



2023 CORPORATE
SUSTAINABILITY REPORT

building a
sustainable
future





MESSAGE FROM OUR CHAIR AND CEO

I am pleased to present our annual corporate sustainability report, which highlights our commitment to environmental and social responsibility. As the chair and CEO of Burns & McDonnell, I take pride in our progress in advancing sustainable practices and meeting the evolving needs of our clients.

No matter the industry — from water to transportation, manufacturing to power — we recognize the importance of meeting clients where they are on their sustainability journey. We understand each organization is unique and faces different challenges in implementing sustainable practices, and we strive to provide tailored solutions that align with our clients' goals and values.

As a company, we dedicate ourselves to improving the way individuals connect, do business and move through the world, our consistent commitment for more than 125 years. I personally believe solving such challenges makes us a better employer, community partner and client-centered company over the long term.

A few 2023 initiatives we are excited about include:

Sustaining Clients

We developed a sustainability checklist to help our project teams identify opportunities related to emissions reductions, climate resiliency, water stewardship, natural capital, sustainable procurement, waste minimization and community benefits. This checklist is part of our quality management system and is among many tools we offer to help our clients meet their objectives.

Sustaining Employees

We take pride in empowering our professionals to grow in their careers, take leadership roles and collaborate to WOW every client who comes through the door. By hiring and supporting a diverse group of employees, we equip our employee-owners to address a wide variety of client needs.

Sustaining Communities

Burns & McDonnell donated more than \$11 million and over 15,000 hours of volunteer service in 2023, demonstrating our dedication to sustaining the communities where we live and work.

Additionally, we continue to make significant strides in supporting small and/or diverse-owned suppliers, spending a total of \$529 million in 2023. This promotes diversity and inclusion within our supply chain and contributes to the sustainable economic growth of communities.

As you will see from our report, our commitment to a better world drives us as we constantly strive for improvement and innovation in our practices. By working with our clients and stakeholders, we can create a more sustainable future for all.

Thank you for your continued partnership.

CONTENTS

We are proud to present 2023 information regarding our strategy and performance in the sustainability space. This report includes information regarding environmental, social and economic issues that are material to Burns & McDonnell employee-owners, clients and stakeholders.

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COMPANY

Burns & McDonnell designs and builds critical infrastructure worldwide. Our team includes engineers, construction professionals, environmental specialists, architects, planners, technologists, scientists and industry-experienced business consultants.

Since 1898, we have been dedicated to improving quality of life in the communities we serve. As a 100% employee-owned firm, each professional brings an ownership perspective to our projects. Our dedication and drive position us as an industry leader among architecture, engineering, construction (AEC) firms and help us uphold our high standards for safety, quality and sustainability.

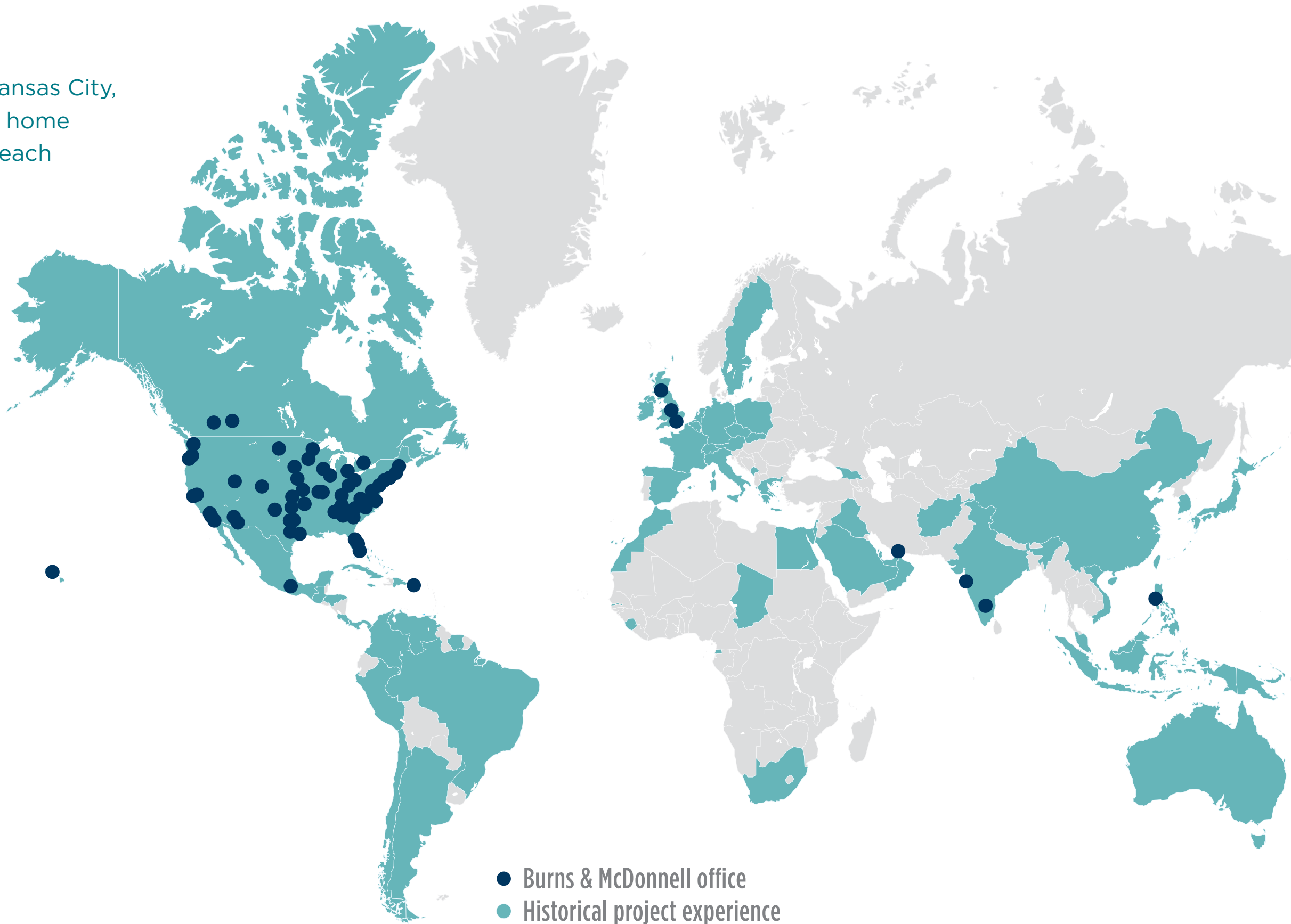
This report covers the Burns & McDonnell family of companies.



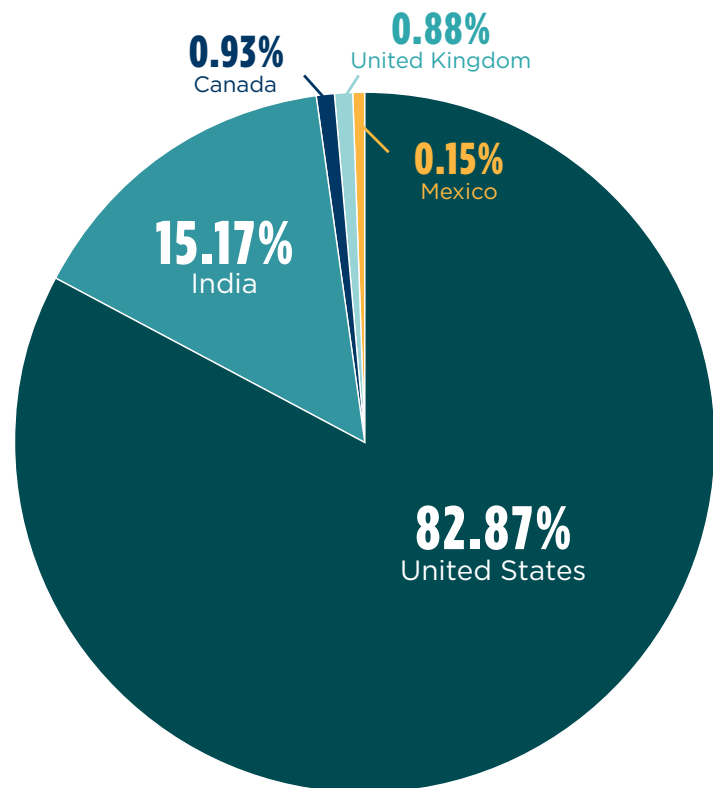
Global Operations

From our world headquarters in Kansas City, Missouri — the city we have called home since our founding in 1898 — our reach continues to expand.

Our offices dot the globe, rising out of our philosophy of serving our clients where they operate and contributing positively to communities worldwide.



STAFFING BY COUNTRY*



*Figures for the U.S., Canada, U.K. and Mexico exclude craft workers and contingent workers.

Ownership and Governance

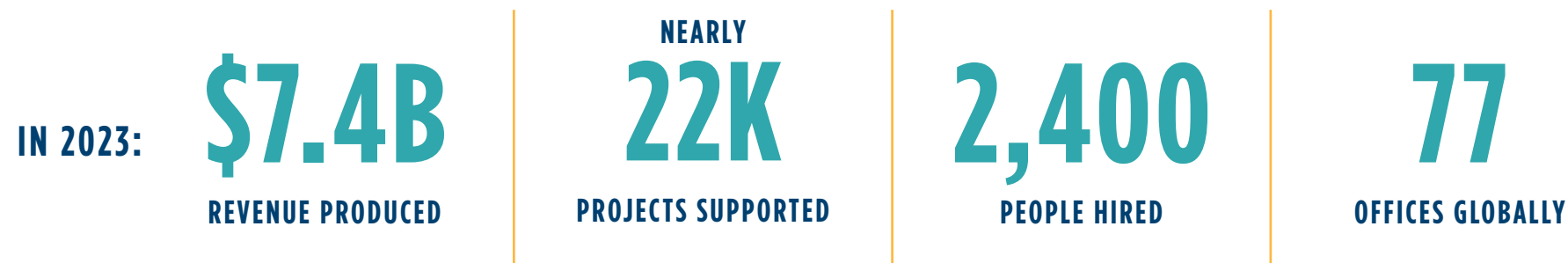
As owners, we share a stake in our company and receive comprehensive information about financial and operational performance.

Transitioning to employee ownership in 1986 launched Burns & McDonnell into a period of revitalization and growth that continues today. Employee-owners participate in an annual shareholders meeting each spring, and a financial briefing in the fall.

Our 100% employee-owned company is governed by a [board of directors](#), chaired by our CEO, and a leadership team including officers and principals. Supporting these groups are employee representatives, who participate in quarterly meetings and serve as conduits for ideas and information; minutes of these meetings are accessible on our intranet.

Financial Strength

2023 REPRESENTED ANOTHER YEAR OF STRONG GROWTH AND PERFORMANCE



Through our 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 employee-owners. An independent valuation consulting firm reviews our financial performance to determine the ESOP stock price each year.



Board of Directors

**Click the photos to learn more
about our board members.**

Sustainability Management

Sustainability at Burns & McDonnell is managed by leaders across the company who focus on: triple-bottom-line sustainability (economic, social, and environmental); our Burns & McDonnell Foundation; diversity, equity and inclusion; and supply chain management.

Click the photos to learn more about these dedicated leaders.

Sustainability Timeline

Driving forces behind sustainability efforts are ever-evolving. We rise to meet the challenges of the time.

Within this landscape, our company has navigated its own unique path, marked by significant milestones that underscore our commitment to environmental and social responsibility. Here are some key milestones that have shaped our journey toward a more sustainable future.

- **2005** Joined the U.S. Green Building Council (USGBC).
- **2008** First calculated our greenhouse gas (GHG) emissions.
Held inaugural Sustainability Summit.
- **2010** Conducted first internal material resources recovery (waste stream) audit.
- **2011** Earned first LEED (Leadership in Energy and Environmental Design) certificate for our world headquarters.
Earned LEED Silver, Existing Buildings: Operations and Maintenance, for our world headquarters.
- **2013** Joined the Institute for Sustainable Infrastructure (ISI) as a charter member.
Earned LEED Silver, New Constuction, for the interior renovations of our world headquarters.
- **2014** Hosted Wild & Scenic Film Festival On Tour.
- **2016** Earned LEED Gold, Existing Buildings: Operations and Maintenance, for our world headquarters.
Held inaugural Wildlife & Permitting Symposium.
- **2017** Advanced development of the Envision sustainable infrastructure framework as an ISI Leadership Circle member.
Invested in Energy Impact Partners (EIP) Fund I, focused on the energy transition and advancing critical climate solutions.
Held first event for employees to recycle personal/home electronics.
Implemented enterprise GHG tracking software.
First submitted climate change data to CDP (formerly the Carbon Disclosure Project).
Published first Corporate Sustainability Report.
- **2018** Established Chariton Hills Conservation Bank, our first mitigation bank.
Joined first cohort of suppliers initiated into the electric utility industry Sustainable Supply Chain Alliance (SSCA).
- **2019** Invested in EIP Energy Impact Fund II.
First submitted environmental, social and governance (ESG) data to EcoVadis.
- **2020** Joined the Renewable Energy Buyers Alliance (REBA, now CEBA for Clean Energy Buyers Alliance).
- **2021** Joined the Sustainable Purchasing Leadership Council (SPLC).
Joined the Supply Chain Sustainability School.
Set target to reduce Scope 1 and Scope 2 GHG emissions 50% by 2030 relative to base year 2019.
Invested in EIP Deep Decarbonization Frontier Fund I.
- **2022** First calculated our Scope 3 GHG emissions from purchased goods and services (for our RY2021 GHG inventory).
Conducted first ESG materiality assessment.
Joined the CDP Supply Chain Program to engage suppliers on their environmental performance.
Formalized development of the Sustainability Technical Service Area within our Environmental Services Group.
Obtained third-party assurance of our GHG emissions (for our RY2021 GHG inventory).
- **2023** Launched sustainability education program.



ESG Materiality Assessment

This evaluation identified and prioritized material sustainability impacts, issues and opportunities.

The assessment involved stakeholders from across the organization and covered topics from two perspectives: their importance to our organization and to external stakeholders. Priority topics identified in the assessment included diversity, equity and inclusion; leadership diversity; carbon footprint; future skill- and capacity-building; and community and societal impact.

Industry Rankings and Awards

Burns & McDonnell consistently ranks among leading design and construction firms in the U.S.

Unless otherwise noted, rankings are based on *Engineering News-Record's* 2024 Top Lists, which report 2023 results.

#8 TOP 100 DESIGN-BUILD FIRMS

#11 TOP 200 ENVIRONMENTAL FIRMS (2023)

#21 TOP 100 GREEN BUILDINGS DESIGN FIRMS (2023)

DESIGN INDUSTRY-SPECIFIC LISTS

#1 IN POWER	#4 IN WIND POWER	#11 IN CHEMICAL AND SOIL REMEDIATION
#1 IN TRANSMISSION AND DISTRIBUTION	#7 IN COGENERATION	#12 IN WASTEWATER TREATMENT
#1 IN BATTERY STORAGE	#9 IN SITE ASSESSMENT AND COMPLIANCE	#16 IN WATER SUPPLY
#2 IN DATA CENTERS	#10 IN SOLAR POWER	#20 IN SEWER AND WASTE
	#10 IN AIRPORTS	

Awards

2023 EBJ Business Achievement Awards (*Environmental Business Journal*)

- Project Merit: TC Energy MP14 Emergency Response and Solutions
- Technology Merit: Ambient Air Monitoring
- Social Contribution: Battle of the Brains
- Lifetime Achievement Award: Steve Nalefski

2023 CCBJ Business Achievement Awards (*Climate Change Business Journal*)

- Project Merit: Low-Carbon Energy — Alliant Energy’s Wood County Solar Project for Envision Platinum designation

Missouri Heritage Conservation Foundation

- Sacagawea Community and Partnership Conservation Award for work at the Chariton Hills Conservation Bank

Geo for Good

- 2023 Impact Award for endangered species conservation and restoration through [mitigation banking](#)

Markets We Serve

Our diversified business strategy allows us to respond with agility to dynamic market conditions. While each of our business groups has a defined focus, they are united through constant collaboration to achieve our clients' overall goals. This approach gives employees the opportunity to make an impact on projects spanning multiple industries.

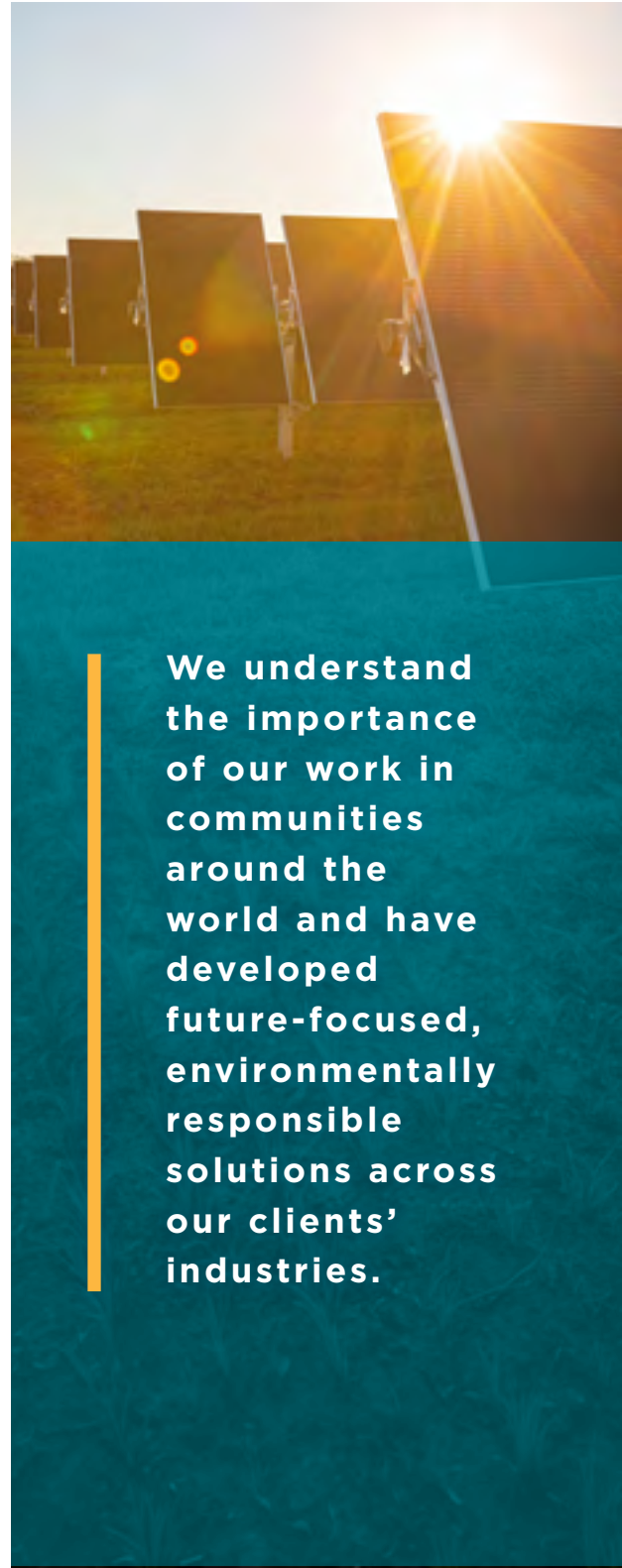
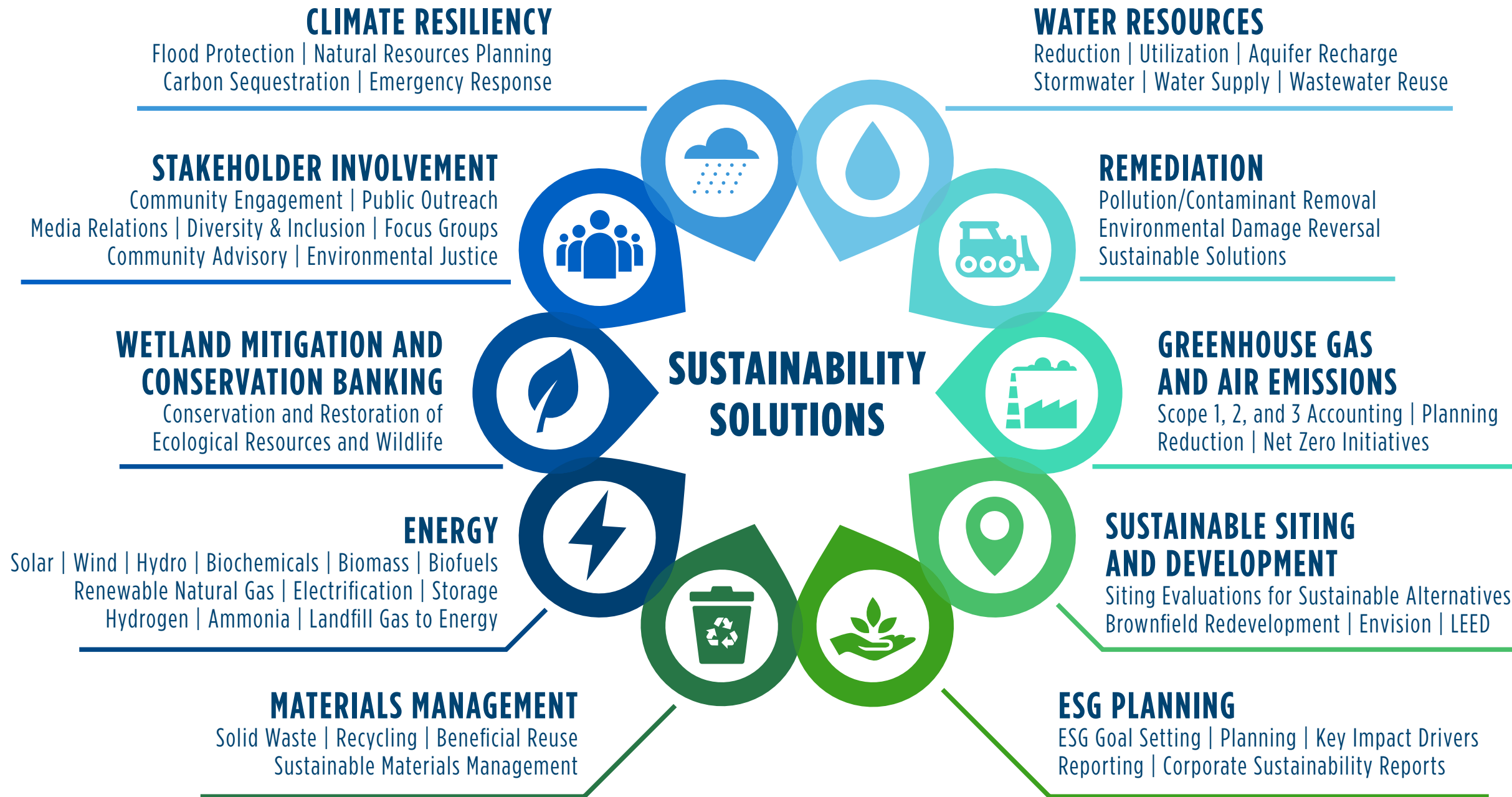
Click the photos to explore our work in the following markets.

Burns & McDonnell is a family of companies that designs and builds critical infrastructure.

Click the logos below to learn more.

Supporting a Sustainable Future

We help our clients identify, prioritize and implement sustainability initiatives, offering solutions that range from addressing greenhouse gas and air emissions to materials management and sustainable siting and development.



Sustainability Initiatives: Enhancing Sustainability on Client Projects

Motivated by our collective responsibility to make the world a better place, we endeavor to protect our natural resources and improve the quality of life in the communities we serve. We have done research internally on how sustainability drivers impact markets, and we use this information to inform the development of innovative sustainability solutions for our clients. Through cross-disciplinary meetings and internal summits, we regularly share knowledge on emerging trends that impact our world. In project planning, we seek opportunities to address society's biggest challenges with innovative and sustainable solutions.

Sustainability Checklist

In 2023, a group of our technical subject matter specialists developed a sustainability checklist to aid our project teams in identifying opportunities related to emissions reductions, climate resiliency, water stewardship, natural capital, sustainable procurement, waste minimization and community benefits. The checklist is incorporated into our quality management system and we are preparing to pilot its use with project teams across the company.

Transmission and Distribution (T&D) Sustainability Collective

The T&D Sustainability Collective was founded in 2019 to develop skills and knowledge needed to enhance sustainability in electrical infrastructure and help our electric utility clients adapt to rapidly changing regulations and stakeholder expectations. Its key initiatives include:

- **Sustainable Material Alternative Research Team (SMART):** A team dedicated to researching and reporting on sustainable products and materials relevant to the electric utility industry. Team members have worked with clients to implement lower-carbon cement alternatives on infrastructure projects, resulting in project emission reductions.
- **Education Outreach Team:** A team producing tailored coursework for employees about sustainability fundamentals as they relate to the electric utility industry.
- **T&D Sustainability Collective Roadshow:** An outreach team building and learning from a global network of employees to better understand regional differences in sustainability trends and needs, as well as aggregating and documenting experiences and best practices across the firm.

Environmental Justice

Environmental justice involves the purposeful engagement and equitable treatment of all people, irrespective of income, race, national origin or ethnicity, especially as it pertains to the planning and implementation of infrastructure improvements, as well as the enforcement of environmental laws and policies.

Through investment in environmental justice training and coordination through an environmental justice working group (EJWG), our project teams are increasingly including environmental justice parameters — e.g., identifying areas of minority and low-income populations, historically disadvantaged and underserved populations, and areas with historical contamination and health risks — in early project assessments and siting/routing selection processes.

The EJWG has supported work directly with clients to incorporate environmental justice principles into the development and implementation of outreach programs that focus on communities potentially affected by projects. These plans include methods and materials to support outreach in multiple languages and through appropriate social and cultural channels, as well as consideration of voluntary actions to benefit affected communities.

In 2023, we worked with a number of clients who participated in the U.S. Department of Energy's application cycles for funding for carbon reduction projects as a part of the Infrastructure Investments and Jobs Act. These activities included developing large-scale community benefit plans, built on community input, for hydrogen production facilities and upgraded transmission systems.

Industry Collaboration to Advance Sustainability

Burns & McDonnell invests resources and collaborates with sustainability-focused organizations across many of the sectors we serve. Among them:

ACE Mentor Program of America

The ACE Mentor Program — with ACE meaning architecture, construction and engineering — enables our employees to mentor Minneapolis-based high school students and inspire them to pursue careers in design and construction. ACE not only engages sponsors and volunteer mentors to expose students to real-world opportunities, but it also supports each student's continued success financially through scholarships and grants. By working with real professionals in real work environments, ACE students receive an invaluable hands-on education. They learn to understand the day-to-day workings of a business by living it and experiencing it, not merely reading about it. Since its inception, ACE Twin Cities has awarded over \$100,000 in scholarships to ACE participants.

American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)

Blake Ellis, our director of campus and district energy, served on the executive committee of ASHRAE's Task Force for Building Decarbonization (TFBD) from 2022 to 2024. He led the development of seven decarbonization guides and associated training to assist the building sector in reducing its carbon emissions, which currently account for approximately 40% of energy-related emissions. Building floor area is expected to double worldwide by 2060, making the transfer of this knowledge to the industry extremely important to lower global carbon emissions. In 2024, ASHRAE is fully integrating decarbonization into its organization by creating the Center of Excellence for Building Decarbonization (CEBD), with Ellis as the vice chair, shaping the organization's global decarbonization strategy and fostering collaboration in the decarbonization movement.

Canadian Urban Transportation Research & Innovation Consortium (CUTRIC)

Ahsan Upal, senior business development manager in our Transmission & Distribution Group, is co-chair of the Canadian Urban Transportation Research & Innovation Consortium (CUTRIC)'s Power Providers & Utilities Transit Decarbonization Committee (PPUC) for Transit Electrification. The group focuses on innovating and leading pilot projects for public transit decarbonization. PPUC initiatives include establishing a systematic national dialogue around electrification, as well as reviewing and assessing the opportunities, challenges and solutions associated with utilities across Canada in regard to zero-emission transportation.

The Conference Board: Sustainability Council I

Doug Dietrich, our corporate sustainability manager, is a board member at-large on the executive committee of The Conference Board's Sustainability Council I. He contributes to the development of presentation topics that support corporate members' initiatives to reduce environmental footprints, risks and costs across their enterprises and supply chains, while advancing net zero goals. Each year, the council hosts 50 sustainability leaders, representing a range of industry sectors, for five days of on-site workshops. Burns & McDonnell hosted a workshop for industry leaders at our world headquarters.

Construction Industry Institute (CII) in collaboration with the University of Texas at Austin

Doug Dietrich also chairs the Capital Projects Decarbonization Research Team for CII. He contributes to and co-facilitates a research group developing strategies to decarbonize large-scale construction projects, appreciating the synergistic impacts of decisions made through all project phases regarding how assets are powered, operated, maintained and upgraded — and, ultimately, how they will be deconstructed and repurposed in the future. The group's 35 professionals represent owners, service providers and supplier organizations from across CII's membership.

Environmental Systems Research Institute (Esri)

Burns & McDonnell India employees organized a GIS day event to honor GIS professionals and their unique skills. The team invited Esri to our office in Mumbai to speak about the multidisciplinary advancement of GIS and how it impacts project decision-making. As part of the event, representatives from the Burns & McDonnell India team visited Vatsalya Trust at Kanjur Marg East and presented seminars to 11th and 12th grade students to educate them regarding the advantages of pursuing GIS as a field of study and career path.

Institute of Environmental Management & Assessment (IEMA)

Burns & McDonnell is a corporate partner of the IEMA, a leading professional organization for people working in environment and sustainability. Together with IEMA, we are committed to supporting, encouraging and improving the confidence and performance of environment and sustainability professionals, helping them to expand their profile and exposure. IEMA helps us achieve this by providing training resources, tools and knowledge-sharing opportunities in the environmental and sustainability space.

SPOTLIGHT ON Sustainability Thought Leadership

Bright minds and talented teams are necessary for guiding clients through their sustainability journey, and for helping them leverage technology and innovative solutions to achieve their sustainability goals.

[Click to explore articles from some of our thought leaders about sustainability solutions across industries.](#)



Safety

Safety is our highest priority at every level of our organization and on job sites. It is an ingrained cultural value influencing every measure of our success.

Our comprehensive health and safety program defines the safety values, goals and overall strategies that incorporate and align our company's diverse experience and integrates it into the construction process, requiring pre-planning of work activities to make certain that safe work measures have been considered. These components are continually revised and comprise the core of our health and safety program.

Our leadership role is demonstrated through our proactive approach, involving workers in the pre-planning of tasks, encouraging inquisitive attitudes, inspecting work areas, and detecting and correcting hazards and at-risk behaviors from project startup to project completion.

Burns & McDonnell goes beyond compliance; we incorporate best practices, knowledge shares, Construction Industry Institute (CII) benchmarking, past field experiences, industry standards, and client requirements within the framework of our safety program.

Safety Councils

Our Executive Safety Steering Council's vision is to be an effective change management forum while providing direction for innovation in our safety culture.

To foster the desired culture of caring for one another and the ownership of health and safety as everyone's responsibility, Burns & McDonnell formed Safety Councils throughout every business and region in the firm. The councils are our conduits for knowledge sharing across the organization, and are designed to cultivate a feedback-rich culture that promotes organizational learning.

Safety Training

Well-trained workers are the foundation of every safety culture.

Safety relies on daily mitigation and constant awareness, so collectively our people train for tens of thousands of hours every year. No chance to miss the memo — a team member encounters safety messages consistently throughout their workday. Our comprehensive safety training program includes courses like OSHA training, incident reporting, procedural training, first aid/CPR and many other hazard-specific safety training courses. But we also go beyond the basics, covering topics like safety leadership development, workplace ergonomics, safe driving and cybersecurity.

Live Safer Commitment

Live safer is more than a goal, it is an organizational and personal mindset.

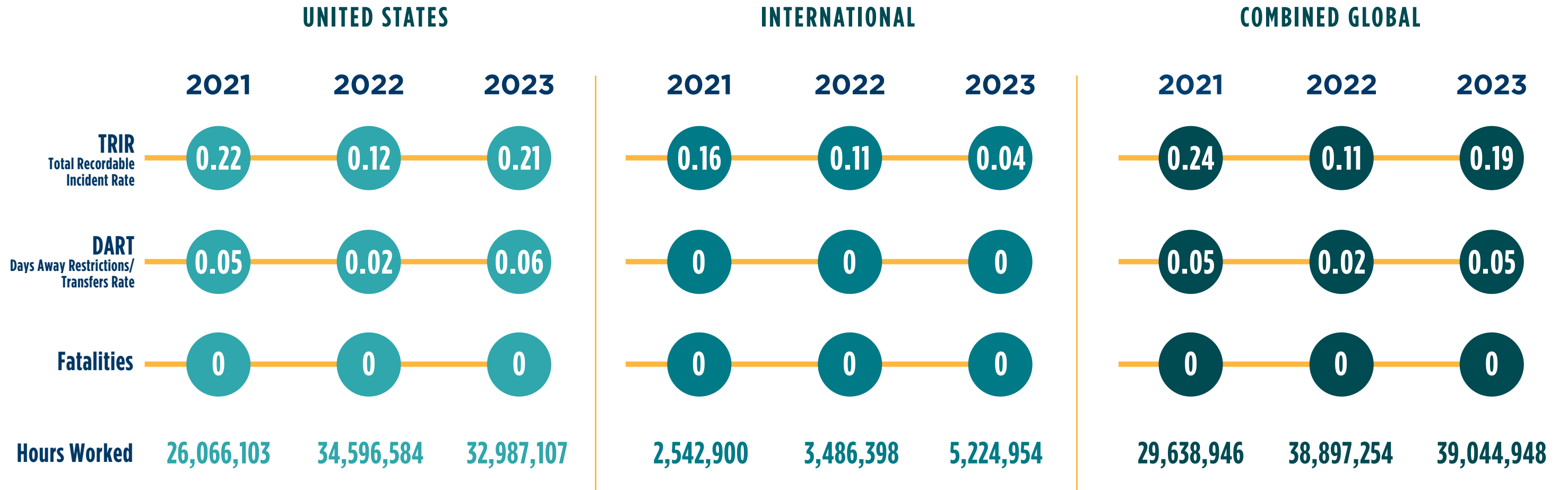
At Burns & McDonnell, we are committed to positively impacting the safety and well-being of our employees and all who work with us. Relationships are our foundation for building the capacity to accomplish amazing results.

We operate, plan and execute our work with a commitment to feedback, learning and coaching. We speak up. An at-risk observation is not a confrontation to avoid but an opportunity to engage and demonstrate how we care for and value one another. We share knowledge from both successes and failures, treating both as an opportunity to learn and make positive improvements. The transparency we embrace creates a culture where coaching and being coached is welcomed.

Our personal stand for a live safer mindset requires courage and trust. Each of us understands we have a critical role to provide value for our collective success. We are empowered, accountable and committed to doing the right thing for each other. Our inclusivity extends beyond our immediate teams to our clients, subcontractors and families, making all a part of our safety conversation.

Our Commitment to Safety

Creating a safe work environment is our first and highest priority, as demonstrated by our top-tier safety results companywide in 2023.



Above numbers include combined employee-owner and contractor data.



The CII, in partnership with the University of Texas at Austin, derives its totals from corporate safety information provided to CII by 57 member organizations on an annual basis. Safety data is collected from both owner and contractor members. The CII information shown is from the 2023 CII Safety Summary Report that was published in March 2024.

Quality

Burns & McDonnell is an industry leader in providing quality professional services. We achieve this by continually investing in our people and processes. A stringent quality management system directs the development of project-related work products.

Teams within Burns & McDonnell have earned certifications from the International Organization for Standardization (ISO) — a globally recognized NGO — validating our adherence to rigorous quality control processes and technical specifications.

Burns & McDonnell is certified to the following standards:

- For selected groups in our U.S., U.K. and India offices, Burns & McDonnell is certified to ISO 9001:2015, an international standard for quality management systems. Many of our clients require that their suppliers, contractors and consultants be certified to this standard as evidence of having an effective quality system. The certification process requires annual third-party audits and evaluations of organizational performance and improvement.
- In the U.K., Burns & McDonnell works in electrical transmission and distribution and engineer-procure-construct project delivery is certified to ISO 14001:2015 for environmental management and ISO 45001:2018 for occupational health and safety management.

Cybersecurity

ISO/IEC 27001:2022

Our Corporate Services Group, comprised of operational services supporting our business, has been awarded the ISO/IEC 27001:2022 certification. ISO 27001 is the internationally recognized standard for information security, cybersecurity and privacy protection, and sets out the policies and procedures needed to implement an information security management system (ISMS) that protects company and client information.

This ISO certification applies to the global network and systems managed by our IT department and used by our global network of professionals to produce deliverables for planning, designing, permitting, constructing and managing projects worldwide. It certifies that the Corporate Services Group has implemented appropriate technical, organizational and physical measures to preserve the confidentiality, integrity and availability of information by applying a risk management process demonstrating that risks are being adequately managed.

CyberEssentials

In the U.K., Burns & McDonnell has CyberEssentials certification for guarding against the most common cyberthreats, reinforcing our commitment to cybersecurity.



Supply Chain

Burns & McDonnell provides a level of quality and service to exceed our clients’ expectations — and suppliers are integral to reaching that goal.

Our procurement team effectively manages the goods and services we purchase, delivering the lowest total cost of acquisition to projects across the company while increasingly factoring in our clients’ environmental and social priorities. We inclusively source equipment, materials and services so they will be available when and where our customers need them — and at the quantity, quality and price they expect.

Burns & McDonnell is known for integrity and the close adherence to strong ethical principles. We expect the same from our suppliers. Our expectations are articulated in our [Supplier Code of Conduct](#). Contractual requirements may be adjusted to incorporate additional location or client-specific needs.

Burns & McDonnell engages in due diligence to assess a supplier’s integrity. This may include a World-Check screening for criminal findings, Office of Foreign Assets Control sanctions (OFAC), and company debarment. The insights gathered are a component of our prequalification process, utilized to evaluate alignment with our company’s core business values and determine suitability for collaborative partnership.

CDP Supply Chain

Burns & McDonnell joined the CDP Supply Chain program in 2022 to support our engagement with suppliers and improve data quality regarding our largest source of greenhouse gas emissions: the indirect emissions associated with the goods and services that we purchase. Through our participation in the program, we have obtained valuable information regarding our suppliers’ environmental performance, improved the accuracy of our Scope 3 inventory by incorporating supplier-provided data, and highlighted the importance of collaborating with suppliers to accelerate the transition to a cleaner energy economy.

Year	Suppliers Engaged	Response Rate	Reporting Operational Emissions	Reporting Active Targets	Reporting Renewable Energy Usage	Engaging Their Own Suppliers
2022	219	38%	77%	53%	48%	47%
2023	486	35%	80%	58%	57%	56%

SPOTLIGHT ON United Kingdom Supply Chain

Within the United Kingdom, we require our suppliers to adhere to the Modern Slavery Act 2015, U.K. Bribery Act of 2010, Import and Export Control Act 1990, U.K. Equality Act 2010, and Sanctions and Anti-Money Laundering Act 2018. We regularly monitor potential risk areas in our U.K. supply chain via desktop and site audits.

Procurement Skills Accord

Our U.K. operations are a signatory to the Procurement Skills Accord (PSA). As a signatory, we collaborate with industry leaders to identify and work to address skills challenges in the energy sector and continuously improve our sustainable procurement and workforce development practices. In 2023, we received the PSA’s Excellence in Workforce Planning and Training award in recognition of our efforts.

Supply Chain Sustainability School

We are a member of the Supply Chain Sustainability School (SCSS) in the United Kingdom. We utilize the school’s resources to help develop and train personnel on various topics, such as Modern Slavery; Wellbeing; Community and Social Value; Fairness, Inclusion and Respect; and Waste and Resources Efficiency. We have also recently developed a custom learning pathway that we have shared with our U.K. suppliers to help them develop capacity in priority sustainability areas.

Business Diversity

At Burns & McDonnell, we pride ourselves on building inclusive business relationships on the foundation of respect, trust and equity. Investing in our small and diverse business partners is more than critical to our long-term success; our commitment to partnering with suppliers makes a positive economic impact in the communities where we live and work.

Burns & McDonnell considers small and diverse suppliers as businesses classified as Small, Minority-owned, Woman-owned, Disadvantaged (Certified or Self-Certified), HUBZone (Certified by the Small Business Administration), Veteran-owned, Service-Disabled Veteran-owned, LGBTQ-owned, and Historically Black Colleges and Universities and Minority Institutions.

During 2019-2023, 19% (\$2.3 billion) of our total U.S. business operating unit spend was with small and diverse suppliers (+2,600 businesses). In 2023, we increased our small and diverse supplier spend by approximately \$33 million from 2022.

We are an active member of the National Minority Supplier Development Council, Women's Business Enterprise National Council, National Veteran Business Development Council, National LGBT Chamber of Commerce, and Disability:IN. Employees also are active participants in regional and local business diversity advocacy organizations in communities where we live and work, in roles ranging from member to serving on the board of directors.

We also provide mentorship to small and diverse suppliers through the U.S. Small Business Administration's Mentor-Protégé program and our own Empowering Diverse Partnerships Accelerate program.

Business diversity at Burns & McDonnell is strategic, intentional and built on developing and maintaining relationships. It is about recognizing, appreciating and leveraging differences to create a more dynamic and resilient business ecosystem. Diversifying our supplier base offers numerous benefits, which include boosting innovation, increasing agility and improving competitiveness. By prioritizing business diversity at Burns & McDonnell, we are investing in the success of our clients, our company and communities.



Business-Partner Capacity Building

Across our projects, we work proactively to partner with small, underutilized and diverse businesses to both meet and exceed our clients' expectations and to strengthen our communities.

Through the Empowering Diverse Partnerships (EDP) program, our goal is to grow certified small and diverse businesses by helping them successfully compete for service-scalable contracts.

Our vision is to nourish a network of diverse business partners — to fully integrate those partners into multiple levels of projects to create a unified team, and to position both Burns & McDonnell and our partners for new or expanding opportunities.

There are three parts to the Empowering Diverse Partnerships program:

- **Awards Ceremony:** The annual awards ceremony recognizes small and diverse businesses for their commitment to industry excellence.
- **Annual Symposium:** The annual symposium, offering best-practice strategies for business development and supplier diversity, focuses on promoting economic inclusion and making clients successful.
- **Empowerment Academy:** The Empowerment Academy is focused on providing training, resources and opportunities to our supplier partners to help them strategically grow their businesses.

IN 2023:
17%
 OF TOTAL SPEND WITH SMALL AND/OR
 DIVERSE OWNED SUPPLIERS*



*As of July 1, 2023, spend reporting includes only purchases meeting the criteria of: Business Operating Unit: BMCD US, Payment Currency: USD, Vendor Type: Associations & Other, Fabricator, IRC Job Agency, Sub Consultant, Subcontractor or Vendor, and Vendor excludes BMCD subsidiaries.

Change Management

At Burns & McDonnell, we strive to create a flexible and change-ready workforce.

Our growing team of over 200 Certified Change Practitioners supports and equips individuals to lead, embrace and adopt changes that are introduced into the organization. Ultimately, our goal is to increase the speed of adoption, and success, of changes that will grow our business.

228
CERTIFIED CHANGE
PRACTITIONERS

We equip all our employees to move from surviving change to thriving through times of change. Executive leaders learn how to be great sponsors of change; people managers and project managers learn how to lead their teams through change; and individual contributors are equipped with a common language around change and empowered to speak up when they need help adjusting to changes.

Additionally, 1898 & Co. has a dedicated organizational change management team committed to working in partnership with a variety of external organizations to design and execute change management plans that optimize speed of adoption, deliver buy-in around new technologies and processes, and increase proficiency around new ways of working.

Our team is comprised of senior industry leaders, with over 100 years of combined experience. We incorporate complementary capabilities in organizational design, technology adoption, and business process improvement to enable transformation across the utility and critical infrastructure sectors.



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, materials management and biodiversity.



Energy

We work with clients to find sustainable solutions throughout the operational life cycle, using the sources that fit appropriately into their power mix.

Whether it is renewables, natural gas, nuclear or traditional energy sources, we help build a diverse portfolio that will solve the challenge of maintaining a resilient and reliable grid. Statistics regarding energy usage at our headquarters campus are included below.

Putting Sustainability to Work at World Headquarters

In 2023, we upgraded HVAC equipment and controls to increase efficiency, improve monitoring capabilities and add comfort for employees and guests. We continued other updates, including replacements of fluorescent lighting with more-efficient LEDs.

As we work to incorporate electric vehicles (EV) into our fleet, we added five EV charging stations. We also have installed infrastructure to support expanded EV fleet charging in the years ahead.

Additionally, we offer electric vehicle charging stations for employees to use for personal vehicles. These chargers are being updated as charging technology becomes more efficient.

15 NON-FLEET CHARGERS ON CAMPUS

Energy Star

Burns & McDonnell participates in the Energy Star program for our world headquarters in Kansas City, Missouri, buildings that account for over a third of our overall office square footage. The Energy Star program assesses our facilities' performance with respect to electricity, gas and water usage.

WORLD HEADQUARTERS: ENERGY STAR SCORES*

96 9450 NORTH AND EAST BUILDING

98 9300 AND CENTRAL BUILDING

77 STATE LINE BUILDING

*While the 9450 South building participates in the Energy Star program, a scorecard is not issued for this facility.



Emissions

Burns & McDonnell maintains a greenhouse gas (GHG) inventory that is updated on an annual basis. The inventory is prepared following the Greenhouse Gas Protocol's standards and guidance. We publish our inventory each year in our Corporate Sustainability Report to communicate the direct and indirect GHG emissions associated with our organization's activities. We have obtained limited third-party assurance for our GHG inventory since reporting year 2021.

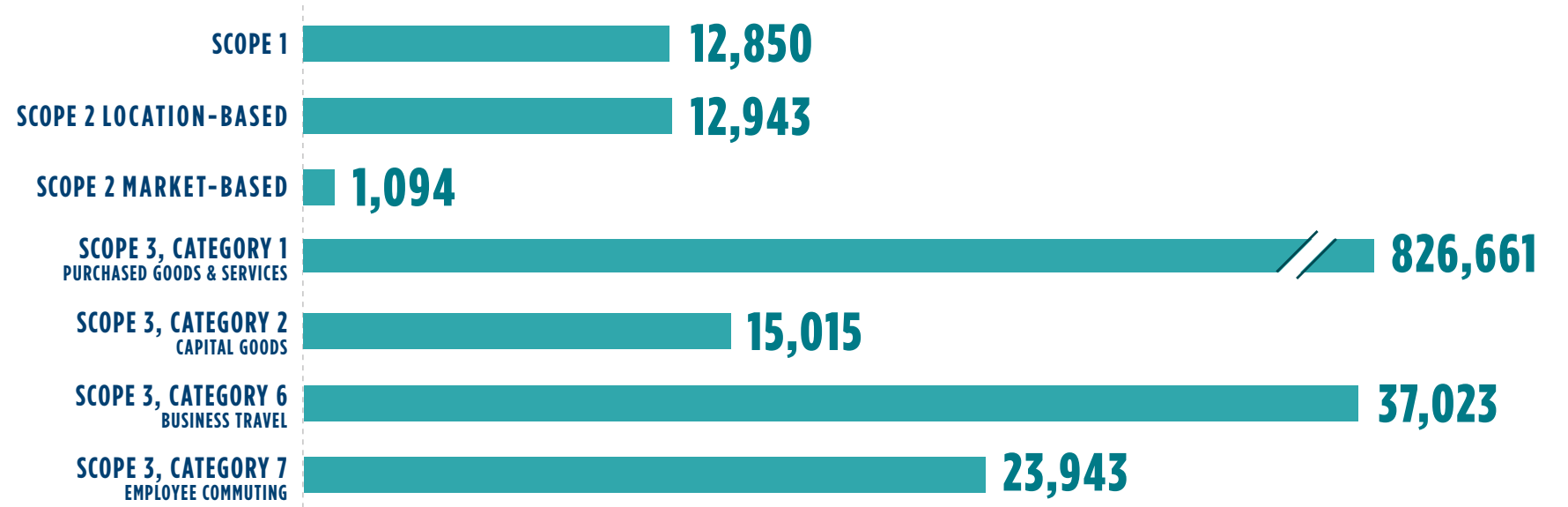
Greenhouse Gas Inventory

- Scope 1** — Direct emissions from sources owned or controlled by our organization.
- Scope 2** — Indirect emissions associated with purchased electricity.
- Scope 3** — Other indirect emissions that are a consequence of the operation of our organization, but that are from sources not directly owned or controlled by us.

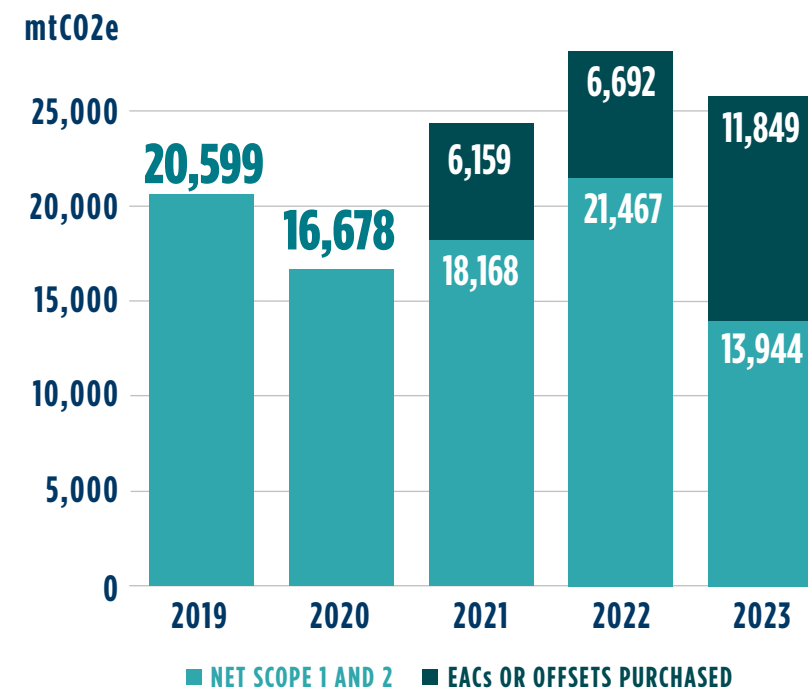
GREENHOUSE GAS TARGET
50% REDUCTION
IN SCOPE 1 AND 2 EMISSIONS
BY 2030
RELATIVE TO BASE YEAR 2019

ELECTRICITY USAGE
31,052 MWh

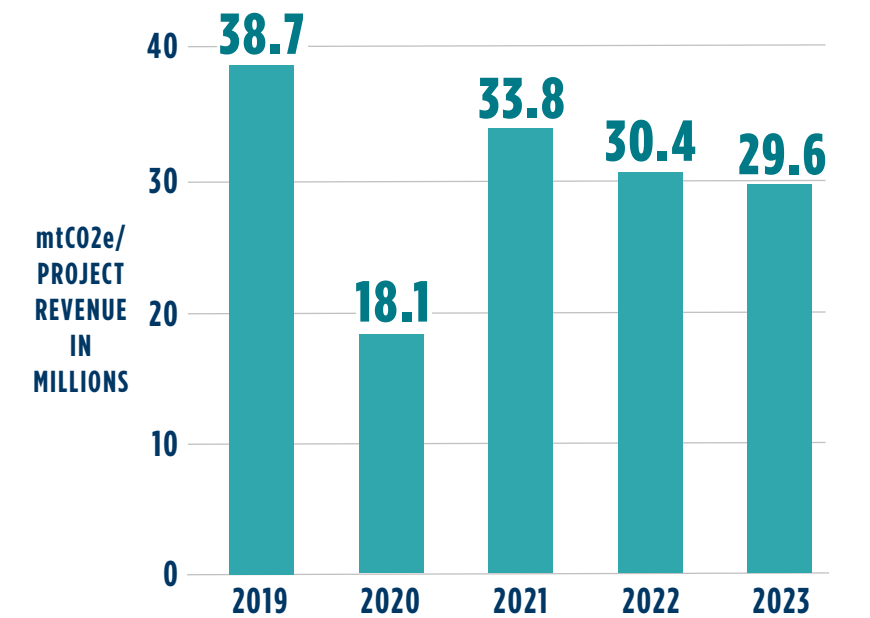
METRIC TONS OF CARBON DIOXIDE-EQUIVALENT GREENHOUSE GAS EMISSIONS (mtCO2e) BY SCOPE*



COMBINED SCOPE 1 AND 2 EMISSIONS PROFILE**



CARBON INTENSITY† BEFORE ENVIRONMENTAL ATTRIBUTE CERTIFICATES



*Independent, third-party verification conducted to a limited assurance level in accordance with the World Resources Institute/World Business Council for Sustainable Development (WRI/WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2), the WRI/WBCSD GHG Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3), and ISO 14064-3 Second Edition 2019-04: Greenhouse gases-Part 3.

**The Scope 2 emissions presented are location-based for RY2019-RY2020 and market-based for RY2021-2023, as we did not begin calculating market-based Scope 2 emissions until RY2021. The emissions data for RY2021-2023 have been third-party verified to a limited assurance level. Emissions profile shows net Scope 1 and 2 emissions after subtracting any purchased EACs and/or offsets.

†Includes gross Scope 1, location-based Scope 2, and business travel and employee commuting Scope 3 emissions. The emissions data for RY2021-2023 have been third-party verified to a limited assurance level.

Decarbonization and Developing Resilient and Renewable Energy Solutions

Decarbonization

Our team specializes in conducting greenhouse gas (GHG) and criteria pollutant emissions accounting, as well as developing reduction strategies. We offer comprehensive reporting services for industry compliance and sustainability frameworks, assessing Scope 1, 2 and 3 GHG emissions. Managing permitting, emissions control and regulatory evaluations is an important part of our work, as is conducting environmental justice analyses. Our experience includes predicting emissions for offsets in net zero plans, along with creating and executing reduction plans during construction. Dedicated to tracking progress throughout project delivery, we are committed to delivering high-quality services in the environmental sustainability and emissions management space.

OnSite Energy & Power

We help facility owners and district energy system operators identify pathways to reduce GHG emissions and create sustainable and resilient infrastructure in a cost-effective and achievable manner by providing innovative planning and engineering design solutions.

1898 & Co.

Drawing from deep experience in both physical and digital infrastructure, our consulting professionals provide real-world value for utilities and other clients by turning data into actionable insights that drive smarter decision-making for technology, operations, projects and more. In 2023, the consultancy team supported the development of several large renewable portfolios: 23 GW of solar, 6 GW of wind, and battery options were evaluated by 1898 & Co.'s team on behalf

of our clients. Our team worked to strategically identify which sites to bid into regional RFPs, which resulted in over 3 GW of renewable projects being selected and starting construction.

Power, Solar and Storage Solutions

As the energy demand grows, there is a corresponding increase in the utilization of renewable energy sources. Solar, wind, and hydropower, along with nuclear and other low-carbon options, are evolving to help contribute to decarbonization efforts. Our team of specialists helps clients determine the right mix to meet their needs.

Renewable energy, traditional power generation, solar technology, energy storage and carbon capture are all essential components that will drive the transition to a sustainable future. Together, these technologies form a dynamic ecosystem that will advance us all to a more resilient energy landscape.

IN 2023:

THE SOLAR TEAM EXECUTED

700 MWdc

OF SOLAR EPC PROJECTS

THE STORAGE TEAM EXECUTED

1,430 MWh

OF BATTERY EPC PROJECTS



SPOTLIGHT ON Energy

Alliant Energy Solar Program

Burns & McDonnell was the EPC contractor for nine utility-scale solar generation projects totaling 664 MWac commissioned as part of Alliant Energy's Wisconsin Clean Energy Blueprint. The projects were placed in service between late 2022 and late 2023 and are providing local grid stability and clean power to approximately 170,000 homes. The design from Burns & McDonnell was able to meet the power delivery stipulations of the client while also setting aside 9% of each site for pollinator-friendly habitat.

Available space beneath the solar arrays was planted with grassland seed mixes, which allows soil to rest during the projects' operational lifespans to improve future agricultural productivity and filters agricultural runoff to improve downstream water quality. For each of the nine projects, Burns & McDonnell and Alliant Energy pursued verification of project sustainability and resilience through the Institute for Sustainable Infrastructure's Envision framework. Envision evaluates infrastructure project design and construction performance against a defined, common set of quantifiable criteria for social, economic, and environmental sustainability. Platinum is the highest award attainable.

All nine solar projects have received Platinum Envision verification.

Church & Dwight Sustainability and Decarbonization Program

Burns & McDonnell has assisted Church & Dwight in setting and achieving science-based targets for decarbonization since 2021. On an ongoing basis, we are working with the company to create a decarbonization road map and execute carbon reduction strategies. The first step was to conduct an energy audit at each of the company's 11 sites in the United States to find energy-saving efficiency improvements. We are actively assisting the company in modernizing its metering, auditing its process and packaging areas, and looking at potential for carbon capture, alternative energy sources and heat recovery throughout the manufacturer's various facilities.

Great Lakes Renewable Greenfield Portfolio

1898 & Co. continued its multiyear support of DTE's solar greenfield development portfolio in 2023. 1898 & Co. works with DTE to screen sites across Michigan to strategically select the renewable projects that have the lowest risks and highest probability of being constructed, as well as to provide the lowest possible Levelized Cost of Energy to the end customer. The team has leveraged automation to allow for rapid intelligent screening to assist DTE, and ultimately Michigan customers, in making solid technical and economic decisions in site selection.

Southwest Renewable Portfolio

1898 & Co. has continued support for work on Xcel's Southwestern Public Service Company (SPS) renewable portfolio. 1898 & Co. is working on behalf of Xcel to conduct due diligence on potential solar, wind and battery sites within the region for selection to bid into SPS territory's generation RFP. 1898 & Co. focuses on mitigating risks within the portfolio and accurately capturing technical, environmental, production and cost information to support Xcel's team in creating informed and accurate bids.

Thermally Integrated Geo-Exchange Resource (TIGER) Facility at Princeton University

Princeton, a leading university in sustainability, energy efficiency and technology implementation, aims to achieve carbon neutrality by 2046. To accomplish this, the university must shift its energy production and distribution methods to be more efficient, less costly and less carbon-intensive.

This led to developing an infrastructure master plan to identify operational issues and provide a framework for reducing carbon emissions over the next 30 years. The plan includes technologies such as campuswide heating/hot water conversion, geothermal/geoexchange systems, heat recovery chillers, solar energy generation, energy storage, smart grid strategies, waste-to-energy technologies and biofuels — as well as an evaluation of IT systems to maximize the plan's benefits.

Burns & McDonnell is working with Princeton on an energy plant conversion and expansion project, focusing on creating a new plant on the east edge and updating the existing West Plant. This will improve campus resiliency, efficiency and sustainability by converting the campus heating system from steam to hot water; the conversion will include the installation of geothermal/ground source wellfields, reducing greenhouse gas emissions by either making use of renewable heat sinks or harnessing waste thermal energy that is not currently utilized.

Electrical Transmission and Distribution

For our Transmission & Distribution Group, helping clients evaluate the resilience of the electrical power grid network and enhancing the critical transmission and distribution infrastructure needed to integrate new renewable energy sources is of critical importance.

By always assessing the state of the grid and identifying areas for improvement, we guide clients in positive ways as they continue to create robust and efficient networks and systems that accommodate the growing demand for resilient and reliable power. Through strategic planning, grid hardening and investment in infrastructure upgrades, we help clients look ahead toward an energy future that will be reliable and resilient for years to come.

SPOTLIGHT ON Electrical Transmission and Distribution

Chevelon Butte Switchyard

Our team provided engineering, procurement, and construction services in support of interconnecting a new 477-MW wind farm to an existing 345-kV line owned by a southwestern utility company. The stand-alone network upgrades (SANU) included a 345-kV three-breaker ring bus switchyard and approximately 1 mile of double-circuit transmission line.

The greenfield 345-kV ring bus interconnection switchyard was constructed and includes three 345-kV breakers with the consideration of one future 345-kV breaker. There are three 345-kV line terminals connecting to two of the utility company's substations and the new network substation, respectively. A new control house was also installed containing all the relay panels, control panels, the remote terminal unit (RTU), digital fault recorder (DFR) and a dual battery system.



Renewable Fuels and Chemicals

As urgency and momentum grows for reducing carbon footprints, the development of scalable fuel and chemical solutions is key to meeting decarbonization goals.

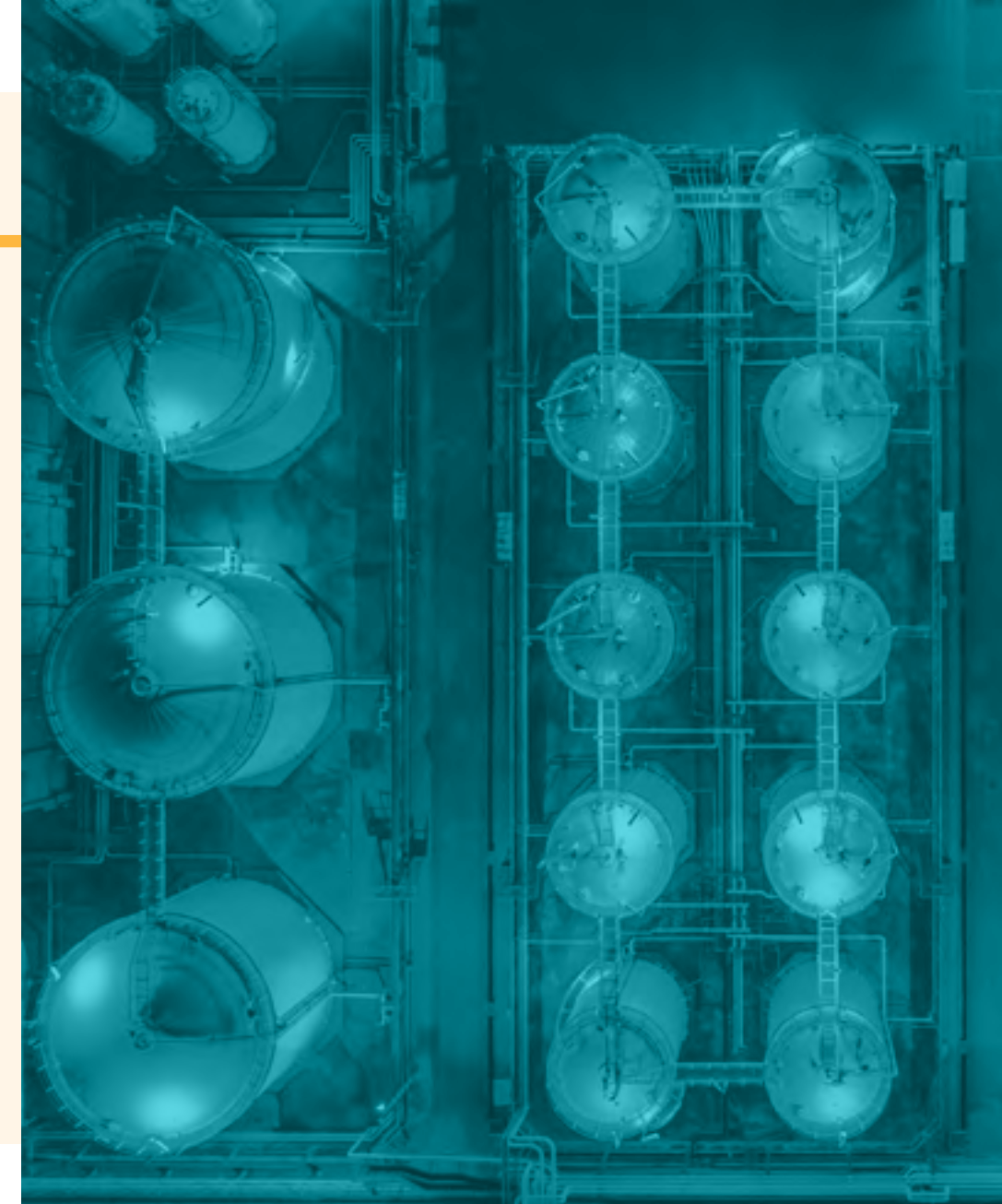
Whether through renewable fuels (renewable diesel or sustainable aviation fuel), low carbon hydrogen, chemical recycling, advanced plastic recycling, battery recycling, CCUS (carbon capture, utilization and storage) or a variety of decarbonization initiatives, our teams bring the opportunity for investment and innovation to predictably evolve a client's vision into a portfolio that delivers both resilience and value. To date, Burns & McDonnell has supported our clients in bringing just over 2 billion gallons of renewable diesel to the market.

SPOTLIGHT ON Renewable Fuels and Chemicals

Confidential Renewable Diesel Facility

Our team provided engineer-procure-construct (EPC) services for a more than \$1.4 billion renewable diesel facility project. The on-site scope of work included: outside battery limits (OSBL) development of 24 pipe rack modules; site preparation; feedstock unloading and blending; 15 miles of pipelines; inside battery limits (ISBL) units and supporting utility infrastructure; process systems including hydrogen supply; renewable diesel pipelines; and renewable diesel railcar loading. The facility, which generates 470-million gallons of diesel per year, was started up successfully, bringing the client's total renewable diesel production to 1.2 billion gallons annually. The unit, upon completion is the largest renewable diesel train in the United States.

A unique feature of this EPC project was the 24 OSBL pipe rack modules that connect the main processing infrastructure to the new processing facilities. The modules have multiple layers to accommodate piping and cable tray and allow setting with jacking systems and self-propelled modular transporters (SPMTs). The installation plan minimized the plot space required to install the modules and allowed adjacent mechanical activities to proceed in parallel with the module installation. Modules were transported by barge from the fabrication facilities to a dock adjacent to the facility and transported to the site with SPMTs. All modules had been assembled in the shop before shipment, inclusive of steel, piping, insulation, touch-up paint, cable tray and grounding.



Water

Burns & McDonnell tracks office water usage where data is available and estimates to cover our remaining offices.

Much of our office space consists of leased facilities for which actual water usage data is not currently available; however, we are working to expand our collection of actual data to better understand our water footprint and identify opportunities for improved water stewardship.

IN 2023:
288.83
 MEGALITERS GLOBAL OFFICE
 WATER USAGE*

Delivering Sustainable Water Solutions

We assist in providing water supply, management, and treatment solutions that promote responsible water usage and protect water resources. Our experience in engineering and environmental compliance enables us to design and construct wetland treatment systems, stormwater management networks, and industrial and municipal water recycling and reuse facilities. We also conduct modeling and mapping for aquifer recharge and water footprint studies.

SPOTLIGHT ON Water

Garden City Water Reuse

A critical water source for Garden City, Kansas, is the Ogallala Aquifer, which is under severe stress due to historic drought, high temperatures and extensive agricultural use. Facing the imminent threat of water shortages by 2060, Garden City is proactively addressing this challenge by expanding its water portfolio to include wastewater reuse. In collaboration with Burns & McDonnell, the city is implementing a comprehensive wastewater reuse solution. This initiative encompassed pre-award tasks, regulatory and stakeholder coordination, irrigation infrastructure design and implementation, and future-managed aquifer recovery. This strategic approach is helping secure the long-term viability of Garden City's water supply, safeguarding its future and supporting its key stakeholders.

Los Peñasquitos Lagoon Restoration Design and Permitting

The City of San Diego is undertaking the first phase of the Los Peñasquitos Lagoon restoration, targeting restoring 84 acres of salt marsh by 2035, aligning with sediment Total Maximum Daily Load (TMDL) goals. Burns & McDonnell is leveraging local and national design, environmental services proficiency, and strong stakeholder relationships to navigate the permitting process and develop a cost-effective, TMDL-compliant design. Leading a multidisciplinary team, Burns & McDonnell is working to restore valuable

salt marsh and riparian habitats, improve water quality, manage flood hazards, and create educational and recreational opportunities. Utilizing our experience in watershed master planning and water quality improvement, we are developing an ongoing flood plain management facility to control stormflows and sediment, monitoring balanced sediment load reduction, and providing flood hazard mitigation. This comprehensive approach addresses environmental restoration and supports both community and industrial areas.

Westport Stormwater Management Assessment and Study

Westport, one of the oldest neighborhoods in Kansas City, Missouri, faces significant flooding due to extensive urban development that has altered natural drainage paths. To address this, the Westport Regional Business League (WRBL) and the City of Kansas City enlisted Burns & McDonnell to develop a comprehensive stormwater management solution. Burns & McDonnell assembled a team of engineers, urban planners and landscape architects to create an innovative approach. Using a detailed 2D Infoworks ICM model, the team accurately mapped stormwater movement and proposed targeted improvements to reduce flooding. The plan integrates green and gray infrastructure, including underground storage, permeable pavers and stormwater street trees, aligned with the Westport District Plan. This comprehensive solution aims to transform flooding impacts, improve streetscapes, enhance pedestrian safety and maintain historical significance, all while being cost-effective.

*Estimates were calculated using a recently revised methodology incorporating the figure for gallons per office worker per year provided in Energy Star's "U.S. Water Use Intensity by Property Type" June 2023 publication.

Materials Management

Burns & McDonnell promotes waste diversion at our headquarters through our recycling program and by offering composting in our cafeteria. Waste diversion options available at offices outside of our headquarters vary by location.

2023 HEADQUARTERS OFFICE WASTE DISPOSAL AND DIVERSION (IN METRIC TONS)

361.40
WASTE DISPOSAL

37.67
COMINGLED RECYCLING

46.63
SEPARATED PAPER
RECYCLING

11.61
COMPOST

21%

WORLD HEADQUARTERS
DIVERSION RATE

ESTIMATED GLOBAL OFFICE WASTE DISPOSAL*

1,021.79
METRIC TONS

SECURELY SHREDDED AND RECYCLED PAPER ACROSS OFFICE LOCATIONS IN THE U.S.

100.73
METRIC TONS

ELECTRONICS/IT EQUIPMENT FROM OUR U.S. AND CANADA OPERATIONS (IN METRIC TONS)

REFURBISHED
63.79

RECYCLED
24.38



*Estimations are based on the average amount of waste generated per employee from the facilities for which actual office waste disposal data is available.

Delivering Materials Management Solutions

Since 1970, we have successfully completed hundreds of projects involving sustainable materials and solid waste. Our teams help public and private clients create circular economies through waste minimization plans, diversion program development, procurement support, and permitting, design and construction of solid waste facilities such as landfills, transfer stations, material recovery facilities, composting facilities, and waste-to-energy systems.

SPOTLIGHT ON Materials Management

Georgetown Solid Waste Master Plan and Transfer Station Design

The City of Georgetown, Texas, engaged Burns & McDonnell in 2017 to develop the city's first comprehensive solid waste master plan (CSWMP) and a transfer station feasibility study. The CSWMP outlines strategies, for 2018 through 2038, for effective and fiscally responsible solid waste management and minimization for residential and commercial sectors.

The plan evaluated equitable service options for the historic downtown area, incorporating feedback from local businesses. A thorough analysis of current programs, services, and partnership opportunities was conducted alongside a 20-year waste generation forecast covering Travis and Williamson counties.

We set clear goals and objectives, identified alternative strategies, and presented a 20-year implementation and funding plan detailing activities, responsibilities, costs and funding sources. Following the initial feasibility study, Burns & McDonnell designed a new transfer station that will handle refuse, recycling and organics simultaneously; construction began in April 2023.

Newport Beach Trash Interceptor

Upper Newport Bay in California faces significant pollution challenges, as hundreds of tons of trash and contaminants enter San Diego Creek annually. To address this, Burns & McDonnell designed a solar-and-hydro-powered floating trash interceptor. This innovative solution, inspired by successful water wheel conveyors on the East Coast, is tailored to Newport Beach's unique conditions, including extreme storm flows and climate change impacts. The trash interceptor system is engineered to handle sea level rise and facilitate efficient waste transfer from the creek to a landside removal system.

The project required stormwater management, water quality monitoring and solid waste removal. Our comprehensive approach included adaptive flood plain management, extensive environmental compliance activities, and strategic stakeholder engagement, coordinating the project to meet all of the City of Newport Beach's regulatory requirements and community needs. This initiative significantly enhanced water quality and marine health by reducing trash entering the harbor and ocean from San Diego Creek by up to 80%.

Biodiversity

Biodiversity is a key focus of our Environmental Services Group, working to support projects across our company to reduce environmental impacts and enhance biodiversity outcomes.

Our annual Wildlife & Permitting Symposium brings together clients and colleagues focused on planning and permitting our country's renewable energy and transmission infrastructure. The goal of this event has remained the same since we started it in 2016: to facilitate open discussion, share experiences and find solutions to the challenges we all face in creating a safe and sustainable energy future.

This event puts a special focus on wildlife, covering topics specific to threatened and endangered species, vegetation management and pollinator-friendly project development. This event also provides our clients and colleagues with invaluable perspectives and guidance from a variety of federal and state agencies. Key topics covered in 2023 included:

- Natural solutions for solar development (agrivoltaics, stormwater management and managing vegetation for pollinator habitat)
- Wildlife challenges for offshore wind development
- Avian protection
- The transition to renewable energy and the resulting effects on wildlife



The 2023 symposium drew 90 attendees, including clients and individuals from agencies such as U.S. Fish & Wildlife Service (USFWS), Bureau of Land Management (BLM), Bureau of Ocean Energy Management (BOEM), and Association of Fish & Wildlife Agencies (AFWA).



Delivering Nature-Based Solutions

Projects of all types and sizes can impact animal and plant species and their established habitats such as forests, wetlands, streams and creeks. When resource loss or impact to an ecosystem is unavoidable, mitigation and conservation banking can offer alternative ways to provide environmental mitigation — or the conservation of a comparable nearby ecosystem — to conserve, protect and restore wildlife habitats.

Within our Environmental Services Group, our team of consultants and mitigation and conservation bankers can offer preapproved, comprehensive mitigation solutions to meet environmental permitting obligations. A national network of mitigation banks — including conservation banks, wetland banks and turnkey solutions — includes sites that are protected by permanent conservation easements or other mechanisms to see that ecosystem benefits are preserved in perpetuity.

Before mitigation is needed in the first place, our environmental specialists will bring their know-how and attention to detail to all phases of a project including assessments, surveying, site selection, permitting and regulatory work.

SPOTLIGHT ON Mitigation Banking

Wetlands: Park Street Station Mitigation Bank

Burns & McDonnell has created the 240-acre Park Creek Station Mitigation Bank in the Cache la Poudre watershed, north of Fort Collins, Colorado. The bank, located on property owned by Colorado since 1876, features over a mile of Park Creek. Advanced restoration concepts and hydrologic analysis restore uplands, wetlands and emergent wetlands. Design elements encompass vegetation management, invasive species removal and replanting with native species to enhance wetland functions. Grazing pressures have also been removed to aid wetland restoration efforts. Mitigation strategies encompass wetland creation, preservation, rehabilitation, restoration and upland buffer enhancements, maximizing ecological value while addressing water rights and local concerns. The bank features created and restored wetland ecosystems, upland buffer areas, and habitats for protected species.

Joshua Trees: Puzzle Creek Conservation Bank

The Puzzle Creek Conservation Bank is a 324-acre site in Los Angeles County, California, that provides credits to offset the impacts of infrastructure development on western Joshua trees, desert streams and their associated ecosystems. The bank site is home to over 30,000 Joshua trees, desert shrubs and over 4 acres of California Department of Fish and Wildlife (CDFW) jurisdictional dry wash riverbeds. When establishing the bank, our team removed debris to clean up the site and support the natural habitat. Wildlife-friendly fencing was installed around the site to provide additional site protection. When needed, weed management and seeding is implemented to support the habitat.



Sustainability Credentials

Leadership in Energy and Environmental Design (LEED)

Burns & McDonnell has been an active U.S. Green Building Council (USGBC) member since 2005, participating in national, regional and local community events. The USGBC manages the world’s most widely used green building program. Our membership provides all employees with unlimited access to education and resources for continued learning in support of our commitment to the green building mission.

SILVER
USGBC MEMBER

238
PROFESSIONALS WITH LEED CREDENTIALS
(INCLUDING LEED AP, BD+C, ND, O+M
AND GREEN ASSOCIATE)

6
LEED PROJECTS CERTIFIED
IN 2023

Guiding Principles

This program provides certification for sustainable federal buildings, addressing six sustainable principles for new construction and modernization, as well as existing buildings:

- Employ integrated design principles.
- Optimize energy performance.
- Protect and conserve water.
- Enhance the indoor environmental quality.
- Reduce the environmental impact of materials.
- Assess and consider building resilience.



**CERTIFIED
IN 2023:** **1** **GUIDING PRINCIPLES
(GBCI) PROJECT**



Envision

Burns & McDonnell is a charter member of the Institute for Sustainable Infrastructure (ISI), a nonprofit founded by the American Public Works Association, the American Society of Civil Engineers and the American Council of Engineering Companies. ISI developed Envision, a sustainability framework and rating system for infrastructure development.

Professionals who earn the Envision Sustainability Professional (ENV SP) credential are certified in their knowledge of approaches for delivering sustainable, resilient and equitable infrastructure. ISI also verifies projects that follow the Envision framework, showing that the work has followed environmental, social and economic standards. Burns & McDonnell offers Envision training, and has Envision verifiers on staff who provide verification services to ISI.

Other Sustainability Credentials*

In addition to Envision and LEED, we have professionals with Green Globe Auditor & Consultant, SITES AP, WELL AP, TRUE Advisor, BREEAM Infrastructure Assessor, Fitwel Ambassador, Just Communities AP and Certified Climate Change Professional credentials.

Sustainability Unlocked

In 2023, Burns & McDonnell purchased licenses to a third-party platform that provides ESG and sustainability training to employees. Our Environmental Services Group led the way by assigning training for all its employees, covering topics such as climate change, climate risk management, biodiversity and natural capital. Through the platform, we provide our employees access to up-to-date curated sustainability content from a global perspective. By year's end, 428 employees had completed trainings on the platform.

*Credential information is based on self-reported employee data.

105
ENVISION SUSTAINABILITY
PROFESSIONALS (ENV SPs)

2
ENVISION-CERTIFIED
PROJECTS IN 2023



COMMUNITY

We have worked relentlessly since 1898 to make our clients and communities successful, because we know safe, essential infrastructure is the foundation of a flourishing society. This section tells the story of how we invest our time and money in ways to purposefully evolve this world — for our clients, communities and each other.



Community Investment

The Burns & McDonnell Foundation strengthens communities in hundreds of distinct geographic areas where our employees live and work. Giving back is a privilege and a personal commitment that beats in the heart of each one of us. We support communities through three strategic focus areas: inspiring the next generation of STEM professionals, cultivating vibrant and healthy communities, and advancing civic initiatives.

2023 COMMUNITY INVESTMENT

<p>\$11M EMPLOYEE-OWNERS' TOTAL CHARITY IMPACT</p>	<p>\$461K IN MATCHING GIFTS</p> <p>Our Matching Gifts program doubles an employee's personal donation, up to \$300 a year, to a nonprofit (nonpolitical and nonreligious) that the employee personally supports. This allows for a very broad impact across a diverse spectrum of causes in communities across the U.S., allowing employees to direct and amplify the impact of their giving.</p>
<p>\$383K FROM CHARITY OF CHOICE</p> <p>Every year, we embark on a companywide effort in the U.S. to give to one amazing cause. Each of our offices designates one charity — our Charity of Choice — which becomes the focus of a campaign that involves both raising funds and volunteer opportunities. In 2023, we partnered with organizations that strengthen the lives of foster children. More than 400,000 children are in foster care in the U.S. Many of these vulnerable children struggle with physical and emotional hurdles and are left uncertain about their futures. Our employees, through their donations, showed they cared.</p>	<p>950 UNITS OF BLOOD DONATED</p>
<p>\$700K IN STEM GRANTS</p> <p>We awarded STEM grants to 26 communities across the U.S. through Project Lead the Way (PLTW) and our National STEM Grant program.</p>	<p>\$297.5K ON GIVING TUESDAY</p> <p>In the spirit of giving, we surprised U.S. employee-owners with \$50 to donate to a charity of their choice on behalf of the Burns & McDonnell Foundation. More than 104 charities in communities across the U.S. received donations.</p>



SPOTLIGHT ON Community Initiatives

United Way

Making a tangible difference by improving the overall well-being of individuals and families in need is at the heart of what the United Way does. Donations help fund critical initiatives such as providing access to education, addressing homelessness, supporting mental health programs and more.

Burns & McDonnell supports United Way because of its widespread reach, its high ratings for efficiency and its commitment to returns on community investment. Our employees united in 2023 to donate a record-breaking \$5.1 million to United Way affiliates across the United States.

SPOTLIGHT ON STEM

Battle of the Brains

The Burns & McDonnell Battle of the Brains program opened its seventh exhibit, Riveting Robots — a hands-on exploration of robotics, inspired by kids and built by Burns & McDonnell — at Science City in Kansas City, Missouri. The program provided volunteers and curricula to 240 schools in the region, with 6,400 K-12 students dreaming up ideas for new STEM-themed exhibits; 20 finalists shared more than \$150,000 in grants for STEM education. Also in 2023, the competition launched its next cycle, drawing 740 submissions from 6,800 students.



Employees

Year after year, employees consistently say Burns & McDonnell is a great place to work.

A survey conducted by Great Place to Work (GPTW) evaluated employee responses regarding issues including trustworthiness, caring and fairness of the company in times of crises; employees' physical, emotional and financial health; and broader community impact. In particular, GPTW assessed how employees' experiences varied depending on their job role, gender, race/ethnicity, payroll status and other characteristics. The purpose of the survey is to determine whether we are creating a great workplace.

- The year 2023 was the first time employees participated from AZCO and Constructors, as well as from our offices in Canada, Mexico and the United Kingdom. Our employees in India participate in a similar survey.
- The percentage of employees participating in the survey rose from 60% in 2022 to 77% in 2023.
- Across all categories, our scores increased or stayed the same with a higher participation rate.

In India, we were recognized in 2023 among mid-sized companies in the Top 25 of India's Best Workplaces in Building a Culture of Innovation by All; we were also proud to be named one of the Best Workplaces in Professional Services. Burns & McDonnell India has been certified as a Great Place to Work since 2017.

Our ongoing recognitions as an excellent place to work are an indicator of the degree of satisfaction and affinity our employees have for our company, confirming factors that contribute to our overall high rate of employee retention.

96%
RETENTION RATE*

* Based upon Burns & McDonnell Engineering full-time, employee-owners' retention rate.
 ** Excludes craft or contingent workers with the exception of contingent workers in India.
 † Excludes contingent workers, craft workers and interns.

2023 STAFFING AND HIRING

12,108
TOTAL EMPLOYEES**

2,415
HIRES†

738
INTERN HIRES



According to the Great Place to Work Trust Index survey completed in July 2023, **92%** of participating employees said Burns & McDonnell is a great place to work, up from **89%** in 2022.

Diversity, Equity & Inclusion

At Burns & McDonnell, our commitment to building a diverse and equitable future for all is unwavering.

We strive to cultivate an inclusive culture, where everyone feels valued, respected and engaged, where our collective diversity is a catalyst for innovation, and our varied perspectives lead to better solutions for our clients, our communities and our people.

Our goal is to be a diverse workforce that is representative, at all position levels. We are proud to be an Equal Employment Opportunity employer. We celebrate diversity and it is our policy to offer equal opportunity in all areas of employment to qualified individuals, regardless of race, color, religion, sex, age, national origin, protected veterans status, sexual orientation, gender identity, disability, or other classes protected by applicable law.

Through our internal DE&I organizations — The DE&I Alliance and employee resource groups — our employees have opportunities to connect with and advance our collective DE&I efforts. The DE&I Alliance (The Alliance) is the governing body on diversity, equity and inclusion at Burns & McDonnell. The Alliance is a collaborative space for employees to work together as a committee to build a more inclusive workplace. The Alliance representatives are selected through an equitable application process and approved by business groups and regional office leadership.

There are eight employee resource groups (ERGs) that empower employees to feel seen, heard and appreciated. Our ERGs include:

- &Proud (supports LGBTQIA+)
- Abled and DisAbled Allies Partnering Together (ADAPT)
- Asian Pacific Islander (API)
- Black Professionals Network (BPN)
- Latinx Aspiring to Thrive, Inspire & Network for eXcellence (LATINX)
- New Blue (supports employee-owners 0-5 years)
- Network of Women (NOW)
- Veterans Empowered to Serve (VETS)



At Burns & McDonnell, we continue to build a culture of belonging. Our employees invest their time and advocacy into this work, making our company and our communities stronger.

These ERGs fall under the purview of The Alliance and are voluntary, inclusive communities developed and led by employees. Although ERGs are formed around a shared affinity, each group is open to all employees. They work together to help build client and community engagement and encourage a positive employee experience for all.

In 2023, our programming included large-scale events organized by The Alliance, like the Allyship Panel and MLK Day celebration with Aisha Bowe, to grassroots ERG efforts highlighting dynamic Black women for the HERstory series and celebrating the multicultural aspects of Lunar New Year. These collective efforts are the backbone of our continued cultural evolution.

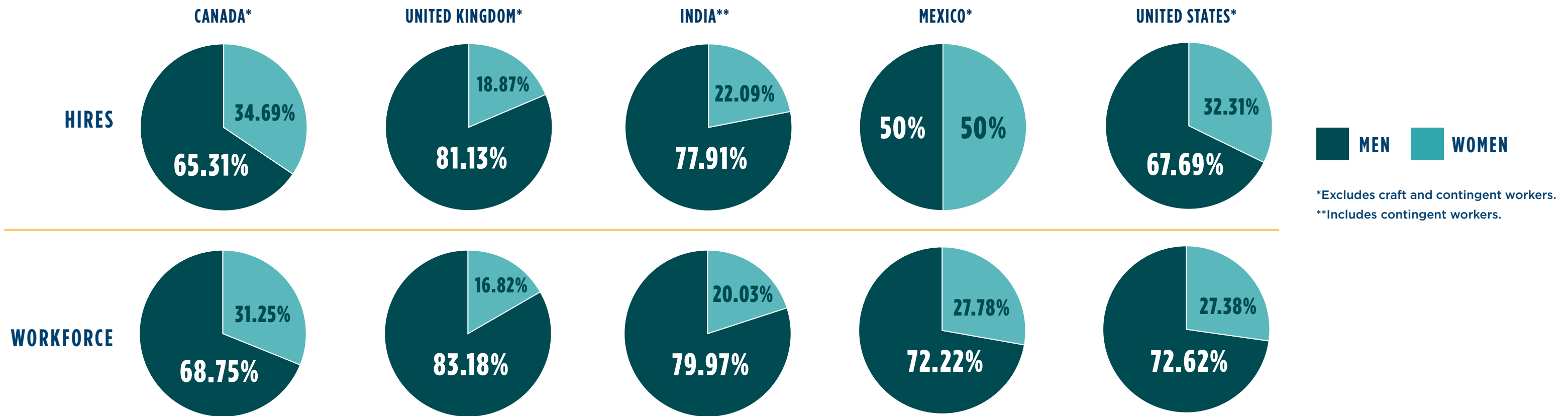
Adopting a continuous learning mindset is crucial to building a truly inclusive culture where everyone feels like they belong. In 2023, we also continued our development with a series of brief educational videos that elevated our perspectives on allyship, the power of storytelling and mental health awareness. The Inclusion Moments for All Library is a collection of resources designed to facilitate conversations and increase awareness on various DE&I-related topics. Inclusion Moments continue to be an integral part of our culture in 2023, increasing awareness on a variety of cultural topics, with our library expanding to more than 50 topics.

Recruitment and Workforce Demographics

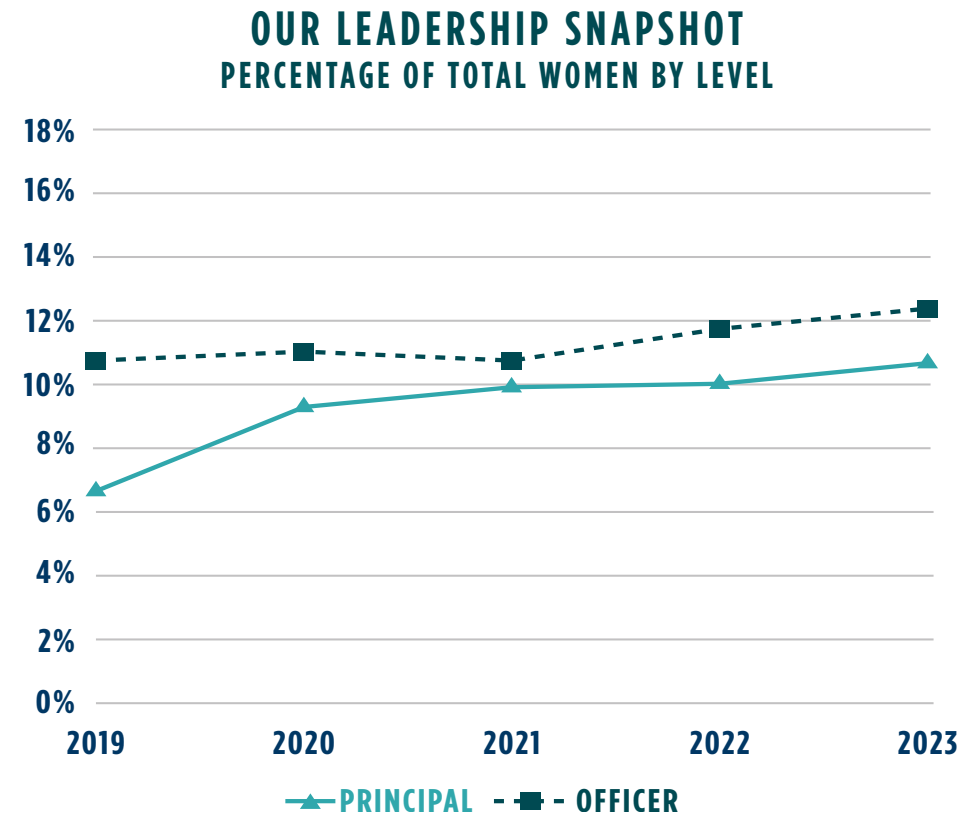
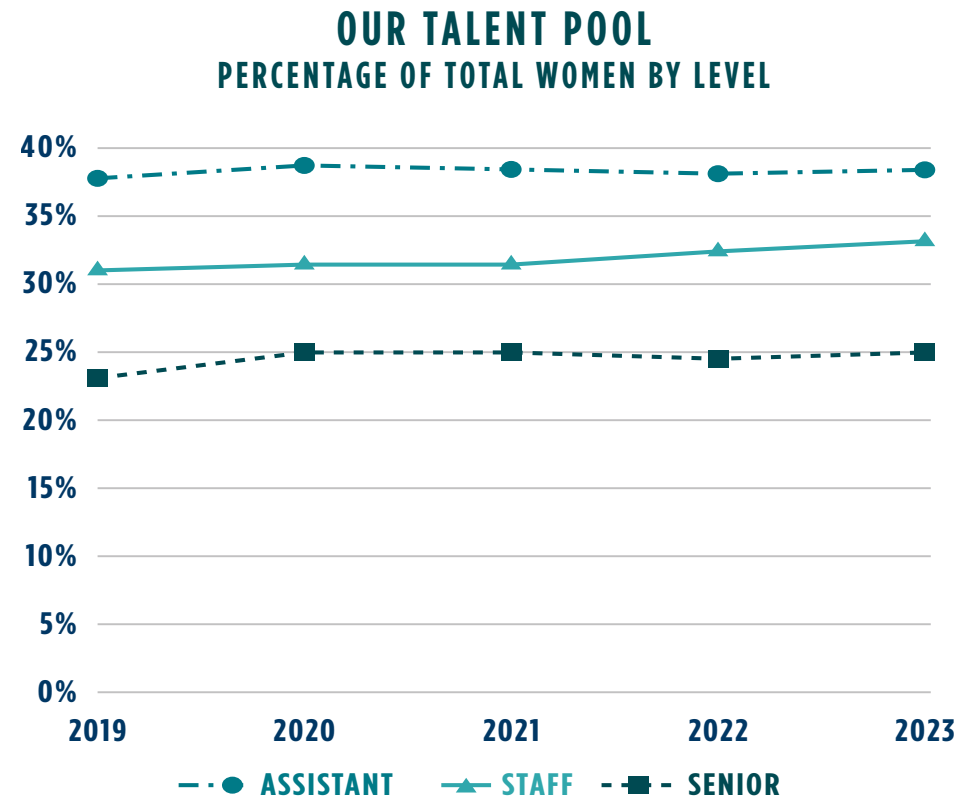
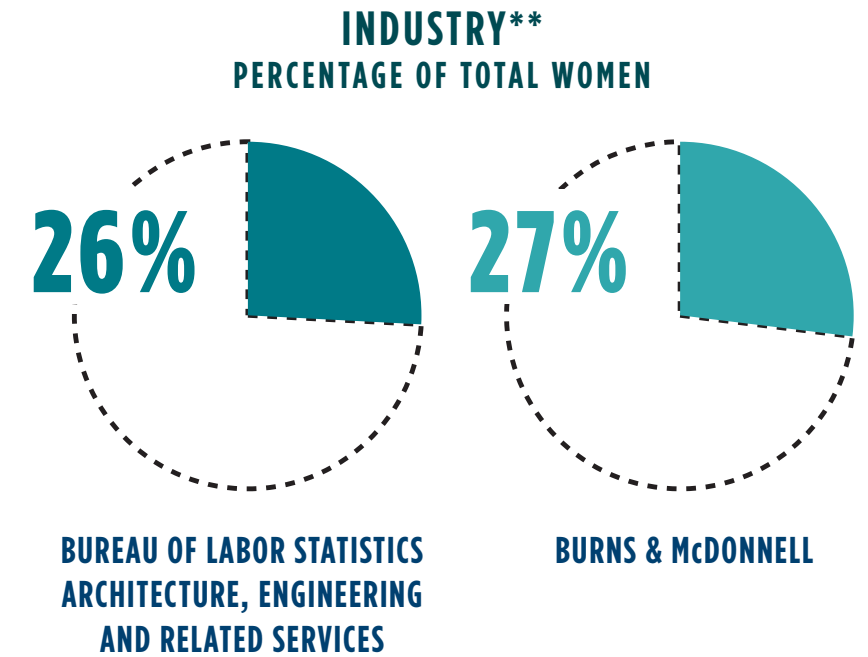
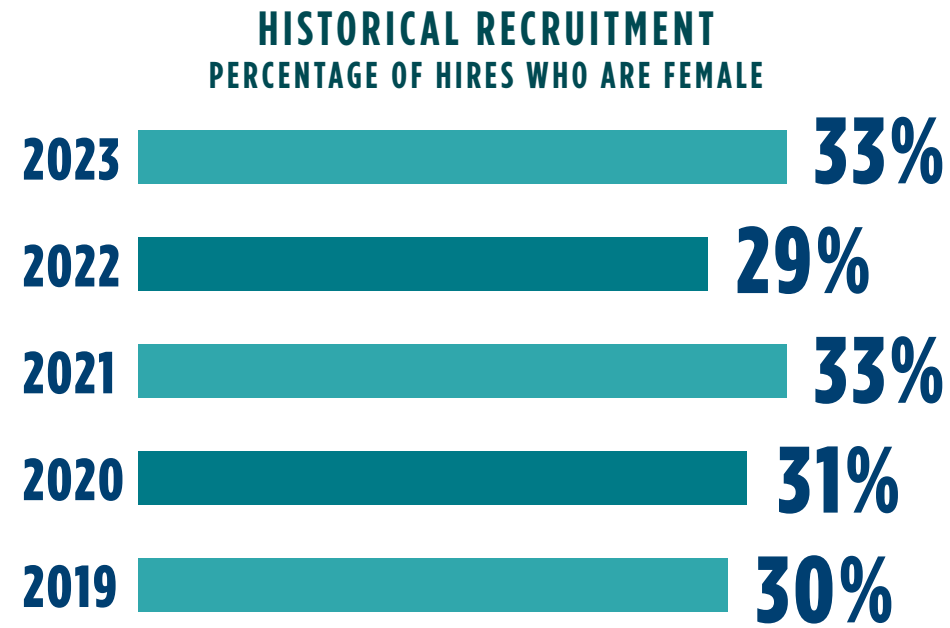
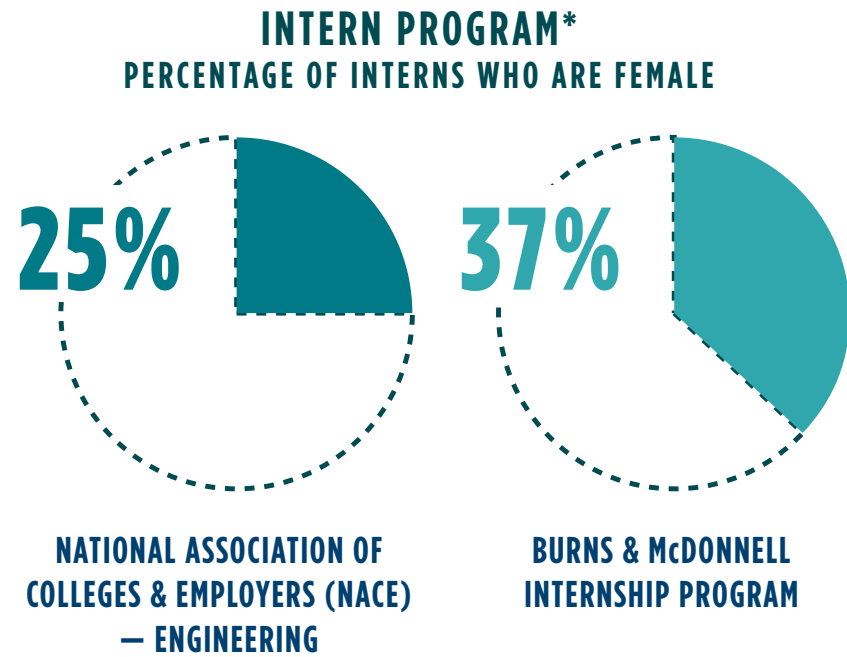
When it comes to recruiting, we strive to maintain a culture of inclusion inside our company, and we have designed our recruitment processes to deliver an increasingly diverse pool of employees. We incorporate a range of targeted recruitment sources, including minority and women’s organizations, college diversity advisory committees, career fairs, conferences, employment agencies and job postings. We also engage precollege students, empowering them to follow STEM paths because we know the strength of tomorrow’s leaders depends on their diverse and collective vision.

As a result of our diversity efforts, we received the following awards in 2023.

- Top 50 Employers in *STEM Workforce Diversity Magazine* (No. 9)
- Top 50 Employers in *Careers & the disABLED Magazine* (No. 49)



Demographics — Women



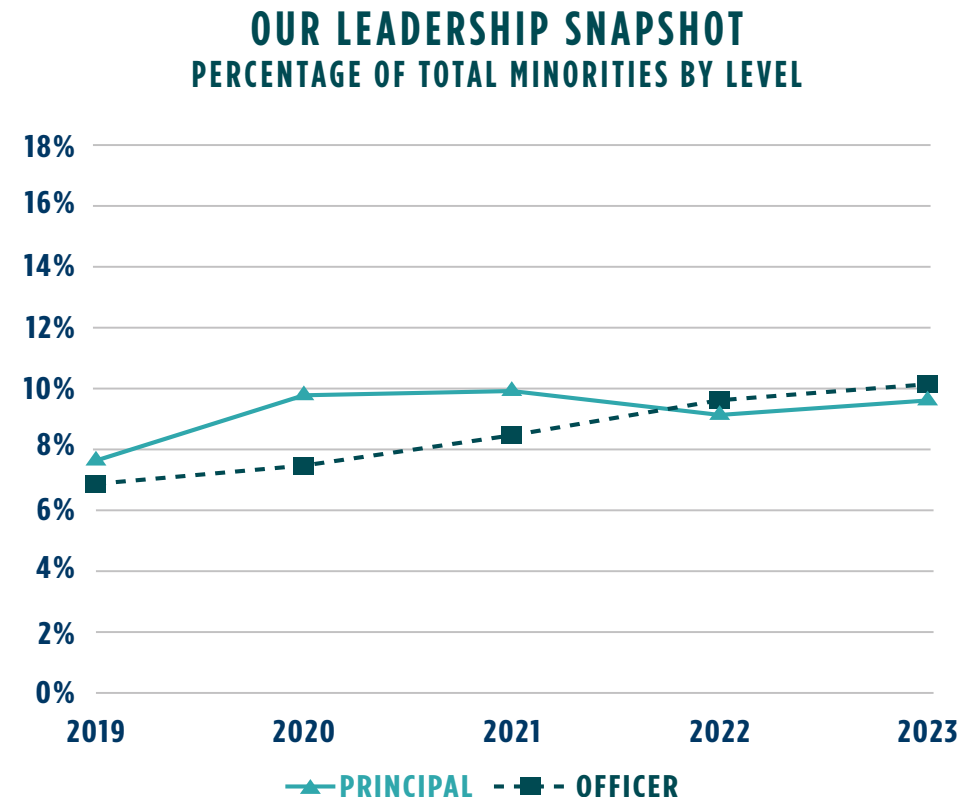
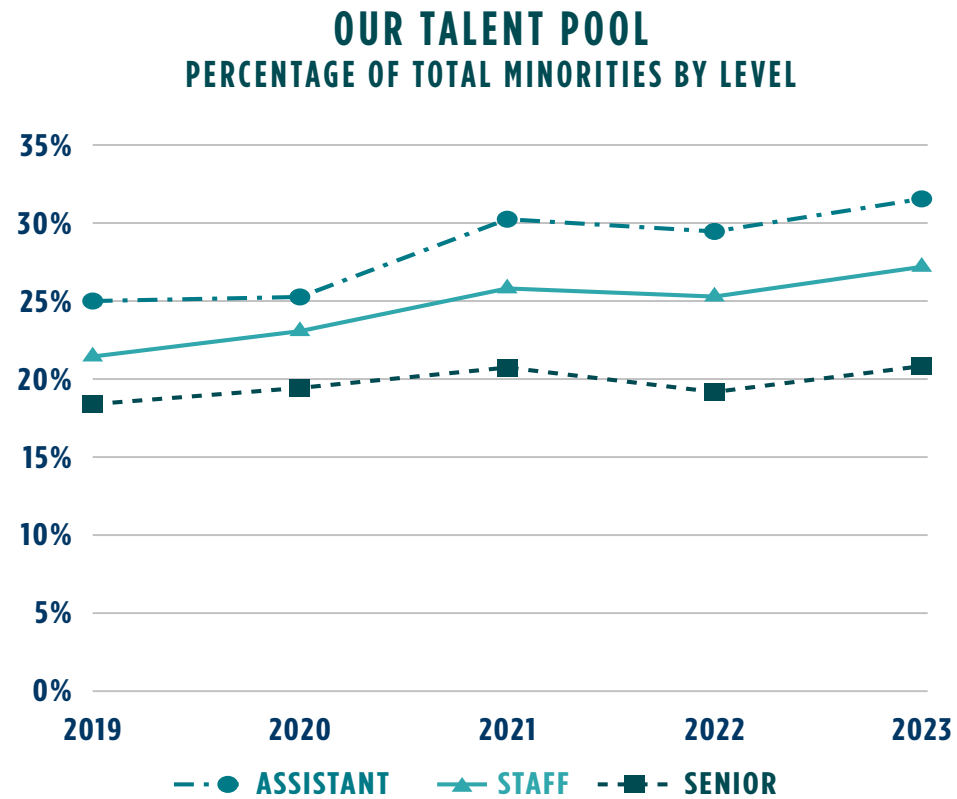
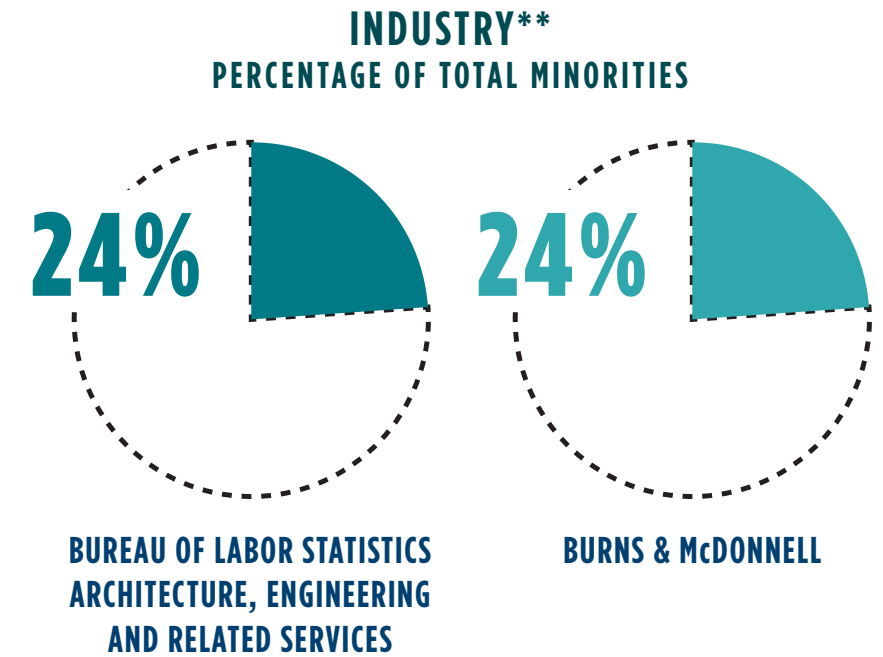
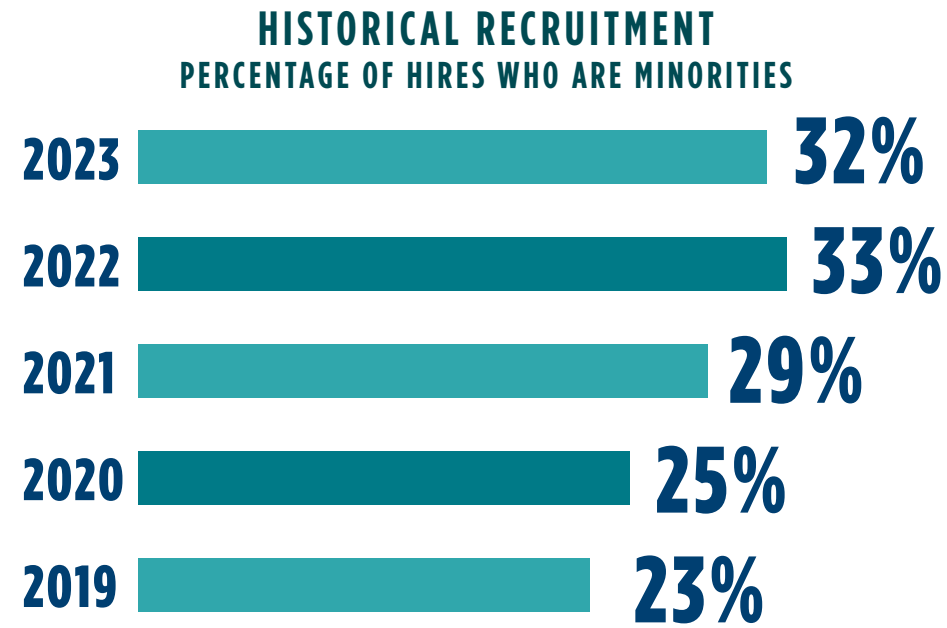
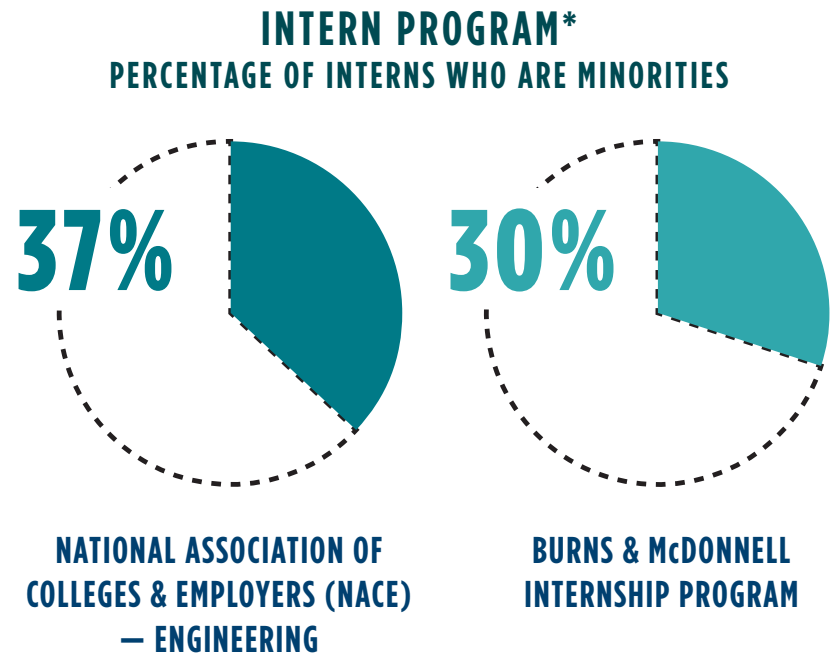
Note: Our principals are employees at a senior level of leadership recognized for outstanding performance and technical excellence.

*We use National Association of Colleges & Employers (NACE) data to benchmark the available intern and new graduate talent pool.

**We use Bureau of Labor Statistics data in architecture, engineering and related services to benchmark the available AEC industry workforce. Data rounded to the nearest percentage.

Note: For all data on this page, AZCO, Constructors, international subsidiaries and contingent workers are not included. All employee data follows U.S. federal self-identification guidelines.

Demographics — Minorities



Note: Our principals are employees at a senior level of leadership recognized for outstanding performance and technical excellence.

*We use National Association of Colleges & Employers (NACE) data to benchmark the available intern and new graduate talent pool.

**We use Bureau of Labor Statistics data in architecture, engineering and related services to benchmark the available AEC industry workforce.

Note: For all data on this page, AZCO, Constructors, international subsidiaries and contingent workers are not included. All employee data follows U.S. federal self-identification guidelines.

Health and Wellness

At Burns & McDonnell, health and wellness is more than just a program.

Our goal is to help employees take ownership of their health by developing programs and initiatives that enable them to reach their goals and feel great. In alignment with our ownership culture, we call this ongoing initiative “Own Your Health.”

Our wellness incentive program in the U.S., for example, allows employees that participate and engage throughout the year to earn a monthly premium discount on their health insurance for the following year. We offer many family friendly amenities as well, including an on-site health center and pharmacy,* and on-site fitness centers for over 70% of our employees. We also host flu shot clinics and provide dermatology, biometric and mammogram screenings at our world headquarters.

Burns & McDonnell understands a healthy work-life balance is important and our Employee Assistance Program (EAP) supplies the tools employees need to maintain a healthy mindset. The SupportLinc program helps employees and family members resolve everyday issues through a one-stop, online portal that offers access to: short-term counseling, financial planning, legal consulting, emotional fitness support, personalized coaching and other critical resources.**



In addition to the benefits highlighted, we also offer all our employees access to wellness program activities. Through our various wellness offerings, employees can better understand their health status and risk factors as well as participate in educational opportunities throughout the year.

HIGH-LEVEL SUMMARY OF THE BENEFITS WE OFFER TO OUR EMPLOYEES ACROSS THE WORLD†

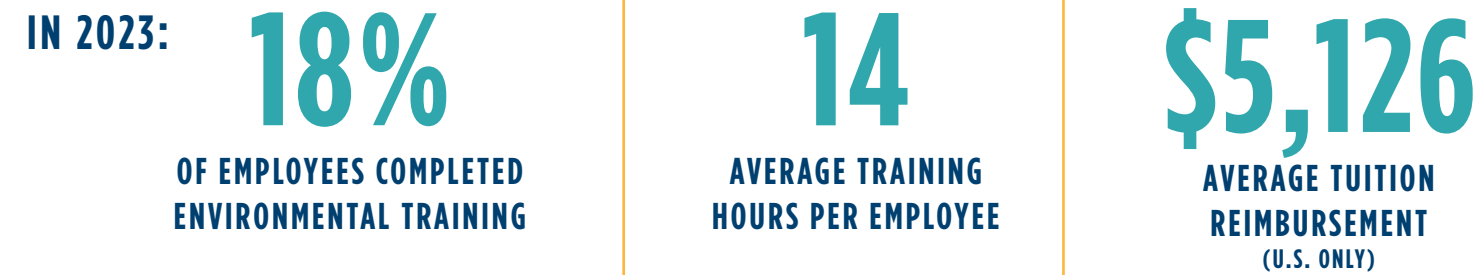
United States	Mexico	United Kingdom	Canada	India
<ul style="list-style-type: none"> • Medical, Dental, Vision • Business Travel • Flexible Spending Account & Health Savings Account • Life & Disability Insurance • Short- & Long-Term Disability • Group Accident, Hospital Indemnity & Legal • Adoption Reimbursement • Paid Parental Leave • Paid Time Off & Holiday Pay • Employee Assistance Program • Recognition Program 	<ul style="list-style-type: none"> • Major Medical Expense Reimbursement • Business Travel • Life & Disability Insurance • Paid Time Off & Holiday Pay 	<ul style="list-style-type: none"> • Private Medical & Dental Coverage • Business Travel • Employee Assistance Program • Life Assurance • Sickness Pay • Income Protection • Paid Time Off & Holiday Pay • Recognition Program 	<ul style="list-style-type: none"> • Extended Health Care • Dental & Vision Coverage • Business Travel • Employee Assistance Program • Life & Disability Insurance • Short- & Long-Term Disability • Paid Time Off & Holiday Pay • Vacation Pay • Recognition Program 	<ul style="list-style-type: none"> • Extended Health Care • Dental & Vision Coverage • Business Travel • Employee Assistance Program • Life & Disability Insurance • Short- & Long-Term Disability • Paid Time Off & Holiday Pay • Vacation

* World headquarters only
 **U.S. only

†This is not a comprehensive list of all benefits offered, rather a summary of the primary coverage options available. This table does not present benefits offered to AZCO union or Constructors craft workers.

Professional Development

In addition to on-the-job training, field assignments and a variety of informal methods for upgrading skills, we offer training and leadership development programs in many formats to help employees cultivate knowledge, skills and abilities at Burns & McDonnell. We also provide financial assistance to employees taking higher education courses.



Training data includes all employees globally, with the exception of our craft workers.

DiSC Assessment

This measurement tool is a valuable behavior styles assessment that can play a key role in identifying and nurturing future leaders, improving workplace communications and fostering deeper self-awareness and insights. Its use throughout the company has enhanced the work environment by boosting productivity and effectiveness in the workplace.

CliftonStrengths

At our U.S. locations, 4,962 employees have taken the CliftonStrengths assessment, which outlines each employee's top talents. When applied productively, this leads to greater engagement, productivity and satisfaction. At Burns & McDonnell, we invite employees to take the assessment and participate in group debrief sessions. Assessments such as these help employees identify ways to connect and work with colleagues and help uncover strengths that can be fine-tuned throughout their career, including when looking ahead to potential leadership roles.



Leadership Development

We offer leadership development programs at the corporate and regional levels.

Amplify Leadership

Amplify Leadership focuses on developing our next generation of leaders by providing a series of development experiences that includes workshops, cohort projects, discussions led by senior leaders and opportunities to engage with other leaders throughout Burns & McDonnell. Participants are chosen blindly through an open application process with transparent selection criteria and a broadly represented selection committee.

50
PARTICIPANTS

15
HOURS OF CAPSTONE
TRAINING PER PARTICIPANT

38
HOURS OF TRAINING
PER PARTICIPANT

Emerging Leaders

This initiative aims to cultivate dynamic leaders by emphasizing the profound impact relationships have within our organization. Participants immerse themselves in comprehensive modules designed to fortify their business acumen while honing the intricate skills that define leadership. Through interactive sessions, book studies and networking events, individuals gain invaluable insights on effective leadership within our firm.

34
PARTICIPANTS

64
HOURS OF TRAINING
PER PARTICIPANT



“Our 2023 Principal Class leads by example, fostering a culture of trust and collaboration. Their contributions advance our firm and this designation is a testament to their hard work and vision.”

Leslie M. Duke
Chair and CEO

Principals Program

This program is designed and delivered by the leadership of a third-party organization. This custom experience is consistent with the most modern principles of adult learning and development. The program involves a combination of leadership assessments, large group development experiences (in-person), small group coaching sessions (virtual), and self-guided individual work between sessions. Objectives include building self-awareness, strengthening the skills needed to be a coaching leader and a strategic leader and creating interdepartmental connection through learning with and from one another.

Officer Development

This program was designed specifically for officers at Burns & McDonnell and is delivered in partnership with a consultant who has extensive experience in executive development. During the program, new officers engage in individual and group activities and spend time with an executive coach. This program combines executive assessments, individual executive coaching and experiential learning to enhance leadership capabilities.

We recognize the impact the industries we are a part of can have on communities. From reducing waste to prioritizing worker safety, our vision is to lead by example, demonstrating it is possible to build responsibly while delivering high-quality projects for clients.

Learn more [here](#) about how we support a sustainable future.

