

2019

CORPORATE SUSTAINABILITY REPORT

WHAT WE DO MATTERS



OWNING OUR OBLIGATION TO THE MISSION AND TO THE FUTURE.

As a mission-driven company, we're relentlessly motivated to find better ways to make our clients successful — and sustainability is an important element of that goal. It propels strategy, drives discovery and inspires our people as we plan, design, construct and manage projects worldwide. Powered by our responsibility to deliver a better future, we invest in our communities, our planet and each other.

As a 100% employee-owned company, our sustainability commitment isn't merely an executive mandate. It's organically owned by all of us and carried through with a strong sense of individual accountability. We tackle every chance to address the world's biggest challenges with the passion and commitment of both a business owner and a caretaker of our planet.

This report reviews environmental, social and economic issues that are material to Burns & McDonnell employees, clients and stakeholders. It encompasses our worldwide office locations and is informed by the Global Reporting Initiative (GRI) Standards for sustainability reporting.

A sustainable perspective makes us a better company. It drives our agility and creativity in delivering better solutions. It propels our responsiveness and resolve in meeting client needs. It increases our business resiliency and range. And it amplifies our commitment to care for our colleagues and communities.

Sustainability is not just an ethical decision; it's a good business decision. These issues matter to the public, clients and investors. Sustainability and efficiency are in lockstep, leading to better processes and heightened productivity. A shared commitment to making the world a better place also makes our work environment better.

We evaluate our corporate sustainability performance each year as a reminder to keep innovating and improving — for our clients, our planet and ourselves. Some of our key accomplishments in 2019:

- The fourth annual Wildlife & Energy Interaction Symposium brought together thought leaders from the environmental, regulatory, renewable energy and electric utility worlds for productive conversation about emerging trends and solutions.
- Our network of mitigation banks and conservation banks continued its growth trend, including selling the first credits for the Chariton Hills Conservation Bank.
- Demonstrating our consistent focus on our most valuable asset — our employees — we were named to *Fortune's* list of 100 Best Companies to Work For for the eighth consecutive year.
- The Burns & McDonnell Foundation built on its enduring commitment to helping communities thrive, investing nearly \$7.5 million for the benefit of more than 500 organizations.
- Our growth continued, including launching 1898 & Co., a future-focused business, technology and security solutions consultancy; expanding our regional and international offices; capitalizing on direct-owned construction resources; and leveraging our efficient design-build experience for new industries and markets.

Through our people and our projects, we have an incredible opportunity to shape the future in meaningful ways. I feel fortunate to work with people who recognize the privilege in that opportunity — and who have the vision, skill and drive to build a better future together.



Ray Kowalik
Chairman and CEO



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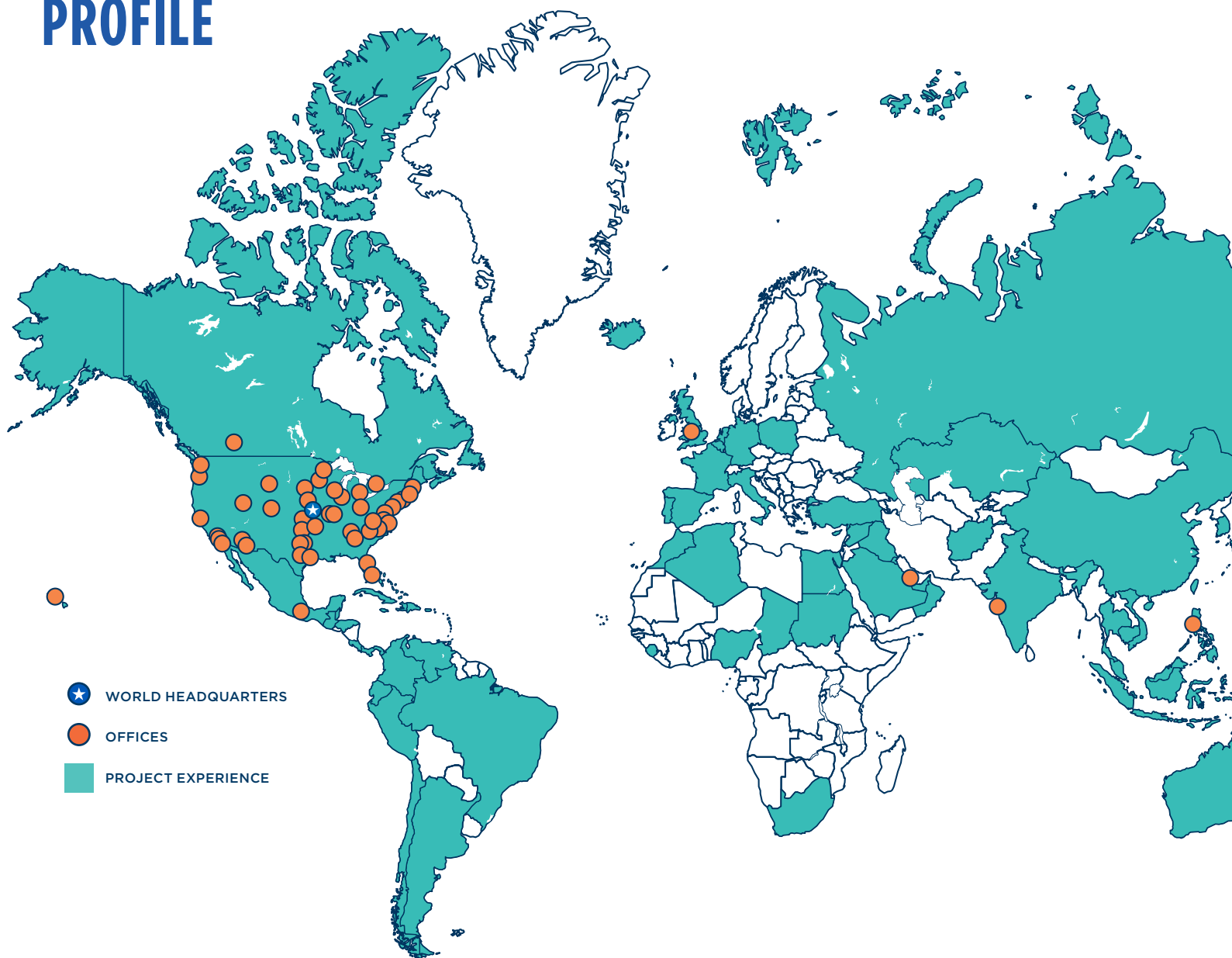
74 CLOSING

COMPANY

The calling to make the world a better place has been central to the Burns & McDonnell mission for more than 120 years. Inspired by our enterprising founders — who built the firm to support growth and prosperity through infrastructure — we push forward to address global challenges with strategic vision and skillful execution. This section provides information about our services, markets, diversity, financial strength, growth and business ethics, and outlines our essential commitment to safety and quality.



PROFILE



7,000+

50+ OFFICES

WORLDWIDE

ENGINEERS, ARCHITECTS, CONSTRUCTION PROFESSIONALS,
SCIENTISTS, CONSULTANTS AND ENTREPRENEURS



See more at
burnsmcd.com/locations



TOP 15

IN ENGINEERING NEWS-RECORD'S
2019 INDUSTRY-SPECIFIC LISTS

#6

IN ENGINEERING
NEWS-RECORD'S TOP 100
DESIGN-BUILD FIRMS

#10

IN ENGINEERING
NEWS-RECORD'S TOP 500
DESIGN FIRMS

#19

IN ENGINEERING
NEWS-RECORD'S TOP 100
GREEN BUILDINGS DESIGN FIRMS

#1

 IN POWER

#1

 IN TRANSMISSION
AND DISTRIBUTION

#2

 IN COGENERATION

#3

 IN FOOD
AND BEVERAGE

#3

 IN FOSSIL FUEL

#3

 IN GOVERNMENT
OFFICES

#3

 IN TOWERS
AND ANTENNAE

#4

 IN AEROSPACE

#4

 IN AIRPORTS

#4

 IN WIND

#5

 IN
TRANSMISSION CABLES

#6

 IN NUCLEAR

#7

 IN REFINERIES AND
PETROCHEMICAL

#7

 IN
TELECOMMUNICATIONS

#11

 IN CHEMICAL PLANTS

#11

 IN DATA CENTERS

#11

 IN PETROLEUM

#11

 IN PIPELINES

#11

 IN WATER TREATMENT

#12

 IN SITE ASSESSMENT
AND COMPLIANCE

#14

 IN CHEMICAL AND
SOIL REMEDIATION

#14

 IN SANITARY AND
STORM SEWERS

#14

 IN WASTEWATER
TREATMENT

TOP 15

IN BUILDING DESIGN + CONSTRUCTION'S
2019 GIANTS 300 LIST

#2

 IN MILITARY
SECTOR ENGINEERING

#2

 IN OFFICE
SECTOR ENGINEERING

#3

 IN AIRPORT
SECTOR ENGINEERING

#3

 IN ENGINEERING/
ARCHITECTURE FIRMS

#7

 IN GREEN BUILDING
ENGINEERING (2018)

#7

 IN INDUSTRIAL
SECTOR ENGINEERING

#11

 IN DATA CENTER
ENGINEERING

27



LOCAL PUBLICATIONS THAT
NAME US A BEST PLACE TO
WORK YEAR AFTER YEAR

#3

MECHANICAL, ELECTRICAL,
PLUMBING AND FIRE
PROTECTION (MEP) DESIGN
CONSULTING-SPECIFYING ENGINEER'S
MEP DESIGN GIANTS 100 REPORT

#1

IN ELECTRICAL DESIGN
ELECTRICAL CONSTRUCTION AND
MAINTENANCE'S TOP 40
ELECTRICAL DESIGN FIRMS



#17

FORTUNE MAGAZINE'S
2019 LIST OF BEST WORKPLACES IN
CONSULTING & PROFESSIONAL SERVICES

#82

FORTUNE MAGAZINE'S 2019
LIST OF 100 BEST COMPANIES
TO WORK FOR IN THE U.S.



OWNERSHIP AND GOVERNANCE

The transition to employee ownership in 1986 launched Burns & McDonnell into a period of revitalization, expansion and cultural growth that continues today. As owners, we share a stake in our company and receive comprehensive information about strategic, financial and operational performance. All employee-owners are invited to participate in a spring shareholders meeting and a fall financial update.

We are governed by a seven-person Board of Directors chaired by our CEO, and a leadership team that includes officers and principals. Appointed employee-owner representatives participate in quarterly meetings and serve as a conduit for ideas and information to support our leadership. Meeting minutes are accessible to all employee-owners.

Board of Directors:

- Ray Kowalik, chairman and CEO
- Paul Fischer, president and general manager, Regional Office Group
- Randy Griffin, president and general manager, Construction/Design-Build Group
- John Olander, chief operating officer and president, Transmission & Distribution Group
- Bob Reymond, president and general manager, Oil, Gas & Chemical Group
- Denny Scott, chief financial officer and senior vice president
- David Yeamans, president and general manager, Aviation & Federal Group

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BOARD MEMBERS

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OFFICERS

A black and white portrait of Robert E. McDonnell, a man with short, dark hair, wearing a suit and tie. He is looking directly at the camera with a serious expression. The background is dark and out of focus.

SPOTLIGHT ON HISTORICAL LEADERSHIP

Our co-founder Robert E. McDonnell has inspired great respect for his vision, innovation and dedication. In 2019, the American Society of Civil Engineers (ASCE) honored his contribution to the field by naming him a Historic Civil Engineer, one of only 45 who have earned this designation since the organization's founding in 1852. Representing 150,000-plus members in 177 countries, ASCE recognizes those whose contributions significantly impact the industry and inspire today's engineers.

Born on a ranch in Montana, McDonnell graduated from Stanford University alongside Clinton S. Burns (as well as future U.S. President Herbert Hoover).

Together with Burns, McDonnell established the firm in 1898 to provide water and sewer infrastructure to communities in a time when typhoid and other waterborne diseases were commonplace.

Throughout his long career, McDonnell was a strong advocate for the power of engineering to improve the quality of people's lives. He was a prominent leader in the American Water Works Association and the American Public Power Association, and he wrote more than 160 articles and papers to grow the body of knowledge for the profession.



FINANCIAL STRENGTH

Our historical growth and stability reflect our strong financial performance. Annual revenue in 2019 was more than \$4 billion and has remained above \$2 billion in each of the past six years. We maintain positive net income, cash and investment balances and an aggregate surety program of over \$1 billion as of Dec 31, 2019. Our backlog levels at year's end were over \$7 billion.

Through the Employee Stock Ownership Plan (ESOP), employee-owners — who are enrolled automatically — participate directly in the company's profitability. At year-end, our company makes a cash contribution to the ESOP, which is allocated to eligible employee-owners. An independent valuation consultant reviews our financial performance to determine our ESOP stock price each year.

GROWTH

Our growth is a natural outcome of our focus on solving customers' problems and our entrepreneurial approach to new markets. We're continually strengthening or adding to the suite of services we provide to our clients, including in 2019:

- Launching 1898 & Co. to provide business, technology and security solutions consulting.
- Expanding the scope and capabilities of regional and international offices.
- Capitalizing on our direct-owned resources to help overcome growing labor shortage challenges.
- Translating our extensive design-build experience for new industries and markets.

We see new challenges in every market we serve:

- Increasingly, extreme weather is affecting critical infrastructure throughout the U.S. and the world.

The urgency of repairs to power and water infrastructure, airports, roads and bridges is driving increased investment — and an increased need for speedy delivery — in many sectors. These challenges have also generated a renewed focus on resiliency.

- Preparing the grid for the coming transition to electrified transportation is a major priority for the power industry, which is also coping with distributed generation and huge shifts in the generation mix toward renewables, battery storage, and flexible, fast-start units.
- As the U.S. becomes a net exporter of petroleum and related hydrocarbons, oil and gas networks must expand infrastructure to meet demand.
- Cybersecurity plans are increasingly necessary in today's data-driven world. Organizations are seeking how best to assess, select and deploy security solutions across their businesses.

GROWTH IN 2019



77,765

SQUARE FEET OF OFFICE SPACE ADDED



13

NEW OR EXPANDED OFFICES

GLOBAL PRACTICES

Our business diversity allows us to nimbly respond to market changes without compromising our mission to make our clients successful. While each of our global practices has a defined focus, all are united through constant collaboration to achieve our clients' overall goals. This approach gives employee-owners the opportunity to make an impact on projects spanning multiple industries.

BUSINESS ETHICS

As detailed in our comprehensive Business Conduct Guide, we are committed to conducting business lawfully and ethically. All new hires are required to complete business ethics training within three months of their start date, and all employees are required to complete a refresher course every two years. Each employee-owner is required, upon risk of penalty including possible termination of employment, to adhere to our high standards of personal and professional integrity.





SPOTLIGHT ON NEW SERVICES *1898 & CO.*

Because Burns & McDonnell has been building the future for more than 120 years, we've witnessed firsthand our clients' desires for sustainable growth in a world transforming before their eyes. We launched 1898 & Co. in response to help our clients prosper in times of rapid disruption, delivering strategic insights and solutions that transcend individual projects and programs.

At its launch, our consulting arm within Burns & McDonnell comprised more than 250 consultants providing business, technology and cybersecurity consulting services. In the next five years, 1898 & Co. expects growth of 80%.

Chris Underwood, general manager, highlights the in-depth understanding of clients' critical infrastructure as a unique perspective that has been missing from the market. "As a part of Burns & McDonnell, we can deliver value across the entire life cycle of an asset — whether physical or digital, from conception to construction and beyond," he says.

1898 & Co. supports clients through business optimization, strategic asset planning, digital transformation, software solution development and cybersecurity solutions.

Learn more at 1898andco.burnsmcd.com.

SAFETY

Safety is our highest priority, the first and most important of our corporate values. Mitigating daily hazards requires constant vigilance, so our team members encounter safety messaging at least five times in an average workday. While we provide a strong framework of safety guidelines, we also give employees the freedom and expectation to strengthen them, which results in the continual improvement of our standards and processes.

Employee-owners and contingent workers receive safety training year-round, completing more than 89,000 training hours in 2019. In addition, an annual Safety Week spotlights the importance of safety in our corporate culture. Events include an executive

panel and a demonstration of virtual reality safety training, which allows workers to practice safety procedures and processes through immersive project scenarios.

Our corporate safety and health program is integrated into our project process as an important deliverable for our clients. Through training, management, behavior modification and recognition, we aim to achieve the goal of zero recordable incidents. In addition to physical safety, our team of certified and trained cybersecurity professionals addresses the ever-changing threats to our people, offices and data through awareness, monitoring and implementation of the latest security technologies.



The most important job we have is to send everyone home safe at night — and to keep that commitment day after day. Like everything else, it goes back to people. Being employee-owned feeds into everything we do. Other places talk about how hard it is to get employees to take ownership of safety. We're already there. It's second nature."

Jamie Butler
Vice President, Safety & Health



Physical safety and cybersecurity tools we utilize include:

- First-aid and CPR training
- Hazard-specific training
- Onboarding training
- OSHA 10-hour construction/general industry safety training
- OSHA 40-hour HAZWOPER training
- Pre-task analyses on-site
- Safety toolbox talks
- Site and workplace signage
- Site safety orientation
- Task safety observation

OUR SAFETY RECORD

Our recordable incident rate, as defined by OSHA, compares favorably with the Bureau of Labor Statistics and the Construction Industry Institute contractor averages. We rank in the top 5% of U.S. contractors in Days Away Restricted or Transferred (DART), Total Recordable Incident Rate (TRIR) and Experience Modification Rate (EMR). We experienced zero fines, OSHA citations or work-related fatalities in 2019.

SAFETY

IS OUR TOP PRIORITY



OUR TOTAL RECORDABLE INCIDENT RATE IS

93% LOWER

THAN THE INDUSTRY AVERAGE

PLACED IN THE

TOP 5%

OF SAFEST AEC FIRMS

TRIR

Total Recordable Incident Rate

DART

Days Away Restrictions/Transfers Rate

Fatalities

Hours Worked

2017

0.17

2018

0.13

2019

0.17

0.09

0.06

0.05

0

0

0

16,224,971

19,543,704

22,913,829



SPOTLIGHT ON SAFETY

QUENETT CREEK SUBSTATION

Amid the rocky terrain of the Columbia River Gorge's east plains in Oregon sits the newly finished Quenett Creek Substation. Its existence demonstrates the capability to design and construct a well-thought-out project to overcome challenges of terrain and extreme weather — and all accomplished in a safe manner.

Bonneville Power Administration already had successfully provided reliable energy to communities along the Oregon-Washington border for some 80 years, but new infrastructure was necessary to accommodate load growth. Both the site and schedule presented complications, with challenging topography and a year-round timeline that encompassed

everything from triple-digit temperatures to heavy snow.

We developed a comprehensive site-specific safety and health plan that included rigorous checklists, documentation and hold points for the verification of construction installation, according to drawings and specifications. A series of acknowledgement meetings kept project teams on track during initial, preparatory and completion phases. With a strong commitment to safety, we reported zero incidents during the 70,000-hour project that included an aggressive construction timeline.

QUALITY

We achieve operational sustainability through the quality of our projects. Burns & McDonnell is an industry leader in providing professional services that meet and often exceed requirements. We maintain this high standard by continually reinvesting in our people and processes. A stringent quality management system directs the development of all project-related work products.

Our Quality Assurance Department maintains and communicates policies, monitors implementation and evaluates effectiveness to foster improvement. A quality assurance manager from each regional office and global practice helps implement corporate quality standards, concentrating on initiatives and activities that provide the most value.

Our Quality Management System is a set of policies, processes and practices associated with the planning, execution, evaluation and improvement of our

services and deliverables. The system helps identify and mitigate risk, and creates a framework to provide innovative solutions for our clients' complex challenges.

Quality is integrated throughout the project process, and frequent visioning sessions anticipate and identify issues with the greatest client impact. Our robust quality manual defines requirements and best practices. Metrics are measured and delivered to decision-makers for constant evaluation.

A key attribute of our quality approach is an atmosphere of integrity and personal accountability. All employee-owners contribute to the program's continuous improvement by individually striving for excellence in every step of project development. As employee-owners, we believe every work product is an opportunity to put our best foot forward and exceed client expectations.



GLOBAL QUALITY CERTIFICATIONS

Teams within Burns & McDonnell have earned certification with the International Organization for Standardization (ISO) and Occupational Health and Safety Assessment Series (OHSAS) — globally recognized standards validating that rigorous quality control processes and standards are followed.

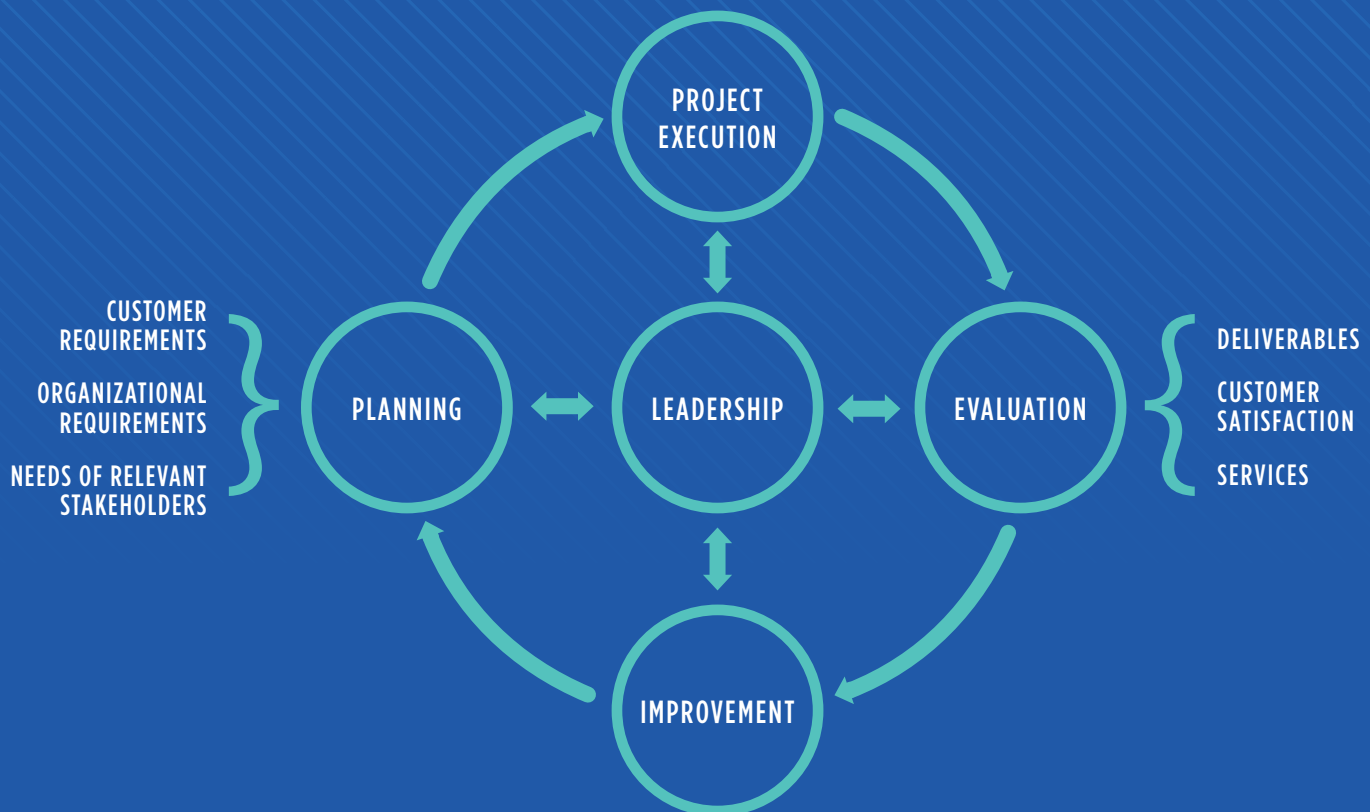
Burns & McDonnell U.K.

- ISO 9001:2015 for quality management
- ISO 14001:2015 for environmental management
- OHSAS 18001:2007 for safety and health management

Burns & McDonnell Transmission & Distribution, Kansas City, and Burns & McDonnell India

- ISO 9001:2015 certification for engineering design of electrical transmission, distribution, oil and gas, energy and network telecommunications for power infrastructure

QUALITY MANAGEMENT PROCESS





SPOTLIGHT ON QUALITY

TAMMY LYNAM

Complacency is the enemy for quality manager Tammy Lynam. Instead of always doing the same thing, she's focused on doing the right thing for each client. Her strategic, creative approach to quality — executed through methodical planning — syncs well with the entrepreneurial, solutions-focused culture of Burns & McDonnell.



"Change is constant in our industry, and you have to be nimble in response," she says.

"Technology is more integrated than ever, but computers and the construction environment don't always get along. Our quality processes help us harness information for the benefit of the project's goals."

As Tammy works continually to improve quality processes, she also enjoys translating the work through training: "I love to help people connect the dots, to increase their confidence in their capabilities. I went into engineering to figure out how things work. But it's not just machines; figuring out how best to match the right tools with the right people is equally satisfying."



ENVIRONMENT

We are committed to protecting the environment in the way we run our company — and in the projects we undertake worldwide for clients. This section tells the story of our efforts in energy, emissions, water, waste and materials, and biodiversity.





KEY INITIATIVES

In 2019, our sustainability initiatives included:

- Hosting the third Wildlife & Energy Interaction Symposium, which brought together clients and regulatory agents from the renewable energy and electric utility industries to tackle topics including pollinator species, mitigation banks and habitat conservation plans.
- Continuing to build our network of mitigation banks and conservation banks, including selling the first credits for the Chariton Hills Conservation Bank.
- A nationwide approach to streamlining eagle offsets, retrofitting high-risk utility circuits in eagle habitats to meet Avian Power Line Interaction Committee recommendations.
- Supporting the American Society of Civil Engineers' (ASCE) International Conference on Sustainable Infrastructure through sponsorship and planning. Three Burns & McDonnell team members served on the local organizing committee for this event, which focuses on sustainable and resilient infrastructure for the 21st century.



SPOTLIGHT ON GREEN COMMITMENT

EMILY ROBBINS

Through her work and personal life, environmental engineer Emily Robbins is achieving her long-held dream to make a positive impact on the world. The daughter of two engineers — her mom is also an environmental engineer — Emily grew up in a rural area surrounded by nature. “I’ve always had a strong drive to make the world a better place,” she says. “When I came to work here, I was excited to meet a lot of passionate people who cared deeply about sustainability.”

Emily is part of a grassroots sustainability organization within the company, devoted to elevating the conversation and building a foundation for sustainability within and outside the office. “We’ll have someone present on an innovative

sustainability project they’re working on for a client, and then we’ll shift to home composting techniques,” she says.

She also promotes sustainable infrastructure through the ASCE’s governmental relations efforts, reads to kids every week through Lead to Read, and volunteers with the KC Stream Team. As a member of Engineers Without Borders, she has traveled to the Dominican Republic to install a well to provide a community with clean water.



ENERGY

For well over a century, we've been on the front lines of an evolving energy industry. As engineers, architects and builders, we integrate energy generation and energy-saving strategies into the project development process for our clients — and apply that knowledge in our own offices.

At the primary buildings of our world headquarters, our energy efficiency efforts in 2019 earned an ENERGY STAR score in the 90th percentile. These scores signify the buildings are top performers for energy efficiency, based on U.S. Environmental Protection Agency methodology.

We continue to deploy techniques for reducing electricity and natural gas consumption at our headquarters and our offices around the world, including:

- Energy-efficient doors and windows
- Energy-efficient HVAC systems including new high-efficiency chillers
- High-efficiency lighting and LED lighting retrofits in office spaces and garages, saving an estimated 228,903 kilowatt-hours (kWh) annually
- Motion sensor lighting
- Optimized building system control

2019 ENERGY USAGE

ELECTRICITY USAGE:



4,159 kWh

PER PERSON (AN INCREASE IN CONSUMPTION OF 5% COMPARED TO 2018)

NATURAL GAS FOR HEATING USAGE:



65 THERMS

PER PERSON (A DECREASE IN CONSUMPTION OF 7% COMPARED TO 2018)

**Data calculated based on world headquarters per person electricity and natural gas consumption.*

A photograph of several offshore wind turbines in a row, stretching across the horizon over a calm sea. The sky is a mix of orange, pink, and blue, suggesting a sunset or sunrise. The turbines are dark silhouettes against the bright sky.

SPOTLIGHT ON RENEWABLE GENERATION

TONY APPLETON

With significant opportunity to scale up, the offshore wind energy market is rapidly growing. To embrace this opportunity, Burns & McDonnell hired industry veteran Tony Appleton, who has supported the development of more than 20 offshore wind farms across the globe.

His international presence allows the firm to continue advancing the thriving offshore energy industry in Europe, while also capitalizing on potential growth in other areas. In the U.S., offshore wind has the potential to produce more than 2,000 gigawatts, nearly double the country's electricity requirements.

Tony has built on on the firm's tradition of innovation in the energy industry through the renewables revolution. "Burns & McDonnell has delivered critical energy projects for more than 100 years," he says. "It's an exciting time; we're seeing the development of a new industry. Supporting offshore wind projects globally will help provide efficient, sustainable energy for years to come."





SPOTLIGHT ON INNOVATION

DOUG SHAVER

To streamline development of wind energy projects, Doug Shaver looks beneath the surface — literally.

As a cultural resources specialist and registered professional archaeologist, he evaluates potential sites by digging into background research, field surveys and geophysical surveys. “We partner with federal agencies and tribal leaders to understand the history behind the land,” Doug says. He researches historical maps and imagery, existing archaeological data, and oral traditions to determine if proposed locations for project work include culturally significant sites.

His work demands considerable sensitivity. “I serve as a conduit between the past and the future,”

he says. “There are a lot of nuances and boundaries, but open communication among all parties encourages collaboration and cooperation. My advice is to always respect each other’s expertise and don’t make assumptions.”

Doug’s unique background suits his work. The son of an airline pilot, he developed a keen appreciation for cultural differences while living in the Middle East for several years. And he spent 20 years in construction before shifting into archaeology later in his career. He has a particular passion for using noninvasive methods to locate archaeological features. For a recent wind farm project in Kansas, he used aerial lidar data to map swales that had been created by wagons on the Santa Fe Trail, to see that the project wouldn’t affect these historical features.





MOVING OUR CLIENTS FORWARD

With the global energy landscape in a constant state of evolution, we optimize and innovate to help clients stay ahead of the curve in the areas of generation, transmission, distribution and efficiency. We rely on our experience and problem-solving acumen to anticipate and conquer the issues our clients are facing, from the aging grid and the renewable revolution to energy storage and optimized energy management.

In southeastern California, we helped San Diego Gas & Electric move electricity from renewable sources across the desert to urban coastal areas,

an effort honored as a 2019 Regional Best Project in the Energy/Industrial category by *Engineering News-Record*.

Boosting energy efficiency during the renovation of a jet engine maintenance shop at Joint Base Pearl Harbor-Hickam in Hawaii helped the facility earn LEED Silver certification. Our team replaced the building exterior with high-performance insulated metal wall panels and installed high-efficiency mechanical systems, helping the facility achieve a 75% energy reduction. The project earned an Honor Award from the Hawaii chapter of the American Council of Engineering Companies.

RENEWABLE PROJECTS IN THE LAST DECADE



400+

WIND PROJECTS

75,000+ MW
WIND EXPERIENCE



125+

SOLAR PROJECTS

14,000+ MW
SOLAR EXPERIENCE

SPOTLIGHT ON INNOVATION

ADAM YOUNG

As an electric vehicle (EV) driver himself, Adam Young was well-suited to help Midwestern electric utility Evergy design its new time-of-use rates. Adam is director of financial analysis and rate design for 1898 & Co., part of Burns & McDonnell. Time-of-use rates, which reward customers with discounts for shifting energy usage away from weekday peak hours, can be especially beneficial for EV drivers.

“Just making the single, simple change of charging overnight instead of after work can make a big difference,” he says. Time-of-use rates also can be beneficial for customers who can make small changes in how and when they use electricity.

Adam believes the improving cost-benefit ratio for electric cars is accelerating the EV revolution. He also appreciates the ability to recharge at work. “I’m a numbers person, and the cost of ownership for an EV was cheaper than continuing to drive a gas-powered vehicle,” he says. “Plus, EVs are just fun to drive. For me, they are a lower-cost, environmentally friendly version of a high-performance vehicle.”

ELECTRIC
VEHICLE
PARKING





PROJECT

SPOTLIGHT

NEW YORK POWER AUTHORITY CONTROLS UPGRADE & MODERNIZATION

It's the biggest project in the history of the New York Power Authority (NYPA): a \$1.1 billion effort to extend the life of the Robert Moses Niagara Power Plant. Our team is designing and fabricating new control systems, helping support the state's effort to produce 100% carbon-free electricity by 2040. The plant — which is the main source of hydropower for the state — also has the second-greatest annual power production for a hydro plant in the United States.

The \$134 million electrical control system upgrade and modernization program will replace aging

assets, install digitally integrated sensors and monitors, and provide system hardening and cybersecurity improvements.

These upgrades will provide precise, real-time data to operators, furthering the NYPA's drive to become the nation's first fully digital utility. New backup controls will improve plant and system reliability and resiliency by minimizing the risk of losing main control room functionality.



EMISSIONS

As leaders in architecture, engineering and construction, we are uniquely positioned to reduce emissions by promoting energy efficiency and incorporating renewable sources — in client projects and our own buildings. We work to reduce the volume of greenhouse gases (GHGs) emitted through several in-house initiatives, including reducing the consumption of electricity, natural gas and water at our offices.

While building strong relationships often depends on face-to-face connections, we work to reduce the necessity of business travel through collaboration technology. We continue to grow our regional presence, hiring locally to reduce the physical distance between our people and our clients. Of our nearly 7,000 employee-owners, approximately 3,500 are located outside of our world headquarters.



PROJECT SPOTLIGHT

GREEN OMNI TERMINAL DEMONSTRATION

Nearly complete — awaiting delivery and installation of batteries — the Green Omni Terminal project is designed to begin eliminating pollution from port-related operations to help improve the health, quality of life and economy of the local harbor area community.

Working with the Port of Los Angeles and Pasha Stevedoring and Terminals, our team led design, build and management services for the \$27 million project, which features a 2.6-MWh lithium-ion battery integrated into a clean energy microgrid that allows terminal operations to continue in the event of a widespread power outage. We designed and constructed the electric infrastructure that supports the deployment of heavy-duty electric vehicle and cargo handling equipment as a component of the renewable and storage-based microgrid.

Construction included retrofits to and expansion of the terminal's existing substation, as well as installation of new switchgear, transformers, conduit and structural foundations to support nine electric vehicle chargers and the two battery storage systems.

DEFINING OUR CARBON FOOTPRINT

Our carbon footprint is the total amount of GHGs produced to directly and indirectly support the human activities associated with our company's work. We use an environmental management system to track GHG output. From 2015 through 2019, while increasing our workforce by more than 19%, we were able to decrease the energy intensity of our offices by more than 5% and reduce greenhouse gas emissions per person (measured in metric tons of CO₂ equivalent) by more than 15%.

The Greenhouse Gas Protocol is a joint effort of the World Resources Institute and the World Business Council for Sustainable Development. It establishes global standards for measurement and management of GHGs. The protocol categorizes GHG emissions as

Scope 1, 2 or 3 based on the source of the emission. We've calculated our 2019 numbers in accordance with the protocol's guidelines.

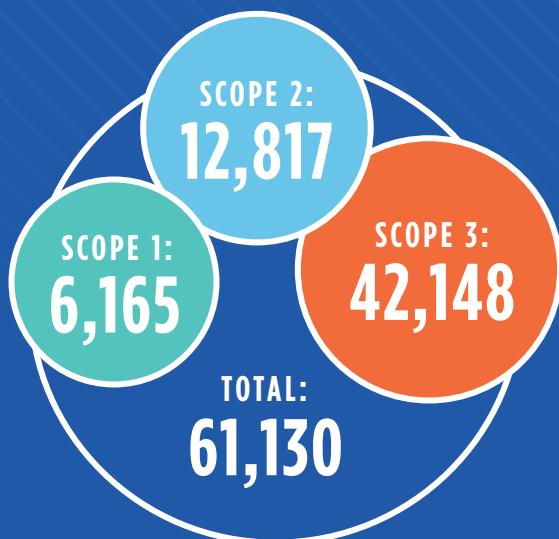
Greenhouse Gas Protocol

- **Scope 1 — Direct GHG:** Emissions from sources owned or controlled by the company, including office natural gas consumption and fleet gas consumption.
- **Scope 2 — Energy Indirect GHG:** Emissions from the consumption of purchased electricity.
- **Scope 3 — Other Indirect GHG:** Emissions that are a consequence of our company's operation, but not directly owned or controlled by us. This includes employee commuting, business travel, and purchased products and materials.

2019

CARBON FOOTPRINT

Carbon Dioxide Equivalent (mtCO₂e)



- SCOPE 1 — DIRECT GHG
- SCOPE 2 — ENERGY INDIRECT GHG
- SCOPE 3 — OTHER INDIRECT GHG

**Data gathered through our Environmental Management System.*



PROJECT

SPOTLIGHT

NEW FLYER CHARGING INFRASTRUCTURE

Fleet electrification is on the rise, driven by growing consumer demand, increasing regulations, advancing technology and shrinking cost of ownership. In 2019, New Flyer became the first North American bus manufacturer to offer a comprehensive infrastructure service focused on energy management optimization and infrastructure development. While building an electric fleet is vital, equally critical is the strategic deployment of charging infrastructure to efficiently serve it.

As an enterprise partner to New Flyer, our team provides design and construction support for multiple transit agencies around the country.

The initial project — at a vehicle innovation center — included a new utility transformer, new electrical distribution for the building, two depot chargers and one on-route charging station. The on-route charger was the first such installation in the U.S., requiring on-the-fly adjustments and development of standards for future installations.

We've supported transportation electrification projects around the world with airports, utilities, EV manufacturers, cities, seaports and transit authorities — including projects with Los Angeles Metro, Chicago Transit Authority, Trinity Metro, New York City Transit Authority, Southern California Edison and St. Louis Metro.



SPOTLIGHT ON LEADERSHIP

JONATHAN CHAPMAN

The United Kingdom has set a target of net-zero carbon emissions by 2050. Jonathan Chapman, managing director of our U.K. office, believes a radical revision of energy regulation is necessary to meet that goal. In 2019, he attended the Low Carbon Networks & Innovation Conference in Glasgow, warning that current regulations may be stifling the innovations needed to chart the path to net-zero.

Projects to enable the electrical grid to respond to the zero-carbon era will be of significant scale and

complexity — and will require many years to engineer and build. “Obliging network operators to wait until demand forces them to act will create delays and impediments in critical network developments,” he says. “The way forward will require definitive action to see that we can stimulate, not just try to keep pace with, essential innovations and technological advancements.”

Jonathan also identified that for energy storage to help propel the U.K. toward a zero-carbon future, regulation should provide adequate rewards that reflect the benefits such zero-carbon technology provides to networks and energy customers.





SPOTLIGHT ON INNOVATION

BRIANNA PILKINTON

Brianna Pilkinton, an environmental scientist and department manager in one of our Southern California offices, leads multidisciplinary teams for a wide variety of infrastructure projects. She's also focused on preparing for a future dominated by EVs, analyzing how widespread electrification will affect regional electricity demand and consumption.

Brianna often shares her knowledge at industry conferences. She serves as president of the San Diego chapter of the WTS and was recently honored by *Engineering News-Record* as a Top Young Professional in California.

She also expresses her passion for environmental issues through a more unique medium: dance. Brianna is a dancer/choreographer and often performs pieces that call attention to social and environmental issues. "Dance has the potential to educate the public on matters of environmental concern," she says. "When someone feels curious or emotionally connected to a piece of art, whether it's visual or performance art, we are all participating in a collective awareness that inspires action and further education."



MOVING OUR CLIENTS FORWARD

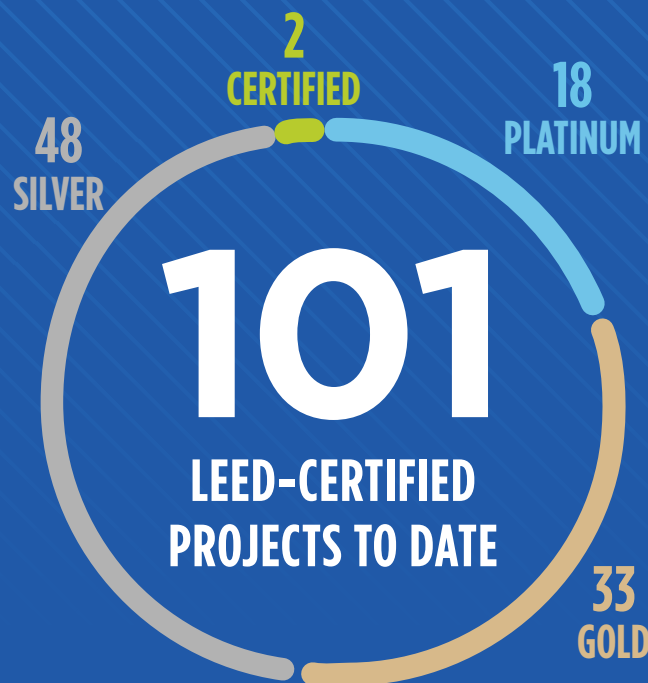
Buildings and construction represent nearly 40% of global carbon emissions, according to the World Green Building Council. About 28% comes from energy related to operations: heating, cooling and lighting facilities. The remainder of the nearly 40% is embodied carbon: the energy and emissions from materials and construction.

These percentages represent opportunities for improvement. Guided by our LEED-accredited professionals, we design and construct

high-efficiency buildings that save energy, water and other resources. We've built net-zero energy use campuses and microgrids that integrate renewables, EVs and other smart technologies. We often specify low-carbon and reclaimed building materials.

Our environmental professionals track evolving rules and regulations to support air quality and compliance. Our team estimates emissions, conducts air pollution control analyses, prepares air permit applications and predicts ambient air impacts through dispersion modeling.

GREEN RATING SYSTEMS



300+ LEED-ACCREDITED
PROFESSIONALS

320+ ENVISION SUSTAINABILITY
PROFESSIONALS (ENV SPs)



SPOTLIGHT ON TECHNOLOGY

MICROSOFT TEAMS TRANSITION

Collaboration — with colleagues, clients and partners — is an essential element of our customer service-focused approach. As our business increasingly globalizes, we embrace new technologies to keep projects and people connected. A 2019 transition to Microsoft Teams supports simple and effective communication, helping us provide exemplary service delivery and operational efficiency.

Project manager Clarice Kinsella has seen its benefits. “It’s been monumental for working on a project among different practice areas and geographical locations,” she says. “Features like OneNote for meeting notes,

document management and live collaboration with simultaneous editing, and mobile access provides tremendous value and sets us up for success within the project.”

Nearly 2,000 Teams are in use across the company, providing benefits from simplified group collaboration, easy file sharing, a text-like chat and a user-friendly mobile app that allows everyone to stay in touch anytime, anywhere. Document coauthoring and group discussion features reduce emails and foster teamwork.



WATER

The world's water resources are precious. Water is the basis of all life, crucial for growing populations, food supply and energy generation. We protect this resource through the development of critical infrastructure for drinking water supply, treatment and distribution; wastewater; stormwater management; and more. Through these efforts, we help clients conserve, cleanse and capitalize on what's retained and released.

Our own facilities benefit from taking the same approach. Water management techniques at our offices around the globe include:

- Aerators at sink fixtures
- Drought-tolerant landscaping
- Dual-flush toilets
- Reclaimed water for landscaping and irrigation
- Stormwater management systems

2019

WATER USAGE



6.9K Gallons

PER PERSON

**Data collected based on world headquarters per person water consumption.*



PROJECT SPOTLIGHT

PFAS TESTING AND TREATMENT

Per- and polyfluoroalkyl substances (PFAS) have been the subject of emerging regulations and health advisories due to concerns about their effects on human health and the environment. These regulations have drawn the attention of industries that historically used PFAS and have resulted in new requirements for the management and disposal of PFAS-containing materials. In certain cases, these regulations can derail planned construction efforts — requiring unforeseen testing, treatment and disposal.

A recent U.S. military project hit a roadblock when the site design required extensive dewatering in an area where PFAS were historically used and managed. Emerging environmental regulations created a need to quantify the amount of PFAS present in groundwater and identify treatment solutions to prevent the

discharge of PFAS-containing dewatering fluids to the environment.

Our team quickly prepared a work plan to guide sample collection and analysis, completed groundwater sampling, and conducted a focused feasibility study to assess treatment options and develop a path forward for the project. These efforts included the comparison of various treatment technologies to identify an approach that was cost-effective and compatible with the construction sequencing and activities. With specifications and plans for PFAS treatment in place, the project could move forward without delay and within the established budget — providing confidence that these emerging regulations would not impact project schedule or cost.

MOVING OUR CLIENTS FORWARD

Our company was founded on providing clean water and efficient wastewater systems, and we're still an industry leader more than a century later. We deliver solutions for our clients — whether small rural water providers or large regional wastewater districts — as they face increasing demand, aging infrastructure, evolving regulations and limited resources.

Together with our clients, we design and build sustainable water systems. We track the regulatory environment. We dive into the science of wetlands and other waters. Above all, we serve as problem solvers to meet our clients' varied needs.



A dark-colored car is shown from the side, driving through a large, deep puddle. The car's rear wheel is partially submerged, and a large, energetic splash of water is erupting from the tire, spraying upwards and outwards. The background is blurred, suggesting an urban setting. The overall tone of the image is dark and dramatic, with the water splash providing a bright, dynamic focal point.

PROJECT SPOTLIGHT

KEEP OUT THE RAIN PROGRAM

Rain is generally a positive thing, but when too much stormwater makes its way into some of Kansas City's 1,700-plus miles of separate sewer system, the impacts can be devastating. Excess stormwater creates an average of 6.4 billion gallons of sewage overflow annually in the city.

As part of a \$4.5 billion Overflow Control Program, the "Keep Out the Rain" program asks homeowners to voluntarily disconnect plumbing that is improperly connected to the city's sewer mains. Geographic Information System data identified 55,000 properties where simple plumbing corrections — at no cost to the homeowner — could help make a big difference in reducing overflow control issues.

Fixing improper plumbing connections on personal property costs about half as much as addressing the issue on the street, helping Kansas City save millions of dollars in future capital improvements.

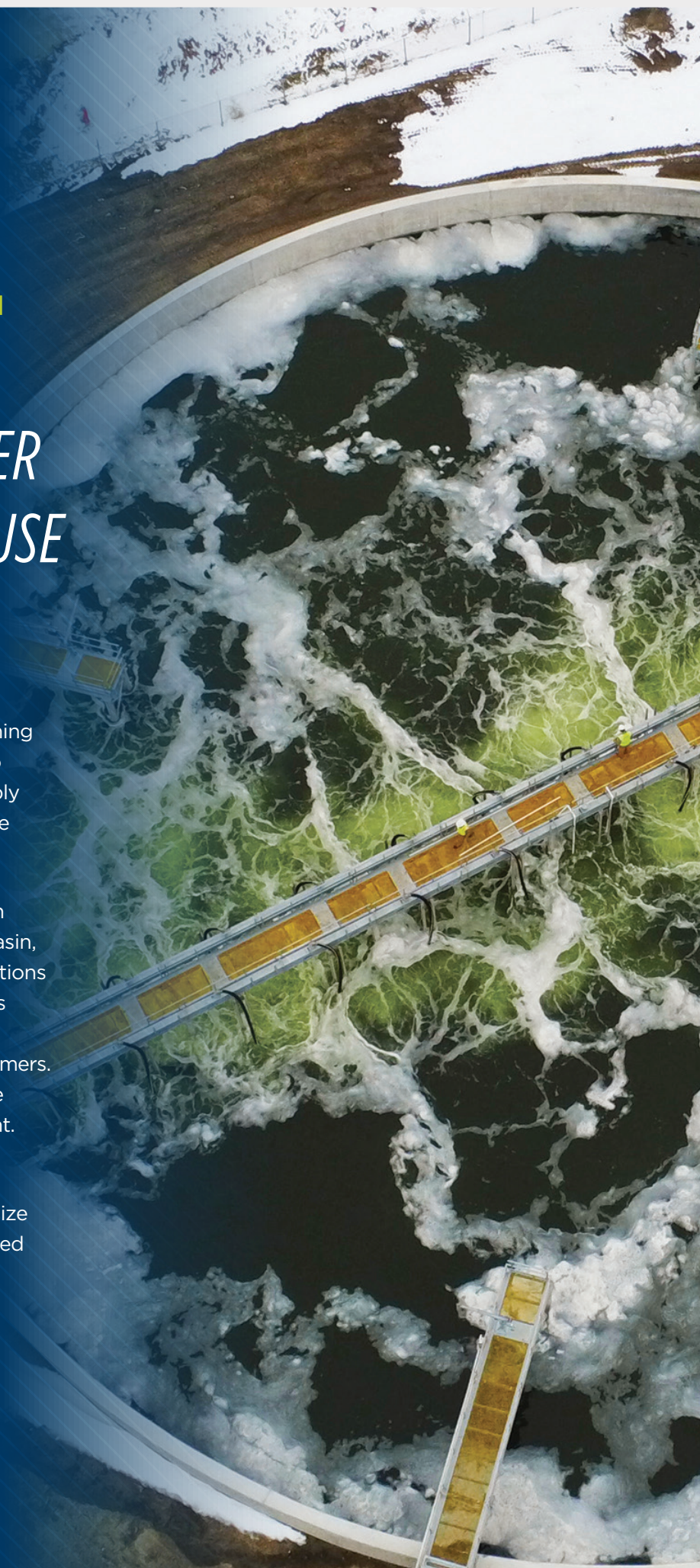
PROJECT SPOTLIGHT

CHETOLAH CREEK WATER RECLAMATION AND REUSE FACILITY EXPANSION

With new, strict water quality requirements looming over the City of Hays, Kansas, the race was on to upgrade its wastewater treatment plant to comply with impending regulations. The solution became a showcase for single-cycle aeration.

The biological treatment system is designed with separate mixing and aeration within one large basin, creating the necessary anoxic and aerobic conditions to promote nitrogen reduction. The process pulls out ammonia, suspended solids, nitrogen and phosphorous, which then can be used by area farmers. Treated water is reused for groundskeeping at the city's golf course and sports fields and at the plant.

While aeration isn't unusual at water treatment plants, the basin is notable for both its massive size and unique design, which features four submerged 7-foot-radius mixing blades that move 25,000 gallons of liquid a minute. Completed \$2 million under budget, the new systems have reduced total nitrogen and phosphorous to well below established limits.





SPOTLIGHT ON INNOVATION

BRENDA MACKE AND KYLIE WYATT

Water goes where it wants, even as planners and engineers attempt to control it. This natural hydrology is often in conflict with development goals, resulting in flooding. But engineer Brenda Macke and land use planner Kylie Wyatt have created a new tool that serves as a crystal ball into potential stormwater management issues: drainage path mapping.

Developed using GIS (geographic information system) and lidar data, the tool delivers an incredibly detailed look at a community's natural drainage paths. "Considering how water runs through and drains from a given area offers new

insight for the planning process, enabling smarter decisions on land use," Kylie says.

Brenda suggests a proactive "water-first" approach during the development process. "Studying drainage paths offers significant benefits — protecting property, people and water resources," she says. Incorporating this tool into the process can significantly reduce the risk of future flooding, which minimizes mitigation costs, addresses public safety needs and protects development investments.



WASTE AND MATERIALS

Our approach to utilizing sustainable materials starts in our offices, where we opt to use ongoing consumables and durable goods that help protect the environment and public health, conserve resources and minimize waste. In our client projects, we reach beyond traditional recycling by reusing materials and designing smart solutions for solid waste.

Our policies and procedures to minimize waste include:

- 3D scanning and building information modeling for design development
- Comprehensive recycling programs at offices and job sites
- Digital documentation and filing to reduce the need for printed copies and paper file storage
- Digital transfer of plans and drawings to suppliers, clients and subcontractors
- Dishwashers and dishware provided to minimize use of paper goods
- Green cleaning programs

With our sustainable purchasing policy, our goal is that at least 60% of ongoing consumables comply with one or more of these criteria:

- Contains at least 10% post-consumer and/or 20% pre-consumer material
- Contains at least 50% rapidly renewable material
- Contains at least 50% materials that are harvested and processed within 500 miles of the facility
- Consists of at least 50% Forest Stewardship Council (FSC)-certified paper products

Our world headquarters is certified LEED Gold for the operations and maintenance of existing buildings, reflecting our achievements in solid waste management, indoor air quality, purchasing, water efficiency, energy and atmosphere, and operational innovation.



SPOTLIGHT ON INNOVATION

BENJAMIN MAHAFFAY

With continual growth in the aviation industry comes an increasing need for the rehabilitation or replacement of aging pavement. Senior civil engineer Benjamin Mahaffay is leading an effort to use existing design software in a new way to optimize pavement design, greatly reducing the amount of materials needed.

“Traditional pavement design hasn’t demanded much individualized attention,” he says. Engineers use two standard pieces of software to evaluate the thickness of airport pavements. They’re valuable tools, but the generality of their use can lead to a design that’s more conservative than precise.

But an innovative approach — backed by a detailed methodology — can make a difference. Instead of applying the same pavement thickness everywhere, accurately modeling the imposed loading conditions on various locations can lead to precise, load-specific pavement zoning. The approach provides benefits beyond reduced capital costs and materials needs. Using this approach, the entire pavement network will wear more consistently, leading to more effective rehabilitation and maintenance programs.





MOVING OUR CLIENTS FORWARD

Solid waste management and resource recovery offers an opportunity to drive sustainability, keeping cities and towns clean and protecting the environment and public health. Our solid waste professionals are always seeking resource opportunities for energy generation, recycling and composting.

We design and build solid waste management facilities across the country, from material recycling and composting facilities to landfills and transfer stations

that allow waste to be centrally collected and shipped to areas farther from the communities they serve. We develop recycling educational programs to increase participation and decrease contamination. And we help clients construct emerging conversion technologies and systems, including thermal, biological, chemical and other waste-to-energy systems.

Our employee-owners volunteered to conduct an audit of our waste streams from waste generated at our world headquarters. We used this data to inform and improve our ongoing waste reduction strategies.

PROJECT SPOTLIGHT

SIOUX FALLS REGIONAL SANITARY LANDFILL AIRSPACE UTILIZATION

As the largest landfill in South Dakota, the Sioux Falls Regional Sanitary Landfill takes in more than 200,000 tons of municipal solid waste and 90,000 tons of construction debris every year. We are helping city leaders take a proactive approach to the city's solid waste program by improving the landfill's airspace utilization factor (AUF).

AUF is calculated by dividing the weight of the landfilled waste by the volume of the total airspace utilized. The improvement plans included smart management of the required weekly soil cover and the installation of leachate recirculation laterals throughout the composite-lined landfill. By installing GPS equipment on its compactors, the team could also track the number of passes to determine efficiencies in lift thickness, elevations and compaction.

Before implementing these strategies, the landfill's AUF was 1,200 to 1,300 pounds per cubic yard, in line with typical waste densities. Through the new operational practices, the AUF has steadily increased to nearly 1,500 pounds per cubic yard — a number that should continue to increase as methods like waste shredding are added to its operation.





PROJECT SPOTLIGHT

COLORADO AIR NATIONAL GUARD BUILDING 909

Built in 1956, Building 909 at Buckley Air Force Base in Colorado had seen better days. Though it provided essential maintenance, storage and operations functions for aircraft and other heavy equipment, 60 years of use had eroded its historical charm. In addition to roof leaks, failing mechanical systems and outdated technology, the facility also had asbestos, lead paint, hangar door damage, worn concrete and other issues.

The project team addressed these challenges, but it also focused on material reuse to revive the facility's historical appearance. After converting dated drawings

into a 3D model and assessing conditions, the team developed a design that preserved some of the hangar's overhead monorail cranes and refurbished light fixtures with LEDs. Artifacts previously hidden in a forgotten closet were proudly displayed.

The renovation also introduced the base's first geothermal heating system, which inspired the inclusion of this renewable solution into future building projects. Building 909 was named a 2019 regional Best Project in Green Design by *Engineering News-Record*.



BIODIVERSITY

We help development and the environment successfully coexist, both on client projects and at our headquarters. Limiting negative impacts to biodiversity begins with environmental assessments as part of conscientious planning and management.

When a project must cross into protected terrain, we take the utmost care and sensitivity to develop strategies that minimize long-term environmental impact.

SPOTLIGHT ON INNOVATION

WILDLIFE & ENERGY INTERACTION SYMPOSIUM

In 2019, our fourth annual Wildlife & Energy Interaction Symposium brought together thought leaders from the environmental, regulatory, renewable energy and electric utility worlds for productive conversations about emerging trends and solutions.

More than 60 clients and regulators discussed a diverse range of topics, including the future of clean energy, mitigation banking and habitat conservation plans. After a keynote address from the secretary of the Kansas Department of Wildlife, Parks and Tourism, attendees engaged in breakout sessions on timely permitting, bats, pollinators and renewable energy.

Diverse perspectives on each issue provided a 360-degree view into potential challenges and solutions. For example, the panel on bats included representatives from the American Wind and Wildlife Institute and the Ecological Services Program of the U.S. Fish and Wildlife Service — along with a scientist and a mitigation bank specialist from Burns & McDonnell.



MOVING OUR CLIENTS FORWARD

Environmental services occur throughout the project life cycle, from upfront ecological studies to environmental monitoring post-construction. Beyond helping clients mitigate the effects of project work, we locate, plan and design to limit negative impacts to biodiversity in the first place. Our diverse team includes soil and wetland scientists, avian and bat specialists, threatened and endangered species biologists, aquatic ecologists, fisheries biologists, environmental permitting specialists, and hydrologists.

- During siting and routing studies, we consider wetlands, habitats, nesting and hibernation areas,

as well as archaeological and historic resource areas, when recommending the right location.

- Project planning identifies best management practices (BMPs) to reduce any potential impact, including brightly colored flagging, buffer zones and timber matting.
- During construction, field inspectors and environmental monitoring staff work together to confirm compliance with BMPs and regulations.
- After construction, we revegetate sites, including with native seed mixes, and monitor whether the sites are returning to vegetated conditions.







PROJECT SPOTLIGHT

TERREBONNE TO BAYOU VISTA TRANSMISSION UPGRADE

Home to a broad array of wildlife, plant species, wetlands and forests, the ecologically diverse bayous of Southern Louisiana support resiliency in an area that often faces extreme weather events. When a 24-mile upgrade to a critical section of the Entergy Louisiana transmission grid needed to run through that terrain, it demanded extreme environmental sensitivity.

After a detailed environmental assessment, our team developed a plan to minimize disturbance to the tightly interwoven ecosystem. For example, when crews encountered eagle nests along the construction route, they rerouted helicopter flights to prevent disturbances and used airboats for side trimming. Careful planning was also required for permitting, as in the case of weight restrictions for most bridges that prevented the transport of heavy equipment. Instead, equipment was airlifted or placed on special pontoon watercraft that could be towed to the site by large marsh deck buggies.

The project, which earned a regional award from *Engineering News-Record*, is a successful example of how the power industry is increasingly able to meet both its service mandate and environmental obligations.



PROJECT SPOTLIGHT

PHYTOREMEDIATION AT THE TULSA FUEL AND MANUFACTURING SUPERFUND SITE

The top priority on a Superfund remediation project is to make the site safe for human, plant and animal life. At the Tulsa Fuel and Manufacturing Superfund site, the team also introduced an element of green remediation. The 61-acre site in Oklahoma was once home to a zinc smelting operation that contaminated soil, sediment and surface water. The remedial design included removing waste materials and shallow contaminated soils, stripping the site of most of its topsoil.

Instead of importing topsoil at considerable cost, our team created a favorable growing environment by mixing poultry house chicken litter into the surface clay with BOMAG soil stabilizer. Using a seeding

mixture of smooth brome grass, red clover and fescue, the site was completely revegetated within months. Clover was particularly successful, covering more than 40 acres. This created an opportunity for the family trust that owned the site, as it populated the area with colonies of honeybees in collaboration with local honey companies.

Although creating a honeybee home wasn't the original goal, effective planning and collaboration created a valuable opportunity for species protection of a threatened pollinator. The project earned an award for outstanding business performance from the *Environmental Business Journal*.

PEOPLE

Our people deliver world-changing solutions to clients around the globe, and it's up to us to provide the industry-leading benefits that let them focus on making an impact. From meeting community needs to reaching personal goals, our culture focuses on realizing the greatest potential. This section illustrates our community investments, employee ownership principles and how we support our people in developing exceptional projects — and their own exceptional futures.



COMMUNITY

Through our community efforts, as in our everyday initiatives, we're committed to making a tangible difference in the lives of the people around us. Our project work helps deliver clean water, safe highways, sustainable energy and a robust economy. Our charitable work is no less impactful, whether it's introducing STEM concepts to a room full of third graders, providing meals that fill empty stomachs, or supporting tangible action in our communities through the United Way,





an organization focused on strengthening the cornerstones for a good quality of life.

Our employees empower our communities to become healthy and strong, building a sturdy foundation not just through financial gifts, but also by investing time and talents. In our efforts, we often use our technical knowledge as engineers, scientists, architects and builders. But our most exceptional skill is our passion and heart for giving back.



2019

COMMUNITY INVESTMENT

<p>NEARLY \$7.5M TOTAL INVESTMENT</p>	<p> 3,000+ HOURS MENTORING STUDENT TEAMS AND JUDGING PROPOSALS FOR BURNS & McDONNELL BATTLE OF THE BRAINS</p>	<p>\$3.88M+ RAISED COMPANYWIDE FOR UNITED WAY, SUPPORTING INITIATIVES ACROSS THE U.S.</p>
<p> \$320K+ RAISED THROUGH THE MATCHING GIFTS PROGRAM IN EMPLOYEE DONATIONS AND FOUNDATION MATCHING FUNDS, CULTIVATING THE CAUSES THAT MATTER TO OUR EMPLOYEES</p>	<p>1,220+ UNITS OF BLOOD DONATED COMPANYWIDE</p>	<p>\$407K+ DONATED TO SCIENCE CENTERS IN ARIZONA, MINNESOTA AND TEXAS</p>
	<p>\$245K+ TO STEM ORGANIZATIONS SUPPORTING UNDERSERVED AUDIENCES</p>	<p> \$219K+ DONATED TO ORGANIZATIONS PROMOTING LITERACY AS PART OF THE 2019 CHARITY OF CHOICE, A CAMPAIGN THAT FOCUSES ON A SPECIFIC SOCIAL CONCERN EACH YEAR</p>
<p> \$53K+ DONATED COMPANYWIDE THROUGH DENIM DAYS, WHEN EMPLOYEES CAN MAKE A CHARITABLE DONATION AND WEAR JEANS TO WORK IN RETURN</p>	<p>17K MILES RIDDEN TO SUPPORT BIKE MS ACROSS THE U.S.</p>	<p>1,170 LIMITED-EDITION T-SHIRTS SOLD, WITH PROCEEDS TO THE AMERICAN HEART ASSOCIATION</p>

BURNS & McDONNELL FOUNDATION

Giving back to the communities where we live and work is more than philanthropy — it's a core element of our identity. We empower organizations making a substantive difference through our people and offices, and collectively through the Burns & McDonnell Foundation, a 501(c)(3) organization largely focused on education, community development and health.

A Corporate Citizenship Committee, which includes representatives from each business practice and regional office, supports program implementation and encourages involvement. The committee also plans and supports charitable initiatives in our various offices, including:

- Supporting the Atlanta Science Festival, which reached 60,000 with hands-on science activities.
- Helping transform Genevieve Melody STEM Elementary School in Chicago through a spring

cleanup, a robot student showcase and a job shadow event.

- Conducting a book drive in Dallas for the Aberg Center for Literacy.
- Celebrating Earth Day in Denver at the Parker Core Knowledge Charter School.
- Bowling strikes in Houston to raise funds for Junior Achievement.
- Driving for 57 hours in the Mid-Atlantic region for the Mayflower Marathon Food Bank Drive.
- Revitalizing a house in Minneapolis-St. Paul through the Hearts and Hammers program.
- Running the CFA Society Hartford Corporate 5K in New England in support of The Connection.
- Filling and securing food packets in Phoenix for Feed My Children.
- Keeping beaches pristine in Southern California during a Coastal Cleanup Day.
- Raising funds and awareness in St. Louis for Autism Speaks.



Bolstered by the amazing generosity of our employee-owners, 2019 was an incredible year for the Burns & McDonnell Foundation. From a record-breaking United Way campaign to countless STEM partnerships around the country to targeted efforts at community development, health and educational outreach, we invested passionately in the communities where we live and work.”

Julie Koncak

Director, Burns & McDonnell Foundation





STEM EDUCATION

Our employee-owners rely on STEM skills, passion and a lifelong curiosity to change the world. The opportunity to ignite the same spark and build the same foundation in kids? That's pretty exciting.

With support from the Burns & McDonnell Foundation, we contribute to students and the institutions supporting them. This can come in the form of donations and volunteer judges for science fairs, or something bigger like Burns & McDonnell Battle of the Brains: a K-12 academic competition where kids design a million-dollar science exhibit, then watch — and even help — as we design and build it at Science City in Kansas City.

In 2019, Burns & McDonnell employee-owners offered:

- Students and teachers the ability to explore STEM careers through job shadowing.
- Engineering U, a free academy where students take part in hands-on engineering projects.
- Educators Summit, a capacity-crowd event providing teachers with resources to engage with STEM learning that they can take back to their classrooms.
- Your World: Empowered, which introduces students and their parents to opportunities in the industry and offers real-life perspectives from our employee-owners.
- Volunteer time at STEM events, including FIRST robotics programs, science fairs and MATHCOUNTS.
- Financial support to science centers including the Arizona Science Center, Fort Worth Museum of Science & History and The Works Museum in Minneapolis.
- Financial support to STEM organizations supporting underserved audiences, including the ACE Mentor Program of Chicago, Kansas City STEM Alliance, the Guadalupe Center and the Society of Women Engineers.

SPOTLIGHT ON STEM

BATTLE OF THE BRAINS

Burns & McDonnell Battle of the Brains has been a transformational presence in Kansas City for nearly a decade. So far, more than 25,000 students have benefited from this immersive educational opportunity, which has also resulted in \$5 million of permanent exhibits at Science City.

In March, employee-owners stood alongside students from the Grandview, Missouri, FOCUS program in launching The Amazing Brain, Science City's largest indoor exhibit. The FOCUS program also earned a piece of \$155,000-plus in grants distributed as part of the competition, a share it used to build a learning lab complete with MacBooks, drones and a 3D printer. In December, an awards ceremony celebrated the culmination of the next cycle of the Battle of the Brains. With a carnival-themed exhibit about physics, students from Tonganoxie Middle School earned the top spot in the biggest competitive turnout yet.

One of the initiative's long-term objectives is to inspire students to pursue STEM careers and seed the pipeline for the STEM future — a goal that has begun to be realized as past Battle of the Brains participants have joined the company as employee-owners and others have embarked on STEM careers elsewhere.





EMPLOYEE-OWNERS

Every January, we celebrate the “burning” of the mortgage — the day the company made the final loan payment to the bank and officially became 100% employee-owned. That moment changed the trajectory of the company’s future by creating

a profitable cycle that directly benefits each employee-owner financially and drives us to achieve our best. Our hard work leads to client success, which leads to our company’s success.





HIRING AND RETENTION

With ongoing diversification into major service specialties, we continue to grow at the pace of more than 1,000 new employees a year. Supporting this upward trend is a human resources department highly focused on identifying, recruiting and retaining top talent worldwide. With an average of 1,000 applicants per opening, the HR team can find the ideal blend of skills, drive, entrepreneurship and attitude for each position. Our chief administrative


officer monitors progress toward formal recruiting, retention and diversity goals.

We aggressively recruit new graduates and experienced professionals, and we onboard them into an extensive training program and assign a mentor based on shared areas of interest or knowledge. Many of these new team members are graduates of our robust internship program that recruits more than 400 college students each year.



SPOTLIGHT ON LEADERSHIP CULTURE

WENDY HAGEMAN



Aviation projects director Wendy Hageman is a shining example for women in the male-dominated AEC industry. She's passionate about finding creative avenues for promoting other women in the firm — whether they're engineers, architects or administrative staff. Her leadership style is selfless, humble, approachable and nondiscriminatory.

She serves as a mentor for many young professionals and devotes much of her time

to employee development. She guides aviation project managers across the country and her skill at maximizing potential within the Project Assistant (PA) group is exceptional. She often has guided female PAs under her leadership to more advanced positions within the company, and has helped the women coordinate the pursuit of advanced education if required.

Wendy has also made a major impact on the work of the Design-Build Institute of America, moving up the line of leadership until being named president of the Mid-America region in 2009, the first time the position had been held by a woman.

WORKPLACE DIVERSITY

Diversity is an ever-present element of what makes our culture successful. We value diversity in race, ethnicity, religion, gender and sexual orientation. We are better when we learn from the experiences and identities of our colleagues who may look, love and live differently than ourselves.

Our 31-member Diversity Advisory Committee champions efforts to heighten appreciation for diversity and inclusion — with a designated diversity month and throughout the year. Efforts in 2019 included:

- A keynote speech from business leader Gillian Power, who shared her journey of struggle and victory in the face of adversity as a transgender woman to illustrate how to confront our biases and become allies.
- A training session about working across cultures, with tips for how to better serve clients and colleagues by learning different cultural backgrounds.
- A poignant presentation from Anthony Ray Hinton, who served on death row for more than 30 years for a crime that he ultimately was found innocent of having committed.
- Diversity trivia events at our world headquarters and regional offices.
- The signing by Ray Kowalik of the CEO Action for Diversity & Inclusion Pledge, joining a coalition of CEOs in a business commitment to advance diversity and inclusion within the workplace through collaboration, development of best practices and sharing lessons learned.

2019

WORKPLACE DIVERSITY



42

DIFFERENT LANGUAGES SPOKEN



800+

UNIVERSITIES REPRESENTED



172

PEOPLE EARNED THEIR LICENSE
FOR THE FIRST TIME

HEALTH AND WELLNESS

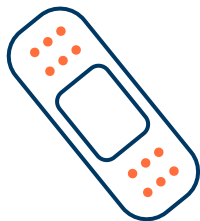
All eligible employee-owners are offered a robust health and welfare benefit plan, which is reviewed annually to evolve our offerings according to the needs of team members across the company.

Our wellness program helps employee-owners (and their spouses/domestic partners) by rewarding the achievement of healthy lifestyle goals with discounted insurance premiums. As further encouragement to make health and wellness a priority, the company teamed up with apparel companies Athleta and Hill City to provide employee-owners with high-performance exercise gear with a custom “OWN IT” logo.

Our world headquarters buildings are designed with continuous access and pedestrian bridges to encourage walking and build a sense of community. Employees can take fitness classes at the headquarters fitness center, and those in regional offices benefit from free access to on-site gyms and discounts at off-site fitness centers. Company-sponsored intramurals and corporate challenges provide additional opportunities to encourage physical fitness. We offer programs such as bone density and skin cancer screenings, flu shots, tobacco cessation and more. Other wellness benefits in some locations include a bike at work program, health fairs and a community-supported agriculture delivery program.



3,431
BIOMETRIC SCREENINGS
CONDUCTED IN 40 LOCATIONS



7,172
TOTAL HEALTH CENTER VISITS

2,603
UNIQUE USERS



14,742
PRESCRIPTIONS FILLED
AT THE PHARMACY



4,440
EMPLOYEE-OWNERS

COMPLETED ALL WELLNESS
INCENTIVE PROGRAM
REQUIREMENTS AND ACHIEVED
GOLD OR PLATINUM STATUS

1,758
SPOUSES

COMPLETED WELLNESS INCENTIVE
PROGRAM REQUIREMENTS TO
ACHIEVE GOLD OR PLATINUM
STATUS, REPRESENTING 55%
OF THOSE ELIGIBLE



VETERAN RECOGNITION

With their discipline, global perspective and problem-solving skills, military veterans are a welcome and valuable addition to our company. We show our appreciation for their service every Veterans Day by hosting a breakfast at our world headquarters and lunches at regional offices. We also offer a luncheon presentation for all employee-

owners at our headquarters, complete with the traditional honoring of each branch with its service song.

Burns & McDonnell actively participates in the Society of American Military Engineers, U.S. Army Partnership for Youth Success, and the U.S. Chamber of Commerce Foundation's Hiring Our Heroes initiative.

PROFESSIONAL DEVELOPMENT

All employee-owners benefit from a robust training program that encourages ongoing growth through educational support for professional registrations and more than 1,600 internal classes annually. Taught by employee-owners for employee-owners, these classes represent an effective and cost-efficient approach to knowledge sharing.

Professional development support includes:

- In-house training through Burns & McDonnell University on a wide range of topics. For many

classes, employee-owners earn professional development hours upon course completion.

- Tuition assistance for academic programs that are mutually beneficial to the individual's career development and the company's goals.
- Paid time off to take examinations for professional registrations and 100% coverage of the initial registration fee.
- Dues coverage at 100% for select professional or technical organizations.

5,229

INTERNAL CLASSES
ANNUALLY

1,587

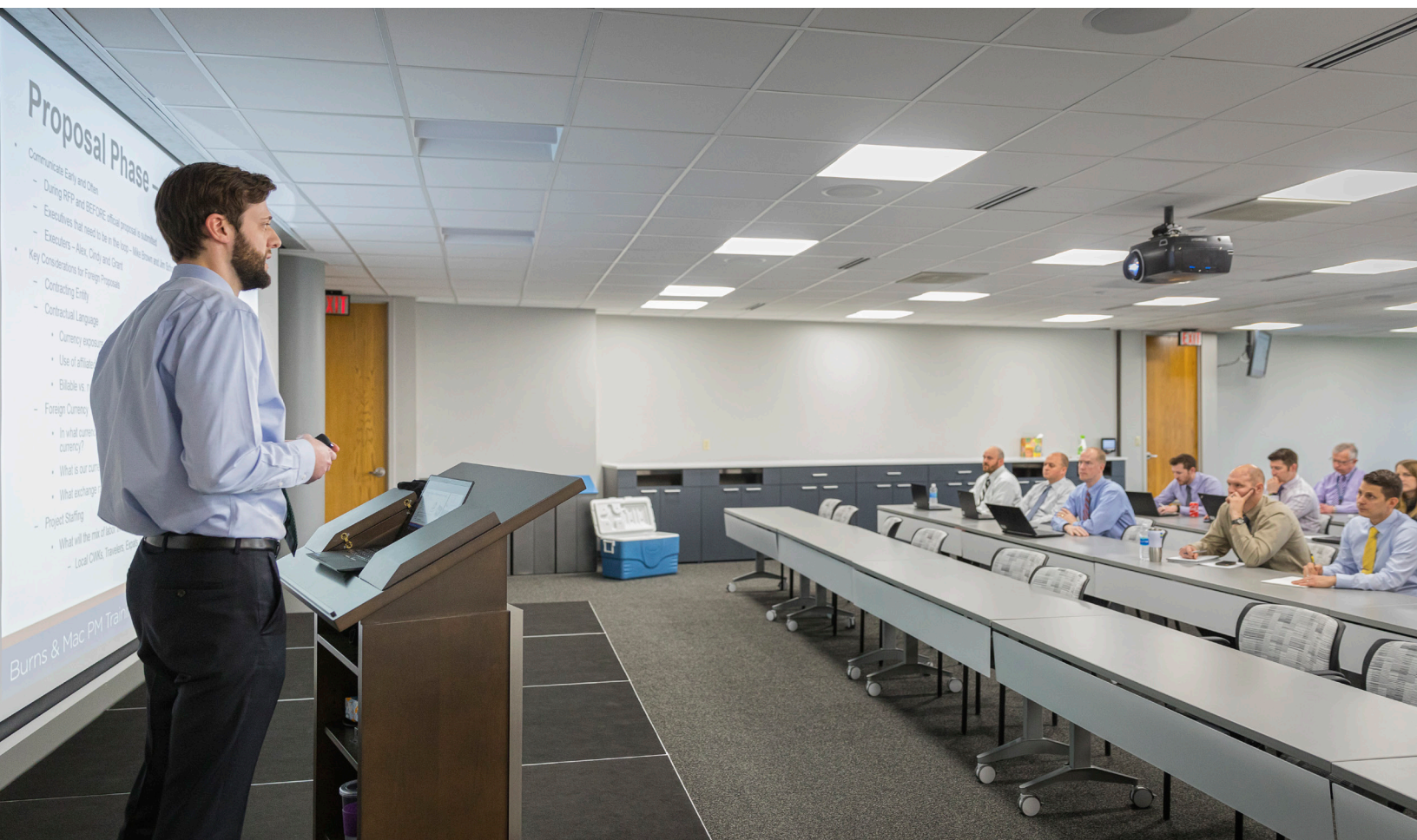
EMPLOYEE-OWNER
INSTRUCTORS

94,740

TOTAL HOURS OF
TRAINING

\$5,941

AVERAGE TUITION
REIMBURSEMENT





SPOTLIGHT ON INDIVIDUAL GROWTH

NATHAN TURNER

Nathan Turner did his career due diligence in college, spending internships at a union sheet metal shop, a manufacturing plant and an electric utility, and as a consultant. When choosing a full-time career, Burns & McDonnell stood out because of its entrepreneurial, all-in culture. “I knew I’d have the support I needed to make an impact here,” he says. “Even as we continue to grow in our regional and international offices, we’re collaborating and working together as one company.”

He’s made the most of his time here, earning five promotions in his 15 years at the firm to his current role as director of sales and regional operations for the Transmission & Distribution Group. He also earned his executive MBA, with the support of the Burns & McDonnell tuition reimbursement program. “In addition to the financial support, I benefited from schedule flexibility,” he says. “I could also structure MBA projects to align with initiatives that supported the firm. It truly was the best of both worlds.”

Nathan mentors emerging leaders throughout the company and was recently invited to participate in the Kansas City Tomorrow Civic Leadership Development Program. He also supports the utility industry through a position on an Edison Electric Institute executive committee, promoting public policy leadership for investor-owned utilities.





COMMUNITY OF INCLUSION & EQUITY SYMPOSIUM: (RE)IMAGINING SUPPLIER DIVERSITY

SPOTLIGHT ON SUPPLIER DIVERSITY

JENNIFER TROTTER



For Jennifer Trotter, California business diversity manager, supplier diversity brings benefits from many perspectives — the business case, economic case and social impact case. “The topic of supplier diversity came about during a time when people of color had a hard time shopping, let alone creating revenue,” she says. “It’s our responsibility to provide every qualified business an opportunity, overcoming some of those deep-rooted and lingering injustices that took shape hundreds of years ago.”

She helps shape the firm’s efforts to build capacity with small and diverse business partners, including a mentor-protégé program and the scholarships for minority and small business symposiums at Dartmouth College’s Tuck School of Business.

Proactively bringing people together to encourage valuable conversation — as in the case of the Community of Inclusion & Equity Symposium — is another important element of the strategy. “We often host community engagement activities, bringing people together to provide a forum for learning, training and valuable discussion about industry trends and challenges. Through these efforts and others, we can further the conversation and initiatives supporting inclusivity,” she says.

SUPPLIERS

We build our business on proactive inclusion of small and diverse business partners. Suppliers with specialized experience, skill, equipment or local know-how help us deliver successful projects, increasing our capabilities and value in the marketplace. We count on these partners to provide essential materials and innovative services at competitive prices.

Businesses owned by women, minorities, veterans, members of the LGBTQ community and others from underrepresented sectors are important partners in helping us exceed our clients' expectations, and they represented 20% of the firm's purchase order expenditures over the past two years.

We seek suppliers and contractors who share our values and priorities, beginning with safety, and we evaluate them using strict criteria before awarding work, including:

- Safety record as evaluated against industry norms.
- Ability to comply with performance standards, indicated by experience in work of comparable magnitude and complexity.
- Financial strength, measured by comparative data, bank references and credit reports.
- Record of business, including evidence of capability, integrity and business ethics.

- Adequate staffing of experienced managerial, technical and supervisory personnel.
- Written evidence of quality certifications and quality assurance/quality control programs.
- Existing trade and/or working agreements and records of labor relations.

In October, we held a two-day Community of Inclusion & Equity Symposium at our Southern California regional office to reimagine the future of supplier diversity. On the first day, leaders from our regional offices and global practices delved into what it means to implement business diversity the Burns & McDonnell way. The symposium's second day included a wider audience of thought leaders from project owners throughout California. Insightful presentations and roundtable discussions encouraged attendees to identify best practices to advance a community of inclusion and equity.

Our annual Supplier Diversity Awards recognize outstanding diversity partnerships that strengthen local businesses and empower communities. We also celebrate the efforts of our employee-owners in increasing supplier diversity, awarding a Community of Inclusion award and rewarding high-performing project managers who team with MBE/WBE businesses.

A BETTER TOMORROW

We are world-builders at Burns & McDonnell. Our engineers, construction professionals, architects, technologists and scientists spend each day molding the facilities and infrastructure of the future — a role that comes with a unique potential and responsibility to make our tomorrow better.

With a commitment to sustainability at our core, we are a more inventive, compassionate, agile and resilient organization. Driven by personal accountability and a desire to better our world, we are devoted to the safety and well-being of our employees, focused on supporting our communities, and mindful of the environmental impacts of the projects we bring to life.

To learn more about our sustainability efforts, contact us at sustainability@burnsmcd.com.





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