



2024 GLOBAL SUSTAINABILITY REPORT

Building a Sustainable Future





Message From Our Chair and CEO

At Burns & McDonnell, we measure success by the success of our clients. Every project we deliver — whether it is a utility-scale solar installation, a clean water treatment plant or a resilient grid upgrade — begins with a question: How can we help our clients build a stronger and more resilient future?

Our focus is evident throughout the stories and strategies highlighted in this year's Global Sustainability Report. In 2024, we supported more than 24,000 projects around the world — each one shaped by deep collaboration, technical excellence and a long-term view of value. With \$7.2 billion in revenue and 75+ global offices, we are growing in ways allowing us to serve our clients better and more comprehensively than ever before.

Our strength stems from being 100% employee-owned. Our ownership mentality drives accountability, innovation and care in every client engagement. We understand the trust our clients place in us, and we are committed to earning it every day through safety, quality and enduring solutions. We uphold our commitment to safety through expanded training, increased employee engagement and a continued focus on safe work practices.

In our report, you will read about projects such as the Port of San Diego's Climate Action Plan Implementation Strategy, a world-leading Sustainable Aviation Fuel facility and Alliant Energy solar installations certified Envision Platinum by the Institute for Sustainable Infrastructure. These projects reflect a shared responsibility: clients leaning into bold goals, and our teams bringing the experience to help get there — safely, efficiently and sustainably.

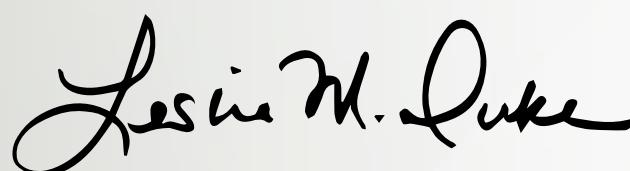
Our commitment to collaboration extends beyond project teams. In 2024, our professionals continued to serve as leaders in global industry organizations — including CIGRE, ASHRAE, IEEE and the Carbon Leadership Forum — advancing standards and best practices to help our clients navigate emerging regulations and technologies. We also continued our investment in innovation through platforms like Energy Impact Partners, where we join clients in shaping the next generation of clean tech solutions.

Just as we support our clients, we remain dedicated to the communities we serve. The Burns & McDonnell Foundation contributed \$11 million in charitable giving in 2024, and our employee-owners volunteered thousands of hours to meet community needs. From STEM education to environmental restoration and civic initiatives, our teams stepped up to create meaningful, local impact.

This year's Global Sustainability Report reflects these important efforts, projects and initiatives — and the people behind them. We're proud to share insight into the strategies, data and projects defining how we support clients and communities today and plan for a better tomorrow.

To our clients: Thank you for your trust. We are proud to stand with you in solving complex challenges, pursuing ambitious goals and creating the infrastructure of the future.

With appreciation,



Leslie M. Duke
Chair & CEO
Burns & McDonnell



Contents

We are proud to present 2024 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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*In 2022, Burns & McDonnell conducted a materiality assessment to identify and prioritize sustainability topics, impacts and opportunities. The assessment engaged stakeholders across multiple business functions and evaluated each topic based on its significance to our operations and its importance to external stakeholders.

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WHO WE ARE //

Our Organization

Burns & McDonnell is a family of companies that designs and builds critical infrastructure worldwide. Our team — including engineers, architects, construction professionals, planners, technologists, environmental professionals and scientists — delivers the systems that help communities thrive. Since 1898, we've been dedicated to improving quality of life through safe, essential infrastructure. As a 100% employee-owned firm, each professional brings an ownership mentality to every project. This collective drive has earned us a strong safety reputation and a leadership role among architecture, engineering and construction firms. With more than 75 offices globally, we remain focused on making our clients and communities successful.

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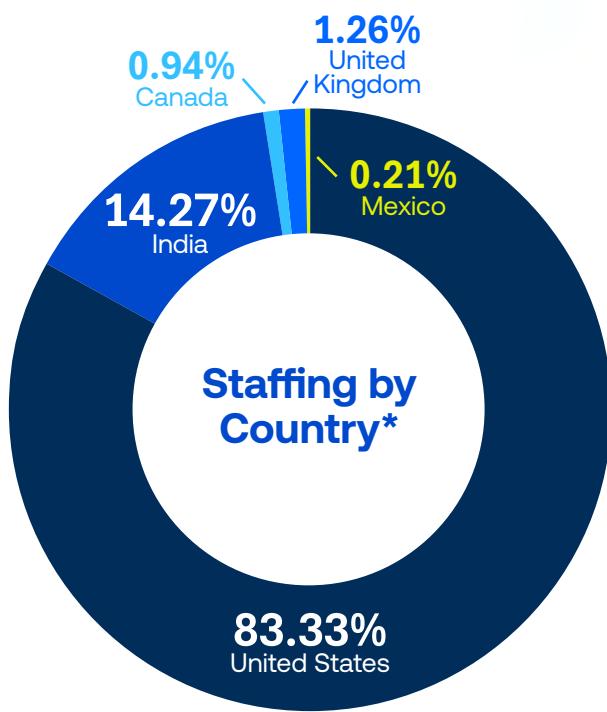
**BURNS
MCDONNELL**

AZCO

Global Operations

Headquartered in Kansas City, Missouri — where the organization was founded in 1898 — Burns & McDonnell continues to expand its global reach.

The growth of our global presence is rooted in an intent to serve clients where they operate and to build lasting value in the communities we call home.



*Percentages for Canada, the United Kingdom, Mexico and the United States do not include craft or contingent workers. The percentage for India does include contingent workers.



Ownership and Governance

As employee-owners, we share a vested interest in the long-term success of the organization. Since transitioning to employee ownership in 1986, Burns & McDonnell has experienced sustained growth driven by shared purpose, accountability and the entrepreneurial spirit of our people.

Our 100% employee-owned structure is supported by an engaged governance model. A board of directors, chaired by our CEO, works in concert with our leadership team of officers and principals to guide strategic decision-making. This structure is reinforced by a network of employee representatives and advocates who meet quarterly to focus on priorities such as employee wellness, giving back, supporting a culture of trust and amplifying employee voices. These representatives act as conduits for dialogue and innovation across the organization and are empowered to champion employee perspectives and promote open communication.

Employee-owners also participate in an annual shareholders meeting and a fall financial briefing, providing consistent opportunities for connection and ownership engagement.

In 2024, Burns & McDonnell was honored for a third consecutive year as a U.S. Best Managed Company by Deloitte Private and *The Wall Street Journal*. This recognition highlights strength in strategy, operational excellence, safety, innovation, a broad range of services and leadership development, while affirming our role as a trusted partner to clients and communities.

Financial Strength

Through our employee stock ownership plan (ESOP), employee-owners participate directly in the organization's financial success. All eligible employees are automatically enrolled in the plan. At the end of each year, the firm makes a cash contribution to the ESOP, which is then allocated to employee-owners. Operating under a fully employee-owned structure since 1986, the firm emphasizes long-term stability, consistent contributions to the ESOP, and a workplace culture grounded in shared accountability and lasting value creation.

2024 Represented Another Year of Strong Growth and Performance

\$7.2B

revenue produced

24K

projects supported

1,566

people hired*

75+

offices globally

*Excludes contingent workers, craft workers and interns.



Board of Directors

**Leslie M. Duke**

Chair and CEO

As chair and CEO, Leslie directs firmwide operations and strategy, guiding market expansion, client solutions and talent development while advancing a culture rooted in ownership, accountability, innovation and long-term performance.

**Chris Baxter**

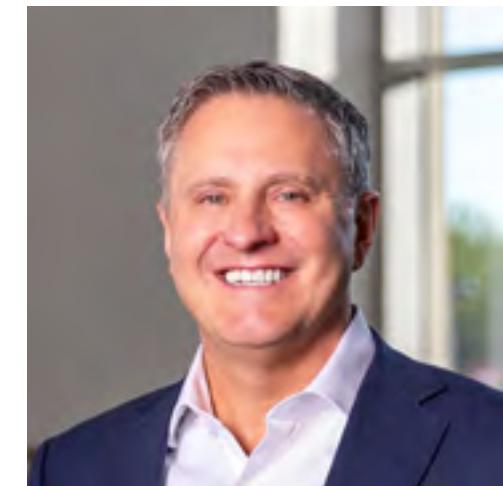
Chief Risk Officer

Chris serves as the firm's first chief risk officer, applying decades of experience in technical and legal risk management to guide project selection, strengthen risk evaluation and inform strategic decisions that create long-term value for clients.

**Jamey Bertram**

Senior Vice President

Jamey leads a team of more than 3,500 professionals as general manager of the Transmission & Distribution Group, guiding business growth, client partnerships and critical infrastructure projects that enhance energy reliability for communities around the world.

**Paul Fischer**

Chief Operating Officer

Paul leads operations across the Americas and major markets, guiding long-term strategy and growth after helping expand the firm's national geographic footprint.

**Steve Gross**

External Board Member

Steve supports the firm's employee ownership culture by defining organizational strategy and developing talent programs that reflect our values, drawing on more than 20 years of global consulting experience.

**Renita Mollman**

Chief Administrative Officer

Renita leads as chief administrative officer, overseeing corporate operations that support more than 12,000 employees. She drives alignment across business functions and brings decades of experience advancing strategy, growth and workforce development.

**Alissa Schuessler**

Chief Financial Officer

Alissa guides the firm's financial strategy to support global growth and complex projects. She has built a high-performing team, strengthened financial controls and advanced leadership development across the organization.

Sustainability Management



Scott Newland

Corporate Sustainability Officer in Charge,
Senior Vice President

Scott serves as an executive sponsor of the sustainability department. He coordinates with and reports to corporate leadership on sustainability strategy and organizational alignment.



Mark Van Dyne

Vice President, Environmental Services Group

Mark serves as an executive sponsor of the sustainability department. He collaborates with corporate leadership to support sustainability priorities across the organization.



Laura Drescher

Sustainability Department Manager

Laura manages the sustainability department, directing internal sustainability initiatives and overseeing client-facing sustainability services.



Julee Koncak

Vice President, Community Relations

Julee leads community engagement through the Burns & McDonnell Foundation. She connects Burns & McDonnell with communities where we live and work by leading outreach efforts, engaging stakeholders and implementing initiatives that align with the organization's values.



Leon Harden

Employee Experience Manager

Leon oversees strategies to enhance engagement, belonging and performance. He captures employee sentiment and partners across the firm to embed feedback into programs and initiatives that support a welcoming culture.



Kelly Jeffcote

Chief Procurement Officer

Kelly oversees procurement operations and supplier engagement activities. She manages sourcing, negotiations and acquisition processes. Her team follows principles of cost-effectiveness, quality and compliance in adhering to our Supplier Code of Conduct and meeting client requirements.



Tammy Martin

Strategic Partners Program Director

Tammy builds and maintains relationships with strategic partners while enhancing collaboration across the firm. She leverages nearly 20 years of supply chain management leadership to align sourcing strategies, optimize supplier performance and strengthen partnerships.

Industry Rankings and Awards

Burns & McDonnell consistently ranks among leading design and construction firms in the U.S. Rankings are based on *Engineering News-Record's* 2025 Top Lists, which report 2024 results.

#7 Top 500 Design Firms

#19 Top 100 Green Buildings Design Firms

#28 Top 200 Environmental Firms

Design Industry-Specific Lists

#1 in Power

#5 in Wind Power

#11 in Airports

#1 in Transmission and Distribution

#7 in Clean Air Compliance

#12 in Wastewater Treatment

#1 in Battery Storage

#7 in Cogeneration

#19 in Sewer and Waste

#2 in Data Centers

#8 in Solar Power

#20 in Hazardous Waste

#4 in Chemical and Soil Remediation Contractors

#10 in Site Assessment and Compliance

#24 in Water Supply

Burns & McDonnell Recognized for Environmental Contributions

Burns & McDonnell received four [2024 Business Achievement Awards](#) — two from *Environmental Business Journal* and two from *Climate Change Business Journal* — honoring leadership in sustainability and climate solutions. Recognized efforts included regulatory leadership in coal combustion residuals compliance, Earth Day volunteerism across three countries, and innovative project delivery in direct air capture and ecological resilience. The awards reflect our firm's intent to advance environmental performance through technical excellence, stakeholder collaboration and long-term community impact.



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 section to explore our work in the following markets.

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

Click the logos 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.



SPOTLIGHT
Port of San Diego Climate Action Plan Implementation Strategy

Burns & McDonnell prepared a focused implementation strategy for the Port of San Diego's Climate Action Plan. The team reviewed the Port's greenhouse gas inventory, pinpointed high-impact emission sources, and assessed potential solutions at facilities owned and operated by the Port. Options such as energy-efficiency upgrades, renewable energy procurement, fleet electrification and charging infrastructure deployment were evaluated for capital cost, operational savings, emission reduction potential and practical feasibility. The outcome was a prioritized project matrix paired with a recommended timeline to help the Port advance measurable carbon-reduction goals.

Sustainability Initiatives

Sustainable Design

Burns & McDonnell draws on a broad base of in-house knowledge to deliver sustainable design for projects ranging from commercial buildings to major infrastructure. Project teams weigh low-impact materials, efficient systems, and resilient design strategies while taking into account project locale, operational needs and client priorities. Burns & McDonnell utilizes an integrative approach to align stakeholders and technical professionals, reducing life-cycle costs, minimizing environmental footprints and building operational resilience.

Burns & McDonnell supports clients pursuing third-party sustainability certifications by maintaining an actively credentialed staff and regularly engaging in industry-recognized certification programs.

LEED

Burns & McDonnell advances sustainable building design and construction by guiding projects through the Leadership in Energy and Environmental Design (LEED) certification process.

Burns & McDonnell is a LEED Proven Provider and has supported the delivery of more than 160 LEED-certified projects, including more than 30 through the LEED Volume Program. These projects consistently advance healthier materials and energy-efficient strategies, contributing to measurable reductions in operational energy use and long-term cost savings for building owners.

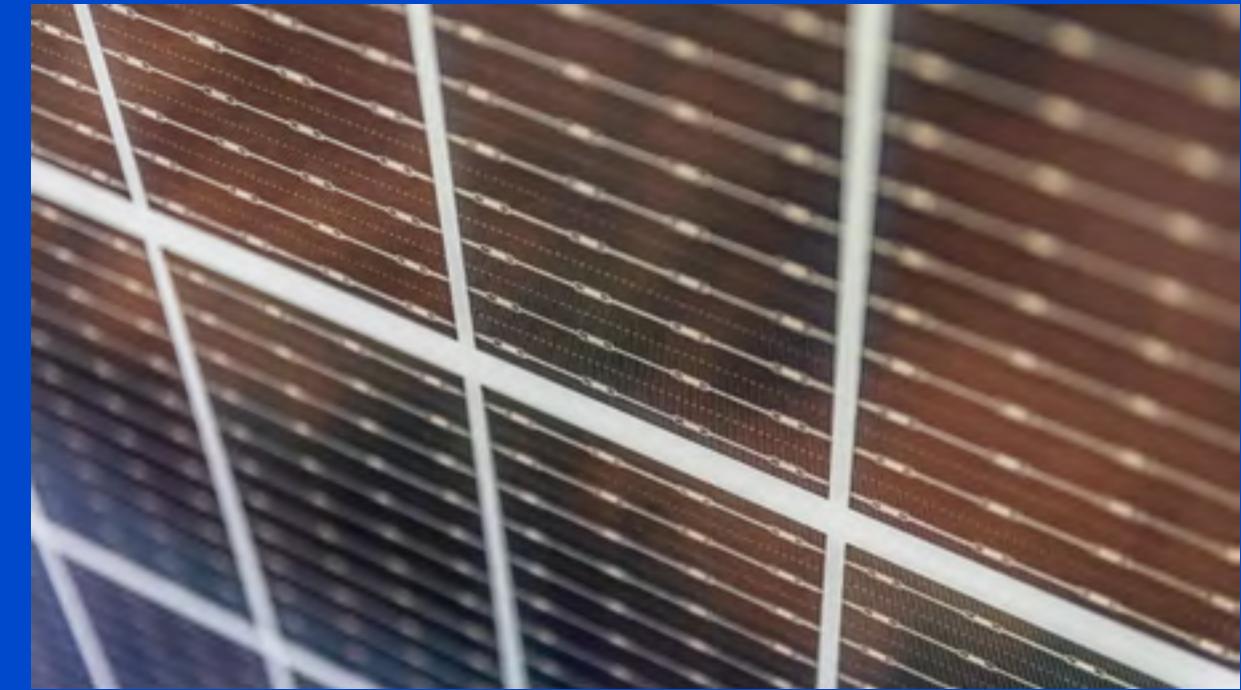
Envision

As a charter member of the Institute for Sustainable Infrastructure (ISI), Burns & McDonnell supports the application of the Envision framework on infrastructure projects across multiple sectors. The firm has both Envision Sustainability Professionals and Envision Verifiers on staff, providing the capacity to both implement and independently assess projects. In 2024 alone, all seven of our Envision-verified projects earned Envision Platinum, the program's highest level of recognition.

7 Envision Platinum Projects in 2024

Guiding Principles

Burns & McDonnell supports federal agencies in aligning their building projects with the Guiding Principles for Sustainable Federal Buildings. These principles emphasize integrated design, energy and water efficiency, indoor environmental quality, resilience, and material impact. The firm integrates these requirements into the planning and design process on applicable projects, helping clients address operational performance goals while meeting federal sustainability mandates.



SPOTLIGHT

Envision Platinum Solar Generation Projects

Burns & McDonnell was the EPC contractor for two utility-scale solar generation projects in Iowa totaling 200 MWac commissioned by Alliant Energy. The projects were placed in service in late 2024 and are providing local grid stability and renewable power to approximately 41,000 homes annually.

The execution of the work by Burns & McDonnell involved extensive collaboration with county officials, adjacent landowners and other external stakeholders to meet the power delivery stipulations of the client. The project team employed innovative assembly methods that reduced labor while improving safety and efficiency. These undertakings built upon lessons learned from nine similar utility-scale solar generation projects completed for Alliant Energy in Wisconsin in 2023 and 2024.

For each project, 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. Both projects were awarded Platinum Envision verification.

Sustainable Design (cont.)

BREEAM

As the longest-standing green building certification program in the world, BREEAM supports whole-life sustainability for both buildings and infrastructure. Burns & McDonnell has BREEAM Accredited Professionals on staff who assist clients in evaluating performance across key categories — including carbon, health, biodiversity, circularity and resilience — from initial design through construction, refurbishment and fit-out.

Embodied Carbon and Whole Building Life Cycle Assessments

Burns & McDonnell has a dedicated embodied carbon team that evaluates applicable projects at multiple design and construction stages to integrate low-carbon design efficiencies and responsible material selection. Assessments align with RICS WCLA, PAS 2080, LEED, Envision and/or regional directives, providing data-driven pathways to reduce carbon footprints across both individual projects and project portfolios.

Customized Sustainable Design

Given the diversity of industries and project types supported by Burns & McDonnell, standard third-party certification frameworks are not always the most appropriate tools for capturing the full extent of a client's sustainability progress. In these cases, project teams develop tailored sustainable design strategies that align with the specific function, operational goals and performance expectations of each project. Using realistic baselines and project-specific technical data, these solutions provide a clear record of environmental impact. Deliverables range from targeted assessments of individual manufacturing processes to portfolio-wide sustainability programs designed to reflect client priorities and demonstrate meaningful results.

Sustainability Credentials Represented at Burns & McDonnell*

223 | LEED Accredited Professionals

41 | LEED Green Associates

102 | Envision Sustainability Professionals

3 | Envision Verifiers

3 | Certified Sustainable Development Professionals

1 | Certified Climate Change Professional

2 | SITES Accredited Professionals

1 | ASHRAE Fellow

1 | BREEAM Accredited Professional

3 | WELL Accredited Professionals

2 | Green Globes Professionals

1 | TRUE Advisor

1 | Global Reporting Initiative (GRI) Certified Sustainability Professional



SPOTLIGHT

Net Zero Road Map for Confidential Manufacturing Client

Burns & McDonnell has provided ongoing support to a global confidential manufacturing company in advancing its enterprise-wide net zero goals, targeting 2035. Initial efforts included the development of net zero design standards between October 2021 and April 2022. The standards outlined technical specifications for decarbonization, water conservation and waste reduction. In addition, the project team introduced a decision matrix and sustainability tracking tool to guide capital planning and budgeting.

In 2023, the team conducted high-level cost projections for meeting the client's net zero targets and reviewed more than 300 facilities to identify and prioritize carbon-intensive sites. One priority site — an over 2 million-square-foot manufacturing facility in Mexico — received a detailed net zero road map that was developed between October 2024 and April 2025. This road map outlined capital projects and operational strategies focused on electrification, alternative fuels and enhanced recycling. The team also developed a standardized evaluation process to enable consistent application across the client's global portfolio.

Transmission & Distribution (T&D) Sustainability Collective

Within the Transmission & Distribution Group at Burns & McDonnell, the Sustainability Collective serves as an internal knowledge hub focused on advancing sustainable practices in electrical infrastructure. Formed to address the changing regulatory environment and rising stakeholder expectations, the team cultivates technical skills and shares emerging strategies to help utility clients navigate the transition toward more resilient, lower-impact systems.

Sustainable Material Alternative Research Team (SMART)

SMART is dedicated to identifying and evaluating lower-carbon products and materials that are relevant to utility-scale infrastructure. Team members collaborate with clients to pilot alternatives — such as lower-carbon cement — and have supported emissions reduction goals through practical implementation on projects. The team also tracks developments in non-SF₆ high-voltage equipment and provides guidance for clients as they respond to regulatory mandates requiring the phasing out of SF₆ technologies.

Sustainable Design Integration Team

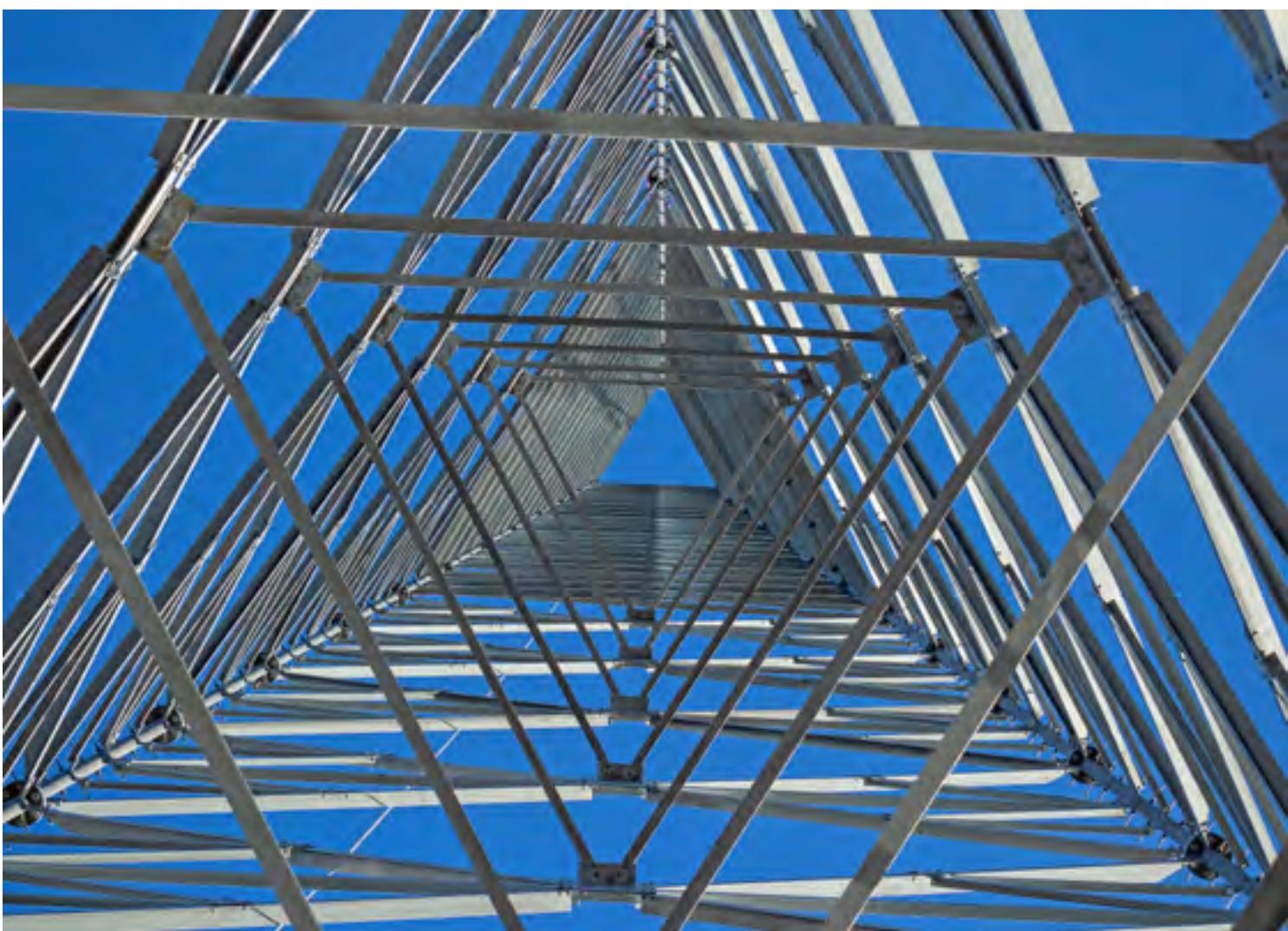
This initiative focuses on embedding sustainability fundamentals, such as embodied carbon considerations, into the core of transmission and distribution project design. The team develops educational resources, provides training on current tools and methodologies, and helps connect environmental performance goals with practical project delivery.

T&D Thought Leadership

Members of the T&D Sustainability Collective actively contribute to industry dialogue through technical publications and presentations. In 2024, **Alex Pagnotta** and **Lyndsey Covert** co-authored a CIGRE paper, “A Framework for Sustainability-Centric Decision Making in the Selection of Construction Materials for Power System Projects.” Their work examines how utilities can integrate sustainability into early-stage material selection processes.

Additionally, **Matt Bauer**, a technical consultant at Burns & McDonnell, and **Pagnotta** presented an on-demand American Society of Civil Engineers (ASCE) webinar, “Optimizing Substation Foundation Design with Respect to Embodied Carbon.” The session highlighted design strategies for reducing embodied carbon in substation construction while maintaining structural performance and constructability.

These efforts underscore the Collective’s role in bridging research and real-world applications by supporting utilities as they plan, design and construct the electrical systems of the future.



SPOTLIGHT

Sustainability Thought Leadership

At Burns & McDonnell, thought leadership is an investment in progress. Our teams contribute insights that support real-world implementation of sustainable design, low-carbon technologies and environmentally responsible planning. By sharing knowledge through white papers, external publications and collaborative forums, we help advance client strategies and industry dialogue.

Click to explore insights from some of our thought leaders about sustainability solutions across industries.

Critical Minerals and Mining

Supporting the Future of Critical Minerals and Mining

Burns & McDonnell partners with clients to modernize existing operations, integrate renewable power and water treatment systems, and support the development of new mines and critical mineral processing facilities. Through comprehensive planning, integrated design, and full life cycle execution, we're helping build a resilient mining industry that powers our future.

SPOTLIGHT

Critical Minerals and Mining Thought Leadership

As global demand for critical minerals surges, Burns & McDonnell contributes to industry dialogue through blog posts, case studies, white papers and presentations at conferences. Topics include the use of remining to support domestic resource security, the importance of full-supply-chain investment to strengthen energy resilience, and the adoption of modernized mining practices to reduce environmental impact. These contributions help clients and communities understand emerging challenges, regulatory shifts and the strategic role of critical minerals in supporting industrial growth and long-term resource security.

[Click to explore insights from some of our thought leaders.](#)

Industry Collaboration to Advance Sustainability

Burns & McDonnell actively invests in partnerships with sustainability-focused organizations across the industries we serve. These collaborations support shared learning, expand access to emerging tools and frameworks, and help advance practical solutions to environmental and social challenges. By contributing time, talent and thought leadership, our teams work with peer organizations and industry leaders to advance sustainable practices across the industry.

American Association of Blacks in Energy (AABE)

Burns & McDonnell maintains active engagement with the AABE at the national, regional and chapter levels. Since 2023, the firm has been a presenting sponsor of the AABE National Conference and continues to support the event through speaker participation and leadership representation.

Regionally, Burns & McDonnell sponsors the Midwest Region Summit, with our Transmission & Distribution Group providing planning support and logistical coordination. At the chapter level, employee-owners participate in community-focused programming, including student outreach and energy policy education.

This ongoing involvement reflects the firm's intent to build an inclusive energy future through mentorship, education and partnership.

American Society of Civil Engineers (ASCE)

Burns & McDonnell employee-owners participate in the ASCE through event attendance, leadership roles and industry engagement. Many are current or former ASCE members and regularly attend technical and networking events, often to earn professional development hours (PDHs) and build professional connections.

The firm has supported ASCE conferences at regional and national levels, including a recent sponsorship of the ASCE

Electrical Transmission & Substation Structures Conference. While local involvement varies, employee-owners have held leadership roles in ASCE sections and branches across key markets including Kansas City, Denver, Atlanta, Texas and Chicago.

In Kansas City, ASCE events primarily focus on student outreach, volunteerism and networking, with occasional coordination with other engineering and nonprofit groups. Though ASCE's Kansas City sustainability presence remains informal, the section's broader alignment with sustainability tools such as Envision supports shared priorities in infrastructure and environmental responsibility.

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

Blake Ellis, director of campus and district energy at Burns & McDonnell, has played a key leadership role in advancing the global decarbonization initiatives of ASHRAE. ASHRAE, an international organization dedicated to advancing heating, ventilation, air conditioning and refrigeration systems, recognizes that buildings account for approximately 40% of global energy-related carbon emissions.

Ellis has contributed to the development of ASHRAE's decarbonization strategy as a member of the Task Force for Building Decarbonization (TFBD) and later led efforts to embed decarbonization across the organization through the creation of the Center of Excellence for Building

Decarbonization (CEBD). His efforts include leading the creation of eight technical design guides, delivery of two industry training programs, coordination with peer organizations and frequent presentations at national and international conferences. In 2024, he was among the first to earn ASHRAE's newly introduced Certified Decarbonization Professional credential, reinforcing his resolve to advance industry-wide carbon reduction efforts.

In 2025, Ellis will serve as chair of the CEBD, where he will continue guiding ASHRAE's global decarbonization strategy, strengthening cross-sector collaboration and developing actionable solutions for a sustainable built environment.

Carbon Leadership Forum

The Carbon Leadership Forum is a nonprofit organization dedicated to reducing embodied carbon in the built environment. By convening professionals across architecture, engineering, construction, manufacturing and policy, the forum supports development of data-informed tools, methodologies and material standards that help decarbonize building materials and construction practices. Its regional hubs facilitate education and peer-to-peer knowledge-sharing to advance low-carbon strategies across disciplines.

Annie Kell, sustainability services delivery lead at Burns & McDonnell, serves as co-chair of the forum's Rocky Mountain Hub, a role she began in 2024, helping to foster collaboration and promote the adoption of embodied carbon reduction practices throughout the region.

Industry Collaboration to Advance Sustainability (cont.)

CIGRE

Burns & McDonnell actively contributes to global knowledge-sharing in sustainable power systems through ongoing engagement with CIGRE, the International Council on Large Electric Systems. **Mandy Olson**, vice president of engineering in our T&D Group, serves as the U.S. Study Committee Representative for the CIGRE Environmental Performance Study Committee. In this role, she brings forward U.S. perspectives on emerging market drivers and technological advancements while helping coordinate international working groups that produce technical brochures and educational resources.

Several other team members also support CIGRE's global initiatives. **Lyndsey Covert**, a structural engineer with technical knowledge in embodied carbon modeling, contributes to publications focused on life cycle assessment in substations and eco-design strategies for power systems. **Logan Rolles**, an electrical engineer engaged in energy transition planning, serves as a contributing member of the Net Zero Initiative of the Women in Energy forum, and currently holds the role of Next Generation Network chair.

In 2024, CIGRE formally aligned its 16 study committees with critical themes in the global energy transition. This effort reflects a broader intent to advance decarbonization strategies and sustainable development across the international power sector.

Energy Impact Partners (EIP)

EIP is a collaborative investment platform that operates multiple venture capital funds aimed at accelerating utility transformation and deep decarbonization. Burns & McDonnell, alongside many of our key utility clients, participates in four of these funds. Each fund targets high-potential technologies that align with decarbonization, reliability and resiliency goals, with a focus on advancing

them toward commercial deployment. Burns & McDonnell also plays an active role in mentoring early-stage technology companies, helping them refine their solutions for real-world energy applications.

The EIP Frontier Fund facilitates monthly meetings to review emerging market segments and assess prospective investments. These meetings feature focused working groups that bring together technical leaders from across utilities, industry and technology sectors. This format creates a unique space for collaborative learning and knowledge exchange that would not occur through traditional channels. In 2024, Burns & McDonnell contributed to working groups focused on energy storage; the battery value chain; carbon capture, utilization and storage (CCUS); and low-carbon fuels for maritime fleets and export markets.

Institute of Electrical and Electronics Engineers (IEEE) Resiliency Council

Burns & McDonnell maintains an active presence in IEEE, the world's largest technical professional organization. Hundreds of our employees participate in working groups within IEEE's Power & Energy Society (PES), a key platform for advancing knowledge and standards across the electrical power industry. Through this engagement, they contribute to the development and refinement of design, construction and equipment standards used across thousands of infrastructure projects.

Participation in these technical forums plays a critical role in aligning industry practices with the latest innovations in power system design, including integration of sustainable and resilient technologies. **Matt Bauer** is a long-standing contributor to IEEE and currently serves as chair of the PES Substations Committee, where he recently established a new subcommittee focused on technology and innovation. **Cody Brehm**, a technical manager at Burns & McDonnell,

supports this initiative in the role of secretary, helping coordinate activities to explore emerging technologies that influence the future of substations.

In response to increasing risks from climate-driven events **Charlie Li**, a technical consultant at Burns & McDonnell, and **Brian Herrmann**, a structural engineer at Burns & McDonnell, launched a working group to develop a new IEEE guide on substation physical resilience. This guide will outline hazard types, propose mitigation measures and introduce methods for assessing expected resiliency performance. As resilience becomes a growing priority across the power sector, these efforts help utility clients strengthen infrastructure longevity, manage long-term costs and enable broader integration of sustainable energy sources.

International Water Conference

The International Water Conference serves as a leading global forum focused on technical advancement of water and wastewater treatment. The event brings together end users, researchers, engineers, managers, educators, suppliers and contractors to explore solutions for the treatment, use and reuse of water across industrial and engineering applications.

The conference's executive committee is composed of individuals nominated by peers across the industry to help guide its technical direction and support the identification of emerging trends and technologies. From Burns & McDonnell, **Patricia Scroggin-Wicker**, energy technology decarbonization director, and **Dennis McBride**, associate water and wastewater treatment consultant, have each served on the executive committee for more than a decade. Over the years, they have served in a variety of leadership roles, including general chair for the conference, helping shape the dialogue around water treatment innovations and sustainable practices within the industrial sector.

Industry Collaboration to Advance Sustainability (cont.)

Midwest Energy Association (MEA) Energetic Women Conference

The 2024 MEA Energetic Women Conference convened more than 700 professionals from across the United States to advance dialogue and leadership in the energy sector. Held in New Orleans, Louisiana, the event focused on emerging trends, shared challenges and leadership development within the industry. [Sarah Soard](#), technical services director in the Environmental Services Group at Burns & McDonnell, served as chair of the MEA Energetic Women Leadership Team. In recognition of her leadership and service, she was honored with an award celebrating her contributions to the organization's mission and impact.

Sustainable Supply Chain Alliance (SSCA)

The SSCA brings together electric utilities and their suppliers to promote sustainable practices across the supply chain. [Anna Servay](#), sustainability compliance and strategy lead at Burns & McDonnell, has been elected to serve as the Services Supplier Representative on the SSCA's Supplier Advisory Board. Her two-year term starts in 2025.

Anna is actively engaged in SSCA initiatives year-round. In 2024, she opened the "GHG Inventory Training" session at the SSCA's Sustainable Sourcing Conference with a presentation on the greenhouse gas (GHG) inventory of Burns & McDonnell, contributing to broader discussions on emissions transparency and supply chain accountability.

U.S. Green Building Council (USGBC)

The USGBC is a nonprofit organization advancing sustainability in the design, construction and operation of buildings. USGBC administers the LEED certification system, a globally recognized framework that supports sustainability goals across a wide range of project types including new construction, modernization, operations and maintenance, tenant improvements, and campus-scale developments.

Burns & McDonnell has maintained organizational membership with USGBC for two decades, actively supporting the council's mission through hosted events and sponsorships in Kansas City and across regional offices.

[Annie Kell](#), sustainability services delivery lead at Burns & McDonnell, has volunteered with USGBC for more than 12 years and most recently served as chair of the Market Leadership Advisory Board for the Mountain Region throughout 2024. In late 2024, she was appointed to the LEED Technical Advisory Group for Materials and Resources, contributing to the ongoing evolution of LEED criteria in support of healthier, more sustainable building practices.



SPOTLIGHT

Burns & McDonnell India GIS Day

In November 2024, Burns & McDonnell India hosted its first GIS CONNECT event to celebrate GIS Day by bringing together students, industry professionals and internal teams for a day of knowledge-sharing and engagement. The event was held in Mumbai, with virtual participation from Bengaluru, and featured presentations on geographic information system (GIS) projects and trends in infrastructure, applications in engineer-procure-construct (EPC) projects and the integration of GIS with building information modeling (BIM) technologies.

Speakers from Autodesk, Esri and Burns & McDonnell highlighted the role of GIS in improving infrastructure planning, operations and environmental performance. The event also included a student competition, corporate social responsibility (CSR)-focused education sessions, and outreach to training institutions. Together, these efforts reinforced the company's focus on innovation, community involvement and talent development in the geospatial field.

Safety

Safety remains a core value across all areas of our organization, from leadership to field operations. It shapes how success is defined and is embedded into every project phase and throughout the decision-making process.

Our comprehensive health and safety program outlines the values, goals and strategies that guide how work is planned and executed. It reflects the firm's collective knowledge and diverse project experience, integrated into project planning from the earliest stages. Safe work measures are considered during preplanning and continuously refined, forming the foundation of our safety management approach.

Our leadership style is reflected in a proactive posture toward safety — one that engages team members in task planning, promotes curiosity and accountability, and emphasizes early identification and resolution of risks. Through every aspect of our work, we prioritize active participation and situational awareness across all teams and disciplines.

Our safety program exceeds regulatory requirements by incorporating industry benchmarks, Construction Industry Institute (CII) research, client-specific needs and lessons from past field experience. Knowledge sharing and continuous improvement are key elements of how we advance safe work practices across the organization.

Safety Councils

The Executive Safety Steering Council at Burns & McDonnell provides strategic direction for strengthening safety culture and advancing change through innovation.

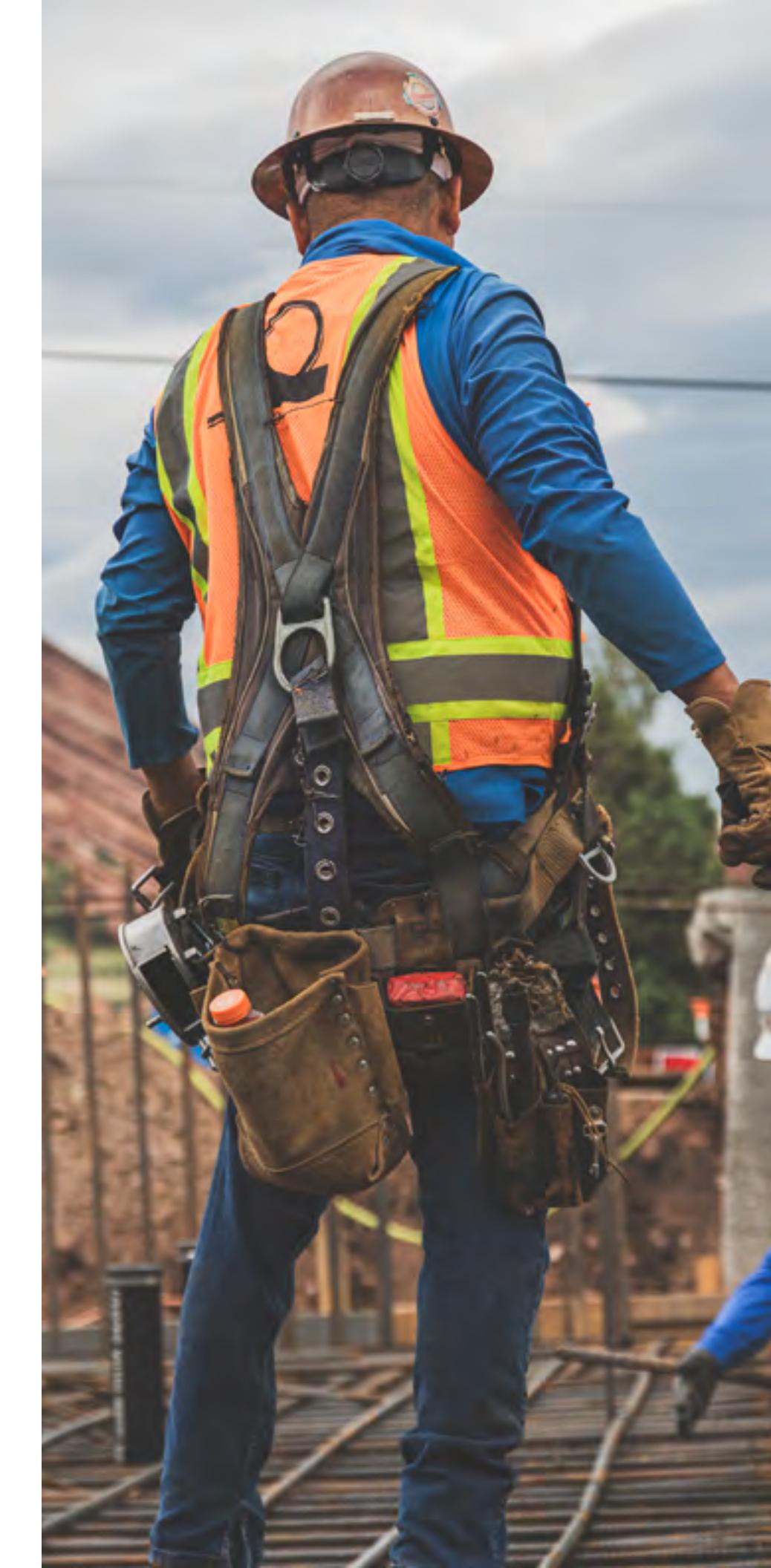
To embed a culture where health and safety are shared responsibilities, we established Safety Councils across each region and business unit. These councils serve as platforms for collaboration, transparency and organizational learning. They create consistent channels for communication and feedback, reinforcing individual ownership of safety and supporting a firmwide culture of care.

Safety Training

A strong safety culture starts with informed and well-prepared workers.

Safety requires ongoing awareness and daily risk management. Collectively, our teams complete tens of thousands of hours in training annually to maintain that standard. Safety messaging is part of the everyday experience, integrated into meetings, job briefings and project communications.

Our safety training program covers a full range of topics, including OSHA protocols, incident reporting, hazard recognition, procedural instruction and CPR/first aid. Additional training modules address areas such as safe driving, workplace ergonomics, cybersecurity and safety leadership development, helping individuals recognize risks and contribute to a culture of prevention across disciplines and roles.



Live Safer Commitment

Live Safer is more than a goal; it is an organizational and personal mindset.

At Burns & McDonnell, we are invested in 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 focus on 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 are 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 dedicated 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.

Employee Safety Survey

Burns & McDonnell regularly seeks employee feedback to help shape and strengthen safety practices across the organization. In 2024, a dedicated safety survey invited employees to share direct input on workplace safety conditions, culture and procedures — reinforcing a two-way dialogue that supports continuous improvement.

Safety was also a featured topic in the 2024 Employee Engagement Survey. Of those who responded, 97% indicated they believe the organization places a strong focus on maintaining a safe working environment.

Live Safer Orientation

Burns & McDonnell implemented the Live Safer Orientation, a three-hour training designed to elevate individual and collective awareness around safety. The program emphasizes personal relevance and everyday decision-making, fostering a culture where safety is viewed not only as a priority, but as a shared responsibility reflected in daily actions.

The orientation is delivered by a network of trained safety advocates representing a broad range of disciplines and departments across the organization. These trainers bring diverse perspectives and help connect the program's core messages to the unique environments in which employees work.

The companywide rollout has focused on reaching every employee, reinforcing safety as a foundational value and integrating it more deeply into day-to-day operations.

Employee Performance

At Burns & McDonnell, safety is a foundational value and a defining element of how we deliver successful outcomes. It shapes every decision — on-site, in the office and across all aspects of project execution.

In 2024, our CEO established Live Safer as the first priority among the firm's annual objectives. In alignment with this prioritization and our Live Safer Commitment Statement, we introduced a purpose-driven update to the performance review process. Safety became a stand-alone competency in both performance reviews and self-appraisals. While safety had previously been incorporated within broader competency categories, this change provided space for more direct conversations between managers and employees about shared responsibility and individual contributions to a safe work environment.

The updated structure helps reinforce a culture where safety is visible, measurable and consistently integrated into performance improvement.



SPOTLIGHT

Transportation Safety Symposium

In 2024, Burns & McDonnell hosted its first Transportation Safety Symposium, bringing together safety professionals, clients and representatives from public agencies to advance strategies for safer work zones. The event provided a platform for knowledge exchange on critical transportation safety topics, including data-driven risk reduction, emerging technologies and field-level planning practices.

Presented in Kansas City, the symposium drew professionals from across the industry to engage in sessions led by experienced practitioners and agency leaders. Panel discussions and technical presentations addressed the growing urgency of protecting both roadway workers and drivers.

Speakers included representatives from transportation departments, engineering firms and safety advocacy groups, each contributing insight into how design, technology and communication can reduce risks in complex construction environments. The event also highlighted real-world examples of safety innovations applied on active projects, offering attendees actionable ideas to bring back to their organizations.

Quality

Adherence to Quality

Burns & McDonnell delivers high-quality professional services by investing in both people and processes. A comprehensive quality management system guides the development of project-related deliverables and supports continuous improvement across the organization. This framework promotes consistency, accountability and performance improvement throughout every phase of project execution.

Alignment With Global Standards

The Burns & McDonnell quality management system is aligned with international standards developed by the International Organization for Standardization (ISO), a globally recognized nongovernmental organization. The system is structured to meet the requirements of ISO 9001:2015, with an emphasis on performance monitoring, client satisfaction and continuous improvement, and is formally certificated for select groups across the United States, United Kingdom and India.

Regional Certifications in the United Kingdom

In the U.K., operations led by Burns & McDonnell in electrical transmission and distribution, as well as engineer-procure-construct (EPC) project delivery, are certificated to ISO 14001:2015 for environmental management and ISO 45001:2018 for occupational health and safety. These certifications reflect the firm's focus on responsible project execution and risk-informed operational planning, supporting long-term value for clients, employees and communities.

Cybersecurity

Certifications

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 policies and procedures needed to implement an information security management system (ISMS) that protects information for clients and the firm.

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 dedication to cybersecurity.



Ethics

We've built our business — and reputation — on a foundation of integrity and the highest adherence to ethical principles and governance. While the landscape of policies and regulations is broad and evolving, our [Business Conduct Guide](#) outlines the core expectations and values that guide our actions while equipping our people to act ethically and responsibly in any situation.

As a part of our new hire onboarding process, all employees are required to complete business ethics training covering the content of the Business Conduct Guide. We also require refresher trainings for all employees on a periodic basis.

100%

of employees have completed business ethics training

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 firm while increasingly factoring in our clients' environmental and social priorities. We inclusively source equipment, materials and services so that 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 organization's core business values and determine suitability for collaborative partnership.

Supply Chain Engagement

CDP Supply Chain

Burns & McDonnell has participated in the CDP Supply Chain Program since 2022. The program engages strategic suppliers regarding their environmental sustainability performance, collects supplier-reported GHG data, and advances progress by emphasizing the importance of environmental stewardship and emissions reduction. The emissions data provided by suppliers through the program improve the accuracy of our Scope 3 GHG inventory by replacing industry-average estimates with supplier-specific figures that reflect ongoing decarbonization efforts.



	2022	2023	2024
Suppliers Engaged	219	486	495
Response Rate (%)	38	35	28
Suppliers Reporting Operational Emissions (%)	77	80	94
Reporting Active Targets (%)	53	58	74
Reporting Renewable Energy Usage (%)	48	57	85
Engaging Their Own Suppliers (%)	47	56	82

Strategic Partners

The Burns & McDonnell Strategic Partners Program operates internationally across the U.S., Canada and the United Kingdom, fostering long-term collaboration with suppliers who reflect our values and commitment to operational excellence. By building trusted relationships across markets, the program strengthens supply chain resilience, creates shared value and supports economic development in the communities where we live and work.

Impactful Partnerships Program

Through our Impactful Partnerships Program, Burns & McDonnell helps small businesses grow by supporting their efforts to compete for service-scalable contracts. The goal is to build a strong network of strategic partners, fully integrating them into project teams, expanding collaboration opportunities, and positioning both Burns & McDonnell and its partners for long-term success.

Impactful Partnerships Program Symposium and Awards

The annual symposium provides strategies for business and supplier development, with an emphasis on helping clients succeed through inclusive partnerships. As part of the event, we recognize four small businesses with Partner of the Year Awards, honoring excellence in project delivery, industry leadership and client service.

Accelerate

Accelerate is a structured mentor-protégé program designed to help small suppliers grow. The program offers group training, business development resources and targeted capacity-building activities. Since its inception, more than 110 participants have completed the program.

Additional Resources

Our workforce development team connects small businesses with local, regional and national resources that support long-term growth. These efforts focus on building entrepreneurial ecosystems, strengthening communities and increasing access to economic opportunities.

\$1.3B

economic impact with
strategic partners in 2024

\$5.5B

economic impact with
strategic partners (2020-2024)



United Kingdom Supply Chain Practices

Burns & McDonnell cultivates a sustainable and ethical supply chain in the United Kingdom by partnering with suppliers who share our values. Together, we move beyond simple compliance to actively contribute to a more sustainable future.

We perform due diligence regarding our suppliers' commitment to lawful and ethical operations through desktop reviews and on-site audits. We require that suppliers comply with critical UK legislation, including but not limited to: Modern Slavery Act 2015, UK Bribery and Equality Acts 2010, Import and Export Control Act 1990 and Sanctions and Anti-Money Laundering Act 2018.

Through our membership with the Supply Chain Sustainability School and MSDUK, we empower our UK supply chain with training and awareness on topics such as modern slavery, social value, wellbeing, resource efficiency, and fairness and inclusion, collectively sharing and working together to create a tailored learning pathway to build capacity in priority sustainability areas.

Compliance and Transparency in Canadian Operations

Burns & McDonnell Canada Ltd. complies with the Fighting Against Forced Labour and Child Labour in Supply Chains Act. Our Canadian operations rely on a relatively small and targeted supply chain consisting primarily of original equipment manufacturers and major distributors.

All suppliers are required to register annually and acknowledge our Supplier Code of Conduct, which prohibits forced and child labor and outlines expectations for ethical business conduct. While no high-risk goods were identified based on U.S. Department of Labor data, we recognize that certain raw materials and components may carry elevated risk. We address these risks through supplier oversight, ethical sourcing policies and employee training on our Business Conduct Guide. These measures reflect our broader approach to responsible business conduct and support our continued efforts to uphold human rights and transparency in global supply chains.

Change Management

At Burns & McDonnell, creating a flexible and change-ready workforce is a strategic priority. As industries evolve and client needs shift, preparing teams to adapt with confidence supports long-term success across every business line.

Our growing network of Certified Change Practitioners plays a central role in this effort. These individuals are trained to guide others through organizational change by fostering clarity and engagement while helping teams adopt new processes and tools. Their work helps accelerate adoption timelines and contributes to the lasting success of changes that drive business growth.

240

Certified Change
Practitioners



WHAT WE DO //

Environmental Stewardship

Environmental stewardship shapes how we operate and deliver projects globally. This section highlights our work in energy, emissions, water, materials management, and biodiversity as integrated components of sustainable planning and infrastructure development.



Energy

Burns & McDonnell supports clients in identifying sustainable energy solutions across the full operational life cycle. From renewables to nuclear, natural gas and other generation types, we help build balanced portfolios that strengthen grid reliability and long-term resilience. Our services also include greenhouse gas emissions inventories and decarbonization planning to advance client sustainability goals. The following section highlights data from our headquarters campus, reflecting our own efforts to manage energy use and reduce environmental impact.

Sustainable Performance at World Headquarters

The Burns & McDonnell world headquarters campus in Kansas City is designed to foster collaboration, innovation and well-being. The campus features elements that promote human and environmental health, including access to a health clinic, outdoor gathering spaces, walking paths, a fitness center, on-site child care and a full-service cafeteria. Biophilic design elements are present throughout the buildings, with ample daylighting, elevated walkways, and wayfinding through signage and color schemes. The energy-efficient systems and low-impact stormwater infrastructure demonstrate the firm's dedication to sustainable operations.

Recent upgrades have improved building performance across lighting, HVAC and electric vehicle support systems. In 2024, a new high-efficiency chiller installed the previous year was brought online. The firm also continued replacing fluorescent fixtures with LED lighting and expanded EV charging capabilities for both fleet and employee vehicles.

Energy Star Scores

Headquarters buildings are enrolled in the Energy Star program, which tracks electricity, gas and water usage and assesses building performance against similar facilities across the United States. Scores over 75 indicate a high-performing building.

96
9450 North
and East
Building

95
9300, 9400
and Central
Building

78
State Line
Building



Emissions

Burns & McDonnell maintains a greenhouse gas (GHG) emissions 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 Global 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. The firm took additional steps this year to improve the quality and accuracy of the GHG inventory, including:

- We refined Scope 1 emissions calculations related to self-performed construction activities. In previous years, many of these emissions were included under Scope 3 as purchased goods and services. This year, improved data collection enabled reclassification of these emissions to Scope 1 to better reflect our operational control.
- For our largest leased spaces, we worked with property managers to collect metered natural gas and electricity data, where available. This change allowed us to move from square footage-based estimates to metered data for Scope 1 and Scope 2 emissions for several priority facilities, improving the accuracy of our reporting.
- We also incorporated electricity use from Burns & McDonnell-controlled jobsite trailers into our Scope 2 inventory.

As we continue to refine our understanding of emissions impacts and calculation methods, we are evaluating whether to establish a new baseline year or recalculate our existing base year. A Scope 3 materiality assessment is also underway to determine whether additional emissions categories should be included in future inventory reporting.

Greenhouse Gas Inventory

Scope 1 — Direct emissions from sources owned or controlled by our organization.

Scope 2 — Indirect emissions associated with purchased electricity.

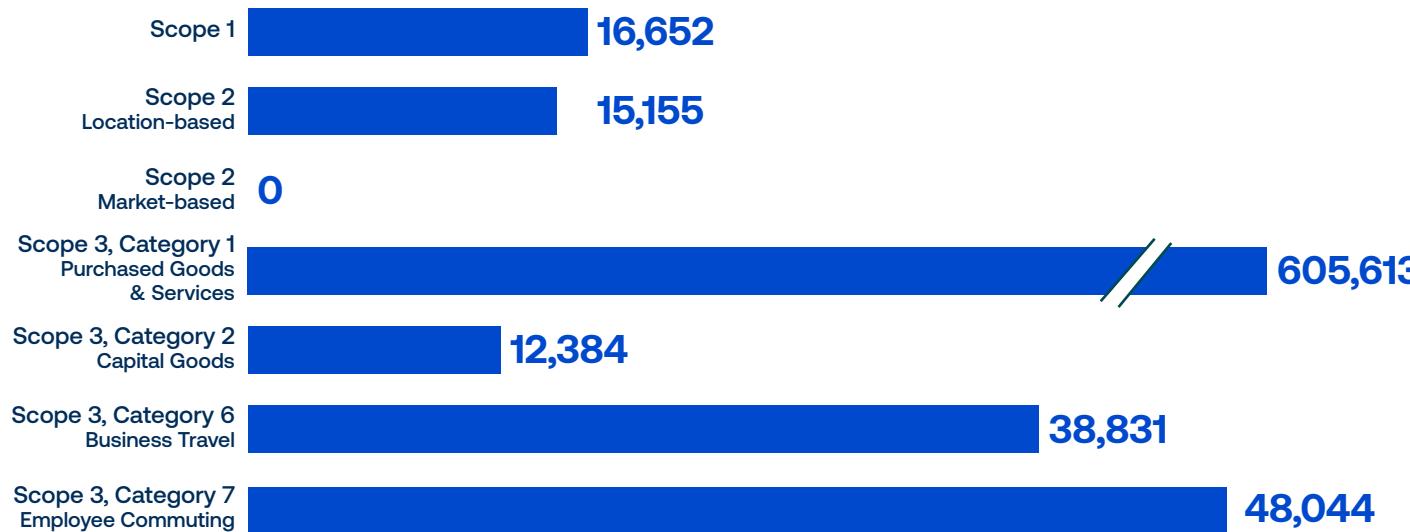
Scope 3 — Other indirect emissions that are a consequence of the operation of our organization, but that are from sources not directly owned or controlled by us.

Greenhouse Gas Emissions Target
50%
 reduction
 in Scope 1 and 2 emissions
by 2030
relative to base year 2019



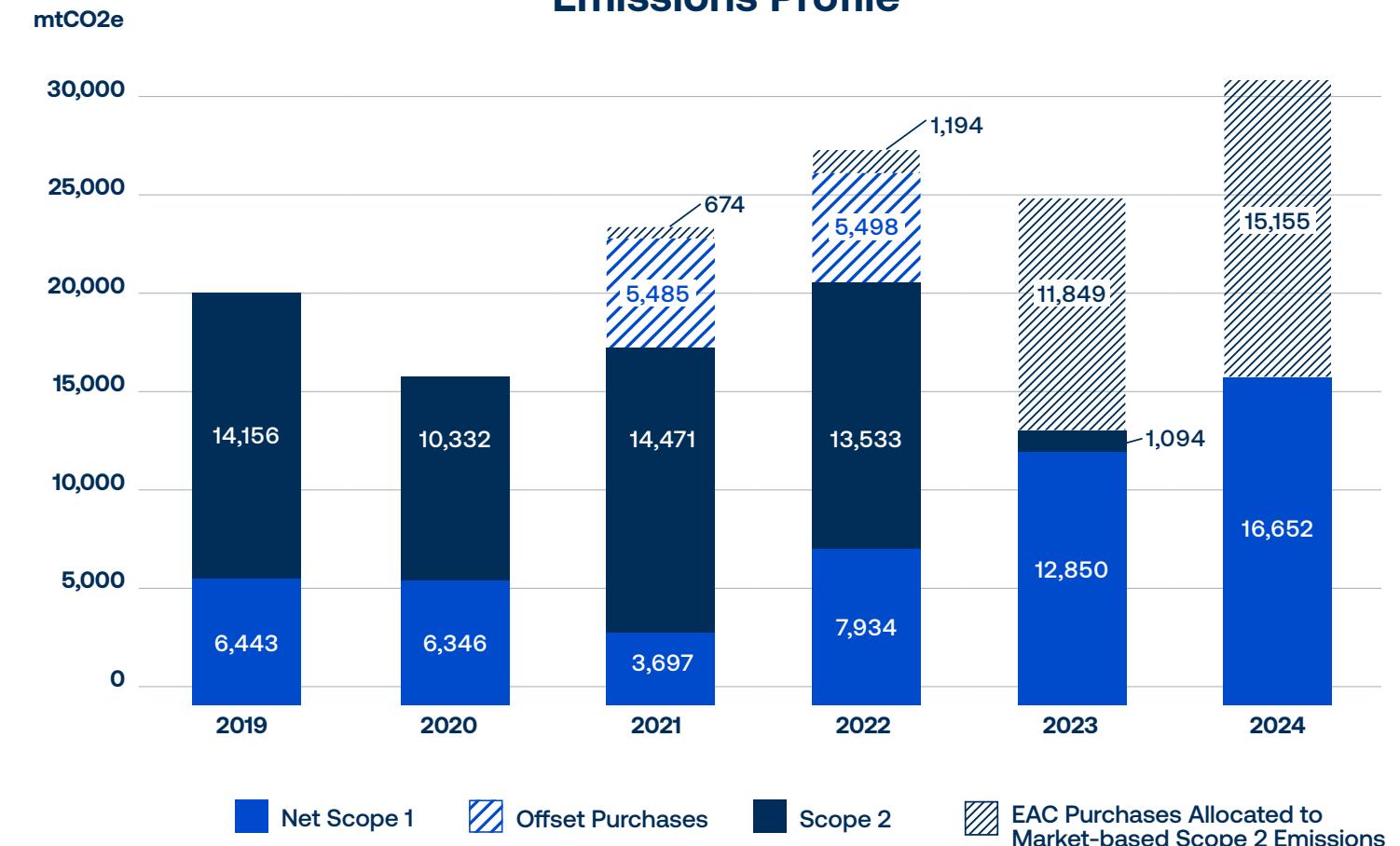
Emissions (cont.)

2024 Greenhouse Gas Emissions in Metric Tons of Carbon-Dioxide Equivalent (mtCO2e)*



*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.

Combined Scope 1 and 2 Greenhouse Gas Emissions Profile†



† The Scope 2 emissions presented are location-based for RY2019-RY2020 and market-based for RY2021-2024, as we did not begin calculating market-based Scope 2 emissions until RY2021. The emissions data for RY2021-2024 have been third-party verified to a limited assurance level. Net Scope 1 refers to total Scope 1 emissions minus carbon offsets for RY 2021 and 2022 to reflect historical reporting.

Electricity Usage

38,867 MWh

Fuel Usage**

57,370 MWh

**Fuel consumption is expressed in megawatt-hours (MWh) to provide a standardized measure across various fuel types — such as natural gas, gasoline, diesel, and propane. Using MWh as a universal energy unit enables clear and comparable insights into overall energy use, regardless of the original units.

Power Generation, Storage and Distribution

Generation Strategy, Grid Interconnection and Techno-Economic Planning

1898 & Co., a Burns & McDonnell consultancy, supports clients in the energy sector with generation strategy, grid interconnection and planning, and techno-economic analysis. These services are grounded in an understanding of constructability, operational feasibility and real-world market conditions.

In 2024, the consultancy team supported

16+ GW
of wind energy

12 GW
of solar

7 GW
of battery storage

1898 & Co. provided technical due diligence for 6 GW of renewable and storage portfolios, helping guide investment toward projects with the strongest economic viability. These efforts play a key role in supporting clients' energy transition goals while strengthening infrastructure readiness and long-term performance.

Solar and Energy Storage

Solar and battery energy storage systems are playing a critical role in modernizing the grid. Storage provides dispatchable capacity that supports system reliability and responds to shifting load needs. Burns & McDonnell delivers solar and storage projects through an integrated approach that includes planning, environmental permitting, interconnection, engineering and self-perform construction. Our teams help bring projects online faster, reducing risks to owners and providing greater schedule control.

As an EPC delivery partner, we work with developers, utilities and independent power producers (IPPs) to plan, design, construct and commission solar generation facilities and battery energy storage facilities. Drawing on experience across the full project life cycle, we help clients deliver clean energy infrastructure with the performance and reliability today's grid requires.



SPOTLIGHT

Independent Review of Origis Energy's Portfolio

1898 & Co., a part of Burns & McDonnell, conducted an independent technical review of Origis Energy's nationwide portfolio of utility-scale solar and battery energy storage system (BESS) projects. Commissioned by Brookfield, the review supported a major investment decision and encompassed projects located across several North American grid regions, including SERC Reliability Corporation, the Western Electricity Coordinating Council, Midcontinent Independent System Operator, Electric Reliability Council of Texas, and California Independent System Operator.

The scope of work included detailed evaluations of operating assets, facilities under construction and sites in development. 1898 & Co. assessed the technical characteristics, projected and reported capital costs, operational expenditures, and expected performance for 3,690 MW of solar generation and 2,028 MWh of energy storage capacity. The team also conducted targeted reviews of interconnection strategies and development approaches for select projects within the portfolio.

In addition to site-specific findings, 1898 & Co. provided Brookfield with portfolio-wide insights, identifying key trends and risks to inform investment planning. This technical due diligence process supported Brookfield's \$1 billion investment in Origis and contributed to a broader understanding of long-term asset viability and energy market positioning.

Power Generation, Storage and Distribution (cont.)

Geothermal

Geothermal energy offers a reliable, low-carbon solution to meet rising demand for clean power. Emerging technologies in enhanced and advanced geothermal systems have expanded access to deep-Earth heat, positioning geothermal as a viable contributor to grid stability and decarbonization efforts. With high-capacity factors and on-demand availability, geothermal power supports baseload energy needs while producing minimal emissions and maintaining predictable operating costs.

Burns & McDonnell supports geothermal development through integrated planning, design and execution services. Our teams assist clients with feasibility studies, environmental permitting, detailed engineering and EPC project delivery. In the western U.S., we recently completed a front-end engineering design (FEED) study validating geothermal viability in southwest Utah — demonstrating the region's potential to provide clean, dispatchable energy while supporting long-term sustainability goals.

From early-stage resource evaluation to full-scale project execution, we help clients navigate project complexity and unlock geothermal's full potential for reliable, sustainable energy.

Transmission and Distribution

Through our Transmission & Distribution Group, we help clients evaluate the resilience of the electrical power grid network and enhance the critical transmission and distribution infrastructure needed to integrate new energy sources, which remains a top priority.

By consistently assessing the condition of the grid and identifying areas for improvement, we guide clients in constructive, forward-looking ways as they work to build robust and efficient systems that meet the rising demand for resilient, reliable power. Through strategic planning, grid hardening and investment in infrastructure upgrades, we help clients plan for an energy future that is both adaptable and dependable.

Nuclear and Advanced Reactors

Nuclear energy is playing a growing role in long-term resiliency planning, driven by its reliability, zero-emission output and potential for broader energy applications. As the number of advanced nuclear technologies continues to expand, Burns & McDonnell supports the deployment of new nuclear assets through planning, licensing and full-scope engineering services. Our work on small modular reactor (SMR) and microreactor programs informs how we address schedule, permitting and constructability considerations early.

Our integrated teams support owners, operators and technology developers with solutions for new builds, facility conversions and cogeneration strategies that align with decarbonization goals. From conceptual design through commercial operation, we help position nuclear projects for regulatory alignment and long-term performance.



The XE-100 reactor. Image courtesy of X-energy.

SPOTLIGHT

Supporting X-energy

Burns & McDonnell has supported X-energy since 2016, providing comprehensive engineering services to help bring X-energy's advanced nuclear technology closer to initial commercialization and deployment. As a partner, we recognize the essential role nuclear energy plays in achieving meaningful carbon reduction.

Power Generation, Storage and Distribution (cont.)

Renewable Fuels

Low-carbon fuels are reshaping how energy is produced, transported and used. Burns & McDonnell is helping deliver the infrastructure to support that transition. Our teams work across the full life cycle of renewable fuel projects, from concept and permitting through engineering, construction and commissioning. We help clients by designing and building hydrogen production, purification and compression systems, as well as renewable natural gas (RNG) facilities that convert organic waste into usable energy through anaerobic digestion and biogas upgrading.

In hydrogen applications, we address production methods ranging from reforming with carbon capture, utilization and storage (CCUS) to electrolyzer-based solutions. For RNG, we evaluate feedstock, residuals and system performance to support reliable energy recovery and pipeline injection.

Distributed Energy Solutions for Resilient Infrastructure

Burns & McDonnell supports the implementation of distributed energy resources (DER) to help facility owners, campus operators and utilities reduce greenhouse gas emissions, enhance energy reliability and manage long-term operational costs. From cogeneration and solar to microgrids and energy storage, DER systems are reshaping the way energy is produced and delivered.

Through our OnSite Energy & Power Group and in collaboration with 1898 & Co., we provide planning, design and delivery of DER systems tailored to local conditions and client priorities. Our teams integrate cogeneration into utility master plans, evaluate decarbonization opportunities for district energy systems and support resilient microgrid deployment for mission-critical operations.

We work across sectors to develop economically viable, technically sound solutions, combining in-house engineering with energy modeling, grid interconnection support, and implementation strategies that align with both environmental and operational goals. These systems help clients meet today's needs while preparing for tomorrow's demands.



SPOTLIGHT

Sustainable Aviation Fuel Project for Confidential Client

Our role as the engineering-procurement-construction management contractor on a sustainable aviation fuel (SAF) facility in Texas reflects our resolve to advance sustainable fuel solutions for global air travel and the clients we serve. The facility processes recycled oils into 235 million gallons of low-carbon jet fuel annually. It was completed ahead of schedule, under budget and with 1.2 million safe work hours.

Emissions Reduction and Net Zero Strategies

Greenhouse Gas Accounting

Our team conducts greenhouse gas and criteria pollutant emissions inventories and develops practical strategies to support emissions reduction goals. We offer comprehensive reporting services aligned with industry compliance requirements and sustainability frameworks, including assessments of Scope 1, 2, and 3 GHG emissions. Managing permitting, emissions controls, and regulatory evaluations remains a central part of our environmental services portfolio. Our work includes predicting emissions for offsets as part of net zero planning, along with implementing reduction measures during construction. Focused on tracking outcomes throughout project delivery, we provide reliable, data-driven services in emissions management and environmental sustainability.

Carbon Capture, Utilization and Storage

Comprehensive carbon capture, utilization and storage (CCUS) project support begins with early evaluation, including matching sources with viable capture technologies, identifying infrastructure needs and navigating permitting requirements. By integrating carbon management strategies into existing operations, project teams help clients reduce emissions while maintaining reliability. Our experience across industrial, utility and transportation sectors allows for flexible, scalable solutions aligned with evolving regulatory and market demands.

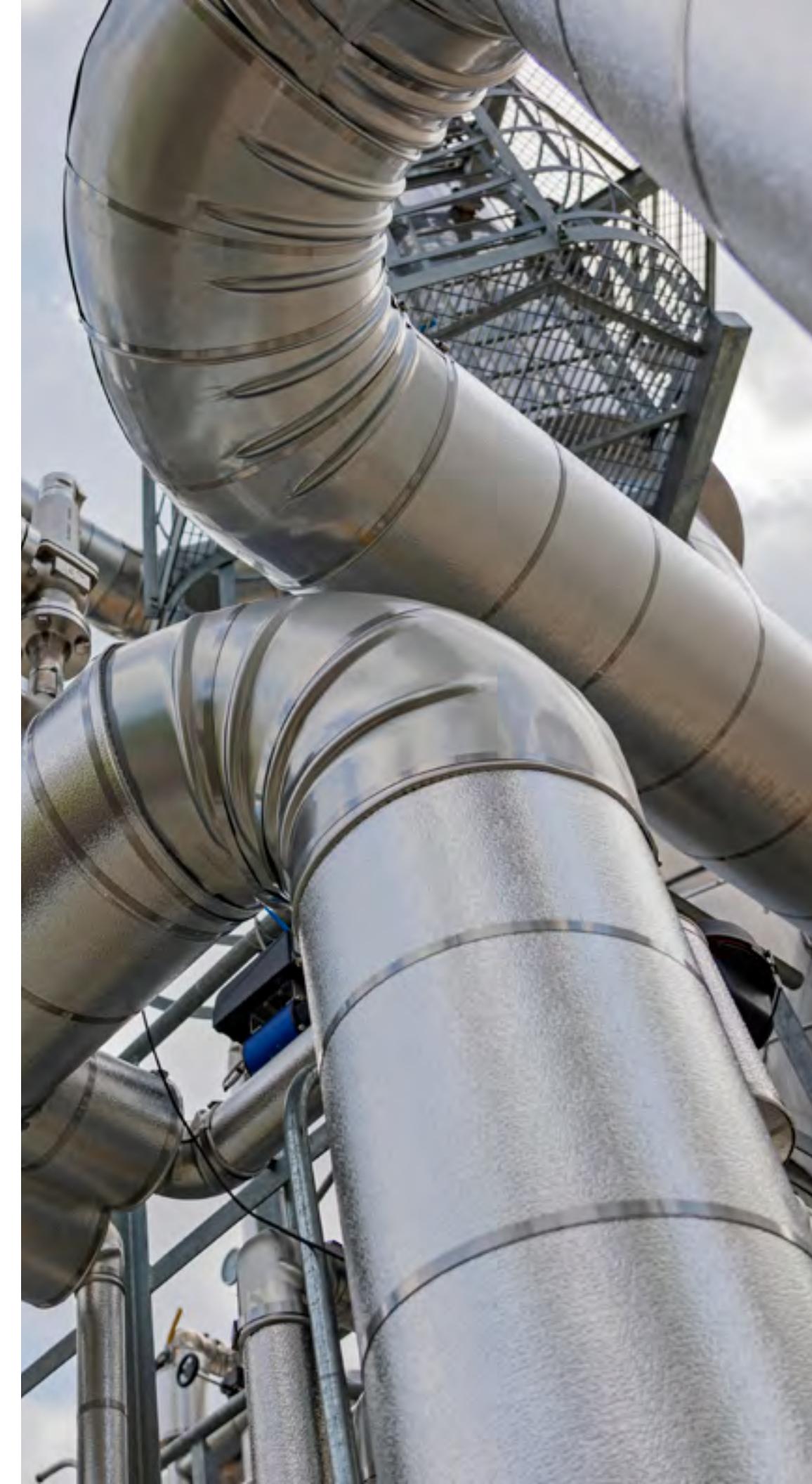


Image courtesy of Climeworks.

SPOTLIGHT

Direct Air Capture Hub Development

In collaboration with Climeworks, our project teams supported early-phase development of a planned direct air capture (DAC) hub in Louisiana. Services included engineering and design for site infrastructure and balance-of-plant systems, as well as site and project environmental permitting support. The project advances the commercialization of direct air capture and storage. It also reflects an emerging model for integrating DAC into regional decarbonization strategies across the United States.



Water

Water Stewardship Across Operations

Burns & McDonnell tracks office water usage where data is available and estimates water usage for our remaining offices. Many of our offices operate within leased facilities, which limits access to metered water use data, however, we are working to expand data collection across locations.

In 2024

291.21

megaliters global office
water usage*

*Estimates were calculated using 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.

Delivering Sustainable Water Solutions

Project teams work across sectors to design water systems that promote conservation, reuse and long-term resilience. Services include water supply planning, industrial water optimization, and design of treatment systems that protect natural and urban waterways. We also apply modeling tools to support aquifer recharge studies, identify site-specific reuse opportunities and reduce water-related risk in both municipal and private sector operations.



SPOTLIGHT

Water Sustainability

Glycol Recovery and Recycling Facility

Burns & McDonnell provided full-scope design and construction services for a glycol collection and recycling facility in Syracuse, New York, that supports airport deicing operations. The facility enables recovery and reuse of spent aircraft deicing fluid, helping prevent stormwater contamination and reducing the environmental impact of airport winter operations. The project reflects a circular approach to resource management and supports local water protection goals.

Rainwater Removal and Sewer Capacity Relief

Burns & McDonnell partnered with the City of Kansas City, Missouri, to help identify and remove rainwater from entering the combined sewer system by integrating green infrastructure with smart technology and community-focused solutions. The program used a combination of sensor networks, green infrastructure installations, data-informed planning and resident engagement to reduce unnecessary flow to treatment facilities. The integrated approach reduced combined sewer overflows and improved overall watershed health. It also supported regulatory compliance, long-term cost savings and lasting benefits for neighborhoods across the region.

Wichita's Northwest Water Facility

Burns & McDonnell served as design-build contractor for Wichita's Northwest Water Facility in Kansas, delivering reliable drinking water capacity to more than 500,000 residents. Through transparent collaboration and phased procurement, the team helped the city navigate regulatory and financial complexities while saving millions in delivery costs. The facility is one of the largest progressive design-build projects of its kind in the region.

Waste & Materials Management

At our world headquarters, waste diversion is a part of daily operations. The organization actively supports recycling across work spaces and provides a composting program in the cafeteria to reduce landfill waste. These efforts help promote proper separation and repurposing of recyclable materials and organic waste.

2024 Headquarters Office Waste Disposal and Diversion (in metric tons)



Beyond headquarters, our offices implement waste diversion measures that reflect local and building infrastructure, as well as recycling capabilities.

Global Waste Metrics

In 2024, Burns & McDonnell produced an estimated 1,242 metric tons of office waste across our global offices. This estimate is based on the average waste generated per employee at facilities where disposal data was available.

At U.S. offices, 84.3 metric tons of paper were securely shredded and recycled, supporting data security and waste diversion efforts. In 2024, our U.S. and Canada operations refurbished 12.98 metric tons and recycled 21.78 metric tons of IT equipment. These efforts demonstrate the organization's ongoing support of responsible resource management and circular economy practices.



SPOTLIGHT

Burns & McDonnell India Waste Diversion Initiatives

Burns & McDonnell India promotes environmentally responsible practices through targeted waste diversion programs focused on education, reuse and employee engagement.

In 2024, Burns & McDonnell India recycled 1,119 electronic assets through its internal electronics and IT equipment recycling program. This initiative supports responsible end-of-life management for electronic devices and reinforces sustainable office operations.

On April 10, the team hosted a Donate Plastic Drive in partnership with EcoKarri, a social enterprise that upcycles plastic waste into handwoven textiles using traditional tools like the charkha and handloom. The initiative promoted environmental awareness and circular economy practices by encouraging employees to divert plastic waste from landfills and support socially responsible reuse.

To celebrate Independence Day, the Kizuna cultural team at Burns & McDonnell India organized a Smart Tank competition highlighting creative applications of waste-to-resource creativity. Employees were challenged to design functional items using only discarded materials. All entries were judged not only on innovation but also on everyday usability, reinforcing the value of repurposing materials in daily life.

From Sept. 16–26, employees participated in an e-waste recycling drive to collect personal electronic waste. With India ranking as the third-largest generator of e-waste globally, the initiative aimed to raise awareness and promote safe disposal practices beyond the workplace. In partnership with Threco, a certified e-waste recycling company, employees were invited to bring in unused or outdated electronics, including batteries and chargers. Designated collection bins were placed throughout the office to accept both working and nonfunctional items for responsible recycling.

Delivering Waste and Materials Management Solutions

Burns & McDonnell helps clients in both the public and private sectors achieve circular economy goals through sustainable materials management and solid waste system planning. Since 1970, teams have delivered hundreds of projects that reduce waste, increase diversion rates and support responsible infrastructure development. Services include the permitting, design and construction of landfills, transfer stations, material recovery facilities, composting operations and waste-to-energy systems. The team also assists clients with procurement strategy and program development so projects can be implemented efficiently and comply with environmental standards.

SPOTLIGHT

Solid Waste and Recycling

Solid Waste and Recycling System Optimization

Burns & McDonnell has served as a long-term partner to the City of McKinney, Texas, helping modernize its solid waste and recycling systems. Services have included developing a solid waste management strategy, contract evaluations and procurement support, studies on cost of service and rate design, and recycling audits. These efforts have provided city leadership with the operational, financial and community insights needed to improve collection services, increase public outreach and plan for future growth.

Sahuarita Residential Waste and Recycling Audit

To address inconsistent service and neighborhood disruption from open-haul waste collection, the Town of Sahuarita, Arizona, engaged Burns & McDonnell to evaluate and implement a single-hauler residential waste and recycling program. The team led system assessment, community surveys, procurement strategy and contract development. Additional support included rate modeling, ordinance language and grant coordination. The Town Council ultimately approved a new contract structure, based on public input and technical analysis.

Regional Landfill Capacity Study

In 2024, Burns & McDonnell completed a regional landfill capacity study for the Mid-America Regional Council, supporting long-range planning for solid waste across the Kansas City metropolitan area. The study assessed seven active municipal solid waste landfills and one facility undergoing permitting to develop a capacity forecast through 2045. The team evaluated multiple scenarios, including population growth, changes in per capita waste generation, landfill expansion, new facility development and waste diversion efforts.

The team developed a scenario planning tool to support ongoing regional analysis, and the process included workshops with interested parties and a public presentation of findings. The study provides local and state agencies with data-driven insights to support decisions on permitting, policy development and infrastructure investment.

Biodiversity

Wildlife & Permitting Symposium

In October 2024, Burns & McDonnell hosted the Wildlife & Permitting Symposium, an annual event that fosters collaboration among regulatory agencies and environmental professionals involved in energy infrastructure planning and delivery. The two-day symposium featured speakers, panel discussions and networking opportunities focused on navigating regulatory changes, addressing permitting challenges and exploring advancements shaping the energy sector.

Delivering Nature-Based Infrastructure and Biodiversity Benefits

Burns & McDonnell partners with clients to integrate nature-based solutions with infrastructure development, supporting regulatory compliance, ecosystem restoration and long-term resilience. In 2024, this work was recognized with a Business Achievement Award from *Climate Change Business Journal* for project merit in adaptation and resilience. The award recognized two projects:

- For the [Limestone Ridge Mississippi River Crossing](#), the project team enhanced power reliability and preserved protected bat habitats through strategic routing, targeted permitting and ecologically sensitive design. The solution balanced infrastructure development with critical habitat conservation.
- Our firm also led establishment of the [Park Creek Station Wetland Mitigation Bank](#), a 240-acre project in Colorado that involved the design, construction, restoration and long-term management of riparian and wetland systems. The site supports ecological resilience while serving as a mitigation resource for regional development.

Client solutions also extend to constructed wetlands, streambank stabilization and ecological restoration strategies. Across project types, teams apply a holistic, habitat-conscious approach, creating opportunities to deliver environmental value alongside infrastructure performance.





WHAT DRIVES US //

Community Impact

Since 1898, we have been dedicated to strengthening the communities we serve by delivering safe, essential infrastructure that supports long-term progress. This section highlights how we invest time, resources and knowledge to create meaningful impact — for our clients, our communities and one another.

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 responsibility that beats in the heart of each employee-owner. The Foundation supports communities through three strategic focus areas: inspiring the next generation of STEM professionals, cultivating vibrant and healthy communities, and advancing civic initiatives. Giving back is a core part of the Burns & McDonnell culture and a reflection of the values the firm carries into every project and partnership.

\$11M

employee-owners
total charity impact

\$546K

in matching gifts

The Burns & McDonnell 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.

\$429K

to Charity of Choice

Every year, Burns & McDonnell embarks on an organization-wide effort in the U.S. to give to one amazing cause. Each of its offices designates one charity — our Charity of Choice — which becomes the focus of a campaign that involves both raising funds and volunteer opportunities. For the 2024 Charity of Choice Campaign, the firm partnered with organizations that build and support inclusivity for individuals with intellectual and developmental disabilities.

\$336K+

raised on
Giving Tuesday

In the spirit of giving, U.S. employee-owners had the opportunity to donate \$50 to a charity of their choice on behalf of the Burns & McDonnell Foundation. There was record-breaking participation this year with 6,726 employee-owners designating funds.

15K+

employee-owners
total volunteer hours



SPOTLIGHT STEM Education

Project Lead The Way

The Burns & McDonnell Foundation is committed to advancing STEM education through its ongoing partnership with Project Lead The Way (PLTW).

We invested \$1.5 million over three years to support more than 90 PLTW programs, reaching more than 20,000 pre-K-12 students across the country. This investment earned Burns & McDonnell recognition as a PLTW Transformative Partner, the organization's highest distinction. By expanding access to hands-on learning in engineering, computer science and biomedical science, these efforts help prepare students for success in high-demand, innovation-driven careers.

STEM Grant Program

Through the Burns & McDonnell Foundation STEM Grant Program, K-12 schools near our offices can receive up to \$5,000 for hands-on STEM projects, classroom materials and teacher training. In 2024, these grants continued to inspire future problem-solvers and support educators preparing students for STEM careers nationwide.

Global Impact

Earth Day

In celebration of Earth Day, the Environmental Services Group organized volunteer events across Burns & McDonnell offices worldwide. More than 300 employees in 24 cities and three countries contributed their time and talents to community-focused projects, demonstrating our shared dedication to environmental stewardship and the communities where we live and work.

United Kingdom

In the United Kingdom, employees advanced outreach and engagement through early career programming, charitable giving and environmental initiatives. Teams participated in STEM education events, career fairs and collaborations with industry organizations, including the Women's Engineering Society and the Association for Black and Minority Ethnic Engineers. Local offices also supported national awareness days and seasonal food bank drives.

Through client partnerships, employees took part in nature-based initiatives such as the Errocht tree planting project, reinforcing shared values around environmental responsibility and education.

Canada

Throughout 2024, Burns & McDonnell Canada supported local events and volunteer activities reflecting a shared commitment to community engagement and environmental responsibility. Offices across the country participated in Anti-Bullying Day, International Women's Day activities and seasonal giving campaigns. Earth Day was a particular focus, with teams in Calgary and Toronto organizing cleanup events at Prince's Island Park and St. James Park, contributing to citywide environmental initiatives. These activities strengthened team connections and reinforced a culture of service through contributions that align with the firm's values.



Global Impact (continued)

India

In 2024, Burns & McDonnell India strengthened its focus on sustainability, education and employee well-being through a range of internal initiatives and community engagement efforts.

Employees contributed to Energy Day 2024 at IIT Bombay, where **Shailesh Deshpande**, vice president at Burns & McDonnell India, joined a panel on India's path to net zero. Elsewhere, **Sarah Darmitzal**, vice president at Burns & McDonnell India, served as a featured speaker

at Women Leading the Way: Ignite, Innovate, Inspire in Engineering, highlighting emerging technologies and innovation trends supporting decarbonization goals.

New investments included the launch of an in-house counseling program and the first internal women's leadership network at Burns & McDonnell India, WomenWise, which hosted quarterly workshops and forums to foster professional growth. Together, these initiatives reflect a firmwide focus on sustainability, safety and professional development.



SPOTLIGHT

Burns & McDonnell India Sustainability Week

Burns & McDonnell India marked Sustainability Week 2024 with a series of activities designed to promote environmental awareness, personal responsibility and collective action. The week began on Earth Day, April 22, with employees participating in Earth Hour from 12:30 to 1:30 p.m., symbolically reducing energy use in support of global conservation efforts.

On April 23, employees joined an interactive online session, "Know Your Carbon Footprint," led by environmental professional Rachana Kulkarni. The discussion focused on identifying everyday behaviors that contribute to emissions and offered practical steps for reducing individual impact.

Throughout April 24 and 25, Thrift Days encouraged employees to exchange reusable items within their departments, promoting mindful consumption.

To close the week, employees in Mumbai participated in a Sustainability Walk at the Godrej Mangroves on April 27. Guided by local conservation leaders, participants explored the importance of wetland ecosystems and gained firsthand insight into mangrove conservation.

These events reflected the commitment of Burns & McDonnell to integrating sustainability into workplace culture and empowering employees to take meaningful daily action.

Employees

Our people are at the center of everything we do. At Burns & McDonnell, employee-owners shape our culture, drive client success and strengthen communities. Across geographies, roles and career stages, we're focused on creating a supportive, mission-driven workplace where people can grow, contribute and lead. As a 100% employee-owned organization, we believe shared ownership fosters shared success.

Employee Experience

Burns & McDonnell maintains a high employee retention rate, a reflection of the trust, opportunity and shared purpose that define our workplace.



*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.

In 2024, 91% of participating employees said Burns & McDonnell is a great place to work, according to the annual Trust Index survey administered by Great Place to Work. This score remains 2 percentage points above the benchmark for the 100 Best Companies in the United States.

The 2024 survey evaluated how employees experience trust, support and equity across business lines and locations. Participation reached 72%, with employees from across the organization taking part. This included individuals from Burns & McDonnell Constructors, AZCO and our international offices in Canada, Mexico and the United Kingdom. Burns & McDonnell India conducts a parallel survey process and earned Great Place to Work certification for the seventh consecutive year.

We use this survey feedback as part of our approach to continuous improvement. Survey results inform programming, guide leadership training, and reinforce a culture where people feel heard and empowered.



Culture

We continue to build a workplace where everyone feels valued and included. Our people and culture strategy is shaped by employees across the organization and supported by enterprise-level programs that promote connection, inclusion and personal growth.

Employees help create the environment they work in through employee-led groups, collaborative communities and organization-wide initiatives. These efforts include mentoring, wellness advocacy and cultural celebration, all contributing to a sense of belonging.

The Alliance Committee is a cross-functional group that brings together representatives from business lines, locations, employee resource groups (ERGs) and executive leadership to continue building a welcoming workplace for all employees. The alliance has guided initiatives such as enhancing recognition programs and supporting ERG-led events, helping align and amplify our culture through shared accountability and thoughtful coordination.

Employee resource groups are voluntary, employee-led communities built around shared experiences or identities. Open to all employees, ERGs foster inclusion, advocacy and connection. Current groups include:

- &Proud (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 (early-career employees)
- Network of Women (NOW)
- Veterans Empowered to Serve (VETS)

Additional employee-led committees put our values into action through focused programming. The Wellness Committee promotes mental, physical and emotional health across the organization. The Corporate Citizenship Committee coordinates service initiatives and community engagement activities. The Employee Engagement Committee supports scalable, goal-aligned internal volunteer efforts. Together, these committees help embed culture into daily work and strengthen connections across teams.

Serving on these committees is more than a way to give back. It is a hands-on opportunity to develop leadership skills, build cross-functional relationships and make a difference across the firm. These roles offer a nontraditional path for professional growth and are recognized as part of our long-term talent development strategy.



Health and Wellness

At Burns & McDonnell, health and wellness are a shared priority rooted in our culture of ownership. Through ongoing initiatives that support physical, emotional, and preventive care, we aim to empower employees to take an active role in their well-being. Our Own Your Health program encourages employees to set meaningful wellness goals and connect with resources supporting long-term health.

In the United States, employees who participate in our yearlong wellness incentive program are eligible for a monthly health insurance premium discount in the next calendar year. Family-friendly amenities such as on-site health centers*, a pharmacy* and a fitness center* serve

more than 70% of employees. Additional services, such as flu shot clinics, biometric screenings, dermatology appointments and on-site mammogram screenings, are regularly offered at our world headquarters to support preventive care.

In addition to the benefits noted, we 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.

*Available at select locations.



High- Level Summary of the Benefits We Offer To Our Employees Across the World**

United States

- 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

Mexico

- Major Medical Expense Reimbursement
- Business Travel
- Life & Disability Insurance
- Paid Time Off & Holiday Pay
- Minor Medical and Telemedicine Discounts
- Dental Insurance
- Service Award Program

United Kingdom

- Private Medical & Dental Coverage
- Business Travel
- Employee Assistance Program
- Life Assurance
- Sickness Pay
- Income Protection
- Paid Time Off & Holiday Pay
- Recognition Program

Canada

- 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

India

- Extended Health Care
- Dental & Vision Coverage
- Business Travel
- Employee Assistance Program
- Life & Disability Insurance
- Short- & Long-Term Disability
- Paid Time Off & Holiday Pay
- Vacation

**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

At Burns & McDonnell, continuous learning is central to how we build careers, strengthen our teams and deliver results for our clients. From on-the-job training and field training to structured development programs and tuition support, we invest in professional growth at every stage. Our learning approach is flexible, inclusive and tailored to meet the evolving needs of our employees.

In 2024, employees continued to take advantage of educational opportunities designed to support technical, regulatory and leadership development.

2024 Learning and Development

\$5,117

average tuition reimbursement per U.S.-based employee-owner

16

average training time per employee in hours

Education Programs

Professional development at Burns & McDonnell includes a range of educational offerings, from individual learning plans to firmwide initiatives.

Talent Development Assessments

Employees have access to foundational development tools such as CliftonStrengths and DiSC. These assessments promote personal growth by helping individuals understand their work styles and strengthen team dynamics and communication.

Learning Spotlight

Our Learning Spotlight series is a firmwide initiative designed to build core skills, support personal growth and reinforce professional development throughout the year. Each month features a timely topic paired with practical tools and learning resources accessible to all employees.

In 2024, sessions covered a range of themes including emotional intelligence, innovation and mindset.

Examples include:

- “Is Emotional Intelligence Really So Important?” focused on the components of emotional intelligence (EQ) and how EQ contributes to decision-making, conflict resolution and stronger relationships.
- “The Curiosity Advantage” highlighted how curiosity drives innovation and offered practical techniques to ask better questions and fuel creativity.
- “Beyond Imposter Syndrome” addressed how self-doubt can affect performance and introduced actionable strategies to recognize personal value, build self-assurance and navigate growth with confidence.

These topics reflect our continued investment in accessible, skills-based learning to help employees build confidence, expand capabilities and contribute meaningfully to team success.



Education Programs (cont.)

Leadership Development

Burns & McDonnell offers four cornerstone leadership programs that reflect different stages of a leadership journey, supported by 12 leadership programs that focus on developmental needs within our regional offices:

- Amplify Leadership focuses on developing emerging leaders through workshops, cohort-based learning and engagement with senior leadership.
- Emerging Leaders helps participants build business acumen and relationship-based leadership skills through interactive sessions, book studies and networking events.
- Principals Program is a custom experience led by an external partner that includes assessments, in-person workshops, small group coaching and self-directed learning. The program focuses on self-awareness, strategic leadership and interdepartmental collaboration.
- Officer Development is tailored to new officers. Participants engage in executive assessments, individual coaching and experiential learning to build leadership capacity at the enterprise level.

These initiatives combine strategic insight with practical leadership development, reinforcing a culture of ownership and accountability.

Manager Foundations Program

In 2024, Burns & McDonnell introduced a redesigned Manager Foundations Program, replacing what had been the Manager Training & Development initiative. This reimagined experience provides a comprehensive start-to-finish learning journey for new and recently promoted managers.

The initiative equips managers with core knowledge, resources and tools needed to lead effectively and align with the organization's leadership expectations. Participants explore key topics such as goal setting, team engagement, performance coaching and accountability. In addition to learning from experienced professionals, managers connect with peers across the organization to discuss leadership competencies and share real-world insights.

The program reflects our focus on developing confident, capable managers who contribute to high-performing teams and a positive workplace culture.

Bold Beginnings

Bold Beginnings supports early career professionals through an organization-wide onboarding program that helps them transition into the workplace. The online training introduces foundational topics such as time management, professional communication and executive functioning skills. Participants gain practical skills and build confidence in their roles as employees. The program reinforces a culture of ownership and offers a solid foundation for long-term growth and success.





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.