



# Building Momentum

A Year of Environmental, Social, and Governance Leadership

2025 ESG Report







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## 1. A MESSAGE FROM OUR CEO

# Dear Stakeholders,

The AEC industry is increasingly operating at the intersection of innovation and sustainability, and that's where SSOE Group is intentionally positioning our business. As facilities become larger, more complex, and more energy-intensive, the challenge isn't choosing between innovation and responsibility—it's ensuring they advance together. Ultimately, the industry's future lies in this balance: using technology to scale sustainability, and sustainability to guide how innovation is applied.

In our early years of ESG reporting, we focused on building the foundation for accountability. Today, our focus has shifted from establishing commitments to scaling impact. In 2025, we expanded our global delivery model to scale expertise across borders, advanced the responsible use of AI to enhance how we serve clients, launched the SSOE Foundation to deepen community impact, and welcomed SHYFT—a Columbus, Ohio-based architecture and design firm—to strengthen our design capabilities, all while improving our EcoVadis performance. Together, these efforts and many others build an organization capable of delivering greater value at scale for our clients, colleagues, and communities.

As our industry evolves and our impact grows, so does our responsibility to lead with innovation, integrity, and purpose. Our 2030 roadmap challenges us to further embed ESG into every client engagement, accelerate decarbonization efforts across our value chain, and strengthen the governance and accountability structures that support long-term success.

**CEO, Vince DiPofi**

\*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.





2.

# About SSOE

Founded in 1948 in Toledo, Ohio, SSOE is an internationally recognized 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.



**1,400+**  
Employees



**22**  
Global Locations, Across 3 Countries



**\$2B**  
Documented Client Savings



**95%**  
Client Recommendation



**150**  
Clients Over 20 years

## Core Values:

- Safety
- Social Responsibility
- Collaboration
- Innovation
- Integrity
- Quality
- Agility
- Diversity, Equity, and Inclusion



# Internationally Ranked

Project Spotlight: Ford's BlueOval City—Engineering News-Record's Southeast Project of the Year and Best Project in Manufacturing—spans 4,000 acres and is designed to run on carbon-free energy. This vertically integrated EV campus unites vehicle assembly, battery production, recycling, and a supplier park in one location. Designed to function like a small, sustainable city, it targets carbon neutrality and zero waste to landfill. BlueOval City sets a new benchmark for manufacturing and sustainability at scale.



### Engineering News-Record (ENR)

- Top 3 Semiconductor Design Firm for the past 9 years
- #2 Manufacturing Design Firm for the past 4 years
- Top 5 Automotive Plant Design Firm for the past 3 years
- #8 Chemical Plant Design Firm in 2025
- Top 30 Industrial Process Design Firm for nearly two decades
- #87 in the Top 500 Design Firms for 2025

### 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



### Consulting-Specifying Engineer

- MEP Giant for more than a decade



# A Year in Review

|                                                                                                                    |                                                                                                         |                                                                                                                     |                                                                                               |
|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <div>#25</div> <div>2025 Fortune Best Workplaces in Consulting &amp; Professional Services</div>                   | <div>Progress</div> <div>on validated Science-based Near-Term and Net Zero Targets</div>                | <div>#20</div> <div>Opened our Phoenix, Arizona office to meet growing demand</div>                                 | <div>95%</div> <div>clients would recommend SSOE</div>                                        |
| <div>8x</div> <div>Great Place to Work Certified for the 8th Year</div>                                            | <div>-24.6%</div> <div>Business Travel &amp; Commute absolute emissions reduced*</div>                  | <div>Platinum</div> <div>Earned Highwire’s Platinum Safety Award</div>                                              | <div>SHYFT</div> <div>Expanded Architecture Practice Group through acquisition of SHYFT</div> |
| <div>29%</div> <div>of all new hires were Underrepresented Minorities</div>                                        | <div>-27.4%</div> <div>Business Travel &amp; Goods/Services intensity emissions reduced*</div>          | <div>7%</div> <div>Improved EcoVadis ESG Score from 2024</div>                                                      | <div>8x</div> <div>Named a Zweig ‘Hot Firm’ for the 8th Year</div>                            |
| <div>\$100,000</div> <div>Minimum multi-year financial commitment to HOPE Toledo through the SSOE Foundation</div> | <div>16M GSF</div> <div>designs analyzed, averaging a 43% reduction in Energy Use Intensity (EUI)</div> | <div>100%</div> <div>Employee Participation on AI, Cybersecurity, Safety, Sustainability, and Ethics Training</div> |                                                                                               |

\*from Baseline Year 2022



# 2025 Highlights

## Colleague Impact Story #chooseSSOE: Trey Eubanks' story

Trey began his journey with SSOE in 2023 as an engineering student at the University of Toledo and an active member of the National Society of Black Engineers (NSBE). After his NSBE mentor recommended SSOE, which supports the chapter through scholarship funding, Trey toured SSOE's facilities and submitted his resume on the spot. He progressed through two co-op assignments and an intensive internship before converting to a full-time employee in January 2025. Trey recently went back to the NSBE National Conference, representing SSOE alongside our recruitment team to reinvest in the talent cycle.



SSOE partnered with a food client to transform an existing warehouse into a 38,000-square-foot research and development pilot facility. By using a pilot-first approach that allows new processes, equipment, and layouts to be tested and refined before full deployment, the project reduces operational risk, avoids unnecessary material waste, and enables long-term adaptability, as it equips the client with data-driven insights to guide future manufacturing investments. Retrofitting an existing structure reduced costs and schedule - and by default - embodied carbon emissions. The result is a facility that supports innovation while aligning operational efficiency with responsible resource use.

## Client Impact Story Piloting Innovation



Built to train those who will build the future, the Hyundai Mobility Training Center of Georgia is opening doors to the next generation of mobility.

The 89,000 SF advanced manufacturing training environment fuels Hyundai Motor Group Metaplant America, the largest economic investment in Georgia's history and the company's first dedicated EV mass-production facility in the U.S.

Powered by the Technical College System of Georgia's Quick Start program, the nation's #1 workforce training program, the center features industry-leading robotics, mechatronics, and EV assembly high bay labs that prepare talent for the road ahead.

## Community Impact Story Quick Start: Workforce Development



3.

# Our Impact

**\$400M**

\$400 million investment in clean energy

**4.36M**

Spanning 4,356,000 SF or **approximately 100-acres**

**2.1GW**

2.1 GW of solar cell manufacturing **production per year**

## Designing for a Regenerative Future. Austin, Texas

Project Highlight: SSOE Group is providing design and engineering services for T1 Energy's "G2\_Austin", a 100-acre greenfield solar cell manufacturing facility at the Sandow Lakes Advanced Manufacturing and Logistix Campus in Milam County, Texas. As part of the project, SSOE has worked closely with a Chinese Design Institute to assist in localizing the client's technology used overseas to ensure compliance with all U.S. codes and standards.

Backed by a \$400 million investment, the site broke ground in December 2025. Upon completion of Phase 1, the main 275,000 SF facility will manufacture 2.1 gigawatts of TOPCon solar cells annually and create up to 620 jobs.





### 3. OUR IMPACT

# 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

To deliver unparalleled client value that advances the AEC industry.



## Vision

Imagining and creating the future with our clients, colleagues, and communities.



## Environment

Greenhouse Gas (GHG)  
Emissions  
SBTi Commitment  
Environmental  
Management



## Clients

Sustainable and  
Equitable Design  
Solutions  
AIA 2030 Commitment  
Innovation



## Colleagues & Communities

Safety  
Health and Well-being  
Inclusion & Community  
Impact  
Learning and Professional  
Development  
Community Engagement



## Governance

Corporate Governance  
Risk and Quality  
Management  
Responsible Supply  
Chain  
Cybersecurity  
AI Governance



### 3. OUR IMPACT

# ESG Governance

The governance of ESG and sustainability within SSOE is delineated among three key bodies, each with specific responsibilities. All governing bodies are guided by four performance reporting structures:



**EcoVadis  
Reporting**



**Alignment  
with UN SDGs**



**CDP  
Worldwide**



**GRI-referenced  
Reporting Standard**



## Board of Directors

Establishes overarching strategic vision

**+40%**

of the Board of Directors are **women** or **underrepresented minorities**



## Board of Directors' ESG Committee

Implementation oversight strategic vision



## Sustainable Design Strategy Group (SDSG)

Community of Practice focused on embedding sustainability across operations

## MATERIALITY ASSESSMENT PROCESS

**01**

**Identify Material ESG Aspects**

- Environmental
- Social
- Governance

**02**

**Engage Stakeholders**

Executive Leadership, Sustainable Design Strategy Group, Clients, Partners

**03**

**Prioritize**

Internal Business Impact: External Value

**04**

**Integrate & Refine Strategy**

Executive and Operations Leadership

# Materiality

## ESG ASPECT LEGEND:

● Environmental
 ● Social
 ● Governance

● ● ● Major impact
 ● ● Moderate impact
 ● Minor impact
 ○ Not primary impact

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.

| Material Topic                           | ESG Aspect                            | Operations                                                                                                                 | Value Chain                                                                                                                                                         | Client/Project                                                                                                             | GRI Standards      | Primary SDGs |
|------------------------------------------|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|
| Climate Action & GHG Emissions           | <span style="color: green;">●</span>  | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                          | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                                                                   | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                          | 302, 305           | 7, 13        |
| Sustainable/Equitable Design Solutions   | <span style="color: green;">●</span>  | <span style="font-size: 1.2em;">●</span>                                                                                   | <span style="font-size: 1.2em;">●</span>                                                                                                                            | <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span>                                          | 302, 303, 305, 306 | 9, 11, 13    |
| Health, Safety & Well-being              | <span style="color: orange;">●</span> | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span> | <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span> | 403                | 3, 8         |
| Workforce Transformation & AI Enablement | <span style="color: orange;">●</span> | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                          | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                                                                   | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                          | 401, 404           | 4, 8         |
| Inclusion & Community Impact             | <span style="color: orange;">●</span> | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                          | <span style="font-size: 1.2em;">●</span>                                                                                                                            | <span style="font-size: 1.2em;">●</span>                                                                                   | 405, 406           | 5, 10        |
| Business Ethics & Integrity              | <span style="color: blue;">●</span>   | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                                                                   | <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span>                                          | 205, 206           | 16           |
| Data/Cybersecurity & Customer Privacy    | <span style="color: blue;">●</span>   | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                                                                   | <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span> | 418                | 16           |
| AI Ethics & Digital Responsibility       | <span style="color: blue;">●</span>   | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                                                                   | <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span>                                          | 404, 418, GRI 2    | 9, 16        |
| Sustainable Procurement & Supplier ESG   | <span style="color: blue;">●</span>   | <span style="font-size: 1.2em;">●</span>                                                                                   | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                                                                   | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                          | 204, 308, 414      | 8, 12, 16    |
| Water Stewardship                        | <span style="color: green;">●</span>  | <span style="font-size: 1.2em;">●</span>                                                                                   | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                                                                   | <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span>                                          | 303                | 6, 12        |
| Waste & Circularity                      | <span style="color: green;">●</span>  | <span style="font-size: 1.2em;">●</span>                                                                                   | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                                                                   | <span style="font-size: 1.2em;">●</span>                                                                                   | 306                | 12           |
| Community Engagement & Local Impact      | <span style="color: orange;">●</span> | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                          | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                                                                   | <span style="font-size: 1.2em;">●</span>                                                                                   | 413                | 11, 17       |
| Learning & Professional Development      | <span style="color: orange;">●</span> | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> | <span style="border: 1px solid black; border-radius: 50%; padding: 2px;">○</span>                                                                                   | <span style="font-size: 1.2em;">●</span>                                                                                   | 401, 404           | 4, 8         |
| Risk & Quality Management                | <span style="color: blue;">●</span>   | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                          | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                                                                   | <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span> | 206, 416, 418      | 8, 9, 16     |
| Innovation & Lean Practices              | <span style="color: blue;">●</span>   | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                          | <span style="font-size: 1.2em;">●</span>                                                                                                                            | <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span> | 203, 204, GRI 2    | 8, 9         |
| Corporate Governance                     | <span style="color: blue;">●</span>   | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span> | <span style="font-size: 1.2em;">●</span> <span style="font-size: 1.2em;">●</span>                                                                                   | <span style="font-size: 1.1em;">●</span> <span style="font-size: 1.1em;">●</span>                                          | 205, 206, GRI 1-2  | 16           |



### 3. OUR IMPACT

## Aligning with 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. 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. They are noted throughout the report and are aligned with our GRI Content Index found in the Appendix.

#### UN Sustainable Development Goals



Our combined design services, operational practices, employee initiatives, and community engagement efforts contribute broadly across several UN SDGs.

### 3. OUR IMPACT

# 2030 Impact Goals



## Environment

- Meet our near-term Science-based Targets for Scopes 1 & 3 reductions (Scope 2 targets - achieved)
- Optimize AI-driven insights to inform project sustainability, climate risk, and resilience measures
- Work with our largest suppliers to report and improve GHG Emissions



Scope 2 Achieved | AI-driven



## Clients

- Improve ENR Top Ranking to 75
- Service Offering to every client: Project Roadmap to Zero Carbon (supporting AIA 2030 Commitment)
- Embed ESG into every client engagement



Embed ESG



## Colleagues & Communities

- **Maintain SSOE's Great Place to Work designation**
- **Maintain OSHA Total Recordable Incident Rate below industry standards**
- Increase diversity in our talent pool and talent management pipeline



Maintained or Exceeded



## Governance

- Reach EcoVadis 75<sup>th</sup> percentile score
- AIA 2030 workflow and reporting integrated into all building facility projects
- ESG KPIs are embedded in policies, operating procedures, and work instructions



AIA 2030 Integration | Embed ESG



4.

# Innovating for Impact



## Designing for People, Planet, & Performance. Des Moines, Iowa

Project Highlight: The SHYFT design team, now part of SSOE Group, was recognized by DEV Partners and The Des Moines Heritage Trust for our work on The Concord Collaborative, a 1919 building reimagined through adaptive reuse. The project was among this year's Historic Preservation Projects of the Year.

The project blends historic materials with modern workplace design. We loved the result enough to move in ourselves.

//



# 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. 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.

59

LEED® Accredited Professionals

4

WELL Accredited Professionals™

2

Certified Energy Managers - CEM®

4

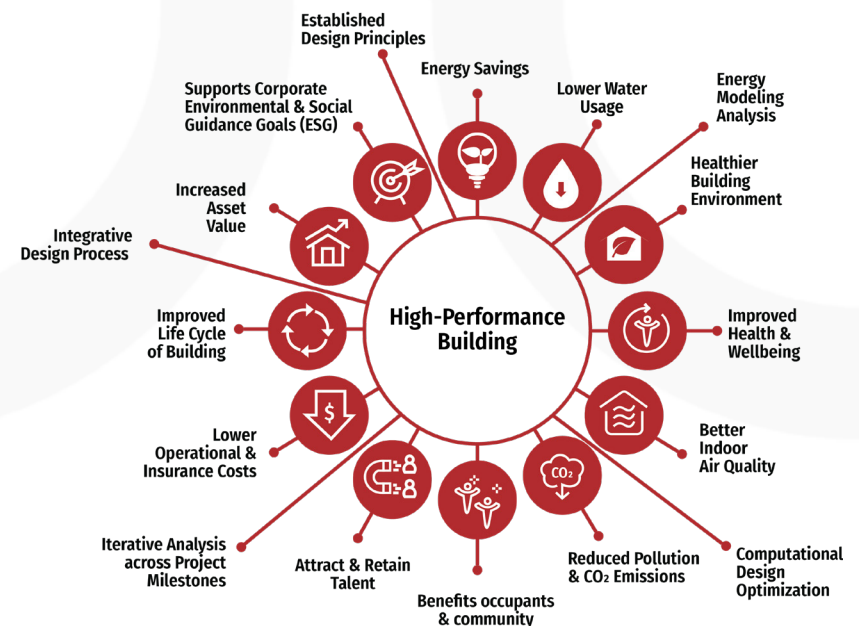
LEED® Green Associates™

4

Evidence Based Design and Accreditation Professionals - EDAC

From the start, our goal was to reinvest in the building while respecting its role in the neighborhood. This project shows how thoughtful adaptive reuse can create long-term value for both tenants and the community. And now, it acts like a business card for our teams. It is a great example of what the team is capable of each time a client enters our office.

**DANNY HEGGEN, PARTNER AND CFO OF DEV PARTNERS**





**9+ Million**

**SF of LEED-certified projects designed through 2025** contributing significant savings in water, energy, and construction waste

**\$110 Million**

**in savings accumulated from 2006 through 2025** 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 2006-2025)

**12.2 Million**

gallons of water saved annually

**148 Million**

gallons of water saved to date



## 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

**\$8.5 Million**

annual documented energy savings

**682,407 MMbtu**

annual documented energy savings

**9,254,780 MMbtu**

energy savings accumulated to date over lifecycle of designed facilities

## Project Highlight: Design Analysis for informed Decision-Making

While the traditional cooling tower and hybrid chiller options require substantial annual water consumption (up to 31 million gallons) and generate millions of gallons of wastewater, implementing a Heat Recovery Chiller (HRC) design strategy achieved a closed-loop system with zero water consumption and zero sanitary discharge. The HRC option as designed converts 2.7 MW of electrical input into 8.5 MW of usable thermal energy for a net-positive solution on a 4.7 million SF battery manufacturing facility.



## 4.1. IMPACT FRAMEWORK | CLIENTS

# AIA 2030 Commitment

SSOE is a signatory of the AIA 2030 Commitment - a voluntary program through which architecture/engineering firms commit to tracking and reducing the energy use and carbon emissions of their projects with the goal of achieving carbon-neutral buildings by 2030. In our third year of reporting, the data has identified gaps and proposed improvement measures.



# 25

Projects  
in 2025

*reduced from 2024*

# 42.7%

Net pEUI  
Reduction

*maintained from 2024*

# 5.5%

GSF of energy  
coverage

*improved from 2024*

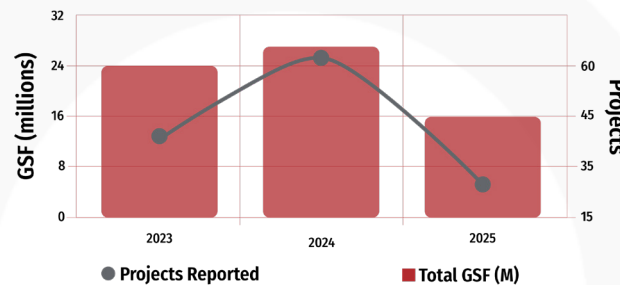
# 0%

GSF meeting  
energy target

*reduced from 2024*

### PORTFOLIO SCALE

Total GSF Reported (M) & Projects Reported



2023 GSF  
24.2M

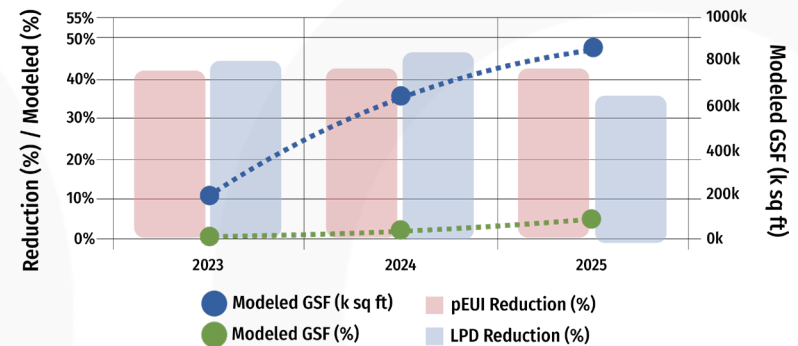
2024 GSF  
27.0M

2025 GSF  
15.9M

#Projects 2023 - 2025  
39 - 63 - 25

### ENERGY PERFORMANCE & MODELING COVERAGE

pEUI Reduction - LPD Reduction - Modeled GSF %



Modeled GSF 2023  
203,737

Modeled GSF 2024  
653,603

Modeled GSF 2025  
867,330

## Improvements

Energy modeling coverage rose from 0.85% to 5.49% of GSF, and lighting target attainment increased from 68.8% to 79.5%

## Gaps

No reported GSF met the AIA 2030 energy target and embodied carbon reporting coverage remains minimal

## Actions

Increase early-phase modeling, expand whole-building carbon reporting, and integrate analysis and reporting into project workflows



# Innovation



At SSOE, we harness creativity to generate innovative ideas that maximize value. We believe the future of architecture and engineering is AI-powered but human led. We're not waiting for transformation to happen around us. We're making it happen—responsibly, boldly, and in a way that truly benefits our clients and our people with resources including but not limited to: Microsoft Copilot, Autodesk Forma, Agentic Automation, ACC AI Assistant, and PODIUM.io. We provide a competitive edge through our utilization of design automation and generative AI on our projects, with our people to streamline and improve productivity, saving hours of compute time and energy.



Design Automation

**4,600+**

hours saved with  
Automation, up  
15% from 2024



Design Automation

**\$345k**

minimum saved  
with Automation  
in 2025



Revit - BiMLogiq AI

**\$223k**

in time savings



Route LLM

**-53%**

efficient use of AI  
Routing enabled  
reduction in Energy use  
and Water use by 53%

**#1**

first-of-its-kind  
U.S. greenfield  
colocation facility

**100 kW**

per cabinet **ready**  
**for future** AI  
deployments

**Tier 3**

engineered to meet  
**Uptime Institute®**  
**Tier III** standards

**16,000**

sustainable energy use  
**equivalent to 16,000**  
**homes annually**

# Emerging Markets

**Designing for a Regenerative Future.  
Data Centers**

Project Highlight: A new model for high-density data centers, turning waste into a resource with a first-of-its-kind biomass-powered greenfield colocation facility in the U.S., integrating renewable energy directly into the computing environment.

As demand for digital infrastructure grows, the challenge isn't choosing between innovation and responsibility—SSOE is ensuring they advance together. Waste not, want not. By reusing waste heat from an adjacent biomass plant and incorporating non-potable water sources, the facility is engineered to meet Uptime Institute® Tier III standards—supporting cabinet densities from 10–50 kW today, with infrastructure ready for future AI deployments exceeding 100 kW per cabinet.



# Safety Always

Safety Always is more than a slogan—it is a mindset that continues to evolve as we build a proactive, interdependent safety culture where everyone takes ownership of safety and looks out for one another. We believe the safest outcomes are achieved when we anticipate hazards and prevent injuries before they occur. Our newly revised Safety Management System serves as the blueprint, providing the structure, expectations, and tools needed to manage risk effectively, overseen by our Safety Director who is a board-Certified Safety Professional and supported by our safety staff.



Constellation Brands Life Safety, Mexico



## Safety by Design

**Project Highlight:** At Constellation Brands, SSOE embedded employee safety into the design of operations involving Laser Guided Vehicles (LGVs), responding to an urgent need to reduce frequent vehicle-related incidents. The project established clearly defined safe zones and pedestrian walkways, integrated physical protections such as railings and safety gates, and used projected messaging and floor markings to clearly communicate safety boundaries. By proactively addressing human-machine interaction risks through design, SSOE supported safer working conditions, reduced operational hazards, and improved day-to-day safety outcomes for both employees and plant operations.



Our commitment to safety starts with our people. 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.

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 speak up in cases where they have to conduct work in an environment exposed to hazardous situations.

## Safety by the Numbers

**1.0**

Recordable  
Injury (OSHA)

**0.07**

DART

**0.73**

EMR

**0.07**

TRIR



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





# Stronger Together

## Commitments to the Future. Toledo, Ohio



In partnership with the Greater Toledo Community Foundation, the SSOE Foundation will enhance charitable impact by flexibly allocating resources where SSOE employees live and work. The SSOE Foundation announced a five-year commitment to support the Metroparks Toledo floating wetlands as part of the transformative Glass City Riverwalk project, supporting the installation of six sustainable floating wetlands along the Glass City Riverwalk to improve water quality and environmental resilience.

This initiative aligns with our firm's Environmental, Social, and Governance values and is especially meaningful to us, with our world headquarters located just a mile away in downtown Toledo.

# Our Approach

SSOE strengthens communities through strategic, values-driven giving and sustained partnerships. Our approach emphasizes multi-year commitments, and empowers each office and principal to support causes that matter most to their communities.



### Diversity and Inclusion

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.



### Values Driven

Employee centered,  
community connected



### Strategic

Aligned with criteria  
of giving priorities and  
long term partnerships



### Taking the Steps

As we move toward our 2030 goals, SSOE remains committed to deepening our strategic partnerships, expanding employee engagement opportunities, and strengthening how we measure and report our collective impact.



### Inclusive

Reflects diverse  
communities and  
employee voices



### Accountability

Intentional review,  
consistent criteria,  
transparent reporting



# Investing in the Future

We're deeply invested in community and university partnerships that work to prepare students from all walks of life for successful careers in the STEM / STEAM fields.

# \$41k

in scholarships to  
accredited college  
and/or HBCU students

# 40+

employ 40 co-  
ops/interns on  
average per year



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



Annual Engineer for  
a Day Program



Introduce a Middle Schooler  
to Engineering Day at the  
University of Toledo

As the SSOE Foundation's first major initiative, SSOE committed \$100,000 to HOPE Toledo, an education program that offers a pathway out of systemic and generational poverty.

Wakeso Peterson Jr., a former co-op and now full-time hire, is the first graduate of the HOPE Toledo Promise program.



# 2025 Highlights

|                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                           |                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>\$858k</b></p> <p>in total giving for 2025</p>                                                                                                                                |  <p><b>376</b></p> <p>grants awarded through the SSOE Foundation</p>                                                                                     |  <p><b>28%</b></p> <p>of leadership (Director or above) are women</p>       |
|  <p><b>272</b></p> <p>organizations supported throughout 25 U.S. states and 3 global locations</p>                                                                                   |  <p><b>\$8k</b></p> <p>in contributions through SSOE's Volunteerism Program</p>                                                                          |  <p><b>29%</b></p> <p>of all new hires were Underrepresented Minorities</p> |
|  <p><b>\$10k</b></p> <p>all 6 ERGs pooled resources to collectively contribute to STEM education for underrepresented youth at Portland-based Building Blocks 2 Success (BB2S)</p> |  <p><b>90%</b></p> <p>of current ERG members state that ERGs positively impact their experience at work, effectively building a sense of community</p> |                                                                                                                                                                |

## Employee Resource Groups

- 

**PRIDE**  
People Respecting Identities, Diversity, and Equality
- 

**BLACC**  
Black Leaders and Collaborative Changemakers
- 

**SWAN**  
SSOE Women Allies Network
- 

**HoLA**  
Hispanic and Latin Allies
- 

**Interfaith Alliance**
- 

**HYPE**  
Helping Young Professionals Excel

1 in 5 employees belong to one or more ERGs



## 4.2. IMPACT FRAMEWORK | COLLEAGUES & COMMUNITIES

# People First

SSOE has always been a people-first company. Our wellness philosophy is “we’re at our best when you are too” that when employees feel valued, healthy, and supported, they can bring their best to their clients, colleagues, and communities. We’ve taken steps year over year to ensure we’re providing best-in-class perks that truly work for our employees, not just calling them “benefits.”

Rather than relying solely on annual enrollment, we actively communicate employee perks via onboarding, a centralized benefits portal, monthly benefit spotlights, lunch-and-learn sessions, and personalized “Total Rewards” statements outlining each employee’s benefits and compensation package—helping employees understand what resources are available, but also how and when to use them.



### Medical Wellness

Comprehensive plans  
HSA / FSA funds  
Confidential counseling  
Expert Cancer Review (ECR) second-opinion services



### Financial Wellness

Company-owned  
401(k) matching  
Student loan repayment  
College savings plan  
Licensure & Certification



### Physical Wellness

Wellness programs  
Ergonomic support  
Weight management tools



### Work-life Balance

Hybrid Work Model  
Overtime pay & PTO  
EAP  
Family support  
Adoption assistance  
Infertility coverage





## Connection & Recognition

x1

Employee ownership represented in every office worldwide for the first time

x1

Fortune's "Best Workplaces" for Consulting & Professional Services for the first time

x1

"Healthy Worksite" by the Healthy Business Council of Ohio's (HBCO) for the first time

x8

Great Place to Work Certified for the 8th Year

**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.

**Clients, Colleagues, and Communities (C<sup>3</sup>) Awards:** The C<sup>3</sup> 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 2025, the Founders and Leadership Awards program recognized 38 recipients for their contributions and achievements.





## 4.2. IMPACT FRAMEWORK

# Growing Together

In 2025, SSOE logged 42,275 hours of training across our employee base, averaging approximately 31 hours of training per employee. SSOE now employs 71 Registered Architects and 202 Professional Engineers.

## Aligned Through SSOE Practice Groups

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.

## Learning and Professional Development



### 1. Learning and Development Program



### 2. Educational Assistance



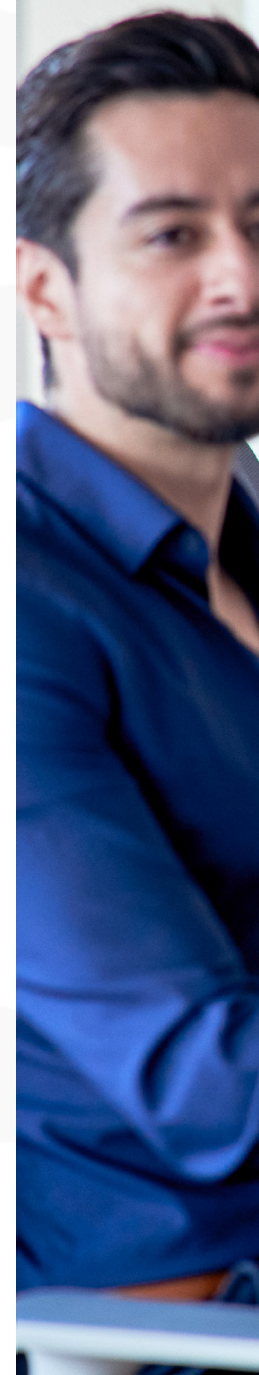
### 3. Professional Licenses and Accreditation Support



### 4. Mentoring



### 5. Leadership Development Program





## SSOE Connect

SSOE Connect, our first formalized onboarding experience, designed to accelerate integration and foster early engagement. The program delivered measurable results, including a voluntary turnover rate lower than the 13.4% industry average, full peer connection, 18% increase in connection with leaders, and improved understanding of SSOE's services and culture.

**99%**

New Hires report  
confidence in delivering  
exceptional client service

**90%**

New Hires felt  
welcomed and  
supported from Day 1

## Innovation Pipeline

We also introduced the SSOE Innovation Pipeline, a centralized platform that positions innovation as a shared responsibility rather than a leadership-only function. By capturing, evaluating, and advancing ideas from employees across the organization, the platform promotes collaboration, shared ownership, and early executive engagement, helping transform ideas into scalable, tangible outcomes.



# What's Measured Gets Managed

### ESG Performance and 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.



100% renewable electricity in offices through the purchase of RECs



Bottle Refill Stations in every office



Space optimization studies in several office locations and Toledo HQ



Install low-flow plumbing fixtures during renovations



Recycling & waste management based on available infrastructure



Disposal procedures for documents and equipment

### OVERALL SCORE



# 59/100

51<sup>st</sup> Percentile

+7 points from 2024



#### Environment

66/100 -4 points from 2024



#### Labor & Human Rights

55/100 +9 points from 2024



#### Ethics

62/100 +10 points from 2024



#### Sustainable Procurement

55/100 +15 points from 2024

EcoVadis is a globally recognized platform that assesses and rates companies' environmental, social, and ethical performance using a standardized, evidence-based methodology.

**CLICK THE ECOVADIS BADGE TO ACCESS SSOE GROUP'S RECOGNITION PAGE\***

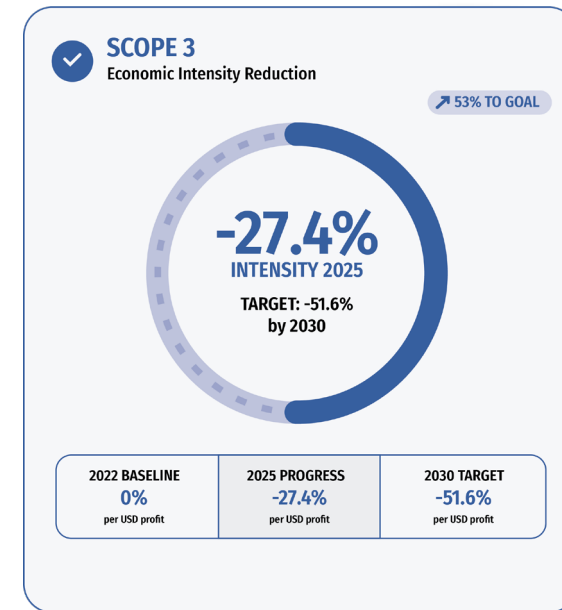
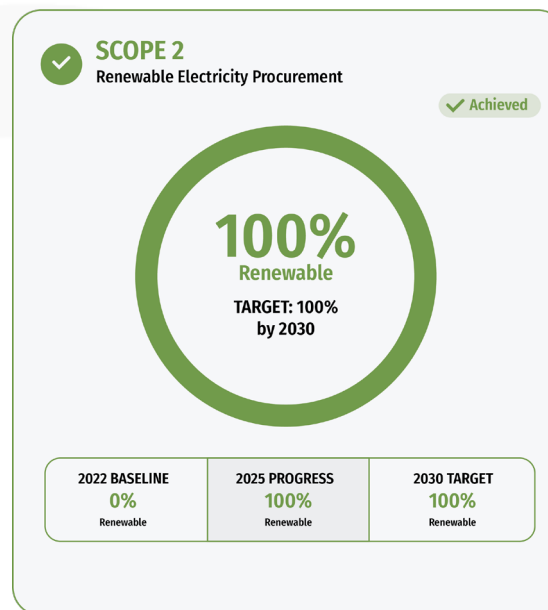
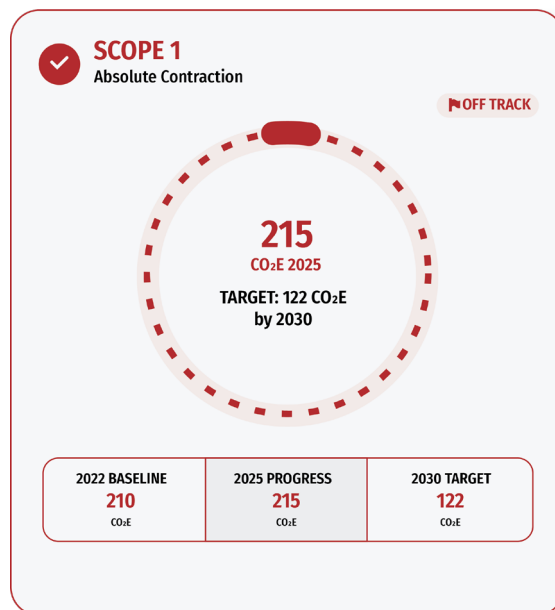


# Validated Targets

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



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



## 1 Scope Actions

Divest fleet vehicles; reduce fugitive emissions from equipment to meet targets. Action plan in progress.

## 2 Scope Actions

Achieved. Continue procuring 100% RECs to cover electricity use.

## 3 Scope Actions

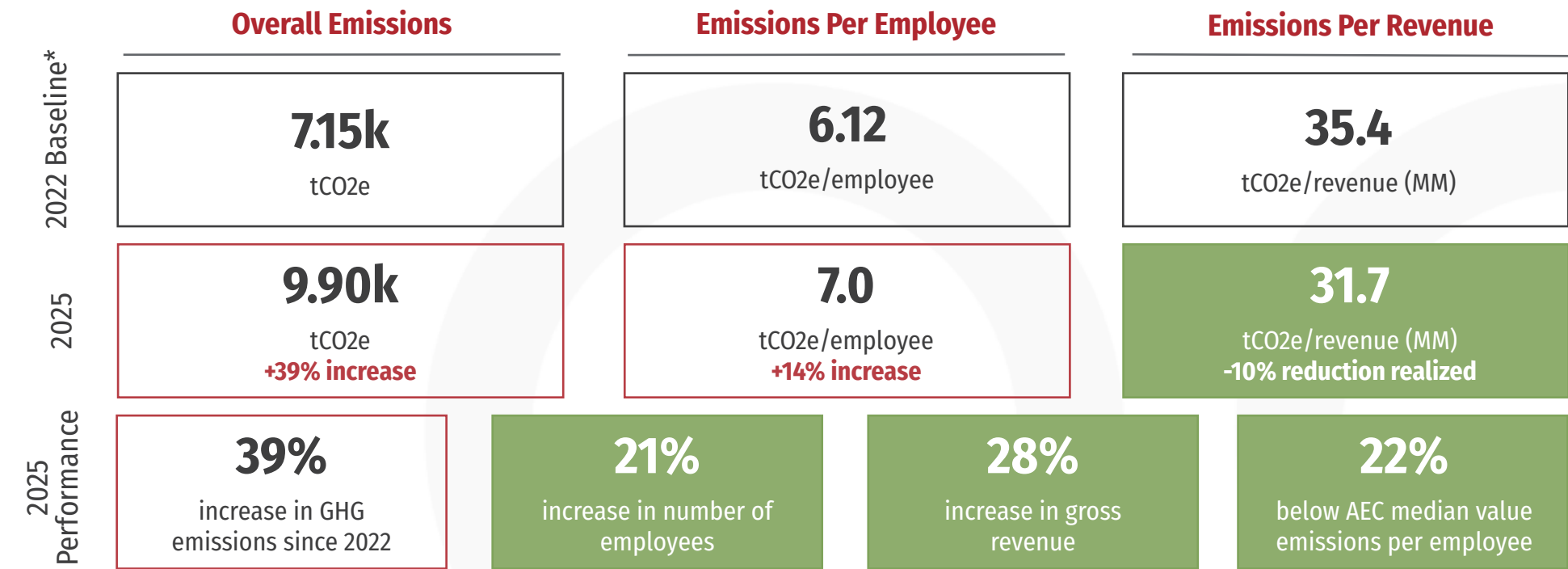
Focus on Business Travel and Goods and Services Purchases Reductions. Action plan in progress.





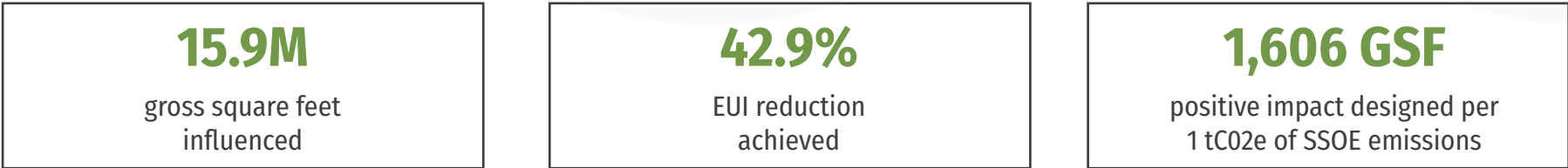
# Greenhouse Gas (GHG) Emissions

Carbon Footprint | Environmental Cost Goal: Minimize Harm



## Carbon Handprint | Climate Contribution Goal: Maximize Positive Impact

The AIA 2030 Commitment is the metric by which we track our design influence to positively impact our client facilities. This is SSOE’s greatest climate leverage and another avenue to provide client value.



# Leading with Integrity

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.



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



100% employee training on ethical and responsible business conduct



Zero-tolerance policy against human rights abuses within our supply chain



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

## Board of Directors

Highest governing body comprised of 8 SSOE Executives and 4 external members. The Board of Directors sets strategic priorities and oversees direction, responsible for successful implementation, advancing key initiatives, and maintaining effective operations.



**Operate ethically and responsibly**



**Manage risks**



**Maintain optimal quality**



**Deliver unparalleled client value**



# Quality Management & Operational Excellence

Systemic pursuit of continuous improvement, aligning people, processes, and technology. Guided by our 6 key principles, SSOE launched the Project Delivery Hub in 2025.



Published ACC SOPs across Project Delivery and Business Development



Technology and Finance OES reached green status



PMPG Steering Committee established for ongoing governance



Alignment with SSOE's 2030 Strategic Plan



Project Delivery Hub launched as central knowledge resource



Continuous improvement culture embedded across all business lines

## Customer Value

Every improvement enhances customer satisfaction

## Continuous Improvement

Eliminate waste and optimize processes continuously

## Process Standards

Creating repeatable, reliable workflows

## Employee Engagement

Empowering teams to identify and solve problems

## Safety & Quality

Ensuring compliance and reliability at every step

## Data-Driven Decisions

Using metrics and analytics for improvement

# 100+ SOPs published

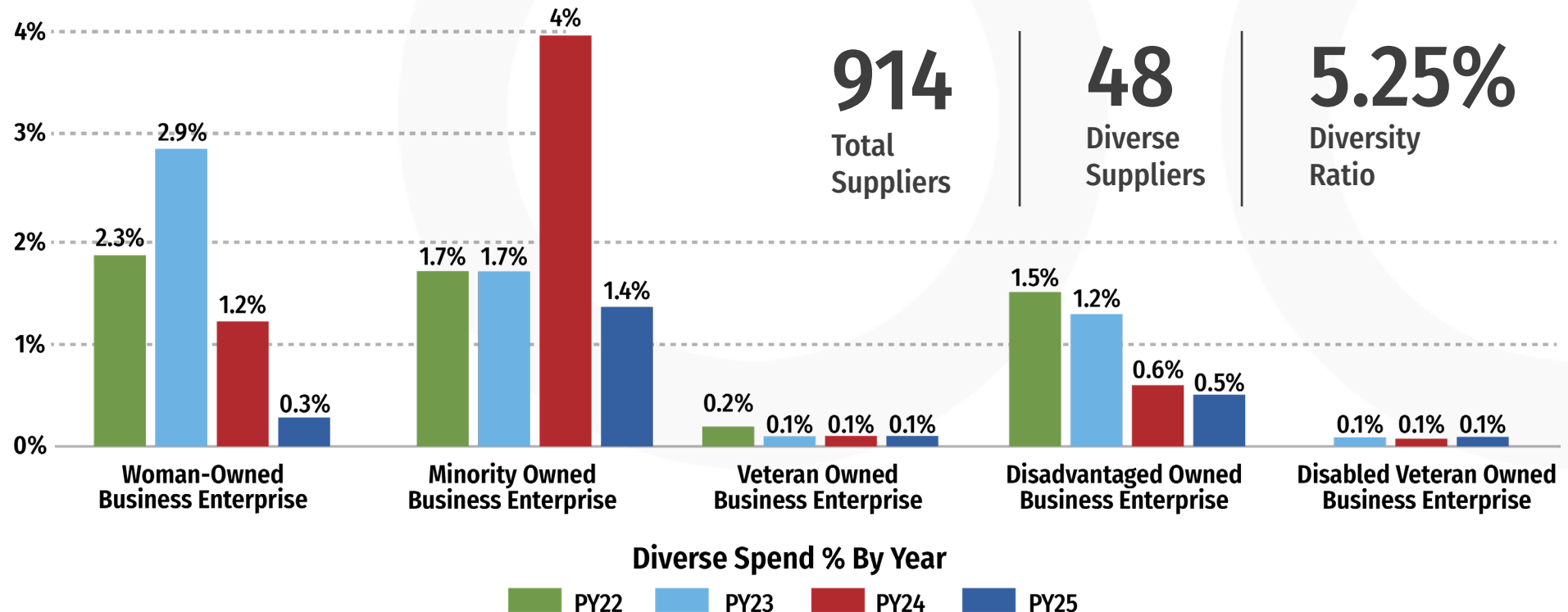
# Vendor and Sub-Contractor Diversity

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. In 2025, 5.2% 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. The data indicates that our diverse vendor spend fluctuates with the market sectors we are supporting. We have also identified a visibility issue; parts of our business are unaware of many of our qualified diverse vendors and tend to work with who they know, so we are creating an awareness campaign and introductions to create relationships that support our diverse vendors.

## Respecting Human Rights

## Ethical & Responsible Supply Chain

## Promoting Sustainability & Resilience





## 2025 Improvements

Added child labor, forced labor & anti-human trafficking policies to our employees handbook

Policy addressing Americans with Disabilities Act (ADA) and Reasonable Accommodations

Updated whistleblowing reporting procedures (corruption, bribery & financial misconduct)

Created an external stakeholder human rights policy

Added third party due diligence to anti-corruption



For over a decade, SSOE has maintained a corporate partnership with LCI to align with the firm's efforts to advance Lean principles as the cornerstone of its culture and organizational strategy.

# Becoming the SSOE Way

Launched in 2020, the Lean Operating Strategy (LOS) is comprised to lead SSOE into a companywide Lean machine, evaluating activity and spearheading the company to its ideal operating condition.

## "The Target Condition" Pillars



### People

Developing talent and leadership to foster ownership, engagement, and collective success



### Culture

Building connection and learning, evolving together to spark innovation and shared accountability



### Operations & Workflow

Streamlining processes to deliver value to clients and project teams

## 2025 Achievements

### Lean is for Everyone

100% employee participation through mandated Lean training.

### Launched the SSOE Way

Enterprise-wide Target Condition aligning People, Culture, and Operations.

### Expanded Community of Practice

Four active focus groups: Psychological Safety, Visual Management, Big Room Thinking, and Conditions of Satisfaction.

### Aligned LOS to SSOE's 2030 Plan

"Empower, Engage, Evolve", linking Lean to Business Development Strategy, AI, M&A, and market growth.

### Reinforced "Respect for People"

Across four dimensions: Attentiveness & empathy, integrity & candor, equity & trust, and empowerment & impact.

# Cybersecurity

SSOE Group continues to advance its cybersecurity maturity by embedding security into core business operations and decision-making. We are strengthening governance, risk, and compliance practices to improve visibility and alignment with industry standards. Investments in modern security technologies, employee awareness, and proactive threat management are enhancing our ability to prevent, detect, and respond to evolving risks.



Robust access control measures to safeguard data toward responsible business practices



Enhanced security and authentication controls to protect critical systems, data, and core infrastructure



Established enterprise-wide Community of Practice (PAiCE) to collaborate on AI tools



Leverage internal capabilities and trusted external partners to assess effectiveness of our overall risk profile, ensuring alignment with industry best practices



Corporate roll-out and training on Route LLM: right-sizing the AI model to the task, optimizing efficiency and reducing resource use



Reinforce a strong security culture organization-wide with cybersecurity awareness training and simulations to identify suspicious activity



SSOE is sensitive to the environmental cost of AI implementation. Our AI Governance Team ensures responsible use of AI. We monitor AI usage across the company at the employee level, to identify unusually high use and manage it carefully. SSOE is building habits and systems that encourage thoughtful use of AI tools. Our heaviest AI users receive specialized training so they can use the tools more efficiently. Daily usage can be limited when needed.



5.



# Building What's Next

**When Design and Education Share a Single Motivation: Because We Care.  
Decatur, Georgia**

**Project Highlight:** Because we care, a century-old residence hall has been restored to build something new. The renovation of Hopkins Hall now houses the Mary Lou Cornwall Hawkes '65 and James B. Hawkes Physician Assistant (PA) Program—a direct response to a lack in primary and maternal care, fields where Georgia's need is greatest, is now the future of community care.

An award-winning adaptive reuse, recognized and featured in Learning by Design's Spring 2026 Educational Facilities Design Awards, transforms Agnes Scott College's mission into medicine, bridging old halls with new healing through flexible classrooms, simulation labs, clinical exam suites, and Anatomage tables for immersive learning.



# Our ESG Strategic Roadmap

Engineering high-performing facilities that integrate environmental stewardship, social equity, and ethical governance into every project.



## Phase 1 | 2026-2027

Understand, Educate, and Build the Foundation

- Improve communication of ESG commitments and governance framework
- Draft EcoVadis assessment improvement plan to achieve 75th percentile scoring target by 2030
- Implement Scope 1 emissions reduction plan to meet 42% reduction target by 2030
- Phased project team training on AIA 2030 Commitment workflows
- Increase energy modeling to meet intent of AIA 2030 project reporting

## Phase 2 | 2028-2029

Integrate and Optimize

- Integrate ESG metrics into project delivery
- Advance EcoVadis score toward 75th percentile
- Drive 65% average energy use intensity reduction on buildings (AIA 2030)
- Demonstrate significant progress on Science-based targets
- Report transparently on all ESG KPIs

## Phase 3 | 2030 Onwards

Build the Future

- Reach EcoVadis 75th percentile score
- Achieve 42% Scope 1 reduction from baseline
- Sustain 100% renewable energy coverage
- Reduce Scope 3 intensity by 51.6% per USD profit
- Project Roadmap to Zero Carbon (AIA 2030 goal)
- Embed ESG into every client engagement





## Looking Forward

In its third year, SSOE's 2025 ESG Report reflects a more mature and transparent view of our ESG journey. It highlights where we are making meaningful progress - and where challenges remain as we work to meet our goals and commitments. Over the past three years, ESG has become more deeply embedded in how we operate as a firm. We have strengthened governance, expanded policies, and integrated sustainability and social responsibility considerations into our design approach, workplace practices, and community engagement. At the same time, we recognize that progress is not linear. Some initiatives have advanced more quickly than others, and structural, operational, and data-related challenges continue to require focused attention.

We are committed to transparency because meaningful ESG performance depends on honest evaluation. Sharing both our successes and our gaps helps us learn, adapt, and stay accountable to our clients, colleagues, and communities. Through ongoing dialogue and feedback, we continue refining our ESG strategy to better align with evolving expectations, business priorities, and the needs of the communities we serve. In 2025, this included further development of policies, processes, and metrics that support consistent execution and measurable impact.

Today's environmental and social challenges require collective action. While individual efforts matter, lasting change is achieved through collaboration. SSOE actively participates in global initiatives such as the Science Based Targets initiative (SBTi) and the AIA 2030 Commitment as part of a broader effort to contribute to shared goals. These commitments also challenge us to continuously improve our own performance and to be candid about the obstacles we encounter along the way. As we execute our Strategic Roadmap to 2030, ESG remains a central lens for decision-making: guiding how we invest in our people, collaborate with clients and peers, and pursue long-term, measurable impact through continuous improvement.



## ***About This Report***

SSOE has reported the information cited in the GRI Content Index appendix for the period January 1, 2025 to December 31, 2025 with reference to the GRI Standards. Our GHG Emissions accounting follows SSOE's Performance Year dates of October 1, 2024 to September 30, 2025. This report has been prepared with reference to the GRI Standards 2021. The reporting organization is SSOE Group. The information in this report has not been externally assured.



## 6. Appendix

### GRI Content Index (GRI-referenced with UN SDG Alignment)

This index serves as a navigation tool to help stakeholders locate disclosures within the 2025 ESG Report that align with the Global Reporting Initiative (GRI) framework and the United Nations Sustainable Development Goals (SDGs). Where a specific disclosure is not reported in full, a qualitative narrative or a brief explanation within the referenced sections has been provided. GRI 1–3 were updated in 2021 and form the Universal Standards. Many Topic Standards remain current in their most recent issued versions (often dated 2016/2018). This index lists each Standard with its most current issued year as published by GRI.

| GRI Standard (most current issued version) | Disclosure | Disclosure Title                                                 | Location in 2025 ESG Report                                                         | UN SDGs    |
|--------------------------------------------|------------|------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|
| <b>GRI 1: Foundation (2021)</b>            | Req 1.3    | Statement of use of the GRI Standards                            | About this Report (p. 41) See 'Statement of Use' at the beginning of this Appendix. | 16, 17     |
| <b>GRI 2: General Disclosures (2021)</b>   | 2-1        | Organizational details                                           | About SSOE (pp. 4–7)                                                                | 16         |
| <b>GRI 2: General Disclosures (2021)</b>   | 2-2        | Entities included in the organization's sustainability reporting | About SSOE (pp. 4–7); Our Impact Framework (pp. 14–40)                              | 16, 17     |
| <b>GRI 2: General Disclosures (2021)</b>   | 2-3        | Downstream transportation and distribution                       | Inside cover / p. 2                                                                 | 16         |
| <b>GRI 2: General Disclosures (2021)</b>   | 2-4        | Reporting period, frequency and contact point                    | N/A. No restatements were made for the reporting period.                            | 16         |
| <b>GRI 2: General Disclosures (2021)</b>   | 2-6        | Restatements of information                                      | About SSOE; Our Impact Framework (pp. 4–5, 15–16)                                   | 12, 16, 17 |
| <b>GRI 2: General Disclosures (2021)</b>   | 2-7        | Employees                                                        | Industry Rankings (p. 5); Colleagues & Communities (pp. 22–29)                      | 8          |
| <b>GRI 2: General Disclosures (2021)</b>   | 2-9        | Governance structure and composition                             | Governance (pp. 10, 33)                                                             | 16         |

## GRI Content Index (GRI-referenced with UN SDG Alignment) (cont.)

| GRI Standard (most current issued version) | Disclosure | Disclosure Title                                                            | Location in 2025 ESG Report                                              | UN SDGs      |
|--------------------------------------------|------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------|
| GRI 2: General Disclosures (2021)          | 2-12       | Role of the highest governance body in overseeing the management of impacts | Governance (p. 10)                                                       | 16           |
| GRI 2: General Disclosures (2021)          | 2-13       | Delegation of responsibility for managing impacts                           | Governance (p. 10)                                                       | 16           |
| GRI 2: General Disclosures (2021)          | 2-16       | Communication of critical concerns                                          | Ethics & Compliance (pp. 33, 36)                                         | 16           |
| GRI 2: General Disclosures (2021)          | 2-22       | Statement on sustainable development strategy                               | CEO Message; 2030 Impact Goals (pp. 3, 13)                               | 8, 9, 13, 16 |
| GRI 2: General Disclosures (2021)          | 2-23       | Policy commitments                                                          | Governance; Ethics (pp. 10, 33, 36)                                      | 8, 12, 16    |
| GRI 2: General Disclosures (2021)          | 2-24       | Embedding policy commitments                                                | Ethics; Training; Governance (pp. 28-29, 33, 36)                         | 8, 12, 16    |
| GRI 2: General Disclosures (2021)          | 2-25       | Processes to remediate negative impacts                                     | Ethics & Whistleblower (p. 33)                                           | 8, 16        |
| GRI 2: General Disclosures (2021)          | 2-26       | Mechanisms for seeking advice and raising concerns                          | Industry Rankings; Colleagues & Communities (pp. 7, 24-34)               | 16           |
| GRI 2: General Disclosures (2021)          | 2-28       | Membership associations                                                     | LOS & Partnerships (p. 36)                                               | 17           |
| GRI 2: General Disclosures (2021)          | 2-29       | Approach to stakeholder engagement                                          | Materiality Assessment Process (p. 10); About This Report (p. 41)        | 16, 17       |
| GRI 2: General Disclosures (2021)          | 2-30       | Collective bargaining agreements                                            | None. SSOE employees are not covered by collective bargaining agreements | 8            |
| GRI 3: Material Topics (2021)              | 3-1        | Process to determine material topics                                        | Materiality Assessment Process (p. 10)                                   | 16, 17       |
| GRI 3: Material Topics (2021)              | 3-2        | List of material topics                                                     | Materiality Matrix (p. 11)                                               | 7, 13        |



## GRI Content Index (GRI-referenced with UN SDG Alignment) (cont.)

| GRI Standard (most current issued version)            | Disclosure | Disclosure Title                                                                     | Location in 2025 ESG Report                                          | UN SDGs |
|-------------------------------------------------------|------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------|---------|
| <b>GRI 3: Material Topics (2021)</b>                  | 3-3        | Management of material topics                                                        | Our Impact Framework (pp. 14-40)                                     | 16, 17  |
| <b>GRI 302: Energy (2016)</b>                         | 302-1      | Energy consumption within the organization                                           | Environment (p. 30); GHG Emissions Report (p. 46)                    | 7, 13   |
| <b>GRI 305: Emissions (2016)</b>                      | 305-1      | Direct (Scope 1) GHG emissions                                                       | GHG Emissions (pp. 31-32); GHG Emissions Report Appendix (pp. 46-47) | 7, 13   |
| <b>GRI 305: Emissions (2016)</b>                      | 305-2      | Energy indirect (Scope 2) GHG emissions                                              | GHG Emissions (pp. 31-32); GHG Emissions Report Appendix (pp. 46-47) | 7, 13   |
| <b>GRI 305: Emissions (2016)</b>                      | 305-3      | Other indirect (Scope 3) GHG emissions                                               | GHG Emissions (pp. 31-32); GHG Emissions Report Appendix (pp. 46-47) | 7, 13   |
| <b>GRI 305: Emissions (2016)</b>                      | 305-4      | GHG emissions intensity                                                              | GHG Emissions (pp. 31-32); GHG Emissions Report Appendix (pp. 46-47) | 7, 13   |
| <b>GRI 305: Emissions (2016)</b>                      | 305-5      | Reduction of GHG emissions                                                           | SBTi & GHG Emissions (pp. 31-32)                                     | 7, 13   |
| <b>GRI 401: Employment (2016)</b>                     | 401-1      | New employee hires and employee turnover                                             | Colleagues & Communities (pp. 22-29)                                 | 8       |
| <b>GRI 403: Occupational Health and Safety (2018)</b> | 403-1      | Occupational health and safety management system                                     | Safety (pp. 20-21)                                                   | 3, 8    |
| <b>GRI 404: Training and Education (2016)</b>         | 403-3      | Percentage of employees receiving regular performance and career development reviews | Learning & Professional Development (pp. 28-29)                      | 8       |
| <b>GRI 403: Occupational Health and Safety (2018)</b> | 403-9      | Work-related injuries                                                                | Safety performance narrative (pp. 25-26)                             | 3, 8    |

## GRI Content Index (GRI-referenced with UN SDG Alignment) (cont.)

| GRI Standard (most current issued version)             | Disclosure | Disclosure Title                                                                | Location in 2025 ESG Report                                                                                                                                                                                 | UN SDGs |
|--------------------------------------------------------|------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| <b>GRI 404: Training and Education (2016)</b>          | 404-1      | Average hours of training per year per employee                                 | Learning & Professional Development (pp. 28-29)                                                                                                                                                             | 4, 8    |
| <b>GRI 404: Training and Education (2016)</b>          | 404-2      | Programs for upgrading employee skills and transition assistance programs       | Learning & Professional Development (pp. 28-29)                                                                                                                                                             | 4, 8    |
| <b>GRI 405: Diversity and Equal Opportunity (2016)</b> | 405-1      | Diversity of governance bodies and employees                                    | Diversity, Equity & Inclusion (pp. 23-25); Board Diversity (p. 10)                                                                                                                                          | 5, 10   |
| <b>GRI 205: Anti-corruption (2016)</b>                 | 205-1      | Operations assessed for risks related to corruption                             | Corporate Governance & Ethics (pp. 33, 36)                                                                                                                                                                  | 16      |
| <b>GRI 205: Anti-corruption (2016)</b>                 | 205-2      | Communication and training about anti-corruption policies and procedures        | Corporate Governance & Ethics (pp. 33, 36)                                                                                                                                                                  | 16      |
| <b>GRI 205: Anti-corruption (2016)</b>                 | 205-3      | Confirmed incidents of corruption and actions taken                             | No confirmed incidents of corruption were identified during the reporting period. See Corporate Governance & Ethics (pp. 33, 36) for our reporting mechanisms.                                              | 16      |
| <b>GRI 206: Anti-competitive Behavior (2016)</b>       | 206-1      | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | No legal actions for anti-competitive behavior, anti-trust, or monopoly practices were identified during the reporting period. See Corporate Governance & Ethics (pp. 33, 36) for our reporting mechanisms. | 16      |



## 6. Appendix

### 2025 Greenhouse Gas (GHG) Emissions Report

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

| Scope | Category | Description                                                           | Emissions CO <sub>2</sub> e (tCO <sub>2</sub> e) | Percentage of excluded emissions of the total | Justification and additional comments |
|-------|----------|-----------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------|---------------------------------------|
| 1     | 1.1      | Generation of electricity, heat or steam                              | 169.5                                            |                                               |                                       |
| 1     | 1.2      | Transportation of materials, products, waste, and employees           | 8.8                                              |                                               |                                       |
| 1     | 1.3      | Physical or chemical processing                                       |                                                  | Excluded                                      | Not relevant for company              |
| 1     | 1.4      | Fugitive emissions                                                    | 36.2                                             |                                               |                                       |
| 2     | 2.1      | Electricity related indirect emissions                                | 1,092.4                                          |                                               |                                       |
| 2     | 2.2      | Steam, heat and cooling related indirect emissions                    |                                                  | Excluded                                      | Not relevant for company              |
| 3     | 3.1      | Purchased goods and services                                          | 5,064.4                                          |                                               |                                       |
| 3     | 3.2      | Capital goods                                                         | 1,506.6                                          |                                               |                                       |
| 3     | 3.3      | Fuel and energy-related activities not included in Scope 1 or Scope 2 | 280.0                                            |                                               |                                       |
| 3     | 3.4      | Upstream transportation and distribution                              | 13.0                                             |                                               |                                       |
| 3     | 3.5      | Waste generated in operations                                         | 57.5                                             |                                               |                                       |
| 3     | 3.6      | Business travel                                                       | 1,184.6                                          |                                               |                                       |

## 2025 Greenhouse Gas (GHG) Emissions Report (cont.)

| Scope | Category | Description                                | Emissions CO <sub>2</sub> e (tCO <sub>2</sub> e) | Percentage of excluded emissions of the total | Justification and additional comments                           |
|-------|----------|--------------------------------------------|--------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------|
| 3     | 3.7      | Employee commuting                         | 450.7                                            |                                               | Hybrid Work Arrangement Reductions have not yet been calculated |
| 3     | 3.8      | Upstream leased assets                     | 41.1                                             |                                               |                                                                 |
| 3     | 3.9      | Downstream transportation and distribution |                                                  | Excluded                                      | Not relevant for company                                        |
| 3     | 3.10     | Processing of sold products                |                                                  | Excluded                                      | Not relevant for company                                        |
| 3     | 3.11     | Use of sold products                       |                                                  | Excluded                                      | Not relevant for company                                        |
| 3     | 3.12     | End-of-life treatment of sold products     |                                                  | Excluded                                      | Not relevant for company                                        |
| 3     | 3.13     | Downstream leased assets                   |                                                  | Excluded                                      | Not relevant for company                                        |
| 3     | 3.14     | Franchises                                 |                                                  | Excluded                                      | Not relevant for company                                        |
| 3     | 3.15     | Investments                                |                                                  | Excluded                                      | Not relevant for company                                        |