



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



20
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

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

*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	●	● ●	● ●	○	302, 305	7, 13
Sustainable/Equitable Design Solutions	●	●	●	● ●	302, 303, 305, 306	9, 11, 13
Health, Safety & Well-being	●	● ● ●	○ ○	● ● ●	403	3, 8
Workforce Transformation & AI Enablement	●	● ●	○	○	401, 404	4, 8
Inclusion & Community Impact	●	● ●	●	●	405, 406	5, 10
Business Ethics & Integrity	●	● ● ●	● ●	● ●	205, 206	16
Data/Cybersecurity & Customer Privacy	●	● ● ●	○	● ● ●	418	16
AI Ethics & Digital Responsibility	●	● ● ●	○	● ●	404, 418, GRI 2	9, 16
Sustainable Procurement & Supplier ESG	●	●	● ●	○	204, 308, 414	8, 12, 16
Water Stewardship	●	●	○	● ●	303	6, 12
Waste & Circularity	●	●	○	●	306	12
Community Engagement & Local Impact	●	● ●	○	●	413	11, 17
Learning & Professional Development	●	● ● ●	○	●	401, 404	4, 8
Risk & Quality Management	●	● ●	● ●	● ● ●	206, 416, 418	8, 9, 16
Innovation & Lean Practices	●	● ●	●	● ● ●	203, 204, GRI 2	8, 9
Corporate Governance	●	● ● ●	● ●	● ●	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 75th 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 reimaged 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

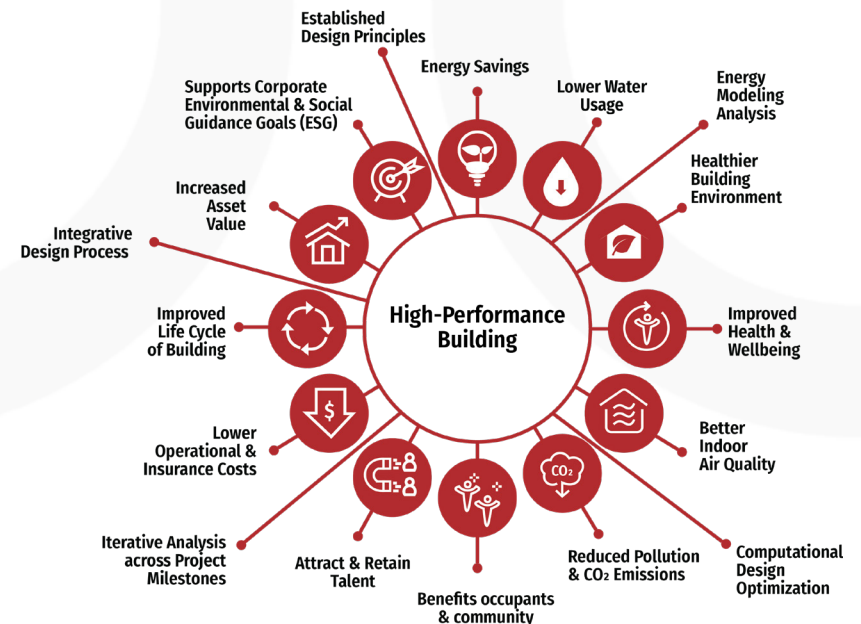
LEED® Green
Associates™

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

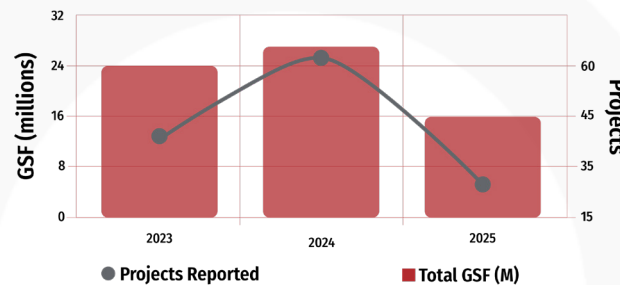
0%

GSF meeting
energy target

reduced from 2024

PORTFOLIO SCALE

Total GSF Reported (M) & Projects Reported



2023 GSF
24.2M

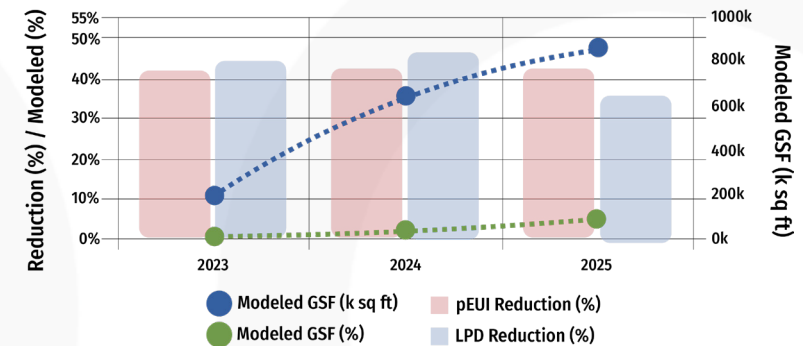
2024 GSF
27.0M

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

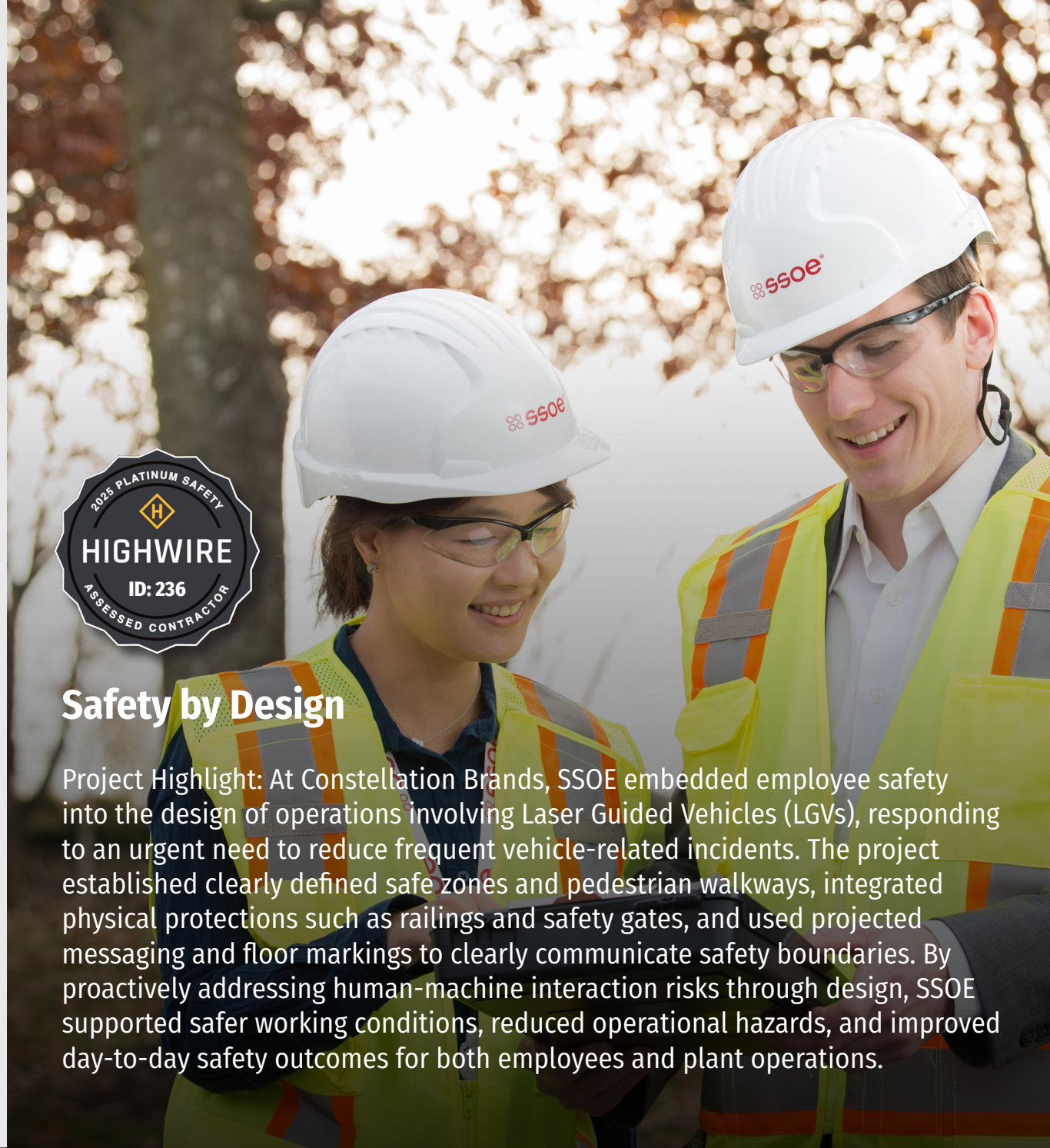
**Designing for a Regenerative Future.
Data Centers**

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.



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



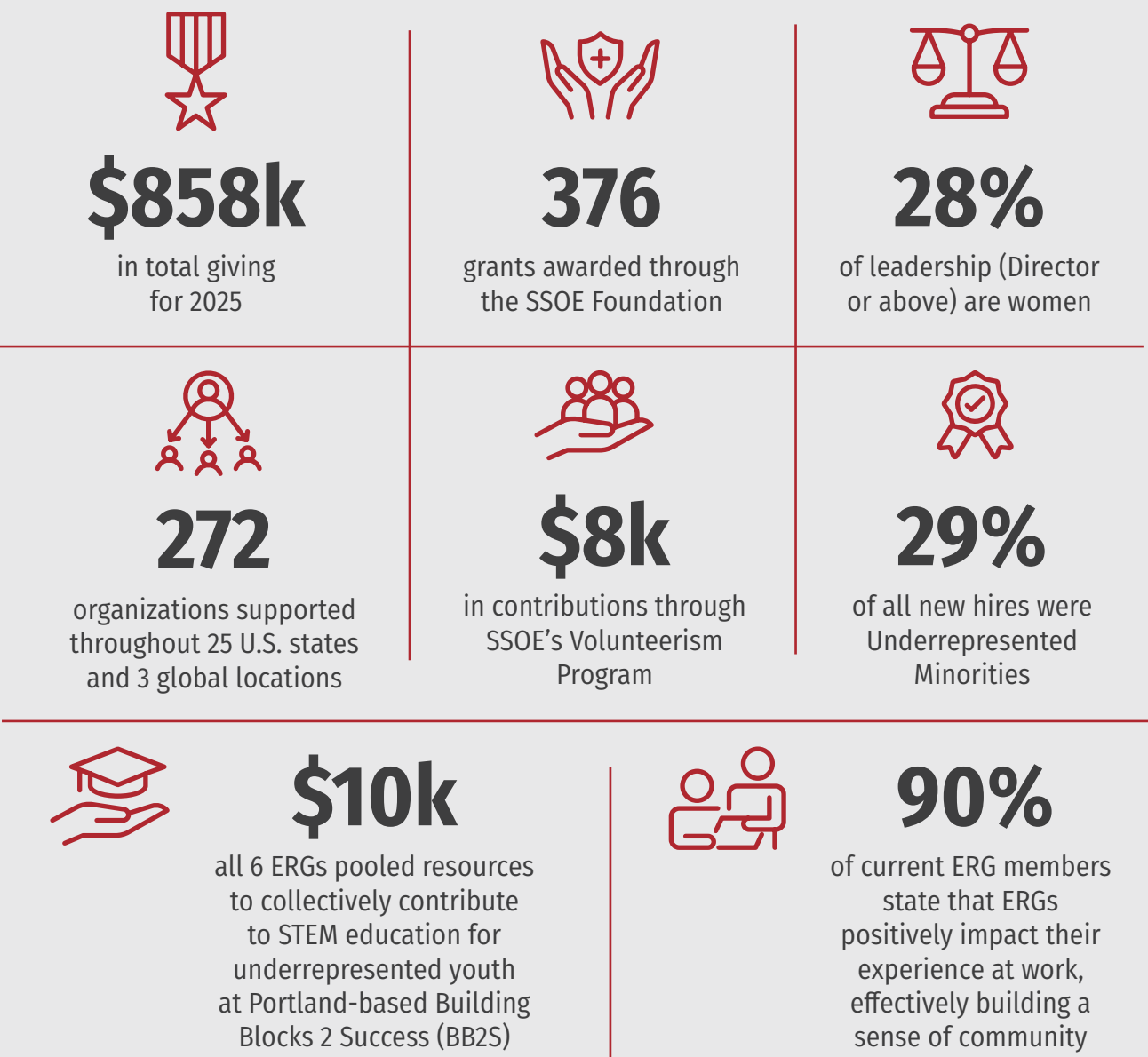
Introduce a Middle Schooler
to Engineering Day at the
University of Toledo

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



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 (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 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



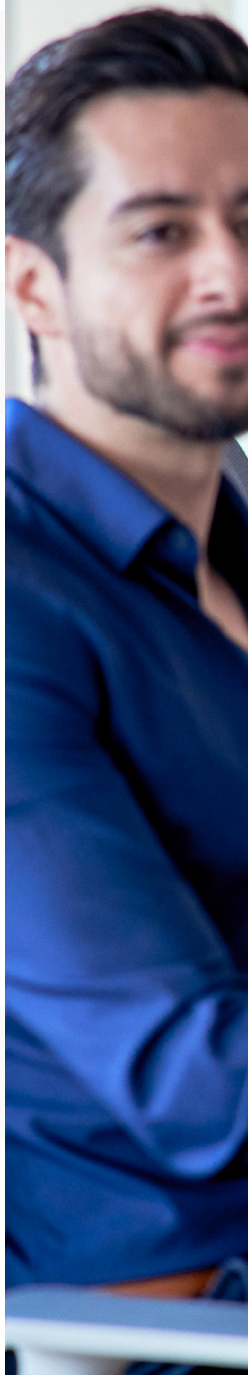
3. Professional Licenses and Accreditation Support



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

51st 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.

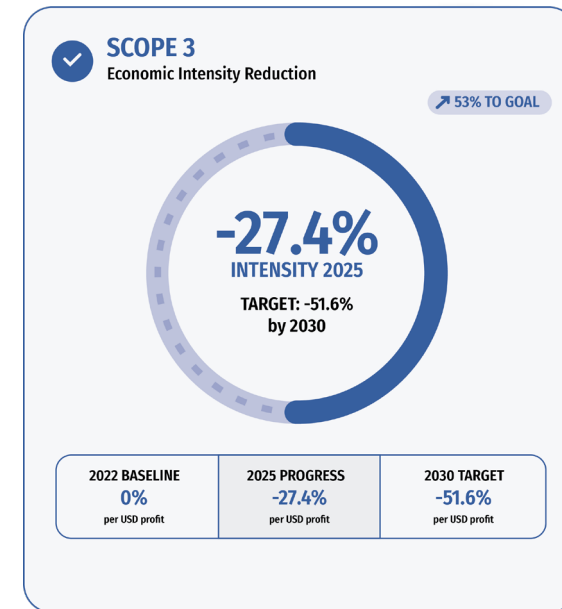
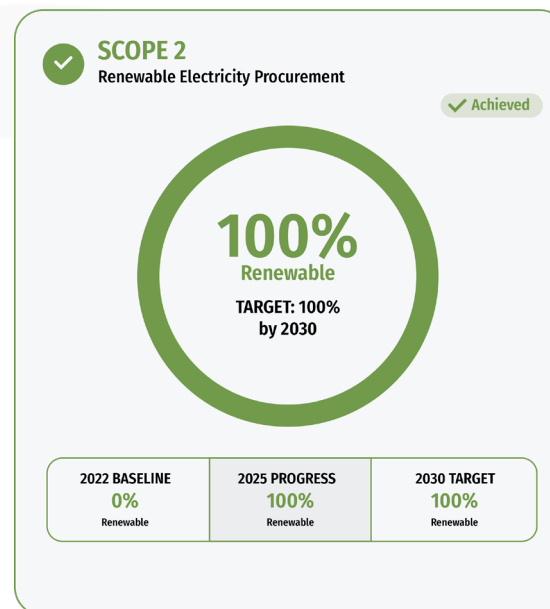
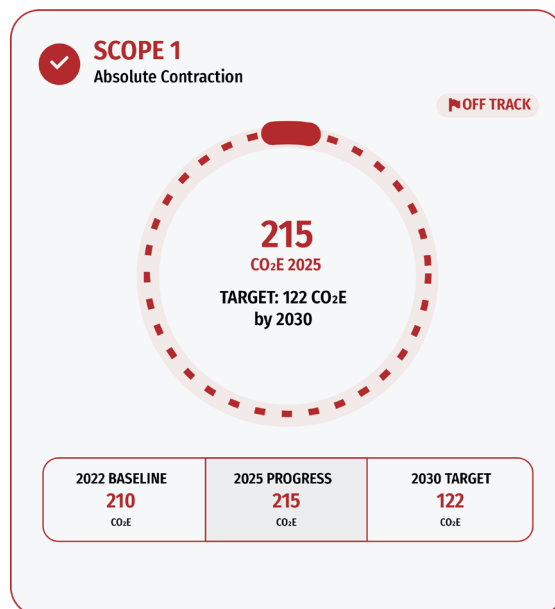
CLICK THE ECOVADIS BADGE TO ACCESS SSOE GROUP'S RECOGNITION PAGE*

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.

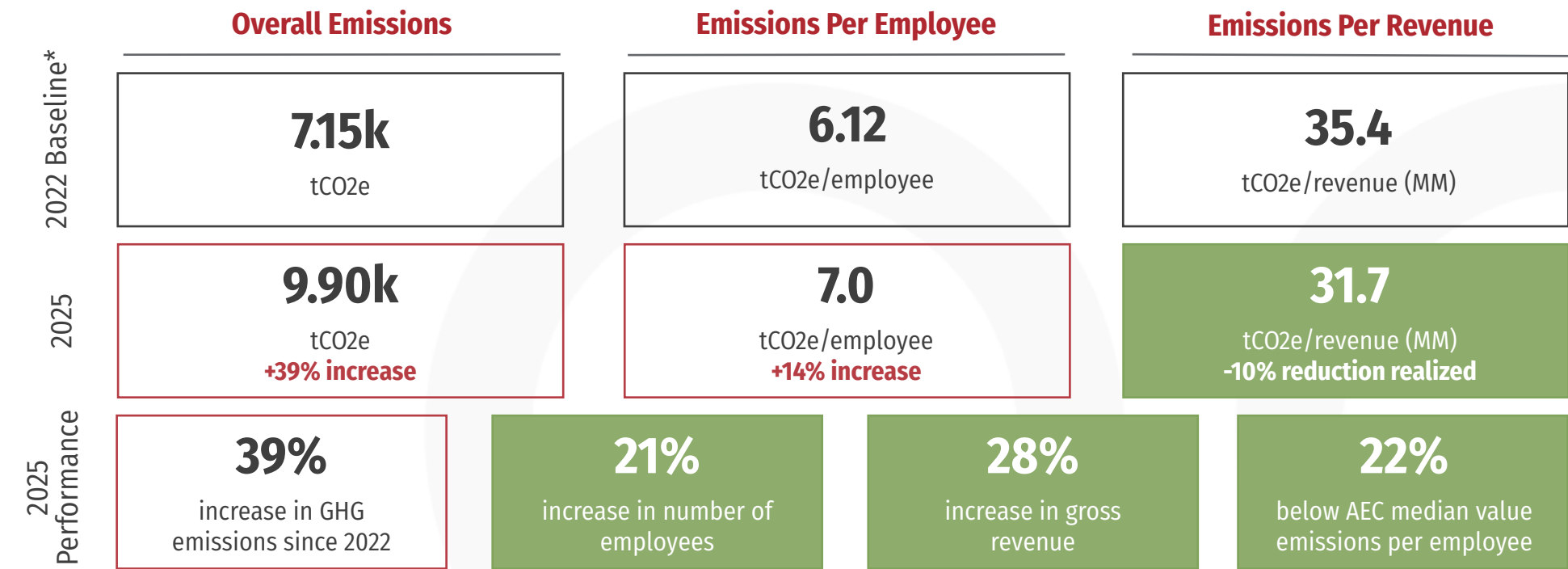
3 Scope Actions

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



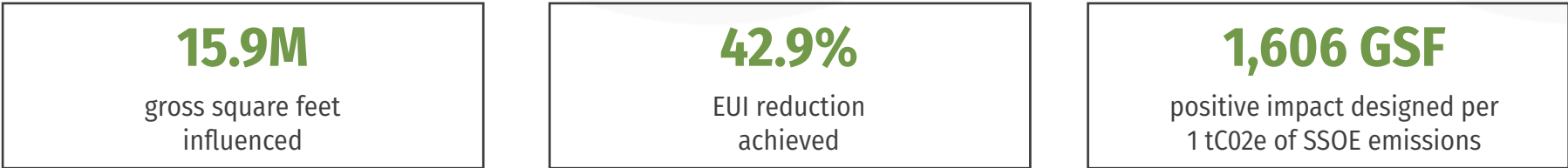
Greenhouse Gas (GHG) Emissions

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

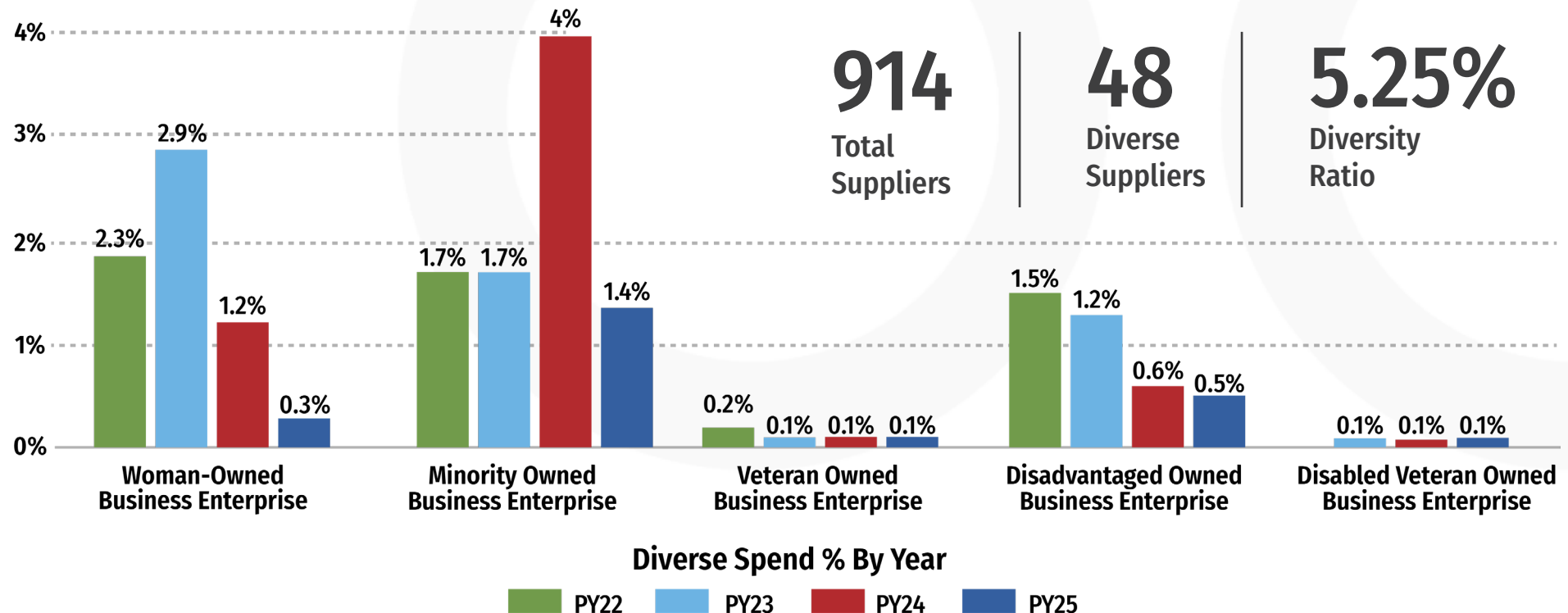
Vendor and Sub-Contractor Diversity

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
GRI 1: Foundation (2021)	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
GRI 2: General Disclosures (2021)	2-1	Organizational details	About SSOE (pp. 4–7)	16
GRI 2: General Disclosures (2021)	2-2	Entities included in the organization's sustainability reporting	About SSOE (pp. 4–7); Our Impact Framework (pp. 14–40)	16, 17
GRI 2: General Disclosures (2021)	2-3	Downstream transportation and distribution	Inside cover / p. 2	16
GRI 2: General Disclosures (2021)	2-4	Reporting period, frequency and contact point	N/A. No restatements were made for the reporting period.	16
GRI 2: General Disclosures (2021)	2-6	Restatements of information	About SSOE; Our Impact Framework (pp. 4–5, 15–16)	12, 16, 17
GRI 2: General Disclosures (2021)	2-7	Employees	Industry Rankings (p. 5); Colleagues & Communities (pp. 22–29)	8
GRI 2: General Disclosures (2021)	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
GRI 3: Material Topics (2021)	3-3	Management of material topics	Our Impact Framework (pp. 14-40)	16, 17
GRI 302: Energy (2016)	302-1	Energy consumption within the organization	Environment (p. 30); GHG Emissions Report (p. 46)	7, 13
GRI 305: Emissions (2016)	305-1	Direct (Scope 1) GHG emissions	GHG Emissions (pp. 31-32); GHG Emissions Report Appendix (pp. 46-47)	7, 13
GRI 305: Emissions (2016)	305-2	Energy indirect (Scope 2) GHG emissions	GHG Emissions (pp. 31-32); GHG Emissions Report Appendix (pp. 46-47)	7, 13
GRI 305: Emissions (2016)	305-3	Other indirect (Scope 3) GHG emissions	GHG Emissions (pp. 31-32); GHG Emissions Report Appendix (pp. 46-47)	7, 13
GRI 305: Emissions (2016)	305-4	GHG emissions intensity	GHG Emissions (pp. 31-32); GHG Emissions Report Appendix (pp. 46-47)	7, 13
GRI 305: Emissions (2016)	305-5	Reduction of GHG emissions	SBTi & GHG Emissions (pp. 31-32)	7, 13
GRI 401: Employment (2016)	401-1	New employee hires and employee turnover	Colleagues & Communities (pp. 22-29)	8
GRI 403: Occupational Health and Safety (2018)	403-1	Occupational health and safety management system	Safety (pp. 20-21)	3, 8
GRI 404: Training and Education (2016)	403-3	Percentage of employees receiving regular performance and career development reviews	Learning & Professional Development (pp. 28-29)	8
GRI 403: Occupational Health and Safety (2018)	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
GRI 404: Training and Education (2016)	404-1	Average hours of training per year per employee	Learning & Professional Development (pp. 28-29)	4, 8
GRI 404: Training and Education (2016)	404-2	Programs for upgrading employee skills and transition assistance programs	Learning & Professional Development (pp. 28-29)	4, 8
GRI 405: Diversity and Equal Opportunity (2016)	405-1	Diversity of governance bodies and employees	Diversity, Equity & Inclusion (pp. 23-25); Board Diversity (p. 10)	5, 10
GRI 205: Anti-corruption (2016)	205-1	Operations assessed for risks related to corruption	Corporate Governance & Ethics (pp. 33, 36)	16
GRI 205: Anti-corruption (2016)	205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance & Ethics (pp. 33, 36)	16
GRI 205: Anti-corruption (2016)	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
GRI 206: Anti-competitive Behavior (2016)	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 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	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 ₂ e (tCO ₂ 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