

Ulteig



WE LISTEN. WE SOLVE.

SUSTAINABILITY REPORT

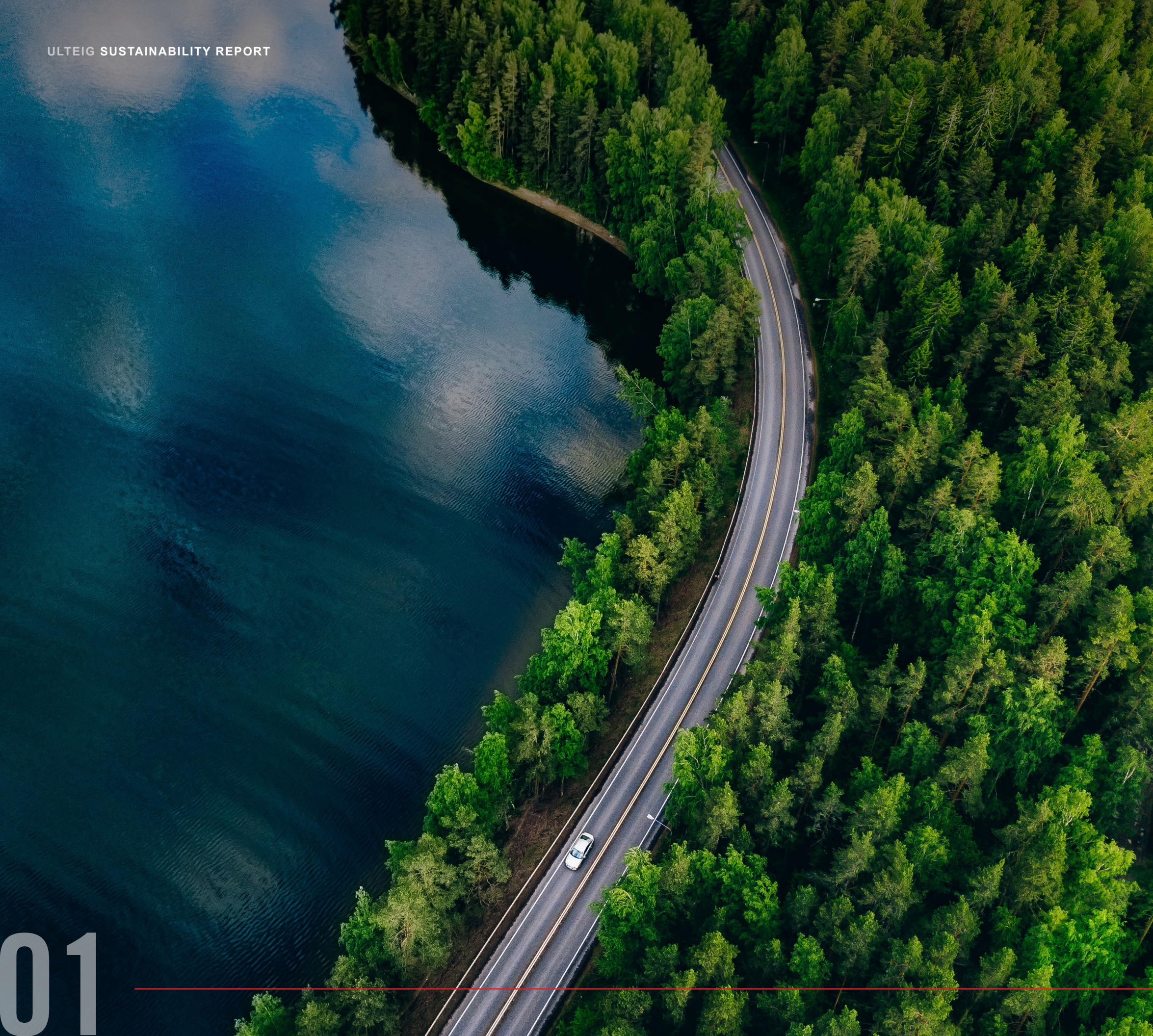


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“ WE BELIEVE IN DEVELOPING SOLUTIONS TODAY THAT WILL DRIVE POSITIVE CHANGE IN OUR WORLD TOMORROW. ”

CREATING AND SOLVING FOR A SUSTAINABLE FUTURE

Creating a sustainable future is at the heart of Ulteig’s value system. We believe in developing solutions today that will drive positive change in our world tomorrow.

Innovation, resiliency and inclusivity help us focus on sustainability in the face of emerging risks, disruptive technology and evolving community needs.

From renewable energy adoption and remediation to community collaborations, Ulteig’s sustainable approach to our work strikes a balance between revitalizing infrastructure and minimizing environmental impact - bolstered by an unwavering commitment to quality and safety.

Sustainability is about integrating positive change into our existing ecosystem. Whether it is fostering relationships with diverse suppliers or having a positive impact in the communities we serve, this mindset is embedded in our strategy and our operations, strengthening our communities, our business and our employee culture.

More than 1,200 employees strong, **our people are the lifeblood of Ulteig.** Through us, sustainability becomes an authentic and realistic goal. We are committed to the engagement and contribution of all employees, ensuring that we offer a workplace that makes everyone feel included, having the same opportunities to grow and be successful.

As Ulteig reaches our 80th anniversary, we present this Sustainability Report with pride, gratitude, optimism and resolve. Sustainability is ingrained in every decision, every project, and every goal.

We recognize that the needs of our planet and the welfare of its people are intertwined. In the pages that follow, we provide a glimpse of what it means as we create and solve for a sustainable future. This is our story, and there is still more to be told.

DOUG JAEGER — PRESIDENT & CEO



SUSTAINABILITY

ENGINEERING & SUSTAINABILITY

Amidst advancements in engineering and environmental preservation, Ulteig focuses on combining solutions with sustainable practices to meet the needs of our clients and the communities they serve.

Ulteig focuses our work on what we call the four Lifeline Sectors®: Power, Renewables, Transportation and Water - primary infrastructure that sustains everyday life.

This work is not just about building and maintaining infrastructure, but also ensuring that it can stand the test of time while minimizing environmental impacts.



Ulteig is proud of our 20+ years of experience in the Renewables sector. Our integrated services are ensuring successful outcomes with large utility scale wind projects, further driving the transition to sustainable wind power. Our innovative teams have also developed advanced solutions to strengthen the viability of battery energy support systems.

Our commitment to solar power and our efforts in grid-connected solar projects contribute to a sustainable future. Our precise energy estimates and comprehensive solar services not only ensure project success, but also reinforce a critical commitment to advancing solar power as a key element in the sustainable energy portfolio.

Our engineers are committed to sustainable practices as we partner with state, provincial and regional governments, rural electric cooperatives and indigenous communities to ensure environmental needs are met.

Ulteig's work also supports utilities, landowners, developers and public agencies. We assist them in navigating complex laws like the federal Clean Water Act and Endangered Species Act, aligning development efforts with environmental standards and promoting sustainable growth in previously industrial locations.

“ENSURING NO NET LOSS OF WETLANDS AND/OR WATER RESOURCES ALLOWS FOR THE ENVIRONMENT TO BUFFER STORM WATER RUNOFF INFLUXES, CONTRIBUTE TO IMPROVEMENTS IN WATER QUALITY AND PROVIDE HABITAT FOR WILDLIFE.

MIKE HUFFINGTON,
MARKET DEVELOPMENT MANAGER

“WITH CHANGES IN CLIMATE AND THE OVERARCHING IMPACT THIS HAS ON RESOURCES, DESIGNING FOR THESE CURRENT AND FUTURE EXTREMES IS — AND WILL BE — MORE IMPORTANT THAN EVER TO ENSURE RELIABLE INFRASTRUCTURE IS IN PLACE TO MEET HUMAN NEEDS.”

CRAIG HIATT, SENIOR ENVIRONMENTAL PLANNER

Putting our clients first allows Ulteig to form trusted partnerships that contribute to our sustained, long-term growth. But growth is inseparable from sustainability, as we expand our abilities to design, develop and execute projects with a sustainable mindset and be a driving force in the market.

THE HAMBURG, IOWA WETLAND PROJECT

HAMBURG'S TRANSFORMATION: FROM FLOOD TO FLOURISH

In the aftermath of the 2019 Missouri River flood, Ulteig led a vital project in Hamburg, Iowa, rebuilding infrastructure and converting flood-prone land into a thriving wetland education area complete with native seeding.

This multi-purpose environmental haven, complete with trails and a pavilion, now aids in replenishing the city's wells and serves as a living classroom for local schools, underscoring our goals of sustainability, mitigation and education.



OUR SUSTAINABILITY SCOPE OF SERVICES

 **20+**

GW of solar power delivered in the last decade, enough to power **15,000,000** homes.



Involved in more than **500** wind projects across North America.

CLIMATE RESILIENCY

Through our work with solar- and wind-based renewable solutions and battery storage design, Ulteig strengthens the wellbeing of our climate. This focus ensures more reliable fulfillment of society's basic needs and actively contributes to environmental preservation.

REMEDIATION

Ulteig takes a holistic approach to our projects, incorporating innovative designs to both mitigate potential impacts and improve resource deficiencies. This includes strategies like identifying and addressing soil or water contamination, managing stormwater runoff and stabilizing areas of high-water flow to prevent erosion and contamination.

WETLAND MITIGATION & CONSERVATION BANKING

Ensuring no net loss of wetland and water resources is non-negotiable. By incorporating mitigation efforts into project design, we work to support environmental protection, community flood protection and improved water quality and wildlife habitat.

ENERGY POWER & RENEWABLES

Efforts aimed at significantly reducing our carbon footprint and enabling a more sustainable energy landscape take shape through contributing to renewable transition, supporting pilot installations, exploring variable fuel sources and battery storage, and focusing on ensuring energy reliability (even with variable fuel sources).

SUSTAINABLE SITING/ ENVIRONMENTAL IMPACT

Ulteig leverages Geographic Information System (GIS) mapping and assessments, sustainable project planning and execution, and data analysis across each Lifeline Sector. We want to ensure that any infrastructure improvements undertaken by Ulteig minimize negative environmental impacts and maximize public satisfaction.

SUSTAINABILITY

SOCIAL IMPACT & SUSTAINABILITY

Ulteig believes in making a difference in the workplace and in the communities where we work and live. Building a diverse, equitable and inclusive future is a key part of Ulteig’s business strategy, and inclusion is one of our core values.

To meet our mission of creating and solving for a sustainable future, we actively **seek our employees’ unique perspectives, respect their individuality and celebrate their contributions.**



DIVERSITY, EQUITY & INCLUSION

Ulteig’s participation in the national CEO Action for Diversity & Inclusion project underlines our belief in the power of Diversity, Equity and Inclusion (DEI) to drive innovation, foster collaboration and enhance our services to clients and communities — embracing perspectives that enrich our thinking and strengthen our work.

Internally, Ulteig’s DEI Council drives transformational change across the company by advising, educating and serving as champions. The Council was established to oversee the mission-critical DEI focus for our company, including:

1
GOVERNANCE & COMMUNICATION

2
RECRUITMENT

3
INTERNAL INCLUSION & EQUITY

4
COMMUNITY OUTREACH

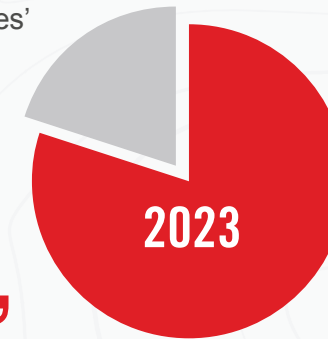
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SUPPLIER DIVERSITY

The launch of Employee Resources Groups (ERGs) such as Women@Ulteig, Veterans at Ulteig, the Rainbow Alliance, and Multi-Ethnic & Ulteig – along with our pilot Inclusive Leadership Development Program designed to **build intercultural competence and belonging** – are examples of DEI efforts to empower employees, regardless of their background. ERGs are open to all Ulteig employees of any background, location or level.

SOCIAL IMPACT MEASURES

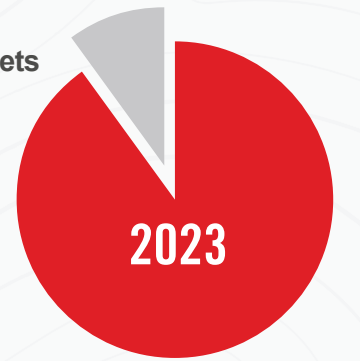
INCLUSION INDEX measures employees’ perception of inclusiveness in their workplace environment.

In 2023 we achieved **a score of 81**, calculated through a series of nationally benchmarked surveys. On average, **Ulteig’s score trends +7 higher** on inclusion index responses.



INCREASED UNDERSTANDING indicates the percentage of employees who report an increased understanding of the importance of key tenets of DEI in the workplace;

Ulteig employees report an increase from 75% in 2021 to **90%** in 2023.



EMPLOYEE REPRESENTATION measures the percentage of diverse groups within Ulteig’s workforce. Reports from the last two years show **growth in the representation of women,**

26% TO 29%, and people of color, **12% TO 16%,** between 2021 and 2023.



GROWTH OF EMPLOYEE RESOURCE GROUPS SINCE 2022

320 ERG members (27% of workforce) across four ERGs (Women@Ulteig, Rainbow Alliance, Veterans, Multi-Ethnic & Ulteig).

83% of employees agree that ERGs promote Ulteig’s value of Inclusion.

75% of employees agree that ERGs help them to better understand how to be allies to others.

SOCIAL/COMMUNITY WORK

Creating a meaningful and lasting impact within the communities we serve is important to Ulteig.

Our **Community Partner Program** engages team members with nonprofits that uplift underserved communities, fostering a culture of active contribution and social responsibility.

Our **Corporate Citizenship Committee** encourages employees to give back and be involved in our local communities. The committee supports volunteering in Ulteig communities by organizing events and highlighting available opportunities.

Every Ulteig employee is provided up to **eight volunteer hours** per year to use during business hours, as part of Ulteig's pledge to our employees and our communities.



Ulteig's volunteer partnerships have allowed us to invest more deeply in supporting communities and their future leaders:

PINES AND PRAIRIES LAND TRUST PROJECT

BASTRUP'S REVIVAL: TRAILHEAD TRANSFORMATION

In 2023, Ulteig, Engineers Without Borders USA (EWB-USA), and Community Engineering Corps (CECorps) joined forces with the Pines and Prairies Land Trust to revitalize a trailhead in Bastrup, Texas. Confronting challenges of parking lot erosion, we worked in partnership with EWB-USA and CECorps to develop a sustainable, environmentally friendly solution.

By renovating the trailhead, the immediate erosion issue was addressed, and a stronger connection with the local community was forged. This partnership underscored a shared bond between sustainable development and community engagement, creating a space for all to enjoy.



HUMANITY RISING SCHOLARSHIP PROGRAM

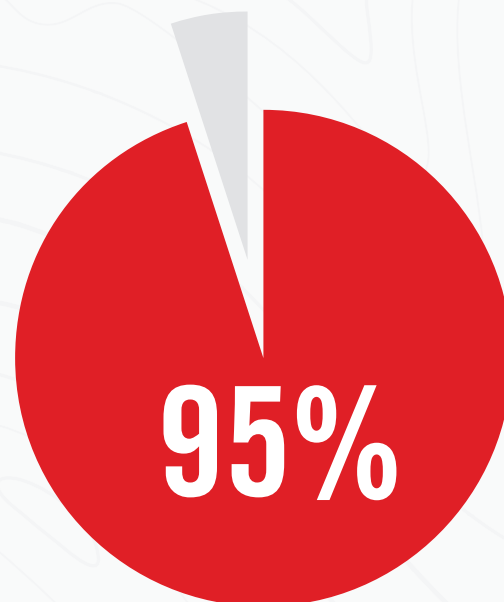
As part of our Community Partner Program, Ulteig launched a new opportunity for young adults to become involved in renewable energy projects and introduce them to careers in the field of renewables. We partnered with **Humanity Rising**, a nonprofit organization whose mission is to shape the next generation of leaders and social innovators.

Humanity Rising helped Ulteig identify the inaugural class of Renewable Energy Ambassadors for the opportunity to earn a paid internship with Ulteig, a scholarship, and funding for a local project within their community.



OVER TWO RECENT YEARS

Ulteig employees who participated in community service volunteer work **GREW**



SUSTAINABILITY

BUSINESS OPERATIONS & SUSTAINABILITY

From workplace policies and practices to business strategies and facility operations, sustainability spans our whole organization and shapes our future direction.

Through significant investment in our employees' health and wellbeing, Ulteig not only **embraces sustainability but aims to embody it.**

Ulteig has implemented environmentally friendly facility upgrades across all 15 North American locations. The adoption of hybrid and flex fuel vehicles and a recycling program for paper, batteries and plastic further enhance our sustainable operations.

COMPANY ORGANIZATION

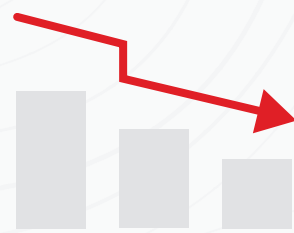
Ulteig is guided by our purpose to create and solve for a sustainable future. The structure of the organization, organized by Lifeline Sector, is critical to client and marketing responsiveness, clarity in decision-making, scaling and investment, and creating opportunities to leverage resources across current and emerging markets.



FACILITIES

Sustainability is embedded and operationally rooted in Ulteig's work environment.

As an outgrowth from the pandemic, our now-permanent hybrid work policy effectively reduced carbon emissions by 43%, saving 1,633 metric tons of CO2 annually compared to pre-pandemic levels when the majority of our employees were in the office five days a week.



Ulteig's hybrid work policy has **reduced carbon emissions by**

43%, saving 1,633 metric tons of CO2 annually.



POWER

Poised firmly at the forefront of power grid engineering, ensuring reliability and strategizing for the nation's energy needs is a key Ulteig priority.



RENEWABLES

As energy transition goals and renewable energy rise, Ulteig is geared for growth with a focus on safety and efficiency.



TRANSPORTATION

Tech innovations, infrastructure maintenance and funding resources promise advancement, despite inherent challenges.



WATER

Quality and technology solutions open new possibilities to address surging demand for water quality, scarcity and equity issues.

Ulteig is committed to pioneering innovative solutions across all aspects of our operations. We deploy cutting-edge technology and sophisticated data analytics to maintain a proactive, responsive stance to challenges. Our strategic goal is to infuse resilience and agility into every aspect of our business model.

Central to our mission is the creation of a future-proof organization that **consistently delivers sustainable and efficient solutions**. Our focus is on serving our clients, enriching our communities and contributing positively to our planet, all while embracing each Lifeline Sector. We aim to be more than just a service provider, but a trusted partner helping navigate the complexities of modern infrastructure engineering.



SUPPLIER DIVERSITY

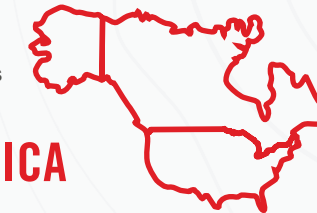
Ulteig fosters relationships with **suppliers** and subcontractors to cultivate an ecosystem that promotes inclusivity, community engagement and economic opportunities – all part of strengthening sustainability.



!!! IN 2022, ULTEIG: !!!

Invested **\$6 MILLION** in operations to promote a more diversified supplier base.

Partnered with **88** diverse suppliers **NORTH AMERICA**



Allocated **\$6 MILLION** to regions where Ulteig maintains offices. **Total spend distributed among:**

- Minority Business Enterprise-owned businesses (**\$1.1 million**)
- Small businesses (**\$2.7 million**)
- Veteran-owned businesses (**\$1 million**)
- Women Business Enterprise-owned businesses (**\$1.2 million**)

Ulteig utilizes small, veteran, service-disabled veteran, Historically Underutilized Business Zones (HUBZones), minority and women-owned businesses to support efficient performance of our contracts. **We remain focused on:**

Our continued promise to enhance partnerships with **WOMAN-OWNED BUSINESSES.**

Proactive measures implemented to **PROMOTE EQUAL OPPORTUNITIES.**

Regular reviews and updates of company policies to **SUPPORT DIVERSITY IN SUBCONTRACTING.**


Through such initiatives, we intend for our supply chain practices to **positively contribute to longer-term sustainability** and vibrancy within our partner communities.

SAFETY

Ulteig strives to create a **safe and sustainable workplace** with wellbeing in mind, and we are committed to continuous efforts to maintain this environment. Our comprehensive Health, Safety and Environmental (HSE) policy is at the forefront of these efforts, along with proactive initiatives such as the Stop Work program, the Think Safety First campaign and extensive training programs via Ulteig University, our online hub for employee development.

Additionally, the formation of safety councils, combined with a robust incident reporting system, works to enhance employee engagement and contribute to a record low **Total Recordable Incident Rate (TRIR)** of 0.0 while maintaining an industry-low Experience Modification Rate (EMR) of 0.66.

In 2023,
0 occupational
injuries

Accomplished over
2+ MILLION 
labor hours in 2023

PUBLIC POLICY

As Ulteig grows in our scope and industry position, we are inspired to do more than simply respond to changes in public policy. A primary goal is to increase our involvement in state and provincial legislation and regulatory processes that align with our sustainability objectives, focusing our advocacy within the regions throughout the US and Canada where our employees and clients live and work.

Within the next five to 10 years, Ulteig will leverage technical expertise to help inform public policy conversations. Amidst debate over defining the question, “*What is sustainability?*”, our goal is to establish a pragmatic, data-driven stance that supports business, infrastructure, social impact and sustainability.

QUALITY

Quality control resides in comprehensive programs and processes to reliably incorporate best practices and standards. An example of quality assurance in action is ISO 991, our innovative monitoring program. In tandem with multi-stage quality assurance reviews, this program is leveraged to reduce project defects and eliminate rework instances, leading to valuable savings in resource allocation.

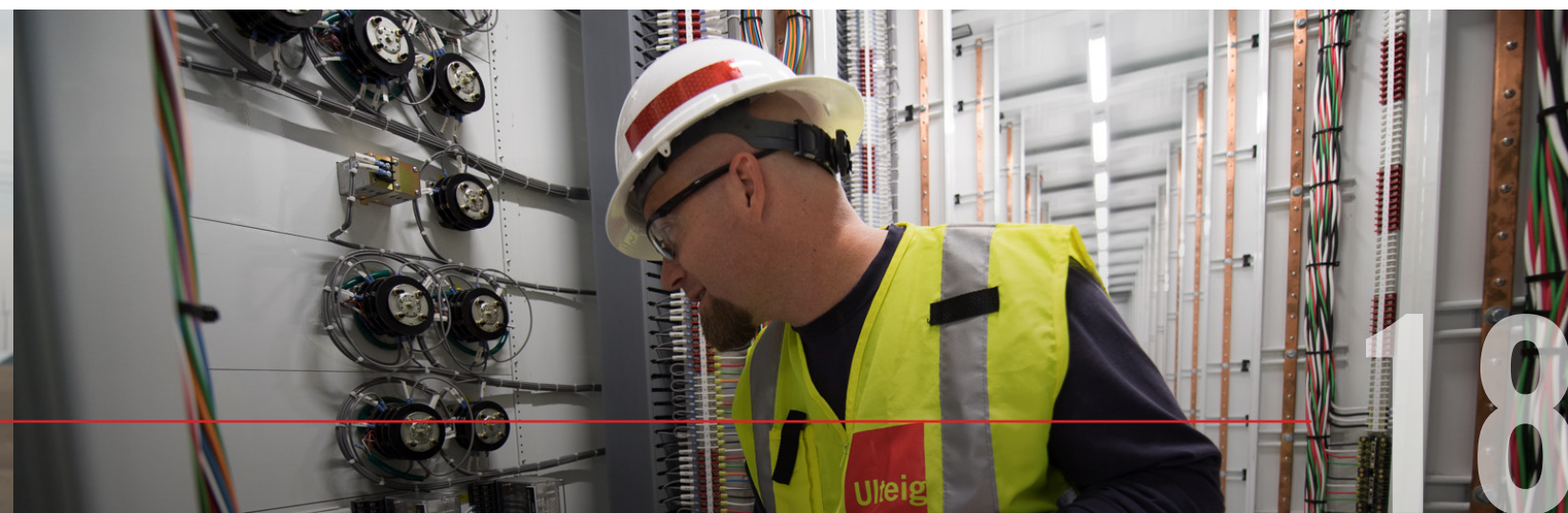
Another way to ensure quality assurance is by providing avenues for clients to give direct feedback from a broader project view. **Our quality rating** – as defined by our clients – has increased over the past three years, from **7.2** to **8.4** (on a scale from 0-10 with 5 as the average in our industry).

In-step with an ongoing quality plan to help measure and build on performance, we continue to reinforce an empowered and enduring culture of quality.

“ WE WANT TO HELP CREATE SUSTAINABLE POLICY THAT’S GOING TO STICK AROUND THROUGHOUT THE EVER-CHANGING POLITICAL LANDSCAPE.

JOHN FERNANDES,
POLICY DIRECTOR

”



SUSTAINABILITY

SUSTAINING OUR EMPLOYEES

INVESTING IN OUR WORKFORCE

Ulteig's talent philosophy is to *meet people where they're at*. Employees value work-life balance and flexibility -- and making an impact with work that is meaningful and engaging. A huge part of our success relies on the dedication and focus of our workforce; which is why we make investing in our employees a top priority.

Being **employee-owned** means we take our own success and the success of our clients personally.

WELLBEING

From laughter yoga to the transformative power of gratitude, inclusive wellness programs at Ulteig have impacted employee satisfaction, engagement, retention and productivity.

Our monthly online wellbeing webinars have garnered positive feedback, echoing **this employee's comment:**

I APPRECIATE ULTEIG'S WORK-LIFE BALANCE AND THE EFFORT PUT INTO EMPLOYEE WELLBEING.

Ulteig's wellbeing initiative not only positively impacts employees but also extends to their families, evidenced by three years of flat health premiums. This comprehensive approach reduces claims costs and short-term disability incidents.

Ulteig has been honored with these national **Cultural Excellence Awards** from Top Workplaces USA, the nation's leading employer recognition program. The awards are based on feedback gathered from our own employees.



PROFESSIONAL DEVELOPMENT

As a cornerstone of Ulteig's sustainability strategy, our professional development initiatives for employees range from providing LinkedIn Learning access to supporting our engineers in obtaining professional credentials. We also offer "Leading at Ulteig" and "Emerging Leaders," internal leadership programs designed to nurture sustainable leadership practices and prepare future leaders.

Leveraging data from employee surveys and focus group feedback, professional development at Ulteig has significantly boosted employee engagement and talent retention.

38% of leadership program participants have **achieved promotions** over the past three years. This continuity within our leadership positions us to tackle future challenges with innovation and resilience.

EMPLOYEE ENGAGEMENT

In our latest employee engagement survey, we improved our scores in nearly every category compared to the previous year.

Ulteig has prioritized the creation of platforms to ensure that our employees are heard and that their participation is valued. We strive to create a culture of **cross-functional collaboration**, improving work quality and accelerating project timelines. We have championed multiple, innovative avenues to more effectively share ideas and work together more seamlessly. When employees see their ideas turned into action, it creates an inspiring, compounding effect on engagement and overall investment.

In 2023, Ulteig's

employee engagement score reached **84**

considerably besting a national benchmark of 70.

We have achieved these impressive engagement scores and others while approximately 40% of our workforce works remotely. In a post-pandemic hybrid working environment, our ability to foster connectivity and maintain a strong culture has by all counts improved.



Uideate, **Ulteig's internal innovation platform**, offers employees an opportunity to voice their ideas and innovative solutions. The ideas generated by employees are key to helping Ulteig respond effectively to changing market demands as well as create new products and services that improve client experience.

Additionally, employees at Ulteig are encouraged to share their perspectives through regular surveys, listening sessions with leadership, town hall meetings and other channels throughout the year.



WE LISTEN. WE SOLVE.

Sustainability thrives at Ulteig. This guiding principle is embodied in our work, strategies and people, informing every decision we make.

Prioritizing sustainability is one of the contributing factors to Ulteig consistently ranking on the **Engineering News Record Top 500** list as well as being repeatedly named a **Top Workplace** by the Denver Post, the Minneapolis Star Tribune and Prairie Business Magazine, our recent **Best Places to Work** recognition from Glassdoor and our Zweig **Hot Firm Award**.



Ulteig has an extremely active **Culture Committee**: each year, a group of employees from across geographies and business units organize activities around events including Engineers Week, summer barbecues and holiday parties. We would not be who we are without our commitment to our culture and our people.



In 2023, Ulteig reported an impressive, organization-wide

89.5% retention rate.

We are proud that this **exceeds** the EFCG industry benchmark of 86.5%.

Since 1944, Ulteig has been entrusted with the task of building, maintaining and revitalizing our nation's infrastructure. Our work within the Lifeline Sectors of Power, Renewables, Transportation and Water delivers innovative solutions that champion the needs of our planet, while leveraging our greatest differentiator: *our people.*





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