

# 2023 Impact Report

- ◆ Environmental
- ◆ Social
- ◆ Governance



*Ken Robl Conservation Park at the former  
Snell Road Landfill in Winnebago County, WI*





Oak Bluffs Seawall, MA

## Table of Contents

Letter from CEO.....	3	<b>Our People</b> .....	24
Letter from Impact Program Members .....	4	One Foth Culture—Grounded in Values .....	25
Report Framework and Statement of Use .....	5	Management Approach—Our People-First Approach .....	25
Global Reporting Index.....	5	Equal Opportunity/Affirmative Action Employer.....	26
Statement of Use.....	5	Health and Safety .....	27
Point of Contact for Questions.....	5	Member Benefits .....	28
GHG Protocol .....	5	Professional Development .....	29
Terminology.....	5	Member Engagement Program .....	30
<b>Our Company</b> .....	6	Community Engagement—Rooted in Empathy and Social Responsibility.....	31
About Foth .....	7	Foth Excellence Awards.....	32
Locations, Markets, and Services .....	8	Charitable Contributions Program.....	33
Spotlight on Metrics 2023.....	9	Volunteer Program.....	34
Foth Awards—Recent Recognition from Professional Organizations.....	10	Student Outreach—Intern and Co-Op Program .....	35
A History Rooted in Ethics, Equity, and Sustainability .....	11	STEM Education and Mentoring .....	35
Guiding Statements .....	12	<b>Our Planet</b> .....	36
Member Owned .....	12	Foth's Commitment.....	37
Foth Purpose Statement on Sustainability		Green Bay Office.....	37
One Foth Culture: Core Values, Basic Principles, and Cultural Attributes .....	13	Operations Data Commitment .....	38
Impact Program—Committed to Advancing Sustainable Business Practices.....	15	Energy .....	38
Approach Rooted in Long-Term Impact.....	15	Greenhouse Gas Emissions.....	39
Board of Directors & Responsibilities .....	16	Waste .....	40
Organizational Chart .....	17	Water .....	40
Addressing Shared Environmental Sustainability Risks and Opportunities for Long-Term Resilience .....	19	Current Supply Chain.....	41
Managing Our Impacts .....	20	Solutions for Long-Term Resilience and Sustainability .....	41
Innovation—A Collaborative Approach.....	22	<b>Governance</b> .....	42
Cybersecurity and Privacy Data Safety .....	23	Purpose Statement .....	43
		Corporate Governance .....	43
		Ethics & Compliance.....	45
		Export and Sanctions .....	46
		Audits .....	46
		<b>Conclusion</b> .....	
		Forward-Looking Statement .....	47





Randall Homel, P.E.  
Foth CEO

## Letter from Foth's CEO

I am excited to present the Foth Companies' inaugural Impact Report. This report marks our first published effort, building on an impressive history of providing a positive impact not only for our employees, who we refer to as members, but also for our clients. At Foth, we have always prioritized partnership, ensuring positive results for both our members and clients.

Our commitment over the past several years has delivered time and again. We have shown that our approach allowed for positive environmental outcomes while also delivering on shared commitments from our members and clients.

While this is our inaugural report, it builds on a longstanding commitment to creating positive impact. Our baseline, while considered a starting point, is really a continuation of our sustainable operations. We have committed over the past several years to ensuring a pathway that allows us to lower our energy and water usage while also minimizing our waste.

Foth has also focused on our partnership with clients by delivering on their sustainable goals. We strive to deliver designs/solutions that help to reduce their energy/water usage and in many cases lower costs of operations.

Our commitment to social impact remains a cornerstone of our approach within our communities, alongside our members and partners. We strive to support our communities not only through funding but also by dedicating volunteer hours. We highlight, support, and focus our vision on the groups working

to improve our communities. By prioritizing this focus, we believe we are supporting our members and partners, recognizing that positive outcomes in our communities benefit everyone.

Lastly, we believe that strong governance is the foundation of our success. This year, we have enhanced our governance practices by adopting new policies that promote transparency and accountability. Our board of directors has been actively engaged in overseeing our Impact rollout, ensuring that we remain aligned with our long-term strategic goals.

### Looking Ahead

As we move forward, Foth remains committed to advancing our impact. We will continue to invest in sustainable technologies, support our communities, and uphold the highest standards of governance. Our dedication to these principles not only benefits our members and client partners but also all the communities where we work, live, and recreate in. As a member owned organization focused on partnerships there is no higher impact that creating a better future together.

Thank you for your continued support and trust in Foth. We strive to earn it every day through our actions.

Sincerely,

A handwritten signature in blue ink that reads "Randall G. Homel". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Randall Homel



## Our Company

## Letter from Impact Program Members



Joe Liebau, Jr.

On behalf of our team, I am excited to introduce Foth's inaugural Impact Report. Leading the amazing team that developed this report has been a pleasure. This project is particularly exciting as we formalize a process, report, and team to build on our past successes. We would not have been able to develop this report without the engineers, scientists, and other members at Foth and their past commitment to creating benefits for our members and clients.

Our team approached this report collaboratively, ensuring many of our members' voices were heard along the way. Foth has always recognized that our greatest assets are the members of our organization

and the partner clients we serve. As such, we made it a priority to include many of the voices of those members and clients in compiling this report.

The following report and the impacts you will read about would not have been possible without the members listed below. The time spent gathering data and meeting to discuss and compile the report has allowed us to truly understand our impacts individually but more importantly our impacts as a member-owner company.

Foth is lucky to have so many dedicated members and leadership that empowers us to share our impact story. As we continue our path to create positive impacts within the environments and communities we live in, we are excited about the future.

Our team envisions a future where we continue to deliver these positive benefits for each member, community and partner client. We are excited for you to read the report and learn about the great impacts we are making. We invite you to reach out anytime if you have ideas or thoughts on how we can do even more!

On behalf of the team, I leave you with a simple question: How can we partner with you to create an even larger impact?

Sincerely,

Joe Liebau, Jr.

Impact Program Champion and Discipline  
Lead—Governance

- ◆ Joe Liebau, Jr.

## Foth Impact Program Team Members

- ◆ Lupe Gutierrez, Discipline Lead—Environmental
- ◆ Amanda Minks, Discipline Lead—Governance, Assistant Project Manager
- ◆ Jessica Kavanaugh, Discipline Lead—Social
- ◆ Jacob Matthews, P.E., Discipline Lead—Social
- ◆ Carlos Peña, P.E., Discipline Lead—Environmental
- ◆ Fiona Vardy, Discipline Lead—Environmental
- ◆ Jill Dekart, Discipline Lead—Environmental
- ◆ Sara Beine, P.E., Discipline Lead—Environmental
- ◆ Marissa Michalkiewicz, Content Reviewer—Governance
- ◆ John Hanley, Project Manager
- ◆ Matt Walters, Discipline Lead—Environmental
- ◆ Shani Wahl, Discipline Lead—Social, Graphic Design
- ◆ Dan Green, Graphic Design



## Report Framework and Statement of Use

### Global Reporting Index

The Global Reporting Index (GRI) helps organizations measure and take responsibility for their impacts on social, sustainability, and human rights issues. The GRI provides a common framework for organizations to measure and communicate these impacts. Our inaugural Impact Report follows the GRI guidelines.

### Statement of Use

This inaugural Impact Report has been developed by the Foth Impact Program members in coordination with the Foth External Leadership team and approved by the Board of Directors. The financial and other tracking data presented within the report align with Foth's 2023 fiscal year (FY23 December 31, 2022, to December 29, 2023), except for greenhouse gas (GHG) emissions, which are reported on a calendar-year basis (January 1, 2023, to December 31, 2023). Our goal is to update the report annually, with the next update slated for FY24.

### Point of Contact for Questions

Joe Liebau, Impact Program Lead

Email: [Joe.LiebauJR@foth.com](mailto:Joe.LiebauJR@foth.com)

### Greenhouse Gas Protocol

The 2023 GHG emissions have been calculated in accordance with the Greenhouse Gas Protocol, which can be found [here](#) (link).

### Terminology

Members refers to all employees at Foth.





## Our Company





## Our Company

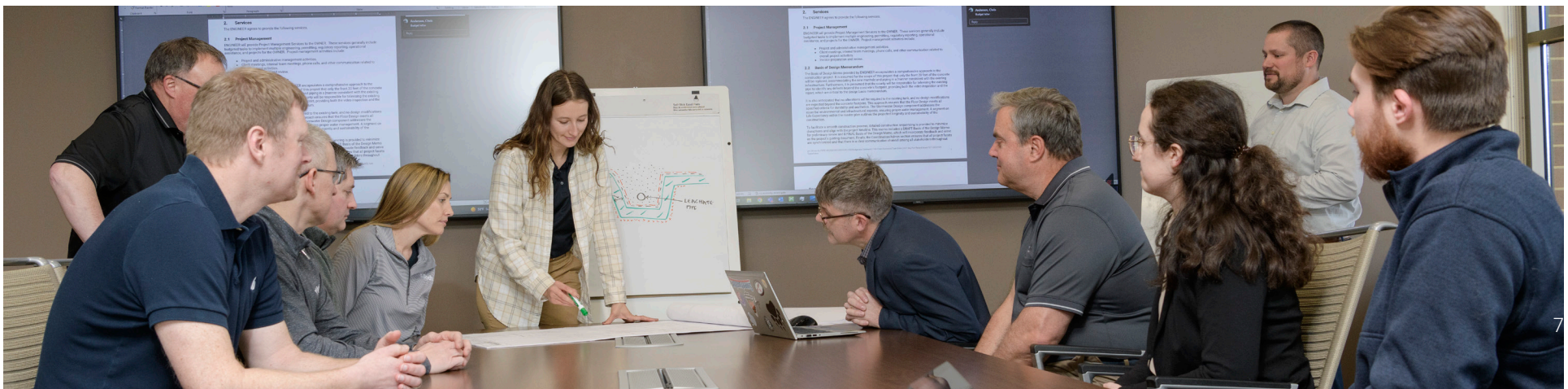
### About Foth

The Foth Companies (hereinafter “Foth”) is comprised of Foth Infrastructure & Environment, LLC, Foth Production Solutions, LLC, and Foth & Van Dyke, LLC.

Foth solves some of the toughest science and engineering challenges for communities and industries across North America. Foth has been in business since 1938, making 2023 our 85th anniversary! Foth started when a young electrical engineer, by the name of Herbert Foth, organized a small engineering company with four members. Herb Foth emigrated from Germany at the age of 19 and attended the University of Wisconsin, graduating in 1934 with an electrical engineering degree.

Today, Foth is a 650+ member, member-owned, full-service engineering firm headquartered in Green Bay, WI. Foth operates out of 28 locations, coast to coast, delivering innovative solutions and providing client-centered services in all project phases, from planning through construction. Throughout our history, Foth has maintained an unwavering commitment to our clients, members, and our communities, as well as our focus on health, safety, and quality.

Our science and engineering teams are organized into Business Units—Environment Solutions, Infrastructure Solutions, and Production Solutions—embodying decades of knowledge and specialized expertise. We bring our interdisciplinary capabilities to every client we serve, understanding their business, providing trusted advice, and developing customized, innovative solutions. Foth’s story is one of client partnerships, exemplary work ethic, steady growth, and a unified spirit. We are dedicated to service for communities and private industries locally and around the world.





## Our Company Markets

Since our founding in 1938, we have significantly expanded and diversified our disciplines, markets, services, and geographic presence. This growth has mirrored the changing needs of the communities we serve—as infrastructure needs expanded, so have the depth and breadth of services we offer. Our ability to adapt and innovate has been crucial to our growth and longevity. This legacy will continue to inform our actions as we move forward.

- ◆ Airports
- ◆ Consumer Products
- ◆ Departments of Transportation
- ◆ Food and Beverage
- ◆ Manufacturing and Industrial Products
- ◆ Mining
- ◆ Municipalities
- ◆ Pulp and Paper
- ◆ Solid Waste
- ◆ Utilities
- ◆ Waterfront and Marine

## Locations



**Strategically located to solve our clients' toughest challenges.**

Headquartered in Green Bay, Wisconsin, Foth has more than 650 members in 28 locations to provide our national and international clients with convenient, personal service.

## Services



Aviation



Coastal and  
Waterfront  
Engineering and  
Dredging



Construction  
Services



Design-Build/  
Alternative Project  
Delivery



Distribution  
Logistics  
Technology



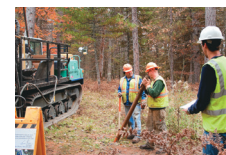
Engineering for  
Product  
Manufacturing



Environmental and  
Regulatory  
Services



Geospatial and  
Geophysical



Mining Services



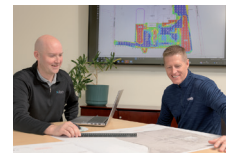
Remediation



Serial 1  
Automation



Solid Waste  
Services



Strategic  
Consulting and  
Planning



Transportation



Water and  
Wastewater



## Our Company

### Spotlight on Metrics 2023

A blue circle with a geometric pattern containing the number 85.

85

Years in Business

A grey circle with a geometric pattern containing the number 211.

211

Member-Owners

A blue circle with a geometric pattern containing the text \$224 Million.

\$224  
Million

Gross Revenue

A blue circle with a geometric pattern containing the text 45%.

45%

Percent of Current  
Female Senior  
Leadership

A grey circle with a geometric pattern containing the text 89%.

89%

5 Year Average Member  
Retention Rate  
(Industry Standard is  
86%)

A blue circle with a geometric pattern containing the text 97%.

97%

Client Retention Rate

A blue circle with a geometric pattern containing the text \$53 Thousand.

\$53  
Thousand

Chartable Contributions:  
Just Over Half are  
STEM-Related

A grey circle with a geometric pattern containing the number 22.

22

Nonprofits Supported

A blue circle with a geometric pattern containing the number 780.

780

Volunteer Hours for All  
Business Units

A teal graphic of a cross inside a circle, followed by the word SAFETY in large teal letters.

**SAFETY**

Foth is Safety-Minded

Our Safety Record is Performing  
Better than Industry Averages



## Our Company

**Awards**—Recent Recognition from Professional Organizations

## Project Related



**ACEC WI Engineering  
Excellence—  
Best of State Award**  
for Pike River Lift  
Station,  
Mt. Pleasant, WI  
2023



**Western Dredging  
Association  
Annual Safety  
Excellence Award**  
for a Dredging Project,  
Fincantieri Marinette  
Marine, WI  
2022



**Bentley Year in  
Infrastructure  
Going Digital  
Award Finalist**,  
City of Perry, IA  
2022



**APWA-MN Project  
of the Year Award**,  
Metropolitan Council,  
Minnehaha Park Area  
Sewer Rehabilitation  
(Foth provided  
Construction  
Inspection), MN  
2021



**Iowa DOT Work Zone  
Safety Award**,  
Iowa 58 and Viking  
Road Interchange  
Construction Project,  
Cedar Falls, IA  
2020



**Bentley Year in  
Infrastructure  
Award Winner**,  
University Avenue  
Project,  
Cedar Falls, IA  
2019

## Company-Wide



**Corporate  
Safety Award**,  
Wisconsin  
Safety Council  
2022



**Minnesota Safety  
Council, Inc.  
Governor's Award—  
Outstanding  
Achievement  
2022 and 2021**



**Deloitte  
Distinguished  
Performer—  
Innovation  
2022**



**Deloitte  
Wisconsin 75  
2022**



**American Graphic  
Design Award.**  
Graphic Design USA  
2022



**Eddy Award**,  
for best practices  
in investment and  
financial education,  
sponsored by  
Pensions &  
Investments and the  
Defined Contribution  
Institutional  
Investment  
Association  
2021



**Safety Excellence  
Award—  
Gold Recipient**,  
presented by Aon Risk  
Solutions  
2019



## Our Company

**A History Rooted in Ethics, Equity, and Sustainability**

Foth has a rich history of client-centered service, commitment to sustainability and community, and responsible governance. This timeline outlines some of the key milestones, initiatives, and achievements that have helped embed environmental sustainability into the core of Foth business operations.

**1938** Herbert S. Foth, organized a small engineering company in Green Bay, Wisconsin. That first year, Foth had four members, and our clients included several municipalities in northeast Wisconsin.



**40s** Company grows to 24 members serving primarily municipal clients, many of whom continue to work with Foth today.



**50s** Jack Horner, World War I pilot and former Federal Aviation Administration official, joined our company and helped Foth specialize in airport engineering and serve clients throughout the upper Midwest.



**60s** Foth continued its steady growth and established its first environmental laboratory to support our clients' wastewater treatment needs.



**70s** Expanded services to focus on environmental studies in response to growing environmental awareness.



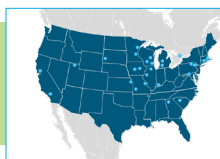
**80s** Added a food plant division for dairy and food processing; expertise in the paper industry also expands. This Division later was named Foth Production Solutions.



**90s** Foth designed and oversaw remedial construction for the Fox River, focusing on dredging and capping solutions. This was the largest river clean-up project in the nation.



**1990** CEO Steven VanDyke, Foth member David Turriff, and David's wife Cecelia helped create the Einstein Project, a nonprofit organization that continues to support STEM education.



**2000s** Expanded operations across the U.S., and expand service to Fortune 500 companies and the U.S. Postal Service. Our company won Workplace Excellence and Ethics in Business award and grew to over 500 members.



**2010** PS Brewery Project A major U.S. brewery recovered and reused 90 million gallons of process water per year. The project met sustainability goals and provided re-purposed water for use in non-product applications.



**2015** Selected by the US EPA to support the Great Lakes region in cleaning up contaminated sediments. Foth's role ranged from engineering and design to permitting and community engagement.



**2017** Achieved our fifth consecutive year (over six million work hours) without a lost time safety incident.



**2019** A Complete Streets approach for the City of Cedar Rapids, Iowa eliminated 360,000 gallons of fuel use, reduced 3,200 metric tons of carbon dioxide (CO2) emissions, and saved \$194,000 in energy costs.



**2019** Foth began supporting a scholarship at the University of Wisconsin-Green Bay.



**2022** Foth won the Deloitte Distinguished Performer—Innovation Award along with being named in the Deloitte Wisconsin 75.



**2022** Foth worked with Minnesota counties to reduce their percentage of food waste through development of their food scrap bag (FSB) program.



Our Company

Guiding Statements

Purpose	Mission	Vision
(Why we exist)  Solving our clients’ toughest science and engineering challenges.	(What we do)  We combine science, engineering, and technology with ingenuity and passion to build enduring client partnerships and create bright futures for our team members.	(What we aspire to be)  We will become an indispensable partner, a magnet for top talent, and an industry-leading firm. We will do this while preserving our member-owned structure and unwavering commitment to our One Foth culture.

Member Owned

Foth began as a member-owned organization and that continues to this day. We currently have approximately 211 unit holders that are members of Foth. Only active Foth members and Board members can be Foth owners. As a member-owned company, we make decisions with an eye on the future, not just for short-term gains. We establish our own direction and contribute ideas to move

the company forward. This ownership model allows us to design and execute our own unique business strategy and define our unique values that shape our One Foth culture. This structure allows Foth to be focused on our members and our partner clients. We know that as owners what is best for them is best for everyone. It really allows Foth to influence our impact.



## Our Company

# One Foth Culture: Core Values, Basic Principles, and Cultural Attributes

**We are proud to be a client-centered and valued-based company. Our shared One Foth Culture is intentional and inclusive.**

**Core Values are:** Honesty, Respect, Courage, Accountability, Integrity, Selflessness, Passion, and Fun.

**Our Basic Principles are:** Focus on the situation, issue, or behavior, not on the person. Maintain the self-confidence and self-esteem of others. Maintain constructive relationships. Take initiative to make things better. Lead by example. Think beyond the moment.

**Our Cultural Attributes are:** Values-based, client-centered, member-owned, influential, inclusive, continuously learning, innovative, caring, relationship-building, collaborative, results-focused, flexible, safety-minded, quality-oriented, transparent, process-driven, strategic, and ethical.

**Values-Based:** Foth values honesty, respect, courage, accountability, integrity, selflessness, passion, and fun. Our One Foth culture is grounded in and reflects our values. By demonstrating our Basic Principles for interpersonal relationships, we strive to ensure our behaviors are reflective of our shared values.

**Client-Centered:** Foth's purpose is to make our clients successful. The service experience we work to create for our clients is personal and client-centered. We show our clients by our actions that we care as much about their needs as they do. We do so by asking thoughtful questions, listening carefully to the answers, and striving to understand and deliver on our clients' unique needs and expectations. We use our collective knowledge and experience to achieve shared goals.

**Member-Owned:** We have always been member-owned and we expect to always be member-owned. We are invested for the long-term sustainability of the company. We make decisions with an eye on the future, not just for short-term gains. We establish our own direction and contribute ideas to move the company forward.

**Influential:** Our members contribute to the big picture and are empowered to take initiative and lead via their specific roles on project and service teams. Foth is organized as a flat, client-centered, matrix structure rather than a typical hierarchical organization. Leadership is established through a member's ability to influence and create followship with other members.

**Inclusive:** We think and behave inclusively. We strive to create a work environment where individual differences are embraced, members are recognized based on their merits, and we treat each other with mutual respect and without bias. We acknowledge the uniqueness of each of our members and the diversity of thought and experience. We find common ground through our shared Purpose and Values. We are stronger together.

**Continuously Learning:** Foth is a learning organization that recognizes and appreciates its members as critical resources. We invest in our members' growth through professional career development. We value constructive feedback, coaching and mentoring, knowledge sharing, and innovative and critical thinking. We treat failures as opportunities to learn and improve.

**Innovative:** We are entrepreneurial and innovative in what we do for our clients and in how we get it done for them. We are problem solvers who focus on leading edge technologies and use new methods and creative ideas to provide solutions.

**Caring:** Great relationships start with caring. We genuinely care for our clients, our members, and our communities. We treat others the way we want to be treated and take time to connect on a personal level. We give back to our communities by sharing our time, treasures, and talent.

**Relationship-Building:** Through caring behaviors we show our commitment to building and maintaining world-class relationships with our clients, members, business partners, and communities. Those behaviors create the kind of trust that is at the heart of all successful relationships.

**Collaborative:** Through relationships, we collaborate effectively with our clients, business partners, and members. That collaboration creates a level of success beyond that which is achievable by a single individual. We celebrate our achievements as a team!

**Results-Focused:** We work hard to achieve results while modeling our Values and Basic Principles. Foth members share in the company's Purpose, Vision, and strategies and know how they personally contribute to profitability, stability, and growth. We use the Commitment Triangle to hold ourselves and others accountable to the delivery of results. Our performance-based culture rewards and recognizes extraordinary contributions of teams and individuals.



**Flexible:** Foth's culture allows our members to maintain a positive work-life balance while meeting commitments to our clients and team members. Flexible work schedules, collaborative workspaces, and information technology support our members' abilities to successfully deliver their work products, regardless of location.

**Safety-Minded:** We believe that "no job is so important and no work is so urgent that we cannot take time to perform our work safely." Our rigorous and unfailing focus on health and safety provides lasting value for our clients and reflects our care for our members. We do more than just perform our work safely, we strive to design safety into our work, so our clients will continue to benefit long after we have completed their projects.

**Quality-Oriented:** Our members deliver work products that meet or exceed our clients' expectations and requirements and satisfy industry and regulatory standards. Our work is accomplished by adhering to standard work processes, providing exemplary service, and demonstrating professionalism, responsiveness, and a genuine care in understanding our clients' needs. Technical achievement is recognized and celebrated. Quality is everyone's responsibility.

**Transparent:** We are open and honest with our communications, while maintaining confidentiality. We actively share how we are doing, what we are doing, and why we are doing it. We practice open communication and encourage maximum communication between all members, fostering mutual understanding, respect, and cooperation.

**Process-Driven:** We incorporate Lean principles into our standard work processes. By increasing efficiencies and continuously improving, we achieve consistent results and demonstrate respect for our clients and our members. Our One Foth culture encourages we "follow the process or cause it to be changed" in a proactive and constructive manner.

**Strategic:** We are deliberate in how we set direction and make decisions; we think and act with the end in mind. Having a shared vision keeps our focus on long-term goals, while being responsive to day-to-day challenges.

**Ethical:** We do the right thing at all times. We adhere to all professional and ethical standards applicable to our work and in alignment with our Values and Basic Principles. We expect members to be accountable if mistakes are made, to tell the truth, and to come forward with any legal or ethical concerns.

## Member Story

### Dan Green, Lead Graphic Designer



"I started at Foth in October 1995. While I was hoping to land with a company that I could grow with over the years, I might not have guessed that I'd still be here in 2024, let alone be an owner.

"Why have I stayed at Foth so long?

"As a graphic designer—not an engineer or scientist—it's clearly not because my professional skills directly contribute to Foth's core competencies. Rather, it's largely due to our persistent balance between profitability, stability, and growth. That equilibrium has cre-

ated a stable and sustainable business model that is very rare in my own professional field.

"And while Foth's core competencies may not be of those of my field, our core values and cultural attributes are very aligned with my own. I think "innovation" is the cultural attribute where I find the most natural affinity with Foth's engineers, scientists, and planners. Whether the challenge is designing a logo, a custom packaging machine, or a complex remediation process that has never been attempted before, we're all charged with bringing something into being that doesn't yet exist.

"Over the years, I have seen many positive ways in which Foth has evolved (including geographic expansion, increased training, and diversity), but I am particularly struck by what I might call a renewed understanding of what makes us special, as embodied in our brandline, 'Solving our client's toughest science and engineering challenges.' I wouldn't call it a swagger, per se. Rather, it's a quiet, collective confidence that—working together—we can rise to just about any challenge."



## Our Company

### Impact Program—Committed to Advancing Sustainable Business Practices

Central to our purpose of solving our clients' toughest science and engineering challenges, through our Impact Program we are committed to continuous and sustainable improvement across every aspect of our business. Upon examining what lies ahead, we find an indisputable need to prioritize strategies that minimize harm and maximize benefits to the environment, economy and society, while creating greater resiliency and readiness for the changing world.

In 2023, the Foth Impact Program was developed to enhance our operational performance internally and for our clients. The Foth Impact Program's aligned purpose is to provide value to our clients through expanded service; this will focus on the needs of our clients and their sustainability goals. It is our objective to ensure that as partners we are providing the highest level of service while ensuring our client partners find success in their plans. The Impact Program also serves as an educational program for all members who wish to learn about environmental sustainability, GHG accounting and reporting. Within the Organizational Chart, the Foth Impact Program falls under the guidance of the CEO.

The Foth Impact Program is responsible for developing this annual Impact Report. In addition, the Program will develop key strategies and set goals to integrate sustainable practices across operations and across all client projects that incorporate environmental sustainability and advance resiliency. The Impact Program will foster collaboration across all markets to better support clients. It is a truly integrated program to ensure that we are aligned internally and externally ensuring we capture all potential positive impacts.

### Foth's Sustainability Approach is Rooted in Long-Term Impact

A key to our continued success has been strong commitment to long-term partnerships with both clients and our members. Our 2023 member retention rate of 89%, outperforming the industry rate, has been a defining attribute at Foth that demonstrates member fulfillment. We approach all projects with the outmost respect for the environment and produce results that focus on long-term environmental stewardship. We believe in having a positive impact in the communities that our clients and members call home. We are committed to responsible operations across all our locations and project sites. The Impact Program will allow us to improve our environmental impact, add more value to our clients and communities, and reduce our short-term and long-term operational risk. The Foth Impact Program builds our unique approach to managing environmental, social and governance (ESG) risks as a company.

Foth's Impact Program will continue to work with internal and external environmental sustainability experts to continue our sustainability work that encapsulates our mission, vision, and propels our purpose forward. Foth's Impact Program is also committed to continued partnership with our clients and service providers. We believe that only through that partnership can we deliver results that can provide positive impacts for all those we interact with daily. We know that creating the largest impact is possible only through the trust we build through our actions and results.





## Our Company

### Board of Directors

The Foth Board of Directors (Board) represents member owners and manages the governance systems.

The Board is comprised of nine Directors, all owners. The Board is elected by member-owners.

The Board oversees and approves the ownership structure, including the new owner guidelines and the guidelines and practices for owners retiring or leaving Foth. The Board manages Foth Board Committees, the Operating Agreement, and Owner Agreements. The Board Committees include Compensation, Nominating, Finance & Audit, and the Retirement Plan Administration. Committee members are appointed at the sole discretion of the Board.

Additional Board responsibilities include: Annual Plan Acceptance / CEO Appointment and Succession Planning / Corporate Strategy Input and Acceptance / Information Technology Oversight / Mergers and Acquisitions Approvals/ Risk Management Oversight.

As with many of our One Foth strategic initiatives, the Board will be kept up to date on the progress and the goals of the Impact Program. Their feedback is valued and sought to ensure we are meeting our shared vision.



**From left to right:** Mitchell J. Weckop, Tim J. Weyenberg, Randall J. Homel, P.E. (*Board Chair*), Wayne J. Overman, P.E., John M. Parisi, P.E., Thomas J. Hedge, Howard R. Bornstein (*Vice Chair/Assistant Secretary*), Robert J. Vande Walle, P.E. (Not pictured: Randy J. Rose)



## Our Company

## Organizational Chart

Our four business units serve clients from coast to coast: Infrastructure Solutions, Environment Solutions, Production Solutions, and Foth Shared Solutions. The Foth External Leadership Team is comprised of the Chief Executive Officer, Chief Organizational Development Officer, Chief Operating Officer, Senior Vice President—Production Solutions, Senior Vice President—Infrastructure Solutions, Senior Vice President—Environment Solutions, Vice President—Information Technology, Vice President—Accounting, and General Counsel. The Foth External Leadership teams are:

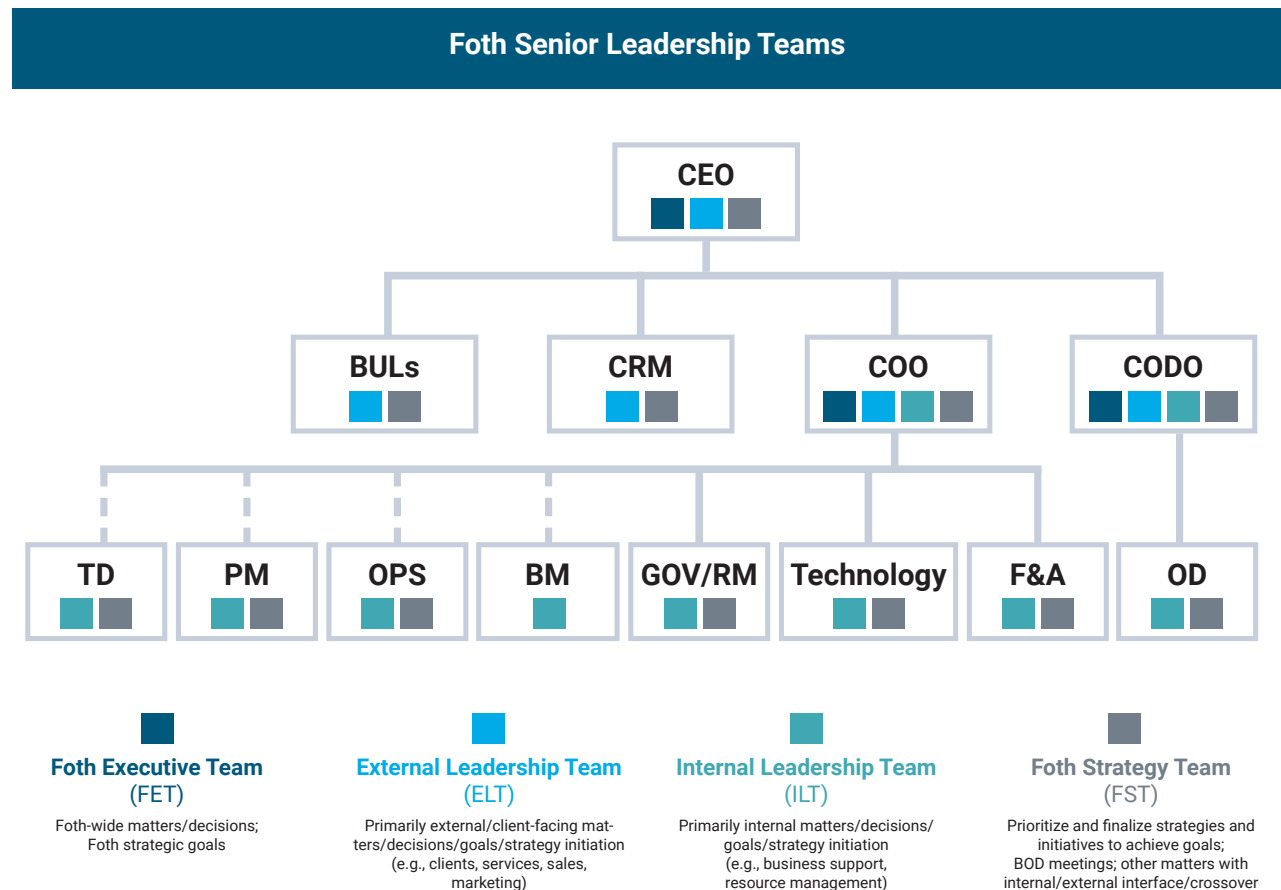
**Executive Team:** Address Foth-wide (enterprise) matters and decisions; set Foth strategic goals.

**External Leadership Team:** Focus primarily on external/client-facing matters like goals, strategy, and decisions related to clients, services, sales, and marketing.

**Internal Leadership Team:** Focus primarily on internal matters like goals, strategy, and decisions related to business support and resource management.

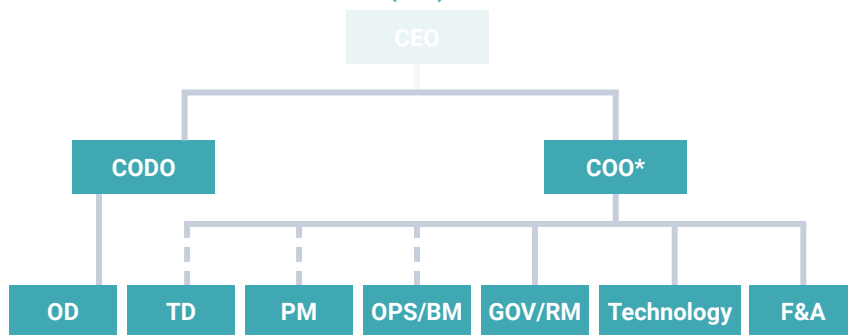
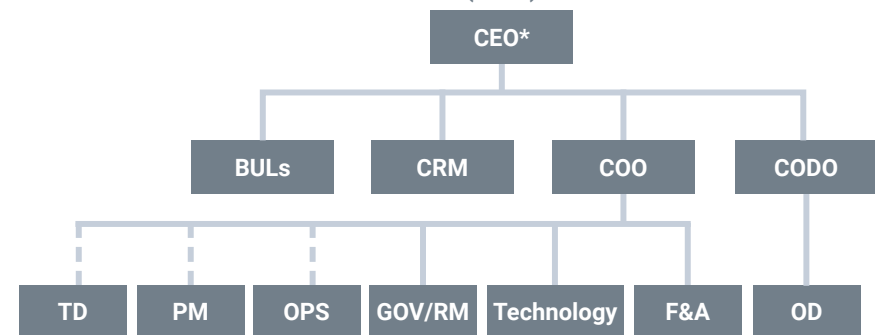
**Strategy Team:** Prioritize and finalize strategies and initiatives; Board of Directors meetings, matters with internal/external interface or crossover.

**Associates Team:** Charged with being keepers of the culture, coordinating efforts with the One Foth Community Team, and sponsoring the One Foth Culture annual award. Comprised of all members at a Director or Group Manager level in the organization.





## Our Company

**Organizational Chart****Foth Senior Leadership Teams****Foth Executive Team  
(FET)****External Leadership Team  
(ELT)****Internal Leadership Team  
(ILT)****Foth Strategy Team  
(FST)****Foth Executive Team  
(FET)**

Foth-wide matters/decisions;  
Foth strategic goals

**External Leadership Team  
(ELT)**

Primarily external/client-facing mat-  
ters/decisions/goals/strategy initiation  
(e.g., clients, services, sales,  
marketing)

**Internal Leadership Team  
(ILT)**

Primarily internal matters/decisions/  
goals/strategy initiation  
(e.g., business support,  
resource management)

**Foth Strategy Team  
(FST)**

Prioritize and finalize strategies and  
initiatives to achieve goals;  
BOD meetings; other matters with  
internal/external interface/crossover

\* Denotes Team Leader

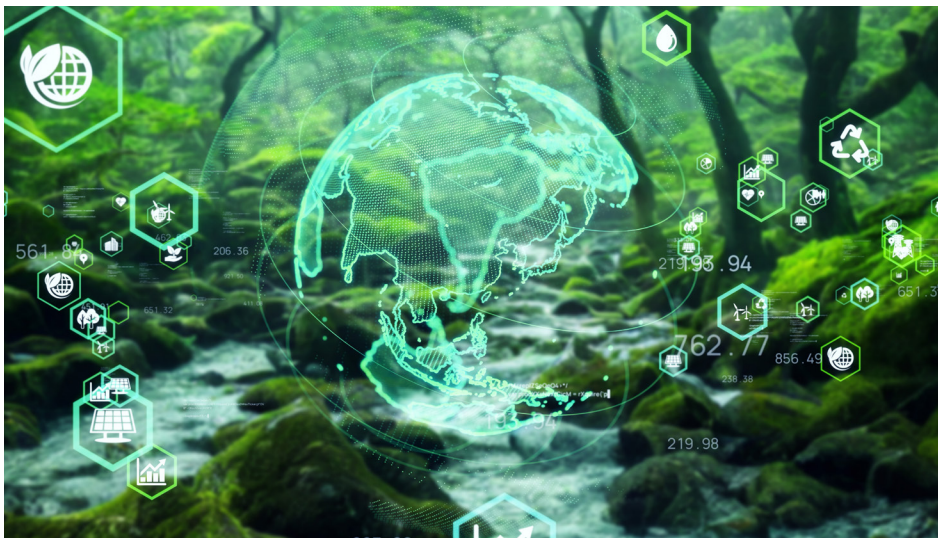


## Our Company

# Addressing Shared Environmental Sustainability Risks and Opportunities for Long-Term Resilience

Foth is committed to understanding and addressing environmental risks associated with a changing climate that may result in having adverse community and business impacts. We are doing this internally and externally to enhance mutual long-term resilience. Internally, we are measuring and mitigating our impacts from direct operations and will continue to create and support a sustainable and resilient workforce that promotes equity, diversity, inclusion practices that foster a sense of belonging and fulfillment. Externally, we understand that we share the same risks with our clients. We have been working actively with many of our clients to ensure we are meeting their needs as they work through their own sustainability programs. We are a partner, helping them achieve their goals not only in support but also in direct impacts. Supporting our clients with their own carbon disclosures and reduction requirements to accomplish their own sustainability goals has been and will be a priority.

We believe in supporting our members and our clients by providing innovative solutions that incorporate long-term resilience, minimize resource consumption, and promote community wellbeing.



## Project Spotlight

# Lower Fox River Contaminated Sediment Cleanup



The Lower Fox River (LFR) flows nearly 40 miles from the Lake Winnebago outlet to Green Bay in Lake Michigan. River sediment was contaminated by polychlorinated biphenyls (PCBs) from historic industrial activities along the river. The LFR Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) site was separated into operable units to manage the remedy, beginning at the outlet of Lake Winnebago, proceeding down river through the Lower Fox River (OUs 1, 2, 3, and 4) and ending at Green Bay (Lake Michigan) (OU 5). It is arguably the largest PCB cleanup project in the country.

Foth was retained by P.H. Glatfelter Co. (later as part of GW Partners) in 2002, to perform pre-design investigation work, agency negotiations, remedial design (RD) and construction oversight for remedial action (RA) in OU1. Active remediation concluded in 2009, and a certification of completion was issued by USEPA in 2010. Foth was also retained by the Lower Fox River Remediation, LLC in 2008 as the owner's on-site representative to provide engineering and scientific assistance and oversight of the prime contractor and its sub-contractors on this multi-year sediment cleanup project encompassing OUs 2–5. Active remediation in OUs 2-5 was completed in 2020, and a certification of completion was issued by USEPA in 2022.

Having a deep understanding of both the CERCLA/Superfund process and sediment remedial design has allowed Foth to strategically develop innovative approaches to advance client objectives at this superfund site. With the removal of approximately 6.5 million cubic yards of contaminated sediment and the installation of nearly 1,000 acres of engineered caps and sand covers, the Lower Fox River is being restored as a vital natural resource to local communities, the State of Wisconsin, and fishermen from across the U.S.



## Member Story

**Eva Moritz, Lead Environmental Engineer**

"As a member of Foth, I organized a group to volunteer at the Urban Bike Food Ministry in downtown Des Moines. This remarkable organization uses bicycles to deliver food and supplies to the homeless community, often reaching locations that aren't easily accessible by car. Their motto, 'delivering radical hospitality one burrito at a time,' reflects their commitment to treating each person they serve with kindness and dignity.

"Our office enjoys social bike rides, and the opportunity to transform our typical ride into something beneficial for the community was truly touching. Several colleagues who had always wanted to volunteer for this organization but lacked the courage to go alone now join us as regular volunteers.

"In 2022, I was honored to receive Foth's You Make A Difference community service award. Volunteering in the community has always been a significant part of my life, providing personal fulfillment and value. Being recognized for my efforts was humbling, and as an award recipient, I had the privilege of presenting the Urban Bike Food Ministry with a grant check. Witnessing this full circle—from volunteering to recognition to giving back—reinforces my gratitude for being part of an organization committed to community impact through our Volunteer Time Off program."

## Our Company

**Managing Our Impacts**

For 85 years, our executive leadership, member owners, and members have had a unifying commitment to help our clients solve their toughest science and engineering challenges. This commitment is interwoven into our commitment to our communities and the environment across all our offices and our client project sites. Foth has been creating positive impacts both within our internal operations/sites but more importantly helping our clients find incredible results in reducing their energy and water usage. The projects we lead, the equipment we design and the outcomes we partner on have shown our commitment not only to our clients but to the community and environment we live in.

With the support of the Board, executives, and members, Randy Homel (CEO) has taken the next step to launch the Impact Program to develop annual reports that describe our values, goals, and our long-standing commitment being a positive presence across our communities for our members and our clients. We are proud to serve our clients across our markets with innovative solutions that incorporate environmental sustainability practices to result in more energy efficiency, reduce water consumption, produce renewable energy, and improve overall long-term resilience. With the support from the Impact Program, our market leaders will continue to incorporate environmental sustainability across projects to help clients meet their own sustainability project goals.

This Impact Report will allow us to measure our environmental and social impact, establish a baseline, and set measurable goals to improve our operations.





## Our Company

### Innovation—A Collaborative Approach

Our scientists, engineers, and project managers are deeply committed to using the best and newest tools and technologies available in the industry to solve our clients' challenges. We are proud to support our members' efforts to innovate and think creatively across all projects. Each of our Business Units has a technology team responsible for researching, learning, and determining what technologies exist (both old and new) that would apply to the work we do, how we can use them, and the benefits to us and our clients, and the best ways to implementation. The technology teams align with the One Foth Technology System Team, who is responsible for governing, and ultimately implementing and approving the adoption of those technologies. The Foth External Leadership team oversees the One Foth Technology System Team. The One Foth Technology System Team continuously partners with institutions such as TitleTown Tech, technology schools, and external consultants to help Foth benchmark appropriately.

#### Client and Member Feedback

**Voice of the Client Survey:** Foth continues to emphasize the importance of continual feedback from our clients. We have put in place a communication plan that allows for our clients to give their feedback and honest thoughts on the work we are doing with them. We believe that honest and consistent communication is the key to ensuring lasting relationships and partnerships between our organizations. We not only listen but incorporate our clients' feedback for continuous improvement. This includes their forward-looking plans on sustainability and impacts on our communities.

**Voice of the Member Survey:** We also provide surveys to all our members to ensure that they have pathways to give feedback through numerous avenues. We know that communication is key and that each member might have different preferences on how to communicate. For example, we provide the bi-annual Voice of the Member survey as an anonymous way to give feedback directly to leadership on the culture, direction, and strategy of the business. We not only listen but incorporate our member's feedback for continuous improvement.



### Infrastructure Solutions

We are committed to delivering solutions using the best tools in the industry such as Autodesk and Bentley. Projects teams are encouraged to collaborate on innovative solutions using tools such as Autodesk, Bentley, and geospatial technology such as our Mobile Lidar Scanning System. In this way, we are able to collaborate as efficiently and effectively as possible. As one of the earliest adopters of Bentley ORD tools, our team has been producing design deliverables in ORD since 2020. Our technology roadmap has us positioned and capable of creating fully digital deliverables in response to industry needs.





## Production Solutions

Adopting new technologies that allow our engineers to visualize and collaborate with stakeholders greatly impacts project schedules, budgets, and the success of the project. Augmented Reality (AR) technology is used by our engineers for overlaying digital content, such as 3D models of equipment, onto the real world, revolutionizing the design phase, and positively impacting the outcome of the construction package. With AR, multidisciplinary teams can simultaneously review, discuss, and approve designs, resulting in enhanced efficiency. The tools allow customers to quickly visualize concepts and provide real-time feedback into the design process.

The technology core team conducts research on innovative solutions and collaborates with the Market Leaders, Technical Competency Leaders, Operations Director and Business Manager.



## Environment Solutions

We are motivated and committed to investing in innovative technologies that result in safe and accurate solutions for our clients while simultaneously reducing resource consumption. One of the technologies we rely on is multibeam sonar when collecting bathymetric data. Multibeam sonar collects data with accuracy and precision with a point density that provides full bottom coverage. The bathymetric data collected is used to produce contour maps, Digital Terrain Models, point clouds, and realistic seabed imagery that is easier to comprehend than legacy deliverables which only allowed the plotting of depths on 2D plans.

Our fleet of aerial survey drones are able to capture photogrammetry and LiDAR data with high resolution background images reducing the amount of time our field staff are out collecting data.

The Effective Deployment of Technology Team is responsible for the identification and researching new avenues for technology and innovative solutions. Our history is rich with innovation and sustainability-focused services as result of investments in the best tools and technology available, and commitment to collaboration across markets.



## Our Company

### Cybersecurity—Employee, Client, and Data Safety

We are committed to protecting client, member, and other third-party data and information from cyberattacks and privacy breaches. Through our proactive Cybersecurity Program, we have invested in creating and maintaining security systems, policies, and procedures that help our members remain informed to help prevent cyber threats. Our cybersecurity team has a robust response plan and is always ready to immediately respond to any threats.

#### Policy

Every Foth member is responsible for safeguarding Foth products and information from cyberattack. This includes being vigilant; using strong passwords and multi-factor authentication; reporting suspicious behavior; and completing all mandatory cybersecurity training.

#### Existing Program

Our Cybersecurity Program includes a robust annual Security Awareness Training program. This program includes an annual training and acknowledgement program that requires all members to complete the Security Awareness Training Videos, perform a Security Awareness Proficiency Assessment, and read and acknowledge the Cybersecurity Awareness Current Best Approach. Additionally, other sources for cyber-safety tips and training are offered to Foth members including weekly “Scam of the Week”, “Security Tip” emails, and simulated phishing attacks tailored to the member’s role in the company.

Foth has long recognized the importance of our Cybersecurity Program. It is a key focus of the work we do and the plans that we make. We will continue to focus on this to ensure that our members’ and our clients’ data are safe in the ever-changing digital environment.



## Member Story

### Jack Riesenber, Project Civil Technologist



“I joined Foth 10 years ago as an Intern and currently serve as a Project Civil Technologist. Foth’s commitment to push the limits of technology is what has kept me here. In my current role, I strive to blend my engineering expertise with my passion for technology. This fusion drives innovation and transformation within the company, enhancing efficiency in our project teams and ensuring the delivery of superior quality projects. It takes me back to my childhood days with legos where I initially followed the instructions to build each set. Eventually, I wanted to create something new and unique, combining my technical knowledge with creativity to push boundaries. This spirit of innovation and out-of-the-box thinking is what I value most about Foth. The trust and empowerment I receive here allows me to explore new ways to leverage technology, creatively solving challenges for both team members and clients.

“One of my most rewarding recent projects involved creating a high-resolution, animated visualization to help a client secure funding for a future site development. Traditionally, this would have required significant time and effort from a larger team, making it cost-prohibitive and difficult to meet tight schedules. With our new process, we expedited procurement, learned new software on the fly, and delivered a lifelike 4K, 60fps video within two weeks! This project exemplifies how Foth’s core value of innovation is a daily part of my career. When you have the right technology and an amazing team to work with, the possibilities are endless!”



## Our People





## Our People

### One Foth Culture—Grounded in Values

The attributes of our culture are the glue that connect us as One Foth. We are consistent in our values and commitment to our company purpose, clients, members, and the communities in which we live and work. We are proud to be a client-centered and valued-based company. Our shared One Foth Culture is intentional and inclusive.

We are committed to welcoming members and ensuring appropriate resources are available to meet the needs of all new and existing members. The One Foth Community Team provides input to our Associate Group and our Organizational Development team on continuous improvement opportunities and connects members across the organization in the areas of community service, peer networking, and inclusion. The Team is sponsored by our Chief Organizational Development Officer and chaired by our Director of Health and Safety. Recommendations are reviewed by leadership to continue to support our new and existing members.



**ONE**  
CLIENT-CENTERED  
**FOTH**  
VALUES-BASED



### Management Approach—Our People-First Approach

Our attributes and core values directly contribute to our approach to management. We believe in creating a space where members can flourish by accessing our most valuable asset, our members. Members from across all Business Units have the opportunity to engage and collaborate with our executive team on projects, quarterly One Foth events, business unit and member engagement events hosted by the Women at Foth or our Emerging Professionals. This accessibility promotes our attributes and core values on a day-to-day basis, strengthening our One Foth culture.

Our people-first approach means that we have roles such as the Resource Center Manager (RCM). RCMs are assigned to every member at Foth and the RCM's main responsibility is to provide all the necessary resources to the member to complete projects, pursue new skills, and advance their careers. RCMs manage the new member integration program which supports members by scheduling 30-day, 90-day, and 180-day assessments to ensure the new member has all appropriate resources. Our integration program revolves around mentorship principles. During the first three months members are encouraged to meet a minimum of ten members across their market and are assigned shadow partners. We enthusiastically support career development. Our members assessment program provides an opportunity to our members to receive performance feedback, provide feedback to their managers and set goals for potential growth.



## Our People

### Equal Opportunity/Affirmative Action Employer

Foth's continued success depends heavily on the full and effective utilization of qualified persons in any personnel activity or action, regardless of race, color, sex, age, genetic information (including family medical history), religion, creed, ancestry, national origin, sexual orientation, gender identity, disability, marital status, pregnancy or childbirth, honesty testing, arrest record, use of lawful products, military service membership, status as a disabled or Vietnam Era Veteran, status with respect to public assistance or other protected group, or actions permissible by the Pay Transparency Act. We have an enduring obligation to hire and develop the best people we can find basing our judgment on their job-related qualifications because it's morally right and legally required. And, surely, it's good business.

People are the cornerstone of our business. Any employment practice which damages our members—however inadvertently—ultimately damages all of us. We simply cannot afford to deprive ourselves of capable people for reasons based on archaic and unjust codes of conduct.

Our policies prohibit discrimination, bullying, and harassment. We will continue to direct our employment practices towards ensuring truly equal opportunity for everyone.

Our members have access to resources that strengthen our understanding and commitment of inclusion, diversity, and anti-harassment, such as annual trainings. We invest in inclusion because we believe everyone deserves to feel welcome and supported at our offices and in our communities. We are proud to foster a sense of belonging and community through our various professional development and member engagement opportunities.

## Member Story

### Gabi Romenesko, Project Environmental Engineer



"Since my first day at Foth, I've been fortunate to receive unwavering support and mentorship from our exceptional technical team. When tasks were initially delegated to me, I felt at ease asking questions, knowing that our team was not only willing but eager to share their professional experiences. Their encouragement to keep questioning when things weren't clear allowed me to grow more confident in my skills and fueled my desire to further develop my career.

"What truly stands out is how our team handles mistakes. In those situations, they emphasize solutions and learning. When I encountered challenges on projects, our team rallied behind me, helping me find solutions and rectify plans. This approach taught me that we succeed as one team, and our collective professional gains are interconnected.

"The Foth cultural attribute of relationship-building stands out to me as a true differentiator and what keeps me here at Foth. From my perspective, our members invest time in creating meaningful connections with each other and our clients. When we foster strong relationships, we can seamlessly come together as a team to tackle challenges and solve problems. It's this collaborative spirit that sets us apart and ensures our success."



Our People

Health and Safety

Being Safety-minded is a cultural attribute for Foth and we are committed to complete every project in a safe, incident-free manner. Our statistics prove it! Year after year, Foth has performed better than average for our industry.

Through our Safety Program, we provide our members with the skills, knowledge, and equipment necessary to protect them and the environment in which they work. In fact, every new Foth member goes through a rigorous safety training program. Additionally, job-specific safety training programs are available for each business unit to ensure that each member receives the training and information necessary to conduct their work safely and efficiently. These measures help demonstrate that our commitment to safety isn't just rhetoric—it's the way we do business.

The Foth Safety Committee is responsible for providing new, relevant safety training to Foth members. The Committee ensures trainings are appropriately targeted to members based on their assigned work tasks and track and report safety training metrics. In addition, the Safety Committee is responsible for reviewing documented incidents and recommend corrective action, obtain feedback on safety issues and other concerns, and recommend and approve safety equipment acquisitions. The Foth Safety Program participants include all members from the CEO to those on project sites. It is behavior-based, focuses on what our members do and why they do it, and requires their full participation. Foth has a common and clearly articulated safety goal—incident-free performance. Expectations of each member are clear. Additionally, the Foth Safety Committee strives to continuously improve the Safety Program to maintain the highest standards of excellence. The Foth Safety Committee also collaborates with technical safety advocates, RCMs, and project managers to help drive relevant safety training and procedures to Foth members throughout all our offices. Roles and responsibilities are defined in our Injury and Illness Prevention Program which is included in the Foth Safety Program.

Though safety requirements tend to be the same across most organizations because they are based on regulatory requirements, we also realize that, when we are at our clients' sites, we must understand and follow their safety rules. We take the time to know what our clients expect of us in terms of safety. In addition, all subcontractors are required to provide a copy of their project health and safety records. We closely monitor safety performance on a daily, weekly, and monthly basis and complete a post-project safety follow up at the end of the project.



	2018	2019	2020	2021	2022	2023
TRIR	0.38	0.00	0.00	0.00	0.36	0.37

 SAFETY

Foth is Safety-Minded





## Our People

### Member Benefits

Our member benefits demonstrate our dedication to our members' development and well-being, while also aiming to foster a sustainable, equitable, and inclusive environment. We offer resources and support for both professional and personal growth, along with options to enhance family life and community involvement. These initiatives are integral to our impact strategy and reflect our ongoing efforts to create value for all stakeholders.

#### Health Benefits

Our health plan, included in our overall compensation program, supports the acquisition and retention of our members. We recognize the integral role that our members play in driving our success and contributing to our broader mission of sustainability and social responsibility. As part of our commitment to the Impact Program, we are proud to offer a comprehensive suite of member benefits that prioritize the well-being, development, and engagement of our workforce while aligning with our environmental and social objectives.

We uphold a comprehensive approach to reviewing our benefit offerings, ensuring they remain competitive, relevant, and aligned with the needs of our members and their families. Our process involves gathering insights from multiple sources including benchmark data analysis to gauge industry standards, consultations with benefits experts to stay informed of emerging trends, and engagement with roundtable groups to understand diverse perspectives within our workforce. Additionally, we prioritize the feedback of our members through regular surveys, including our member survey, exit/retention surveys, and recruiting feedback mechanisms. These avenues allow us to gather firsthand feedback on satisfaction levels, preferences, and areas for improvement. By integrating insights from these diverse sources, we continuously refine and optimize our benefits packages to better serve the evolving needs of our members, fostering a workplace environment where individuals feel valued, supported, and empowered to thrive.

#### Health and Wellness Programs

We provide robust health and wellness programs aimed at supporting the physical and mental well-being of our members. This includes comprehensive health-care coverage, mental health support services, telemedicine, onsite nurse/health coaches and wellness initiatives designed to promote healthy lifestyle choices. We also offer health assessments to help members identify potential health risks and take proactive steps to address them. In 2023, 605 members and spouses participated in the health assessment with an estimated wellness incentive earned of \$453,000. The incentive is paid to member's Health Saving Account bank accounts, which helps save towards health expenses.

#### Personal, Parental, and Family Leave

We offer generous leave options to allow parents time to bond with their new child, and individuals the time needed to care for themselves and their family. Our benefits also include disability income replacement to provide financial protection during periods of disability-related leave.

#### Voluntary Benefits

Voluntary benefits, such as pet insurance, accident insurance, critical illness insurance, and hospital indemnity, are optional coverages that members can choose to opt in to, enhancing their overall well-being beyond traditional health benefits. These benefits not only provide financial protection during unforeseen circumstances but also demonstrate our commitment to supporting diverse needs and lifestyles. Additionally, legal access coverage further reinforces our dedication to ensuring holistic support for our members, fostering a workplace culture rooted in care and resilience.

#### Financial Well-being

We empower our members to achieve financial stability and security through a range of benefits. This includes retirement benefits and financial advising services. In 2023, 90% of eligible members participated in the retirement savings plan, with a record high deferral rate of 11.2%. In 2023, 36% of members attended group financial education sessions, and 26% of members participated in an individual planning session with a financial advisor through Foth's benefits program for financial advice. With their financial advisors, Foth members discussed specific retirement goals, made concrete savings and investment plans, and assessed their retirement accounts to better plan for their futures.

#### Flexible Work Arrangements

Recognizing the importance of work-life balance and reducing our environmental footprint, we offer flexible work arrangements such as remote work options and flexible scheduling to accommodate our members' diverse needs and preferences.

#### Paid Time Off (PTO)

Understanding the importance of work-life balance and well-being, we extend benefits, including Paid Time Off (PTO), to part-time members working as few as 25 hours per week. Our PTO policy, offering up to 184 hours per year, reflects our dedication to supporting the holistic needs of our workforce. Moreover, our approach acknowledges the value of experience, granting year-for-year credit for relevant prior years of experience, ensuring that members are appropriately recognized for their tenure and expertise.



## Our People

### Professional Development

Our members are our most valuable asset. We therefore invest heavily in training and professional development. Our holistic approach to career development means we fund and provide support for members to pursue new professional licenses, certificates and professional registrations. We actively cultivate a workplace where all members can openly discuss career advancement opportunities through regular performance feedback and surveys. We provide several professional development opportunities:

**Member and Leadership Development Programs**—Foth makes an organizational commitment to annually reinvest 5% of our professional fee revenue into member development activities. In 2023, Foth invested 7% of annual professional fee revenue in member development.

- ◆ Foth uses Dayforce Learning, a learning management system, offering access to a library of internal training, which includes over 55 courses offered. In 2023, 35 separate training courses were offered, with 1,442 members completing training. Foth also provides monthly Lunch & Learns.
- ◆ Members have access to LinkedIn Learning, an international leader in web-based, self-paced training. 400 members have taken some learning on LinkedIn with over 15,700 learning videos viewed, and 4,750 courses viewed.
- ◆ Leadership development programs at Foth including a foundational leadership fundamentals program offered to all new members as well as two cohort-based development programs—Spark Leadership Academy and Emerging Leaders.

**Performance Feedback**—All members receive formalized feedback within their first 18 months of employment, at their 30-, 90-, and 180-day touchpoints with Foth. From there, members receive feedback twice a year on an annual basis as a means to support members' growth and development goals.

**Mentoring Program**—Foth offers a formalized Mentoring Program, making internal mentors available to all members who are interested. A mentoring guide, mentoring agreement, and mentor training are available to support successful mentoring partnership to foster member development and career growth.

**Member Engagement Surveys**—Foth conducts a bi-annual Voice of the Member survey. 89% of our members rated themselves as proud to work at Foth; 85.9% of our members would recommend others to work at Foth. Foth has a 5-year average retention rate of 92%; Industry average = 86%. Members stay based on flexibility, team members, variety of work, projects, and work environment. We also conduct Employment Experience interviews to assess members' employment experience, what we can do to improve or maintain the employment experience, with a focus on retaining our members well into the future.



Barb Braun, Lead Administrator, pictured center, is current President and Board Chair for International Association of Administrative Professionals (IAAP).



## Our People

### Member Engagement Program

We believe in empowering our members to thrive professionally together through our various engagement opportunities. The One Foth Community Team oversees our Member Engagement Program which includes our community service team, Peer Networking Groups, and inclusion team. The Community Service Team encourages, coordinates, and promotes volunteerism by promoting the Volunteer Time Off, reviewing and recommending charitable contributions at a One Foth level, and review and selecting the annual One Foth Community Services Award winner. Recommendations are reviewed by leadership to continue to support our new and existing members by continuing to evolve and improve how we serve our members.

#### Inclusion Initiatives

Inclusion is one of our culture attributes here at Foth because we believe it is essential for the success of our company. We are dedicated to fostering a diverse and inclusive workplace where all members feel valued and respected. The Inclusion Team helps develop inclusion-based trainings, documenting best practices around inclusivity, and identifying inclusion enhancement opportunities. Our diversity and inclusion initiatives include member resource groups and targeted recruitment efforts from both our Marketing Team and Recruiting Teams to attract and retain diverse talent.

Through various trainings, Foth is committed to developing leaders equipped to guide teams of diverse individuals in hybrid working environments.

Foth has developed several Peer Networking Groups including Emerging Professionals, Interns/Co-Op Students, Book Club, Women at Foth, and the FIRST Team.

**Women at Foth:** The purpose of the Women at Foth Peer Networking Group is to build a community of women across the organization, both in business unit and in geographical areas, to promote professional development, networking, and creating a safe space for women to discuss common challenges and celebrate successes. In 2023 we had 83 members within our peer networking group and an average of approximately 65 members attending each session.

**One Foth Book Club:** One Foth Book Club was formed to connect members across all Foth Business Units, enhance One Foth culture, promote personal and professional development and diversity of thought, provide leadership and learning opportunities, and have fun. In 2023 we had 70 members.

**Emerging Professionals:** Emerging Professionals (EP) is a valuable peer networking group for members who are early in their careers or new to Foth and are seeking to acquaint themselves with our industry, firm, and other members. Through regular meetings and events, Emerging Professionals offers opportunities to forge meaningful connections with seasoned professionals, mentors, and industry leaders.

In 2023 we had 117 members in the EP group.

**Co-op and Intern Community:** The Co-op and Intern Community (CIC) group is comprised of the current Foth co-ops and interns. The purpose of the group is to provide opportunities for co-ops and interns to engage with their peers while also providing relevant educational opportunities. The group leans on previous co-ops/interns who have since gone full-time, to share their experiences with current students.

**FIRST Team:** The Foth Internal Resources Sustainability Team (FIRST) was a long-standing advisory group to assure that Foth's internal business operations are sustainable. Some of the FIRST teams accomplishments include educational sessions, developing and publishing sustainability content, and supported improvement opportunities regarding internal practices. In 2023, the First Team integrated into our Impact Program.

#### Member Events

From summer picnics and ball games, to winter parties and team bonding volunteer days, Foth members know how to bring fun into everyday work. Just a few of the many fun events Foth offices have participated in 2023 include:

- ◆ Des Moines Corporate Games
- ◆ Habitat for Humanity
- ◆ Bellin Run
- ◆ Axe-Throwing
- ◆ Take Your Child to Work Day





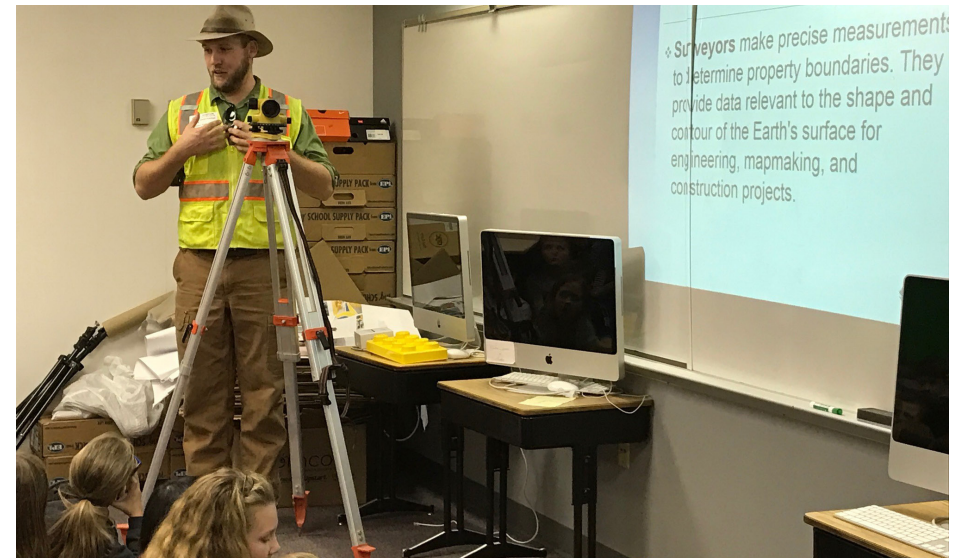
## Our People

### Community Engagement

Our One Foth culture attributes and core values extend beyond our members into the communities where we work and live. Every project led by one of our members has a long-lasting community impact. We take this responsibility seriously and act with great care. We value the health and wellness of every member and that value extends to their families and to their communities. Every single project or community engagement activity is a new opportunity for us to share our core values and cultural attributes and represent the essence of our One Foth Culture. We give back to our communities by sharing our time, compassion, and talents.

## Social Responsibility

A key component of our One Foth Culture are our Basic Principles. These Basic Principles directly inform our approach to social responsibility. We believe in taking the initiative to make things better for our members and our communities. As we continue to expand our presence across the country, we are committed to continuing to promote opportunities for our members to build community and provide resources to directly support local organizations and meaningful projects that will have lasting positive impacts. At Foth, we are proud to support our communities across our 29 locations by donating to local organizations, sponsoring university events, and organizing and promoting volunteer service.





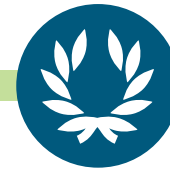
## Our People

**Awards**—Internal One Foth Excellence Awards—for the 2023 Project Year**Client-Centered Service  
Champion Award**

Andy Yttri (PS)

**Community Service  
Award**

Scott Ainsworth (PS)

**Technical Achievement  
Award**Andersen Windows  
Glazer Project Team**One Foth Culture Award**Jennifer Green (ES) and  
Mike McCarthy (PS)**Tim J. Weyenberg  
Leadership Award**

Scott Virtue (PS)

**Project Delivery  
Excellence Award****(New in 2023)**Regulatory Compliance  
Team

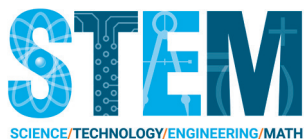
The One Foth Excellence Awards ceremony is the culmination of an annual submittal and review process designed to recognize and celebrate higher standards of excellence within Foth in categories such as technical achievement, culture, community service, and leadership.





## Our People

## Charitable Contributions Program



We are proud to support the efforts of our members in their communities with the Foth Fund Program. The

Fund supports member matching contributions, client-related contributions, and general charitable contributions with a preference for Science/Technology/Engineering/Math (STEM) education or events.

The requests are approved by the Contribution Committee which consists of up to five members. The Foth Fund was established through the Greater Green Bay Community Foundation to the Foth Contribution Committee. Our scholarship program supports STEM education and has helped numerous students complete their degrees.

\$53,050

Total Foth Fund Client-Related and General Charitable Contributions

*Just over half is STEM-related (\$26,100)*

22

Non-profit Organizations Supported

\$10,000+

Sponsorships at Universities

780

Volunteer Hours (All Business Units)



**Einstein Project**—Committed to a 5-year, \$50,000 sponsorship

Our commitment to Einstein is \$10,000 annually for five years; \$5,000 for STEM Family Day and a second fall event, and \$5,000 for mobile programming support



UNIVERSITY of WISCONSIN  
GREEN BAY

**UW-Green Bay Foth Endowed Scholarship for Engineering**—Each year two students receive a \$1,000 scholarship

Over the past two years, 38 scholarships totaling \$27,500 were awarded to interns and co-op students to help them complete their degrees



## Our People

### Volunteer Program

All full and part time members are given up to 8 hours of Volunteer Time Off (VTO) per year. Members are encouraged to volunteer with a charity of their choice, either individually or with a group. We started VTO in 2022 and in 2023 we saw 679.5 hours of VTO used. Our Community Service Team was created to encourage, coordinate, and promote volunteerism by promoting the Volunteer Time Off. The Team is also responsible for reviewing and recommending charitable contributions at a One Foth level, and review and selecting the annual One Foth Community Services Award winner.

Some notable group events included:

#### Green Bay Office

Members of the Green Bay Environment Solutions team spent a day working to help clean up areas in and around the Fox River in Wisconsin.

Members of the Green Bay OD team worked to help build two houses as part of the Habitat for Humanity project in and around the Green Bay area.

#### Minneapolis Office

Two of our Minneapolis members within Production Solutions served as judges for Project Lead the Way Senior Engineering Capstone Projects.

#### Milwaukee Office

Milwaukee members collected diapers and then spent a day helping to package diapers as part of the Milwaukee Diaper Mission.

#### Madison Office

Members organize the collection and donation of coats for the Coats for Kids program.





## Our People

### Student Outreach—Intern and Co-Op Program

In 2023 we had 25 interns/co-ops between our 4 Business Units. Interns and Co-ops are a foundational part of the organization and are valued not only for succession planning as we continue to grow and evolve as an organization, but also for the skills and talent that they bring along the way. We are proud to partner with 18 universities and technical schools across the U.S. to help recruit that top talent and support outreach groups such as SWE, ASCE, etc. Our interns/co-ops are exposed to real projects where they will gain valuable, hands-on experience. They are partnered with a shadow partner who will help guide and support them through their journey and serve as a mentor.



## Our Members

### STEM Education and Mentoring



At Foth, we believe in fostering curiosity for STEM in our communities. We do so by promoting educational activities and opportunities, supporting university STEM events, and through our commitment to support children, especially girls and women in STEM.

Each year we host our members' children for a Take Your Child to Work Day experience. In our larger Green Bay office this is a full day packed with activities. There are also half day activities and a virtual component for smaller offices or remote members and their children to participate in. Science and engineering activities include learning bridge building, experimenting with virtual reality and mobile scanning, water and soil testing in our lab, and creating dry ice rockets. Foth members often host students for job shadowing days as well.

By offering scholarships, job shadowing, and internships for many students interested in STEM, Foth fosters interest in the growing field of STEM. In 2023 these efforts were supported by contributions to the Brown County, WI FIRST Robotics Team, UW Madison Engineering Expo, and celebrating Women in Engineering Day.



## Our Planet





## Our Planet

### Foth's Commitment

Foth is committed to long-term sustainable growth by continuing to improve our operations. To achieve this we have adopted policies across all our offices that help us appropriately manage our resource consumption. We take a comprehensive approach to sustainable operations beyond GHG emissions. We are committed to measuring and managing our water consumption, waste, and recycling. In addition to our recycling and e-waste program we maintain office kitchen spaces that promote low waste practices. Respecting and protecting our communities in which we work and live is one of our top priorities.

We will continue measuring our impacts, identifying achievable and measurable goals that allow us continue our commitment to our members, clients, and our communities. The following initiatives are some of the actions our Impact Program is reviewing:

- ◆ Develop data-driven initiatives and implement a comprehensive GHG emissions reduction strategy
- ◆ Develop a sustainable operations guidance for our leased spaces
- ◆ Complete an environmental assessment of all our leased spaces
- ◆ Implement a water reduction strategy
- ◆ Implement a waste and recycling reduction strategy
- ◆ Measure and share the impacts we have in our project work

### Green Bay Office

The Foth headquarters, located in Green Bay, WI, exemplifies sustainability through its thoughtful design and features, prioritizing both energy efficiency and member wellness. The 97,000 square foot facility incorporates sustainable construction materials, such as recycled-content flooring, and utilizes censored activated LED lighting systems to enhance energy efficiency. The expansive lobby, encased by two-story windows, floods the space with natural light, creating a welcoming first impression. Situated with a greenbelt and conservancy to the east, the site offers access to walking trails and bike paths. Member wellness is further supported by amenities such as a kitchen with a dishwasher, café with food and refreshment to purchase, free coffee/tea, bike parking, and a workout center with exercise equipment and showers. Conveniently located near major transportation corridors, the headquarters is easily accessible for over 300 Green Bay area members and clients from around the world. This blend of sustainability and convenience underscores Foth's commitment to both environmental stewardship and member well-being.





## Our Planet

### Operations Data Commitment

Improving the quantity and quality of our data in order to measure as many of our emissions activities as possible is our primary focus as we continue to build our Impact Program. Due to data collection challenges, our 2023 annual GHG emissions, water impact, and waste impact reflect 16 of our 28 facilities which include leased office spaces, storage space, and co-working spaces. Our new Florida location will be incorporated into the next report. Where usage data was not available industry averages were leveraged to estimate emissions such as for refrigerant usage in facilities. Our operations include leased spaces where we have operational control and leased spaces where we do not have operational control. We are committed to adopting data collection systems that will allow us to improve the quantity and quality of our data going forward.

## Energy

Foth has been committed to reducing our energy use by prioritizing energy efficient leased spaces when possible. As we improve our quantitative data, we will continue to identify improvement areas which will allow us to establish achievable and measurable goals. Our annual energy use in 2023 was 7,877 MMBtu/year, which includes electricity, natural gas, diesel for one generator and heating oil for 16 of our 28 offices.

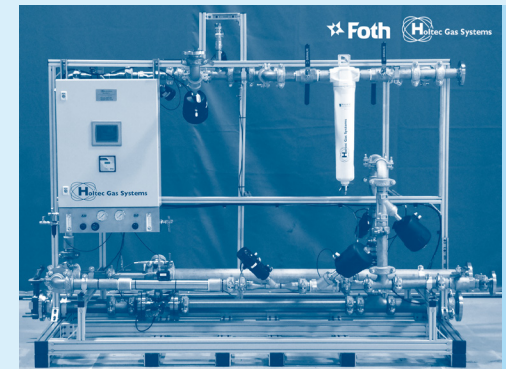
#### 2023 Energy Totals

Annual Electricity (kWh)	1,121,585
Annual Natural Gas (therms)	40,178
Total Annual Energy (MMBtu/yr)	7,877
Total Area of Office Space (square feet)	175,525
Total Vehicle Fuel (gallons)	37,530

## Project Spotlight

### Nitrogen Use in Packaging to Offset Carbon Dioxide Purchases

Carbon Dioxide (CO<sub>2</sub>) usage in breweries, wineries and distilleries ranges from product carbonation to elimination of oxygen in the production and packaging operations. The production of CO<sub>2</sub> from fermentation supplies the majority of CO<sub>2</sub> used at many breweries. However, most breweries use more CO<sub>2</sub> than what is collected and purchased CO<sub>2</sub> is often required. In fact, some larger facilities spend over \$1 million on CO<sub>2</sub> annually, making it one of the more expensive operating costs.



Nitrogen (N<sub>2</sub>) is a commonly used gas in the brewing industry that does not react with beer. The production of gaseous N<sub>2</sub> on site can be economically generated, making N<sub>2</sub> systems significantly less expensive compared to CO<sub>2</sub> collection equipment. The operating costs to self-generate are competitive to operating a CO<sub>2</sub> collection system. The cost to generate an equivalent ton of N<sub>2</sub> is \$10–\$20 per ton compared to purchased CO<sub>2</sub> at \$50 to \$200+ per ton. Supply chain issues have caused additional surcharges that can exceed \$1,000 per ton!

Using self-generated N<sub>2</sub> to offset purchased CO<sub>2</sub> is an opportunity to save money, reduce greenhouse gas footprint, alleviate supply chain issues associated with purchased CO<sub>2</sub>. We have developed an N<sub>2</sub>/CO<sub>2</sub> mixing system design that allows for high volume, high accuracy gas blending for use in the packaging operation. With carbonated beverages, it is important to have enough partial pressure of CO<sub>2</sub> in the filler bowl to maintain carbonation levels in the package. Combining this proprietary mixing technology with an N<sub>2</sub> generating system can achieve a 50% reduction in packaging CO<sub>2</sub> consumption. This mixing technology will reduce brewery costs and achieve an overall CO<sub>2</sub> footprint reduction while minimizing risk of supply chain issues.



Our Planet

Greenhouse Gas Emissions

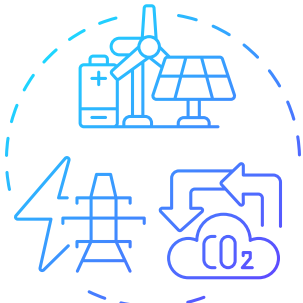
As we continue to identify and adopt data collection systems to enhance both our quantity and quality of our data, our annual GHG emissions will more accurately reflect our impact. We are committed to collaborating with the building managers of our leased spaces to ensure improvements in our future reports, maintaining the highest standards of transparency. In 2023, our GHG emissions include Scope 1, Scope 2, and Scope 3 Category 5 Waste Generated in Operations emissions, listed below, for 16 of our 28 leased spaces. Our overall impact is 1,596.85 metric tons of carbon dioxide equivalent (MTCO2e). Our Scope 1 emissions totaled 518.23 MTCO2e while our Scope 2 emissions amounted to 1,002.19 MTCO2e, and Scope 3 Category 5 emissions totaled 76.43 MTCO2e. We understand we are at the early stages of measuring our environmental impact and we will gain a better understanding of our overall annual GHG emissions as our data collection methods continue to improve. We will continue to measure our GHG emissions to establish an accurate baseline year which will guide the development of our goals to improve our environmental impact across our operations.

2023 Greenhouse Gas Emissions	
Category	MTCO2e
Office	1,230.95
Fleet	365.90
Total MTCO2e	1,596.85



Scope 1  
Emissions

This report includes GHG emissions from fugitive sources for leased spaces where we have operational control as well as emissions from our vehicle fleet.



Scope 2  
Emissions

Indirect GHG emissions including purchased electricity and heating for leased spaces where we have operational control over the leased spaces.



Scope 3  
Emissions

Indirect emissions from all other sources, such as the value chain.



## Our Planet

### Waste

Over the years, Foth has focused on waste minimization across all our offices. However, we currently lack sufficient data to accurately reflect our annual impact or to establish a baseline for waste and recycling. As our Impact Program continues to evolve, our focus will be to implement robust data collection systems to enhance the quality and quantity of our waste and recycling data. We are committed to reviewing and updating all our existing recycling policies and implementing waste reduction programs tailored to each individual office.



### Water

We are committed to water conservation and responsible usage across all our facilities. While our control over water efficiency in leased office spaces is limited, all members are committed to reducing our water impact. Moving forward, our primary focus will be to improve the quality and quantity of our water use data and establish achievable and measurable goals. Because we don't have access to water usage data in all our leased spaces, our total water consumption does not accurately reflect our overall water impact.



**In 2023 our total water consumption for 9 of our 28 offices is 5,663,082 gallons.**



## Project Spotlight

### Conagra Brands Vegetable Processing Plant

When one of North America's leading branded food companies needed to replace an outdated processing facility with a new 245,000-square-foot building, they faced a unique challenge. In addition to the typical project constraints set by time, budget, and functionality, they needed to finish in time for harvest.

The Conagra Brands vegetable-processing plant in Waseca, Minnesota had reached the end of its useful life and the company had decided it would be more cost-effective to build a new plant instead of refurbishing the existing one. Technology had come a long way since the original plant was built, so there were opportunities to automate some of the manual processes to create greater efficiencies and enhance food safety throughout. The primary goal of the processing plant is to get produce from the field to the freezer as quickly as possible to retain freshness.

Foth utilized in-house engineering resources across multiple service lines and disciplines to quickly develop a design that situated all the processing equipment in its most efficient location. This led to solutions that general contractors might not have seen so quickly.

Conagra Brands was extremely pleased with the process and the results. Their new 245,000 square foot processing plant will help them feed families across the United States by producing 185 million pounds of corn, peas and rice every year—higher yields than originally expected.

The upgrade also contributed to achieving Conagra Brands' sustainability goals by reducing water consumption at the plant by 25%.



## Our Planet

### Current Supply Chain Management Policies

#### Responsible Supply Chain Management

Our supply chain managers are dedicated to sustainable purchases by supporting contractors and suppliers that align with our sustainability policies and goals. Our selection process involves collecting important information and a careful review process before signing any contracts. We track which contractors have established environmental sustainability programs and policies. Our guidelines and practices are reviewed by Foth's Senior Supply Chain Manager. Foth requires all suppliers and contractors to complete our standard qualification and information questionnaires.

#### Sustainable Purchasing Policy

Foth is committed to using office equipment and office materials efficiently.

#### Paper, Plastic, and E-Waste Recycling Policy

Foth offices recycles paper and plastic products. In addition, all electronic waste is repaired, reused as appropriate, or recycled at official e-waste recycling centers.



### Solutions for Long-Term Resilience and Sustainability

Foth solves our clients' toughest science and engineering challenges by offering comprehensive science and engineering services across all our markets, that integrate sustainability in our projects to deliver solutions that are resilient and will have a long-term positive impact. Foth has focused on this approach to ensure we are meeting our clients' needs as they continue to expand their own sustainability programs while also ensuring we push ourselves for the greatest impacts we can create.

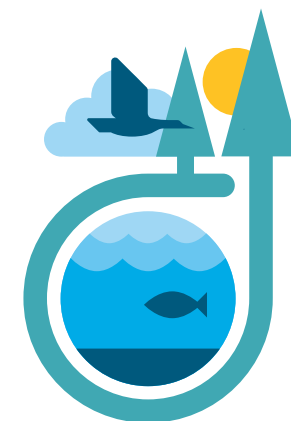
Our long-standing commitment to environmental stewardship is reflected across the approach our planners, designers, scientists, and engineers choose in every stage of our projects. Our sustainability services continue to expand as we continue to solve existing and new challenges for our clients. We provide solutions that promote environmental stewardship, protect communities, and advance resilience.

We are helping our clients with the following sustainability and resiliency services:

- ◆ Resiliency Planning
- ◆ Emissions Reduction
- ◆ Waterway Protection
- ◆ Biodiversity Assessments
- ◆ Responsible Energy Sourcing
- ◆ Environmental and Regulatory Services
- ◆ Natural Resource Protection and Restoration
- ◆ Sea level Rise Risk Assessment
- ◆ Energy Efficiency Solutions

- ◆ Environmental Risks Assessments
- ◆ Coastal Restoration
- ◆ Port Infrastructure Resiliency
- ◆ Remediation and Restoration
- ◆ Habitat Restoration
- ◆ Landfill Diversion
- ◆ Benefit Cost Analysis
- ◆ Product Stewardship
- ◆ Waste Minimization
- ◆ Water Reuse
- ◆ Water Efficiency Solutions
- ◆ Water Management and Treatment
- ◆ Stream Restoration
- ◆ Water Quality and Sediment Reduction
- ◆ Stormwater Pollution Prevention Plans
- ◆ Stormwater Management

The services that Foth provides to our clients have been created by listening to their needs and also understanding the ever-changing business and regulatory environment. We stay committed to ensuring that we have the expertise to solve these issues for our clients or partner with other organizations to bring that expertise to the team. We know that having the greatest impact is only achievable through having the experts to solve these problems and believe that through our partnership model we can accomplish those tasks.





## Governance





## Governance

### Purpose Statement

Foth believes in creating a transparent, accountable, and growth-mindset workplace at every level of our company. The Foth governance structure helps foster principled actions, informed and effective decision making, and appropriate monitoring of our compliance and performance. Foth complies with all applicable federal, state and local laws and believes in conducting business ethically and honestly.

### Corporate Governance

#### Management Structure

Foth has a matrix organizational structure versus a hierarchy. Matrix organizations may also be referred to as cross-functional structures where a member may have more than one “boss” and play more than one role on a project. Foth chose to be a matrix organization to promote collaboration and communication across functional areas in the business, as well as to increase the efficient use of labor resources. By improving these aspects of our organization, we can improve interoffice communication and collaboration, provide more career opportunities, and more effectively solve complex science and engineering challenges for our clients. The Board plays a critical role within corporate governance by providing guidance on corporate strategy, information technology oversight, mergers and acquisitions, annual plan acceptance and CEO appointment.

#### Impact Program

Across our four Business Units, Foth has developed internal systems and procedures for managing environmental and social impacts. Foth has adopted business goals and strategies which allow for creating a stable foundation for our organization to benefit

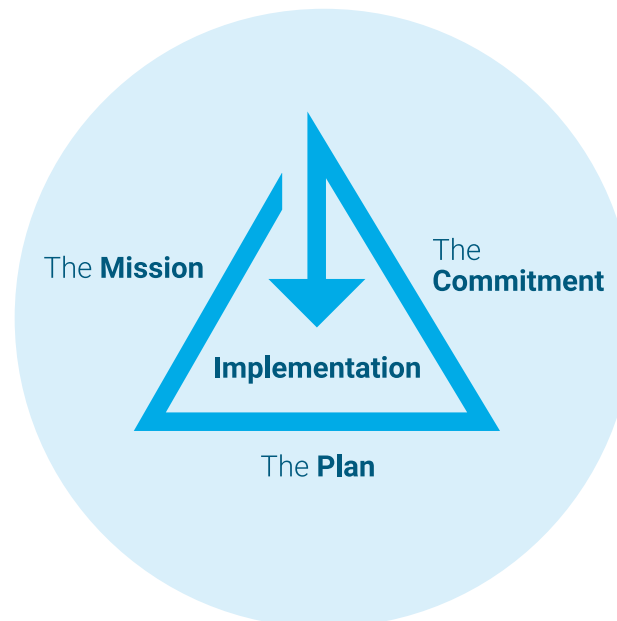
current and future members, shareholders, and the environments we work in. The Impact Program is managed by the Foth External Leadership Team.

Foth has adopted the following business philosophies and created processes to ensure we are:

- ◆ Client-centered
- ◆ Financially stable
- ◆ Self-regulating
- ◆ Strategically focused
- ◆ Systemic

#### The Commitment Triangle

One of the key mechanisms for ensuring accountability to the Impact Program is through the Foth Team Commitment Triangle. This represents



the method by which teams and team members reach the understanding and commitment necessary to achieve mutual goals.

#### The Mission

- ◆ The need is clearly defined
- ◆ Clear and concise goal(s) are set
- ◆ Parameters and constraints are defined

#### The Plan

Created by those who must implement the plan

- ◆ Sets strategies and tactics to achieve the goal(s)
- ◆ Defines milestones, measures, and decision points
- ◆ Defines resources required and means to secure them
- ◆ Defines risks and alternatives
- ◆ Supports corporate values and vision

#### The Commitment

The point at which all members of the team understand the mission, understand the plan, and commit to achieving the goal(s).

#### One Foth Quality Initiative

The One Foth Quality Initiative is focused on continuous quality improvements. Every member in Foth plays a role in producing a quality deliverable or service. Supporting our members to ensure they have the proper tools allows them to perform consistent quality work. The quality assurance process ensures there are continuous reviews, assessments, and improvements to the quality management process.



## Our Company

### Corporate Governance

#### Oversight of Risk Management

Foth has a formal Enterprise Risk Management (ERM) program, through which we identify and manage (mitigate) key business threats and opportunities for better business outcomes. In addition, individual teams are expected to identify and mitigate risks in their day-to-day work (e.g., on individual client projects or on individual internal projects). We also provide oversight of risk management via various Foth Committees and Steering Teams that are comprised of members from the Leadership Teams, Business Units, subject matter experts, and others as appropriate. Teams are expected to identify, assess, manage (mitigate), and monitor business risks with potential impacts related to Foth's performance in financial, operational, compliance, reputation, health and safety, and legal realms.

#### Health and Safety

Foth believes that "no job is so important, and no work is so urgent that we cannot take time to perform our work safely." Our rigorous and unfailing focus on health and safety provides lasting value for our clients and reflects our care for our members. This framework is led by the Foth Safety Leadership Team, which is comprised of the Safety Committee, Director of Health and Safety, Corporate Safety Specialist, Business Unit-Specific Safety Team Leads, and Office Safety Advocates. Safety specific roles are based on specific job duties, OSHA requirements, and subject matter expertise.

#### Legal

Foth's Conduct Policy provides a guide to our ethical requirements for our members and ensures compliance with applicable legal requirements. Foth expects its suppliers, contractors, and other business partners to follow these principles whenever engaging with Foth or acting on our behalf.

Foth also has standard contract governance procedures for client, subcontract, supplier/vendor contract documents and change orders. Foth's standard documents can be reviewed and approved in accordance with the Authority to Sign Document in place at the time of the contract. Legal and risk review is completed for all new or non-standard documents or contracts.

## Member Story

### Kyle MacDonald, Project Manager

"My career journey at Foth began in 2018 through the acquisition of a small family-owned engineering firm where I had worked since my college internship in 2007. Transition can be hard, but I quickly saw the benefits of being a part of the team. Foth provided robust technical support, including a strong IT department, project management training, administrative assistance, and a dedicated business development team.

"I also benefited from various resources that helped me grow personally and professionally. I joined the steering team of the Emerging Leaders Group within our Environment Solutions business unit, which allowed me to build relationships, improve my leadership skills, and serve as a conduit between junior staff and leadership. Now, as part of Foth's current Emerging Leaders cohort, I work on defining and improving our physical workspaces of the future.

"Foth offers numerous internal groups for collaboration on new technologies, project successes, and quality advocacy. The company values member feedback, using survey results to drive continual learning opportunities and policy improvements. Technical staff collaborate with the organizational development team to design relevant training curriculum. I appreciate the involvement all members have in improving our company culture and project delivery. Participating in multi-day seminars on negotiation strategy, professional presentations, project management, and safety has been invaluable.

"I am grateful for the supportive and collaborative culture at Foth, the engaging projects I work on, and the clients I serve. I eagerly anticipate the new opportunities that lie ahead."





## Governance

# Ethics and Compliance

### Key Policies

Foth is committed to complying with all Equal Employment Opportunity (EEO) and Affirmative Action (AA) laws, ensuring no discrimination in our employment practice. Our members are expected to support these policies actively. Foth has an EEO/AA Officer that oversees compliance and addresses any discrimination concerns.

### Code of Conduct

All Foth workers are expected to accept certain responsibilities, adhere to acceptable business principles in matters of personal conduct, and exhibit a high degree of personal integrity at all times. This not only involves sincere respect for the rights and feelings of others, but also demands that both in business and outside of business hours members refrain from any behavior that might be harmful to themselves, co-workers, and the Company, or that might be viewed unfavorably by current or potential clients or by the public at large.

### Code of Ethics

The National Society of Professional Engineers (NSPE) Code of Ethics guides Foth members on their conduct. These standards also guarantee fair and equal treatment of all. All members receive ethics training as part of the member onboarding training program and may request additional resources from their RCM.

### Anti-Corruption

Foth does not tolerate any form of corruption and is compliant with all applicable anti-corruption laws.

### Anti-Harassment

It is a fundamental expectation of our organization that all members are entitled to be treated with respect and civility. We further expect our working environment be characterized as open, cordial, diverse, welcoming, friendly, inclusive, professional, and an enjoyable place to work for all members regardless of gender, race, sexual orientation, gender identity, gender expression, religion, age, genetic characteristics, veteran status, disability, national origin, color, marital status, pregnancy, or any other personal characteristics protected by law ("Protected Personal Characteristics"). Members who engage in conduct that does not reflect these goals will be considered to be in violation of this policy.

### Vendors Who Abide by Our Code of Conduct

Foth has an established process for vendors and contractors to engage in business with Foth. This includes a contractor qualifications questionnaire to ensure that vendors are properly vetted, and critical information is gathered. Foth expects all vendors, contractors, and service providers, to comply with its code of conduct and all applicable local, state, and federal laws.

### Commitment to Human Rights

We are committed to respecting and protecting the human right of everyone in alignment with our Equal Employment Opportunity and Affirmative Action policy and applicable laws.

### Business Conduct and Global Compliance

Foth complies with all internationally recognized labor, human rights, health and safety, environmental, and financial laws including all applicable international tax laws.





## Governance

### Exports and Sanctions

Foth is committed to compliance with applicable export and sanctions laws.

### Public Policy Advocacy

Foth does not have a specific lobbying arm within our company. Any lobbying would be completed through a third-party contractor in accordance with all applicable subcontractor policies.

### Audits

Foth is committed to conducting applicable financial and other internal/external audits on an annual basis.



## Project Spotlight

### Relocating Aircraft Hangar Benefits Budget and Environment

When the Des Moines Airport Authority (DMAA) began planning the upgrade of its passenger terminal to address aging infrastructure and in demand growth, The Airport Authority engaged Foth to provide engineering studies, phasing plans, and support the project end-to-end, which included the largest aircraft hangar move in Foth's—and possibly Iowa's—history.

Four general aviation hangars sit on the new terminal location and the first to be addressed was a 13,000-square-foot hangar used for aviation sales and maintenance.

Typically, old airport hangars are simply demolished, but having worked with the DMAA two years prior to successfully move a hangar half the size, the DMAA approached us to assess the feasibility of moving the larger hangar to another area of the airport. While at first the move appeared to be not only daunting, but impossible, the team at Foth brought a solutions-focused mindset to identify innovative solutions for the Airport Authority.

By moving and repurposing the large hangar, the Airport Authority realized a 20% cost savings compared to building a new structure. Not only did the move result in direct cost savings, but reusing the existing hangar enabled a faster time to lease revenue generation for the DMAA and resulted in additional environmental benefits by reusing the existing hangar as tons of steel did not go to waste.



## Conclusion

### Forward Looking Statement

As we look to the future, Foth remains steadfast in our commitment to creating a positive impact for our members, clients and communities. This is our way of doing business each and every day. We recognize that our role extends beyond delivering exceptional, client-centered solutions; we strive to foster an impact-focused culture to create impacts for our communities and partners.

In the coming year, we will continue to investigate ways to continue our impact journey while finding sustainable solutions. We will do this internally with our members and externally meeting our clients' needs. This could include taking additional steps towards carbon neutral goals, waste reduction initiatives, sustainable design practices, or other initiatives. We will also continue to explore ways to amplify our social impact through community engagement, improving member well-being, or continuing to cultivate diverse and inclusive business and workforce. While we have governance standards, we will continue to maintain strong accountability and transparency principles and will continually improve our governance standards to ensure our performance metrics remain top notch.

We are excited about what opportunities lie ahead for Foth. By focusing on our impact we are able to focus on their importance in our organization. We do this to not only enhance our competitive advantage but also to make a positive impact on our society and environment. We look forward to continuing to strengthen our shared commitment over time and continue to build a sustainable and vibrant business that makes positive impacts on the world around it. We have always known our greatest strengths are our members and partners and believe that together we can create more beneficial impact for everyone!

We welcome your feedback. Please use this [link](#) or the QR code below to complete a quick survey.

