

2024 SUSTAINABILITY REPORT

EXPANDING OUR HORIZONS

EMPLOYEE OWNED | ESTABLISHED 1965

About This Report

This report summarizes the sustainability commitments, activities, and performance for Terracon Consultants, Inc. ("Terracon"). The reporting period is our 2024 fiscal year, a period from Jan. 1, 2024, to Dec. 31, 2024. Performance data includes our headquarters and offices at the close of the period, except where noted. To guide report development, we referenced the GRI Sustainability Reporting Standards. Refer to the GRI Content Index for information on specific disclosures. This report is not intended as an advertisement or as promotional material.

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A Letter From Our CEO

Our purpose, Exploring Beyond the Surface, drives us to use our expertise and innovation to help build sustainable and resilient communities. Through our levers for positive impact – Our Company, Our Work, and Our Giving – Terracon’s sustainability program and project solutions reinforce our commitment to being responsible community members and dedicated stewards of the environment.

In 2024, we made strong progress on our program goals. Our strategy to improve vehicle fleet efficiency through using the right vehicle for the job, retiring older vehicles, and introducing electric vehicles into the fleet helped us achieve a 6% reduction in greenhouse gas intensity from 2023. We continued to build employee awareness of our sustainability commitment and engagement in local office Green Teams; and enhanced our sustainability data collection management system and reporting practices. In addition, our Sustainability and Resiliency (S+R) services to clients grew as we welcomed a national practice leader, and the Harbor Environmental, Inc. team to expand these offerings. This report highlights these and other efforts in the areas of people and communities, environmental stewardship, and responsible management.



M. Gayle Packer
Chair, President, and CEO

Sustainability is a journey, not a destination. With our strategic plan as our North Star, we will continue to set meaningful targets that align with our purpose, vision, and values and work toward them together with curiosity, intentionality, and care. I’m genuinely excited by the steps we’ve taken so far on this journey and the possibilities that lie ahead. The seeds we are planting through our actions today will grow into a more sustainable future for ourselves and our communities.

M. Gayle Packer
Chair, President, and CEO

Overview

Sustainability and resiliency are integrated with our corporate strategy, focusing on three key levers of positive impact to support our strategic objectives.

Our Company

Being a responsible, sustainable, and resilient business.

Our Work

Delivering projects sustainably and offering S+R services to support our clients' goals.

Our Giving

Extending impacts beyond our core business activities through the Terracon Foundation and employee-led efforts.

Our Purpose

Exploring Beyond the Surface

We are critical thinkers who explore beyond the surface of our careers, our people, our clients' technical challenges, our geographies, and our company.

Our Values

Caring

Courage

Curiosity

Excellence

Integrity

Prosperity

About Terracon

Terracon is an employee-owned, multidiscipline engineering consulting firm with a passion to Explore Beyond the Surface for our employees, clients, and communities.

We're explorers on a mission to transform our industry and the world around us. Our more than 7,000 curious minds are dedicated to solving engineering and technical challenges while striving for excellence.

Our successful growth over the decades has been driven by organic expansion and the acquisition of firms with specialized capabilities. Across the country, our employee-owners - including engineers, scientists, architects, and sustainability and field professionals - work together to deliver an unmatched client experience.



100%

Employee Owned

7,000+

Employees

180+

Offices

Projects in All
50 States

4,025

Fleet
(pickup trucks, SUVs, vans, and cars)

627

Exploration Services Equipment
(trailers, drill rigs, semis, and other support field equipment)

Key Sectors Served

Commercial

Digital Infrastructure

Federal

Healthcare

Industrial and Logistics

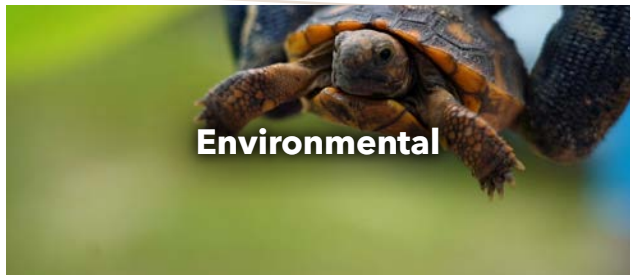
Power Generation and Transmission

Transportation and Infrastructure

Our Services

Our multidiscipline consulting services connect our clients to the insights and solutions they need. Across all service lines, our engineering and scientific capabilities help achieve project goals for efficiency, quality, and sustainability.

Service Lines



Our team helps clients address environmental challenges and move projects forward as quickly, safely, and sustainably as possible. Our experts leverage environmental best practices to guide clients from environmental site assessment and investigation to regulatory compliance and permitting.



Proactive facility consulting helps clients optimize building performance. Our licensed engineers and architects deliver services, including facility condition assessments, building enclosure commissioning, mechanical, electrical, and plumbing (MEP), and Americans with Disabilities Act (ADA) accessibility consulting to maximize investments.



With 60 years of geotechnical data, 200+ drill rigs, 140 accredited laboratories, and experts nationwide, we deliver value-added subsurface information and engineering and scientific expertise to accelerate site selection, reduce risk, inform design, and solve challenges on a wide range of projects.



Terracon's technicians and inspectors help our clients verify that the materials used to build the nation's roads, bridges, airports, stadiums, and other structures are safe and sound. Our certified teams mobilize wherever and whenever clients need us, backed by accredited laboratories and real-time data collection and reporting to help projects progress swiftly and safely.

Learn more on our [Explore Services webpage](#).

Sustainability and Resiliency Services

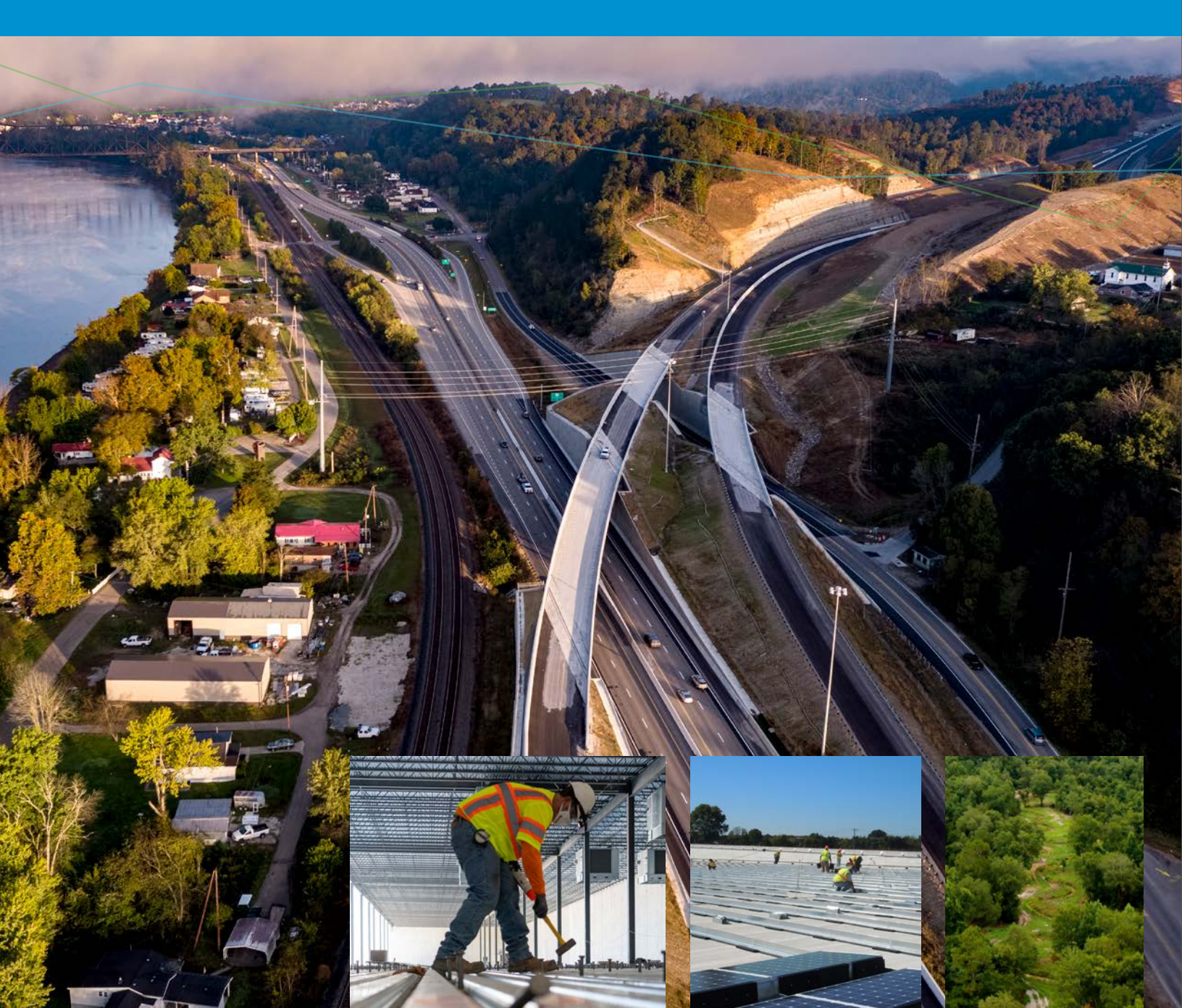
Terracon leverages our expertise and innovation to address sustainability and resiliency challenges, advancing climate-smart practices and offering dedicated solutions to help clients achieve their goals.

Our S+R services align with the three interconnected practice areas below. Service offerings within each leverage capabilities across service lines, along with dedicated sustainability and resiliency expertise to support our clients.

Project highlights are featured throughout the report.



Sustainability + Climate Solutions	Healthy + Sustainable Infrastructure	Resiliency Planning, Disaster Response, and Recovery
SERVICE AREAS		
Assessments and Baselineing	Sustainable Design and Construction	Resiliency and Risk Management
Sustainability/ESG Strategy and Program Development	Healthy and Sustainable Materials Strategies	Disaster Preparedness and Planning
Data Management and Software Solutions	Building and Facility Assessments and Certification	Post-Event Services
Climate Action and Emissions Solutions	Renewable Energy Development	Ecosystem Restoration and Management
Sustainability Reporting and ESG Disclosures	Community Support and Engagement	



SUSTAINABILITY AT TERRACON

Areas of Focus

Our sustainability framework (highlighted on the right) has three pillars: People and Communities, Environmental Stewardship, and Responsible Management. Sustainability and resiliency are integrated with our corporate strategy, focusing on three key levers of positive impact to support our strategic objectives:

- Our Company: Being a responsible, sustainable, and resilient business.
- Our Work: Delivering projects sustainably and offering S+R services to support our clients' goals.
- Our Giving: Extending impacts beyond our core business activities through the Terracon Foundation and employee-led efforts.



Our areas of focus represent our material sustainability topics. Materiality, for us, encompasses areas of significant social and environmental impacts of our business activities. We consider the effects of sustainable business practices on our financial performance, the well-being of people, the effectiveness of operations, and the protection of the natural environment.

In 2023, we conducted our first materiality assessment to better understand our sustainability impacts and what is most important to our key internal and external

stakeholders. The process helped identify both risks and opportunities to inform our organizational and sustainability strategies.

For this report, we further refined the areas of focus to align more closely with the GRI Sustainability Reporting Standards and other leading sustainability reporting frameworks. We are planning to update our materiality assessment as part of our next reporting cycle.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Contribution to the United Nations Sustainable Development Goals (UN SDGs)

Terracon's core services contribute most significantly to the following four UN SDGs: 9. Industry, Innovation and Infrastructure, 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production, and 13. Climate Action. The Terracon Foundation and our employee-driven community involvement enables us to support the UN SDGs more broadly, including in areas such as education, food security, and health.

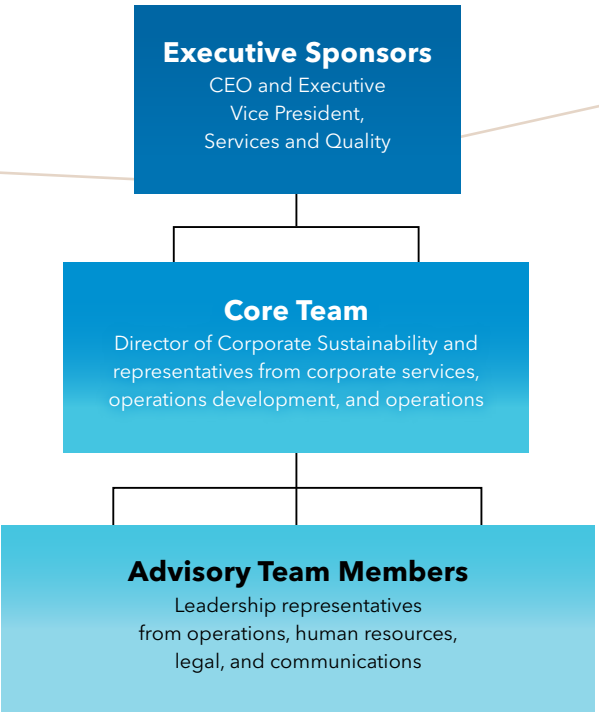
Sustainability Management

Our Director of Corporate Sustainability leads our sustainability and resiliency program and oversees our Corporate Sustainability Action Team (CSAT). The director provides leadership in developing, implementing, and managing sustainability and resiliency strategies; the assessment of impacts, risks, and opportunities associated with environmental and social matters; policies, procedures, and practices; and sustainability performance measurement, reporting, and communications.

The director meets with the CEO monthly and reports goals, program progress, successes, and opportunities to the Executive Committee quarterly and the Board of Directors at all scheduled meetings. The director leads CSAT with the CEO and the Executive Vice President, Services and Quality, serving as executive team members.

CSAT is a cross-functional strategy leadership team that works with the CEO, Executive Committee, and senior leaders to develop strategies and prioritize actions. CSAT is made up of 12 core team members and 10 advisory team members.

Corporate Sustainability Action Team



The Corporate Sustainability Action Team charter:

CSAT recommends, develops, and implements our sustainability program, strategies, goals, and objectives.

We partner across the organization and are active ambassadors and change leaders for sustainability. CSAT develops and supports a culture that works to reduce our environmental impacts, improve social value, and create a purpose-driven employee, client, and community experience. CSAT members endeavor to advance a sustainability mindset and practices at Terracon through education, transparency, responsible management, and social responsibility to contribute to the well-being of our employee-owners, maintain prosperous growth, and protect the natural environment.

People and Communities	Environmental Stewardship	Responsible Management
Reduced both total recordable incident rate (TRIR) and days away, restricted, or transferred (DART) rate from previous year.	Improved environmental and climate scores within EcoVadis and CDP.	Strengthened our sustainability management system and reporting practices.
Increased employee retention overall and within key employment categories.	Reduced GHG intensity by more than 6% from 2023 to 2024.	Launched a refresher course on ethics and Guiding Behaviors.
Achieved best-in-class survey results in key areas of safety, employee engagement, and inclusive culture.	Increased the number of Green Teams companywide from 39 to 48.	
Contributed \$500,000+ through the Terracon Foundation.	Grew our S+R services.	Increased percentage of spend with diverse suppliers.
	Supported 2,295 renewable energy projects across all service lines.	

2024 Highlights

These highlights feature accomplishments in our corporate efforts overall and in the People and Communities, Environmental Stewardship, and Responsible Management pillars of our program.

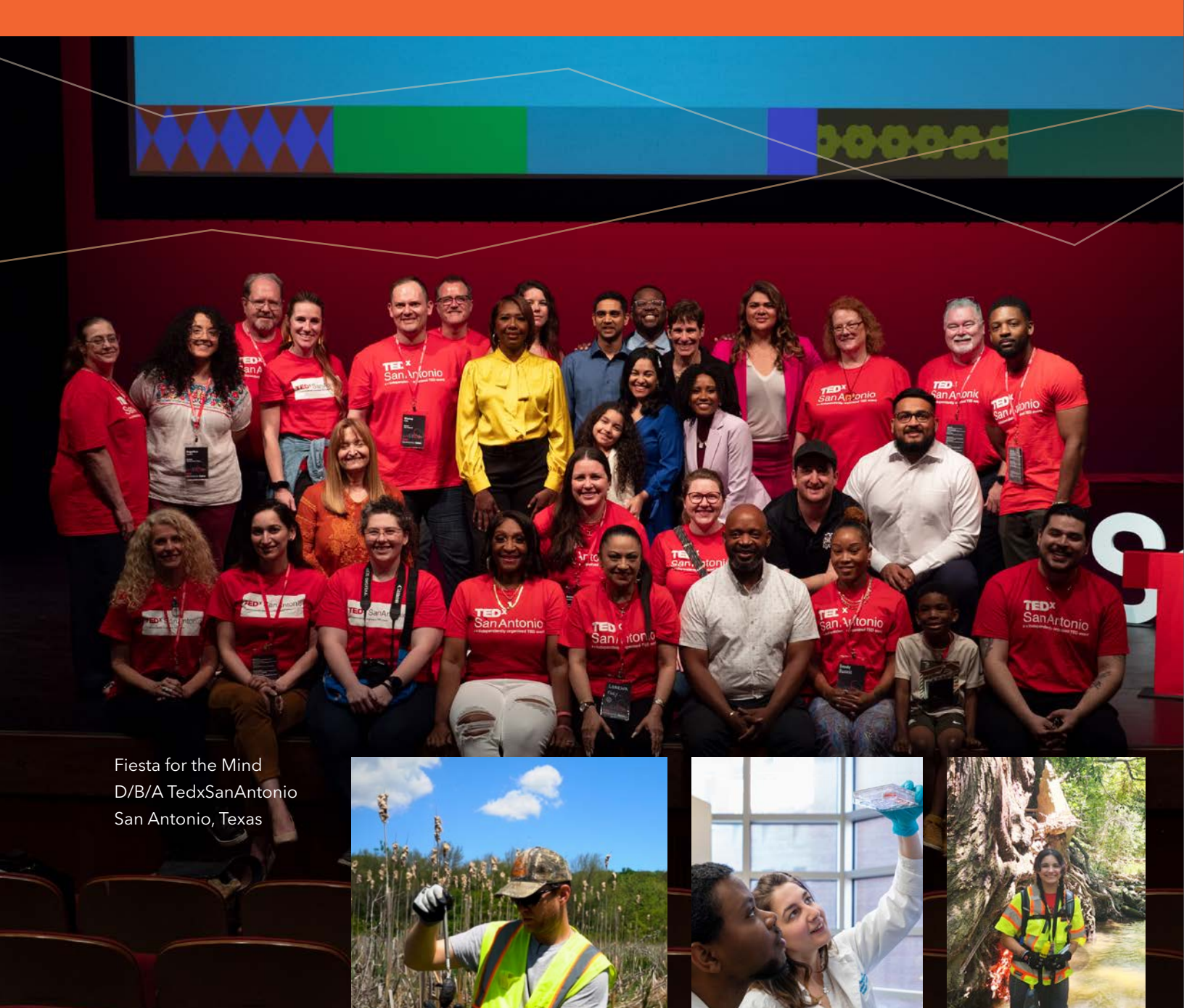
ENR Rankings 2024

- #2 Asbestos and Lead Abatement
- #10 Top 100 Pure Designers
- #18 Top 500 Design Firms
- #44 Top 150 Global Design Firms
- #71 Top 200 Environmental Firms

A Terracon Company

Expanded our dedicated S+R services team with the acquisition of Harbor Environmental, Inc.

Added a new S+R services leadership role.



Fiesta for the Mind
D/B/A TedxSanAntonio
San Antonio, Texas



PEOPLE AND COMMUNITIES

RANKED
Healthiest Employers
*Atlanta Business Journal
and Phoenix Business Journal*

People are at the heart of Terracon’s purpose and vision. We’re committed to ensuring a healthy and safe workplace, promoting employee engagement, fostering an inclusive culture, and giving back to the communities where we live and work.

The People and Communities pillar focuses on the following material topics, which are the areas where we continually invest to create shared value and positive impact:



Earth Day Event | DC Metro West Office

Health, Safety, and Well-being	Employee Engagement and Inclusion	Community Impact
Achieve best-in-class safety performance	Advance employee engagement and inclusion: <ul style="list-style-type: none"> Employee engagement and retention Learning and development Inclusive culture 	Increase beneficial impacts on communities and ecosystems



Scouting America | Little Rock, Ark.

Health, Safety, and Well-being

Protecting the health, safety, and overall well-being of employees is a fundamental company responsibility; it's what matters most. At Terracon, our personal and organizational commitment at all levels of the company is for everyone to go home safely every day.

Building an Incident and Injury-Free Workplace

Rooted in caring for each other, our clients, and our communities, our health and safety program is part of every employee's daily experience and every project we take on. Our *Incident and Injury-Free® (IIF®)* commitment challenges all employees to lead with safety and caring in their mindset and their actions. This *IIF* commitment extends beyond physical safety to include mental health and well-being.

Terracon's behavior-based health and safety program is designed to identify, eliminate, and mitigate the hazards our employees could potentially face on the job at project sites, in our laboratories and offices, or while driving. Our multifaceted system is supported by a dedicated team of safety professionals at the corporate, regional, and office levels and strong information technology tools to help our employees work safely.

Key aspects include:

- Ongoing core and job-specific safety training for all employees.
- Proactive practices such as near-miss reporting, safety check-ins, behavior-based coaching, and recognition of exemplary behaviors through positive feedback and spot bonuses.
- Client and job-specific safety and health plans.
- Employee empowerment to stop work for any safety concern, without reprisals.
- Extensive monitoring of health and safety metrics, including leading indicators for ongoing feedback.

We regularly evaluate the effectiveness of our management approach to drive improvement in our performance, processes, procedures, and equipment to keep our employees and those around us safer.



Support for Employee Well-being:

We provide a range of benefits that support mental, emotional, and personal well-being, including our Employee Assistance Program (SupportLinc), free access to the Calm app, compassionate leave, paid parental leave, and other flexible time-off options.



Learn more on our [Safety webpage](#).

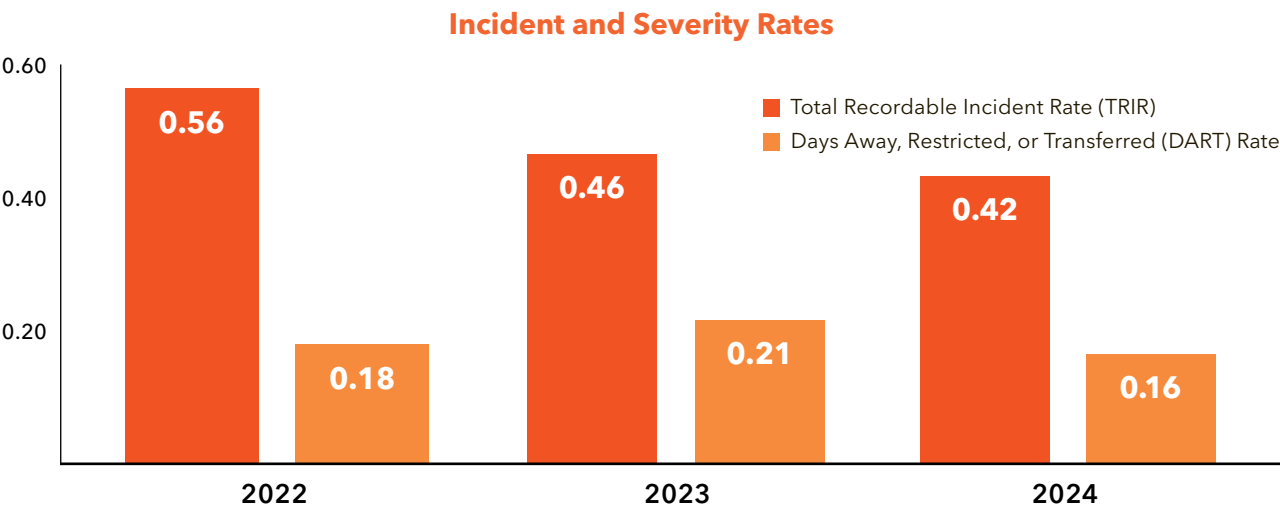
2024 Highlights

- Launched Life Saving Absolutes (LSAs) for mobile equipment operations to ensure our employees stay safe while operating various pieces of construction equipment. A cross-functional team developed operator training processes, procedures, training packages, and accountability processes as part of this initiative.
- Rolled out 12 new Internal Safety Certifications for task-specific work processes.
- Began tracking significant/potentially significant injuries and fatality (SIF/PSIF) incidents as a leading indicator.



Safety Performance

Terracon has long been recognized as an industry leader in safety. Our company's total recordable incident rate (TRIR) has steadily improved over the past decade, even as the size of our workforce has doubled. In 2024, both TRIR and days away, restricted, or transferred (DART) rate decreased from the previous year.



Employee Perspectives on Safety

Through our annual Engagement/*IIF* survey, we can gauge the strength of our safety culture and its positive impacts beyond the workplace and project site. In 2024, we had a best-in-class response rate of 90%, well above the 85% threshold.

94.6%
of respondents indicated they
"believe Terracon has an
uncompromising commitment to
everyone going home safely every day."

More than **90.0%**
of respondents indicated that
"they bring what they have learned
from Terracon's *IIF* culture into their
personal lives and homes."

Employee Engagement

1,700+
Terracon University
courses to
support career
development

At Terracon, we believe that our people are our greatest strength, and we strive to be an employer of choice for people to build purposeful and rewarding careers.

Engaging and Retaining Our Talented Team

We foster a workplace where all employees feel valued, supported, and empowered to grow through meaningful development opportunities, competitive benefits, and employee ownership. Many of our employees have chosen to build purposeful careers at Terracon because we support them in their personal commitments to environmental or social impact, aligning their passions with our sustainability strategy.

Terracon’s comprehensive approach to recruiting, developing, engaging, and retaining top talent includes multiple interconnected strategies, such as our commitment to safety (page 13), inclusive culture (page 17), and career development and training programs to create positive employee experiences.



175
2024 Internship
Program Participants
Learn more at our
[Careers webpage](#).

Career Development and Training

We offer a robust range of in-person, virtual, and e-learning opportunities to support personal and professional growth.

- Terracon University, an online learning management system, provides access to over 1,700 courses to build skills, expand knowledge, and support career advancement.
- Annual employee-driven Career Conversations and Connection Conversations encourage open dialogue between employees and their supervisors about goals, job satisfaction, and growth.
- Leadership development resources are available for all employees, no matter where they are on their career journey, as well as multiple leadership experiences designed for managers and supervisors to build leadership skills.
- Our Published Author program recognizes employees who demonstrate thought leadership through the authorship of technical papers, articles, presentations, and other published works, as well as participation in panels, conferences, and conventions.
- A tuition reimbursement program supports employees pursuing a college degree.

150+
leaders facilitated courses for employee
development, and subject matter experts
across the company held virtual sessions
to educate their fellow employees.

2024 Highlights

- Continued to expand operational leadership development experiences.
- Launched new or enhanced training programs for regional operations, project reviewers, and project managers.

Our Performance

We monitor various measures, such as employee retention, turnover, employee referrals, and employee engagement, to assess our progress in being an employer of choice.

Employee Retention

In 2024, employee retention was 81.5%, an increase of nearly 3% from 2023. Rates increased across key employment categories that we monitor. While the retention rate for salaried employees exceeded the rate for hourly employees, the rate for hourly employees increased more than 4% between 2023 and 2024.

Employee Engagement

We use our annual Engagement/IIIF Survey to gather feedback (see key results below) and identify specific areas where we take action to do better for our employees.



**2024
Employee
Retention:
81.5%**

In 2024, we had a best-in-class response rate of 90%, well above the 85% threshold, and we achieved strong results overall, including these highlights:

Overall employee engagement was
83.8%
which is approaching the best-in-class 85% rating.

Out of 32 questions,
25
had results showing
improvement versus
the previous year.

19
questions had
a best-in-
class score.

Recognition

Throughout the years, Terracon and its companies have been honored to receive recognition of our workplace, culture, and practices to support our employees.



For the third year in a row, Terracon was selected as a winner of RippleMatch’s 2025 Campus Forward Awards in the Large Early Career Programs category, and our “New Grad” program was named one of the top 50 programs in the country.

Inclusive Culture

As a nationwide team of explorers, our inclusive culture helps fulfill our purpose of Exploring Beyond the Surface.

Fostering Inclusion and Belonging

Our inclusive culture builds upon our core values and supports our vision of being best at people. Our Guiding Behaviors and employee resource groups (ERGs) help build a welcoming and respectful environment in which everyone can thrive.

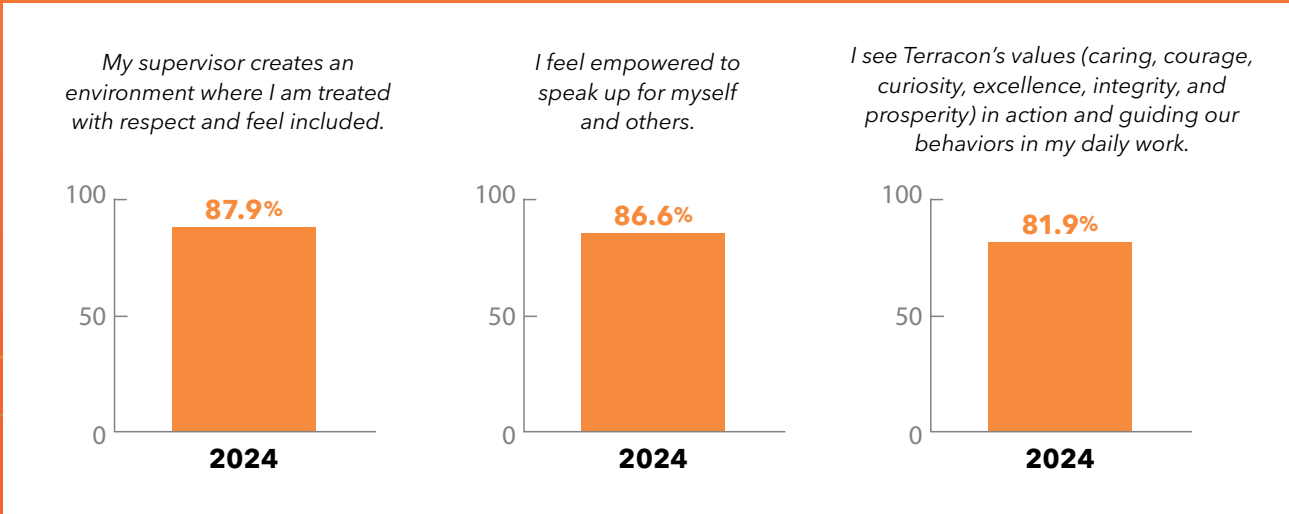
- Our Guiding Behaviors define the company's expectation that every employee at Terracon treat each other, our clients, and others associated with our business with respect. All employees complete a Guiding Behaviors refresher course when hired and every two years.
- Employee-led ERGs play a pivotal role in enhancing our workplace culture by fostering connections, promoting a sense of belonging, and developing leaders at every level of our organization. Membership is open to all employees.



Our Performance

Terracon is ahead of the curve, with 2024 Engagement/IIF Survey questions across the board exceeding external benchmarks, and many questions also achieving best-in-class results.* This includes strong results among the technician, inspector, and driller groups, where engagement is at or above the benchmark. This annual survey is a great way to measure how we are fostering an environment where employees feel connected, valued, and invested in their work (see key results below).

Inclusion: Engagement/IIF Survey Inclusion Results



*Note: Best-in-class threshold is 85% or above based on all companies in the survey provider's system.

2024 ERG Highlights



Launched in 2023, LEAP's mentorship and cohort-style programs help employee-owners connect, collaborate, and develop professional and leadership skills at Terracon. In 2024, nearly 50 employees participated in leadership cohorts, exploring personal and professional development.



Formed in 2023 to develop a sense of community among LGBTQIA+ employees and their allies across the company, provide educational opportunities, and promote personal and professional development. In 2024, Prism membership grew to over 110 employees.



Formed in 2023, Sphere and its 132 members aim to promote inclusion, cultural celebration, belonging, and personal development. In 2024, the group hosted "Heritage Highlight" segments for members to share important traditions and celebrations.



The HIVE promotes sustainability at Terracon by sharing ideas and fostering sustainable practices. In 2024, it hosted four quarterly meetings on Earth Day events, Green Team activities, and holiday sustainability, with nearly 200 members. In 2024, 176 "Sustainability Hero" badges were awarded to recognize employees' commitment to sustainable practices.



In 2024, The iWIL membership grew to include more than 375 employees and 13 employee-led chapters across the country. The iWIL mentoring program successfully connected 92 mentorship pairs, fostering personal and professional growth. Members also participated in various national events, including the National Society of Professional Engineers (NSPE) Leadership Institute for Women Professional Engineers, American Council of Engineering Companies (ACEC) Women's Forum, and Geoprosessional Business Association (GBA) Emerging Leaders, Committees, and Conferences, among others.



VetNet maintained its mission of supporting veterans in the workplace, fostering a better understanding of the value and skills that military veterans bring, and increasing the number of veterans working at Terracon. In 2024, a process was developed to invite onboarding employee-owners who are also veterans to join the VetNet ERG. The team attended eight recruiting events across the United States, representing Terracon.

Community Impact

The Terracon Foundation and employee-led community involvement extend our positive impacts beyond our core business activities.



Since its inception in 2008, the Terracon Foundation has built a strong legacy as a supporting member of the communities where we live and work. The Terracon Foundation helps our employee-owners give back to organizations that encourage young minds, provide support in times of need, and help build vibrant, sustainable, and resilient communities. The Terracon Foundation has been able to award nearly \$5 million in grants and employee donation matching to support community organizations, universities, and disaster relief efforts.

To create meaningful change, we support charitable organizations and programs that align with our company's mission and values, focusing on three interconnected areas:

Education	Built and Natural Environment	Equity
Sharing our passion for STEM, fostering programs, and mentorship opportunities.	Providing opportunities to support projects that contribute to innovation in the engineering, construction, and architecture fields; enhance sustainability, and change our communities for the better.	Our equity grants support education and/or the built and natural environment while also building leadership in underrepresented communities.



Iowa 4-H Foundation
Ames, Iowa



Tampa Metropolitan Area
Young Men's Christian
Association, Inc. | Tampa, Fla.



Undergraduate Research
Fellowships at Thomas More
University | Crestview Hills, Ky.

The Terracon Foundation supports our communities through grants, scholarships, and donation-matching programs:

- Community and equity grants to nonprofits with which an employee grant champion is actively engaged.
- University grants and endowments.
- Employee dependent scholarships.
- Annual and campaign-specific employee donation matching.

Learn more about the Foundation and recent grants on our [Corporate Giving webpage](#).

2024 Contributions

\$500K+	\$80K+	\$123K+
Total Giving	Support for Sustainable Development	Terracon Foundation Community Grants
\$4K+	\$37K+	\$221K+
Hurricane Helene Relief*	Employee Matching Gift Program - Standard	Terracon Foundation University Grants and Endowments
\$4.3K+	\$8.7K+	\$104K+
Earth Day and Pride Month*	Feeding America Holiday Giving*	Terracon Foundation Employee Dependent Scholarships

*Employee Matching Gift Program - Special Event



ENVIRONMENTAL STEWARDSHIP

6%

reduction in emissions intensity since 2022
Scope 1 and 2 emissions

At our core, we are technically sophisticated consulting professionals who embrace best practices at the forefront of helping our communities thrive for years to come. As we work to build sustainable and resilient communities, Terracon is committed to promoting environmental stewardship throughout our company, our work, and our giving.

The Environmental Stewardship pillar focuses on the following material topics, which are the areas where we invest to create shared value and positive impact:

Climate Action

Reduce Greenhouse Gas (GHG) emissions

Materials and Waste

Increase recycling and reduce waste

Water

Conserve water

Whether we are taking climate action, managing material use and waste reduction, or conserving water resources, Terracon applies a data-driven and locally tailored approach to deliver environmental and community focused benefits.

Our Giving to Support the Environment

- The Terracon Foundation awarded several sustainability-focused grants in 2024, totaling more than \$80,000. Grant funds supported programs and projects, including environmental leadership scholarships, advancing environmental science education for historically underrepresented populations, and building resiliency through climate action research.
- Terracon employees in over 20 offices volunteered their time participating in community conservation and cleanup events for Earth Day 2024. Through a Terracon Foundation offered match, we raised more than \$3,300 in support of sustainability-focused nonprofits.



Climate Action

At Terracon, we are committed to reducing our company’s greenhouse gas (GHG) emissions, delivering climate-smart and resilient solutions to our clients, and supporting our local communities.

Reducing Our Carbon Footprint

Our program is focused on identifying, managing, and reducing our GHG emissions to mitigate our environmental and climate impacts. In 2023, we set a target to reduce our GHG emissions intensity (Scope 1 and 2 emissions/revenue) by 15% from our 2022 emissions baseline by the end of 2028. Scope 1 emissions, which represent more than three quarters of our Scope 1 and 2 emissions, are generated from owned or controlled emissions sources, such as fleet vehicles. Our Scope 2 emissions are generated from purchased electricity.

Our plan has three main strategies to reduce GHG emissions:

- Reducing fleet fuel consumption.
- Improving energy efficiency in our offices and laboratories.
- Increasing the use of renewable energy.

To support our efforts, we track our progress quarterly through data analytics dashboards that provide insights to optimize operations and identify opportunities to reduce emissions.

We are working on calculating our Scope 3 emissions, which will help us identify additional pathways to reduce emissions within our own operations and across the value chain. We will continue to refine our plan as we deepen our understanding of our full footprint and the feasibility of additional, longer-term reduction strategies.

Focusing on Our Fleet

Terracon relies on transportation and specialized equipment to deliver our services. We have the largest drilling fleet of any geotechnical engineering firm in North America, along with a substantial vehicle fleet, to reach our clients in all 50 states. We are pursuing multiple pathways to improve the fuel efficiency of our fleet and reduce its overall carbon footprint:

- Right sizing vehicle use for the job (see 2024 Highlights).
- Modernizing our fleet with newer, more fuel-efficient models and with electric vehicles or other low-emission options.
- Vehicle operations optimization.

2024 Highlights

- Achieved improvements in environmental and climate scoring within our annual EcoVadis and CDP Climate submissions.
- Implemented a vehicle retirement policy and realized a 5% reduction of older vehicles across our fleet.
- Focused on selecting the right vehicle for the job to help improve overall miles per gallon (MPG), reduce emissions, and support us working safely. In just one year, requests for smaller vehicles increased substantially. In 2024, requests for small pickups and small SUVs were up from the previous year by 92% and 50%, respectively.
- Added two electric vehicle (EV) trucks to the Phoenix fleet, which increased average MPG and decreased GHG emissions. We learned valuable lessons about charging station installment while advancing safety features and EV driving practices.
- Launched a pilot program utilizing a software platform to help improve idle efficiency in vehicles. The pilot results indicated a 9% increase in MPG, which has the potential to reduce Scope 1 emissions by 4%. Based on these results, we plan to install the software on all eligible fleet vehicles in 2025.

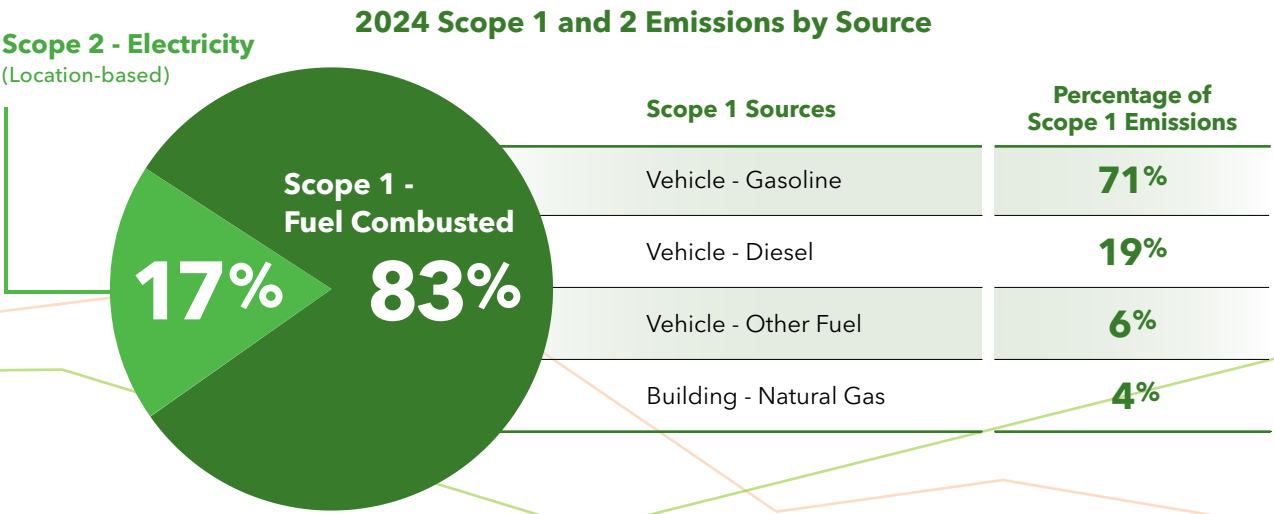
Our Performance

We continued to make progress toward our 15% intensity-based reduction target. In 2024, we reduced our revenue-based GHG emissions intensity by 6.4% from 2022. While the absolute GHG emissions increased over the previous year, gross revenue grew at a greater rate, supporting an overall reduction.

GOAL: Reduce our GHG emissions intensity by

↓15%

from our 2022 baseline by the end of 2028.

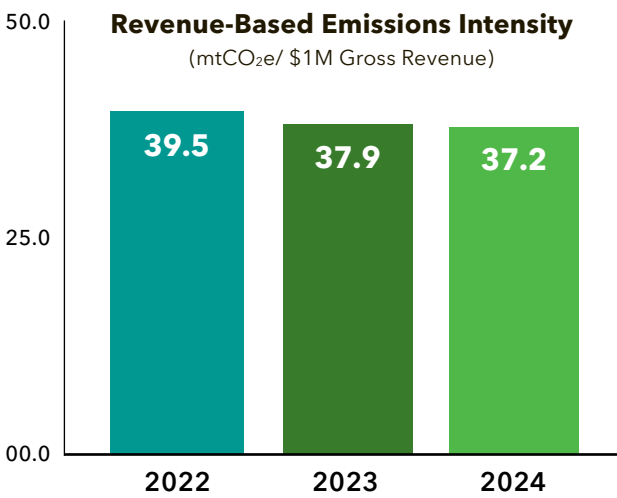


Climate Action

Scope 1 and 2 GHG Emissions

Scope	Emission Source	2022 mtCO ₂ e	2023 mtCO ₂ e	2024 mtCO ₂ e
Total Scope 1		32,480	36,418	39,656
Scope 1: Direct Emissions	Mobile Combustion	30,827	34,906	38,203
	Stationary Combustion	1,653	1,513	1,454
Scope 2: Indirect Emissions	Purchased Electricity (Location-based)	7,580	7,189	8,304
Total		40,060	43,607	47,960

Note: We updated our Scope 2 emissions methodology to include estimates for leased locations where we do not directly pay utility bills. This refinement resulted in an increase of 1,262 mtCO₂e in our 2024 Scope 2 emissions. Refer to the GRI Content Index at the end of the report for additional information.



We are on track to achieve our goal for a 15% reduction from 2022 by 2028.

GHG emissions intensity decreased by

↓ **6%**

from 2022 to 2024, while revenue increased

↑ **28%**

over the same period.



Our Work

Terracon supports climate mitigation and adaptation through innovative solutions. We partner with clients to manage and reduce project carbon footprints via GHG emissions calculation and reporting, energy use optimization, sustainable energy projects, and climate risk and resiliency assessments. Our Sustainability Services Practice Resource Group empowers employees to innovate climate solutions and sustainable infrastructure in collaboration with clients and communities.

The following projects highlight some of our recent climate-related work.

Oil and Gas Reporting and Mitigation Planning

Terracon partnered with a major oil and gas client to develop their Oil and Gas Methane Partnership 2.0 Implementation Plan and populate the client's United Nations Environment Programme (UNEP) reporting template. This project included methane measurement protocols, emissions reduction strategies, technology assessments, and action plans, all of which received positive feedback from UNEP.



Solar and Energy Storage

Terracon was selected to provide geotechnical investigations, geophysical studies, pile testing, and design support services for the Edwards Sanborn Solar and Energy Storage project in California. This is the largest combined solar and energy-storage project in the U.S. The project came online in 2024 and is operating in California's Mojave Desert.

Double Materiality Assessment

Terracon supported the design and execution of a double materiality assessment for the U.S. dairy industry, integrating the concepts of impact and financial materiality for a robust analysis of sustainability impacts, risks, and opportunities in line with international guidance.

Business Achievement Award - Advancing Best Practices:
Emissions Reduction, Salt River Pima-Maricopa Indian Community
Climate Change Business Journal

2,295
Renewable Energy Projects
across all service lines

Materials and Waste Reduction

Our commitment to improved material use and waste reduction draws upon our materials and environmental expertise and our innovative culture. We excel at enabling our teams and clients to achieve more with less – using fewer natural resources and producing less waste to deliver both economic and environmental benefits.

Optimizing Material Use and Reducing Waste

Terracon is committed to reducing waste through prevention, reduction, recycling, and reuse. Our strategy focuses on minimizing office waste and increasing recycling or upcycling of project waste, such as geotechnical soil samples, concrete cylinders, and plastic molds. We customize efforts at each office based on local operations and waste management services. By monitoring key metrics like concrete recycling, cardboard and plastic waste diversion, and landfill contributions, we inform both office-level and national strategies, celebrate successes, share lessons learned, and identify opportunities for improvement.

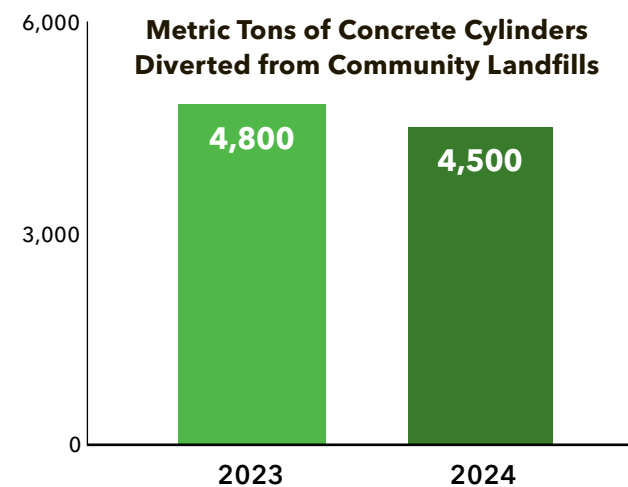
2024 Highlights

- Increased the number of laboratories reporting on recycling concrete cylinders (see below).
- Initiated pilot program on improving lifecycle of plastic cylinder molds.



Our Performance

In 2024, approximately 50% of our laboratories diverted approximately 4,500 metric tons of concrete cylinders from landfills. The 6% decrease from 2023 was primarily due to loss of an available vendor for one of our larger laboratory operations.



Pursuing Concrete Solutions

Our Materials service line performs concrete testing by taking samples of concrete mixes using plastic cylinder molds. These samples are then transferred to our laboratories for testing. Together, the samples and molds represent a significant portion of our waste stream, leading us to focus on increasing recycling rates. Several locations have implemented programs to recycle concrete testing materials alongside office recyclables. We are working to increase the number of laboratories participating in and reporting on their concrete cylinder recycling.

Our Work

Product circularity and waste reduction is a major consideration when developing innovative solutions to help our clients achieve their goals. Our expertise spans comprehensive material efficiency assessments, sustainable material sourcing, and waste reduction strategies.

The following project summaries showcase some of our recent material use and waste reduction work.

Pavement Consulting

Terracon's pavement consulting experts recommend full-depth reclamation (FDR) and roller-compacted concrete (RCC) methodologies when designing pavement installation and improvement scopes of work. When projects utilize FDR, which reclaims road material in the field and then reuses it onsite in a mix design asphalt, they gain multiple economic and environmental benefits. Compared to traditional reconstruction methods, FDR is more cost effective, reduces material use and waste, and lowers the project carbon footprint. Our pavement management team supported several trucking facility projects in 2024 that received RCC pavement, which contributed to our client's sustainability objectives and reduced carbon emissions by saving more than 3,400 tons of concrete.



Facility Condition Sustainability Assessment

The State of Oklahoma's Tourism and Recreation Department evaluated more than 2,000 buildings to develop a sustainability plan. Our assessment provided a detailed review of the current conditions and identified needs for maintenance, restoration, and extending the service life of these buildings for their state parks' continued use.

Foundation Design Optimization

Design optimization in solar and electrical transmission tower foundations and Terracon's innovative suite of [GripTerra wind foundation](#) designs all share a common theme: reduction in materials and resources during construction. Reduced materials and less effort of construction equipment results in lower carbon emissions.



GripTerra

Water Conservation

Water is a valuable shared resource on which we all depend. Terracon is committed to reducing water consumption, especially in areas facing water scarcity, across our company and through our work.

Conserving Water Across Our Company

Our approach prioritizes efficiency companywide in both office and field operations. We customize conservation strategies based on local conditions and each office's specific operational needs.

To support our efforts, we track and regularly monitor water use and water use intensity (using occupied square footage) at locations where metering is available. We are working to increase the coverage of our water metrics.

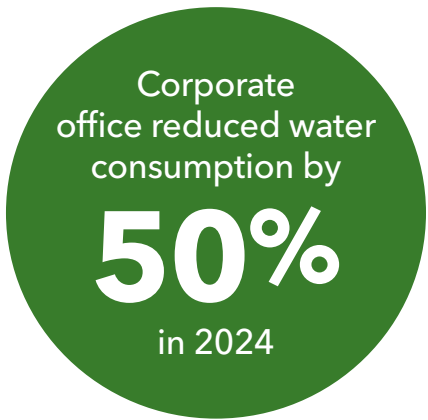
We prioritize efforts at locations with activities that require more water to focus resources where they can have the greatest impact. We are working on water reduction plans for these locations to improve operational efficiency. To support water conservation companywide, we capture and share companywide operational best practices on an ongoing basis, and we are developing guidelines. These efforts help us celebrate success stories, recognize sustainability champions, and drive meaningful reductions in water use.



2024 Highlights

- Expanded attention on water conservation as a key environmental topic.
- Started an internal water use review for an initial set of priority locations to identify opportunities for increased water efficiency.

Our Performance



Our Work

Designing sites to prevent water runoff while balancing the needs of each ecosystem, our teams are helping to conserve this limited resource. Our expertise in building engineering, landscape architecture, environmental engineering, and sustainability strategy informs our clients and improves our communities through water reduction plans, stormwater redesign, and water capture.

The following highlights demonstrate some of the ways we support our clients on water-related projects.

Water Risk Assessments

Multiple water risk assessments have been conducted by Terracon spanning across the United States to help our clients better understand the impact of water scarcity, quality, and regulatory changes on operations, enabling proactive measures to mitigate risks. These assessments help companies to make changes, which can include efficient water management and conservation practices and improve their resilience against climate change while supporting long-term sustainability goals and strengthening our clients' ESG performance.

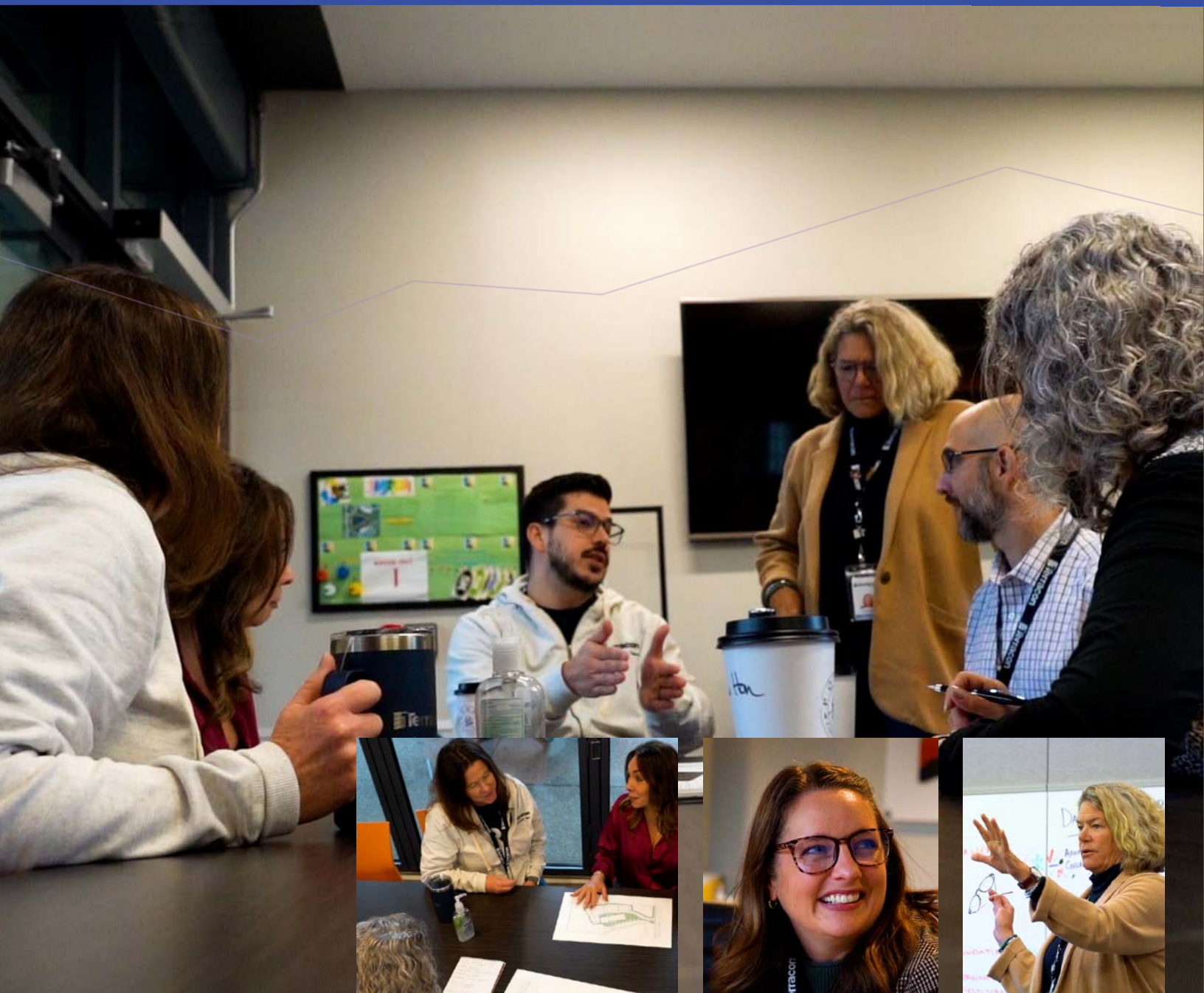


Green Stormwater Infrastructure and Landscape Retrofit

Terracon served as the prime consultant for the site, landscape, and irrigation renovation of the Flood Control District of Maricopa County's Durango Campus, implementing Green Stormwater Infrastructure/Low-Impact Development (GSI/LID) features to foster a drought-resilient landscape that protects the quality-of-life benefits and ecosystem services provided by urban green spaces in the desert southwest. The

demonstration of suspended pavement use with permeable paving provides the parking lot trees adequate soil per tree to facilitate better tree growth and pavement shading. The project was recently recognized by the Arizona Chapter of the Association of General Contractors of America with a 2025 Build Arizona Award in the category Reconstruction - Public: Under \$5 Million/CMAR.





RESPONSIBLE MANAGEMENT



At Terracon, responsible management is central to how we operate, make decisions, and deliver value to our stakeholders. Our commitment to responsible governance and management practices builds trust, drives long-term value, and supports our mission to make a positive impact for our people, clients, and communities.

The Responsible Management pillar focuses on the following material topics, which are the areas where we continually invest to create shared value and positive impact:

Governance

Ethics and
Integrity

Responsible
Procurement

Governance

Terracon is a 100% employee-owned company with a nine-person board of directors. Five directors are current employees of the company, including the CEO, who serves as the chair. Four directors are from outside the company, with varied backgrounds and skill sets from both within and outside the architecture, engineering, and construction industry. Our board structure allows us to have a majority of internal stakeholders while supporting valuable guidance from external expertise and perspectives.

A lead director role, which is held by an external director, provides direct advice and counsel to the board chair and additional oversight of our external director activities. Directors serve staggered three-year terms. The board's governance committee gathers shareholder feedback annually about proposed board candidates. The committee then recommends a slate of candidates for approval by shareholders at our annual meeting.

In addition to the governance committee, there are audit and risk management and compensation committees. Every board committee is chaired by an external director. The board has oversight responsibilities with regard to corporate governance; environmental, health, and safety; corporate social responsibility and sustainability; Guiding Behaviors; reputation management; community relations; corporate philanthropy; and political contributions, lobbying, and other public policy matters relevant to the company.

Refer to the *Sustainability Management* section for additional information on board oversight on sustainability matters.

Ethics and Integrity

Terracon and our employees are committed to upholding the highest ethical standards across all aspects of our business. Guided by our Principles of Business Conduct and Ethics and Guiding Behaviors, we promote responsible practices that support our people, communities, and the environment. These policies cover key areas such as governance, environmental responsibility, human rights, supply chain management, stakeholder engagement, and whistleblower protection.

All employees complete mandatory ethics training every two years, with new employees receiving onboarding training on both our Principles of Business Conduct and Ethics and Guiding Behaviors. A refresher course was rolled out in 2024. Training completion, frequency, and effectiveness are tracked through Terracon University, ensuring continuous improvement and strong alignment with our core values.

Responsible Procurement

Terracon is committed to conducting business in an ethical and responsible manner. We expect our third-party suppliers including owners, officers, directors, employees, contractors, agents, and others representing on their behalf, to share this commitment to drive beneficial change through responsible procurement practices.

Leveraging our Procurement Practices

Our commitment to promoting economic, social, and environmental well-being is integrated into our responsible procurement practices across our purchasing and real estate management platforms in several ways:

- **Supplier expectations:** Our Supplier Code of Conduct communicates our expectations to our suppliers. It covers expectations for compliance with all applicable laws and regulations, ethical practices, and Terracon’s zero tolerance for any form of forced, trafficked, or child labor across our contractors, suppliers, and business partners. In alignment with ISO 26000 recommendations, we consider social and environmental factors when selecting suppliers and require specific information during the selection and onboarding processes.

- **Integration of social and environmental considerations in product purchasing decisions:** By prioritizing sustainable products and suppliers, we reduce risk and create long-term value and resilience.
- **Support for supplier diversity:** We look to continue and grow our many relationships with diverse suppliers in 2025. We categorize independent businesses that are minority-owned, woman-owned, or veteran-owned; are HUBZone-qualified, or qualify as a small business as diverse suppliers.

2024 Highlights

- Updated our Procurement Reference Guide (buying policy) with social and environmental responsibilities and our commitment to developing valuable relationships with diverse suppliers.
- Created a data collection and reporting process and began collection on Tier II supplier diversity spend from our top suppliers.
- Added a supplier onboarding agreement within our Supplier Code of Conduct.

Our Performance

- In 2024, 13% of our annual spend was with diverse suppliers.
- 74% of suppliers, have agreed to Terracon’s Code of Conduct.

Looking Ahead

Building on Momentum in 2025

As we enter 2025, I am encouraged by the accomplishments we’ve achieved. We are poised to translate momentum from 2024 into measurable progress in the years ahead. Guided by our strategy and our levers for positive impact—Our Company, Our Work, and Our Giving—we will continue to pursue our goals across the company, with a sharpened focus on impact, integration, and community resilience.

To understand risks and opportunities more fully in our ever-changing environment, we are broadening our business resiliency by performing a climate scenario analysis on our operations. In addition, we will continue to sharpen our focus on environmental stewardship, including the expansion and increased support of our employee-led Green Teams. Their passion, focus, and purpose keep us optimistic about all we can achieve as they work to implement solutions in our offices and laboratories and across our projects.

Through our work, we will further advance our S+R services to support our clients and look for ways to scale our positive impact in our communities. Above all, our dedication to supporting and engaging our employees will continue to motivate us to do more.



Lori Cathcart
Director of Corporate Sustainability

We will collaborate closely with the Terracon Foundation to extend our collective reach beyond our core services to reinforce our overarching goal: to increase our capacity to help build sustainable and resilient communities. Together, these actions amplify our momentum and reflect our commitment to continuous improvement, strategic growth, and embedding sustainability into the core of our business.



GRI Content Index

Terracon has reported the information cited in this GRI content index for the period January 1, 2024, through December 31, 2024, with reference to the GRI Standards.

GRI Standard/Disclosure	Location/Response	Level
GRI 2: General Disclosures 2021		
2-1 Organizational details	Terracon Consultants, Inc. is a private, employee-owned company headquartered in Olathe, Kansas. Terracon has locations across the United States (https://www.terracon.com/locations/).	Full
2-2 Entities included in the organization’s sustainability reporting	About This Report	Full
2-3 Reporting period, frequency and contact point	About This Report	Full
2-5 External assurance	The Corporate Sustainability Action Team and executive leaders, including the CEO, have reviewed and approved the information in this report. Although Terracon has not sought external verification for the 2024 report, we recognize the value of independent verification and are exploring options for pursuing external assurance for future reports.	Full
2-6 Activities, value chain and other business relationships	About Terracon	Partial
2-7 Employees	About Terracon	Partial
2-9 Governance structure and composition	Responsible Management/Governance	Partial
2-10 Nomination and selection of the highest governance body	Responsible Management/Governance	Partial
2-11 Chair of the highest governance body	Responsible Management/Governance	Partial
2-13 Delegation of responsibility for managing impacts	Responsible Management/Governance	Partial
2-14 Role of the highest governance body in sustainability reporting	Terracon’s Chair, President, and CEO reviews and approves the sustainability report.	Partial
2-22 Statement on sustainable development strategy	Sustainability at Terracon	Partial

GRI Standard/Disclosure	Location/Response	Level
2-23 Policy commitments	<p>Responsible Management/Ethics and Integrity</p> <p>Terracon has several policies and guidelines that express the company’s commitment to responsible business conduct, including our Guiding Behaviors, Principles of Business Conduct and Ethics, Safety and Health Program, Environmental and Sustainability Management Policy, Supplier Code of Conduct, and a range of workforce policies. We have policies and processes in place to ensure respect for internationally recognized human rights.</p> <p>Documents are available to employees through our company’s intranet. Our Guiding Behaviors and policies relevant to suppliers are available through our website, and other policies are shared directly with clients and business partners, as requested.</p>	Partial
2-24 Embedding policy commitments	<p>Sustainability at Terracon</p> <p>Terracon is committed to sustainable development, and sustainability is integrated into our strategy. Our core services contribute most significantly to the following four UN Sustainable Development Goals (SDGs): 9. Industry, Innovation and Infrastructure, 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production, and 13. Climate Action.</p>	Partial
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	Sustainability at Terracon/Areas of Focus Terracon’s 2024 Sustainability Report , pg. 10	Partial
3-2 List of material topics	Sustainability at Terracon/Areas of Focus	Full
GRI 204: Procurement Practices 2016		
3-3 Management of material topics for 204	Responsible Management/Responsible Procurement	Partial
GRI 301: Materials 2016		
3-3 Management of material topics for 301	Environmental Stewardship/Materials and Waste Reduction	Partial
GRI 302: Energy 2016		
3-3 Management of material topics for 302	Environmental Stewardship/Climate Action	Partial
GRI 303: Water and Effluents 2018		
3-3 Management of material topics for 303	Environmental Stewardship/Water Conservation	Partial
GRI 305: Emissions 2016		
3-3 Management of material topics for 305	Environmental Stewardship/Climate Action	Partial

GRI Content Index

GRI Standard/Disclosure	Location/Response	Level
305-1 Direct (Scope 1) GHG emissions	<p>Climate Action/Our Performance</p> <p>The base year for tracking changes in performance is 2022. Gases included in the Scope 1 calculation are CO2, CH4, and N2O.</p> <p>The following standards, methodologies, assumptions, and/or calculation tools were used: Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), and US EPA Center for Corporate Climate Leadership: Direct Emissions from Mobile Combustion Sources and Direct Emissions from Stationary Combustion Sources. The IPCC Fourth Assessment Report (AR4 - 100 year) served as our reference for global warming potential (GWP) rates.</p> <p>Emissions from natural gas consumed to heat buildings do not include office locations where direct pay is not in place. Direct fugitive emissions from air conditioning are excluded from the reported Scope 1 emissions. Based on conservative estimates, this source represents less than 5% of Terracon's combined Scope 1 and 2 emissions.</p>	Partial
305-2 Energy indirect (Scope 2) GHG emissions	<p>Climate Action/Our Performance</p> <p>The base year for tracking changes in performance is 2022.</p> <p>The following standards and methodologies were used: the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), and the Greenhouse Gas Protocol: Scope 2 Guidance. US EPA Emissions & Generation Resource Integrated Database (eGRID) served as our reference for emission factors. The IPCC Fourth Assessment Report (AR4 - 100 year) served as our reference for global warming potential (GWP) rates.</p> <p>Note: We updated our Scope 2 emissions methodology for 2024 data to include estimates for leased locations where we do not directly pay utility bills. This refinement resulted in an increase of 1,262 mtCO₂e in our 2024 Scope 2 emissions. We have not updated previously reported values.</p>	Partial
305-4 GHG emissions intensity	Climate Action/Our Performance	Partial
GRI 306: Waste 2020		
3-3 Management of material topics for 305	Environmental Stewardship/Materials and Waste Reduction	Partial
306-1 Waste generation and significant waste-related impacts	Materials and Waste Reduction/Optimizing Material Use and Reducing Waste	Partial
306-2 Management of significant waste-related impacts	Materials and Waste Reduction/Optimizing Material Use and Reducing Waste	Partial
GRI 308: Supplier Environmental Assessment 2016		
3-3 Management of material topics for 308	Covered under Responsible Procurement (see GRI 204)	Partial

GRI Standard/Disclosure	Location/Response	Level
Employee Engagement (Non-GRI topic)		
3-3 Management of material topics	<p>Employee Engagement</p> <p>Employee engagement is a material topic that is not covered within the GRI Standards. High employee engagement is a strategic priority for Terracon as well as a widely recognized material aspect for most businesses.</p> <p>The SASB Standards Sustainability Accounting Standard for Professional & Commercial Services (Version 2023-12) identifies employee engagement as likely financially material for professional and commercial services firms. Accordingly, we selected SV-PS-330a.3 employee engagement (as percentage) as the associated metric for this company-specific, non-GRI material topic.</p>	Partial
Employee engagement as a percentage	Employee Engagement/Our Performance	Full
GRI 401: Employment 2016		
3-3 Management of material topics for 401	Employee Engagement	Partial
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	https://careers.terracon.com/benefits	Partial
GRI 403: Occupational Health and Safety 2018		
3-3 Management of material topics for 403	<p>Heath, Safety, and Well-being</p> <p>See also https://www.terracon.com/about/safety/</p>	Partial
403-1 Occupational health and safety management system	<p>Heath, Safety, and Well-Being</p> <p>See also https://www.terracon.com/about/safety/</p>	Partial
403-9 Work-related injuries	<p>Heath, Safety, and Well-being/Our Performance</p> <p>There were no fatalities as a result of work-related injury in 2024.</p>	Partial
GRI 404: Training and Education 2016		
3-3 Management of material topics for 404	Employee Engagement	Partial
GRI 405: Diversity and Equal Opportunity 2016		
3-3 Management of material topics for 405	Inclusive Culture	Partial
GRI 414: Supplier Social Assessment 2016		
3-3 Management of material topics for 414	Covered under Responsible Procurement (see GRI 204)	Partial
GRI 416: Customer Health and Safety 2016		
3-3 Management of material topics for 416	<p>Covered under Health, Safety & Well-being (see GRI 403)</p> <p>Our IIF program covers project locations to promote and protect the safety of our employees, our customers, and others at job sites.</p>	Partial



Employee Owned | Established 1965 | [Terracon.com/Sustainability](https://terracon.com/Sustainability)