups

In 2023 we established our first Employee Resource Groups (ERGs). The ERGs provide dedicated spaces for our employees to connect and contribute to a more inclusive and supportive workplace environment at SSOE. ERGs have their own mission statements and charters, with goals ranging from recognizing holidays and inviting guest speakers to address specific DEI aspects to proposing changes to company policies and practices. The Director of DEI, ERG leaders, and Executive Sponsors comprise our DEI Champions. The Champions create internal support channels, holding our leadership accountable for acting on our commitment to DEI by formulating actionable initiatives. Additionally, the Champions are instrumental in measuring, documenting, and sharing our progress on DEI. Our Champions have organized an All-ERG Open House, where ERG Leads from SSOE's six Employee Resource Groups provide an overview and share highlights of their work. This provides all employees an opportunity to learn about our ERGs, their milestones, and how to get involved.

Our ERGs currently include:



People Respecting Identities, Diversity, and Equality (PRIDE)

PRIDE is an inclusive community of LGBTQIA+ people and allies. Its vision is to promote a positive and inclusive work environment and community while providing opportunities for education, networking, collaboration, and career development.



Black Leaders and Collaborative Changemakers (BLACC)

BLACC works to move forward the mission and values of SSOE, while representing the interests of Black/African Americans within SSOE's overall DEI goals.



SSOE Women Allies Network (SWAN)

SWAN is an inclusive community of women and allies. Its mission is to provide professional and personal development opportunities for women, while raising awareness around challenges women may face, sharing resources, providing mentorship, and equipping people to support their women colleagues.



Hispanic and Latin Allies (HoLA)

HoLA works to empower and support Latin and Hispanic employees and allies and promote cross-cultural understanding.

Interfaith Alliance

Interfaith Alliance brings together those who practice different religions, have different faiths, and/or come from different spiritual backgrounds to facilitate learning and promote inclusion.

Helping Young Professionals Excel (HYPE)

HYPE connects young professionals to mentors, creates networking opportunities and licensure support, provides a platform for young professionals to push innovative approaches, and uplifts young professional voices.



Increased Outreach and Philanthropic Giving

Increased philanthropic giving to partner organizations located in Portland and Atlanta. SSOE also entered a three-year commitment to the American Heart Association (AHA) to support STEM Goes Red, where SSOE hosts hands-on STEM workshops for middle school girls to ignite interest in careers in STEM.



National Society of Black Engineers - Professionals of Portland (NSBE PRO PDX): SSOE provided financial support which was used to fund a scholarship to help professionals continue their education and connect to employers and other opportunities.

National Organization of Minority Architects (NOMA) Project Pipeline in Atlanta: Using the city as the classroom and connecting young people to real-world architects and planners, the mission of NOMA Project Pipeline is to empower young people to affect change in their community through design.

Building Blocks 2 Success: SSOE provided financial support for programming, which helps expand opportunities for historically underrepresented students pursuing STEM education.

Cristo Rey Corporate Work Study Program: This program places students in a professional job for one full day a week during school months through high school, which allows students to earn a significant portion of their own private education costs.



Partnering for Progress



CEO Action for Diversity
and Inclusion



Society of Women
Engineers



National Organization of
Minority Architects



Diversity Equity Access
Inclusion (DEAI) Alliance of
Northwest Ohio



ElevateHER



Catalyst



National Society of Black
Engineers



Hiring Our Heroes



Engineers Week and Engineer
for a Day Program



Multiple Engineering
Cooperative Program



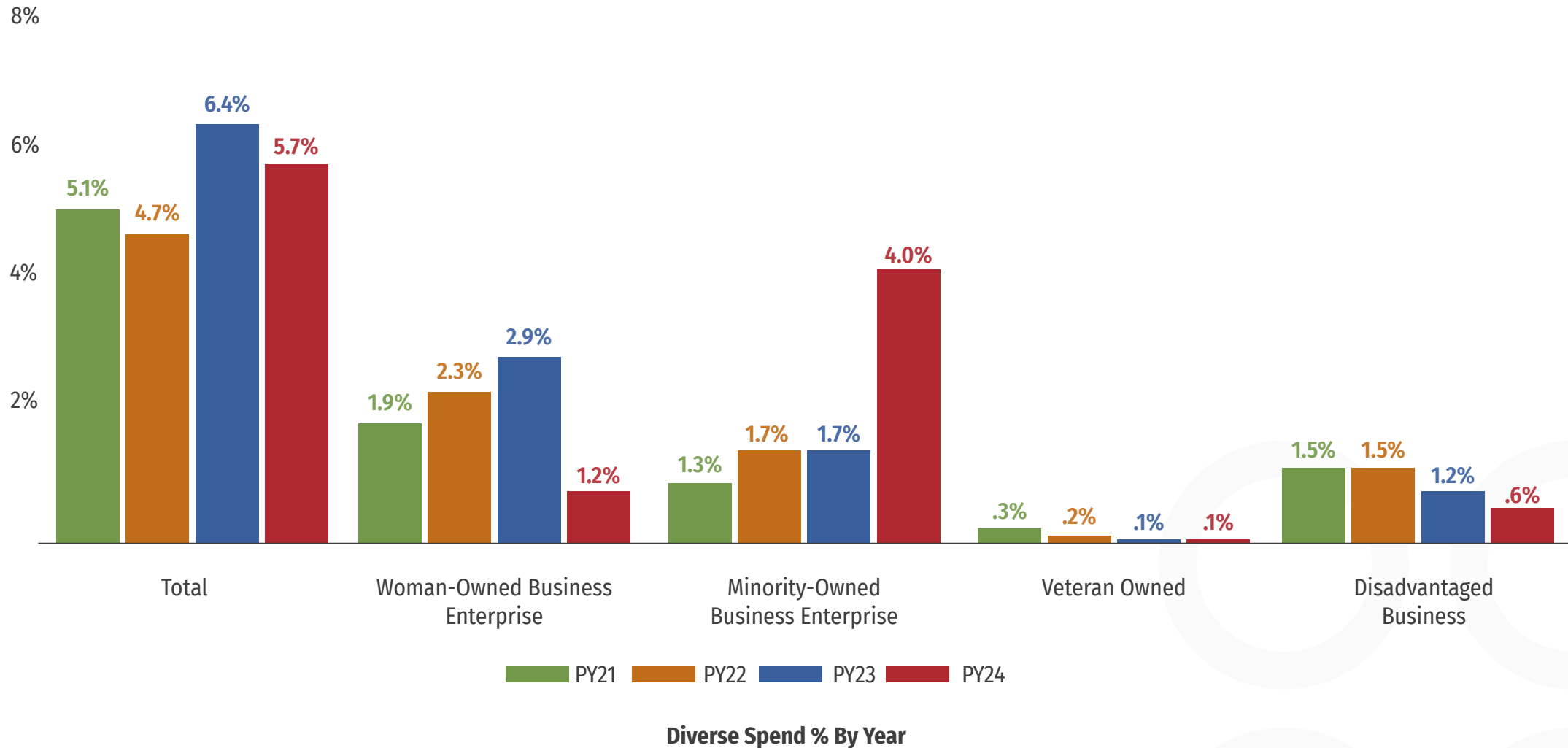
United Nations Entity for Gender Equality
HeForShe



Sisters of Notre Dame
SHINE Coalition

Vendor and Sub-Contractor Diversity

In 2024, 5.7% of our annual procurement spend came from diverse and/or disadvantaged businesses. We acknowledge that minority-owned businesses encounter barriers that hinder their opportunities to grow and engage in projects compared to other businesses. To address this, we aim to collaboratively work with our qualified diverse and women-owned partners, aiming to understand and overcome these challenges. Currently, we are assessing initiatives to enhance the integration of diverse and minority-owned businesses into our supply chain.



5. OUR IMPACT FRAMEWORK



You can do something to better your world. Pessimists do not build a better world. Be an optimist. A do-er. A builder.

5.2 Communities

Corporate Partnership: United Way and SSOE

For four decades, SSOE has been a steadfast supporter of United Way, a non-profit organization dedicated to enhancing education, financial stability, health, and housing resources for children, adults, and families. SSOE collaborates with United Way nationwide, supporting various community activities in locations where SSOE operates. Notably, SSOE hosts the United Way of Greater Toledo within our World Headquarters in Toledo, Ohio.



Employee Community Service and Volunteerism

SSOE has a legacy of contributing to sustainable and equitable community development, dating back to our founder Al Samborn's extensive work with community organizations in the early 1980's.

We promote community service and volunteering, encouraging every employee to contribute 20 hours annually. For each employee who performs 20 hours of volunteerism, we have committed to making a \$100 donation to the organization of their choice each year.



SSOE contributed over \$8,500 in matching gifts for each employee who volunteered at least 20 hours.

Do Good to Do Well: In 2024, we supported 230+ organizations and educational institutions



101 community and economic development organizations



40 organizations providing critical human services



32 health organizations that provide education, care, and support



8 animal welfare and wildlife rehabilitation organizations



5 organizations that support military veterans



40 educational institutions that benefit students of all ages



10 human and civil rights organizations



3 organizations that support environmental conservation

Investing in the Future of Science, Technology, Engineering, and Mathematics (STEM)



Pipeline initiatives (funding, mentorship, and STEM engagement) in local schools



Annual Engineer for a Day Program



Introduce a Girl to Engineering Day at the University of Toledo



At SSOE, we prioritize fostering the next generation of AEC professionals. We achieve this through our student internship program and partnerships with multiple high schools, colleges, and universities. Additionally, we actively participate in events aimed at engaging and inspiring students to pursue their passions, thereby contributing to a brighter future for both SSOE and our industry.

SSOE's Student Co-op/Internship Program

\$615K

in Scholarships

We've awarded students with close to \$615,000 in scholarships since implementing our scholarship program

\$120K+

in Tuition Reimbursement

SSOE has invested more than \$120,000 in tuition reimbursement since 2015

40

Co-ops/Interns

We employ an average of nearly 40 co-ops/interns at any given time

200+

Co-ops/Interns Hired

In the past three years, we've hired more than 200 co-ops/interns for full-time positions

“SSOE stands out as an exceptional place for early career professionals due to its trust in employees, emphasis on collaboration, and commitment to comprehensive learning and development. The company understands the importance of comprehending client requirements and ensures that early career professionals gain a complete understanding of projects, rather than working in a hierarchical environment where we might miss out on critical insights. This approach not only enhances learning but also fosters a deeper connection to our projects and the clients we serve.”

Aishwarya, Architect



5. OUR IMPACT FRAMEWORK



What gets measured, gets managed: targeting environmental resilience

5.3 Environment

APPROVED! In 2024, the Science Based Targets initiative (SBTi) officially approved SSOE’s greenhouse gas reduction goals as meeting its Criteria, Recommendations, and the Corporate Net-Zero Standard.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

APPROVED TARGETS					
Emissions	Method	2030 Target	2022 Baseline	2024 Progress	Actions
✓ Scope 1	Absolute Contraction	125 CO2e	216 CO2e	212 CO2e	Divest fleet vehicles; reduce fugitive emissions from equipment to meet targets. Action plan in progress
✓ Scope 2	Renewable Electricity Procurement	100%	0%	100%	Achieved. Continue procuring 100% RECs to cover electricity use
✓ Scope 3	Economic Intensity Reduction	51.6% per USD profit	3,852 CO2e per USD profit	46.8% per USD profit	Focus on Business Travel and Goods and Services Purchases Reductions. Action plan in progress

Greenhouse Gas (GHG) Emissions

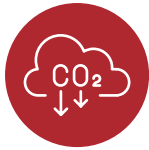
SSOE as a growth-focused company is committed to growing responsibly. This is why it was important for us to set emissions reduction targets validated by the Science Based Targets initiative (SBTi), providing independent, third-party assurance that our targets are science-based, credible, and rigorous.

	Overall Emissions	Emissions Per Employee	Emissions Per Revenue
2022 Baseline*	7.15k tCO2e	6.12 tCO2e/employee	35.4 tCO2e/revenue (MM)
2024	8.43k tCO2e +18% increase	5.43 tCO2e/employee -11% reduction realized	25.9 tCO2e/revenue (MM) -27% reduction realized

While our overall absolute emissions have increased, they are modest in comparison with our business growth, demonstrating that we are growing efficiently and responsibly. Our validated targets help us focus our reduction strategies on a combination of absolute emissions reductions and intensity reductions material to our business.

2024 Performance	18% increase in GHG emissions since 2022	92% increase in gross profit since 2022	33% increase in number of employees	60% increase in gross revenue
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*Per SBTi requirements, structural changes to a company (M&A or Divestments) over 5% trigger a ‘rebaselining’ calculation, which occurred for SSOE in 2024 due to an acquisition. This accounts for revised values reported as our 2022 Baseline year between 2023 and 2024 ESG Reports.



Reducing our GHG Emissions: Toledo World Headquarters Decarbonization Roadmap



1-2 years: Understand, Educate, and Build the Roadmap

Assemble Design Team and Stakeholders
Participate in Collaborative Design Charrette

Goals:

- Demonstrate the design process of meeting our AIA 2030 Commitments
- Evaluate strategies using data-driven analysis, ROI, and financing to demonstrate the business case
- Create a decarbonization Roadmap to present to Executive Management Team

Target: Reduce EUI by 50% in line with AIA 2030 Commitment for existing buildings

2-5 years: Integrate and Optimize

Evaluated:

- Interior lighting upgrades
- Roofing Replacement – Solar Ready
- Glazing Replacement
- End-of-life Equipment Assessment
- Optimize floor plan and HVAC zones
- Setbacks and Setpoints
- Optimize BAS settings and controls
- Utilize daylight and install controls
- Server Room Optimization
- Occupant comfort strategies
- Vacate annex or third floor
- Refrigerant upgrades
- On-site solar

5+ years: Evolve Decarbonization Roadmap to meet Net Zero Targets





- Evolve Roadmap for Net Zero
- Evaluate efficacy of strategies implemented
- Recalibrate performance
- Incorporate Source energy evaluation
- Update Capital Improvements Roadmap

EcoVadis Assessment Scorecard

Our EcoVadis assessment identifies our strengths and areas for improvement. While EcoVadis has identified Ethics as a Medium Impact priority for our business, SSOE considers it a top priority. As we celebrate our progress and achievements, we are assembling a comprehensive Action Plan to continue improving across all categories, with a focus on Ethics.



Progress:

Overall score			 Environment	 Labor & Human Rights	 Ethics	 Sustainable Procurement								
			Medium impact	High impact	Medium impact	Low impact								
2023	2024	2025 Goal	2023	2024	Goal	2023	2024	Goal	2023	2024	Goal			
40	52	50+	40	70	50	40	46	50	50	52	60	20	40	40

Immediate Improvement areas identified:

- Documenting and communicating our policies in an approved format
- Policies must be reviewed minimally every two years
- Documentation must include company logo
- Policies need to be accessible and properly communicated

All objectives are currently in progress, with several already achieved as identified in bold coloring.

Goals for 2025:

- Improving overall score to 50/100
- Environment - 50/100
- Labor and Human Rights - 50/100
- Ethics - 60/100
- Sustainable Procurement - 40/100

Proposed Actions:

- Review and update existing ToPPs (Tool, Policy, and Process System) documents
- Create a review cadence and Responsibility Matrix
- Create communications plan for new and updated policies
- Improve alignment with GRI reporting standard
- Improve policies to include quantitative targets on labor and human rights issues
- Implement corruption and bribery risk assessment
- Implement internal audit relating to anti-corruption issues
- Improve Sustainable Procurement Policy to include quantifiable targets

Environmental Management

Part of our environmental stewardship is to strategically reduce energy consumption, implement and update waste recycling initiatives, and conserve water resources across our offices.

We review our leasing agreements to identify opportunities for improving energy efficiency, waste management, and water conservation upon renewal. Additionally, we implement computer power-saving policies, reduce printing by delivering our work electronically, and utilize digital markup and collaboration tools. We are currently assessing environmental stewardship best practices implemented across our offices. This will enable us to develop targeted recommendations for our offices, allowing us to effectively mitigate our environmental impact.



2024 Water Conservation



Bottle-fill stations available in every office to minimize the use of single-use plastic water bottles while providing access to clean drinking



Install low-flow plumbing fixtures during renovations



2024 Energy Consumption



100% renewable electricity in offices through the purchase of RECs



Space optimization studies in several leased office locations and Toledo HQ



2024 Waste Management



Specify proper disposal procedures for documents and technology equipment in the Document and Technology Equipment Disposal policies



Display office waste management posters with recommendations in each office based on available infrastructure

5. OUR IMPACT **FRAMEWORK**



Operating with integrity: being honest, moral, and ethical.

5.4 Governance



**Operate ethically
and responsibly**



Manage risks



**Maintain
optimal quality**



**Deliver unparalleled
client value**

Our sustained success and our commitment to delivering on our value promise depend on cultivating trust among our employees, clients, vendors, subcontractors, and the communities where we work. That's why integrity is one of our core values, highlighting that our business strategy, operational goals, and our projects are driven by ethical and responsible business practices.

The Board of Directors serves as our highest governing body, responsible for setting our strategic priorities and overseeing the direction of our organization. Its responsibilities encompass the successful implementation of our strategic plan, advancing key initiatives, and maintaining effective operations in compliance with laws and regulations. The Board is comprised of eight executives from SSOE and four external members. The inclusion of both firm executives and external members on our Board of Directors fosters a diverse range of perspectives and experiences, enhancing decision-making processes, and promoting comprehensive strategic planning.



Integrated a formal Code of Ethics and Standards of Business Conduct into our Employee Handbook



100% of employees attend training on ethical and responsible business conduct



Established an AI Governance Committee to ensure responsible integration of artificial intelligence across our organization



Implemented a Large Language Model Policy to govern the ethical and responsible use of Generative AI

Ethical and Responsible Business Conduct

We have established a Code of Ethics and Standards of Business Conduct and an AI Ethics Policy, offering comprehensive information to assist employees in making ethical decisions in their work assignments. In cases where employees are unsure whether an action they are considering or have observed in a project is permitted by law or by a specific SSOE policy, they are encouraged to consult a technical expert, manager, or a member of our human resources team.

Each year we implement mandatory training on ethics. Our learning and development program includes courses on the basic principles of anti-corruption and anti-bribery awareness, honest and ethical behavior, and whistle-blowing.



Embracing Artificial Intelligence

We are actively exploring how AI can enhance the efficiency and quality of our work, and our workplace environment. To guide these efforts strategically, we have formed an AI Governance Committee to prioritize opportunities that deliver maximum value. Moreover, we have implemented a Data Ethics Policy and strategy, are developing an AI Language Model Policy, and are evaluating initiatives to enhance automation and standardization across project processes and tools.

Conflicts of Interest

Our Code of Ethics and Standards of Business Conduct emphasizes conflicts of interest through a distinct policy, aiming to ensure the ethical management and timely reporting of both actual and perceived conflicts. The policy is formulated to address a wide range of potential situations that may trigger a conflict of interest, providing clear recommendations for our employees to navigate complex scenarios that may arise during their work.

The policy also addresses aspects such as self-employment, gifts and contributions related to our business, financial interests in competitors, clients, or vendors, and taking personal advantage of business opportunities. By addressing potential conflicts of interest with transparency and integrity, we uphold the trust placed in us by our stakeholders and maintain an ethical framework that guides our decisions and actions.

Anti-Corruption and Bribery

SSOE strongly prohibits any activities that could be construed to be a bribe, kickback, or payoff in compliance with the U.S. Foreign Corrupt Practices Act (FCPA) and other applicable laws and regulations in every location where we operate and complete projects. Our Code of Ethics and Standards of Business Conduct highlights several activities that are prohibited under our anti-bribery and corruption protocols. These include gifts to management executives or employees of competitors or public agencies, secret commissions, discounts, compensation, and unreasonable payments, among others.

Whistleblower Procedure and Anonymous Ethics Helpline

We strive to promote individual responsibility and organizational accountability by not only maintaining a working environment in compliance with good governance standards but also by encouraging our employees to speak up and report unethical and fraudulent behavior. Managers are responsible for cultivating a supportive workplace where employees feel comfortable and safe to raise concerns related to ethics and business standards. It is highly beneficial to our organization when employees act to report any mistakes or wrongdoing, so we can make the necessary changes to address them.

Our Code of Ethics and Standards of Business Conduct prohibits threats or retaliation against employees reporting a violation of our Standards of Business Conduct or any relevant law and regulation. We have established proper communication channels for our employees to report potential ethics violations, as well as a 24/7 anonymous ethics helpline. The helpline is monitored by a third-party and is available to everyone with concerns on potential ethics violations, including our vendors and subcontractors.



We offer a 24/7 anonymous ethics helpline, monitored by a third-party, which is available for our employees, vendors, and subcontractors to report potential ethics violations

Risk and Quality Management

“ Risk and quality management: an integral part of every workday and every project. ”

Managing Risks

Risk assessment and management are key aspects of our strategic business planning process. Our Board of Directors provides strategic oversight on managing risks, helping our CEO, CFO, and COOs integrate risk assessment into our strategic business plan. Additionally, our department and project managers are responsible for identifying and reporting on risks and hazards associated with their service lines and project work.

We have a formal Risk Assessment Policy to ensure risks and hazards are identified, evaluated, and mitigated or eliminated in projects. Prior to the start of any work assignment, our policy mandates a risk and hazard assessment. The identified risks and hazards are then mitigated or eliminated.



Implemented a Risk Assessment Policy, ensuring all employees receive hazard identification and mitigation training



Evolved SSOE's Lean Community of Practice and Lean Operating Strategy, dedicated to fostering efficiencies and innovation throughout SSOE and its projects



SSOE's Lean Operating Strategy: Integrating Lean Principles to Achieve Optimal Quality

SSOE implements Lean design and construction principles to deliver on our value promise to our clients through high-quality projects completed on schedule, with fewer problems, and at a lower cost. Over the last decade, we started formalizing our Lean design and construction initiatives to better integrate Lean principles in our operating strategy and further drive value and collaboration.

In 2020, our Lean Operation Strategy (LOS) was launched: a Key Corporate Initiative that drives us towards operational excellence and client satisfaction, marking a pivotal shift in our company's approach to business. By focusing on continuous workflow efficiency improvements through the lens of individual accountability, communication, and collaboration, we move closer to being – and staying – a trusted business partner of our clients.

As we have evolved in our lean journey, we have developed a Community of Practice (CoP), an enthusiastic group of SSOE employees dedicated to learning, practicing, and sharing their lean mindset and methodologies throughout the enterprise. Led by our passionate Steering Committee, our CoP includes four Focus Groups, charged with refining and implementing initiatives for improvement around our key focus areas of Psychological Safety, Visual Management, Big Room Thinking, and Conditions of Satisfaction.

Today, our LOS is a systematic approach to increasing the value of SSOE's work, aimed at changing the mindset of how we approach what we do and how we do it. We are invested in continuous improvement, streamlining and documenting our best practices into "The SSOE Way". In essence, our LOS is about how we do business, the importance of our people, and our mindset in how we approach our work.

Our call to action for all of SSOE is to embrace, promote, and embody Lean - as a way of being (thinking, approaching, and behaving in ways) that creates value, optimizes resource utilization, minimizes waste, and drives continuous improvement.

By embodying these practices, we can achieve operational excellence and strive towards an ideal state – Our Target Condition.



100% of employees underwent Plan-Do-Check-Act (PDCA) training in 2024



Lean Steering Committee members attended the LCI (Lean Construction Institute) Congress in 2024



Hosted seven internal video watch parties, focused on the First Tenet of Lean: Respect for People



Conducted "Big Room Thinking" collaborative sessions on a complex project, resulting in significant efficiencies

Responsible Supply Chain

“ Respecting human rights, promoting integrity, and fostering responsibility throughout our value chain. ”

Developing an Ethical and Responsible Supply Chain

Respecting Human Rights

Promoting Sustainability and Resilience

We are committed to engaging with vendors, suppliers, and subcontractors that follow the same high standards of ethics and business conduct that we demand of ourselves.



Developing an Ethical and Responsible Supply Chain

A summary of our Code of Ethics and Standards of Business Conduct is available on our website, informing our suppliers, vendors, and subcontractors about our standards on ethical and responsible business conduct. Furthermore, in the terms and conditions of every contract we formalize our expectations by including specific sections covering ethics and standards of business conduct.

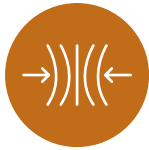


Respecting Human Rights

Since our founding, SSOE has been a strong supporter of human rights. We require our vendors and suppliers to respect human rights and commit to avoiding discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and discrimination based on their race, color, religion, sex, or national origin. Furthermore, we require that our contractors and subcontractors foster an environment of equal employment opportunity, explicitly prohibiting discrimination in hiring, promotions, and daily operations based on these criteria.



Zero-tolerance against human rights abuses within our supply chain



Promoting Sustainability and Resilience



**Continue EcoVadis
Reporting**



**Improve alignment with
UN SDGs**



**Disclose to CDP
Worldwide**



**Align with GRI
Reporting Standard**

We actively collaborate with our clients and suppliers to enhance the sustainability of our supply chains, fostering a collective approach to environmental stewardship. We report the sustainability performance of our organization as well as our supply chain through the EcoVadis platform, ensuring transparency and driving continuous improvement in our practices. We report to CDP Worldwide, as part of our SBTi commitment, and we are also working towards alignment with the GRI Reporting Standards for our 2025 ESG Report.

To drive further improvements, we are evaluating several strategic actions:

Enhanced Supplier Engagement: We plan to deepen our collaboration with suppliers by regular engagement, and by potentially implementing sustainability-focused training sessions. This will not only increase awareness but also empower suppliers to implement sustainable practices within their operations.

Expansion of EcoVadis and CDP Worldwide Reporting: We will encourage a greater number of our suppliers to participate in EcoVadis assessments and CDP Worldwide reporting. Increased participation will enhance the overall transparency of our supply chain and further incentivize our suppliers to implement sustainability standards.

Partnerships for Sustainable Innovation: We will seek partnerships with our clients and suppliers to develop innovative solutions to our supply chain challenges. These partnerships will enable us to identify innovative practices that can transform the sustainability performance of our supply chain.

Strengthened Sustainability Criteria in Procurement: Moving forward, we are actively exploring ways to refine our procurement policies to better integrate sustainability criteria. This includes adopting measures such as purchasing more energy-efficient equipment and forming partnerships with suppliers who have secured recognized environmental certifications.

Cybersecurity

“ Ensuring secure, reliable, and efficient information technology systems. ”

To strengthen our security posture and foster a cyber-conscious organizational culture, we have established the role of Manager of Information Security. This strategic position is dedicated to advancing our cybersecurity initiatives, raising awareness across the organization, and embedding security best practices into daily operations. By prioritizing education, risk mitigation, and proactive defense, the Manager of Information Security will play a critical role in cultivating a security-first mindset at every level of the organization.



Maintain Permissions Control measures to prevent unauthorized access or disclosure of confidential third-party data and information



Implement enhanced security and authentication protocols to safeguard our internal systems and servers



Conduct an annual independent Information Technology Audit to evaluate the effectiveness of our systems and processes



All employees receive cybersecurity training and are periodically tested on suspicious activity

Our Strategic Roadmap

The Big Picture



Mission

Deliver unparalleled client value that advances the AEC industry.



Vision

Designing and building the future for our clients, colleagues, and communities.



1-2 years: Understand, Educate, and Build the Foundation

- Focus culture on client value and inclusion and diversity
- Educate clients and staff on AEC changes
- Enhance client-facing career paths
- Define Lean Operating Strategy
- Develop technology roadmap for the future
- Implement Lean process and train staff
- Prioritize investment strategy

2-5 years: Integrate and Optimize

- Align people, process, and technology plans
- Implement Enterprise Resource Planning (ERP) system and create a common data environment
- Improve ownership and compensation model for future leadership
- Increase workflow efficiency → Improve project delivery and commitments
- Achieve growth and profitability through competitive client value

5+ years: Build the Future

- Deliver unparalleled client value that advances the AEC industry
- Selecting work → Predictable project delivery
- Attracting—not recruiting—talent
- Next generation leadership in place
- Big data → Artificial intelligence
- Impact our communities through projects and personal commitments



6. LOOKING FOWARD

“ Not just preparing for the future—but designing it.

Now in its second year of publication, our 2024 ESG Report is a visual record of the progress we've made in implementing our ESG strategy at SSOE. It is a transformative initiative aimed at advancing our sustainability practices and exploring new ways to support our colleagues, becoming better stewards of the environment and our communities, while delivering on our promise to provide unparalleled value to our clients.

To ensure that our initiatives lead to tangible and positive outcomes, we are committed to maintaining an open line of communication with our colleagues, clients, and stakeholders. By actively seeking feedback and engaging in continuous dialogue, we aim to gain valuable insights that will help us refine and evolve our ESG strategy in alignment with their needs and priorities. In 2025, SSOE will continue to update and create policies that embed ESG and sustainability principles into our corporate culture.

Recognizing that today's challenges require collective action, we emphasize the importance of collaboration. While individual efforts are crucial, meaningful change occurs when we unite our efforts. SSOE values collaboration and actively participates in global initiatives such as the AIA 2030 Commitment and the SBTi. Through these efforts, we are contributing to broader collective actions that promote sustainability, innovation, and positive global impact.

As we prepare our Strategic Roadmap to 2030, ESG will be an integral theme to ensure we continue to invest in our people, collaborate with our clients and peers, and together, make a lasting and meaningful impact.

Forward-looking Statements

This report may contain statements that are forward looking. These statements are based on current expectations and assumptions that are subject to risks and uncertainties, which may cause actual results to differ materially.



7. APPENDIX

2024 Greenhouse Gas (GHG) Emissions Report

*GHG Emissions Assessment provided by Greenly, utilizing GHG Protocol methodology; GWP

Scope	Category	Description	Emissions CO ₂ e (tCO ₂ e)	Percentage of excluded emissions of the total	Justification and additional comments
1	1.1	Generation of electricity, heat or steam	63.69		
1	1.2	Transportation of materials, products, waste, and employees	113.69		
1	1.3	Physical or chemical processing		Not provided	Category is not relevant for the company
1	1.4	Fugitive emissions	34.89		
2	2.1	Electricity related indirect emissions	1,277.24		
2	2.2	Steam, heat and cooling related indirect emissions		Not provided	Category is not relevant for the company
3	3.1	Purchased goods and services	5,277.6		
3	3.2	Capital goods	2.69	Not provided	Category is not relevant for the company
3	3.3	Fuel and energy-related activities not included in Scope 1 or Scope 2	288.98		
3	3.4	Upstream transportation and distribution	25.54		
3	3.5	Waste generated in operations	94.45		

2024 Greenhouse Gas (GHG) Emissions Report (cont.)

Scope	Category	Description	Emissions CO ₂ e (tCO ₂ e)	Percentage of excluded emissions of the total	Justification and additional comments
3	3.6	Business travel	773.04		
3	3.7	Employee commuting	189.54	60%	Accounts for Hybrid Work Arrangement
3	3.8	Upstream leased assets		Not provided	Category is not relevant for the company
3	3.9	Downstream transportation and distribution		Not provided	Category is not relevant for the company
3	3.10	Processing of sold products		Not provided	Category is not relevant for the company
3	3.11	Use of sold products		Not provided	Category is not relevant for the company
3	3.12	End-of-life treatment of sold products		Not provided	Category is not relevant for the company
3	3.13	Downstream leased assets		Not provided	Category is not relevant for the company
3	3.14	Franchises		Not provided	Category is not relevant for the company
3	3.15	Investments		Not provided	Category is not relevant for the company