

2024 Impact Report

- ◆ Our Company
- ◆ **Our People**
- ◆ Our Planet
- ◆ Governance



Fox River De Pere, WI. The Fox River Cleanup was a 17-year effort to remediate 39 miles of river and the Green Bay shoreline.



Johnson Avenue SW,
City of Cedar Rapids, Iowa

Table of Contents

- Letter from Foth’s CEO 3
- Letter from Impact Program Champion 4
- About this Report 5
- Statement of Use 5
- Point of Contact for Questions 5
- Our Company** 6
 - About Foth 7
 - Markets 8
 - Services 8
 - Locations 9
 - Olsen Acquisition 9
 - Spotlight on Metrics 2024 10
 - Awards—Recent Recognition from Professional Organizations 11
 - A History Rooted in Ethics, Equity, and Sustainability 12
 - Guiding Statements 13
 - One Foth Culture Attributes 14
 - Board of Directors 16
 - Impact Program—Committed to Advancing Sustainable Business Practices 17
 - Organizational Chart 18
 - Addressing Shared Environmental Sustainability Risks and Opportunities for Long-Term Resilience 19
 - Client and Member Feedback 20
 - Innovation—A Collaborative Approach 21
 - Cybersecurity—Client, Member and Data Safety 22
- Our People** 23
 - One Foth Culture—Grounded in Values 24
 - Our People-First Management Approach 24
 - Equal Opportunity Employer 25
 - Health and Safety 26
 - Member Benefits 27
 - Professional Development 28
 - Member Engagement Program 30
 - Awards—2024 One Foth Excellence Award Winners 31
 - Volunteer Program 32
 - Charitable Contributions Program 33
 - STEM Education and Mentoring 34
 - Intern and Co-Op Program 35
- Our Planet** 36
 - Managing Our Environmental Impact 37
 - Greenhouse Gas Methodology 37
 - Foth Impact in 2024 38
 - Current Supply Chain Mangement Policies 39
 - Solutions for Long-Term Resilience and Sustainability 40
- Governance** 41
 - Purpose Statement 42
 - Corporate Governance 42
 - Ethics & Compliance 44
 - Export and Sanctions 45
 - Audits 45
- Conclusion** 47
 - Leading with Integrity 47



Randall Homel, P.E.
Foth CEO

Letter from Foth's CEO

A Year of Growth and Opportunity

Since our founding 86 years ago, we have taken pride in 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 long-term partnerships, ensuring positive results for both our members and clients that will last for generations to come. Our second annual Impact Report highlights the depth of our impact across our communities. As we continue to establish our operation's baseline assessment, our commitment to managing our environmental impact remains strong. 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 across our many offices by maintaining responsible business practices.

I have consistently seen our team's focus on delivering high-quality solutions to our clients that help to reduce their energy or water usage and in many cases lower costs of operations, while upholding Foth's guiding statements. We believe in, not only solving our client's challenges, but doing so in a way that provides meaningful results holistically.

Purpose—*Solving our client's toughest science and engineering challenges.*

Mission—*We combine science, engineering, and technology with ingenuity and passion to build enduring client partnerships and create bright futures for our team members.*

Vision—*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.*

Our commitment to social impact remains a cornerstone of our community approach. We strive to support our communities by financially supporting local causes and

allocating volunteer hours to encourage members to get out into their own communities. Foth continues to emphasize STEM program support to ensure a future that solves the communities toughest science and engineering challenges. By prioritizing this focus, we believe we are supporting our members and partners, recognizing that positive outcomes in our communities benefit everyone. In 2024, we offered numerous member development opportunities and training initiatives to support our member's personal and career advancement goals. Lastly, our governance policies promote transparency and accountability and are key to our success. Foth believes through our deliberate approach to governance we will always have a solid foundation for all the work we do.

Growing with Our Partners

Both our revenue and our impact grew in 2024 through our client partnerships and commitment to our members, and sustainable businesses practices. In Quarter 3, we were proud to announce of acquisition of Olsen Associates, Inc. in Jacksonville, Florida, expanding our coastal engineering services. As we move forward, we will continue to invest in sustainable technologies, support our communities, and uphold the highest standards of governance. As a member owned organization focused on partnerships, there is no higher impact than 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,


Randall Homel

Letter from Impact Program Champion



Joe Liebau, Jr

Since the publishing of our inaugural 2023 Impact Report our Impact Program team has expanded to welcome new members. Our team is excited to announce our second annual Impact Report. Foth's 2024 Impact Report was made possible by our amazing team and members across the organization. Their effort and support in the data collection process, content development and design resulted in a report that captures the true impact of our One Foth culture across the lives of our members and communities where we work.

Developing the 2024 Impact Report has given our members the opportunity to learn about corporate sustainability program management, greenhouse gas accounting, content development, and more, in addition to their daily responsibilities at Foth. We are

proud to welcome every member to participate in the Impact Program and not only learn new skills but develop strong relationships with members across Foth.

Foth leadership firmly believes the Impact Program will strengthen Foth's positive impact in communities across the country by measuring and then strategically managing our impact on the environment. The 2024 Impact Report demonstrates the care and dedication our members have to caring for each other. In addition, you will find several client project highlights that provide insights into how Foth engineers, scientists, project managers, and business consultants are assisting our clients meet their own environmental sustainability and resiliency goals.

I can confidently share with you that every team member in the Impact Program is excited to share the positive impacts Foth has made in 2024 across our communities. We also are excited by the opportunity to blend our individual knowledge and professional work with our own goals creating the biggest impacts for our members, partners and communities.

We hope you enjoy reading our Impact Report and invite you to submit any feedback on how we can improve not only the report but our positive presence in our community.

A handwritten signature in blue ink, appearing to read 'Joe Liebau, Jr.'

Joe Liebau, Jr.

Impact Program Champion

- ◆ Joe Liebau, Jr.

Foth Impact Program Team Members

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

About this Report

In this report, any references to “we,” “our,” “us,” and other such pronouns refer to The Foth Companies. “Members” refers to all employees at Foth. This annual report serves as a benchmark for our performance. This report covers January 1-December 31, 2024.

This report was prepared referencing the Global Reporting Initiative (GRI) Standard and Greenhouse Gas (GHG) Protocol. The Global Reporting Initiative (GRI) helps organizations measure and take responsibility for their impacts on social, sustainability, and human rights issues. The GRI Standard provides a common framework for organizations to measure and communicate these impacts. Our 2024 GHG emissions have been calculated in accordance with the GHG Protocol, which can be found [here](#). We take an operational control approach, where Foth accounts for 100 percent of the GHG emissions over which it has operational control. It does not account for GHG emissions from operations in which it owns an interest but does not have operational control.

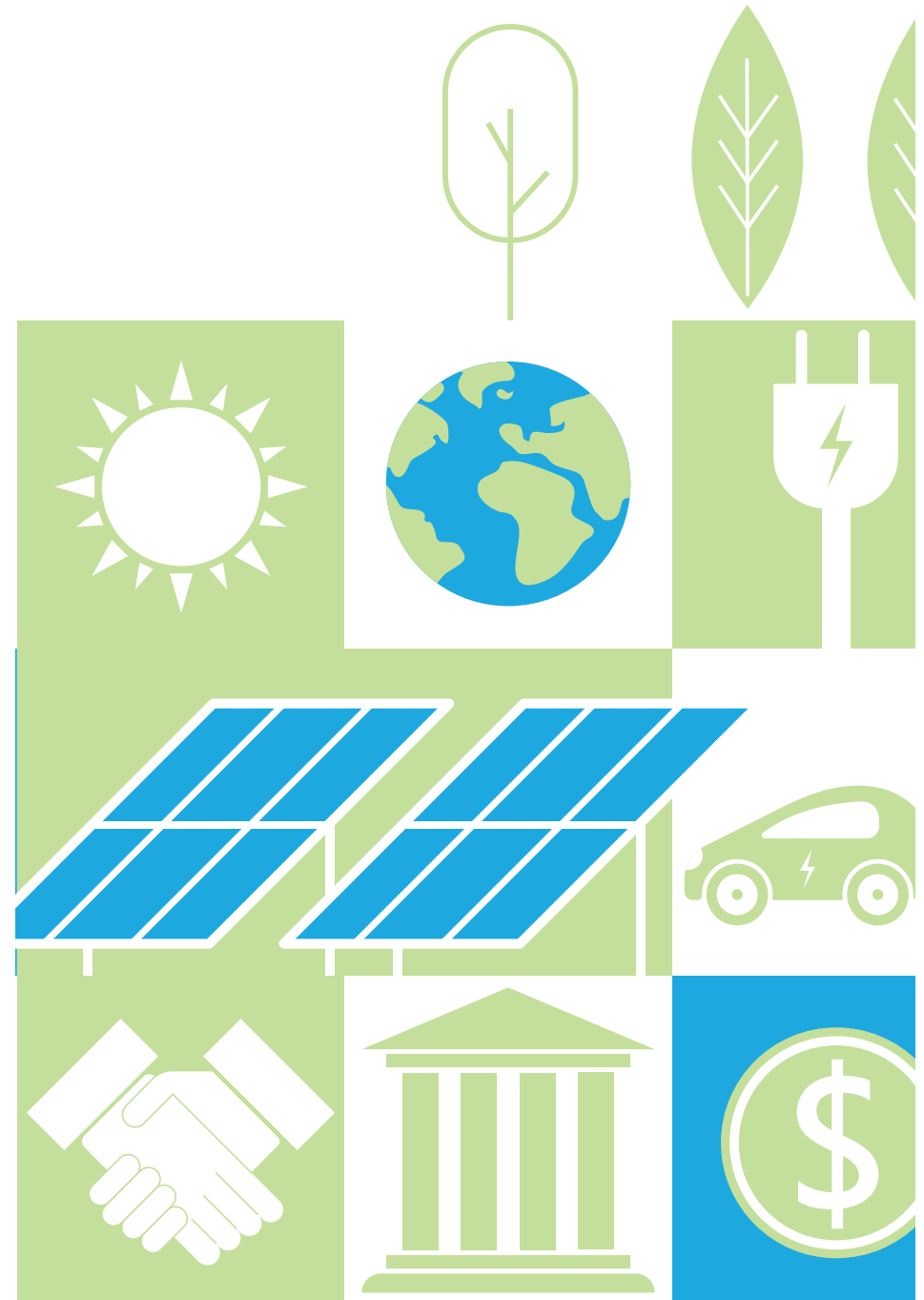
Statement of Use

This Impact Report has been developed by the Foth Impact Program members in coordination with the Foth External Leadership team. The financial and other tracking data presented within the report align with Foth’s 2024 Fiscal Year (December 31, 2023-December 29, 2024), except for GHG emissions, which are reported on a calendar-year basis (January 1-December 31, 2024). This report is updated annually.

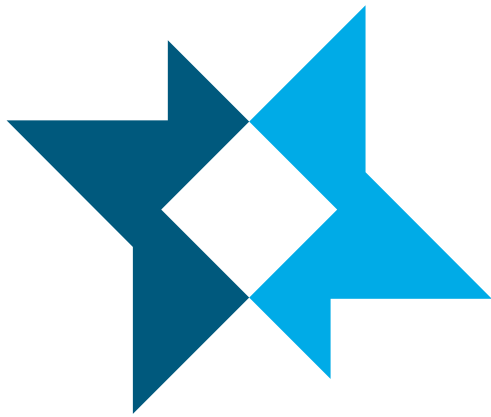
Point of Contact for Questions

Joe Liebau, Impact Program Champion

Email: Joe.LiebauJR@foth.com



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 was founded in 1938 by a young electrical engineer by the name of Herbert Foth. At the age of 19, Herb Foth emigrated from Germany and attended the University of Wisconsin-Madison, graduating in 1934 with an electrical engineering degree. The original company was made up of only 4 members and their clients were mainly municipalities in northeastern Wisconsin.

Today, Foth is a 650+ member, member-owned, full-service engineering firm headquartered in Green Bay, WI. Foth operates out of 29 locations, coast to coast, delivering innovative solutions and providing client-centered services in all project phases, from planning through construction. While the challenges we solve and the way in which we solve them has evolved, our commitment to our clients, members, and communities, as well as our focus on health, safety, and quality, has never wavered.

Our science and engineering teams are organized into Business Units— Environment Solutions, Infrastructure Solutions, and Production Solutions. These business units allow Foth to offer comprehensive and specialized services across various industries and provide unique opportunities and collaboration. 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
- ◆ Manufacturing and Industrial Products
- ◆ Solid Waste
- ◆ Consumer Products
- ◆ Utilities
- ◆ Departments of Transportation
- ◆ Mining
- ◆ Waterfront and Marine
- ◆ Food and Beverage
- ◆ Municipalities
- ◆ Pulp and Paper

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



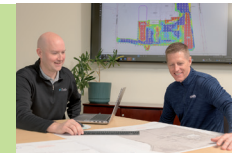
Remediation



Serial 1 Automation



Solid Waste Services



Strategic Consulting and Planning



Transportation



Water and Wastewater

Our Company Locations



Strategically located to solve our clients' toughest challenges.

Headquartered in Green Bay, Wisconsin, Foth has more than 650 members in 29 locations to provide our national and international clients with convenient, personal service.

Olsen Acquisition

In July of 2024 Foth announced the acquisition of Olsen Associates, Inc., a coastal engineering firm based in Jacksonville, Florida. This strategic move combined the strengths of both firms to expand geographic reach, enhance service offerings, and create new growth opportunities.

For over 42 years, Olsen built a strong reputation in coastal modeling, beach and inlet management, sediment transport, environmental permitting, and coastal resiliency across the southeastern U.S., Caribbean, Mexico, Central America, and the Pacific and Indian Oceans. This expertise complemented Foth's established presence in the Northeast, West, and central/freshwater coastal regions of the United States.

The acquisition provided Olsen's clients with access to a broader range of services and integrated, multi-disciplinary expertise. By leveraging Foth's experience in complex science and engineering projects, deep bench of technical professionals, and extensive contractor network, the combined firm delivered more comprehensive solutions—particularly in waterfront and marine infrastructure. Employees from both organizations gained expanded opportunities for professional growth and innovation. The integration fostered a dynamic, supportive environment and reinforced Foth's commitment to investing in people and continuous learning.

"We were thrilled to join forces with Olsen to strengthen client relationships in the Southeast and tackle even more complex coastal challenges," said Foth CEO Randy Homel. Olsen Principal Chris Creed added, "Joining Foth created exciting new opportunities for our clients and employees, while building on the work we've proudly delivered for decades."



Our Company Spotlight on Metrics 2024



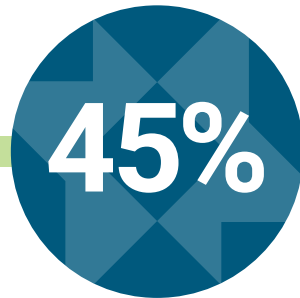
Years in Business



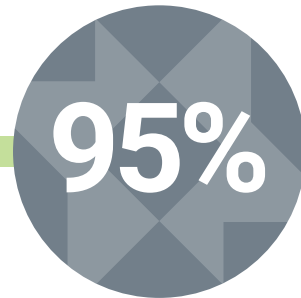
Member-Owners



Gross Revenue



Percent of Executives are Female



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



Client Retention Rate



Charitable Contributions:
Just Over Half are STEM-Related



Nonprofits Supported



Volunteer Hours

SAFETY
Foth is Safety-Minded

Our Safety Record is Performing Better than Industry Averages

Our Company

Awards—Recent Recognition from Professional Organizations**Project Related**

Wisconsin DOT Award,
for Wisconsin's
First Ultra-High
Performance Deck
Overlay, Fond du Lac
County, WI
2024



**Western Dredging
Association 2024
Environmental
Excellence Award,**
for Infrastructure-
Based Project—Port of
New Bedford, MA
2024



**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

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

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.



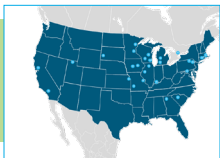
80s Added a food plant division for dairy and food processing; expertise in the paper industry also expands. This Division later was named Foth Production Solutions.



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 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.



2023 Foth delivered Conagra Brands' new 245,000 sq/ft vegetable processing plant in Waseca, MN—the first major One Foth project uniting all three business units—boosting annual output to 185 million pounds and reducing water consumption by 25%.



2024 Foth strengthened its coastal engineering capabilities and expanded its geographic reach by acquiring Olsen Associates, a respected Jacksonville-based firm with over four decades of expertise in coastal resiliency and marine infrastructure.

Our Company

Guiding Statements

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

Purpose**Why We Exist**

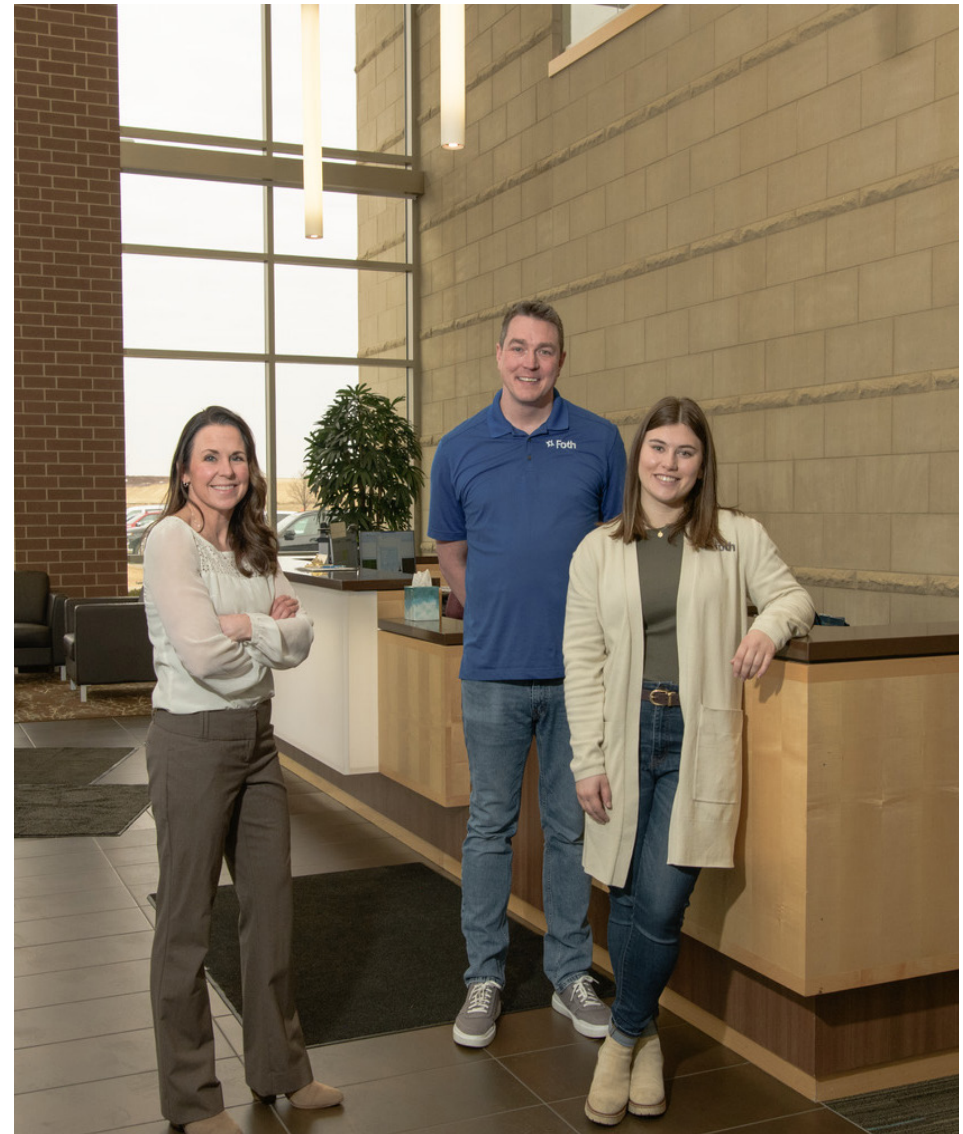
Solving our clients' toughest science and engineering challenges.

Mission**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.

Vision**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.



Our Company

One Foth Culture Attributes

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

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 unflinching 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

Margaret Baltus, SHRM-CP Senior Organizational Development Leader



Relationship building is one of our key culture attributes, whether it is with our members, suppliers, or with the clients we serve. One of the ways that Foth helps our members build relationships is through our robust onboarding program. Our new members are provided with a 6-month integration plan that includes a series of "meet me" meetings with key contacts they will work with. By providing time and space for new members to meet these key contacts, it helps them build relationships very early in their

time here at Foth.

Another way we foster relationship-building at Foth is through our Peer Networking Groups. I've had the honor to serve as the leader for our Women at Foth Peer Networking group, which launched in the fall of 2023. This group offers both women and men the opportunity to engage in professional and personal development topics. More importantly, our members can network and build relationships across markets, local offices, and business units. These relationships allow us to learn about other parts of the business, help with mentoring and coaching, and ultimately result in better collaboration on the projects we deliver to our clients.

At Foth, we believe that strong relationships are the foundation of our success. By investing in our members and providing opportunities for meaningful connections, we create a supportive and collaborative environment that benefits everyone.

Our Company

Board of Directors

The Foth Board of Directors (Board) represents member owners and oversees corporate governance.

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 Succession Planning and Appointment
- ◆ Corporate Strategy Input and Acceptance
- ◆ Information Technology Oversight
- ◆ Mergers and Acquisitions Approvals
- ◆ Risk Management Oversight

As with many of our One Foth activities, the Board is 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

Impact Program—Committed to Advancing Sustainable Business Practices

Impact Program – Committed to Advancing Sustainable Business Practices

Foth’s Impact Program is designed to embed sustainability into every aspect of our business. It reflects our commitment to continuous improvement and readiness for a rapidly changing world. As we look ahead, we recognize the urgent need to prioritize strategies that minimize harm and maximize benefits for the environment, economy, and society—while building resilience for future challenges.

Launched in 2023, the Impact Program was created to strengthen operational performance internally and for our clients. Today, it is powered by a team of 16 members who are passionate about advancing environmental sustainability and amplifying the positive impact of Foth’s work.

In 2024, we published our inaugural Impact Report, reflecting our work in 2023 and establishing a company-wide baseline for greenhouse gas emissions and resource consumption across Scope 1, Scope 2, and Scope 3. This milestone will enable us to set measurable, attainable goals for reducing emissions and integrating sustainable practices throughout our operations and client projects.

Looking forward, the Impact Program will continue to develop an annual report while also promoting strategies that drive measurable progress, foster cross-market collaboration, and capture positive outcomes for our clients and communities. By aligning innovation with accountability, we aim to deliver solutions that protect natural resources, strengthen resilience, and create long-term value for all stakeholders.

Impact Report 2024 Team

Program Leadership

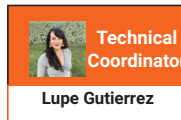


Program Sponsor
Randy Homel



Program Champion
Joe Liebau, Jr.

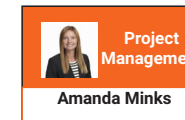
Project Management



Technical Coordinator
Lupe Gutierrez



Project Management
John Hanley

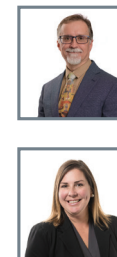


Project Management
Amanda Minks

Committee



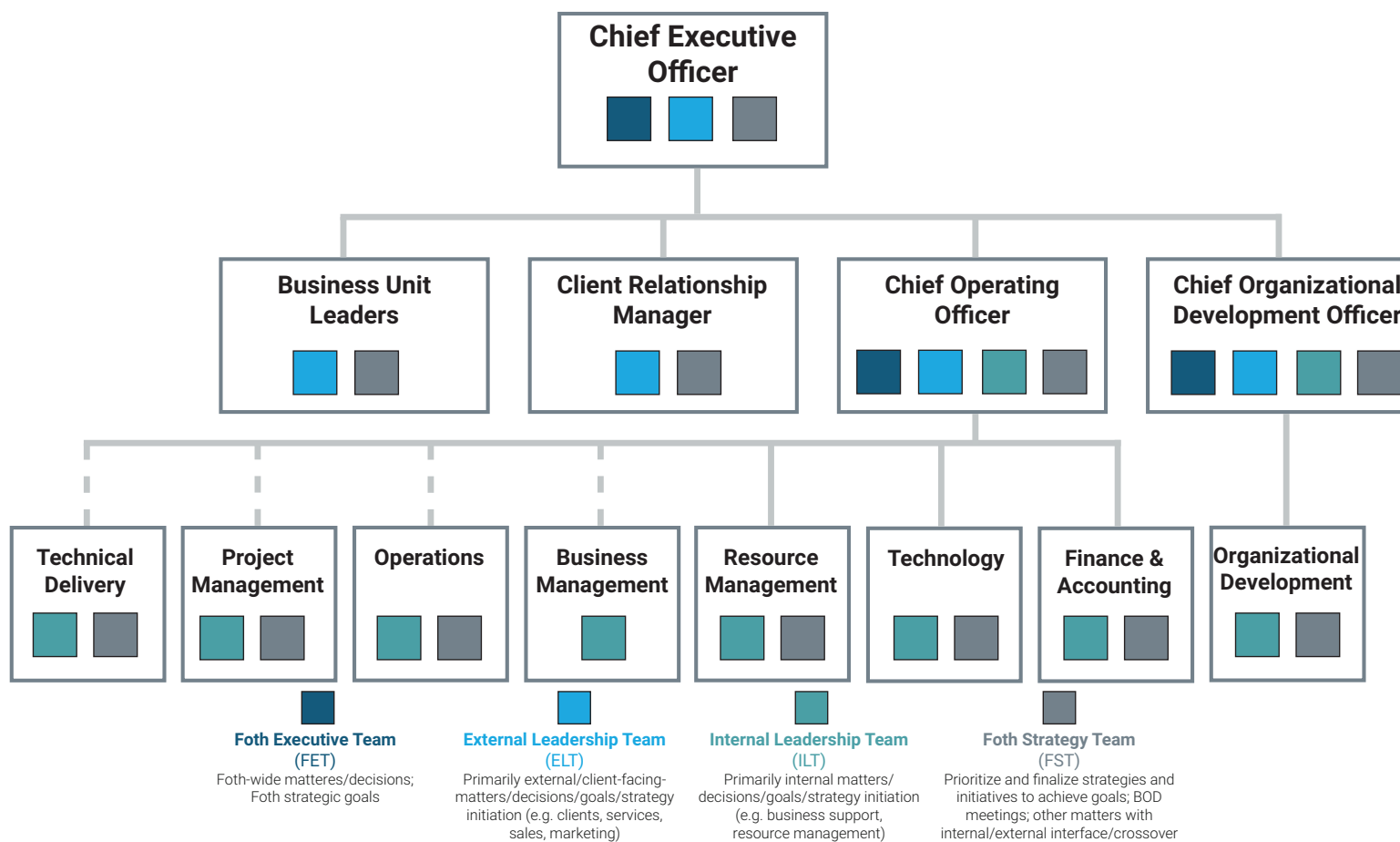
Design Team



Our Company Organizational Chart

Foth has several leadership teams to appropriately support a variety of internal and external functions.

Foth Senior Leadership Team



Our Company

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

Addressing Shared Environmental Sustainability Risks and Maximizing Long-Term Resilience

Foth is committed to addressing environmental risks associated with a changing climate and mitigating potential impacts on communities and businesses. To strengthen long-term resilience, we actively assess internal operations and external factors that influence sustainability. Internally, we measure and reduce our environmental footprint while fostering a resilient workforce built on equity, diversity, and inclusion—creating a culture of belonging and purpose.

Recognizing that climate risks are shared, we partner with clients to support their sustainability programs. Through collaboration, we help organizations meet carbon disclosure requirements, achieve reduction targets, and implement innovative solutions tailored to their goals. Our Foth Impact Program amplifies this commitment by delivering expanded services that align with client needs and community priorities, continuously exploring new ways to create positive environmental and social impact. The Project Highlights included in this report offer a few examples of how Foth is actively accomplishing this goal and will continue to collaborate closely with all our clients.

We believe in protecting our planet through solutions that minimize resource consumption, enhance resilience, and promote community well-being—today and for generations to come.



Project Spotlight

Trails End Mitigation Bank Phase II – Stream Restoration



Fourmile Creek, located on a 250-acre property east of Ankeny, Iowa, was identified as a severely incised stream with eroding banks threatening a nearby trail system. Foth was contracted to design and permit a restoration project spanning over two miles of stream, adjacent to an existing wetland mitigation bank, and to establish a stream mitigation bank for credit sales.

For Phase II, Foth conducted baseline studies including wetland delineation, floristic quality assessment, tree inventory, survey, and stream assessment, which informed the design using the Iowa DNR's River Restoration Toolbox and USACE's Natural Channel Design Checklist. Design constraints included a third-party permit violation, recreational access for kayaks and canoes, and preservation of existing infrastructure.

The final design features floodplain benches, bank reshaping, and reconnection of six oxbows to enhance flood storage. Cleared trees will be reused as toe wood protection, supplemented by stone structures for bank stabilization. In-stream habitat improvements include riffles, cross vanes, and a full realignment of a severely eroded tributary.

Foth prepared the prospectus and mitigation banking instrument, including restoration plans, performance criteria, and a conservation easement. A funding partnership between Polk County Conservation Board and Sandy Creek Partners supports the project, with Phase II construction scheduled for fall 2026 and Foth leading long-term monitoring over the next decade.

Our Company

Client and Member Feedback

At Foth, we believe feedback is the foundation of progress. We actively seek input from both our clients and our members to ensure we’re delivering exceptional experiences and fostering meaningful partnerships. Through venues like the Speak Easy Client Feedback Survey and the Voice of the Member Survey, we create open channels for honest dialogue—helping us continuously improve and strengthen relationships.

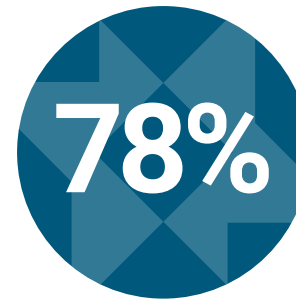
Speak Easy Client Feedback Survey

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

The Voice of the Member (VOM) survey is a biennial initiative that invites Foth members to share anonymous feedback about their employment experience. The survey explores key dimensions such as organizational culture, leadership, communication, project and service work planning, member engagement, and retention. Insights from the survey are reviewed by Foth’s leadership team and used to identify meaningful opportunities for improvement—ensuring we continue to support our members in ways that matter most.



Percent of Foth Members Completed the Survey



The overall satisfaction rating for working at Foth out of 10



Net promoter score for “How likely would you be to recommend Foth as a place to work?”
8.59 out of 10 - our highest rating to date!

Our Company

Innovation - A Collaborative Approach

Innovating Responsibly for Sustainable Growth

Our scientists, engineers, and project managers are committed to using the best and newest validated tools and technologies available in the industry to help us solve our clients' challenges. Each of our Business Units has a technology team responsible for researching, learning, and determining what relevant technologies exist (both old and new), and how we can best utilize them to realize benefits for us and our clients. The technology teams align with the One Foth Technology System Team, which is responsible for governing and ultimately implementing and approving the adoption of those technologies. The chart below, although not all encompassing, lists a variety of technologies that our business units are currently using. This list will continue to evolve as technology progresses and the needs of our clients expands.

In 2024, Artificial Intelligence (AI) is already starting to change how we approach our work, despite its relatively brief history. The rapid rate of AI evolution and adoption has led to a paradigm shift in approaches to AI and its overall enterprise applications. Inherent with rapid growth also comes newly identified risks. Being aware of the risks and potential impact on our organization is critical to protecting not only Foth, but also our members and our clients. Our One Foth Technology System Team Leader is responsible for establishing policy for acceptable use of AI and informing stakeholders of our Foth policy. Our One Foth Technical Delivery System Team Leader is responsible for ensuring the policy is followed by Foth's members in preparation of client deliverables.

Foth continues to learn how to leverage the benefits of generative AI and third-party AI applications while managing the risks associated with their use by maintaining the confidentiality, integrity, and availability of Foth business information, intellectual property (IP), client information, IT information, member information, protected health information (PHI), and personal identifiable information (PII). Being cognizant of the risks and adhering to the precautions laid out by our Acceptable AI Usage policy reinforces and demonstrates Foth's commitment to data security and privacy.

To promote responsible and ethical use of AI technologies within our organization, all members are required to familiarize themselves with the Acceptable AI Usage policy. To maintain the integrity and security of our operations, members are authorized to use only approved generative AI platforms and third-party AI applications that meet our standards for data privacy, security, and ethical considerations. These platforms have been vetted by suppliers for compliance with relevant regulations and industry best practices. For Foth business use, members must not use unauthorized AI tools or services that have not been evaluated by our security and software asset management teams and our technical teams. Approved generative AI platforms and third-party AI applications will be regularly reviewed and updated to reflect advancements in technology and changes in regulatory requirements.

Current and Emerging Technologies Highlighted by Business Unit

Environment Solutions	Infrastructure Solutions	Production Solutions
<ul style="list-style-type: none"> ◆ Multibeam sonar to collect bathymetric data ◆ Aerial survey drones to capture photogrammetry and LiDAR data ◆ Procore App ◆ Field Map ◆ Approved AI platforms 	<ul style="list-style-type: none"> ◆ Autodesk ◆ Bentley ◆ Mobile Lidar Scanning System ◆ Approved AI platforms 	<ul style="list-style-type: none"> ◆ Augmented Reality (AR) ◆ Approved AI platforms

Our Company

Cybersecurity—Client, Member 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.



Project Spotlight

Hingham Harbor—Coastal Adaptation Project



On January 13, 2024, a major coastal storm caused severe flooding in Hingham, Massachusetts. A storm surge coinciding with high tide inundated the town’s historic waterfront—originally built in the mid-1800s—with over two feet of water. Shoreline protection structures were overtopped, flooding Route 3A and downtown Hingham. The Town of Hingham engaged Foth to take over a stalled project from another firm and complete the MEPA Environmental Notification Form (ENF), along with all required local, state, and federal permits. Foth partnered with Sustainable Coastal Solutions (SCS) to assess long-term coastal flooding risks, sediment transport, and wave forces to inform preliminary engineering and design. Initial permitting and concept development were funded in collaboration with Coastal Zone Management (CZM), resulting in 30% preliminary plans for submittal.

Based on SCS’s coastal evaluation, the team proposed raising all shoreline structures by five feet to meet 2050 sea level projections, with foundations designed to accommodate further elevation for 2070 conditions if needed. Key project components include:

- ◆ Construction of vegetated coastal dunes
- ◆ Elevation of town parking lots and boat ramp
- ◆ Raising of Town Wharf and Barnes Wharf
- ◆ Installation of a new stone revetment at POW/MIA Memorial Park
- ◆ Upgrades to the Home Meadows tide gate

Foth coordinated closely with MassDOT to align the project with their planned reconstruction and elevation of Route 3A. Phase I construction is scheduled to begin in 2027.

Our People



Our People

One Foth Culture—Grounded in Values

The attributes of our culture 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 believe in supporting our members. We do this through various programs, including:

- ◆ Health and Safety
- ◆ Member Benefits
- ◆ Professional Development
- ◆ Member Engagement
- ◆ Community Engagement



ONE
CLIENT-CENTERED
FOTH
VALUES-BASED



Our People-First Management Approach

Our attributes and core values directly contribute to our approach to management.

Foth has a matrix organizational structure which allows us to have a more role based structure with different functional roles and teams. Due to this structure and our people-first approach we have the Resource Center Manager (RCM) role which is entirely member facing. 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 touchpoints 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 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.



Project Spotlight

Vineyard Wind 1 Administration Building— Coastal Construction in a FEMA VE Zone



Vineyard Wind 1 (VW1) is the only major offshore wind project nearing completion in the U.S. As part of its long-term maintenance strategy, VW1 selected Vineyard Haven, MA, on Martha's Vineyard, as the site for its operations and maintenance facilities. In addition to the newly completed Tisbury Marine Terminal (TMT) on Beach Road, the project required a nearby facility to house administrative and maintenance operations. VW1 acquired a challenging parcel on Beach Road for its proposed Administration Building. The narrow, rectangular lot had limited frontage, was located in a FEMA VE (14') flood zone, and historically flooded during average rain events—sometimes exceeding two feet of standing water. The site also presented geotechnical concerns, making development complex.

The project team—led by Foth, with Sourati Engineering (site), Will Saltonstall Architects, GPI Engineers (utilities), and support from Vineyard Power—collaborated with the Town of Vineyard Haven and the Martha's Vineyard Commission to develop a viable concept. The plan addressed site constraints while meeting VW1's requirements for a 12,000 SF multi-story building, split evenly between office and warehouse space, with a loading dock designed for 500 PSF live loads. To mitigate flood risks, the building's first floor was elevated above the floodplain on steel pipe piles spaced at 20-foot intervals. The design allows for parking beneath the structure on a filled lot equipped with drainage systems to manage runoff and protect neighboring properties. The project also includes a 10-foot-wide public easement along the east side of the property for a future pedestrian and bike path.

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.



	2020	2021	2022	2023	2024
Total Recordable Incident Rate	0.35	0.00	0.16	0.19	0.31

Industry Average = 0.6

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 2024, 684 members and spouses participated in the health assessment with an estimated wellness incentive earned of \$500,000. 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 2024, 86% of eligible members participated in the retirement savings plan, with a deferral rate of 11.1%. In 2024, 33% of members attended a group financial educational session, and 30% of members participated in an individual planning session with a financial advisor through Foth's benefit 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 200 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 2024, Foth invested over 7.5% 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 65 courses offered.
- ◆ Members have access to LinkedIn Learning, an international leader in web-based, self-paced training. 450 members engaged in learning activities on LinkedIn Learning in 2024, resulting in over 10,300 video views and more than 1,800 course completions.
- ◆ 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.
- ◆ Foth offers monthly Lunch & Learn sessions, providing opportunities for members to expand their knowledge and skills during the lunch hour. Learning topics vary and cover content that is applicable to all members.

Performance Feedback—All members receive formalized feedback within their early months of employment, at their 30-, 90-, and 180-day touchpoints with Foth. From there, members receive feedback twice a year to support their 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 partnerships to foster member development and career growth.

Member Engagement Surveys—Foth conducts a bi-annual Voice of the Member survey. In our 2023 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 95%; 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.



Senior Staff Conference, Client Panel, facilitated by Randy Homel, CEO

Member Story

Eva Green, Senior Construction Manager

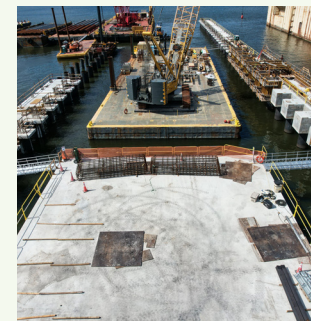
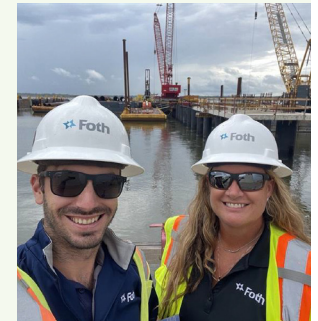
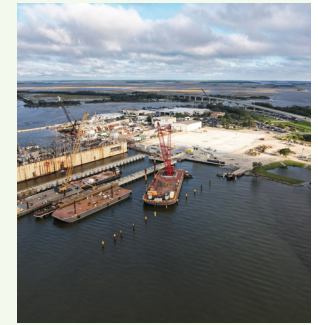
I've been with Foth for 20 years and currently serve as a Senior Construction Manager in our Infrastructure Solutions (IS) business unit. In 2023, I relocated to Jacksonville, Florida, to lead a major project for our Environment Solutions (ES) team. The opportunity to lead the BAE Shiplift construction project, the largest of its kind in North America, has been a career highlight to date. The partnership between IS and ES made this achievement possible, reinforcing the importance of the collaborative spirit that defines our One Foth culture.

Joining a new team and business unit required me to build trust and earn respect from the ground up. I made a deliberate effort to understand how the project team within ES operated, choosing to meet them where they were rather than relying on my previous achievements as a measure of future contribution. Instead of assuming my past successes would automatically translate, I focused on learning their processes, priorities, and culture.

To foster stronger relationships, I connected with team members on a personal level by getting to know their families, hobbies, pets, etc. and consistently expressed appreciation through thank-you emails and other gestures of recognition. This intentional approach helped build trust and camaraderie, especially when working across various offices and business units over a Teams platform. In person, relationships are critical, and finding various ways to really connect virtually has been critical to my success.

One of the most valuable lessons I've learned throughout my career is that every project matters to the client—whether it's a sidewalk or a shiplift. Success isn't solely measured in hours logged or revenue generated; it's defined by the relationships we build and the trust we earn. This experience reinforced a core belief that every person we engage with, whether internal or external, is a client. That perspective has shaped how I communicate, collaborate, and seek win-win solutions to aid in the delivery of successful projects. Throughout, I remained committed to prioritizing the client's best interests, consistently choosing collaboration and humility over personal pride.

What makes Foth truly special is its culture. It empowers individuals to take ownership of their project roles, encourages flexibility in problem solving, and fosters a genuinely collaborative approach. Throughout this journey, I've never felt alone thanks to ongoing encouragement, weekly check-ins, and support from both IS and ES members who consistently showed up as true partners in every step of the process.



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, Inclusion Team, and various Peer Networking Groups. The Community Service Team encourages and coordinates volunteerism by promoting Foth's Volunteer Time Off program and selecting the annual One Foth Community Services Award winner. As our membership evolves, new member engagement opportunities are reviewed by leadership to ensure we are continuing to support our new and existing members.

Inclusion Initiatives

Inclusion is one of our cultural attributes here at Foth because we believe it is essential to 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 to further support professional development and relationship building. These groups include Women at Foth, One Foth Book Club, Emerging Professionals, and the Co-op and Intern Community.

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 2024, we had 114 members and an average of 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 2024 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 2024, we had 165 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 transitioned to full-time status, to share their experiences with current students.

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 2024 include:

- ◆ Des Moines Corporate Games
- ◆ Dragon Boat Races
- ◆ Bellin Run
- ◆ Pickleball
- ◆ Foth Fitness Challenge



Our People

Awards—2024 One Foth Excellence Award Winners



Client-Centered Service Champion Award

ExxonMobil Team (ES, FSS)
Dubuque Airport Team (IS)



Community Service Award

Andrea Lorenz (ES)



Technical Achievement Award

Kraft Cream Cheese Brick Filler Team (PS)



One Foth Culture Award

Lynn Willacker Baenen (ES)



Tim J. Weyenberg Leadership Award

Rick King (PS)



Project Delivery Excellence Award

Keurig Dr Pepper Team (PS, IS, ES, FSS)

Member Story

Andrea Lorenz, P.E., Lead Environmental Engineer



My family’s connection to the Walter Schroeder Aquatic Center runs deep—my husband swam there in 1984, and our sons began competing there in 2011. Since 2015, it’s been our home pool, where I swim regularly with the master’s team and volunteer in various roles.

When the opportunity arose to renovate the 40-year-old locker rooms, I was proud to contribute through project management and oversight, allowing the coaching staff to stay focused on the athletes. The updated facilities, completed in late 2024, have been well received and are ready for the next generation.

Receiving Foth’s Community Involvement Award was an honor. Schroeder serves a wide range of users—from youth swimmers to Navy dive rescue teams—and I’m grateful to Foth for supporting employees in giving back. Volunteering here has been a rewarding way to live out our values of Fun, Passion, and Flexibility while making a lasting impact.

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. 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 in 2024 included:

Green Bay Office

Members of the Green Bay Organizational Development team volunteered at the first Annual Rock the Block event hosted by Greater Green Bay Habitat for Humanity.

Some Green Bay members spent an afternoon cleaning up a stretch of highway that is assigned to Foth in De Pere.

Des Moines Office

Members organized a volunteer opportunity with Urban Bike Food Ministry where members delivered food to homeless people by bike.

Some Des Moines Members took a day to help build a house for Habitat for Humanity.

Madison Office

A group of members in Madison volunteered at the Second Harvest Food Bank.

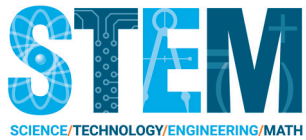
Milwaukee Office

Milwaukee members spent a day helping package diapers as part of the Milwaukee Diaper Mission.



Our People

Charitable Contributions Program



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

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. Our scholarship program supports STEM education and has helped numerous students complete their degrees.



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

In 2024, 21 scholarships totaling over \$17,000 were awarded to Foth interns and co-ops to help them complete their degrees.



Project Spotlight

Advancing Environmental Justice through SCORE Funding in Ramsey County, Minnesota

Foth provides strategic consulting to Ramsey County, Minnesota through its Technical Assistance Program (TAP), supporting municipalities with solid waste planning, contracting, and innovative solutions.

In 2024, Ramsey County partnered with Foth to embed Environmental Justice (EJ) into its annual distribution of SCORE funds—a state program supporting recycling, waste reduction, and hazardous waste management. The goal was to create a more equitable funding model that prioritizes communities facing greater environmental and social burdens.

Foth evaluated four EJ tools from the CDC, EPA, CEQ, and MPCA. The CDC's EJ Index (EJI) Explorer was selected for its comprehensive indicators and ability to rank municipalities. These rankings formed the basis of the new funding mechanism. Each municipality received a guaranteed base amount of \$10,000, increasing support for smaller communities. Municipalities were then grouped into three EJ tiers, with higher-tier communities receiving more funding per household.

The Incentive Grant Program (IGP) was also revised. Previously, 84% of funds were population-based, and 16% tied to IGP participation. Under the new model, EJ rankings determined IGP allocations, with higher-tier municipalities eligible for greater incentive funding. Each IGP amount was split into two parts, encouraging additional outreach projects.

By combining base and incentive funding, Ramsey County's new model aligns resources with community needs, promotes equity, and expands opportunities for underserved areas. Foth's data-driven approach helped the County transform its EJ goals into a replicable, impactful funding strategy.

Our People

STEM Education and Mentoring



At Foth, we are dedicated to fostering curiosity for STEM within our communities. We achieve this by promoting educational activities and opportunities, supporting university STEM events, and committing to the empowerment of the next generation, with a special focus on girls and women in STEM.

Each year we host our members' children for a Take Your Child to Work Day experience. In our 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 have included bridge building, virtual reality and mobile scanning, water and soil testing, and robotics. Foth members often host students for job shadowing days as well.

In 2024 these efforts were also supported by contributions to the Brown County, WI FIRST Robotics Team, UW Madison Engineering Expo, and celebrating Women in Engineering Day.

We look forward to continuing to foster interest in the ever-expanding field of STEM, ensuring future generations are inspired and equipped to tackle the fields' next challenges.

Our People

Intern and Co-Op Program

In 2024, we welcomed 37 interns/co-ops in 11 different offices. Interns and Co-ops are a foundational part of the organization and are valued not only for succession planning, but also for the unique skills and viewpoints they bring. Our interns/co-ops are involved in real projects where they gain valuable, hands-on experience. They are partnered with a shadow partner who helps guide and support them through their journey, serving as a mentor. Through the Co-op and Intern Community Peer Networking Group, students are invited to engage in a series of educational and fun sessions throughout the summer to further support their development.

University Outreach

Foth proudly partners with more than 20 universities and technical colleges across the country to recruit top talent. We also support student organizations on campus by volunteering our time and providing financial assistance to groups such as Society of Women Engineers (SWE), American Society of Civil Engineers (ASCE), and American Society of Mechanical Engineers (ASME). Our members have served as mentors on senior design projects, presented to large groups of students, attended campus networking events, and more. We look forward to continuing to grow our brand on campuses nationwide.



Member Story

Sam Hietpas Mechanical Engineer



I joined Foth as a Mechanical Engineering Co-op during my junior year of college and was immediately welcomed by a supportive and driven team. From day one, I was challenged with meaningful work and gained hands-on experience through the full project lifecycle—including designing, building, and testing in the Foth Lab during the Proof of Principle phase.

This experience made accepting a full-time role after graduation an easy decision. Foth's culture stood

out to me—collaborative, innovative, and committed to both individual and client success. My colleagues are not only knowledgeable but also eager to help others grow.

Foth's focus on continuous learning has been a key part of my development. Opportunities like facility ride-alongs and project involvement have helped me expand my skills and confidence.

To future Interns and Co-ops: dive in, ask questions, and take advantage of every opportunity. You'll be amazed at how much you can learn from the people around you.

Our Planet



TRASH/BULKY WASTE

KNOW before you THROW

Trash & Bulky Waste are collected every week.

Every Peoria residence up to a fourplex (home) can have one 45-gallon City of Peoria Trash cart. You can use your own container and/or black trash bags weighing no more than 50 pounds.

- Line with 45-gallon container with 2 handles and a tight-fitting lid or black trash bags weighing no more than 50 pounds.
- Additional containers and black trash bags should be placed 3 feet from your Trash cart on collection day.

Peoria Picks Up Bulky Waste items for free!

Bulky Waste includes items that are too large to fit inside your Trash cart, like mattresses and building materials. Refrigerators are also included. To ensure safe collection, remove doors and set them next to the refrigerator.

NO THROW TRASH & BULKY WASTE ITEMS

- Refrigerator
- Light Bulbs
- Electronics
- Batteries
- Tires
- Yard Waste
- Concrete
- Blocks & Dirt
- Hazardous Waste

YARD WASTE

Yard Waste is collected every week from mid-March to mid-December.

Yard Waste includes tree Limbs, Branches, Leaves, and Grass Clippings.

Approved Containers & Collection Methods:

- 40 and 45-gallon containers with 2 handles, a light fitting lid, and a "Yard Waste Only" sticker on the container.
- 65- or 72-gallon wheeled cans with a "Yard Waste Only" sticker on the cart.
- The bundled with non-metallic cord no larger than 5 feet and weighing no more than 20 pounds.
- Compostable paper yard waste bags.

*Yard Waste stickers are available at City Hall, Public Works, or any GFL Environment location.

Learn more at PeoriaPicksUp.com

PeoriaPicksUp.com is your source for all information related to your collections. Use the website to...

- Check your Collection Dates & Schedules
- Sign up for a Recycling Cart
- Report a Missed Pickup
- Submit a Solid Waste Billing Dispute Form
- Search Recycle Cans

Our Planet

Managing our Environmental Impact

Foth is committed to long-term sustainable growth by continuing to improve our operations. We are taking a comprehensive approach to sustainable operations beyond GHG emissions. We are committed to measuring and managing our water consumption, waste, and recycling. The following initiatives are some of the actions our Impact Program is developing:

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

Our Planet

Greenhouse Gas Methodology

We develop a greenhouse gas inventory annually. Our 2024 Impact Report follows the Global Reporting Initiative (GRI) standards. To measure emissions across our value chain, we have established a carbon accounting system in accordance with the GHG Protocol Corporate Standard. We report emissions in metric tons of carbon dioxide equivalent (MT CO₂e). We take an operational control approach to defining our reporting boundary and compile our inventory which covers all material Scope 1, Scope 2, and partial Scope 3 GHG emissions sources. Our GHG footprint includes our offices, vehicle fleet, and waste generated in operations.

Our 2024 report covers Scope 1 (natural gas, heating oil, leased car fuel) and Scope 2 (purchased electricity). We use a market-based and location-based approach to report Scope 2 emissions. Scope 3 covers all other indirect emissions

from all other sources, such as upstream and downstream emissions in the value chain. Scope 3 emissions are not included in Scope 1 and Scope 2. Scope 3 has 15 individual categories. Our 2024 Impact Report only covers Waste Generated in Operations (3.5) and treatment of waste generated in operations is categorized as an upstream Scope 3 category because waste management services are purchased by Foth (GHG PROTOCOL SCOPE 3 Standards). A calculation method is used to quantify GHG emissions by multiplying activity data by an emissions factor.

Scope 3 Categories by Upstream and Downstream Activities:

Upstream: indirect GHG emissions related to purchased or acquired goods and services

- ◆ Purchased goods and services
- ◆ Capital goods
- ◆ Fuel- and energy-related activities (not included in Scope 1 or 2)
- ◆ Upstream transportation and distribution
- ◆ Waste generated in operations
- ◆ Business travel
- ◆ Employee commuting
- ◆ Upstream leased assets

Downstream: indirect GHG emissions related to sold goods and services

- ◆ Downstream transportation and distribution
- ◆ Processing of sold products
- ◆ Use of sold products
- ◆ End-of-life treatment of sold products
- ◆ Downstream leased assets
- ◆ Franchises
- ◆ Investments

Our Planet

Foth Impact in 2024

Scope 1 and Scope 2 Emissions

Scope 1 and Scope 2 emissions include natural gas, fuel consumed in leased cars, purchased electricity, and heating. We gather office energy (gas, electricity, heating, diesel) consumption data. We conduct quality checks and collect supporting evidence to improve data quality and accuracy. If data is missing, we extrapolate data for the missing months based on the data provided. When we cannot obtain data from a site, we use site-specific or regional average intensities (kWh/ft²) from the sites that we do have data for to estimate energy consumption based on occupied floor space. We apply both location-based and market-based methods to calculate Scope 2 GHG emissions.

For leased cars, we gather reports from our leased car providers that contain the vehicle make and model, lease start and end date, annual mileage, and car emissions intensity (gCO₂e/km). If mileage is unavailable, we estimate 10,000 miles per year pro-rated for the active months. When leased car emissions factors are unavailable, we use the average car emissions factors per fuel type issued by the UK government.

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 2024 annual GHG emissions, water consumption, and waste totals reflect 22 of our 29 facilities which include leased office spaces, storage space, and co-working spaces. The 6 other facilities are not within the operation boundary. Where activity 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.

Scope 3 Emissions

Foth's Scope 3 emissions only include upstream Category 5 (Waste Generated in Operations). This includes recycling recovery and waste disposal to landfill, incineration, or waste to energy. To calculate waste generated in operations, we use activity data such as kilograms of waste generated as it is listed on utility statements.

To quantify emissions, we multiplied the activity data by an emissions factor and the Global Warming Potential (GWP) (g CH₄ emitted per kg of waste generated). GWP values convert GHG emissions data for non-CO₂ gases into units of carbon dioxide equivalent (CO₂e).

When activity data was not available, we estimate waste emissions based on office attendance and an office waste estimated metric tons of waste generated based on industry-average data and industry average emissions factors.

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.

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. Our overall 2024 footprint is 1,696.03 MT of CO₂e.

Beyond GHG emissions—Water Consumption and Management

Foth's impact on water is directly associated with the use and discharge of water in our office kitchens and bathrooms. While our control over water efficiency in leased office spaces is limited, all members are committed to reducing our water impact. In 2024 our estimated total water consumption for 11 of our 29 offices is 4,275,296.67 gallons. While we do not currently have sufficient data to establish a water use baseline, we will continue to improve the quality and quantity of our water use data and establish achievable and measurable goals. We are committed to water conservation and responsible usage across all our facilities.

2024 Greenhouse Gas Emissions	
Scope 1	494.98
Scope 2	1095.33
Scope 3	105.72
TOTAL MT CO₂e	1,696.03

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

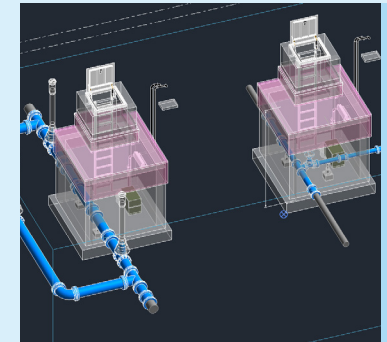
Foth offices recycle paper and plastic products. In addition, all electronic waste is repaired, reused as appropriate, or recycled at official e-waste recycling centers.



Project Spotlight

**Village of Salem Lakes, WI—Well No.2 &
Water System Improvements**

The Village of Salem Lakes in Kenosha County, Wisconsin operates a non-transient, non-community water system serving a business park, fire department, farmers, contractors, and other users. The original system included a 250,000-gallon elevated tank and a single deep well (Well No. 1). In 2021, the Village partnered with Foth to address three key issues: lack of redundancy, elevated radium levels, and seasonal water quality concerns.



Though not required by regulation, the Village sought a backup water source to reduce risk. Foth proposed a second well in a shallow aquifer to avoid radium contamination. A test well near the original site revealed a gravel vein with strong flow and low radium levels. With WDNR approval, this became Well No. 2, improving reliability for local users and emergency services.

To reduce radium levels from Well No. 1, Foth designed a blending vault that combines water from both wells using a flow-paced control system. This solution avoided the need for a costly treatment plant, saving the Village an estimated \$1.5 to \$2 million, with additional long-term savings from reduced chemical use.

Seasonal temperature swings also impacted the elevated tank. In winter, freezing risked damage; in summer, high temperatures raised safety concerns. Operators previously flushed hydrants manually to regulate tank temperature. Foth developed a smart system for remote monitoring and automatic flushing. A new pipe and manhole connected to a nearby storm sewer enabled safe discharge, with WDNR permitting secured.

Despite COVID-related delays, the Village, Foth, and WDNR collaborated to complete the project. The improvements enhanced system reliability, water quality, and operational efficiency—delivering lasting value to the community.

Our Planet

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.

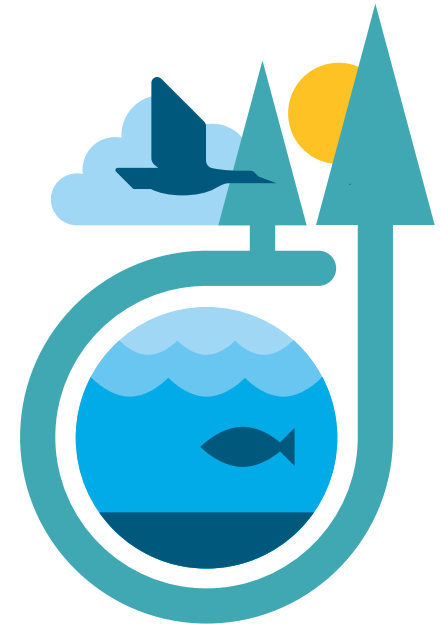
Our long-standing commitment to environmental stewardship is reflected across the approach our planners, designers, scientists, and engineers choose in every stage of our projects. Our sustainability services continue to expand as we continue to solve existing and new challenges for our clients. We provide 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 better interoffice communication and collaboration, provide more career opportunities, and more effectively solve complex science and engineering challenges for our clients. Our 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 succession planning/appointment.

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.

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

The Mission

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

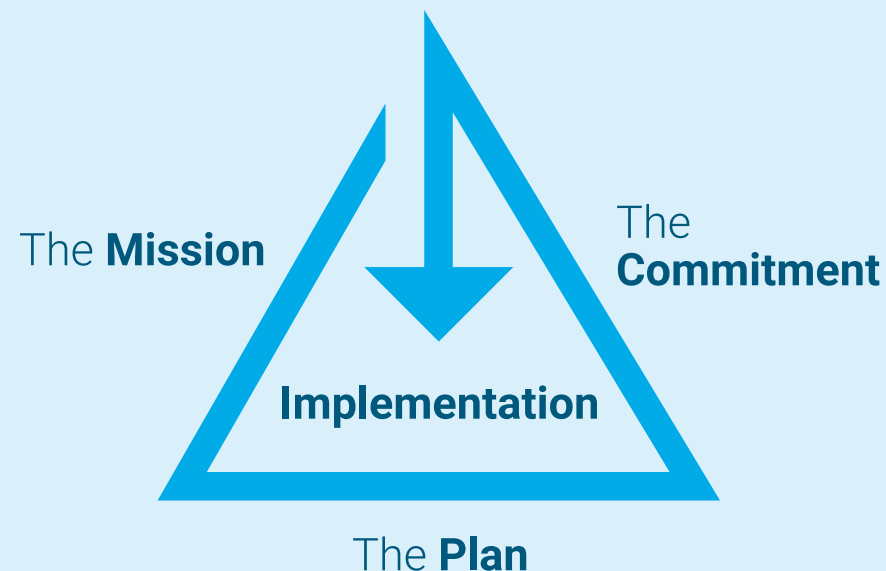
The Plan

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 or getting tasks done.



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 unflinching 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 Code of Conduct 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

Kevin Bodge, Ph.D., P.E., Senior Client Team Leader

On July 2024, Olsen Associates, Inc. joined Foth, becoming the Jacksonville, Florida office. After 42 years of building a respected coastal engineering practice, the decision to merge was not taken lightly. Our priorities were clear: ensure continued excellence for our clients, create long-term opportunities for our members, and preserve the collaborative, family-like culture we had cultivated.

From our first meetings, it was evident that Foth was the right fit. Everyone we met demonstrated integrity, sincerity, humility, and a genuine interest in our people and mission. The breadth of expertise and innovation within Ports & Harbors—and across all of Foth's Business Units—was both impressive and inspiring.

Over the past year, the integration has fulfilled our expectations. Every commitment made by Foth leadership has been honored with transparency, fairness, and respect. The culture we valued has been preserved and expanded. We now feel part of a larger family—filled with new-found cousins that we meet every week – with shared common values, purpose, and joyous spirit.

Our Jacksonville team remains deeply committed to exceptional client service, innovation, and environmental stewardship. Our principal work—restoring beaches, coastal management, and advocating for environmentally sensitive engineering practices—is driven by passion, not just profession. Seeing the tangible benefits of our efforts, from prevention of storm damage to people enjoying time on a well restored shoreline, continues to be our primary professional reward.

Foth's culture of integrity, innovation, and client collaboration amplifies our passion for coastal engineering and environmental stewardship. “Cultural fit” is not a cliché for corporate acquisition—it has been a successful reality for our integration into Foth here in northeast Florida.



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 practices. Our members are required to actively support these policies. Foth has an EEO/AA Officer that oversees compliance and addresses any discrimination concerns.

Code of Conduct

All Foth members are expected to accept certain responsibilities, adhere to acceptable business principles in matters of personal conduct, and always exhibit a high degree of personal integrity. This not only involves sincere respect for the rights and feelings of others, but also that both in and outside of business hours members refrain from any behavior that might be harmful to themselves, co-workers, and Foth, 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. Additionally, Foth provides an 'Ethics for Engineers' course as continuing education for engineers and other interested professionals.

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 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.

Suppliers Who Abide by Our Code of Conduct

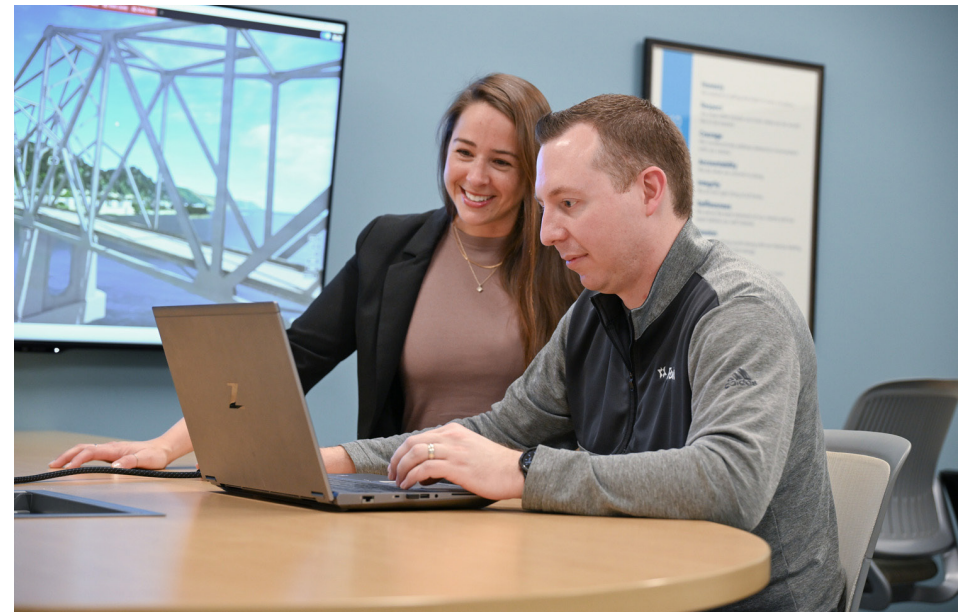
Foth has an established process for suppliers and contractors to engage in business with Foth. This includes a contractor qualification questionnaire to ensure that vendors are properly vetted, and critical information is gathered. Foth expects all suppliers - contractors, and service providers, to comply 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 is registered as a lobbying organization in the State of WI and has one member authorized to lobby on behalf of the organization. Foth also partners with a third-party contractor to further support government relations.

Audits

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

These audits include, but are not limited to:

- ◆ Finance/tax
- ◆ Employment practices
- ◆ Compensation
- ◆ Project/client specific contract compliance
- ◆ Safety



Project Spotlight Enhancing Coastal Resiliency in Longboat Key, FL

The Town of Longboat Key, Florida—a 10.2-mile island community along the Gulf of Mexico—is known for its white-sand beaches and calm waters. However, increasing threats from hurricanes and tropical storms have led the Town to implement a proactive beach management strategy to protect its shoreline, infrastructure, and ecosystems.

Since 2011, Foth has served as the Town's coastal engineering consultant, providing design, permitting, construction, and grant support for multiple beach nourishment and stabilization projects. In 2021, Foth led the Longboat Key Beach Nourishment and North End Structural Stabilization Project, placing over 1 million cubic yards of sand across five shoreline segments and constructing five low-crested permeable rock groins to combat chronic erosion at Longboat Pass.

In 2024, Foth and the Town collaborated on the New Pass Terminal Groin Rehabilitation Project to improve sand retention and reduce losses to New Pass. Following Hurricane Helene's severe impacts in September 2024, Foth supported a rapid-response renourishment effort for the hardest-hit areas and is now developing long-term recovery plans and alternative stabilization strategies for the most erosional zones.

Foth continues to provide annual shoreline monitoring and analysis, supporting adaptive management and long-term sustainability. These efforts help preserve Longboat Key's beaches, protect property and infrastructure, and maintain the natural beauty and resilience of the island for future generations.

Conclusion

Leading with Integrity

Foth is proud to build and maintain partnerships with public and private sector leaders to deliver exceptional solutions while upholding our values. We intend on continuing to foster an impact-focused culture passionate about making a positive impact on our communities and partners. Foth will continue to explore and improve our impact journey to find and adopt the highest impact solutions that meet our member and client needs. The Impact Program members and our executive leadership will continue to take additional steps towards developing measurable and achievable goals that get us closer to more sustainable operations, integrated sustainable design practices, or other initiatives. We will also continue to support initiatives and identify resources that allow us to amplify our social impact through community engagement, improving member well-being, or continuing to cultivate an inclusive business and workforce. We will continue to maintain strong governance standards and uphold our accountability and transparency principles.

We look forward to working together for a more sustainable future where we can be a sustainable and vibrant business that makes positive impacts on the world around it through all our partnerships.

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

