

# OUR ADVENTURE CONTINUES



## 2025 Sustainability Report

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 2025 fiscal year, a period from Jan. 1, 2025, to Dec. 31, 2025.

Performance data includes our headquarters and offices at the close of the period, except where noted. To guide report development, we have 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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### KEY

 Employee photo

# A Letter From Our CEO

In 2025, we celebrated Terracon’s 60th anniversary. The theme of our celebration, “Our Adventure Continues,” reflects the curiosity, grit, and exploration that shaped our growth and energizes us as we evolve to meet current and future challenges, including those related to sustainability.

As part of our strategic business plan, Terracon is committed to building sustainable and resilient communities through our project solutions, acting as responsible community members and dedicated stewards of the environment. Our sustainability program shapes our planning and establishes clear goals and milestones to hold ourselves accountable and make a positive, measurable impact.

Our company made strong progress in 2025 in the areas of people and communities, environmental stewardship, and responsible management. We achieved a 12% reduction in revenue-based greenhouse gas emissions intensity, nearing the 15% reduction target we set for 2028. Increasing the fuel economy of our fleet and facility energy efficiency continue to be our primary strategies for lowering our Scope 1 and Scope 2 emissions. We adopted more protective Type 2 hard hats and, where possible, recycled our old hard hats through our recycling program, supporting both employee safety and waste stream reduction. Our Sustainability and Resiliency (S+R) services organized into three practice areas to support our clients’ needs, while internally, our employees embraced grassroots sustainability action through 58 office Green Teams - eight new in 2025.



**M. Gayle Packer**  
Chair, President, and CEO

We will keep exploring new ideas, technologies, and innovations to help us make bigger strides, faster. Together, we’ll embrace the curiosity, collaboration, and hard work that will allow us to make a sustained positive impact as our adventure continues.

A handwritten signature in black ink that reads "M. Gayle Packer".

**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 Sustainability and Resiliency (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



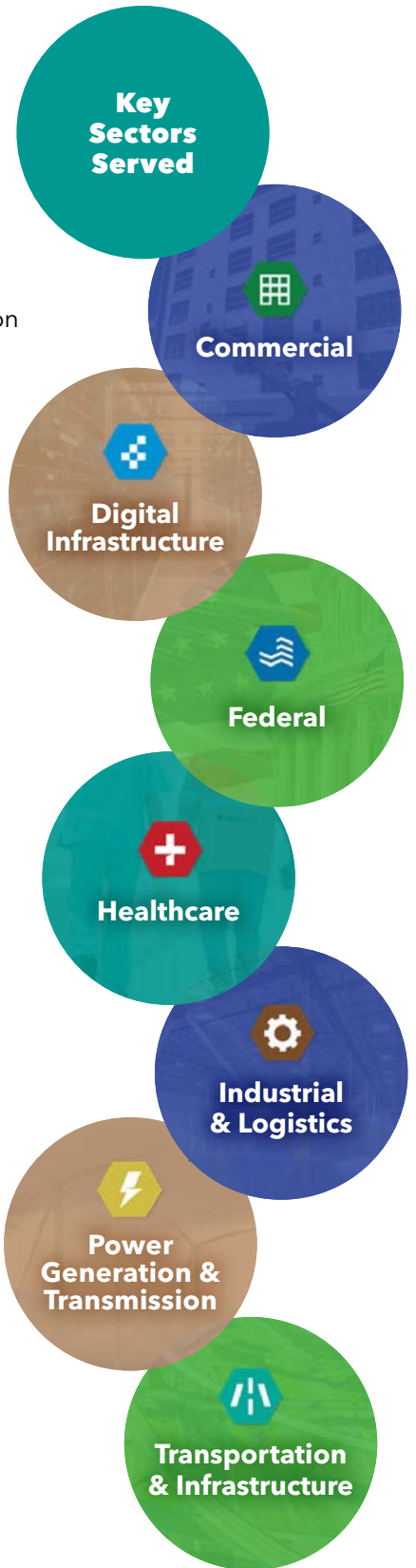
Prosperity

# 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

**4,300+**  
Fleet Vehicles  
(pickup trucks, SUVs,  
vans, and cars)

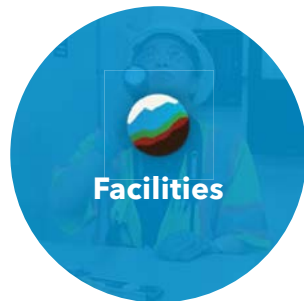
**870+**  
Exploration  
Services Assets  
(drill rigs, trailers, semis, and  
other support equipment)

# 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.



Our collaborative 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), building sustainability certifications, and Property Resilience Assessments, as well as Americans with Disabilities Act (ADA) accessibility consulting to enhance long-term efficiency and value.



We combine more than 60 years of subsurface exploration data with location intelligence software and nationwide technical experts to accelerate site selection, inform design, and deliver construction monitoring and specialized capabilities on a range of project types.



Our technicians and inspectors verify that the materials used to build the nation's roads, bridges, airports, stadiums, and other structures meet our clients' needs. Our certified teams mobilize wherever and whenever clients need us, backed by 140 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

We apply our expertise and innovation to address sustainability and resiliency challenges. Terracon advances the adoption of sustainable and climate-smart practices across our services, while offering dedicated solutions to help our clients achieve their goals.

Our Sustainability and Resiliency (S+R) services are grouped into the below three interconnected practice areas. Service offerings within each practice leverage capabilities across service lines, along with dedicated S+R expertise to help our clients solve short-term challenges and achieve long-term goals. Project highlights are featured throughout the report. Learn more on [our website](#).



Sustainability and Climate Solutions	Healthy and Sustainable Infrastructure	Resiliency Planning, Disaster Response, and Recovery
<b>SERVICE OFFERINGS</b>		
Materiality Assessments and Baselineing	Sustainable Design and Construction	Disaster, Emergency Response, and Business Continuity Plans
Sustainability/Environmental, Social, and Governance (ESG) Strategy and Program Development	Healthy and Sustainable Materials Strategies	Vulnerable Area Mapping Using Light Detection and Ranging (LiDAR) Technology
Data Management and Software Solutions	Building/Facility Assessments and Certification	Resiliency and Risk Management Action Plans
Emissions Solutions and Climate Action Plans (CAPs)	Renewable Energy Development	Design and Implementation of Infrastructure Hardening
Sustainability Reporting and ESG Disclosures	Community Support and Engagement	Pre-Disaster Environmental and Hazardous Material Assessments
		Real-Time Drone Site Observation
		Restoration of Built Environments and Ecosystems
		Recovery Design Engineering, Architecture, and Construction Management



# Sustainability at Terracon

# Areas of Focus

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 efficiency 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.

In 2025, we further refined the areas of focus to align more closely with the GRI Sustainability Reporting Standards and other leading sustainability reporting frameworks. We also initiated a materiality assessment update at the end of 2025, which builds upon our past assessment and applies the double materiality principle. The assessment is scheduled to be completed in 2026.



## 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 enable 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. The director provides leadership in developing, implementing, and managing sustainability and resiliency strategies and services; assessing impacts, risks, and opportunities associated with environmental and social matters; establishing policies, procedures, and practices; and measuring, reporting, and communicating sustainability performance.

The director oversees a sustainability strategy team and leads our Corporate Sustainability Action Team (CSAT) with the CEO and the executive vice president, services and quality, as executive team members. CSAT is a cross-functional leadership team that works with the CEO, Executive Committee, and senior leaders to develop strategies, set annual priorities, and lead initiatives. The team is made up of more than 20 team members.

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.

## Corporate Sustainability Action Team

### Executive Sponsors

CEO and executive vice president, services and quality

### Core Team

Director of corporate sustainability and representatives from corporate services, operations development, and operations

### Advisory Team

Leadership representatives from operations, human resources, legal, and communications

## The Corporate Sustainability charter:

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

We partner across the organization for the success of our strategic plan. We 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.



# 2025 Highlights

These highlights feature several key accomplishments in our corporate efforts, our work, and our giving to support our commitment to sustainable and resilient communities. Additional highlights appear through the report.


## Our Company

## Our Work

<h3>ENR Rankings 2025</h3> <ul style="list-style-type: none"><li>#3 Asbestos and Lead Abatement</li><li>#11 Top 100 Pure Designers</li><li>#19 Top 500 Design Firms</li><li>#44 Top 150 Global Design Firms</li><li>#68 Top 200 Environmental Firms</li></ul>	<h3>Project Award Spotlights</h3> <p>Environmental Business Review 2025 Environmental Engineering Consulting Services of the Year</p> <p>Environmental Business Journal</p> <ul style="list-style-type: none"><li>Project Merit: Sustainable Redevelopment in Chicago</li><li>Information Technology: Mobile Data Collection</li></ul>
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## Our Giving

		
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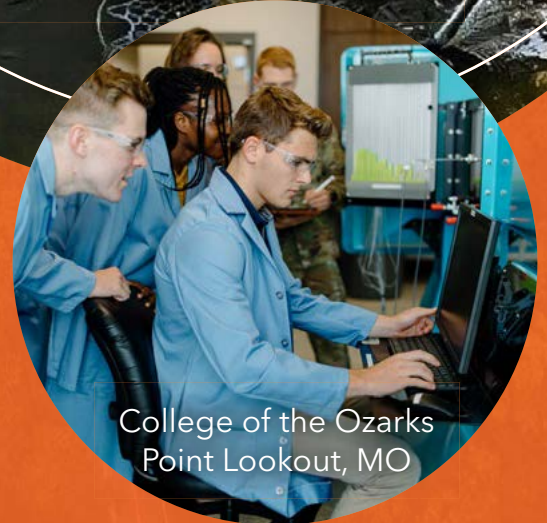


Ronald McDonald House Charities  
of Central Ohio, Inc.  
Columbus, OH



Mending Waters Montana Fly  
Fishing, Inc. | Helena, MT

We awarded  
**\$88,200**  
in sustainability-  
focused grants



College of the Ozarks  
Point Lookout, MO

# People and Communities

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 that are the areas where we continually invest to create shared value and positive impact:



**Health, Safety, and Well-Being**  
Achieve best-in-class safety performance

**Employee Engagement and Inclusion**  
Strive to be an employer of choice

- Employee engagement and retention
- Learning and development
- Inclusive culture

**Community Impact**  
Increase beneficial impacts on communities and ecosystems



Employees in  
**30 offices volunteered**  
at local cleanup events  
for Earth Day

# 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.
- Regular safety communications to all employees to share performance and highlight timely safety topics and reminders.

We routinely 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. In addition, we regularly review and refine our [Core Safety Rules and Practices](#) to ensure clarity and make it easier for employees to adopt these foundational behaviors.

### 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](#).



Terracon has long been recognized as an industry leader in safety

## 2025 Highlights

- Regional Safety Specialists:** We strengthened our program with the introduction of regional safety specialists dedicated to supporting our 30 business regions across the organization. These specialists provide localized expertise, proactive risk identification, and consistent safety leadership tailored to the unique conditions of each region. By strengthening on-the-ground oversight and coaching, the program enhances compliance, reduces incident potential, and reinforces safe work practices at every level.
- Transition to Type 2 Hard Hats:** In 2025, Terracon transitioned from Type 1 hard hats to Type 2 hard hats across the organization to provide enhanced protection against both top and lateral impacts, offering broader head coverage and improved retention in dynamic work environments. This change reflects our continued focus on proactively reducing risk and aligning with evolving safety best practices. As part of this transition, legacy Type 1 hard hats were recycled, where possible, rather than discarded, integrating environmental stewardship into this safety-focused initiative.



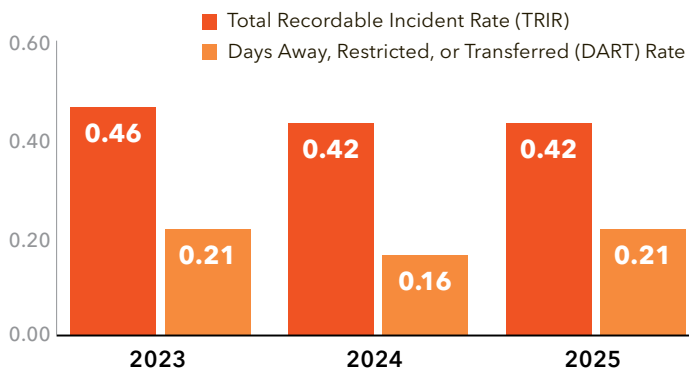
Jarett Epps



## 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 2025, TRIR remained at the 2024 level, while the days away, restricted, or transferred (DART) rate returned to the 2023 value after decreasing in 2024.

## Incident and Severity Rates



Prince Kumar

# Health, Safety, and Well-Being

## Recognition as Healthiest Employer

Terracon has consistently been recognized by various local business journals for our wellness program. In 2025, we were honored with multiple Healthiest Employer awards, reflecting the strength of our benefits, wellness initiatives, and commitment to creating a supportive workplace environment.

### 2025 Recipients:

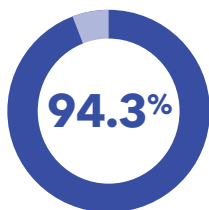
Atlanta, Ga. | Buffalo and Rochester, N.Y. | Olathe and Lenexa, Kan.  
Phoenix, Ariz. | Portland, Ore. | Providence, R.I.



## Employee Perspectives on Safety

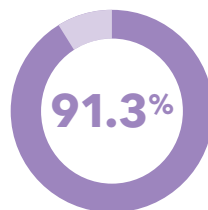
Through our annual Employee Engagement and *Incident and Injury-Free* survey, we can gauge the strength of our safety culture and its positive impacts beyond the workplace and project site.

For the past three years, more than 90% of respondents agreed or strongly agreed with the following statements, underscoring high alignment between values and actions:

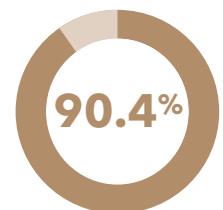


I believe Terracon has an uncompromising commitment to everyone going home safely every day.

*\* Highest score on the entire survey*



I observe coworkers in my office working to make Terracon an *IIF* workplace through their words and actions.



I bring what I have learned from Terracon's *IIF* culture into my personal life and home.

# Employee Engagement

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 approach to recruiting, developing, engaging, and retaining top talent includes multiple interconnected strategies, such as our commitment to safety (page 13), inclusive culture (page 18), and career development and training programs to create positive employee experiences.

## Career Development and Training

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

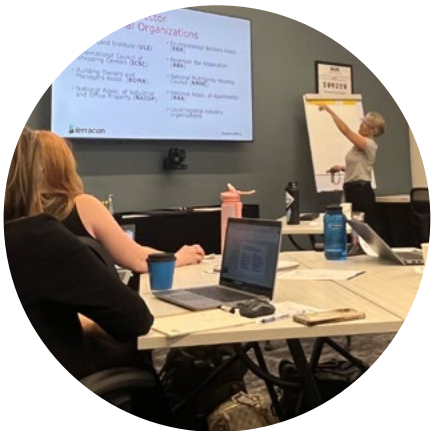
**1,700+**  
Terracon University  
courses to  
support career  
development

- 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 in 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.

**232**  
2025 Internship  
Program  
participants



Learn more  
at our  
[Careers  
webpage](#)



# Employee Engagement

## 2025 Highlights

- Through our GearUp Program, 122 employees participated in targeted development experiences designed to prepare them for expanded responsibilities and future leadership opportunities, helping build bench strength across the organization.
- Terracon advanced our military hiring program, expanding outreach and support for veterans transitioning to civilian careers.
- To strengthen connections and learning, we hosted three regional intern summits, bringing interns together for development sessions, networking, and conversations with leaders about careers at Terracon.



## 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. In addition, our annual Employee Engagement and *Incident and Injury-Free* survey and external recognition provide valuable feedback on our progress.

## Employee Retention

In 2025, employee retention increased slightly from 2024. 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 continues to increase.

## Employee Engagement

We use our annual Employee Engagement and *IIF* survey to gather feedback and identify specific areas where we take action to do better for our employees. In 2025, participation in the survey remained strong with a response rate of 89%, reflecting employees’ commitment to sharing their perspectives during a period of significant transformation and growth across the company.

Overall engagement and safety perceptions remained stable at levels above industry benchmarks, including these highlights:



## Recognition

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

- Selection in Forbes [2026 America’s Best Large Employers](#) list
- Recognition for excellence in multiple areas within RippleMatch’s [2025 Campus Forward Awards](#) in the Large Early Career Programs category.



# 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 course when hired and a refresher 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.

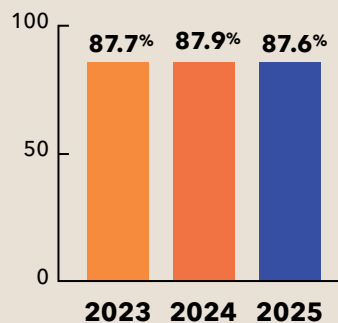


## Our Performance

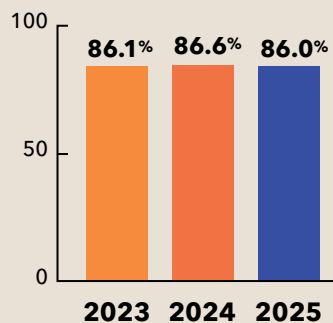
Terracon is ahead of the curve, with the annual Employee Engagement and *IIF* survey questions across the board exceeding external benchmarks, and many questions also achieving best-in-class results\* This annual survey measures how we are fostering an environment where employees feel connected, valued, and invested in their work (see key results below).

## Inclusion Results from the Employee Engagement and Incident and Injury-Free Survey

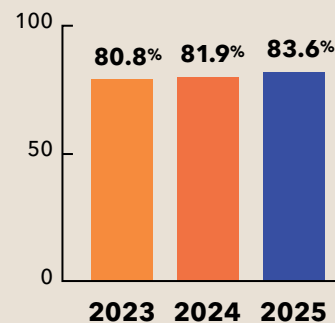
My supervisor creates an environment where I am treated with respect and feel included.



I feel empowered to speak up for myself and others.



I see Terracon's values (caring, courage, curiosity, excellence, integrity, and prosperity) in action and guiding our behaviors in my daily work.



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

# Inclusive Culture

## 2025 Employee Resource Group (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 2025, LEAP supported approximately 180 mentorship participants and expanded to 229 members by the end of the year.



Prism 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 June 2025, Prism donated \$1,000 to Nashville Launch Pad, a shelter serving LGBTQ+ young adults ages 18–26 transitioning from homelessness to supported independent living and job training. Engagement remained strong throughout the year, with monthly calls averaging 40 to 50 members.



Formed in 2023, Sphere promotes inclusion, cultural celebration, belonging, and personal development. In 2025, the group launched The Orbital, a monthly newsletter featuring cultural events, member stories, shared learning, and company news aligned with Sphere’s mission, while growing to 177 members.



The HIVE promotes sustainability at Terracon by sharing ideas and fostering sustainable practices. In 2025, it launched a new book-club-style meeting format where employees met monthly to discuss sustainability topics and themes, resulting in a 50% increase in participation.



Supporting women through mentorship, iWIL builds inclusive leadership understanding, fosters belonging and visibility, and equips participants with guidance and resources that empower career growth and personal development with 14 employee-led chapters across the country. In 2025, iWIL successfully connected 65 mentorship pairs and grew to more than 480 members.



VetNet maintains 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 2025, VetNet members supported talent attraction efforts by attending eight job fairs at military locations nationwide. Quarterly meetings continued to encourage connection, with approximately 35 new members joining the group.



ERGs provide support and networking opportunities across employee-led communities

# Community Impact

Supporting our local communities through charitable initiatives multiplies and extends our positive impacts beyond our business activities.

## Caring in Our Communities

Our approach to community giving integrates company-level engagement, employee-led efforts, and support from the Terracon Foundation. Together, these pathways drive meaningful, measurable impact aligning employee passion, technical expertise, and local community needs. For example, Terracon is proud to serve as a national partner of several organizations such as [Engineers Without Borders USA](#) and the [ACE Mentor Program of America](#), while our employees support and volunteer with these and hundreds of other organizations across the country. Highlights of 2025 activities are featured on pages 19 and 33.

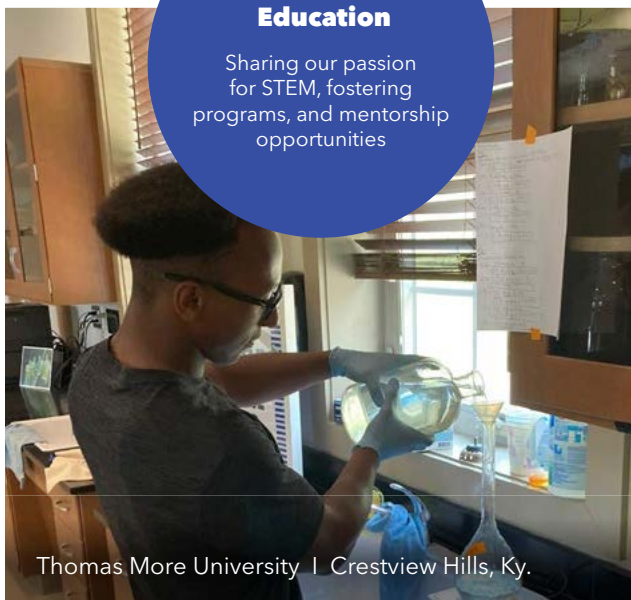


Nearly  
**\$6M**  
awarded since  
the Foundation  
was established  
in 2008

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 equitable communities. Thanks to our clients, the Terracon Foundation has been able to award millions of dollars to community organizations and educational institutions across the country.

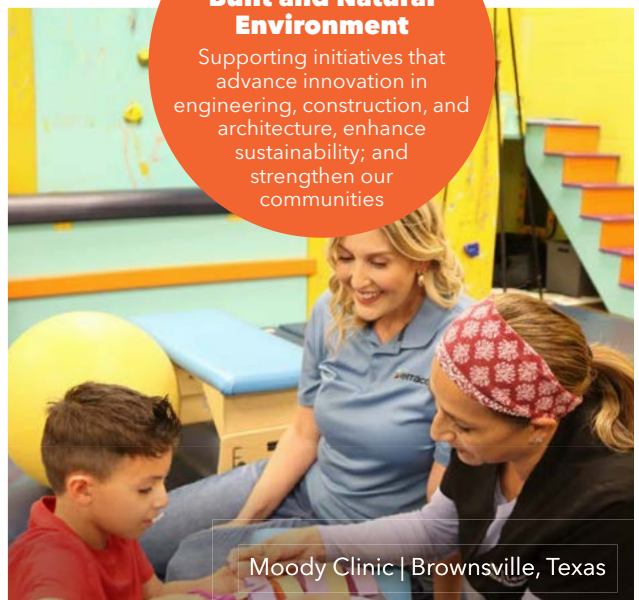
The Terracon Foundation provides financial support through community grants, university grants and endowments, scholarships for dependents of our employees, and donation-matching programs. To create meaningful change, we support charitable organizations and programs that align with our company's mission and values, focusing on two interconnected areas:

  
**Education**  
Sharing our passion for STEM, fostering programs, and mentorship opportunities



Thomas More University | Crestview Hills, Ky.

  
**Built and Natural Environment**  
Supporting initiatives that advance innovation in engineering, construction, and architecture, enhance sustainability; and strengthen our communities



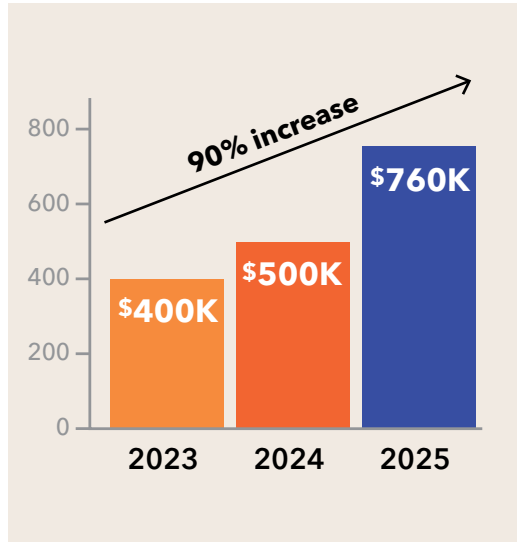
Moody Clinic | Brownsville, Texas

# Community Impact

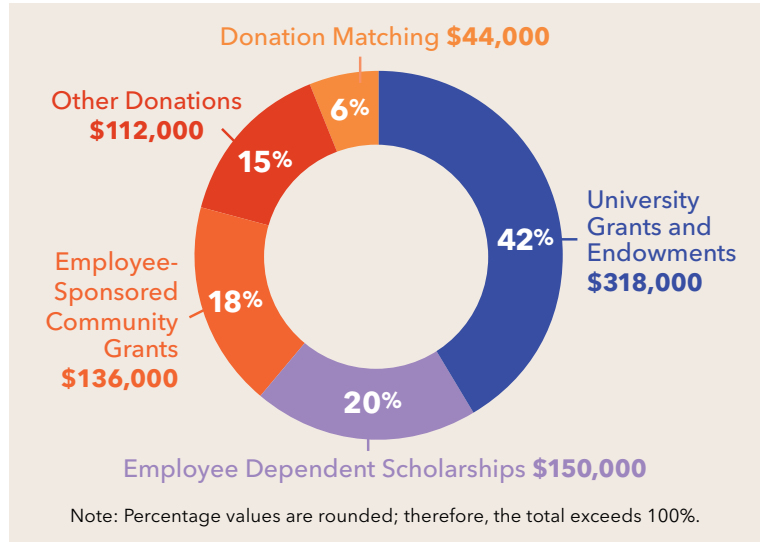
## 2025 Contributions

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

### Total Foundation Giving



### Total Foundation Giving by Type



  
**\$88,000+**  
 Sustainability-Focused  
 Community Grants



Regional  
 Holiday Campaign  
**\$45,000+**  
 includes employee donations  
 and Terracon Foundation  
 matching



  
**\$12,500+**  
 Direct Donations for  
 Disaster Relief

Design LAB (Learn + Build) | Cincinnati, Ohio



Columbus State University | Columbus, Ga.



Thomas More University  
Crestview Hills, Ky.



Ronald McDonald House  
Charities of Central  
Ohio, Inc. | Columbus, Ohio

Camp Zion | Macon, Ga.



Mending Waters Montana Fly | Fishing, Inc. | Helena, Mont.





**12%**  
reduction in emissions  
intensity since 2022  
Scope 1 and 2 emissions

# Environmental Stewardship

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:



**Greenhouse Gas Emissions**  
Reduce carbon footprint



**Water Conservation**  
Conserve water



**Materials and Waste**  
Increase recycling and reduce waste

Whether we are reducing energy use, 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.



### Spotlight on Our Green Teams

- Green Teams are the heart and soul of our sustainability program. Supporting our strategic commitments, they initiate and advance ways to improve our environmental impact in our offices and at project sites, and they show up to help our local communities. Highlights of 2025 Green Team activities are featured within this section.
- In 2025, the number of Green Teams rose from 50 to 58, providing more than half of our employees with access to a local team. We are continuing efforts to increase employee-owner engagement and local sustainability leadership across the organization.



# Greenhouse Gas Emissions

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-related 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.

We review available utility and fuel data and associated emissions on a quarterly basis to monitor the effectiveness of improvement initiatives and to identify opportunities to reduce our energy usage.

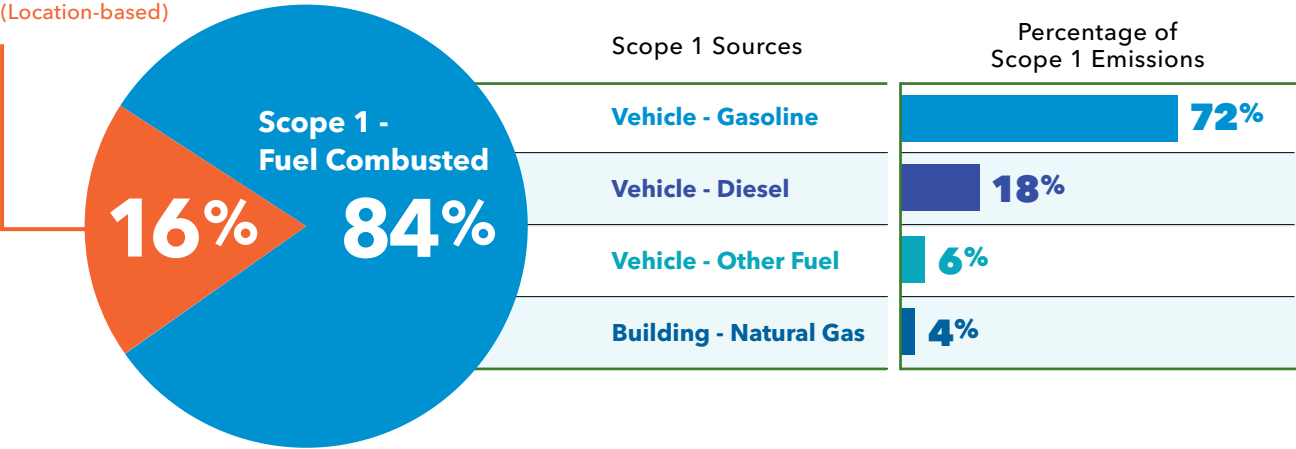
### Focusing on Our Fleet

Terracon relies on transportation and specialized equipment to deliver many of our services. We have the largest drilling fleet of any geotechnical engineering firm in the U.S., and to work on projects in all 50 states we have a substantial vehicle fleet. Our fleet management team regularly spearheads companywide initiatives that meet business needs, increase fleet efficiency, and deliver cost savings while helping reduce GHG emissions. Efforts have focused on the following key pathways to improve fleet performance:

- Right sizing vehicle use for the job.
- Modernizing our fleet with newer, more fuel-efficient models including hybrids and with electric vehicles or other low-emission options.
- Optimizing vehicle operations.

### 2025 Scope 1 and 2 Emissions by Source


**Scope 2 - Electricity**  
(Location-based)



## 2025 Highlights

- Working with the Corporate Sustainability Action Team, the real estate team continued to implement guidelines to promote energy efficiency, recycling, and waste reduction practices in our laboratories and offices.
- The Green Team in Buffalo, New York, spearheaded officewide energy efficiency initiatives, including LED lighting upgrades and installation of motion sensors to reduce electricity consumption.
- Selecting the right size vehicle for the job continues to be a key fleet management approach to lower fuel costs, reduce GHG emissions, and support safe operations. Over the past two years, orders for mid-size pickups decreased while orders for small pickups and small SUVs increased. In 2025, the percentage of requests for small pickups and small SUVs represented 18% of total orders, a 4 percentage-point increase from 2024. In addition, new hybrid options were introduced in 2025 for 2026 ordering and made up 5% of our total fleet order.
- After completing a successful pilot of a software platform to help improve idle efficiency in vehicles, we began installing the software on eligible fleet vehicles in 2025. Installation is anticipated to be completed in 2026, after which we will be able to analyze results against projected cost and fuel savings and reduced vehicle emissions.



 Karen Rieken

# Greenhouse Gas Emissions

## Our Performance

From 2022 to 2025, we reduced GHG emissions intensity by nearly 12%. We are on track to meet our target to reduce our revenue-based Scope 1 and 2 emissions intensity by 15% from our 2022 emissions baseline ahead of our 2028 target year. While absolute GHG emissions increased over the previous year, gross revenue grew at a greater rate, supporting an overall reduction in our emissions intensity.

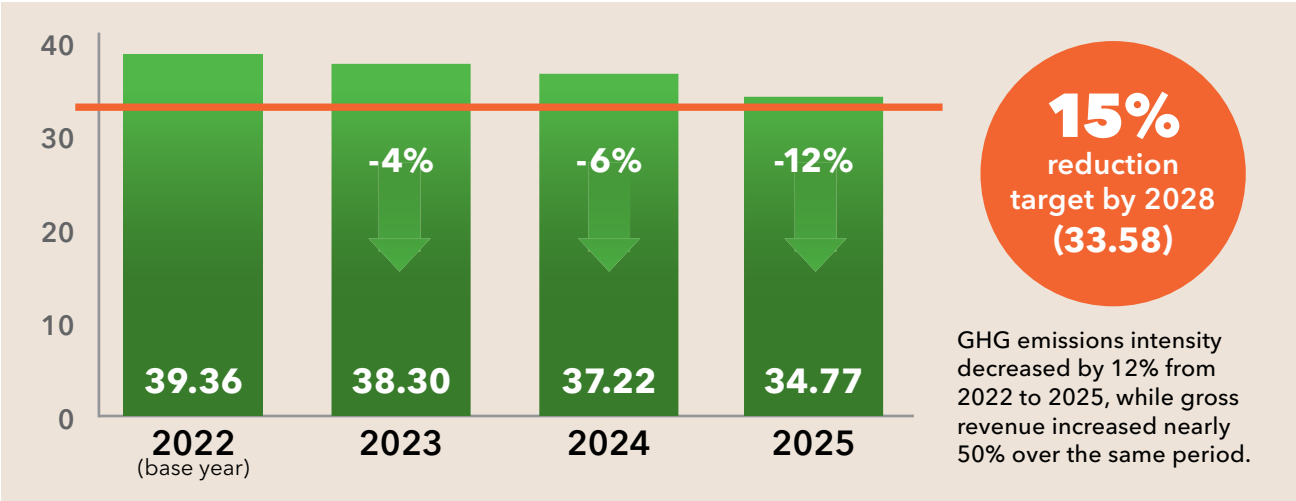
## Scope 1 and 2 GHG Emissions

Scope	Emission Source	2022 (base year)	2023	2024	2025
<b>Scope 1: Direct Emissions (mtCO<sub>2</sub>e)</b>		<b>32,347</b>	<b>36,284</b>	<b>39,520</b>	<b>44,010</b>
	GHGs from Mobile Combustion	30,694	34,771	38,057	42,273
	GHGs from Stationary Combustion	1,653	1,513	1,463	1,738
<b>Scope 2: Indirect Emissions (mtCO<sub>2</sub>e)</b>		<b>7,376</b>	<b>7,483</b>	<b>8,351</b>	<b>8,369</b>
	GHGs from Electricity Consumption (Location-Based)	7,376	7,483	8,351	8,369
<b>Total Scope 1 and 2 GHG Emissions</b>		<b>39,723</b>	<b>43,767</b>	<b>47,871</b>	<b>52,380</b>

Note: Scope 1 emissions from stationary combustion cover 52% of locations where utility data is available. Beginning in 2024, we updated our Scope 2 emissions methodology to include estimates for leased locations where we do not directly pay utility bills. In 2025, 82% of locations had actual usage data for calculating Scope 2 emissions; the remaining 18% of locations had fully (14%) or partially (4%) estimated results. Reported GHG emissions for 2022 through 2024 vary slightly from previously reported values due to the implementation of a new data management system. Refer to the GRI Content Index at the end of the report for additional information.

## GHG Emissions Intensity (metric tons of carbon dioxide equivalent/\$1M gross revenue)

We are on track to reduce our revenue-based Scope 1 and 2 emissions intensity by 15% from our 2022 baseline, ahead of the 2028 target year.



Note: Reported values for 2022 through 2024 vary slightly from those previously reported due to the implementation of a new data management system. Refer to the GRI Content Index at the end of the report for additional information.

## Our Work

Terracon's greatest opportunity to support climate mitigation and adaptation is through the innovative solutions we provide our clients. We partner with our clients to help them manage and mitigate the carbon footprint of projects and their operations. Terracon offers targeted services such as GHG emissions calculation and reporting, energy use optimization, green building design and certification, and climate risk and resiliency assessments. Our integrated site selection, environmental, facilities, geotechnical, and materials services teams support utility-scale renewable energy and infrastructure projects nationwide.



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

### Utility-scale renewable energy services:

In 2025, our team supported the development of a 4,000-acre solar site in the Midwest that will add 1,000 MW of renewable energy to the grid to reduce dependence on coal generation. Terracon provided site exploration, foundation, and site preparation recommendations, accounting for soil stability, seismic risks, and underground hazards.

### Environmental compliance:

Our environmental team provided compliance monitoring services along the Eldorado-Lugo-Mohave (ELM) Project route. The project strengthened a critical Southern California Edison transmission corridor by upgrading existing infrastructure across remote desert terrain to move more renewable energy reliably into the Los Angeles Basin – supporting California's clean energy goals. We enabled our client to successfully navigate complicated state and federal regulatory requirements throughout construction, and our work facilitated the protection of sensitive wildlife species such as desert tarantulas.

### Greenhouse gas emissions reporting and disclosures:

Terracon's sustainability consulting and digital solutions teams supported a large healthcare organization with GHG emissions reporting for 11 hospital locations in Arkansas, including monthly updates of metrics within a data management system.



### Award-Winning Projects

Climate Change Business Journal honored Terracon with two 2025 Project Merit awards:

- Climate Resilient Infrastructure category - Valley Green Run Restoration and Pedestrian Bridge
- Innovation/Unique Solution category - U.S. Steel ESG System Configuration

Learn more at [Terracon.com](https://www.terracon.com).

# 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, environmental, and community benefits.

## Optimizing Material Use and Reducing Waste

Terracon is dedicated to reducing waste generation through prevention, reduction, recycling, and reuse. Our waste disposal and recycling strategy applies to all our employees and emphasizes reducing office-generated waste and increasing recycling or reuse of project-generated waste, including geotechnical soil samples, concrete cylinders, and plastic cylinder molds.

Terracon customizes waste disposal and recycling efforts at each office based on local operations and available waste management services. We monitor key metrics such as diversion rates; concrete, cardboard, and plastic recycling; and waste sent to landfills. This informs both office-level and national strategies, helping us celebrate successes, share lessons learned, and identify opportunities for continued improvement.

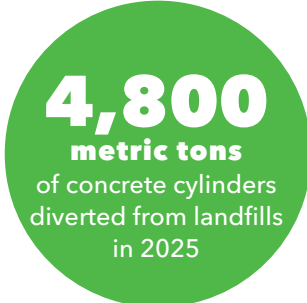


## 2025 Highlights

- To promote reuse, we purchased a range of pre-owned office furniture, including workstations, chairs and desks. Strategies like this conserve resources and reduce costs. This initiative saved our operations more than \$500,000 compared to buying new furniture.
- Our corporate headquarters partnered with a local nonprofit to implement a composting program in April 2025. This employee-led initiative diverted more than 3,400 pounds of landfill-bound food scraps in 2025, lowering associated greenhouse gas emissions and supporting the local community.

## Our Performance

We track the amount of concrete recycled through our waste management broker. In 2025, we diverted over 4,800 metric tons of concrete cylinders from landfills through our waste management broker. More than 50% of our laboratories participated in this program.



## Pursuing Concrete Solutions

Construction materials testing in our laboratories often involves making concrete samples with plastic cylinder molds to ensure uniformity. These concrete samples and plastic molds represent a significant portion of our company waste stream, leading us to focus on increasing recycling rates. More than 50% of our labs have implemented programs to recycle concrete testing materials, in addition to office recyclables. We are working to increase the number of labs participating in and reporting on their concrete cylinder recycling. In addition, we continue to explore opportunities for recycling plastic cylinder molds, which require specific recycling channels due to the concrete residue they contain.

## Our Work

Product circularity and waste reduction are important considerations when developing innovative solutions to help our clients achieve their goals. Our expertise spans comprehensive material efficiency assessments, pavement engineering, sustainable material sourcing, and waste reduction strategies.

The following project summaries showcase some of our recent materials-related work which support economic and environmental benefits:

### Low-embodied carbon concrete consulting:

Our materials engineers and laboratory experts provided low-embodied carbon concrete consulting and testing to support updates to a confidential data center client's master specifications for future U.S. data center projects. Our petrographic team evaluated three concrete strategies with varying carbon-reduction potential, ranging from emerging approaches to widely adopted solutions. Our team conducted consulting and advanced testing on eight mixes using highly specialized concrete analysis methods.

### Engineering efficiency through cold in-place recycling:

Terracon's Indianapolis pavement engineering team explored beyond the surface when evaluating a project that covered approximately 13 miles of road through Indiana. Before recommending improvements, the team focused on understanding conditions throughout the entire pavement structure – not just at the surface. Conducting a multifaceted performance-based evaluation enabled the team to quantify repair needs and compare rehabilitation options. Based on this analysis, innovative cold in-place recycling (CIR) was recommended. Rather than removing and replacing the pavement, CIR reuses existing materials to restore structural capacity and extend service life. The approach delivered an estimated \$2 million in savings compared to a traditional hot-mix asphalt overlay, while reducing material use and supporting sustainability goals. Construction was completed in the summer of 2025 with positive stakeholder feedback, demonstrating the value of data-driven, cost-effective pavement rehabilitation strategies.



# 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 high-use locations and those in regions with high water stress to focus resources where they can have the greatest impact. We are also working on water reduction plans for the priority locations.

We capture and share companywide operational best practices to encourage wider adoption. These efforts help us celebrate success stories, recognize sustainability champions, and drive meaningful reductions in water use.

## 2025 Highlights

- Working with the Corporate Sustainability Action Team, we continued to implement guidelines to promote water conservation practices in our laboratories and offices.
- We implemented a dashboard for locations with available data to provide annual and monthly usage, costs, and water use intensity (gallons per square foot).
- We conducted a preliminary water risk assessment to identify locations in areas with high or extremely high water stress. The review found that approximately one-third of our office locations are in areas with high or very high water stress.
- Our corporate headquarters continued to reduce its water usage through ongoing monitoring and collaborating with our landscapers.



## Our Work

By designing sites to prevent water runoff while balancing ecosystem needs, our teams are helping to conserve this limited resource. We leverage our expertise in building and environmental engineering, landscape architecture, and sustainability consulting to support measurement and reporting, water reduction planning, stormwater redesign, and water capture projects.

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

### Maximizing water efficiency through reuse:

Terracon's Environmental team completed a comprehensive water reuse evaluation for a confidential client operating a large food manufacturing facility in Kansas. The Phase I study assessed water use across multiple production processes, including cooking, cooling, wash down and sanitation, to identify opportunities for reuse and efficiency improvements. By analyzing water and thermal flows, the team identified high impact strategies – particularly related to cooling and process water reuse – that could significantly reduce reliance on single-pass municipal water. The findings indicate the potential to save more than 300 million gallons of water annually while supporting operational reliability and long-term sustainability goals. The project also established a roadmap for future design and implementation efforts.

### Community engagement:

As Big River Steel Works' (BRS) sustainability partner, Terracon's Sustainability and Climate Solutions team led the planning of and participated in the third annual Mississippi County Watershed Forum in Arkansas. Hosted by BRS, the forum brought together environmental professionals and educators, local leaders, and community members to collaborate on long-term water stewardship and resilient water infrastructure throughout the region.



# Our Giving to Support the Environment

The following employee volunteer efforts and Terracon Foundation grants showcase some of the ways we promote environmental stewardship and benefit communities.

- [Ronald McDonald House Charities of Central Ohio](#) (RMHC) provides housing and support for families while their children are hospitalized. The Terracon Foundation awarded a grant to the RMHC to help purchase solar panels as part of a building project pursuing LEED certification.
- The [White River Alliance](#) (WRA) is a consortium of local governments, industries, utilities, universities, agriculture organizations, consultants, and the regional community that exists to improve and protect water quality on a watershed basis in the larger Upper White River Region. The Indianapolis North Green Team participated in a WRA-sponsored White River cleanup event.



- [Heartland Conservation Alliance](#) (HCA) is a nonprofit urban land trust dedicated to protecting, restoring, and connecting the Blue River watershed and its surrounding urban greenspaces for the benefit of all communities in the Kansas City region, where Terracon is headquartered. A Terracon employee has volunteered with HCA for several years, including providing an editorial review of the Blue River Watershed Report Card. Engagement with HCA expanded in 2025 with HCA receiving a community grant from the Terracon Foundation and leading a lunch-and-learn session and a field trip to the Blue River Heartland Overlook Preserve for members of our Corporate Sustainability Action Team and Olathe, Kansas, Green Team.
- [WaterWays](#) empowers communities to protect and restore local watersheds in the Southeastern United States and the Caribbean. With support from division leadership, the Chattanooga office assisted WaterWays through a Terracon Foundation community grant and Green Team participation at outreach events. The grant helped fund a litter-capture boom system to quantify and reduce plastic waste in local waterways.



Terracon employees across **30 offices** volunteered at local cleanup events for Earth Day 2025





**97%**  
of current  
employees are  
shareholders

# 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

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 (A/E/C) space. Our board structure allows us to have a majority of internal stakeholders while benefiting from the perspectives and expertise of individuals outside the company.

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 organization committees. The board has oversight responsibilities across the following areas:

- Corporate governance.
- Environmental, health, and safety.
- Corporate social responsibility and sustainability, including diversity, equity, and inclusion.
- Reputation management and community relations.
- Corporate philanthropy.
- Political contributions, lobbying, and other public policy matters relevant to the company.

Refer to the Sustainability Management section for additional information on board oversight of sustainability management.

# 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 enacted in 2024. Training completion, frequency, and effectiveness are tracked through Terracon University, facilitating continuous improvement and strong alignment with our core values.



# Responsible Procurement

Rooted in Terracon's commitment to conducting business in an ethical and responsible manner, our procurement practices are designed to meet Terracon's business needs and minimize risks while integrating ways to promote associated economic, environmental, and social benefits.

Our purchasing and real estate management platforms support responsible and sustainable business practices from supplier selection through ongoing relationship management. Key aspects include:

- **Setting clear 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.
- **Considering environmental and social factors:** Terracon's practice is to make all purchase decisions on the basis of cost, quality, delivery, and overall performance, which can include sustainability-related factors. 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 with Sustainability Initiatives

Our purchasing decisions can play a key role in supporting Terracon's social and environmental goals, contributing to economic and community development and to environmental protection and conservation. For example, the fleet and real estate management teams have led procurement-related efforts that contribute to worker safety, cost savings, improved fuel and energy efficiency, and other benefits. Refer to the Environmental Stewardship section for more information.

As part of the materiality assessment update we are conducting in 2026, we will be identifying and evaluating economic, environmental, and social impacts associated with our procurement practices as well as risks and opportunities across our supply chain. The results of the assessment help guide developments in our procurement practices and our reporting.

# Looking Ahead

Reaching our 60-year milestone encouraged us not only to look back on all we have accomplished but also to envision what we might achieve in the years ahead. Our drive to explore beyond the surface has long propelled the ongoing improvement of our sustainability program and the services we deliver.

For 2026, we have prioritized three initiatives to continue to advance our practices, services, and performance. We will conduct two interconnected assessments: a climate risk assessment and a materiality assessment update. Both will enable us to understand impacts, risks, and opportunities at a greater depth and identify areas of focus. In addition, we will continue to evolve our Green Teams by strengthening support, increasing visibility, and expanding access and participation.

Together, these efforts will inform future actions across all three levers of positive impact - Our Company, Our Work, and Our Giving - to drive long-term benefits and measurable progress. Across our company, we will continue to prioritize our people and to initiate ways to improve the efficiency of our fleet and facilities. Through our project work, we are growing our Sustainability and Resiliency services, including expanding capabilities and further embedding sustainability practices into projects to better support our



**Lori Cathcart**  
Director of Corporate Sustainability

clients. We will work together to amplify the impacts of our giving by pursuing more strategic partnerships, encouraging increased employee engagement, and exploring ways to connect our expertise with community needs.

I am encouraged by our collective progress and inspired by the opportunities ahead to deliver on our commitment to our people and building sustainable and resilient communities.



# GRI Content Index

Terracon has reported the information cited in this GRI content index for the period January 1, 2025, through December 31, 2025, with reference to the GRI Standards.

GRI Standard/Disclosure	Location/Response	Level
<b>GRI 2: General Disclosures 2021</b>		
2-1 Organizational details	Terracon Consultants, Inc. is a private, employee-owned company headquartered in Olathe, Kansas. Terracon has locations across the United States ( <a href="https://www.terracon.com/locations/">https://www.terracon.com/locations/</a> ).	Full
2-2 Entities included in the organization's sustainability reporting	About This Report  In March 2025, Terracon expanded its capabilities with the acquisition of The Transtec Group, Inc., welcoming 32 new employees to our organization.	Full
2-3 Reporting period, frequency and contact point	About This Report	Full
2-4 Restatements	In 2025, we implemented new data management software, which involved verifying our previously reported GHG emissions. Total reported Scope 1 and Scope 2 emissions for 2022 through 2024 are less than 0.5% lower than those previously reported. Refer to 305-1, 305-2, and 305-3 for more information.	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 this report, we recognize the value of independent verification and are exploring options for pursuing external assurance for key disclosures in 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 board 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 online supplier portal, 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
<b>GRI 3: Material Topics 2021</b>		
3-1 Process to determine material topics	<p>Sustainability at Terracon/Areas of Focus</p> <p><a href="#">Terracon's 2023 Sustainability Report</a>, pg. 10</p>	Partial
3-2 List of material topics	Sustainability at Terracon/Areas of Focus	Full
<b>GRI 204: Procurement Practices 2016</b>		
3-3 Management of material topics for 204	Responsible Management/Responsible Procurement	Partial
<b>GRI 301: Materials 2016</b>		
3-3 Management of material topics for 301	Environmental Stewardship/Materials and Waste Reduction	Partial
<b>GRI 302: Energy 2016</b>		
3-3 Management of material topics for 302	Environmental Stewardship/Greenhouse Gas Emissions	Partial
<b>GRI 303: Water and Effluents 2018</b>		
3-3 Management of material topics for 303	Environmental Stewardship/Water Conservation	Partial
<b>GRI 305: Emissions 2016</b>		
3-3 Management of material topics for 305	Environmental Stewardship/Greenhouse Gas Emissions	Partial

# GRI Content Index

GRI Standard/Disclosure	Location/Response	Level										
305-1 Direct (Scope 1) GHG emissions	<p>Greenhouse Gas Emissions/Our Performance</p> <p>Note: See 2-4 for information on the minor restatement of previously reported values.</p> <p>Terracon uses the operational control consolidation approach. The base year for tracking changes in performance is 2022. Gases included in the Scope 1 calculations are CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O.</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. We are planning to move to the most current values (AR6 - 100 year) beginning in 2026 and expect minimal changes to reported values.</p> <p>Emissions from natural gas consumed to heat buildings cover approximately 50% of our locations and 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> <p>Carbon dioxide (CO<sub>2</sub>) emissions from biologically sequestered carbon occur through a portion of fuel usage in our fleet (ethanol, biodiesel, and gasohol). These emissions are reported separately from Scope 1 emissions for transparency. In 2025, biogenic CO<sub>2</sub> emissions represented 0.6% of total GHG emissions.</p> <table border="1"> <thead> <tr> <th>Biogenic CO<sub>2</sub> Emissions</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>CO<sub>2</sub> emissions from biogenic sources (metric tons)</td> <td>156</td> <td>161</td> <td>166</td> <td>322</td> </tr> </tbody> </table>	Biogenic CO <sub>2</sub> Emissions	2022	2023	2024	2025	CO <sub>2</sub> emissions from biogenic sources (metric tons)	156	161	166	322	Partial
Biogenic CO <sub>2</sub> Emissions	2022	2023	2024	2025								
CO <sub>2</sub> emissions from biogenic sources (metric tons)	156	161	166	322								
305-2 Energy indirect (Scope 2) GHG emissions	<p>Greenhouse Gas Emissions/Our Performance</p> <p>See 2-4 for information on the minor restatement of previously reported values.</p> <p>Terracon uses the operational control consolidation approach. 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. U.S. EPA Emissions &amp; Generation Resource Integrated Database (eGRID) and the Green-e database served as our references for emission factors. The IPCC Fourth Assessment Report (AR4 - 100 year) served as our reference for global warming potential (GWP) rates. We are planning to shift to AR6 - 100 year beginning in 2026 and expect minimal changes to reported values.</p> <p>Electricity usage data is primarily captured through utility billing data. Electricity usage was estimated based on U.S. Energy Information Administration's Commercial Buildings Energy Consumption Survey (CBECS) for building activity, region, and square footage of office space for leased locations where metered electricity usage was unavailable. In 2025, 82% of locations had actual usage data for calculating Scope 2 emissions; the remaining 18% of locations had fully (14%) or partially (4%) estimated results.</p>	Partial										
305-4 GHG emissions intensity	<p>Greenhouse Gas Emissions/Our Performance</p> <p>Note: See the note under 2-4 for slight restatement of previously reported values.</p>	Partial										

GRI Standard/Disclosure	Location/Response	Level
<b>GRI 306: Waste 2020</b>		
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/Pursuing Concrete Solutions	Partial
306-2 Management of significant waste-related impacts	Materials and Waste Reduction/Optimizing Material Use and Reducing Waste	Partial
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
3-3 Management of material topics for 308	Covered under Responsible Procurement (see GRI 204)	Partial
<b>Employee Engagement (Non-GRI topic)</b>		
3-3 Management of material topics	Employee Engagement  Employee engagement is a material topic that is not covered within the GRI Standards. High employee engagement is a strategic priority for Terracon.  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.	Partial
Employee engagement as a percentage	Employee Engagement/Our Performance	Full
<b>GRI 401: Employment 2016</b>		
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	<a href="https://careers.terracon.com/benefits">https://careers.terracon.com/benefits</a>	Partial
<b>GRI 403: Occupational Health and Safety 2018</b>		
3-3 Management of material topics for 403	Health, Safety, and Well-Being See also <a href="https://www.terracon.com/about/safety/">https://www.terracon.com/about/safety/</a>	Partial
403-1 Occupational health and safety management system	Health, Safety, and Well-Being See also <a href="https://www.terracon.com/about/safety/">https://www.terracon.com/about/safety/</a>	Partial
403-9 Work-related injuries	Health, Safety, and Well-Being/Our Performance	Partial
<b>GRI 404: Training and Education 2016</b>		
3-3 Management of material topics for 404	Employee Engagement	Partial
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
3-3 Management of material topics for 405	Inclusive Culture	Partial
<b>GRI 414: Supplier Social Assessment 2016</b>		
3-3 Management of material topics for 414	Covered under Responsible Procurement (see GRI 204)	Partial
<b>GRI 416: Customer Health and Safety 2016</b>		
3-3 Management of material topics for 416	Covered under Health, Safety, and Well-Being (see GRI 403)  Our <i>Incident and Injury-Free</i> ® program covers all project locations to promote and protect the safety of our employees, our subcontractors, our customers, and others at job sites.	Partial



 **Terracon**

# 2025 Sustainability Report

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