

WHAT WE DO MATTERS

2020 Corporate Sustainability Report





Burns & McDonnell is a family of companies bringing together an unmatched team of 7,600 engineers, construction professionals, architects, planners, technologists and scientists to design and build our critical infrastructure. With an integrated construction and design mindset, we offer full-service capabilities.

The firm was founded in 1898 by Clinton S. Burns and Robert E. McDonnell.

SUSTAINABILITY AMID A PANDEMIC

The coronavirus pandemic sent ripple effects across all segments of society and the economy. From the beginning, Burns & McDonnell embraced creative approaches to deliver important critical infrastructure without interruption.

The challenges 2020 presented and shed important light on — a pandemic, racial injustice and social unrest — demanded the best of us all. Our employee-owners responded with resiliency, working together (often virtually) to make our clients successful. Across industries, we pivoted aggressively to move infrastructure forward, consistently seeking opportunities to apply sustainable concepts to our work.

Powered by our collective responsibility to make the world a better place, we are committed to protecting our natural resources and improving the quality of life in the communities we serve. With every project we plan, design, build and manage, we embrace chances to address the world's biggest challenges with innovative and sustainable solutions.

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

REIMAGINING RESILIENCY

As we reflect on 2020, it's important to recognize the challenges individuals, businesses and communities faced — and are still facing — during these unprecedented times. While phrases like social distancing and flattening the curve became an everyday part of our lexicon, our response to multiple crises called on us to be nimble and innovative in the sustainable ways we handled our clients' work.

At Burns & McDonnell, sustainability is more than just a feel-good moral choice. Practiced thoughtfully, it can be a good business decision that generates better processes, improved productivity and innovative results.

While the coronavirus pandemic drastically impacted the way we live and work, there will always be a need to maintain the critical infrastructure that keeps the world moving and connected. From manufacturing, healthcare and transportation to power, communications and government work, our firm's employee-owners provided uninterrupted service on nearly 13,000 projects, touching 16 critical infrastructure categories in the U.S. and abroad. We were on-site through it all, with employee-owners in the field making positive things happen.

Looking forward, it's an exciting time to focus on sustainability and resiliency, guiding clients through an energy transition and helping them leverage renewable energy sources like solar, wind and biofuels to achieve sustainability goals.

We evaluate our own corporate sustainability performance annually as a reminder to keep improving, and we had much to be proud of in 2020, including:

- Celebrating the opening of the final building on our world headquarters campus. Crews worked more than 134,000 hours without any safety incidents. The project generated work for more than 50 companies, including 30 businesses owned by women and minorities.
- Helping a growing number of clients replace or supplement traditional energy sources with renewables to offset carbon footprints.
- Continuing to advance our internal competitive innovation incubator, IGNITE, to create new technologically driven services and products that address industry changes on the horizon.
- Using virtual technologies and adaptive strategies to connect and problem-solve. By integrating innovative tech into our services, we're helping clients use digital twins and augmented reality for training, testing and on-site visits — keeping projects moving, on time and on budget.
- Supporting employee-owners by offering COVID-19 testing and easy access to vaccinations. We also encourage the use of virtual health options that allow employee-owners to focus on their well-being.

- Offering critical resources and services to those who needed it most. The Burns & McDonnell Foundation donated \$1.5 million to the United Way's nationwide COVID-19 Community Response and Recovery Fund. We also had our most successful United Way corporate campaign to date, donating \$4 million to help those in our communities.
- Demonstrating our consistent focus on our most valuable asset — our employee-owners. We were named once again to the *Fortune* list of 100 Best Companies to Work For and selected as one of 50 Companies That Care by *People* magazine.
- Developing Burns & Mac On Call, an online complimentary consultation service that quickly and efficiently connects our industry leaders with people seeking solutions to infrastructure challenges.
- Expanding our regional and international offices; capitalizing on direct-owned resources; translating our design-build experience for new industries and markets; and continuing to grow 1898 & Co., our future-focused consulting and technology company.

In tough times, we came together in a big way to collaborate, build and connect as one Burns & McDonnell. For more than 120 years, we've proudly worked alongside our clients to grow local economies and provide the infrastructure needed for the communities they serve. We're proud of the work we've done in recent years and look forward to the work ahead.



Ray Kowalik
Chairman and CEO





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COMPANY

For more than 120 years, the Burns & McDonnell mission has been inspired by a call to make the world a better place. We continue to solve global issues with strategic perspective and excellent execution, a tradition established by our visionary founders who built the company to enable our nation's growth and prosperity through infrastructure.

Sustainability touches every facet of our business and makes us a better company. With an eye toward sustainable solutions, our agility, creativity and ceaseless commitment helps us deliver client results that often exceed expectations.

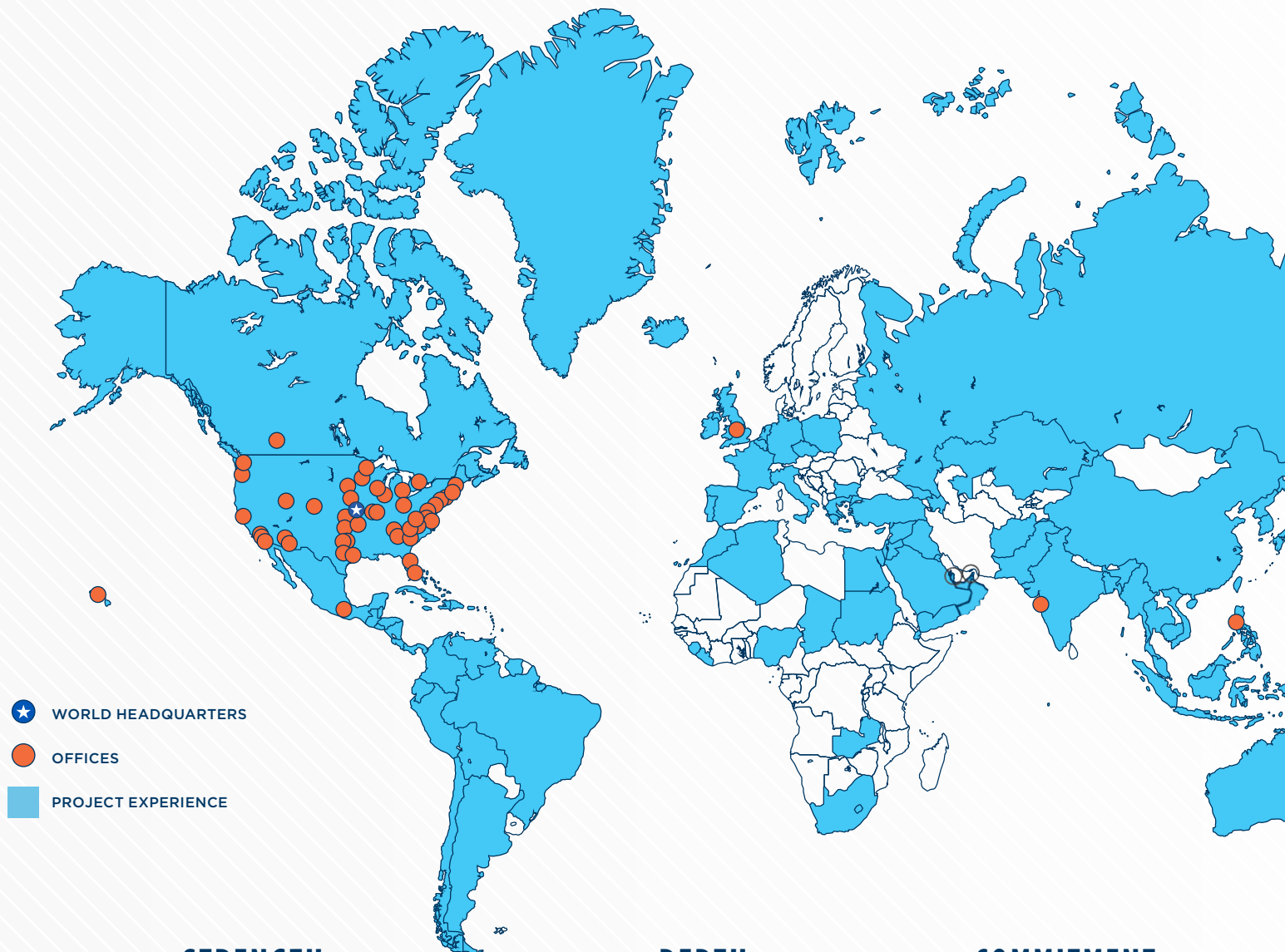
During the pandemic, our focus on sustainability propelled our resolve in meeting client needs and increased our business resiliency and range. This section provides information about our services, markets, diversity, financial strength, growth and business ethics, and outlines our essential commitment to safety and quality no matter what challenges we face.



PROFILE

LOCATIONS

From our headquarters in Kansas City, Missouri — where we began in 1898 — our reach continues to expand. Our more than 60 offices dot the map across the globe, rising out of our philosophy of serving our clients where they operate.



STRENGTH

7,600

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

DEPTH

60+

OFFICES
WORLDWIDE

COMMITMENT

100%

EMPLOYEE-OWNED



See more at
burnsmcd.com/locations

TOP RANKINGS

ENGINEERING NEWS-RECORD

TOP
10%
IN TOP U.S.-BASED
CONSTRUCTION FIRMS

#6
TOP 100 DESIGN-BUILD FIRMS

#9
TOP 500 DESIGN FIRMS

#17
TOP 100 GREEN BUILDINGS
DESIGN FIRMS

#21
TOP 50 DESIGNERS
IN INTERNATIONAL MARKETS

#1 IN POWER

#1 IN TRANSMISSION
AND DISTRIBUTION

#1 DESIGN FIRM IN
TEXAS AND LOUISIANA

#2 IN FOOD
AND BEVERAGE

#2 IN WIND POWER

#3 IN FOSSIL FUEL

#3 IN GOVERNMENT
OFFICES

#4 IN AEROSPACE

#4 IN COGENERATION

#5 IN CHEMICAL PLANTS

#5 IN
TELECOMMUNICATIONS

#6 IN REFINERIES AND
PETROCHEMICAL PLANTS

#7 IN DATA CENTERS

#7 IN PIPELINES

#8 IN CLEAN AIR
COMPLIANCE

#9 IN WATER TREATMENT

#11 IN CHEMICAL AND
SOIL REMEDIATION

#11 IN SANITARY AND
STORM SEWERS

#11 IN SITE ASSESSMENT
AND COMPLIANCE

#12 IN WASTEWATER
TREATMENT

BUILDING DESIGN + CONSTRUCTION

#2 IN RECONSTRUCTION SECTOR
ENGINEERING

#3 IN OFFICE ENGINEERING

#3 IN GOVERNMENT SECTOR
ENGINEERING

#4 IN ENGINEERING
ARCHITECTURE FIRMS

#4 IN INDUSTRIAL SECTOR
ENGINEERING

#6 IN DATA CENTER
ENGINEERING

#13 IN UNIVERSITY
ENGINEERING

#15 IN RETAIL ENGINEERING

#15 IN RECONSTRUCTION
CONTRACTORS AND CM FIRMS

#23 IN HEALTHCARE
ENGINEERING

#32 IN CONSTRUCTION/PROJECT
MANAGEMENT FIRMS

#38 IN RETAIL CONTRACTORS
AND CM FIRMS

#45 IN LABORATORY FACILITIES
ENGINEERING

#50 IN OFFICE CONTRACTORS
AND CM FIRMS

#1

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

#4

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

35 

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

NAMED ONE OF
PEOPLE MAGAZINE'S

50

COMPANIES THAT CARE

 #65

FORTUNE MAGAZINE'S 2020
LIST OF 100 BEST COMPANIES
TO WORK FOR NATIONWIDE





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. We are transparent and regularly share financial information among employee-owners. Employee-owners participate in a spring shareholders meeting and a fall financial update.

We are governed by a board of directors, which is chaired by our CEO, and a leadership team including officers and principals. Supporting these groups are appointed employee-owner representatives, who participate in quarterly meetings and serve as a conduit for ideas and information. Meeting minutes are accessible on our intranet, available to all employee-owners.

Board of Directors:

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

7

BOARD MEMBERS

73

OFFICERS

138

PRINCIPALS

FINANCIAL STRENGTH

Our historical growth and stability is reflected in our strong financial performance. Annual revenue in 2020 was \$3.9 billion and has remained consistently above \$3 billion for the past several years. Annual revenues for 2019 and 2018 were \$3.8 billion and \$3.2 billion, respectively.

Burns & McDonnell maintains cash and investment balances of nine figures and has no current or long-term bank borrowings. The company maintains positive net income and current backlog levels in excess of \$4 billion, and an aggregate bonding

program of \$1 billion, with a current available capacity of \$750 million.

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

COVID-19 changed the landscape for the global labor force. In a year when many companies struggled or closed, we continued to successfully execute and serve our clients despite an interrupted supply chain and major projects being put on hold. With agile teams and resources, we quickly adapted to changing market conditions. Our lasting commitment to diversification in service offerings also helped us pivot efficiently during such a turbulent time. Areas of growth we've experienced include:

Shift to Renewables

The focus on renewables continues in parallel with decarbonization efforts. Many clients are diversifying assets to include renewables and first-of-a-kind carbon reduction technologies to reduce greenhouse gas emissions. While for decades we've partnered with clients to improve efficiency in their water and energy consumption — and meet EPA standards — now, more than ever, the focus is on delivering solutions to reduce carbon emissions throughout asset portfolios. Growth in solar, storage, hydrogen, carbon capture, advanced nuclear, hydroelectric and renewable fuels is where the future is headed, and we are here to support clients on these and other projects that help them reduce their carbon emissions.

Offshore Wind

The offshore wind industry has the potential to create thousands of high-paying jobs, support a growing economy and help create efficient, sustainable energy for years to come. While the offshore wind market is in the early stages in North America, the industry is going strong abroad in markets like the United Kingdom. In the U.S., we're involved in 60% of announced offshore wind projects, including services for new and updated onshore substations, overhead/underground transmission lines, interconnection stations and more.

Mission Critical

Critical infrastructure has been a primary focus since our inception. More recently, the development of technology services has been an area of explosive

growth. We're working with companies in tech to develop data centers globally, expanding our data center design, engineering and construction teams significantly to meet these needs. This growth also impacts businesses that provide power, water, environmental and other needs to these mission-critical facilities.

Pandemic-Era Consulting

The pandemic has prompted businesses to adjust how they operate. Large, high-traffic facilities like airports and sports venues are reimagining their spaces to provide safer, better-quality experiences. As society faces a constantly evolving future, clients are looking for pandemic-centric guidance. They're calling on us for help navigate their way through the pandemic, whether it's for consulting about business aircraft fleets and enhanced safety features for mechanical, electrical, plumbing (MEP) and other systems to safely operating on construction sites, managing supply chain disruptions and developing water/wastewater coronavirus monitoring solutions.

Business Technology and Cybersecurity Consulting

When we see a need, we work tirelessly to meet it. That extends to developing technology tools to address specific industry challenges:

- AssetLens — from 1898 & Co., our business, technology and cybersecurity consulting arm — provides a more efficient and data-driven process for capital planning. It assesses the condition and criticality of an organization's critical assets, collecting and cleansing data, applying proprietary algorithms, and automating an investment plan with business justification. This allows companies to make proactive, data-driven decisions that provide the most value to their customers.
- Also designed by 1898 & Co., the Aircraft Characteristics App is a primarily mobile application available to download in the iOS, Android and Windows operating systems that offers easy-to-

access statistics and specifications for aircraft of numerous makes and models. Data for commercial, military and general aviation aircraft is sorted by manufacturer and labeled with a group number for quick identification. Users can find fast facts like ramp weight, wingspan, tail height, passenger capacity and more at the touch of a button without paging through a textbook-size publication. For our aviation clients, it offers game-changing gains in efficiency and convenience.

CHALLENGES

We see new challenges in nearly every market we serve and view these challenges as opportunities to help make our clients and the communities they serve more resilient. Many of these challenges have been years in the making and were accelerated by the pandemic:

- The pandemic created ongoing challenges in the availability, delivery, cost and shipping of commodities and equipment. For example, critical components for solar equipment, including steel, aluminum and semiconductor chips, have become increasingly supply-constrained.
- Labor shortages are significantly impacting projects in every industry and market.
- Consumer demands are changing rapidly, pushing a need for new work processes and technologies. In the aviation industry, for example, airlines and owner operators are rethinking operations and seeking upgraded tech to stay competitive.
- Extreme weather is increasingly affecting vital infrastructure. Urgent needs for repairs to electricity and water infrastructure, airports, highways and bridges are driving investment and a demand for quick delivery.
- Preparing the grid for the coming energy transition to support the rise of transportation electrification is a major priority for the power industry, which is also coping with distributed generation and huge shifts in a 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.
- Increased threat of cybersecurity events requires integrated cybersecurity and physical security plans. Organizations are seeking how best to assess, select and deploy these solutions across their businesses.

GROWTH IN
2020*



310,883

SQUARE FEET OF ADDED SPACE



37

NEW OR EXPANDED OFFICES

**Includes headquarters, regional and branch facilities.*

GLOBAL PRACTICES

Our diverse business portfolio allows us to nimbly respond to market changes without compromising our mission of making our clients successful.

While our global practices each have a defined focus, all are united through constant collaboration to achieve our clients' overall goals. This structure provides employee-owners the opportunity to positively impact projects that span 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 employee-owners are required to complete a refresher course every two years. Every employee-owner is required, upon risk of penalty, including possible termination of employment, to adhere to our high standards of personal and professional integrity.





SAFETY

At Burns & McDonnell, the safety of our employee-owners, subcontractors and related personnel is of the utmost importance. Safety is a core value of our culture, and we are dedicated to protecting the safety of all individuals associated with our company.

A safe work environment impacts every measure of a firm's success, from quality of work life to productivity and profitability — our clients' and our own. With many of our employee-owners working full time on client sites, our safety leadership affects the safety and health of not only our employee-owners but also that of many others influenced by their activities.

Our Corporate Safety & Health Program is integrated into our project process as a critical element. Through training, management, behavior modification and recognition, we aim to achieve the goal of zero recordable incidents. We understand that each of us plays a vital role in the completion of work in a safe manner. Employee recommendations to improve safety and health conditions are encouraged and given thorough consideration by our management team.

Our current safety record puts us in the top 5% of all contractors nationwide. We do not rest upon past successes, but use those successes as a foundation for continued improvement. 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.

Tools we utilize to promote safety include:

- 40-hour HAZWOPER training
- First-aid and CPR training
- Hazard-specific training
- Onboarding
- OSHA 30-hour construction/general industry safety training
- Pre-task analyses on-site
- Safety toolbox talks
- Site and workplace signage
- Site safety orientation
- Task safety observation

SAFETY IN A PANDEMIC

COVID-19 presents a unique safety challenge, one we're addressing by staying on top of rapid changes to identify developing risks. We view this new threat from the same perspective as almost any other hazard on a project site. We work to understand the risk, and then we put control measures in place to control the threat.

As essential workers, many of our field operations staff were separated from their loved ones for extended periods due to travel restrictions. While on-site, we establish and follow various social distancing procedures, like breaking crews into smaller groups to monitor worker health more closely, staggering meeting and break times, and enhancing sanitation methods. Where travel restrictions limit site access, we rely on augmented and virtual reality technology to conduct testing, site walk-throughs and other mission-critical functions.

We continue to leverage tech like Worldcue — a risk management platform that evaluates traveling workers' health, safety and security threats — to help keep employee-owners safe, as well as Triax contact tracing technology.

A work-from-home mandate was put in place for those whose jobs could be performed from home. For those who needed to work in the office, we took special precautions to make the premises as safe as possible.

Despite new challenges, employee-owners and contingent workers received safety training year-round, completing more than 32,000 training hours in 2020. A tremendous amount of this training was done virtually, including the introduction of a new Safe Driver training program.



2020 demonstrated the need to emphasize holistic safety. It's important to keep our employee-owners physically and mentally healthy, and that starts before setting foot into an office or on a job site. Whether it's providing additional training for these unprecedented times or fostering an environment where we can discuss topics like mental health openly, we're emerging from this period with a renewed vision of how we can best meet our safety needs."

Jamie Butler
Vice President, Safety & Health



OUR SAFETY RECORD

Our recordable incident rate, as defined by the Occupational Safety & Health Administration (OSHA), compares favorably with the Bureau of Labor Statistics and the Construction Industry Institute contractor average. 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 2020.

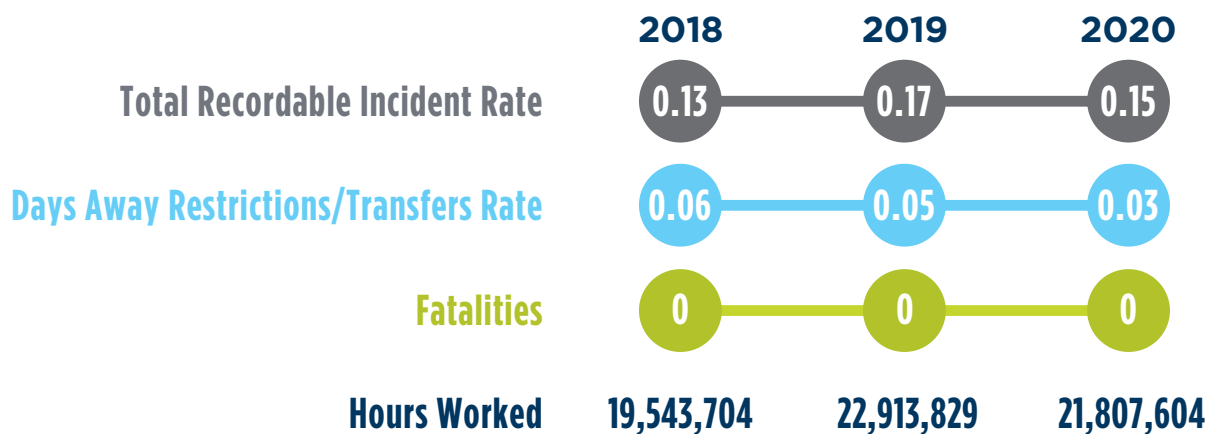
SAFETY

IS OUR TOP PRIORITY



OUR TOTAL RECORDABLE INCIDENT RATE IS
93% LOWER
THAN THE INDUSTRY AVERAGE

WE RANK IN THE
TOP 5%
OF AEC FIRMS FOR SAFETY





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 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 global practice and regional office 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 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.

QUALITY IN A PANDEMIC

From construction sites to plants and facilities, in 2020, companies took social distancing measures seriously, restricting travel and minimizing the number of workers on-site. By implementing the right technology tools, project teams continue to effectively collaborate, manage and execute projects, completing essential tasks ranging from capital planning to scheduling to facility inspections.

To keep up with changing project environments during the pandemic, members of our supplier quality team moved fast. Within just 48 hours of the onset of travel restrictions, they implemented a new way to facilitate inspections at supplier sites. The program, called Blitzz, uses technology to conduct remote inspections and monitor equipment, then communicates that information virtually across Microsoft Teams.

Additionally, we expanded our use of videoconferencing technology by hosting 800 on-site video calls, saving \$2 million in travel costs and delivering \$10 million in other benefits. We also rely on the integration of wearables and software on job sites, which helps with field data collection, reporting and data capture through in-field work processes.

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 quality control processes and standards are followed.

Teams and their certifications:

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



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



Tammy Lynam
Quality Manager

ENVIRONMENT

We are committed to protecting the environment as we focus on stewardship in how we operate our company and deliver projects for our clients worldwide. This section tells the story of our efforts in energy, emissions, water, waste and materials, and biodiversity.



RESILIENCY

No matter the challenges a community faces, when working on critical infrastructure projects we must anticipate future conditions and increase resiliency accordingly. Constantly improving design standards for the development of sustainable and resilient infrastructure enhances the long-term safety and welfare of all. We're always thinking about advancing the standard with these, and other, methods:

- **Making bold and future-facing decisions.**

Looking ahead — in light of observed and projected operating conditions affected by changes in the frequency, volatility, magnitude, range, and intensity of environmental events — helps us plan beyond the current need and balance investment costs with risk.

- **Utilizing data.** We rely on the latest science and data — from floodwater level and sea level projections to greenhouse gas emissions inventories and extreme heat estimates — to design infrastructure that anticipates the world of the future.

- **Leveraging smart infrastructure.** Smart cities create the potential for a self-healing electrical grid, efficient traffic management, automatic water supply leak detection, smarter airport security systems and more.
- **Engaging the community.** It's our responsibility to listen to and incorporate the ideas of the people who will use the infrastructure we design and build. We reach out to stakeholders and invite them to share their concerns so projects can support their community goals and reflect their values and priorities.
- **Approaching extreme weather challenges holistically.** Because extreme weather events have no borders, resilient infrastructure should be assessed at the regional scale. A key element of this strategy is the cross-departmental implementation that helps align priorities across regions and sees that initiatives are sustainable and socially equitable.



ENERGY

We incorporate energy-saving methods into all phases of our project development process, including at our own world headquarters.

At the primary buildings of our headquarters, our energy efficiency efforts in 2020 earned an ENERGY STAR score in the 90th percentile. This signifies that 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 globe, including:

- High-efficiency lighting and LED lighting retrofits, saving an estimated 228,903 kWh annually
- Energy-efficient HVAC systems, including high efficiency chillers
- Energy-efficient doors and windows
- Motion sensor lighting
- Optimized building system control

We've been at the forefront of a changing energy sector for more than a century, from coal to petroleum products to renewable energy sources, and highlights of some of our key projects are included in this section.

2020 ENERGY USAGE*



ELECTRICITY USAGE:

4,520 kWh
PER PERSON



NATURAL GAS FOR HEATING USAGE:

73 THERMS
PER PERSON

**Per-person averages based on overall annual energy consumption at world headquarters.*



PROJECT SPOTLIGHT

MAYFLOWER OFFSHORE WIND ENERGY

We're proud to be involved in the majority of planned offshore wind projects in the U.S., including providing front-end engineering design services and market engagement support for an offshore wind project with Mayflower Wind, a joint venture project of Shell and Ocean Winds.

Mayflower Wind is developing a lease area near Nantucket, Massachusetts, that could eventually support up to 1,600 MW of offshore wind, providing enough energy to power more than 500,000 homes.

Wind power from the project is expected to eliminate 2.5 million metric tons of greenhouse gas emissions annually, the equivalent of taking 5.3 million cars off the road.

The project would help train New England workers for jobs in the offshore wind industry. Manufacturing and supply chain development for the industry could grow to represent thousands of new jobs across the Northeastern U.S.

PROJECT SPOTLIGHT

TROY SOLAR FARM

The Troy Solar Generation Project is a 50-megawatt (MW) universal solar array in eastern Spencer County, Indiana. At the time of commissioning, it is the largest utility-scale solar plant for CenterPoint Energy. The plant utilizes First Solar 440-watt, thin-film modules in conjunction with a single-axis tracking system. Consisting of approximately 150,000 solar panels distributed across 300 acres, the Troy installation will support surrounding communities for decades. It can produce clean, efficient solar power for more than 12,000 homes.

The installation is setting the stage for the company's successful transition into renewable power generation. The direct-hire engineering-construction project also is notable for Burns & McDonnell, as it utilized our AZCO company for direct-hire construction, elevating our team's efficiency and improving project sustainability. The approach streamlined project delivery with parallel engineering, procurement and construction activities.

Drone imagery and mapping was used to obtain preliminary topography information, allowing the site design team to conduct the preliminary site assessment and acquire as-built data. Drone imagery was also used for progress documentation throughout the project. Pairing data developed during the structural design phase with GPS-equipped pile-driving equipment further improved project efficiencies.

Safety, one of our core principles, was a top priority, and the project was executed with more than 164,000 safe work hours with zero days away and zero lost time incidents. While on-site, mobile applications supported safety management, daily reporting, quality forms and more.



RENEWABLE PROJECTS IN THE PAST DECADE



400+

WIND PROJECTS
75,000+ MW
WIND EXPERIENCE



125+

SOLAR PROJECTS
14,000+ MW
SOLAR EXPERIENCE



PROJECT SPOTLIGHT

PEARL MICROGRID

The Pacific Energy Assurance and Renewables Laboratory (PEARL) at Joint Base Pearl Harbor-Hickam is the first of six microgrids planned to boost energy assurance, resiliency and cybersecurity on the island of Oahu, helping defend the base's F-22 mission.

Our team designed and built the microgrid with capabilities including solar photovoltaic integration, battery energy storage, and the ability to transition

to independent operation instantaneously with less than a 10% voltage drop to critical loads. It also supports the state of Hawaii's 2045 goal for 100% carbon-free energy sources.

In addition to its sustainable benefits, the microgrid increases energy assurance for the base. If the grid were to destabilize due to changes in power flow from other resources, it will isolate itself from the utility and stabilize without loss of critical power.

EMISSIONS

Our team brings a depth of experience to the utility electrification space, from high-level market assessments and studies to site evaluations, engineering design and construction.

As a leader in the industry, we are uniquely positioned to reduce carbon emissions by promoting energy efficiency and incorporating renewable sources in client projects and our own buildings around the world. At our offices, we work to reduce greenhouse gases (GHGs) by implementing several in-house solutions that reduce the consumption of water, electricity and natural gas.

While we value the relationships we've built face to face, we've also seen the benefit of augmented and virtual reality technologies for collaboration. These tools help us decrease the need for business travel, which reduces both associated carbon emissions and project costs. As we continued to expand our regional presence in 2020, we recruited locally to decrease the physical distance between our employee-owners and clients. More than half of our employee-owners work outside of our world headquarters.



DEFINING OUR CARBON FOOTPRINT

Our carbon footprint is the total amount of greenhouse gases (GHGs) emitted to directly and indirectly support the human activities associated with our company's work. We use an environmental management system to track GHG emissions measured in metric tons of CO₂-equivalent gas.

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 the measurement and the 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 2020 impact in accordance with the protocol's guidelines.

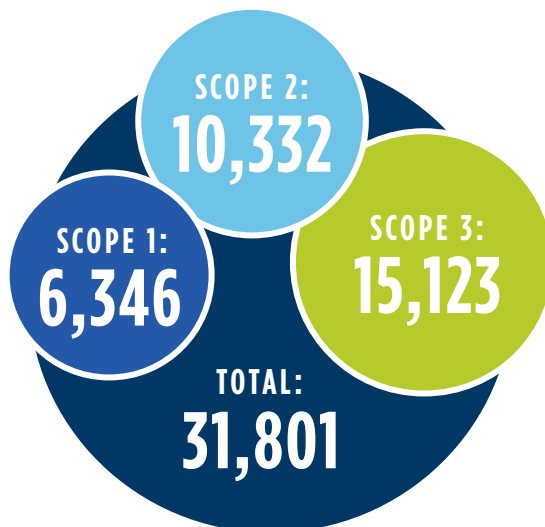
Greenhouse Gas Protocol

- **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 scope includes business travel, employee commuting, and purchased products and materials.

2020

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

EV CHARGING PROGRAM

The transportation sector is undergoing a transformation due to the rapid advancements made on electric vehicle (EV) technology in recent years. Vehicle electrification programs can contribute to achieving net zero carbon goals. As utilities develop and implement transportation electrification infrastructure, it is important to consider how EVs will affect the grid. A forward-thinking approach such as this is one way to manage increased demand for EVs.

Through a pilot program, a confidential utility client aims to provide EV infrastructure to customers across its state. Open to businesses, government agencies, nonprofits and communities with multifamily dwellings, the program provides the purchase and installation of the equipment and infrastructure

necessary to power EV chargers at no charge to the customer. The utility company installs and maintains the heavy-duty charger sites.

The make-ready infrastructure design program has a budget of \$11 million. Work on the four-year project began in 2019. For each site, our team upgrades utility infrastructure, installs metering and distribution equipment, and builds four Level 2 chargers.

The program takes a tiered approach to infrastructure deployment and program design. The main objective is to ultimately integrate EVs into the grid in a way that maximizes the use of existing infrastructure, lowers the rates utility customers pay, and accelerates the transition to a clean energy system.





PROJECT SPOTLIGHT

PROJECT TUNDRA CARBON CAPTURE

Carbon capture, utilization and storage technologies make it possible to prevent up to 90% of a power plant's carbon dioxide emissions from entering the atmosphere. To jump-start the commercialization of carbon capture technologies, the U.S. Department of Energy (DOE) awarded \$110 million in federal funding for research and development projects in late 2019. Burns & McDonnell is assisting Minnkota Power Cooperative with driving forward the advancement of carbon capture and storage technology for North Dakota power plants.

The effort included evaluating the feasibility of installing the largest flue gas CO₂ capture facility in the world, capturing 90% of the CO₂ from the flue gas produced from either generator for sequestration or future utilization in enhanced oil recovery. A pilot-scale test unit — including a sulfur dioxide scrubber, a CO₂ absorber and a regenerator — that could capture the equivalent of a ton of CO₂ per day was used to test the technology.

Burns & McDonnell led the balance of plant design to support the development of the carbon capture process at Milton R. Young Station. If the project moves forward, Minnkota Power Cooperative will provide steam and power to the CO₂ capture facility, significantly lowering the station's carbon footprint while providing economic power to the cooperative members and supporting local industry jobs.

SUSTAINABILITY CREDENTIALS


Buildings and construction represent nearly 40% of global energy-related emissions, according to the World Green Building Council. Nearly three-quarters of such energy-related emissions attributed to buildings and construction comes from energy related to operations: heating, cooling and lighting facilities. The remainder is embodied carbon: the energy and emissions from materials and construction.

These figures represent opportunities for improvement. Guided by our Envision-credentialed and LEED-accredited professionals, we design and construct high-efficiency infrastructure and facilities that save project resources.

We've built campuses with net zero energy use and microgrids that integrate renewables, batteries, electric vehicles and other smart technologies. We often specify low-carbon materials on jobs.

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.





PROJECT SPOTLIGHT

BPX OILFIELD ELECTRIFICATION

Oilfield electrification at bpx energy — BP's U.S. onshore oil and gas business unit — led to a significant reduction in carbon emissions at its Grand Slam facility in the Permian-Delaware Basin. Our initial study analyzed solutions to meet load requirements for a private electric grid, revealing the potential for more than 40% in savings and the added benefit of greenhouse gas reduction when converting from on-site diesel generation to electrical grid power — including 300 miles of electrical distribution line, nine switchyards and four substations.

Our 1898 & Co. team also established a power system plan to assess and map the existing transmission system, creating an accurate foundation for recommendations on physical upgrades to the electric infrastructure.

Grand Slam's electric grid was fully operational within a year of the project's planning and design phase, with a reduction in routine flaring of excess natural gas that was released in the oil drilling process from 16% to below 2%. The project is anticipated to offer a rate of return in less than three years, with additional benefits through long-term operation.

WATER

An ever-expanding population, changing environmental regulations and persisting drought conditions are increasing the demand for water. To better manage water resources, lessen the supply-demand gap and establish a sustainable path toward water security, direct and indirect water reuse is playing an increasingly significant role in how water resources are handled in the U.S. and around the globe.

Apart from protecting the environment, a key reason for diligence in managing water usage and wastewater discharge is growing water scarcity. The availability of both surface water and groundwater is declining, and facilities need to secure water from alternative sources, including from industrial process water reuse systems.

We protect water resources by building vital infrastructure for drinking water supply, treatment, and distribution, as well as wastewater and stormwater management. We assist clients in conserving, cleansing and capitalizing on what is retained and released through these activities.

Our company was founded on the principles of providing clean water and efficient wastewater systems, and we remain an industry leader in this space more than a century later. Whether handling a project for a small rural water provider or a large regional wastewater district, we deliver innovative solutions for our clients as they face increased demand, aging infrastructure and evolving regulations.

Along with our clients and partners, we develop and construct sustainable water systems. We stay knowledgeable about the regulatory landscape. We explore the science of wetlands and other bodies of water. Above all, we act as problem-solvers to meet the demands of the communities our clients serve.

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

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

2020

WATER USAGE*



8.3K

GALLONS
PER PERSON

**Per-person average based on overall annual energy consumption at world headquarters.*



PROJECT SPOTLIGHT

THORNTON WATER TREATMENT PLANT

The City of Thornton is committed to providing a sustainable, high-quality water supply for its residents and for future generations. Our project team worked diligently to support this commitment throughout the design and construction of the Thornton Water Treatment Plant.

In addition to addressing the city's water quality, taste and odor concerns, the project team developed an innovative design solution that capitalized on the hilly topography of the greenfield site — turning a challenge into an advantage.

The team constructed the water treatment plant at different elevations to use gravity, rather than pumps, to move water throughout the plant. This

solution will save the city more than \$4 million in electricity costs over the facility's projected life cycle. Another energy-saving feature of the plant is its 90% efficient HVAC equipment. The team also designed the plant to utilize up to 300 KW of solar energy to power the treatment plant.

Our project team successfully established the plant as a state-of-the-art, zero-liquid discharge facility by designing a feature that recycles the facility's backwash water and residuals back to the front of the facility for treatment.

The facility and site are also prepared for the future installation of a solar farm that will offset power consumption, thus reducing the carbon footprint.

WASTE AND MATERIALS

Solid waste management and resource recovery provide opportunities for promoting sustainability while keeping communities clean and the environment safe. From material recycling and composting facilities to landfills and transfer stations, we design and construct solid waste management facilities and assist clients in the development of new conversion technologies and systems.

As advocates for circular, closed-loop material streams, we apply best practices in our offices, offering durable and compostable goods that help protect the environment and public health, conserve resources, and minimize waste. In our clients' projects, we reach beyond traditional recycling by reusing materials and designing innovative, smart solutions to reduce solid waste.

Our policies and procedures to minimize waste include:

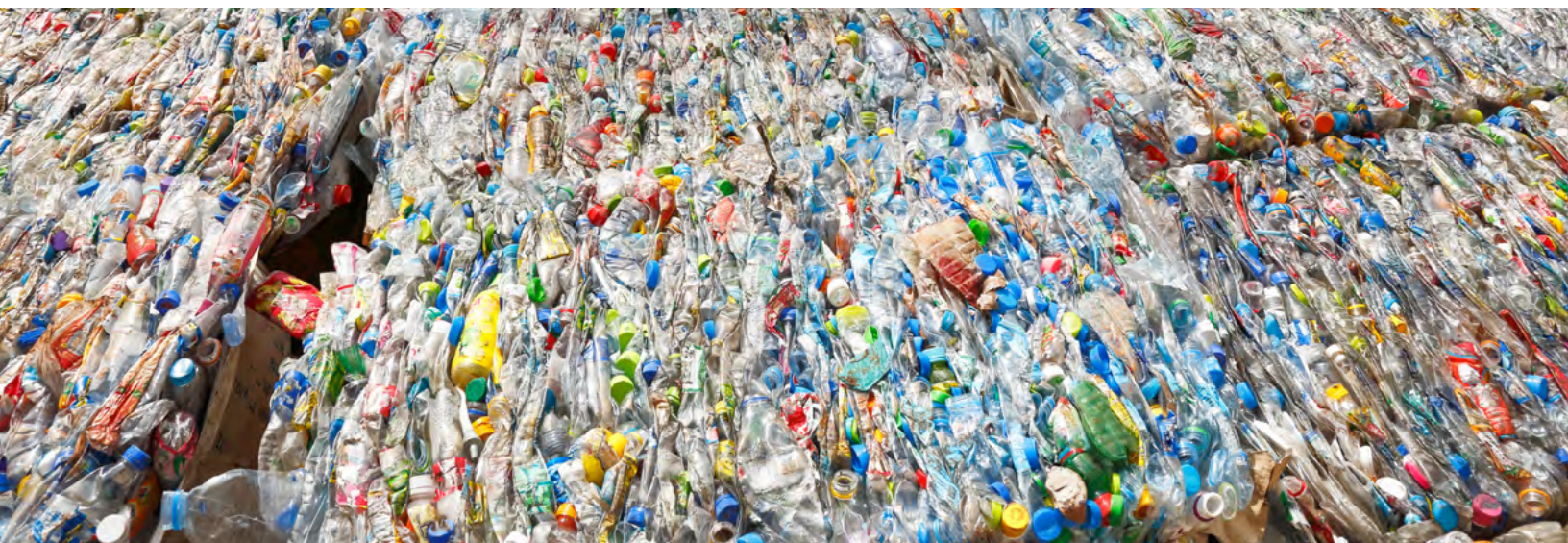
- Comprehensive recycling programs at offices and job sites
- Digital documentation and archival systems to reduce the need for printed copies and paper file storage
- Digital transfer of plans and drawings to suppliers, clients and subcontractors

- 3D scanning and building information modeling (BIM) software for design development
- Durable dishware and dishwashing equipment to minimize use of paper goods and single-use plastics
- 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 materials of which at least 50% 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 achievement in solid waste management, indoor air quality, purchasing, water efficiency, energy, and atmosphere and operational innovation.





PROJECT SPOTLIGHT

RIVER DES PERES GREENWAY

Burns & McDonnell completed a trail realignment and reconstruction project for a multiuse greenway that spans 2.5 miles along the River des Peres in St. Louis, Missouri. Our team developed several alignment options for consideration by a diverse group of stakeholders including the City of St. Louis, Metropolitan St. Louis Sewer District, Missouri Department of Transportation, U.S. Army Corps of Engineers and Metro Transit.

The selected option connected the greenway to adjacent communities and a light rail system, created

scenic views, modified a city park and stabilized stream banks. It also incorporated stormwater management best practices, including rain gardens and bioswales. The scope included paving, earthwork, drainage, retaining walls, structures, permitting, traffic signal modifications, striping, rest areas and signage.

The path for the greenway follows a flowing, nonlinear route that hugs the contours of the area, creating a finish that is ADA-accessible and pleasing to use for pedestrians and bicyclists.



PROJECT SPOTLIGHT

KANSAS CITY'S SMART SEWER PROGRAM

The Smart Sewer program is KC Water's commitment to reduce and prevent overflows from the sewer system. At the end of 2020, the program team expected a modified federal consent decree and began to plan accordingly. The multidecade, \$2.3 billion program creates a cleaner, healthier environment for the community and improves the quality of the water returned to area waterways.

The largest infrastructure investment in the city's history, it's also a national leader in the use of green infrastructure and adaptive management to reduce combined sewer overflows, including the integration of more than 480 green acres to the

city's combined sewer system area. The 30-year program targets the capture or treatment of 85% of sewer overflows by 2040.

We're closely partnered with KC Water in the planning, design, construction and post-construction monitoring phases of more than 100 capital projects throughout 16 basins, covering 318 square miles of combined and separate sanitary sewer areas. The effort also includes the development of Smart Sewer University to target capacity expansion of small, local, minority- and woman-owned businesses in preparation for significant SLBE, MBE and WBE spending.

BIODIVERSITY

Beginning with environmental assessments, conscientious planning and management can help protect biodiversity. Our environmental scientists and specialists in protection of soils, wetlands, forests, and various vulnerable and endangered species focus on developing strategies that are effective in preserving sensitive habitats.

We provide environmental services throughout every project's life cycle, from initial ecological assessments through post-construction environmental monitoring. We help clients mitigate the effects of project activity by locating, planning and designing projects with biodiversity in mind from the outset:

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

and archaeological and historic site elements to be respected.

- Through project planning, we identify best management practices (BMPs) to implement during construction. These may include application of portable timber matting to protect soils, placement of temporary barriers to prevent erosion, and use of brightly colored flags to delineate buffer zones around sensitive areas.
- In construction, field inspectors and our environmental monitoring staff work together to confirm compliance with BMPs and regulations.
- Post-construction, we revegetate sites, including with native seed mixes, and monitor the progress of restorative measures.





PROJECT SPOTLIGHT

EAGLE PROTECTION AND OFFSET PROGRAM

To help minimize and offset impacts to eagles as regulated by the Bald and Golden Eagle Protection Act, the U.S. Fish and Wildlife Service (USFWS) issues Eagle Incidental Take Permits (EITP) that allow for the incidental take of eagles when properly mitigated. One mitigation approach is to retrofit high-risk utility circuits in eagle habitats to meet Avian Power Line Interaction Committee recommendations.

We have received approval from the USFWS to operate the Eagle Protection and Offset Program (EPOP), which implements a nationwide approach to eagle mitigation. As a mitigation solution, EPOP provides benefits to eagles and allows development

projects to move forward without delay. The EPOP works similarly to a conservation bank, where the use of credits helps permittees save time and eliminate permitting uncertainties.

Our team of environmental scientists and project managers leading the EPOP works directly with an EITP permittee to review the project location and identify potential impacts and required offsets. The program representatives then collaborate with utility partners to complete necessary circuit-by-circuit rebuilds, reframes or replacements, providing permanent EITP compensatory mitigation offsets and improved conservation for eagles across the U.S.



PROJECT SPOTLIGHT

MORE'S LAKE RESTORATION

The City of Columbia, Missouri, decided to close the More's Lake coal combustion residuals (CCR) site to focus on removing and decontaminating all areas affected by coal ash to meet new U.S. Environmental Protection Agency regulations.

Our team developed closure plans, designed and constructed a network of site groundwater monitoring wells, performed groundwater monitoring, provided regulatory submittals, and certified the closure of an inactive CCR impoundment. The plans also specified

using the coal ash as an embankment fill to create a new landfill access road, preventing the use of 13,000 cubic yards of landfill space and, therefore, preserving the potential for \$600,000 in future revenue from tipping fees.

The effort doesn't stop there. Responding to the city's desire to return the lake to its original recreational use, the project also includes plans for the development of a public park.



PROJECT SPOTLIGHT

LOS PEÑASQUITOS LAGOON RESTORATION

Rising sea levels and changing rainfall patterns are shifting traditional approaches to sustainability efforts, particularly for resilient infrastructure design. As a direct response to climate change, industry professionals are taking sustainability to the next level, analyzing environmental impacts on communities and identifying how to address those changes through system designs that can adapt and endure.

We are currently working with the City of San Diego on the Los Peñasquitos Lagoon Restoration project. Historical cattle ranching, construction of railroads and recent urbanization of the watershed have resulted in impacts to the lagoon that have converted historical salt marsh habitat to freshwater marsh and degraded salt marsh in the upper lagoon. Increased sediment loading and year-round freshwater inputs have reduced the functionality and diversity of the lagoon habitats and allowed for the establishment and dominance of nonnative species. Increased

sedimentation in the flood channel that drains into the lagoon has reduced channel capacity and increased flooding that impacts local businesses.

Burns & McDonnell is leading a multidisciplinary team to develop the restoration design for Phase 1 that provides many benefits to the area. These benefits include restoration of high-valued salt marsh habitat, enhancement of riparian habitats, water quality improvements, flood management, and educational and recreational opportunities. The team is designing the project for long-term resiliency and sustainability, taking into account effects of climate change — including less frequent but more intense storms, as well as rising sea levels — on flood management infrastructure and the salt marsh restoration.

We are incorporating into the design habitat transition zones that account for sea level rise and measures to reduce flooding that impacts businesses and reduce erosion at stormwater outfalls that enter the lagoon.

PEOPLE

Our people deliver world-changing solutions to clients around the globe, give of themselves to help their communities and support one another at every turn. Burns & McDonnell provides industry-leading benefits that keep our employee-owners safe, healthy, happy and fulfilled. From meeting client needs to everyone reaching their own personal and professional goals, our corporate culture focuses on helping our employee-owners realize their highest level of potential.

We care about the well-being of our employee-owners as well as the communities in which we all work, live and play. This section illustrates our community investments, employee ownership principles and how we support our people as we work to create exceptional projects — and build our own exceptional lives.



COMMUNITY

We partner with communities in ways big and small, offering help where it's needed most. The values we hold dear and our commitment to our mission are clearly reflected in the work we do and the organizations we support.

We are devoted to making a sustained positive impact in the lives of those around us through community service and critical infrastructure projects. Our client projects contribute to the delivery of clean water, safe roads, renewable energy and a strong economy. Our philanthropic support is equally as impactful, whether it's teaching science, technology, engineering and math (STEM) concepts to young people, offering food to those who may feel forgotten or supporting other meaningful actions in neighborhoods through our charitable partners.

In contributing our time, resources and talents, we do more than draw upon our extensive technical knowledge as engineers, scientists, architects and builders. We share our exceptional and true passion for giving back.

BURNS & McDONNELL FOUNDATION

It's in our company's DNA to invest in a better world. The Burns & McDonnell Foundation is a 501(c)(3) organization largely focused on education, community development and health, and its mission is to empower organizations making a substantive difference in the lives of others.

While travel and public health guidelines restricted in-person opportunities for volunteering, that didn't deter our employee-owners from helping people in need. Just because we couldn't get together much didn't mean we didn't hit the trail, road or treadmill to raise funds for organizations through virtual walks, runs and rides. Employee-owners exercised their right to give by supporting Bike MS, the Alzheimer's Association, HomeWalk and dozens of United Way chapters across the country.

Every year, our Corporate Citizenship Committee — which includes a representative from each business practice and regional office — supports charitable giving and encourages employee-owner

COVID-19 COMMUNITY RESPONSE AND RECOVERY FUND

31

UNITED WAY AFFILIATES
THAT RECEIVED FUNDS
COMPANYWIDE

4,177

FAMILIES HAVE BEEN SERVED THROUGH
HOMELESS PREVENTION PROGRAMS
IN ORANGE COUNTY, CALIFORNIA

254K

INDIVIDUALS HAVE
BENEFITED FROM THE FUND
IN MINNEAPOLIS-ST. PAUL

involvement. Just a few highlights of our philanthropic efforts in 2020 include:

- Employee-owners in Chicago partnering with the Catholic Charities Food Bank to create 483 food bundles for seniors in need during the pandemic.
- Several offices, including in Kansas City, Chicago and the Mid-Atlantic region, donating monitors and laptops to help support virtual learning for students without access to equipment.
- Employee-owners in Fort Worth joining the IEEE Power & Energy Society to help clean their adopted section of the Trinity River for the Tarrant Regional Water District Trinity Trash Bash.
- Our Greenville office hosting a blood drive on Sept. 11, in honor of individuals who lost their lives in the terrorist attacks.
- Employee-owners in Florida participating in the Volusia County Thanksgiving Basket Brigade, putting together 58 holiday food baskets for area families.
- Employee-owners from offices in Houston, Ohio, Massachusetts, New York, Mumbai and elsewhere assembling care packages, visiting hospitals and sharing knowledge virtually.
- Projects in Ecuador, Kenya, Ethiopia and other locations around the globe benefiting from employee-owner support through our Engineers Without Borders partnership.

“

2020 was a year of unexpected challenges, especially for those who needed help most and the community organizations that assisted them. Our employee-owners had to get creative in the way we gave back during this unprecedented year. We showed a deep commitment and unwavering resolve to invest for a better world through our generosity.”

Julee Koncak

Director, Burns & McDonnell Foundation



2020

COMMUNITY INVESTMENT


NEARLY
\$10M
TOTAL GIVING

 **\$1.5M**
DONATED TO UNITED WAY'S COVID-19
COMMUNITY RESPONSE AND RECOVERY FUND

\$4M+
RAISED COMPANYWIDE FOR
UNITED WAY, SUPPORTING
INITIATIVES ACROSS THE U.S.

\$170K
RAISED THROUGH THE EMPLOYEE
MATCHING GIFTS PROGRAM FOR
A TOTAL OF

\$340K
CULTIVATING THE CAUSES THAT
MATTER TO OUR EMPLOYEE-OWNERS

 **700**
UNITS OF BLOOD DONATED
COMPANYWIDE

\$350K
TO LOCAL HOSPITALS AND HEALTH RESEARCH, INCLUDING
THE UNIVERSITY OF KANSAS HEALTH SYSTEM, AMERICAN
HEART ASSOCIATION, LEUKEMIA & LYMPHOMA SOCIETY AND
RONALD McDONALD HOUSE CHARITIES

\$205K
GIVEN BY EMPLOYEE-OWNERS ON
GIVING TUESDAY AS PART OF A
SPECIAL GRATITUDE INITIATIVE

 **\$245K**
TO STEM EDUCATION INITIATIVES INCLUDING
ARIZONA SCIENCE CENTER, CONNECTICUT SCIENCE CENTER,
GIRL SCOUTS AND JUNIOR ACHIEVEMENT

 **\$36K**
FOR CHARITIES ACROSS THE COUNTRY THROUGH DENIM DAYS,
WHEN EMPLOYEE-OWNERS MAKING A CHARITABLE
DONATION CAN WEAR JEANS TO WORK

\$285K
TO COMMUNITY DEVELOPMENT ORGANIZATIONS
SERVING YOUTH INCLUDING BOYS & GIRLS CLUBS,
CASA DE ESPERANZA AND OPERATION BREAKTHROUGH

STEM EDUCATION

Our professionals' curiosity and creativity are critical to the breakthroughs we see in the world. It's an honor for our employee-owners to share an enthusiasm for science, technology, engineering and math with students of all ages and backgrounds across the country.

We believe in the future of STEM. In fact, half of our Burns & McDonnell Foundation funds are contributed toward STEM outreach and programs. We support programs that put these subjects into the hands and hearts of young people, awakening their curiosity, expanding their imaginations and broadening their opportunities. The biggest testament to our youth STEM commitment is Burns & McDonnell Battle of the Brains — a K-12 academic competition where kids design a million-dollar science exhibit that is built at Science City in Kansas City.

In 2020, Burns & McDonnell employee-owners offered STEM support, including:

- Job shadowing to give students the chance to explore STEM careers through the eyes of employee-owners working in various industries.
- Resources and virtual instruction for teachers on how to engage students in STEM learning.
- A career fair introducing young girls to opportunities in the field of engineering and real-life perspectives from our female employee-owners.
- Volunteering at For Inspiration and Recognition of Science and Technology (FIRST) programs, science fairs and MATHCOUNTS.
- College and career fairs for high school students, offered in partnership with the African-Centered College Preparatory Academy and the Ewing Marion Kauffman Foundation.
- Access to resources, stories, videos and STEM activities through the launch of @BurnsMacSTEM pages on Twitter, Facebook and Pinterest.
- Financial support to science events and centers including the Atlanta Science Festival, Arizona Science Center, Fort Worth Museum of Science and History and The Works Museum in Minneapolis.
- Financial assistance to STEM organizations supporting underserved audiences, including the ACE Chicago Mentor Program, KC STEM Alliance in Kansas City, and Guadalupe Centers.





SPOTLIGHT ON STEM

BURNS & McDONNELL BATTLE OF THE BRAINS

Every two years, thousands of students compete to design a science center exhibit as part of Burns & McDonnell Battle of the Brains, one of the nation's most unique K-12 STEM programs. In 2020, Tonganoxie Middle School earned \$50,000 in grant money and the opportunity to work with our STEM professionals to transform their idea into a \$1 million exhibit at Science City in Kansas City, Missouri.

The exhibit — Step Right Up! — uses common carnival games to explain concepts like probability, statistics and the laws of physics. Bringing the exhibit

to life was no easy feat. A team of people from Burns & McDonnell and Science City contributed more than 3,800 hours to its design, construction and branding.

Since Battle of the Brains began more than a decade ago, more than 30,000 students have benefited from the immersive STEM learning experience it provides. We've seen the impact firsthand, as we've hired six former participants as employee-owners in a variety of roles, including positions in environmental science and electrical engineering.

EMPLOYEE-OWNERS

HIRING AND RETENTION

We are committed to providing amazing solutions to our clients by offering them access to the best and brightest talent. Our goal is to provide a “best place to work” environment for our employee-owners to thrive. From the coasts to the Midwest to India and the United Kingdom, we seek in our candidates an ideal blend of skills, drive, entrepreneurialism and attitude. It’s been our strategy since the beginning to hire great people, create great careers and deliver a great employment experience.

During the pandemic, we focused on keeping our employee-owners and interns safe. Instead of canceling our highly regarded internship program, we transitioned to a virtual program. This allowed us to continue cultivating exceptional university students. Also, while work ebbed and flowed due to pandemic-related issues, we kept our talent engaged by sending our employee-owners to where help was needed most.

Workplace dynamics are shifting with the pandemic. With many companies transitioning to a work-from-home environment long term, this factor, among others, is making the marketplace more

competitive. We’re casting a wider net and recruiting from more locations, schools, online sources, diverse organizations and referral pools than ever before. We recognize the value of skills created elsewhere and work to identify top talent worldwide. We’re also engaging our employee-owners to be our best recruiters by leveraging their connections in the business world and turning their contacts into new hires.

Work-life balance is always a focus for us, and the past year brought a new set of challenges to this space. We are passionate about providing resources and amenities to make life more manageable for those we hire. One of our unique perks at world headquarters is MacKids Learning Academy, which provides on-site childcare and STEM-oriented curriculum for children of our employee-owners.

We believe our reputation as a stellar company — combined with the benefits of our firm’s employee ownership — speaks for itself. That’s why we encounter levels of attrition that hover around 3%-4%, below industry and national averages.

2020

HIRING



915
EMPLOYEES HIRED
INCLUDING
273 NEW GRADS



20
APPLICATIONS,
ON AVERAGE,
PER OPENING

WORKPLACE DIVERSITY

At Burns & McDonnell, we embrace differences that enrich the way we see the world, our business and each other. We're proud of our culture of inclusion and believe in harnessing the strength of our collective diversity. We support representation on all levels and believe everyone should be treated with dignity and respect, no matter their background, life experiences or beliefs.

We recognize that diverse perspectives generate better business decisions. We want everyone to have a seat at the table — and feel comfortable sharing their voice — in order to drive our corporate conversation and business pursuits forward. Every employee-owner's unique story and perspective is valued regardless of race, ethnicity, religion, gender, sexual preference or family background.

We've seen firsthand how diversity leads to better, more creative solutions for our clients. We also know engaging a diverse workforce results in better financial performance for the company, which in turn benefits all employee-owners since we're 100% employee-owned.

As we seek to fill our engineering and other professional positions, we seek top candidates by recruiting with a substantial commitment to diversity, equity and inclusion. We recruit at historically Black colleges and universities, and connect with potential candidates through organizations that serve veterans, members of the LGBTQ community and people with disabilities.

In 2020, this commitment included:

- A monthly "Real Talk" conversation series featuring live conversations with company leaders on diversity, inclusion and equity. This forum provides a safe space for our employee-owners to ask tough questions of our leaders in real time.
- The first Utility Diversity Roundtable provided a virtual forum for utility leaders to have candid and constructive discussions about diversity, equity and inclusion with respect to their organizations, suppliers and customers.
- The creation of a Multicultural Perspectives Group to help facilitate conversations about how different groups engage in the workplace. This informal group connects people of different backgrounds through open, honest and transparent conversations.
- A keynote speech from Sybil Morial, a leading voice for civil rights. From suing the state of Louisiana for minority teachers' rights to fighting 1984 World Fair organizers to include more minority representation in U.S. history recaps, her story shows the need for driving change locally.
- Ongoing unconscious bias training from the NeuroLeadership Institute — along with other research-driven opportunities — that dives into the business case and brain science for inclusive and diverse teams.
- A Veterans Day panel featuring employee-owners sharing their unique experiences on how serving in the military helped shape their lives.
- Presentations from guest speakers on a variety of important topics, including how to build on our learnings of implicit associations to uncover tangible "unconscious bias hacks," as well as disability awareness and education.

45
DIFFERENT
LANGUAGES SPOKEN

800+
UNIVERSITIES
REPRESENTED



SUPPLIER DIVERSITY

The Business Diversity and Development team develops procedures and policies supporting diverse business inclusion, seeing that the company engages, utilizes and assists in the growth of diverse firms across the globe. The pandemic presented additional challenges for the small and minority business community, and we responded with efforts including:

- Increasing our overall spend with diverse firms by \$28.7 million.
- Hosting our second Community of Inclusion & Equity Symposium to discuss the opportunities, challenges and best practices of leading companies in various sectors.
- Intentionally purchasing masks from diverse businesses. One company, located in a small town, produces face masks with carbon extracted from locally grown bamboo plants.
- Building on a long-standing relationship with a Minority/Women Owned Business Enterprises (M/WBE) firm specializing in construction support services including the application of advanced, high-performance sanitizing techniques.
- Continuing as working members of diverse chambers and other organizations across the country that focus on the growth and development of small and diverse firms, as well as continuing financial commitments to these organizations.
- Partnering with BJM Solutions, an MBE firm, we provided small and diverse business owners in Wichita, Kansas, with a series of executive education sessions that focused on entrepreneurship and innovation.

The capabilities of all businesses we work with are determined by factors that include:

- Quality products and service
- Demonstrated safety results
- Innovation and strategy
- Work experience, knowledge and skills
- Cost and schedule considerations
- Bonding capability
- Ability to support requirements in the project location
- Applicable current licenses

HEALTH AND WELLNESS

Health and wellness are integral to maintaining employee satisfaction, productivity and morale. We recognize that our continued success delivering solutions to clients rests on the health and well-being of our employee-owners.

All eligible employee-owners are offered a robust health and welfare benefits plan, which is reviewed annually to evolve our offerings according to the needs of team members across the company. In 2020, we added live chat virtual benefits fairs to help employee-owners make the best benefits choices for themselves and their families.

Our wellness program entails everything from screening and vaccination clinics to health learning opportunities and activities. Our robust wellness incentive program allows employee-owners and their spouses to better understand their health status and potential risk factors while earning points through various events and activities. We understand and value the importance of convenience and our

wellness committee's mission is to develop, educate and embed a culture that supports programs that make living healthier lives more convenient and accessible to employee-owners.

Other pre-pandemic benefits offered include: Lunch-n-Learns, in-person health fairs and farmers markets, free youth sports physicals, flu shot clinics, and dermatology, biometric and mammogram screenings. As we return to a new normal, these programs will resume, although likely in a different form.

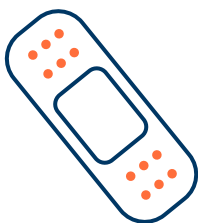
From the start of the pandemic, we supported employee-owners by offering COVID-19 testing and easy access to vaccinations. Additionally, we encouraged our employee-owners and their families to utilize virtual health options to continue to focus on their health and well-being during the pandemic. We will continue to do all we can to encourage employee-owners to stay safe as it relates to COVID-19.



3,051
BIOMETRIC SCREENINGS
CONDUCTED IN 43 LOCATIONS



76%
OF EMPLOYEE-OWNERS
RECEIVED OUR WELLNESS
INCENTIVE PROGRAM DISCOUNT



4,785
TOTAL VISITS TO OUR
ON-SITE HEALTH CENTER



14,742
PRESCRIPTIONS FILLED AT
OUR ON-SITE PHARMACY

PROFESSIONAL DEVELOPMENT

Lifelong learning and continuing education is a firmwide priority, and we provide resources and training to create a consistent employee experience for our employee-owners across the organization. Our programs directly improve both the technical skills of employee-owners and the overall knowledge we offer our clients.

The learning environment we foster is intended to move employee-owners' careers forward. Our programs include live and on-demand classes through Burns & McDonnell University (BMU), which offers more than 28,000 training courses for technical

and general business skills. Our BMU portal helps professionals receive Professional Development Hours to fulfill licensing requirements by providing easy access to training that aligns with their roles.

We invest in our employee-owners' education so they can maximize their potential and pursue their interests. Full-time employee-owners are eligible for tuition assistance for advanced technical degrees, master's degrees in business administration and select undergraduate courses. We also cover fees associated with employee-owners joining professional societies and organizations.

1,500

INTERNAL CLASSES

570

**EMPLOYEE-OWNER
INSTRUCTORS**

59,919

**TOTAL HOURS OF
TRAINING**

\$6,294

**AVERAGE TUITION
REIMBURSEMENT**



REIMAGINING A BETTER WORLD

Every day at Burns & McDonnell, our engineers, construction professionals, architects, technologists and scientists shape the facilities and infrastructure of the future — work that comes with a unique duty to make tomorrow better.

We believe we are a more innovative, caring, nimble and resilient organization when we put sustainability first. We're committed to the safety and well-being of our employee-owners, focused on helping our communities, conscious of the impact of the projects we bring to life, and driven by personal accountability and a desire to improve our world. Join us, and together let's create amazing.

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





CREATE AMAZING.

9400 Ward Parkway, Kansas City, MO 64114

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