



2024

| ESG REPORT



Trust. Performance. People.

Here at Weston, solving complex environmental and infrastructure challenges is not just our profession—it's our passion. And we're putting it to good use.



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OUR STORY

At Weston Solutions, Inc. (Weston), our journey is rooted in resilience, integrity, and a deep commitment to environmental stewardship. As pioneers in the environmental industry, we've weathered market downturns and historical shifts by redefining who we are and adapting how we serve. We embrace employee ownership, consistently aligning our mission with the values that matter most to our people, our clients, and our communities.

Our foundation is built on trust. We hold ourselves to the highest ethical, legal, and business standards, ensuring full compliance with all applicable laws and regulations. Every Weston employee shares in the responsibility of upholding these principles, fostering a culture where honesty and accountability are not just expected, they're lived.

Our Core Values

- **Act with Integrity** - Live by example.
- **Live Safely** - Work safe/be safe every day.
- **Advance Client Success** - Strengthen, build trust, and deliver innovative solutions.
- **Deliver Exceptional Quality** - Every time.
- **Be Inclusive** - Unique perspectives energize teamwork with unlimited potential.
- **Create a Better World; Be the Change** - Environmentally, economically, socially.



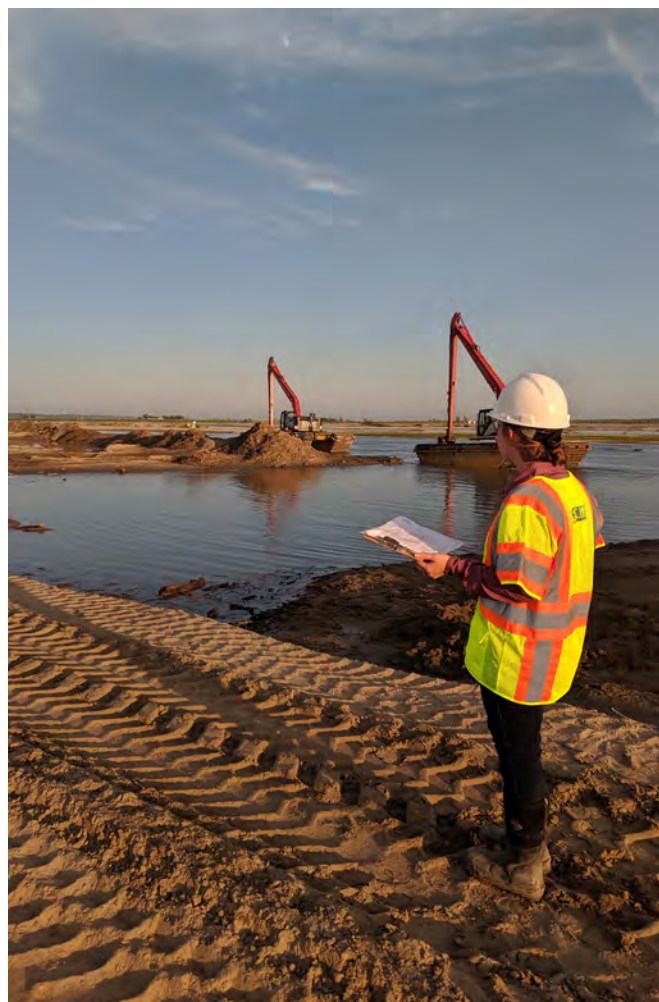
**TRUST.
PERFORMANCE.
PEOPLE.**



ESG AT WESTON

Weston is a 100% employee-owned, national environmental and infrastructure services firm serving government, industrial, and commercial clients. Headquartered in West Chester, PA, and with offices across the United States, Weston brings a 67-year legacy of sustainable innovation and development. This report covers environment, social, and governance (ESG) at Weston from January 2024 to December 2024. We prepared this report in accordance with disclosures recommended in the Professional & Commercial Services standards developed by the Sustainability Accounting Standards Board (SASB) and with reference to the Global Reporting Initiative (GRI). Our core values are deeply intertwined with ESG principles, particularly through our focus on environmental services that directly impact human health and require close collaboration with regulatory and oversight agencies.

Through this report, we highlight Weston's ESG impacts, showcase key projects, and document our ongoing journey toward greater transparency, accountability, and sustainability.



MESSAGE FROM THE CEO



LARRY BOVE

President/Chief Executive Officer,
Weston Solutions, Inc.



The everlasting legacy of our founder, Roy F. Weston, continues on today in our vision and belief that society must focus on the balance between economic development and environmentally sustainable communities. Our employee owners strive to deliver sustainable solutions for our clients every day to help solve their infrastructure and environmental challenges. We do this because it's our passion and commitment to making a difference in the world.





ENVIRONMENT



WESTON'S SUSTAINABILITY POLICY

Weston integrates sustainability and resilience into everything we do. We're committed to creating a better world; to be the change environmentally, economically, and socially.

Our Sustainability Policy provides a structured foundation for advancing our environmental and sustainability efforts. It ensures that these priorities are consistently integrated into corporate planning, decision making, and the delivery of client services, reinforcing broader ESG commitments. Management systems have been strengthened to embed these principles across business operations and to support the delivery of innovative solutions to customers. Weston also reflects its organizational values by promoting sustainable office practices, engaging employees, and partnering with communities. Embedding sustainability into everything we do is both a core value and cultural imperative.





RESPONSIBLE CONSUMPTION

Weston employs a range of environmentally-preferred practices-from selecting eco-conscious hotels and

maintaining a green fleet to ensuring energy- and water-efficient buildings. We procure office products/machines through the U.S. Environmental Protection Agency's (EPA's) Green Criteria and ODP

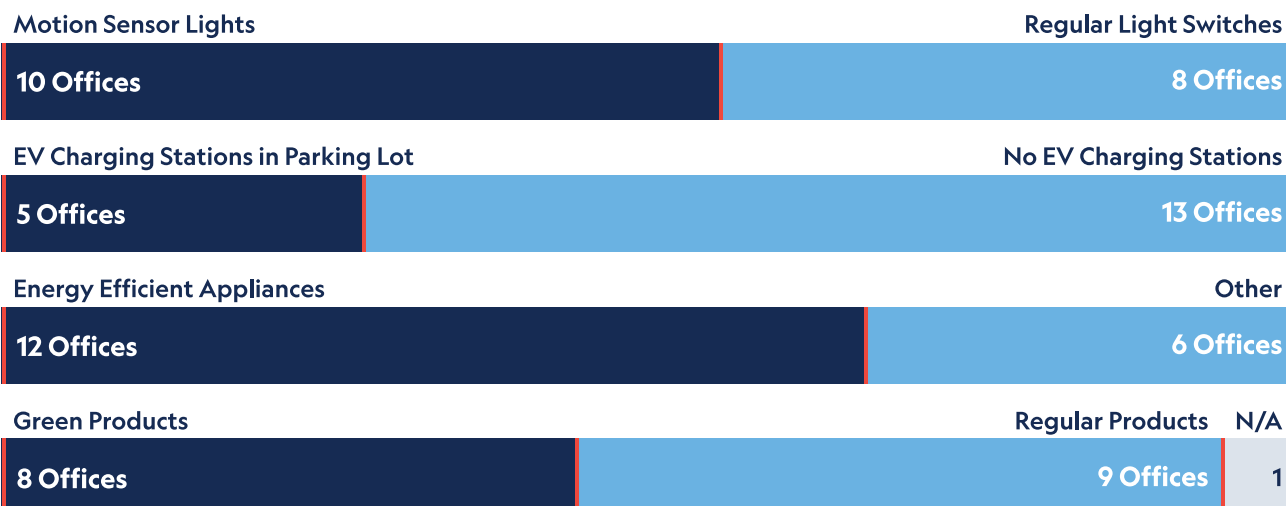


Business Solutions Green Products. Weston provides electric vehicle (EV) charging stations at Weston's West Chester, PA, headquarters and other offices. We responsibly recycle computer equipment and encourage employees to bring hard-to-recycle items like batteries, ink cartridges, cell phones, and compact fluorescent lights (CFLs) from home. To further reduce our corporate carbon footprint, we promote energy-efficient appliances and motion sensor lights in our offices. At headquarters, we also recycle spent K-Cup® pods through Keurig's "Grounds to Grow On" program, which converts spent K-Cup® pods into useful alternatives, such as compost and energy.

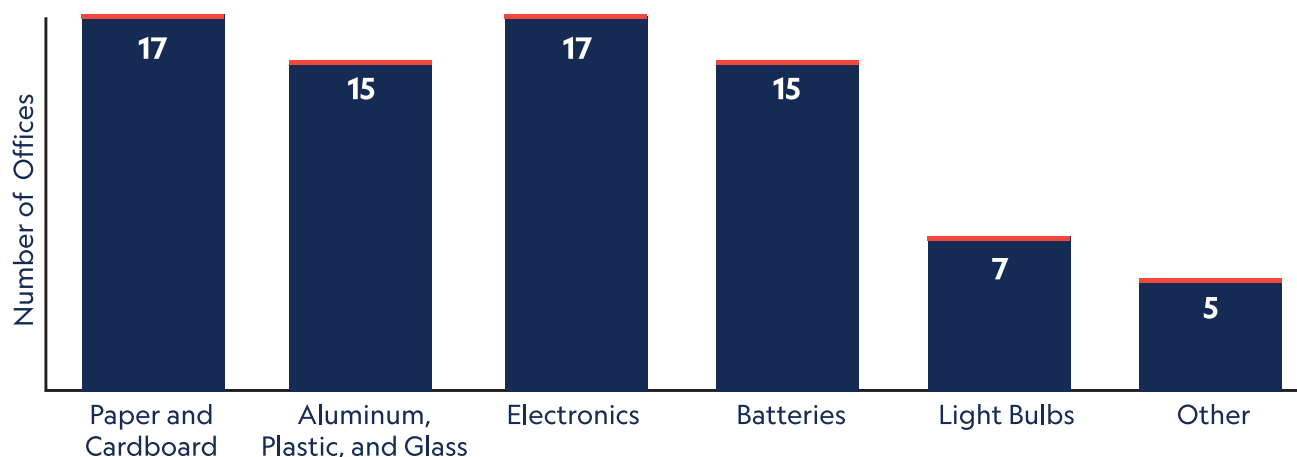
As part of an effort to green our fleet vehicles, Weston transitioned from purchasing or leasing used fleet vehicles to new vehicles. The new vehicles (15% of our fleet in 2024) provide more fuel economy and fewer emissions than older used vehicles.

The Weston office, supporting the EPA Region 1 Superfund Technical Assessment & Response Team (START) Program, operates on 100% clean renewable energy under an agreement with Constellation New Energy. During the October 2023 to September 2024 reporting period, the office used approximately 48,828.2 kilowatt hours of 100% clean renewable energy resulting in the reduction of approximately 22.1 metric tons of carbon dioxide (CO₂).

In 2024, we advanced our transition to electronic procurement, significantly reducing our environmental footprint. Approximately 90% of payments to vendors and subcontractors are now made via Automated Clearing House (ACH), significantly reducing reliance on Magnetic Ink Character Recognition (MICR) check printing. In addition, Weston uses Energy Star ratings to guide energy-efficient product selection and is actively developing an Environmental Management System focusing on green procurement. These efforts reflect our commitment to environmental stewardship and align with our sustainability policy, which integrates sustainability across all operations to meet or exceed stakeholder expectations.

**Figure 1:**

Environment-Friendly Practices at Weston Offices. Based on survey results from 18 office locations.

**Figure 2:**

Weston Offices Participating in Recycling Programs based on the survey results from 18 office locations

Quantities recycled by the Headquarters Office between 1 October 2023 and 30 September 2024	
Aluminum, Glass, Plastic	427 Pounds
Office Paper & Cardboard	31.2 Tons
Fluorescent Lamps*	465 4' Lamps
Consumer Batteries	162 Pounds
Commercial Batteries	1,974 Pounds
Printer Cartridges	177 Pounds
K-Cup® pods	204 Pounds

Table 1:

Weston logged Recycling between 1 October 2023 and 30 September 2024

*Fluorescent lamps consist of tubes, compact fluorescent lights (CFL), and u-tubes (each lamp is estimated to contain 2-20 mg of mercury).



GREENHOUSE GAS EMISSIONS

In 2024, Weston continued tracking Greenhouse Gas Emissions (GHG) to benchmark our emissions with the goal of reducing our environmental footprint. Through this effort, Weston increased awareness and improved tracking accuracy across all scopes. Scope 1 covers direct emissions from our 104 fleet vehicles, calculated using mileage and estimated fuel economy. Scope 2 includes indirect emissions from purchased electricity, heating, and cooling based on energy consumption and utility data. Scope 3 captures employee business travel. Personal vehicle emissions used for project-related travel and commuting remain untracked for 2024. However, we included an estimate for emissions used for commuting in our calculations for completeness and transparency regarding our Scope 3 emissions.



2024 GREENHOUSE GAS EMISSIONS

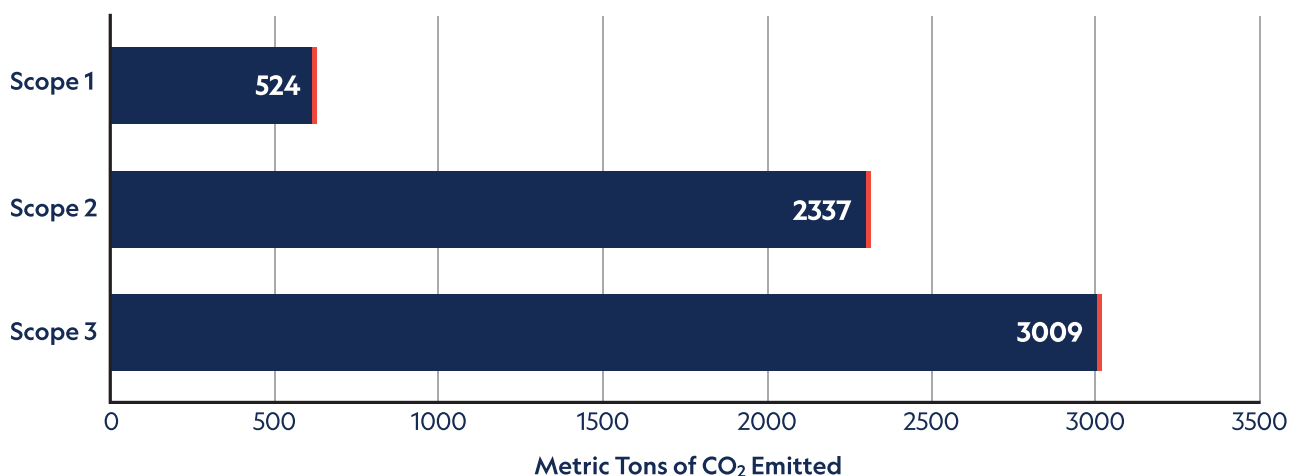


Figure 3:

Calculations are based on the GHG Protocol GHG Emissions Calculator for 39 office locations, warehouse spaces, and project site buildings from December 2023 through December 2024. All locations were considered in the evaluation, although Weston was unable to acquire all utility information from some of our leased buildings. Utility estimates were included in place of utility information that was not provided by landlords. Scope 3 does not include personal vehicle use for projects; however, it does include an estimate for employee commuting in 2024.

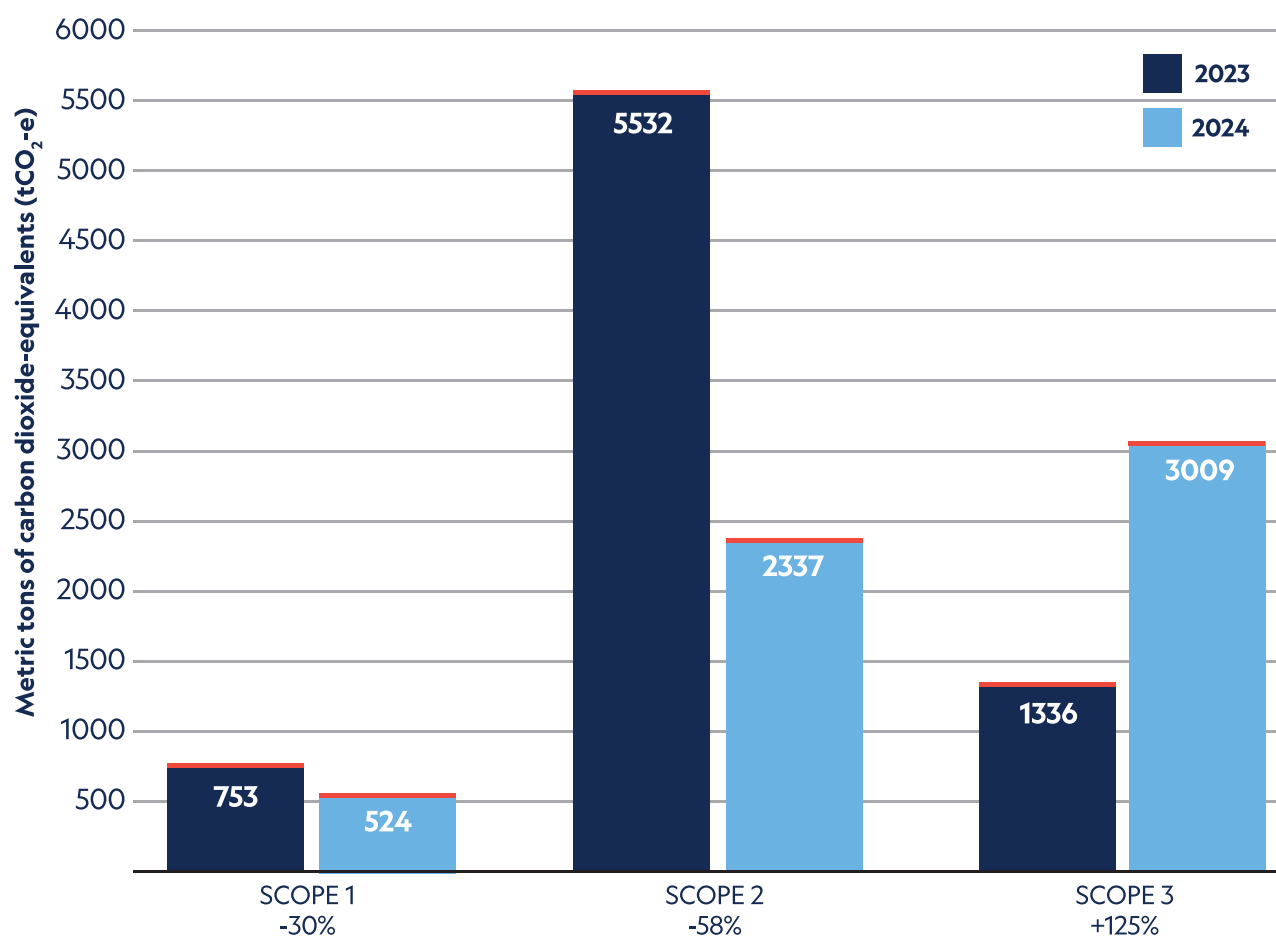


Figure 4:
2024 GHG calculations compared to 2023 GHG calculations.

As shown in Figure 4, Weston reduced our 2024 Scope 1 emissions by 30% through our changes to our fleet vehicles. By purchasing and leasing newer vehicles, we are increasing our fuel efficiency and decreasing our emissions. We also decreased our 2024 Scope 2 emissions by 58%. In 2024, we relocated and downsized many of our office locations. Since Weston supports a hybrid work environment, we were able to transition towards smaller office sizes and incorporate more co-working office spaces to support the fewer number of employees in the office. Weston's Scope 3 emissions increased in 2024 by 125%. This was largely due to increased reporting in 2024 through the addition of rental car emissions data and the incorporation of emission estimates for employee commuting. The Scope 3 increase can also be attributed to the increased demand for

business-related travel in 2024. There were several emergency response projects that required multiple teams of personnel to mobilize to various national locations and conferences began offering more in-person opportunities following the COVID-19 pandemic. Similarly, more client visits and in-person meetings were occurring more often than in the previous reporting period. Even with a 125% increase for Scope 3 emissions, our total emissions still decreased from 2023 to 2024 by 23%. While we anticipate that Scope 1 and 2 emissions will continue to decrease over time as we continue to downsize our office spaces and make environmentally efficient changes, we also anticipate that we may see increases in Scope 3 emissions as we continue to enhance our data collection strategies for business-related travel and commuting.



RESILIENCY AND MANAGEMENT SYSTEMS



Weston's Business Continuity Plan is designed to safeguard lives, protect critical information and equipment, and minimize operational and financial

disruptions in the event of a disaster. Overseen by a formal recovery management organization, the plan includes preventive controls, contingency resources, and clearly-defined response procedures to ensure a resilient and coordinated approach to crisis management. Since the COVID-19 outbreak, it has been updated to address health and safety. Weston's comprehensive resilience strategy also encompasses risk assessment and mitigation, climate-resilient infrastructure, and emergency preparedness and response.



**Protect Life,
Information, and
Equipment**



**Implement
Preventative
Controls**



**Conduct
Assessment
and Mitigation**



**Develop
and follow
Procedures**



**Minimize
Operational and
Financial Impacts**



**Identify
Contingency
Resources**



GREEN SOLUTIONS AND INITIATIVES

Weston’s internal green initiatives reflect our commitment to sustainability and environmental stewardship across operations, offices, and projects. The Weston Final 2024 EPA Green Report outlines efforts to embed sustainability into core business practices and deliver innovative, environmentally responsible services. The report provides details on the areas where we met the EPA’s environmentally preferable practice expectations.

The summary is shown on the right.

Weston prioritizes integrating environmental considerations in planning and decision making. In alignment with this commitment, our 2024 strategic plan expanded service lines and set growth targets focused on energy transition, climate resilience, and EV charging infrastructure. These initiatives not only strengthen our sustainability impact but also support long-term business growth through innovative, green solutions.



ENVIRONMENTALLY PREFERABLE PRACTICES REPORT	
<u>Weston Solutions, Inc.</u> has utilized environmentally preferable practices from 1 October 2023 to 30 September 2024 as follows (check all that apply):	
☒	Utilized environmentally conscious hotels. Reservations at these hotels have been made after confirming that the hotel is involved in an environmentally-conscious program.
☒	Utilized methods to ensure the buildings are energy and water efficient and offer employees good indoor environmental quality.
☒	Utilized methods to ensure that office products/machines purchased for use under this contract are environmentally preferable. See EPA’s Green Criteria for Office Supplies to see how we define “green” for various office supplies by going to https://www.epa.gov/greenerproducts .
☒	Utilized methods to ensure that environmentally preferable products and services are procured.
☒	Utilized methods to “green” fleet acquisition and maintenance.
☒	Utilized methods to ensure that unusable computer equipment is recycled in an environmentally responsible manner.
☒	Utilized methods to reduce the amount of pollution emitted by the organization.
☒	Other actions
☒	List all citations, warnings, judgments, fines issued by any Federal, State, or local authority for violations of any environmental law, regulation, ordinance, or code and briefly describe what action your company has taken or plans to take to come into compliance.



ENVIRONMENTAL PROJECTS





BACKYARD BUOYS, ALASKA OCEAN OBSERVING SYSTEM

In partnership with the Alaska Ocean Observing System and Indigenous communities, Weston supported the Backyard Buoys initiative to enhance maritime safety and climate resilience in remote coastal regions. This project empowers Indigenous users with access to real-time wave data, improving sea safety and food security in the face of climate change.

Weston led project management, coordination, and permitting for the deployment of spotter buoys across Alaska. Collaboration among three Integrated Ocean Observing Systems (Alaska, Pacific Northwest, and Pacific Islands), industry partners, and Indigenous communities facilitated co-designed mooring systems, a user-friendly website, and a mobile app tailored to local needs. By integrating Traditional Knowledge with modern ocean monitoring, the project strengthens community preparedness, supports subsistence practices, and enhances regional weather modeling. The co-designed approach ensures long-term usability and ownership of the data by Indigenous communities, contributing to sustainable, locally driven resilience.



HIGHLIGHTS

3 Integrated Ocean Observing Systems involved

1 mobile app and website co-designed with Indigenous users

Multiple buoy deployments across Alaska

5-year expansion plan to increase coverage and community data ownership



HELPING ASHEVILLE GET CLEAN WATER, BEE TREE RESERVOIR EMERGENCY RESPONSE

In response to a critical potable water shortage caused by Hurricane Helene, Weston, in a Joint Venture (JV) with U.S. Small Business Administration (SBA) approved protégé Bering Straits Global Innovations (BSGI), delivered emergency water treatment solutions for the City of Asheville, NC. The hurricane-induced mudslides severely impacted the Bee Tree Reservoir, compromising water quality and threatening community access to safe drinking water.

HIGHLIGHTS

69 days to complete design and construction of the **Treatment and Recovery System (TRS)**

120 days of O&M with no lost time incidents

4 million gallons per day (MGD) processed daily by the TRS

3-3.5 MGD accepted by the city's treatment plant

99.17% operational uptime (120 of 121 days)

0.15-0.24 Nephelometric Turbidity Unit (NTU) average turbidity, well below the contract requirement of <1.5 NTUs

The Bering-Weston JV, LLC (BWJV) designed and constructed a mobile Turbidity Reduction System (TRS) to pretreat reservoir water before it reached the William Debruhl Water Treatment Plant. Our team completed the system design and build in just 69 days and provided operations and maintenance (O&M) services to ensure continuous, safe water delivery. The TRS restored access to clean drinking water, supported essential services, and ensured operational continuity for the city's water infrastructure. By rapidly deploying a high-efficiency treatment system, Weston helped mitigate the effects of climate-related disasters and reinforced Asheville's water resilience.





PFAS RESPONSE AND REMEDIATION, NATIONWIDE PROGRAM SUPPORT

With over 26 years of experience in addressing Per- and Polyfluoroalkyl Substances (PFAS), Weston provides comprehensive, sustainable solutions to protect public health and the environment. Our work spans regulatory guidance, technical expertise, and risk communication, helping clients respond to PFAS contamination in drinking water, soil, and air.

Weston leads PFAS investigations, remediation, and restoration efforts for federal, state, local, and commercial clients. Our nationwide network of subject matter experts (SMEs) collaborates with industry, academia, and communities to advance PFAS science, shape regulatory frameworks, and implement best practices across impacted media. By delivering tailored, fiscally and environmentally sustainable solutions, Weston helps communities and agencies mitigate long-term risks associated with PFAS contamination. Our work supports regulatory compliance, restores safe water access, and enhances environmental resilience across diverse geographies.



HIGHLIGHTS

200 unique PFAS
projects completed

Successful restoration
of drinking water for
**1,000+ private wells and
multiple municipalities**

Work conducted in **30
states** and **all 10 EPA
regions**

Supporting clients across
**federal, state, local, and
commercial sectors**



LITHIUM-ION BATTERY DISPOSAL, THE MAUI METHOD

In the aftermath of the devastating Maui wildfires, Weston supported development and refinement of The Maui Method, an innovative field-based approach to safely manage and dispose of lithium-ion batteries (LIBs). This method addresses the growing environmental and safety risks posed by LIB fires, especially in disaster-affected areas.

Weston engineered and implemented a mobile process for brining and dismantling LIBs to reduce their state of charge (SOC) and prevent thermal runaway events during transport. By bringing the initial steps of an LIB recycling facility directly to the field, Weston ensured hazardous materials were stabilized for safe shipping and recycling. The Maui Method not only mitigates immediate fire and explosion risks but also supports long-term sustainability by recovering approximately 95% of precious metals from de-energized batteries. This approach reduces environmental contamination, promotes resource reuse, and offers a scalable solution to the growing challenge of LIB disposal in the clean-energy era.

HIGHLIGHTS

Developed in response
to Maui Wildfires

Safely reduces SOC to
prevent thermal runaway

Recovers ~95% of precious
metals from dismantled LIBs

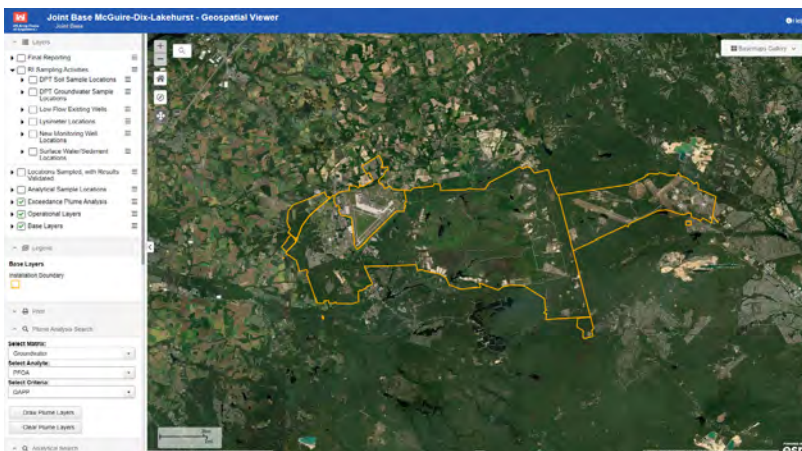
Applicable to **LIBs from EVs**,
energy storage systems, and
consumer electronics



RESILIENCY WITH GEOSPATIAL TOOLS, JOINT BASE MCGUIRE- DIX-LAKEHURST PFAS INVESTIGATION

Weston's innovative use of geospatial technology earned the 2024 Information Technology Award from the *Environmental Business Journal*. This recognition highlights our work in enhancing environmental resilience and decision making through advanced data visualization tools during a multi-site PFAS Remedial Investigation at Joint Base McGuire-Dix-Lakehurst, NJ.

Our team developed a novel data management framework using enterprise geospatial techniques to accelerate the CERCLA PFAS investigation. We created a centralized, spatially-enabled data platform accessible via a secure web viewer, enabling real-time mobile data collection, instant access to soil boring logs, and dynamic analytical search capabilities. By integrating near-real-time and historical data into a user-friendly platform, Weston empowered stakeholders to make informed decisions quickly and accurately. This approach improved investigation efficiency, supported regulatory compliance, and set a new standard for data-driven environmental management.



HIGHLIGHTS

1 award-winning
geospatial platform
developed

Real-time mobile data
collection and visualization

One-click access to field
data and soil boring logs

Dynamic analytical tools for
stakeholder decision making



SUSTAINABLE REMEDIATION, ORPHANED WELL PROGRAMS AND RENEWABLE-POWERED TREATMENT

Weston applies sustainable remediation practices to restore contaminated sites while minimizing environmental impact. Our approach integrates low-energy technologies, renewable energy sources, and reduced chemical use to support long-term environmental health and operational resilience. We deploy anaerobic bioreactors to naturally break down organic contaminants in groundwater and use solar photovoltaic (PV) systems to power remediation operations.

Weston also manages a robust portfolio of contracts addressing orphaned oil, gas, and mining wells, providing emergency response, emissions quantification, site characterization, and reclamation services. These efforts reflect Weston's commitment to environmental stewardship and climate resilience. By reducing emissions, recovering impacted land, and incorporating renewable energy, Weston supports cleaner communities and sustainable resource management.



HIGHLIGHTS

Supporting Colorado Energy & Carbon Management Commission

with emergency response, methane quantification, remediation oversight, and asbestos abatement

Developed a prioritization strategy

for orphaned well reclamation for Arizona Department of Environmental Quality

Use of **anaerobic bioreactors** and **solar PV systems** to reduce energy use and emissions in remediation operations

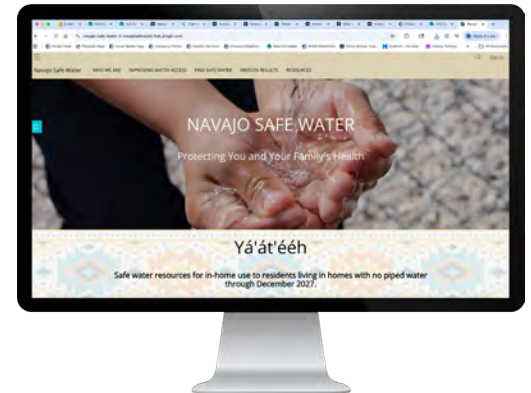




WATER ACCESS MISSION, NAVAJO NATION AND INDIAN HEALTH SERVICE

Since 2020, Weston has supported the Water Access Mission, a collaborative initiative to expand access to safe, clean water for the Navajo Nation. This effort strengthens community resilience by addressing infrastructure gaps and improving water delivery systems in underserved areas. Working alongside the Water Access Coordination Group (WACG)—a coalition of over 50 federal, tribal, nonprofit, and private partners—Weston led project coordination, permitting, and community engagement.

In partnership with Navajo-woman-owned small business (SB), Dinetahdoo Cultural Resource Management (DCRM), Weston helped launch the award-winning Navajo Safe Water website and implemented culturally informed communication strategies to reach vulnerable residents. Weston's work supports long-term community resilience by improving water system functionality, expanding access, and promoting local economic development. Through water system analyses, road condition assessments, and standardized safety certification and testing processes, Weston helps ensure reliable water delivery. The program also fosters job creation, skill development, and pathways to financial independence for displaced workers, enhancing community self-determination.



HIGHLIGHTS

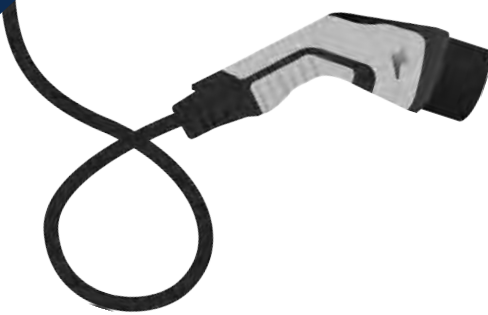
50+ partner organizations
in the WACG

1 award-winning website
launched: Navajo Safe Water

Ongoing **water system**
and **road condition**
assessments

Program vision includes **local**
job creation, SB growth, and
workforce development





RESILIENT ENERGY AND EV CHARGING STATIONS

Weston supports the transition to low-emission transportation by delivering full-spectrum services for EV infrastructure. This initiative aligns with our commitment to sustainable development and supports both client and internal fleet electrification. As the prime contractor for the U.S. Army Corps of Engineers (USACE), Weston is leading the design, procurement, and installation of Electric Vehicle Supply Equipment (EVSE) across all USACE locations. Our team ensures safe, accessible, and efficient EVSE deployment through comprehensive site assessments, permitting, construction, and post-installation support. This project directly supports USACE's goal to fully electrify its fleet by 2027. Weston's work enables emissions-free transportation infrastructure, reduces reliance on fossil fuels, and contributes to a cleaner, more resilient federal fleet system.



HIGHLIGHTS

5 Projects/Task Orders

27 Sites across **9 states**

\$12.3M in services provided

Construction, start-up, testing, and commissioning of EVSE at the USACE Site Office in Demopolis, AL



SOLAR DEVELOPMENT ON ENVIRONMENTALLY IMPAIRED PROPERTIES, SUPERFUND SITE REDEVELOPMENT

In 2024, Weston's leadership in low-carbon energy development earned recognition with the *Climate Change Business Journal* Project Merit Award for Low-Carbon Energy. In partnership with a global renewable energy company, Weston transformed a former Superfund Site in New Jersey into the largest solar facility in the United States built on environmentally-impaired land. Weston provided comprehensive services including site due diligence, permitting, civil engineering, construction management, and permit compliance.

The project features a 28-megawatt (MW) grid-tied merchant system and a 2-MW net-metered system that powers an onsite groundwater treatment facility, demonstrating the integration of clean energy with environmental remediation. This high-profile redevelopment not only advances renewable energy goals but also enhances habitats for threatened and endangered species. In 2024, the project reached a new milestone with the completion of a 5-MW community solar project, delivering clean energy at reduced rates to underserved residents, furthering equity and environmental justice.

HIGHLIGHTS

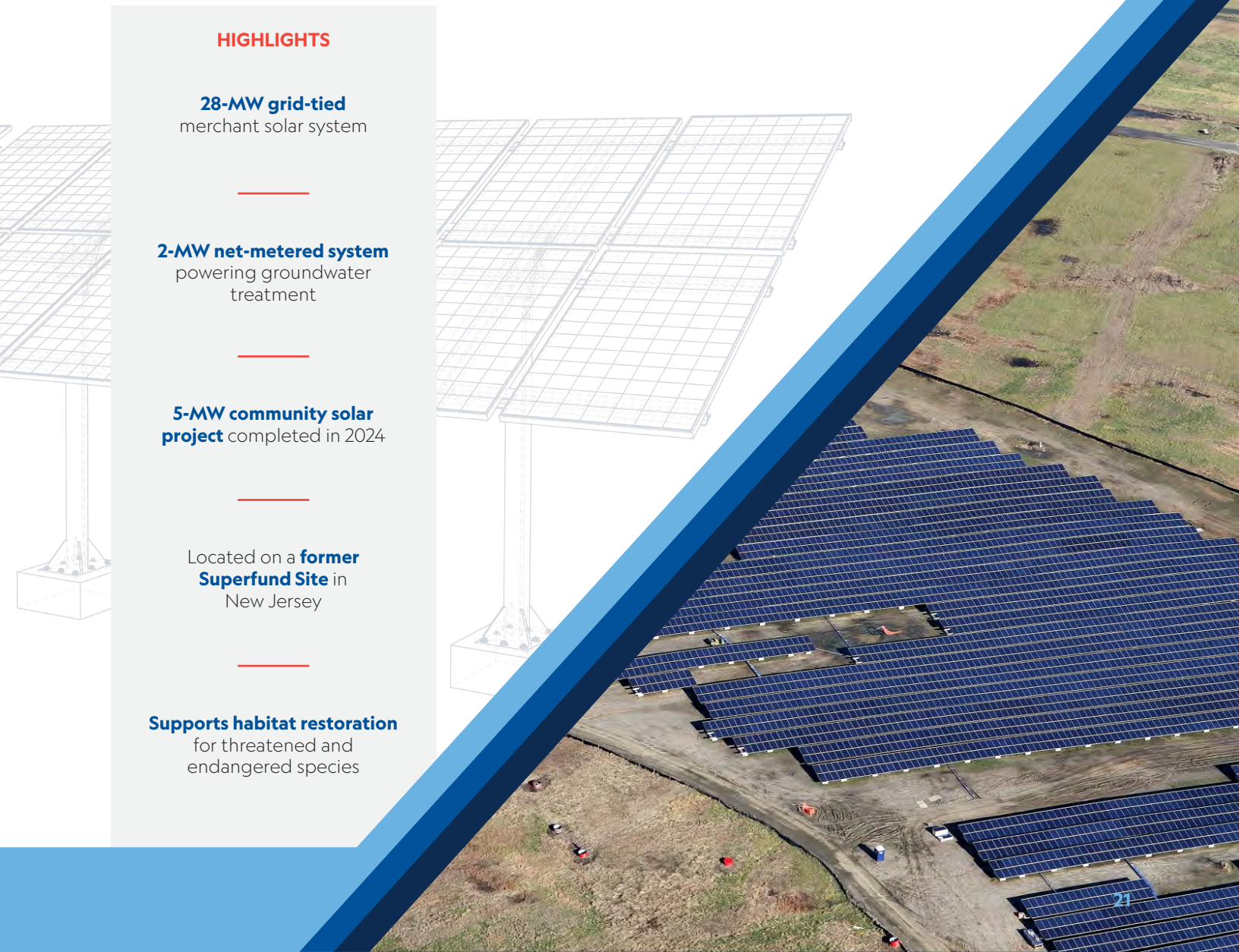
28-MW grid-tied
merchant solar system

2-MW net-metered system
powering groundwater
treatment

**5-MW community solar
project** completed in 2024

Located on a **former
Superfund Site** in
New Jersey

Supports habitat restoration
for threatened and
endangered species





SOCIAL





EMPLOYEE OWNERSHIP & CULTURE

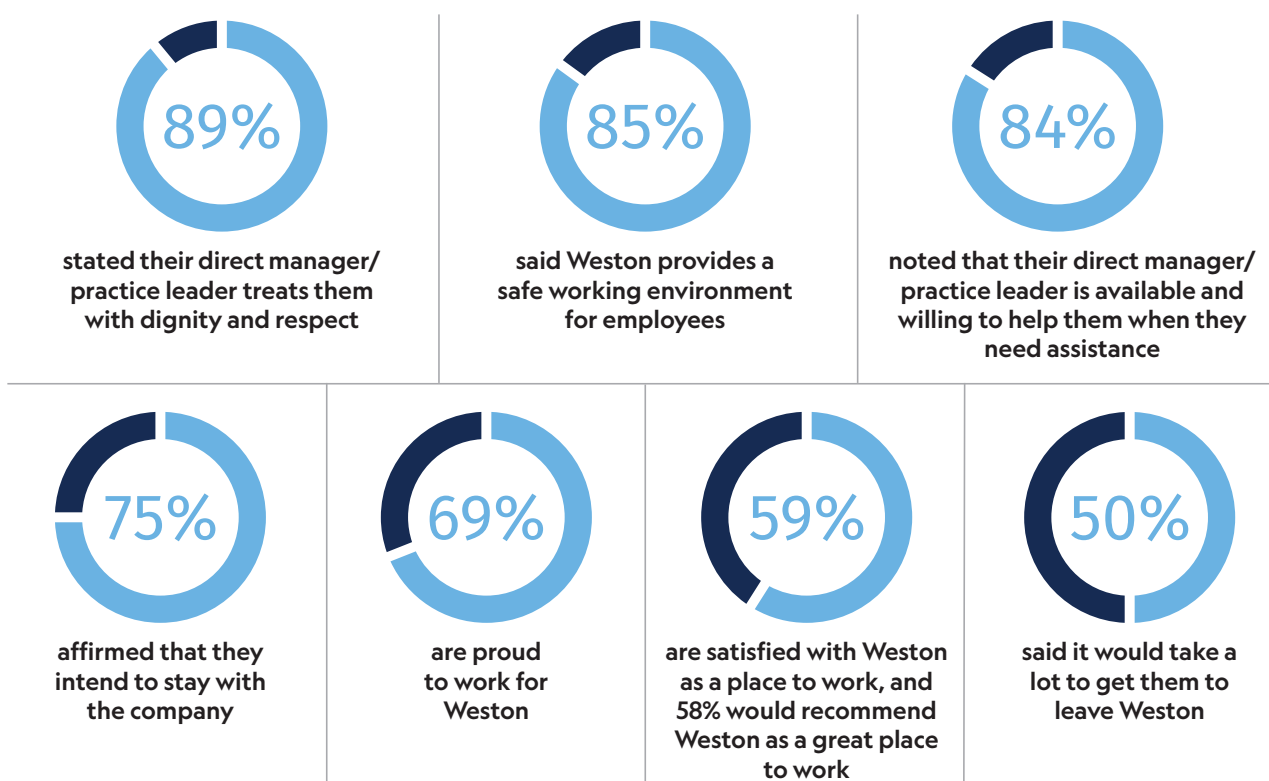
Weston offers engaging and challenging work assignments that support career growth and development, while promoting flexibility and diversity in the workplace. In 2024, we became a fully employee-owned company through a Keystone Savings and Profit-Sharing Plan (KSOP)—a savings plan that combines an Employee Stock Ownership Plan (ESOP) with a 401(k). This structure allows our employees to purchase shares in the company and become owners.

Employee ownership empowers our team, strengthens loyalty, and helps employees build a more secure retirement. The value we deliver to our clients is driven by the ideas, solutions, and passions of Weston's employee owners. Their diverse perspectives fuel the creativity and innovation that define our success. Guided by our core values, we uphold a strong sense of integrity in everything we do.



EMPLOYEE SATISFACTION

Weston's 2024 Employee Satisfaction Survey responses indicated that direct managers and safety are areas of strength.



Results indicated that communication from senior leadership and the integration of new employees are areas where we can improve. In response, Weston has launched several initiatives to strengthen both communication and employee integration.



UTILIZATION RATES

Weston's commitment to our employee-owners is reflected in our employee utilization rate of 69% for our non-admin and strategy and development employee-owners (Table 2). Utilization rates are determined by dividing work that is billable to our clients by the total number of hours worked. This rate indicates that Weston values our client work as well as developing employees through overhead costs such as in-house and virtual training, continuing education, conference attendance, and collaboration and networking at our Owner's Forums.

	Total Hours Worked	Total Billable Hours Worked	Utilization Rate
Admin*	413,390	25,285	0.06
Commercial, State, and Local	550,985	328,398	0.60
Engineering, Science, and Technology	2,544,214	1,854,285	0.73
Federal East	376,582	254,408	0.68
Federal West	231,132	145,000	0.63
Strategy and Development*	205,321	1,500	0.01
Grand Total	3,702,913	2,582,091	0.69

The industry standard is for scientific and technical companies ranges between 0.65-0.75

Table 2:

Hours worked in 2024 by Weston employees by department including total hours, billable hours, and utilization rates (calculated by dividing the billable hours worked by total hours worked).

*Administrative and Strategy and Development hours and utilization rates are shown for reference but are not included in the grand total, since those hours are considered within applicable General and Administrative (G&A) and overhead rates and are not directly billed to clients.

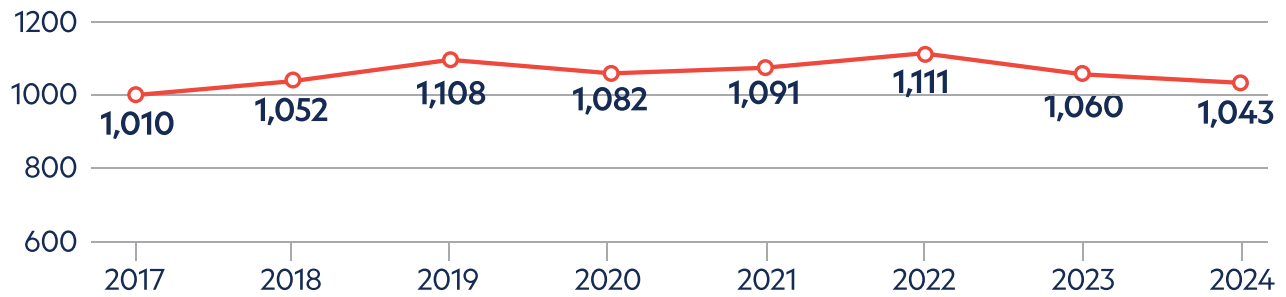


Figure 5:

Weston Employee Headcount from 2017 through 2024. This is the number of total Weston employees at the end of each year.

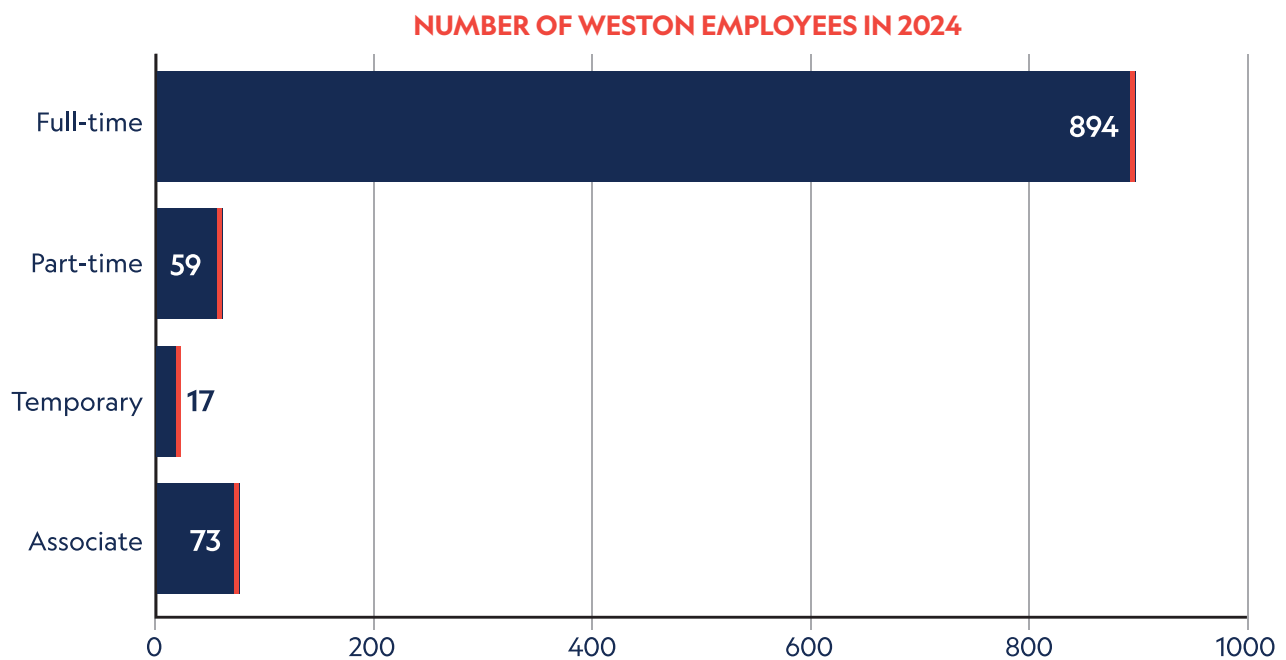


Figure 6:

2024 Weston Employment broken down by employment category. Calculated using the average number of employees in each employment category throughout the 2024 calendar year.

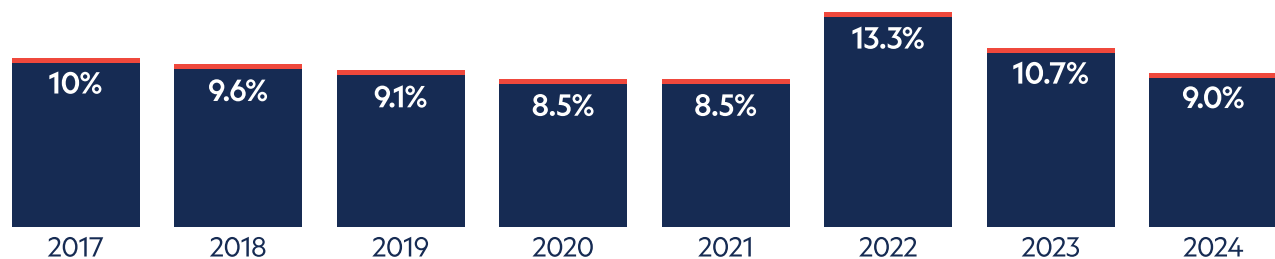


Figure 7:

Rolling 12-Month Employee Voluntary Turnover Rate



EMPLOYEE DEVELOPMENT

Weston invests in our people, specifically in professional development, mentorship, and inclusive career advancement. Some of these are highlighted below.

Weston has enhanced our onboarding processes to drive intentional connectivity with key contacts for every hire that joins the company. Our managers clearly communicate expectations and guide career growth by aligning goals with each employee's role and professional path. Our Engineering, Science and Technology (ES&T) Division conducts in-person regional "Field Basic Training" courses up to twice a year to familiarize all new employees with established levels of leadership engagement, standardized field training, health and safety protocols, and quality standards. This approach improves efficiency and consistency across ES&T at Weston.

PROJECT MANAGER IN TRAINING (PMIT)

In 2024, PMIT Cohort VI concluded in Denver, CO, celebrating the graduation of 13 talented professionals, each supported by one of 9 dedicated coaches. Over the course of more than 8 months, the PMIT program prepares participants to confidently step into the Project Manager role through strengths-based, on-the-job training designed for immediate impact.

The cohort benefits from a dynamic blend of classroom instruction led by experienced Project Managers, hands-on project experience, and meaningful connections with fellow PMIT members and alumni. Each participant is paired with a coach for personalized, one-on-one mentoring throughout the program journey.

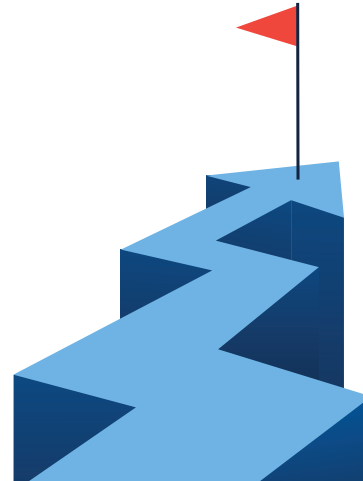




COMMUNITIES OF PRACTICE (COPs)

Weston's CoPs play a vital role in cultivating a culture of continuous improvement and knowledge-sharing, directly enhancing work quality and employee development. They embody Weston's core values—integrity, client focus, teamwork, and sustained excellence—while reinforcing a behavior-based quality culture.

By enabling knowledge exchange across the organization, CoPs drive innovation and empower high-performing teams. This collaborative environment supports employee development and retention, contributing to Weston's low voluntary turnover rate (9% in 2024) and a high percentage of internal promotions into management positions. CoPs also offer junior staff visibility into projects across Weston, encouraging them to engage with initiatives that align with their interests and shape their own career path.



OWNERS' FORUM

We initiated Owners' Forums, bringing senior leaders to local offices to share company updates, financial performance, project highlights, employee recognition, and milestones. These sessions also foster open dialogue, giving employees a direct channel to provide input that helps shape future forums and the company's direction. To maintain inclusivity across our hybrid workforce, employees unable to attend an in-person event are included in live, leader-facilitated remote sessions. This approach has elevated firm-wide communication and reinforced employees' connections as informed, engaged employee owners. By fostering a connected and flexible work environment, Weston's leadership also supports a strong work-life balance for all employees.





ETHICS AND VALUES

At Weston, ethics and values are deeply intertwined; integrity resides at the core of everything we do. Our six core values are:



Act with Integrity



Live Safely



Advance Client
Success



Deliver Exceptional
Quality



Be Inclusive



Create a Better World;
Be the Change

These principles promote ethical behavior, foster trust, and support our long-term success. Our commitment to social responsibility is reflected in our efforts to provide a safe and profitable workplace, flexible work policies that support work-life balance, and comprehensive wellness programs—all demonstrate Weston's dedication to our employee owners and the communities we serve.

TRAINING

To reinforce this commitment, all Weston employees are required to complete an annual Business Ethics Training course. Delivered through an interactive online platform, the course reinforces Weston's Code of Ethics and offers practical guidance for ethical decision making. This annual initiative ensures a consistent understanding of our ethical standards and serves as a reminder of the responsibility each employee carries across the organization.





| SAFETY

At Weston, safety is more than a priority; it's a daily commitment. Our goal is ZERO incidents, ensuring every employee returns home safely each day.

Our employee owners encounter a wide range of hazards, from sun and heat exposure, working at heights, and handling chemicals to navigating slippery surfaces and ergonomic issues. That's why we integrate safety into every phase of the project lifecycle—from pursuit through completion. Weston's Environmental Health and Safety program supports continuous vigilance and improvement, addressing safety gaps as soon as they are observed, such as our 100% glove, poisonous plants and insects, heat stress, and utilities policies.

We promote a safety-first, all-the-time culture where every individual takes personal responsibility for maintaining a safe work environment. Our safety program protects not only our coworkers, but also our clients, subcontractors, and the communities where we live and work.

Through Activity Hazard Analyses for our projects, we proactively identify risks and apply the hierarchy of controls to eliminate or mitigate them. Daily tailgate meetings reinforce safety awareness, clarify responsibilities, and prepare teams to respond effectively in the event of an incident.

In the office, we provide ergonomic analyses and help assess and mitigate identified issues with special equipment such as ergonomic keyboards and mice. Meetings begin with safety and quality moments so that safety is at the forefront of all employee owners' minds.



Safety is tightly integrated into daily life at Weston, from corporate leaders to field safety officers nationwide. The team collaborates with the safety department at each project phase, from planning and field construction to sharing lessons learned and every step in between. Safety, done right, takes a team.



HEROLD HANNAH, CISP
Director of Health & Safety





In 2024, Vector Solutions awarded Weston its Workforce Safety Seal of Recognition, acknowledging the company's exceptional use of online health and safety training and safety technology. Vector Solutions also provides Weston's EHS management software, which we use to conduct incident investigations, perform audits, and deliver online training. These tools support Weston's strong safety culture and provide a clear benchmark for measuring progress and performance.



2024 Year-End Safety Metrics

Metric	Weston Solutions, Inc.	Industry Average
Total Recordable Incident Rate (TRIR)	0.42 (4 RIs)	2.4*
Experience Modification Rate (EMR)	0.84	1.0

*1.5 is the industry average TRIR for all private industries in 2023. The U.S. Department of Labor has not yet published the 2024 industry average TRIR.

Table 3:

Weston's 2024 Year-End Safety Metrics as compared to the industry averages. Both referenced metrics are well below the industry averages.



Weston's Experience Modification Rate

2024	2023	2022	2021
0.84	0.81	0.72	0.66

*Industry average is 1.0

Table 4:

Weston's Experience Modification Rates (EMR) for 2021-2024 are well below the industry average, which is a demonstration of our strong safety standards.



INFORMATION SECURITY

At Weston, protecting the privacy and security of our employees and clients is a core priority. Serving diverse sectors and government entities, we uphold strict standards for handling sensitive data that are guided by our Information Management and Business Confidentiality policies. Our cybersecurity strategy is built on the National Institute of Standards and Technology (NIST) Cybersecurity Framework and is supported by robust information technology (IT) safeguards, policies, and protocols that ensure secure information exchange and stakeholder collaboration.

TRAINING

All employees complete mandatory cybersecurity training, with additional instruction for staff executing certain federal projects. To reinforce awareness, Weston conducts quarterly phishing simulations and annual Insider Threat training. In 2024, our phishing test failure rate was 4.1%—better than the industry average and trending downward.

Our comprehensive information security program aligns with leading standards, including Cybersecurity Maturity Model Certification (CMMC) and NIST SP 800-171, and we are actively pursuing certification. Data is managed in compliance with legal, regulatory, and contractual requirements, and securely destroyed when no longer needed.



2024 PHISH FAILURE PERCENTAGE

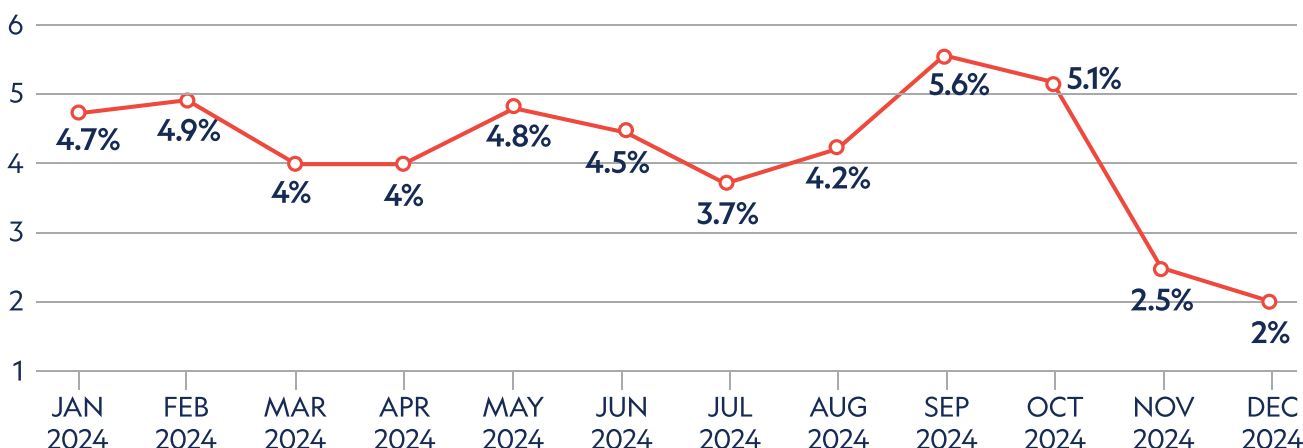


Figure 8:

2024 Total Phish Campaigns to all employees – 12

2024 Total Phish Failures for 2024 – 532

2024 Average Phish Failures per month – 44

2024 Total Phish Alerts for all Phish Campaigns – 7956

2024 Average YTD Phish Alerts per month – 663

2024 Industry Phish Prone Average – 4.9%

2024 Weston Phish Prone Average – 4.1%



SMALL BUSINESS – SUPPLIER DIVERSITY PROGRAM

Weston maintains a Small Business – Supplier Diversity Program (SB-Supplier Diversity Program) governed by federal, state, and corporate policies and procedures.

Weston’s SB-Supplier Diversity Program maintains an Exceptional rating from the Defense Contract Management Agency (DCMA) and the SBA. This rating represents the effectiveness of Weston’s SB subcontracting and Supplier Diversity Program.

The DCMA conducts an audit on behalf of the SBA every 3 years. In bestowing the Exceptional rating, the DCMA and SBA noted their appreciation of Weston’s commitment to working with SBs, as well as our ability and willingness to provide emerging firms with technical, financial, and management assistance. Weston was also commended for upper management’s support of providing opportunities to small, disadvantaged, woman-owned, Historically Underutilized Business Zone (HUBZone), veteran-owned, and service-disabled veteran-owned small business (SDVOSB) concerns through teaming and subcontracting.

Weston prioritizes subcontracting and teaming opportunities on all public and private sector assignments with: SBs, HUBZone SBs, Small Disadvantaged Businesses (SDBs/DBEs/MSEs), Woman-Owned Small Businesses (WOSBs/WBEs), Veteran-Owned Small Businesses (VOSBs), SDVOSBs, Alaska Native Corporations (ANCs), Native Hawaiian Organizations (NHOs), Indian tribes, Ability One, and Community Rehabilitation Programs (CRP) organizations.

MENTORING SMALL BUSINESSES

In addition to maximizing subcontracting to diverse SBs, Weston conducts ongoing outreach, training, developmental assistance, and mentoring for emerging firms.



Weston has advocated and participated in the DoD and SBA Mentor-Protégé Programs for over 25 years, and is currently engaged in 4 formal agreements:

TEKSOL Integration Group, Inc. (TEKSOL) (8(a) HUBZone SDB)

Bering Straits Global Innovations (BSGI) (ANC 8(a) SDB)

Aerostar Environmental & Construction, LLC (AEC) (ANC 8(a) SDB)

Tehama Technical Services, LLC (Tehama TS) (Tribal 8(a) SDB)



SUPPLIER DIVERSITY IN ACTION

In addition to our formal mentoring programs, Weston offers ad-hoc developmental support to diverse SBs. This includes customized training and seminars on topics such as subcontractor management, certified payroll reporting, health and safety programs, quality assurance/quality control (QA/QC), CMMC and IT security compliance, as well as marketing and business development best practices.

Training is delivered through regional and national outreach events, as well as personalized one-on-one sessions.

2024 Small Business Subcontracting



Figure 9:

Weston's total federal subcontracting spend for FY2024 and the percentage that was awarded to SB enterprises. In 2024, Weston subcontracted over \$407 Million under its federal programs, with more than \$374 Million (92%) awarded to diverse SBs, and approximately \$33 Million (8%) to other-than small businesses.

SUPPLIER DIVERSITY RECOGNITION

The success of our SB-Supplier Diversity Program is reflected in the recognition Weston has received from the SBA, the Department of Defense (DoD), the Society of American Military Engineers (SAME), and various other agencies and SB advocacy organizations.

In 2024, Weston received the following awards and recognition:

Weston's SB-Supplier Diversity Program Manager/Small Business Liaison Officer was presented with **Certificates of Commendation** from the Director, DoD Office of Small Business Programs for her service on the Board of Direction and significant contributions to the DoD Mid-Atlantic Regional Council for SB Advocacy and Education. The Mid-Atlantic Regional Council (MARC) is one of seven DoD Regional Councils for Small Business Education and Advocacy among a nationwide network of SB and acquisition professionals. They are organized to promote the Federal Small Business Programs and provide a unique forum for training, legislative and policy information dissemination, and idea sharing to address issues impacting these programs.

Weston was honored with the **Champion of Veteran Enterprise Award** for the fifth consecutive year by the National Veteran Small Business Coalition (NVSBC). This prestigious award recognizes Weston's outstanding commitment to supporting VOSBs and SDVOSBs. NVSBC is a nationally recognized nonprofit organization that provides training, networking, and advocacy to veteran entrepreneurs in the federal marketplace. Its mission is to ensure these businesses are procurement-ready and have improved access to opportunities to start, operate, sustain, and grow competitive enterprises serving federal agencies and government contractors.





VOLUNTEERISM AND CORPORATE PHILANTHROPY

Weston's commitment to volunteerism and corporate philanthropy is a core part of our culture, reflecting our dedication to social responsibility and community engagement. Our employee owners are not only experts in their fields, they are also active contributors to the communities where they live and work. They take pride in applying their skills to create meaningful, lasting impact by supporting causes that matter to their communities, families, and colleagues.

This commitment goes beyond project delivery. It includes a wide range of volunteer activities that demonstrate Weston's belief in balancing people, profit, and planet as part of responsible business practices.

HURRICANE HELENE AND HURRICANE MILTON RELIEF

In 2024, Hurricanes Helene and Milton devastated communities across Florida and North Carolina. Weston and its employees rose to the occasion, providing critical support in the aftermath. In addition to making relief donations to the American Red Cross, Weston supported one of our major logistics clients with a wide range of emergency response services.



GETTING FOOD TO THE THOSE IN NEED

Just before the Thanksgiving holiday, Weston's Denver office team dedicated a day to volunteering with Benefits in Action, a nonprofit organization that delivers food to seniors and community members in need. In under two hours, the team packed 276 boxes of food and assisted with various chores, making a meaningful difference for families in the communities where we live and work.



SUPPORTING GLOBAL WOMEN IN STEM

Weston Solutions proudly sponsored the 2024 TechWomen Program for a second year, mentoring three emerging women leaders from Kyrgyzstan, Zimbabwe, and Sierra Leone. This U.S. State Department initiative empowered participants to address socioeconomic challenges in their home countries through mentorship, cultural exchange, and impact coaching.

Weston's Sales Director Leslie Lassi and retired strategist Pixie Newman served as Professional Mentors, guiding participants in developing community-focused solutions. Notably, Team Sierra Leone—represented by Winfred "Moir" Johnson-Williams—was one of seven teams awarded a \$3,000 seed grant for their impactful project.



This engagement reflected Weston's commitment to global collaboration, education, and empowering women in STEM to create sustainable change.



GOVERNANCE



GOVERNANCE STRUCTURE

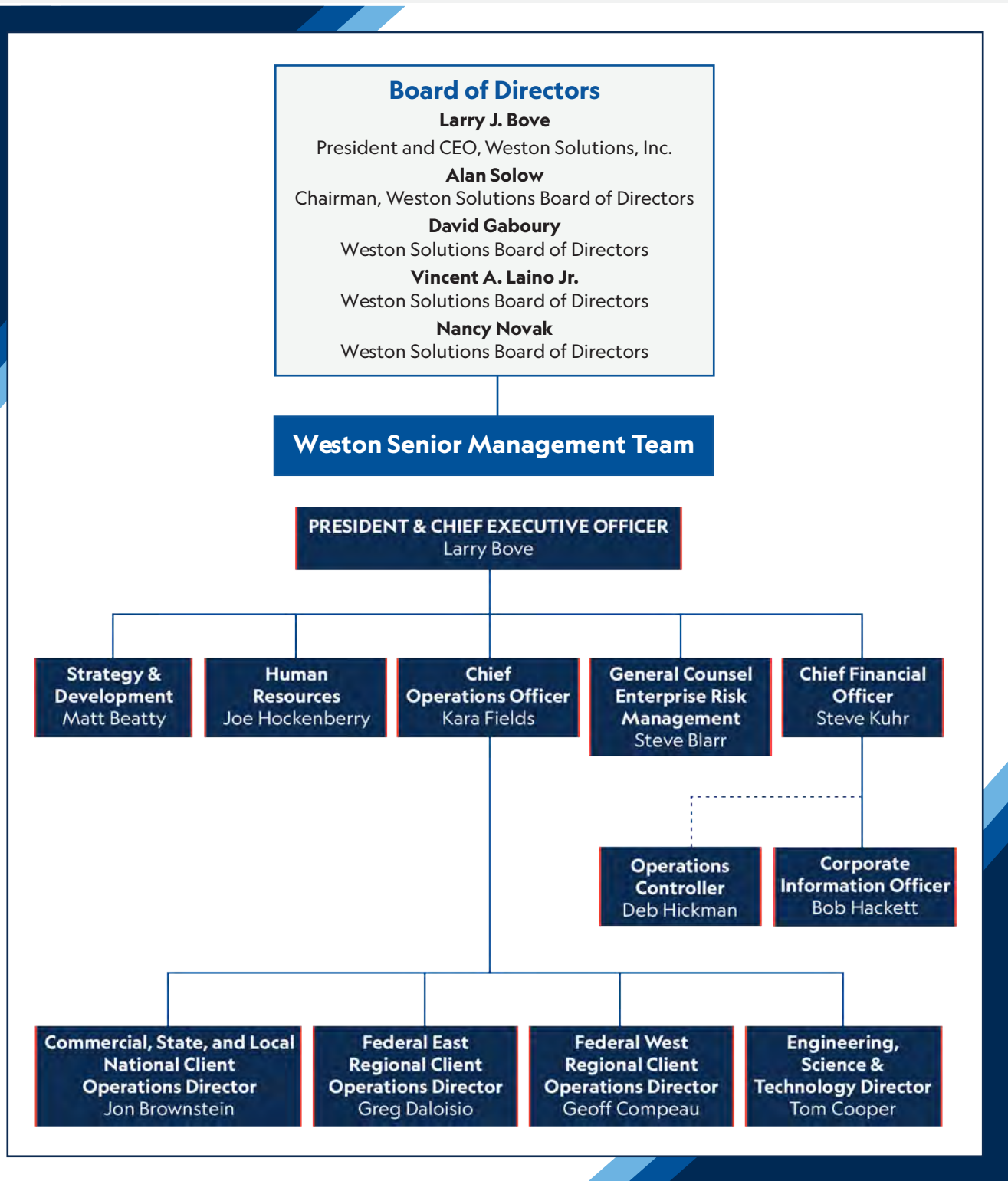
Weston's governance structure is designed to ensure effective oversight and strategic alignment across the organization. By minimizing hierarchical layers, Weston empowers its employee owners with direct access to leadership and timely feedback, enhancing our agility and responsiveness to client needs and expectations.

The Weston Board of Directors (BOD) provides strategic oversight of company operations, ensuring that senior management upholds the highest standards of compliance and governance. The BOD operates with a strong commitment to Weston's core values, particularly integrity and safety, which are essential to maintaining our reputation and long-term success.



This streamlined structure supports efficient decision making and advances key strategic objectives, including growth initiatives, change management, streamlined reporting, reduced overhead, and the realignment of business lines for improved efficiency and effectiveness.

Senior management maintains regular engagement with the BOD through scheduled and ad-hoc meetings to review operations, discuss strategic initiatives, and ensure compliance with regulatory bodies such as the Defense Contract Management Agency (DCMA), Defense Contract Audit Agency (DCAA), EPA, and relevant state and local agencies. These interactions help ensure that both client and corporate milestones are consistently met.



Weston's organizational structure is designed to facilitate clear communication and efficient decision making across all levels of management. The organizational chart presented above visually represents the internal governance structure, delineating the lines of authority and reporting relationships within the company. This chart is an essential tool for understanding how the company is governed and how different tiers of management interact with each other.



KSOP S CORPORATION

In 2024, Weston successfully transitioned to a KSOP S Corporation structure. A KSOP combines two components: an ESOP—a qualified retirement plan—and a 401(k). Weston also changed its corporate designation from a C Corporation to an S Corporation, aligning the new retirement structure with a more tax-efficient business model.



These changes offer several key benefits for both employees and the company:

- **Employee Empowerment:** Team members have a direct voice in the company's success and a tangible impact on its future.
- **Shared Rewards:** Employees benefit financially from their individual contributions to achieving company goals.
- **Strategic Advantages:** The company gains tax efficiencies and improved liquidity.

Research supports the advantages of ESOP/KSOP structures:

- Employees in ESOP/KSOP plans tend to have greater retirement savings and less financial stress.
- Many expect to retire earlier, typically between the ages of 55 and 65.
- These employees often enjoy longer tenure, contributing to a more stable and experienced workforce.
- They also report greater career satisfaction and see their roles as part of a long-term career path.

EMPLOYEE ENERGIZER LEAGUE

The company's new Employee Energizer League, or EEL, mission is to help employees understand and take advantage of this new structure. Their education initiatives like The Monthly Catch, employee owner recognition, and sponsorship of 401(k) and other investment and retirement courses provide a crucial role in supporting educated, enthusiastic, and engaged employee-owners while enhancing company culture.





BUSINESS ETHICS AND POLICIES

Weston is committed to the highest standards of ethical conduct and corporate citizenship. Our Code of Conduct serves as a guiding framework for employees, officers, and directors, ensuring integrity in every business interaction. We are dedicated to operating with professionalism and ethics, consistently aligning our actions with both the letter and the spirit of our code.

Our comprehensive Policies & Procedures provide consistency, efficiency, and performance while mitigating risks. They clearly define roles and responsibilities to ensure alignment with our core values and strategic objectives.

Each year, all Weston employees complete Business Ethics Training, culminating in an

Ethics Compliance Acknowledgement, to reinforce personal accountability. Our Business Ethics Code clearly defines expectations, particularly in interactions with government entities, and outlines the consequences of policy violations. It also provides multiple channels for reporting concerns, including Weston's Ethics Hotline, the Corporate Ombudsperson, and the Audit Committee.

We believe that sustainable success is only possible through honest, lawful, transparent, and ethical conduct. While global ethical standards may vary, Weston remains steadfast: integrity is non-negotiable. Our commitment to anti-bribery and anti-corruption is embedded in our code, and all employees must annually certify their training completion by passing the required exam.





APPROVED BUSINESS SYSTEMS

Weston maintains several systems approved by the DCAA and the DCMA, ensuring compliance with federal requirements and reinforcing our commitment to integrity.

Weston's Approved Purchasing System is subject to a formal DCMA Contractor Purchasing System Reviews (CPSR), every three years, and is evaluated for its efficiency, effectiveness, and adherence to applicable federal acquisition regulations, contract terms, and government policies.

In addition, our Cost Accounting System has been certified by DCMA as approved and acceptable for determining costs applicable to cost-type contracts or task orders in accordance with the terms and conditions of DFARS 252.242-7006.



ADVANCING OUR ESG COMMITMENT

Weston is continuing to refine and improve our ESG journey, recognizing its critical importance to our company, clients, industry, and stakeholders. As we continue to grow and evolve, we are committed to strengthening our ESG practices and enhancing the transparency, consistency, and rigor of our reporting. This commitment reflects our dedication to responsible business practices and long-term value creation.



We are committed to publishing annual ESG reports with a focus on continuous improvement. Our next steps include assessing our current ESG data gaps to better track our progress. Equally important, we are fostering internal awareness and engagement, empowering our employee-owners through education and involvement to make ESG a shared responsibility across the organization.

At Weston, we believe that embedding ESG principles into our culture and operations is essential to building a more resilient, responsible, and sustainable future—and we are fully committed to making that vision a reality.



Appendices:

Appendix A: Sustainability Accounting Standards Board (SASB) Disclosures

TOPIC	ACCOUNTING METRIC	LOCATION	CODE
Data security	Description of approach to identifying and addressing data security risks	Information Security	SV-PS-230a.1
	Description of policies and practices relating to collection, usage, and retention of customer information	Information Security	SV-PS-230a.2
	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	<i>No known data breaches to date</i>	SV-PS-230a.3
Workforce Engagement	(1) Voluntary and (2) involuntary turnover rate for employees	Employee Ownership & Culture	SV-PS-330a.2
	Employee engagement as a percentage	Employee Ownership & Culture	SV-PS-330a.2
Professional Integrity	Description of approach to ensuring professional integrity	Our Story, Governance Structure, Business Ethics and Policies	SV-PS-510a.1
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	<i>Weston does not currently disclose this information.</i>	SV-PS-510a.2
Activity Metrics	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Employee Ownership & Culture	SV-PS-000.A
	Employee hours worked, percentage billable	Employee Ownership & Culture	SV-PS-000.B

Appendix B: Global Reporting Initiative (GRI) Standard Disclosures

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	ESG at Weston
	2-2 Entities included in the organization's sustainability reporting	ESG at Weston
	2-3 Reporting period, frequency and contact point	Advancing our ESG Commitment
	2-6 Activities, value chain and other business relationships	Our Story, Responsible Consumption, Small Business -- Supplier Diversity Program
	2-7 Employees	Employee Ownership & Culture
	2-8 Workers who are not employees	Employee Ownership & Culture
	2-9 Governance structure and composition	Governance Structure
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance Structure



GRI 201: Economic Performance 2016	2-15 Conflicts of interest	Governance Structure, Business Ethics and Policies
	2-22 Statement on sustainable development strategy	ESG at Weston
	2-23 Policy commitments	Business Ethics and Policies
	2-24 Embedding policy commitments	Business Ethics and Policies
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Policies
	201-3 Defined benefit plan obligations and other retirement plans	Employee Ownership & Culture
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Resiliency and Management Systems, Green Solutions and Initiatives
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics and Policies
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Responsible Consumption
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Greenhouse Gas Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions
	305-3 Other indirect (Scope 3) GHG emissions	Greenhouse Gas Emissions
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Ownership & Culture
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Safety
	403-3 Occupational health services	Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Safety
	403-6 Promotion of worker health	Employee Ownership & Culture
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Ownership & Culture, Employee Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Ownership & Culture

