



NORTH WIND GROUP



2022 Environmental, Social, and Governance Sustainability Report

NORTHWIND
A CIRI COMPANY

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Letter from our CEO

Christopher P. Leichtweis

While we celebrate our well-established heritage as an architectural, engineering, and construction (AEC) firm, and consulting services organization, we are also re-imagining how we can build a better, more sustainable, and equitable future for our employees, the communities in which we live and work, and the planet. Throughout this Environmental, Social, and Governance (ESG) Sustainability Report, you will see how North Wind is using our ESG framework as an avenue for innovation and collaboration to create new means and methods, new business models, and new avenues to build value for our customers, our employees, our communities, and our stakeholders. As a for-profit organization, it is clear that sustainable innovation and profitable growth are not mutually exclusive, but rather mutually dependent. It is also clear that our intentional focus on employee collaboration and inclusion helps us better navigate challenges and grow our impact to deliver positive change to our employees, customers, country, and the world.



Safety—North Wind delivered a record-breaking year of safety performance, as measured by a 0.52 Total Recordable Incident Rate (TRIR). This was our third lowest TRIR since becoming a Tier 1 management and operations company within the Department of Energy and during the two-year challenges of the COVID-19 pandemic. These results and our methods for successfully dealing with the pandemic demonstrates our steadfast commitment to safety as a core value and reflects the maturity of our safety culture, the rigor of our management systems, and the engagement of our leadership throughout the organization. We know there are always opportunities for continued safety and sustainability improvement, particularly as we leverage our industry expertise in safety and health in 2023 and beyond. Safety and sustainability will continue to be top priorities in continuing to protect and safeguard our employees.

Enhancing Environmental Targets—This year, North Wind realized significant progress toward our core environmental objectives across all 35 corporate offices and at 500+ projects worldwide, achieving our environmental intensity reduction target while improving total company environmental responsibility and community betterment. Our primary line of business within the AEC industry is environmental services, and we strive for better solutions in environmental improvement and protection, carbon emission reduction awareness, and growing carbon-efficient technologies while meeting client expectations. To underscore our commitment to meeting the needs of our stakeholders, we have developed a set of quantitative

Key Performance Indicators (KPIs) to drive and measure the success of our ESG goals for the near- and long-term. These goals complement our ESG objectives and are intended to promote external transparency and accountability while also enhancing the internal alignment

SAFETY AND SUSTAINABILITY



We are dedicated to the safety and welfare of our people, our clients, and our communities and to the sustainability of the environment.

HONESTY AND RELIABILITY



We are credible and trustworthy professionals that instill confidence by honoring our agreements and commitments and acting with honesty. We are reliable in our dealings with employees, customers, and stakeholders.

COMMITMENT TO OUR PEOPLE



We ensure job satisfaction by mentoring and empowering our employees, promoting diversity, and ensuring equity throughout the company.

CREATIVITY AND INCLUSIVITY



We value the resourcefulness, innovation, and ingenuity of our employees. We embrace differences, listen to new ideas, and welcome different perspectives in order to foster innovation and enrich decision-making.

and employee innovation necessary to deliver such robust performance. To further highlight our dedication to environmental sustainability and the consideration of the communities we serve, North Wind has updated our Core Values to include sustainability and welfare as top priorities.

Accelerating Diversity, Equity, Inclusion (DE&I) and Social Impact

—As a leader in the AEC industry, and particularly within the federal space, we know that reflecting, valuing, and leveraging diversity is essential to attract, develop, and retain people who bring us the best ideas and the most innovative solutions. DE&I are not just words on paper; they are part of our core values and an essential feature of our business planning and Vision/Traction Organizer (V/TO) strategy. It has become the foundation of how we operate and remains critical to our future successes. DE&I core principles are already reflected in North Wind's corporate policies, procedures, and programs, and we are excited to continue to improve and expand these efforts through our formalized DE&I program.

The Governance Factor—North Wind's unique opportunity in governance factors of policy and decision-making through its Alaskan Native ownership and structure are special when compared to our peers within the AEC industry. We leverage the policymaking and the rights and responsibilities among different participants within CIRI, all North Wind companies, our board of directors, managers, shareholders, and decedents. It's critically important that we maintain the partnership between CIRI and North Wind as a governance cornerstone in delivering a balanced ESG culture and operational excellence to all we serve. Every day, North Wind demonstrates extraordinary governance character that bolsters our talented management that are "ESG aware" and have the foresight to conduct governance performance through our key four factors of structure and oversight, code and values, transparency and reporting, and cyber risk and systems.

At North Wind, we recognize that financial, operational, safety, and ESG excellence are foundational to our framework for success. 2022 has been an outstanding year at North Wind and I am particularly proud of our evolving awareness and formal roll-out of the ESG program. This includes strong fundamentals in safety and environmental performance, accelerating our DE&I efforts, investing in our talented workforce, and contributing to our clients, communities, and environment.



Christopher P. Leichtweis
CEO/President

North Wind Group Size and Structure

Employees: more than 2,100

Subsidiary Companies: 17

Corporate Offices: 35

Regions: 7—Alaska, Indo-Pac, Western, North Central, South Central, Northeast, and Southeast

Business Lines: 6—Engineering, IT/Cyber Enterprise Management, Environmental, Facility Operations & Infrastructure, Professional Services, and Construction



Our ESG Approach

ESG refers to the three key factors, environmental, social and governance that measure the sustainability and ethical impact of a company's operation. As a small business leader in construction, engineering, environmental remediation and conservation, facility operations and professional services, North Wind, creates long-term value for our stakeholders through the efficient, safe, and compliant delivery of our services. We recognize that by investing in a highly skilled workforce, we are able to deliver superior and sustainable products and services to our customers and communities. North Wind embraces the principles of ESG and advocates its practical implementation.

ESG Framework

ESG principles relate to all that we do at North Wind. People That Excel, Partnerships That Empower, and Performance That Exceeds, underpinned by strong governance constitute our ESG framework. These foundational pillars encapsulate our ESG priorities, drive our ESG vision and goals, and reflect important aspects of our overarching business strategy. The current state of North Wind relative to ESG stems from the evaluation of our company core values and the assessment of mechanisms we can use to create and improve a sustainable company model that is long-lasting and compliant.

Our framework in 2022 through a detailed review of leading ESG standards, stakeholder alignment, and analysis performed by the ESG Committee to strategically identify and inform our approach. We began with an initial set of ESG material topics coalesced from a number of leading, industry-specific sustainability standards and administered a Materiality Assessment survey to elicit both internal and external stakeholder priorities regarding these topics. Next, we assessed our current ESG state including a comparative peer analysis and comprehensive inventory of existing programs, policies, and procedures to gauge the relative maturity of our ESG performance and document/establish our baseline. A gap analysis was then conducted to identify focus areas to maintain, improve or optimize, and thus develop a strategic road map with action initiatives, goals, and accountabilities. Finally, the Sustainability Council was charged with creating a comprehensive Sustainability Report with Key Performance Indicators (KPIs) to showcase North Wind's current ESG status, outline future goals, and report progress.

Partnerships that Empower

- » Investing in the communities we serve
- » Protecting client data, privacy, and security



People that Excel

- » Investing in training and development of our employees to reach their professional goals
- » Promoting a diverse and inclusive workplace and fostering a culture of belonging
- » Ensuring the safety and wellbeing of our employees

Performance that Exceeds

- » Delivering innovative and sustainable solutions in project execution
- » Continuous improvement of methods to protect our environment and communities

ESG Metrics and Targets

The ESG Committee and Sustainability Council collaborated to identify formalized operating metrics and KPIs within each pillar of our framework to track and measure performance across our ESG focus areas. Gaps in our reporting capabilities were also identified and target goals for establishing a reporting process for these operating metrics were created. The table below highlights our efforts during fiscal year 2021 and 2022, unless otherwise noted. The table also summarizes our goals, which are explained in more detail in the report. We will begin reporting on metrics associated with our newly established goals in our 2023 report.

FOCUS AREA	METRIC	BASELINE 2022	TARGET GOAL	TARGET DATE
PEOPLE THAT EXCEL				
Professional Development	Total investment per person in training and professional development	Total \$974,025.82 \$453/employee	Increase investment by 10%	2023
	Annual engagement % in North Wind University (online training and development platform)	80%	Increase to 90%	2023
Fostering a Diverse and Inclusive Culture	Employee diverse representation numbers	<ul style="list-style-type: none"> • 22% minority • 31% female • 8% veterans • 11% self-reported disabilities 	Increase diversity year over year	2023
Employee Safety	Total Recordable Incident Rate	0.52	Reduce by 10%	2023
Employee Health and Wellness	Employee participation in Wellness Program	112	Increase participation year over year	2023
PERFORMANCE THAT EXCEEDS				
Waste Reduction	Project specific metrics (Moab, TWPC, Portsmouth) and e-waste	North Wind recycled 65 computer. Also, see project highlights beginning on page 24	Begin tracking project waste	2024
Carbon Footprint Reduction	Trees planted	2,200	Increase by 10%	2023
Environmental Stewardship	Number of stewardship challenges	1	Increase by 100%	2023
LEED Design	Number of LEED designs completed	4	Increase by 2	2023
PARTNERSHIPS THAT EMPOWER				
Expanding Diverse Partnerships	Number of partnerships with minority organizations	3	Expand by 2	2023
Giving Back to the Communities We Serve	Total contributions	\$35M	Increase contributions and expand reach year over year	2023
Cybersecurity CISO	Number of cyber attacks blocked	4.8 billion	Zero successful malicious attacks	2023

ESG Governance

The ESG Committee and Sustainability Council are responsible for oversight of North Wind's efforts regarding ESG matters. The Committee and Council are chaired by North Wind's President and CEO and are comprised of cross-functional leaders to ensure diverse representation and perspectives are incorporated into the planning and execution of ESG initiatives. The Committee and Council communicate with the DE&I Committee and Enterprise Risk Management team, as well as other functional organizations, to ensure alignment in related areas and cooperative strategy.

The primary role of the Committee is to analyze, initiate, drive, and communicate ESG initiatives that align with North Wind's core values and business goals, and to take a stewardship and sustainability approach to realizing ESG outcomes. The Committee is responsible for the development, implementation, and communication of the ESG program vision, objectives, strategy, framework, road map, and initiatives, and leads the organization in producing an annual ESG Action Plan. The Committee is held accountable by stakeholders to provide governance and

oversight on sustainability efforts and promote company-wide communication on progress. In 2022, the Committee met monthly, and progress was reported regularly on weekly leadership calls and during scheduled Board partnering meetings. The Committee has the authority to commence and terminate ESG initiatives as necessary to align with the overall North Wind business strategy.

The primary role of the Sustainability Council is to provide oversight of the ESG Plan progress, establish KPIs to track and report ESG status and progress, and lead the organization in producing an Sustainability Report. The Council is responsible for monitoring and communicating the progress of ESG initiatives outlined in the ESG Plan, partnering with the ESG subcommittees to assist with planning, developing, executing, and reporting on Plan objectives and KPIs, and setting appropriate performance targets. The Council will also assist in the identification of future trend spotting ESG initiatives, overseeing sustainability trends and their impacts on business, and make focus area recommendations to the ESG Committee.





ESG Plan Overview

North Wind is dedicated to creating and maintaining a culture in which environmental stewardship, social consciousness, and ethical governance are all deeply embedded and upheld in our everyday operations. Aligning these principles with our business vision, strategies, and practices is critical to business success and illustrates our commitment to, and respect for, our employees, partners, communities, and the planet. North Wind's 2023 ESG Plan is a formal organizational commitment to ESG progress and outlines the priority initiatives, with corresponding goals, objectives, strategy, timeline, and budget that North Wind will implement over the 2023 calendar year. The plan also describes the historical context of ESG in the AEC industry, North Wind's ESG vision, ESG Charter and Committee creation, Sustainability Council Charter and Council creation, and the four investigative efforts accomplished during 2022 employed to inform our identification of priority action initiatives. Specifically, North Wind completed an industry comparative analysis to examine North Wind's ESG efforts vis a vis AEC industry peers to gain a better understanding of our corporate ESG status. In addition, North Wind administered a Materiality Assessment Survey to internal and external stakeholders in order to align our ESG efforts with stakeholder importance ratings of ESG material topics as well as our perceived performance in these areas. Next, North Wind cataloged all current policies, procedures, programs, and practices related to ESG to create an ESG baseline and inventory. Further gap analysis was performed to identify areas that were ranked high in stakeholder importance, high in industry importance, lower in current perceived performance, and either did not exist in our current inventory or where there was an opportunity to improve existing efforts. These identified areas for improvement were analyzed by impact/importance to business success and feasibility to compile a priority list of action items for 2023 which form the foundation of our ESG action plan. Finally, the ESG plan delineates accountable parties, completion timelines, measures of success, and budgets for each action item. The ESG plan will be reviewed and updated annually to ensure North Wind stays abreast of trending ESG topics and practices a continuous input and enhancement process.



People That Excel

Critical to what makes North Wind so successful is the incredible workforce of people behind it. The investments we make to retain, develop, and protect our people directly impact the quality of the work performed and ability to connect and retain customers.

Investing in Our Employees

North Wind recognizes that a professional and technical, skilled workforce is vital to our success. This belief is reflected in our company's values of investing in our employees and encouraging them to pursue continuous growth and learning. As a service organization, our employees take personal responsibility for meeting our shared goals and fulfilling our commitments as they strive to be masters of their craft and exceed client expectations. In 2022, North Wind invested nearly \$1 million in training, offering a wide array of talent development programs, from entry-level skills training to management and leadership development.

Investing in our employees and ensuring appropriate resources are available to develop professional skills and encourage advancement are top priorities at North Wind. Our dedication to employee training and professional development is cross-departmental and multifaceted, with many layers of resources and programs offered to meet the diverse individual needs of each member of our team, at all stages of their career. North Wind's Training and Talent Development team, with the help of the Human Resources Department, are committed to providing extensive and equitable development opportunities to ensure all employees have the tools they need to be successful.

Vision/Traction Organizer (V/TO)

Through the V/TO Process, our employees work with their managers to set short- and long-term professional development goals. This tailored approach to employee development fosters equity and belonging by meeting each employee on an individual level, to help the employee reach their potential at North Wind. To promote inclusivity, the Individual V/TO platform for performance management and professional development also includes regular coaching sessions between an employee and manager, providing employees with frequent positive and constructive feedback, reinforcing the support employees feel, and furthering the principles of inclusion within the North Wind culture.

North Wind University (NWU)

NWU is North Wind's online professional development platform designed to provide a comprehensive learning experience for every North Wind employee. NWU is the main hub for all training needs, including required corporate training,



onboarding and orientation, departmental training, project-specific training, cybersecurity training, and how-to guides for daily corporate systems/activities. NWU also contains extensive professional development resources, including AEC and Health and Safety certification courses, accredited professional license and certification Continuing Education Unit (CEU) courses, skills development courses, and role-based career pathing resources to provide each employee with the tools they need to realize their V/TO goals and to create a culture of continual learning and development. NWU also incorporates personal development tools such as wellness materials, time and efficiency-boosting strategies, and time management solutions so that each employee can obtain work-life harmony and be their most productive in every aspect of life.

Mentor Program

The North Wind Mentor Program is designed to provide all employees the opportunity to learn from other members of the North Wind organization, refine their technical skills with guided practice, develop their business acumen, create meaningful professional relationships with others who share their interests and experiences, gain on-the-job experience, access cross-functional knowledge, all while building their professional network. The program is administered on an annual basis, offers both individual and group mentoring options, and provides guided resources and recommendations to ensure the most valuable experience for both mentors and protégés.



Leadership Academy

North Wind Leadership Academy is a formal, in-person learning experience for high-potential North Wind employees through a curriculum designed by University of Tennessee Haslam Business School consultants to develop a suite of critical leadership skills necessary for future advancement within the company through three in-person training sessions and an opportunity to contribute on a group project championed by members of the Executive Leadership Team. The annual program is designed as an intensive, solution-oriented mini-MBA for our emerging leaders, offering guided training for advancement in various areas of the organization.



Education Assistance Program

North Wind supports employees who wish to continue their education to secure increased responsibility, role, and professional growth within their professional careers. North Wind reimburses up to \$5,250 annually to cover tuition, registration, and books for any full-time employee pursuing an associate's, bachelor's, or master's degree that would enhance the employee's present or future job performance at North Wind and meets the necessary criteria for eligibility. In 2022, the total paid out for education and certification reimbursement was \$86,726.

Professional Certification and Continuing Education Reimbursement

North Wind supports employees who wish to enhance their level of expertise through the attainment of professional certifications and licenses in order to secure increased responsibility, role, and professional growth within their professional careers. North Wind reimburses up to \$1,500 annually to cover the cost of a certification exam, recertification, or continuing education courses necessary to maintain a professional certification for any full-time employee who meets the proper criteria. Additional reimbursements are made for specific engineering licensure courses and exam preparatory materials up to an additional \$2,750 based on the type of licensure.

Read Like the Wind Corporate Book Club

North Wind realizes that a great deal of professional development comes from collective and interactive learning in a guided environment. To add to our repertoire of available learning offerings, North Wind offers

Read Like the Wind, North Wind's premiere book club, offering quarterly book installments covering a range of topics including leadership, healthy workplace culture, personal and professional inspiration, current business issues/initiatives, dedication, perseverance, and wellness. The book club meets monthly to discuss the book selected with guided questions as well as share life experiences. The goals of *Read Like the Wind* are to provide a place for North Winders to learn, grow, share ideas and experiences, and build a strong organizational and learning culture, while also driving engagement, promoting innovation and creativity, building camaraderie and trust, and strengthening essential human skills. In 2022, approximately 130 employees participated in *Read Like the Wind*.



Other Development Opportunities

Other professional development opportunities include, but are not limited to, semi-regular training seminars, spearheading teams, taking on stretch assignments, cross-training in other departments, and periodic guest speakers and lunch and learn training.

Ethical Conduct

North Wind's success has been, and will continue to be, driven by our dedicated employees who combine the highest level of craftsmanship and quality of service with the highest ethical standards. Through our Ethics and Compliance Program, North Wind promotes an organizational culture that encourages ethical conduct and compliance with the law. North Wind's Code of Ethics and Business Conduct, Employee Conduct, and Employee Handbook provide the foundation for ethical conduct and business practices for our company and all subsidiaries. All employees are trained on all policies during onboarding. As part of the training, employees provide confirmation that they have read and understand the policies and their responsibilities therein. North Wind also has a Conflict of Interest policy that applies to all employees, and we require that all employees review, complete training, and certify compliance with that policy. All employees are required to complete training courses on relevant privacy laws, data security, and the protection of customer proprietary network information, among others through a training system administered by our Legal Department.

Our policies and our culture promote open feedback, but we also offer an Employee Concerns Program (ECP), a confidential, anonymous, third-party ethics hotline service that offers employees and subcontractors three convenient ways to report concerns about environmental protection, health, safety, fraud, waste and abuse, discrimination, harassment, violence, and violations of company policy. Employees have the option to use the secure website, the toll-free hotline, or a text message to make a report. They can choose the method that is best for them. All concerns that come through the ECP are reviewed, acknowledged, and assigned to a person responsible for the investigation, depending on the type of concern that is identified. Each concern is then investigated, as appropriate, to resolution without bias. In addition to North Wind's internal ECP, employees also have access to the CIRI Hotline, providing an additional opportunity to report concerns.

Fostering a Culture of Diversity, Equity, Inclusivity and Belonging

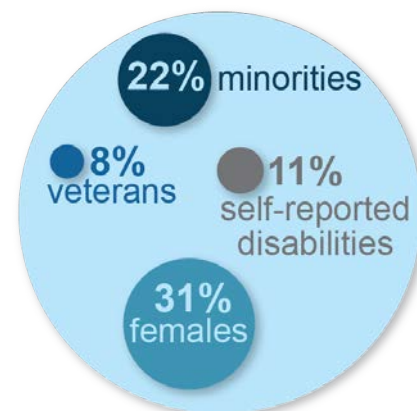
North Wind provides a wide range of services to various federal agencies and commercial clients in countless urban, suburban, and rural communities across the country extending as far as Hawaii and Guam. The diversity of the communities we serve is reflected in our workforce, and our success requires a commitment to diversity and inclusion in every aspect of our business. At North Wind, we value the unique backgrounds, perspectives, and experiences of our employees and partners. Embracing these differences brings us together for the common mission of exceeding client expectations and ensuring we continue to provide innovative and sustainable solutions.

In 2021, North Wind launched our official DE&I program, formalizing our commitment to DE&I and promoting shared accountability and responsibility for diversity and inclusion through a DE&I Committee. The DE&I Committee is comprised of a diverse group of company leaders who meet regularly to strategically design DE&I initiatives, administer annual DE&I training, and create targeted action plans to promote diversity in our company and partners, equitable pay and access to resources and advancement, and inclusivity and belonging throughout the organization. North Wind views diversity as all the differences that make each of us unique. While many of these differences are invisible, and represent the way we think, our experiences, values, and perceptions, there are also visible or demographic differences that we must acknowledge. North Wind strives to maintain a diverse workplace and ensure equal and equitable opportunities for employment and advancement for all employees. North Wind views equity as the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have historically prevented the full participation of historically marginalized communities. At North Wind, we believe that hiring, advancing, and retaining diverse and qualified individuals contributes to the overall success of the company. However, attracting and hiring a diverse workforce is meaningless without providing an inclusive workplace for each person to grow, thrive, and feel empowered to bring their authentic self to work each day. North Wind strives to foster a culture of belonging that encourages collaboration, flexibility, and creativity to enable all employees to contribute to their potential and feel valued.

We approach diversity and inclusion holistically to support our operational strategy and continued business success. Our diversity and inclusion strategy focuses on increasing the diversity of our people, ensuring that all employees feel welcome, protected, appreciated, included, and represented, and have spaces to meet and share experiences, and guaranteeing our employees are offered fair wages and compensation.

Our People

Our leaders and employees understand that a workforce that is reflective of the customers and communities we serve helps drive strong business performance. Our workforce of more than 2,100 employees reflects the full



range of diversity and abilities, and we actively promote diversity at every level of our organization through a strong focus on the recruitment, retention, and development of our employees. We have partnerships with a number of Historically Black Colleges and Universities (“HBCU”) that help us attract diverse early-career talent. We also have partnerships with Alaska Native organizations such as the CIRI Foundation and Cook Inlet Tribal Council, multicultural organizations, such as Phi Beta Sigma and the Society of Women in Engineering, organizations that support disabled workers, veteran programs such as SkillBridge and Transition Assistance Program, and participate in diversity career fairs participation to help attract a broad pool of candidates. Furthermore, job opportunities are posted on state workforce unemployment job banks, university/college sourcing channels, and role-specific associations as well as most major career sites. Because North Wind projects are in geographically diverse locations, and sometimes in historically underutilized or economically limited regions, we collaborate with local employment agencies, such as tribal employment organizations, to employ local, qualified residents. In addition, North Wind has participated in an annual internship program with Alaska Native colleges from the Cook Inlet

Region of Alaska. Our intention is for these interns to return after college and have a lengthy career at North Wind. These opportunities can lead to full-time employment, enabling us to further create a diverse entry-level talent pipeline. Our diverse employee base benefits from our internal training and development programs.

In an effort to provide career opportunities for veterans, North Wind applied for and was granted status as a SkillBridge Employer in Spring of 2022. SkillBridge is the Department of Defense program designed to provide internships and potentially full-time employment to service members transitioning out of the military. This program provides valuable on-the-job experience to assist in developing the skills needed for civilian jobs. North Wind provided internships for two SkillBridge candidates in 2022 and plans to further develop the program in 2023.

Culture of Inclusion and Belonging

We are proud of the progress made in promoting diversity in our workforce and are committed to maintaining our focus, and recognize that workforce diversity alone is not sufficient to achieve our company's objectives. We are equally committed to fostering an inclusive environment and have practices devoted to achieving this, supported by our Equal Employment Opportunity, Affirmative Action Plan, Non-discriminatory and Anti-Harassment, Americans with Disabilities Act, and Diversity & Inclusion policies. North Wind provides equal employment opportunities to all persons and requires all of its Officers, Directors, and other employees to adhere to laws, regulations, and corporate policies relating to equal opportunity and non-discrimination. These policies and procedures serve as a safeguard against unfair treatment and the protection of human rights for all people who work for, or seek to work for, North Wind. Paramount in the cultivation of inclusion and belonging are transparency, employee representation, and safe spaces to meet, collaborate, and share experiences.

Transparency

North Wind is committed to transparent communication, ensuring all employees have access to important company information, and fostering a true sense of belonging in the workplace. Communication is the foundation of transparent dealings at North Wind and is vital to the advancement of the principles, goals, and activities of our ESG program. Careful, frequent, and intentional communication results in a culture where inclusion is embraced and

Purpose: The Department of Defense SkillBridge Program provides transitioning Service members with the opportunity to develop additional skills and experience to facilitate their employment in the civilian sector upon transition from military service.

Source: SkillBridge Partner Brochure

implemented throughout all levels of the North Wind organization.

For true.North intranet posts and emails to employees, the Communications Team aims to prioritize diversity, equity, and inclusion of the workforce by sharing stories and projecting highlights from across the enterprise. Plan of the Week (POW) meetings include a variety of "shares," including safety, ethics/compliance, quality, innovation, and leadership. Alternating each week, the company Presidents and functional managers provide company/department updates and highlights to share company-wide. This transparency and inclusion occur every week and each POW is recorded, posted, and available on true. North for playback.

The annual State of the Company address is shared company-wide via a produced video by the Communications Team. The goal of the address is to maintain transparency with employees and provide a recap of the highlights of the past 12 months, an outlook on the current state of the company, and insight into the future of the company and opportunities for employees. Future State of the Company Addresses will be used to update the workforce and further amplify the attention that North Wind places on inclusion and other ESG topics.



Employee Representation

The Communications and Marketing team aims to promote inclusive employee representation and consideration, showcasing the diversity of our employees in our internal and external communication efforts. The diversity of employees is vast and our goal is to fairly represent all employees in photographs in marketing efforts.

- *Diversity in Photos*—The Communications Team strives to represent the diversity of North Winders when taking group photos, promoting inclusivity and a feeling of belonging among the employee base. Also, when including photos of people to our external website and on our true.North intranet, we try to maintain inclusive representation of all employees in areas such as: ethnicity, race, gender, age, appearance, geographic location, role, etc.
- *External Communication Efforts*—We strive to feature our diverse workforce on our website, conferences, press releases, marketing efforts, events, and social media efforts. We ensure our projects presented and individuals featured represent our depth and breadth of diversity across all locations

Huddle Program

The goal of the Huddle Program is to create a relaxed environment to welcome an exchange of communication between employees. The program fosters inclusivity among teams, as data shows there is value in getting to know your co-workers on a personal basis. Huddle topics may be work related and/or non-work related. Managers have the opportunity to share company news and updates to those employees who do not regularly attend company meetings. Employees may have issues or concerns and innovative ideas that could be shared with a manager during a huddle as well.

Monthly, the Communications Team sends reminders, ideas, and suggestions on how to “huddle” to regional/functional managers, leadership, presidents, and the executive team. While there is no formal process for this program, we strive to offer a wide variety of options and examples of how to come together with the intent of checking in. Approximately half of our employees are in the field or in a technical setting and the other half are in offices. Huddling opportunities may be limited at some federal facilities so our goal is to send a consistent (monthly) reminder and provide creative examples that can accommodate

all and promote camaraderie, inclusion, and belonging, while creating space for collaboration and increased cultural intelligence.

Example Communication

“We are all human, and often in a hectic work environment we forget to be ‘human’ with our co-workers. It is important to take time to get to know your employees; whether you take them out for a beverage after work or eat lunch together, the networking outside of the normal day-to-day setting is recommended for building better relationships.”

Benefits and Pay

North Wind believes that it is in the best interest of both the organization and our employees to pay our workforce fairly for the value of work performed. The philosophy behind North Wind’s Total Rewards Program is to create a total compensation package that allows the company to recruit and retain a highly qualified workforce by providing benefits that meet our diverse employees’ needs and support the company’s mission and values. The program is intended to be fair, equitable, and simple so that all employees and managers understand the total rewards offered. North Wind’s equitable and inclusive Total Rewards Program is described in the Annual Benefits at a Glance.

Base Salary and Bonus Program

North Wind uses external compensation surveys to determine a fair and unbiased base salary, creating external equity. North Wind also considers where the relative value of the position is to other positions within the organization with similar requirements, creating internal equity. North Wind’s intention is to use a competitive system to determine the value of a position based on the skills, knowledge, and qualifications required of a fully competent job incumbent. Base salary and bonus are never determined by race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), parental status, national origin, age, disability, genetic information (including family medical history), political affiliation, military service, style of thinking, or any other non-merit- based factors

Group Health & Welfare Benefits

We provide high-quality, comprehensive medical, dental, and vision coverage for all full-time employees. It is our priority to keep this coverage affordable for our employees and their families.





North Wind participates in the Federal Employee Health Benefits (FEHB) medical insurance program and covers an average of 75% of pre-tax plan costs. North Wind also offers both Vision and Dental insurance, covering 60% of pre-tax plan costs. Employees at North Wind have the option to contribute to both a pre-tax Healthcare Flexible Spending Account and a pre-tax Dependent Care Flexible Spending Account to assist with additional medical and childcare costs. Additionally, North Wind offers 4% dollar for dollar matching on 401(k) contributions. Employee benefits are offered to all North Wind employees as part of an equitable overall total rewards package to enhance the recruitment, retention, health, and productivity of employees by promoting financial security and medical protection. The various plan options are intended to provide flexibility in both plan selection and level of coverage to allow employees to maximize the value of their total compensation package. North Wind's broad range of benefit programs allows employees to choose what is most beneficial for them and their families, recognizing that no one size fits all for employee benefit needs.

Paid Time Off, Leave, and Disability

Beyond our core benefits, we provide a suite of non-compensation benefits and programs to help our employees balance work and life, including paid time off for holidays, vacations, and illness, along with paid parental and military leave. Full-time employees are eligible for ten observed holidays, and personal leave is accrued weekly up to a maximum of 216 hours based on tenure.

North Wind recognizes the journey to parenthood is different for everyone and believes in the importance of providing employees time to care for and bond with a newborn, newly adopted, or newly placed child. Therefore, North Wind provides eligible employees paid parental leave, to ensure equity and inclusion of new parents by supporting these individuals as they navigate their personal and professional circumstances at this pivotal time. North Wind offers three weeks paid leave for Maternity and one week of paid leave for Paternity, Foster, and Adoption.

For illness or injury recovery, full-time employees are eligible to receive short- and long-term disability income replacement benefits to support their recovery. Full-time employees also receive a \$50,000 life and accidental death policy and a \$50,000 Accidental Death & Dismemberment policy at no cost.

North Wind understands the value that our military service personnel and veterans bring to North Wind. We are proud of our commitment to hiring and retaining those who have served and providing them opportunities to grow and be successful. Therefore, North Wind offers 40 hours of Paid Military Leave per calendar year to eligible employees.

Employee Assistance Program

North Wind offers a Employee Assistance Program (EAP) for personal, financial, or legal concerns. The EAP can help employees and their families find solutions and restore their peace of mind. The EAP can also provide organizational assessment, management consultation, and strategic crisis prevention and response. It is precisely because of this mix of individual and organizational level of services that the EAP may help employees work through the trauma of any discrimination and may provide workplace leaders with an invaluable insider view of complex workplace problems, including discrimination.

Subcontractor and Supplier Diversity

To experience real organizational change, North Wind continues to make meaningful efforts toward a truly diverse, equitable, and inclusive culture by providing equal opportunities and treatment throughout every touch point, including our approach to soliciting and executing work. We've seen first-hand how diverse teams can foster better engagement and productivity, and power greater levels of innovation. As such, North Wind incorporates DE&I practices into our subcontractor and supplier alignment strategies, which is key for business development and operational success. These strategies and practices are woven through our history and included as key parts of subsidiary and functional business plans, proposals, and contract performance.

As an ANC-owned and small disadvantaged business (SDB), North Wind actively works to ensure that we seek out and develop long-lasting relationships with diverse suppliers, vendors, and subcontractors that can provide competitive, high-quality goods and services. These suppliers include an emphasis on other SDBs, Service-Disabled Veteran Owned Small Businesses, Historically Underutilized Business Zone (HUBZone), Veteran-Owned Small Businesses, and Women-Owned Small Businesses, and

we understand the importance of picking the right partner. In fact, many of our long-standing partners are or were SDB firms. Today, North Wind continues to partner with firms of all sizes, but the majority is with small firms that provide key strategic value and local support for our clients. North Wind seeks partnerships with companies that incorporate DE&I principles and practices, ensuring these elements are a meaningful part of how we plan and conduct business in line with stakeholder expectations and corporate values.



Focusing on a Safe and Healthy Workplace

Health and Safety

North Wind has over 40 corporate health and safety implementing procedures, program documents, and policies. The procedures address requirements for implementing health and safety measures including confined spaces, lock-out/tag out, excavations, fall protection-related procedures (e.g., Ladders; Scaffolds; Aerial-Work Platforms, Fatigue Management, etc.). Projects can implement the applicable procedures as is, modify to meet project-specific needs, or develop project-specific procedures. For larger contracts that North Wind takes over, project-specific procedures may already exist to which programs and procedures may be adopted as is with modifications to fit within the North Wind structure.

The intent of North Wind's safety and health procedures, programs, and policies is to ensure regulatory compliance and to protect workers from work-related injuries and illnesses. Policies set overall expectations while program documents provide a broader programmatic overview, e.g., the North Wind Health and Safety Manual, HSM-1100.

North Wind has adopted Integrated Safety Management System approach for enhancing worker protection and promoting an overall positive safety culture and organizational culture. Employee input and participation in project planning and execution are essential for identifying safe and compliant approaches for project



execution. All employees are granted Step Back/Stop Work Authority and Step Back authority. The expectation is for each North Wind employee to step back from or to stop an activity that is deemed unsafe, or where procedure requirements or instructions are not clear, or in which the proper training, resources, and equipment are not in place to allow for safe execution of a planned work activity. Activity Hazard Analysis (AHAs) are used to identify work steps, hazards, and controls. Accident Prevention Plans or Site-Specific Health and Safety Plans are developed to identify the framework for safe project execution while reducing the risks and potential for an incident.

Health & Safety Awards

- Department of Navy Exceptional Safety Awareness–Tree Barrier for Kaneohe Klipper Golf Course for R-2 Irrigation at Marine Corp Base Hawaii, Kaneohe Bay, Hawaii
- Department of Energy VPP Star of Excellence–Transuranic Waste Processing Center (TWPC), Oak Ridge, Tennessee
- Department of Energy VPP Star of Excellence–Portsmouth Gaseous Diffusion Plant, Portsmouth, Ohio
- GreenBuy Bronze Award–Portsmouth Gaseous Diffusion Plant, Portsmouth, Ohio
- Global Electronics Council EPEAT Purchaser Award–Portsmouth Gaseous Diffusion Plant, Portsmouth, Ohio
- US Army Corps of Engineers Great Lakes & Ohio River Division 2021 Environmental Clean-up of the Year Award–Luckey FUSRAP Site, Luckey, Ohio
- National Nuclear Security Administration NA-50 Excellence Award for the Disposition of Process-Contaminated Facilities at Lawrence Livermore National Laboratory, California
- Iowa and Nebraska National Guard Award for Safe Disposal of HAZMAT Material–Yuma Proving Grounds, Arizona

We intend for our workers to return home, each day, to their families in the same condition as they arrived at work.

Employee Wellness

North Wind fosters a culture of wellness. Employees are invited to participate in an innovative wellness program that offers personal training and a fitness video library with a certified fitness counselor, inclusive wellness challenges, annual wellness expense reimbursement, informational wellness publications, employee wellness support group, life assistance program, and more.

- “Fitness with Julie” Program**—This program offers a variety of fitness activities for all levels and interests to meet the needs of our diverse employee base. Our fitness counselor is available both in-person (Knoxville) and virtually for all employees and all levels of personal training—inclusive of all physical capabilities.
- Employee Assistance Program (EAP)**—Wellness encompasses more than fitness. We recognize that wellness should be approached from an inclusive and holistic standpoint. This includes addressing and supporting mental health, emotional health, physical health, and much more. Our EAP offers free, confidential support 24/7 to all employees. We have a “Wellness Warriors” Microsoft Teams channel where any “North Winder” can connect with other individuals in their wellness journey, promoting an inclusive and encouraging workplace.
- Wellness Publications**—Wellness Wednesday publications cover a wide variety of topics from nutrition to exercise and mental and emotional health.



wellness WEDNESDAY 9.21.2022

National Self-Care Awareness Month

Sometimes you need to put yourself first in order to be the best version of yourself for others. September is the perfect month to practice prioritizing some “me” time. Because it’s National Self-Care Awareness Month. Check out these ways to promote self-care in your life, so you can walk away feeling refreshed and ready to do more good in the world.

- 1. Set Goals for Yourself.** Rome wasn’t built in a day, and healthy self-care habits follow suit. Find something that makes you happy, and start by setting a small goal of doing that activity every day. This could be something as simple as reading a book for 15 minutes or taking a walk around the block. Remember that a small goal can make a big difference in your life.
- 2. Try Meditating.** Life can be noisy. Many people go an entire day without complete silence. From radios in the car to kids running around, there is constantly noise to distract our thoughts. Take time to center yourself through meditation. There are many apps out there you can download to your phone to help guide your meditation journey. Plus, you can meditate by simply just minutes of your day.
- 3. Check in as a Friend.** It’s easy to lose touch with friends in our lives. Think back—when was the last time you called somebody simply to catch up? Pick a friend you may be missing, and then pick up the phone to give them a call. It can be good for you AND them to have a touch base.
- 4. Do Something Good for Others.** Yes, self-care awareness month is about your mental health. But did you know that doing something good for others can help boost endorphins? Even the smallest acts of kindness can provide a boost to your day. Try one of these small things to brighten somebody else’s day, and your day at the same time.
 - Write a note of appreciation for a coworker
 - Bake something and share
 - Do a chore somebody else has been putting off
 - Pick up litter in your community
 - Donate or volunteer for your favorite organization
- 5. Practice Saying No.** The word “no” often gets a bad rap, but it could be vital for your mental health. Instead of devoting yourself to five separate projects where you’re stretched too thin, go all-in on the project that brings you the most joy and excitement.

If saying no, remember these things as you focus on yourself. It’s better to start small and be consistent with your self-care habits, building them over time. This ensures you stick to it. And make sure to set aside time to focus on you, so that you can be the best version of yourself out in the world. Source: <https://www.impactmag.org/>

Healthier Together. NORTHWIND

- Wellness Reimbursement**—North Wind offers a \$250 Wellness Reimbursement to cover a variety of wellness-related items that fit the diverse and unique needs of our workforce such as fitness memberships, meditation apps, nutrition classes, and equipment. In 2022, approximately 260 employees took advantage of the wellness reimbursement perk, which totaled almost \$40,000 paid to employees.
- Wellness Challenges**—Approximately quarterly, we offer a “wellness challenge” with rewards and prizes to encourage our employees to begin or continue healthy habits like drinking water, exercising, walking, meditating, getting adequate sleep, proper nutrition, and engaging in activities that improve our environment. Our wellness challenges offer an opportunity for our employees to engage with others across the company for friendly competition and encouragement to live a healthier lifestyle. The challenges serve as great team-building opportunities, and promoting belonging and inclusivity. We have seen continued growth in the number of participants year over year and are expanding our challenged to address ESG initiatives.





Partnerships that Empower

The capabilities of our corporate reach back combined with the generosity and hard work of our workforce are key components of North Wind's ability to help uplift communities through charitable donations, volunteer work, and educational outreach. North Wind's sophisticated cybersecurity and risk management programs also promote strong partnerships by protecting the privacy, security, and safety of our clients, employees, and communities.

Community Engagement and Charitable Donations

North Wind is continually looking to approach our community engagement in an innovative manner. We encourage employees to be involved in the communities where they live and work. Our focus is to support local charitable and philanthropic efforts such as STEM (science, technology, engineering, and mathematics), supporting military and veteran communities, and much more.

These purposeful investments, employee engagement, and thoughtful advocacy efforts align with our strategic objectives, while creating value and helping to build better communities. North Wind believes that our community engagement extends our ability to make a positive impact on our local communities, supports CIRI Shareholders, and is a meaningful way to foster employee goodwill.

Alaska Native Community

As an Alaska Native corporation (ANC)-owned company, North Wind's profits are distributed to our parent corporation, Cook Inlet Region, Inc. (CIRI), a for-profit ANC created for the benefit of its Alaska Native Shareholders, Descendants, and communities. The mission of CIRI is to "promote the economic and social well-being and Alaska Native heritage of our Shareholders, now and into the future, through prudent stewardship of the company's resources, while furthering self-sufficiency among CIRI shareholders and their families." In support of this mission, CIRI has paid out over \$1 billion in cumulative distributions to CIRI Shareholders since the company's inception in 1972.

In addition, CIRI is dedicated to improving the lives of Alaska Native and American Indian (AN/AI) people in the Cook Inlet region and beyond. To this end, North Wind's profits support a family of socially driven CIRI enterprises that provide health care (Southcentral Foundation), housing (Cook Inlet Housing Authority), social, employment and education (The CIRI Foundation and Cook Inlet Tribal Council), access to justice (Alaska Native Justice Center), and cultural enrichment (Alaska Native Heritage Center) services for AN/AI people. CIRI believes in giving back to the community and to date has donated more than \$2 billion to various causes. CIRI corporate giving is focused on organizations that benefit children and education, Alaska Native culture and heritage, and that serve those experiencing housing instability and food insecurity. An active community leader in the annual United Way of Anchorage campaign, CIRI and its employees have pledged over \$2 million to the organization through the years. In 2022,



North Wind contributed over \$34 million to CIRI in support of the Alaska Native community.

Integrating ESG principles is a critical part of the company's overall strategy, vision, and performance contributing to North Wind's global sustainability and CIRI's mission of supporting Alaska Native culture and community. At North Wind, we believe it is our environmental and social obligation as humans to promote environmental sustainability, social consciousness, and ethical governance. North Wind views commitment to ESG principles as an opportunity to provide value to all our stakeholders, participate in the construction of a sustainable future, contribute to managing resources in an efficient and responsible manner, and promote the ultimate betterment of the environment and society.

Charitable and Philanthropic Efforts

The North Wind charitable giving plan strives to ensure that our company is viewed as a responsible corporate citizen and a good community partner and neighbor. North Wind is committed to its communities, its vision of a clean environment, and its leadership in taking an active role in making a positive impact. Most of North Wind's charitable contributions are donated to CIRI shareholders; however, North Wind was able to contribute \$75,000 in 2022 to local and regional partners promoting community development, environmental conservation, youth education, and scholarships. In addition, as a member of the Idaho Environmental Coalition, North Wind contributes \$150,000 annually to local Idaho Falls community foundations as part of the Idaho Cleanup Project.

North Wind's annual charitable giving budget is allocated to established organizations with a proven track record for meeting community needs, demonstrating cost-effective operations, and implementing quality programs and services. Some of the long-standing charitable partnerships North Wind has continued to support include various scholarship funds, science bowls, student Olympic games, art museums, labor management golf tournaments, food banks, walk/run fundraising events, bike races and wellness initiatives for employees, and STEM robotics programs. North Wind also contributes to approved organizations that distribute proceeds to several smaller charitable organizations.



Protecting Client and Employee Data, Privacy, and Security

Businesses face persistent and increasingly sophisticated malicious cyber campaigns that threaten the security and privacy of their information. Whether it be employees or client data, the risks associated with housing and protecting information have become elevated to the point to where a business could experience serious financial impacts, loss of reputation, and even legal consequences if they fail to run a successful Governance, Risk & Compliance (GRC) program. To keep pace with continuous advances in the market as well as threats from the criminal world, North Wind has taken decisive action to protect its data and assets, in order to prevent damage to people, businesses, reputations, and infrastructures and build a reliable basis for trust in a connected and digital world.

North Wind has adapted to the continuously changing threat environment by investing in modern cybersecurity tools and the development of a secure digital infrastructure, that can protect against, withstand, and recover from attacks that may occur. The investment that North Wind has made is not only in technology, and processes but also in its most important assets, its people.



Security and Privacy Governance

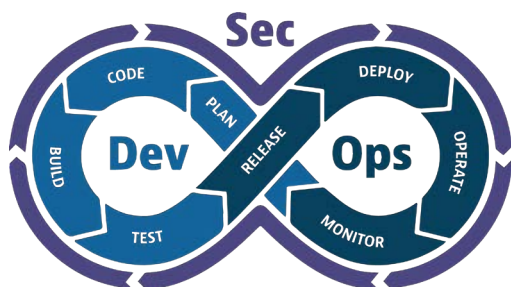
North Wind has developed and implemented multiple Security and Privacy plans, policies, and procedures to facilitate the implementation of a strong cyber program. North Wind aligns with recognized federal frameworks, guidelines, and standards. North Wind leverages crosswalks to align with other major standards to ensure the program has the robustness to support any future work. All cybersecurity plans, policies, and procedures are designed to address risk associated with the operation and use of information systems while also facilitating privacy risk management, ensuring individual privacy and civil liberties are protected at all stages of operations. North Wind's cybersecurity has provided subject matter experts (SME) support for many clients in this regard, ensuring system boundaries of varying sensitivities/functionality have robust, compliant cybersecurity programs, are able to meet federal requirements/mandates, and continue IT system operations.

Program Evaluation and Audits

North Wind performs regular internal assessments of North Wind information systems cybersecurity and supports third party assessments. Cybersecurity risks are communicated with both internal and external stakeholders, to identify gaps and resource requirements, and to prioritize opportunities for improving cybersecurity at North Wind.

Security-by-design and DevSecOps

North Wind cybersecurity has built a strong relationship with the other groups in the IT department. By leveraging a DevSecOps mindset, it allows for rapid development, testing and implementation throughout the lifecycle of systems at North Wind. Working with the software (Dev) and network operations (Ops) teams, North Wind cybersecurity has built process and mindsets that utilize security-by-design and defense-in-depth principles in development of network architecture designs, incorporating security and risk management directly into the network infrastructure, at multiple levels, ensuring confidentiality, integrity, and availability of all information and information systems.



North Wind has also adopted the principle of DevSecOps in our application and system development. The entire IT team collaborates to build software and systems that are both efficient and secure. Teams work closely together through each stage of the development lifecycle, improving security at every stage: requirement analysis, planning, architectural design, software development, testing, and deployment. DevSecOps brings cultural transformation that makes security a shared responsibility for everyone building the software and creates a better value to all customers by improving the time to market for developed applications.

Cybersecurity Awareness Training

North Wind realizes our biggest asset is our users, and they are the first line of defense to access of North Wind systems. North Wind has developed a mature security culture and Cybersecurity Awareness Training program that develops users understanding, knowledge, and awareness of security issues and activities. Employees are taught that their role in cybersecurity is critical in sustaining (or endangering) the security of North Wind; and are trained to recognize and report even the most novel phishing attack, ransomware attack, or other threat vector.

North Wind has made a significant investment in ongoing user awareness campaigns leveraging tools like "Shields Up" during the Ukraine invasion. Along with user awareness, North Wind recognizes the importance of their own cyber workforce. North Wind invests in the professional development of all their cyber workforce, ensuring they receive multiple education and training opportunities and encouraging them to pursue the industries' most up-to-date and current certifications.



Continuous Monitoring

Cybersecurity recognizes that North Wind's business mission and operations are dependent upon information systems and is committed to ensuring the confidentiality, integrity, and availability of these information systems. The Information Security Continuous Monitoring ISCM continuous monitoring strategy is inclusive of technology, processes, operating environments, and people. The strategy ensures continued effectiveness of all security controls, overall security posture, and risk level; verifies compliance with information security requirements; maintains awareness of threats and vulnerabilities; and addresses the management and monitoring of changes to information systems in order to reduce and better manage risk and minimize service disruptions.



Performance that Exceeds

North Wind prides itself in applying sustainable efforts in all the services it provides where possible. With the variety of contracts North Wind has completed, we have had the ability to source sustainable products, design and build LEED certified buildings, remediate contaminated environments and restore them to original if not better conditions, as well as process and containerize hazardous waste. The subsequent pages highlight some of the projects that North Wind has had the opportunity to work on.

Portsmouth Gaseous Diffusion

North Wind is the prime DOE Infrastructure Support Services contractor at the Portsmouth Gaseous Diffusion Plant (PORTS). Mission and contract support activities are performed for DOE and other small and large contractors at Portsmouth, including the D&D contractor, Fluor-B&W Portsmouth, LLC. Performance Work Statement scope areas include surveillance, maintenance, and repair of facilities; computing, telecommunications, cybersecurity; safeguards and security; real and personal property management; janitorial services; grounds maintenance, snow removal, pest control; roadway/parking lot maintenance; fleet management; records management and document control; Environmental Safety, Health and Quality; and training.

DOE PORTS was recognized as a Leader in Sustainable Electronics Procurement with a 2022 EPEAT Purchaser Award. The award comes from the Global Electronics Council (GEC), a non-profit organization that manages the EPEAT ecolabel. EPEAT allows DOE PORTS to efficiently address the lifecycle impacts of the electronics purchased.

North Wind uses EPEAT in purchasing contracts to require that vendors only provide electronics that meet strict sustainability criteria for the Portsmouth Infrastructure Support Services contract. These products are more energy efficient, less toxic, longer lasting, and easier to recycle than products that do not meet EPEAT criteria while addressing labor and human rights issues along the entire supply chain.

As a winner in four categories this year (Computers and Displays, TVs, Mobile Phones, and Imaging Equipment), DOE PORTS received a calculation of the environmental and cost benefits associated with our EPEAT-registered purchases.

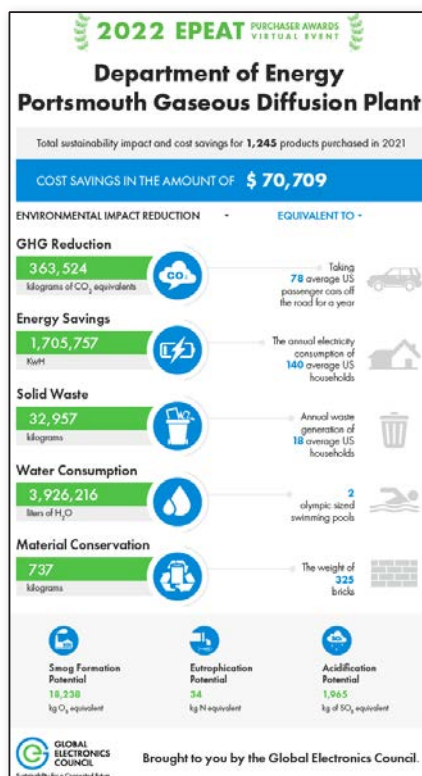
Along with the EPEAT, DOE PORTS recently evaluated the use of electric mowers to provide

a safer, greener future for grounds maintenance activities. North Wind conducted the electric mower demonstration for the DOE. Emissions from gas- and diesel-powered mowers are an estimated 30 times worse than emissions from cars and trucks, and mower engine efficiencies hover around only 20%. Using a gas or diesel mower for up to 400 hours per year can produce emissions equivalent to operating over 400 passenger cars. Electric mowers would contribute to the federal goal of climate-resilient infrastructure and operations. The electric mowers also would enhance safety for the workforce. Due to the low noise of the machines, workers would be able to mow without cumbersome hearing protection, thereby improving awareness of their surroundings and ensuring they hear the nuclear facility's sirens, horns and instruments. Employees also would no longer be at risk for exposure to hazardous fuels, oils and fluids from the gas and diesel mowers. Powered by lithium batteries, the electric mowers can operate eight hours on a single charge. North Wind's aim is to purchase two of the electric mowers for use in spring next year and may buy more in the future.

Additionally, North Wind provides the whole complement of services required for implementation of Electric Vehicle Charging Station (EVCS) projects. EVCS implementation is integral to promoting sustainability and reduced greenhouse gas emissions through plug-in hybrid and zero emission vehicles. In support of this, North Wind provided the planning, design, and construction installation of 13 Level 2 EVCSs at PORTS. These charging stations will accommodate charging for 26 concurrent electric and plug-in hybrid vehicles.

Project planning began with comprehensive site evaluations to determine the number of stations based upon present electric vehicle needs and anticipated future vehicle orders identified through interactions with site fleet managers. The stations support fleet vehicle charging for both device types and also permit credit card purchases for site employees/visitors.

Future expansion has been incorporated into the planning and construction to minimize future cost impacts or rework as stations are added.



Moab

North Wind Portage has removed over 13 million tons of radioactive Uranium mill tailings, soil, and debris from the Moab site in southeastern Utah. The site is located along the Colorado River, directly across from the entrance to Arches National Park, and approximately three miles northwest of downtown Moab. The operation of a former Uranium Mill at the site resulted in the placement of over 16 million tons of radioactive mill tailings (a mass equivalent to 160 aircraft carriers), former mill building debris, and contaminated soil in an unprotected pile over 60 feet tall which is directly adjacent to the Colorado River. Water and wind erosion in the area threaten to spread the contaminated material into the river and to the sensitive areas and populations nearby. Since 2011, North Wind Portage has been actively remediating the site, removing, on average, a total of 1 million tons of contaminated material annually. The project team excavates the material; places it into conditioning beds, where it is disced and blended to meet optimal geotechnical parameters and moisture content for disposal; loads the material into hard-sided containers; and places the containers on a train. Each night, the train transports 156 containers, containing almost 5,400 tons of contaminated material to an engineered disposal facility located approximately 34 miles north in Crescent Junction, UT. At the disposal



facility, North Wind Portage places the excavated tailings and debris in lifts into engineered cells, up to 40 feet below ground surface. As cells are filled with tailings and debris, North Wind constructs a multi-layer cap over the cell, in accordance with a design approved by the Nuclear Regulatory Commission, providing safe and secure disposal of the material.

North Wind estimates approximately 3-4 million more tons of contaminated material exist at the Moab site and will continue remediation until the full volume of the former pile and any contaminated sub-pile soils are removed from the site. Over the next year, North Wind will begin demolishing and removing the remaining contaminated structures and facilities at the site as part of remediation and closure activities. North Wind expects to complete remediation efforts in 2027 and will then perform confirmatory surveys and sampling to demonstrate that the 400+ acre Moab site is completely remediated. At that point, North Wind will return the site to its original contours and plant native vegetation, fully restoring the site to its former configuration. North Wind will construct the final landfill cover and cap at Crescent Junction in 2027 and 2028 and complete the closure of the disposal facility in mid-2028. North Wind was awarded the project in 2011, was given a five year extension in 2016, and won the project closure recompetete contract in early 2022. This project alone has employed over 110 personnel.



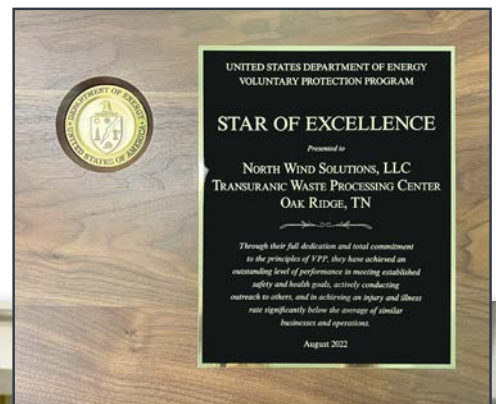
Transuranic Waste Processing Center (TWPC)

North Wind Solutions was the prime contractor at the TWPC for seven years. TWPC is a Hazard Category 2 nuclear production facility in the Oak Ridge Reservation (ORR) designed to process Transuranic (TRU) debris and soil waste (and any liquids therein) to meet disposal sites' waste acceptance criteria. At TWPC, North Wind safely managed and operated seven primary Hazard Category 2 individual nuclear facilities, including a large 38,938 SF processing facility with various processing enclosures including gloveboxes and a hot cell, 35 other facilities, and eight RCRA permitted storage areas on 25 acres of gated and secured property. Safe and compliant operation was paramount. North Wind Solutions worked over five years without a lost time injury and received the Voluntary Protection Program Star of Excellence three time, and Superior Star three times. VPP awards were not made during the COVID shutdown period. Our environmental management system was routinely assessed by an external agency and certified to be compliant with the ISO 14001:2015 standard.

North Wind processed remote-handled (RH)-TRU and contact-handled (CH)-TRU debris and soil waste and prepared the waste for shipment to Waste Isolation Pilot Plant (WIPP). North Wind also processed and dispositioned Oak Ridge National Laboratory's newly generated CH- and RH-TRU wastes and Nuclear Fuels Service Inc.'s CH-TRU soil and debris waste.



Following WIPP's reopening at the end of 2016, North Wind resumed shipments to WIPP in 2017, completing 132 shipments containing 4,391 drum (922.11 m³) of CH-TRU waste, representing more than a 60% reduction in the TWPC inventory. North Wind also shipped over 1,500 m³ of MLLW/LLW fallout from processing the TRU waste.



LBYP LEED Design

As we design and construct facilities we understand the significant amount of resources and energy these facilities consume. We continuously look for sustainable practices in the construction and operations of facilities, often following a rigorous approach to green building and the LEED framework. With LEED a more holistic approach can be taken without focusing on just one element. LEED allows for a healthy, efficient, carbon and cost-saving green building to be constructed. LEED certified buildings save money, improve efficiency, lower carbon emissions and create healthier places for people. As a founder member of the Alabama Chapter of the U.S. Green Building Council, LBYP has designed over 20 LEED certified facilities across the United States. Designing LEED certified facilities, such as the projects highlighted below, includes collaboration from industry partners, end users, and facility owners, to ensure a successful and sustainable end product.



Auburn University (AU) Advanced Structural Engineering Laboratory



As one of the most impressive of its kind in the country, the \$22 million Structural Testing Laboratory is a state-of-the-art testing facility that provides ample opportunities for student learning and faculty research. The vision for this new facility was to expand testing capabilities and provide new opportunities for exploration and testing of different structural members. This facility serves as a replacement to the former Structures Lab and was designed and constructed to meet current testing needs and have the necessary flexibility to meet future testing needs. Not only does this facility give civil engineering students hands-on experience in structural testing but informs those in the field of new opportunities, including research and innovation for the future.

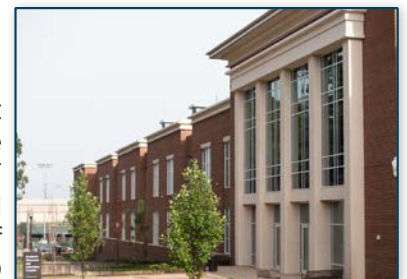
The new Structural Engineering Laboratory is a 41,500 SF advanced testing facility, inclusive of a 4,700 SF geotechnical test chamber, concrete materials research and testing laboratory, wind testing facility, and administrative area, which includes faculty and graduate student spaces. Additional building systems are exposed throughout the facility to further serve as educational tools, including a displacement

ventilation system accented in the high-bay lab and a rainwater storage tank placed in view from lab spaces and the rear courtyard. The project team worked closely with the user group, which included the majority of AU's civil engineering department, to meet their testing needs and optimize opportunities for student learning.

The building is located on a prominent, elevated corner site. While the low office wing is oriented south and parallel to the street, the large high-bay lab is rotated to accommodate delivery of oversized structural members for testing. Large rainwater basins create formal gestures in the landscape which ground and balance the building's asymmetric massing while alluding to the civil engineering field the project serves. Through the use of rainwater management, water use reduction, and optimized energy performance, the facility was able to achieve LEED certification.

One particularly unique aspect of the facility is it incorporated the different material types often used in the civil engineering field such as steel, concrete, masonry, and wood throughout the facility. Featuring different exposed material types was intentional in the building's design and is meant to be used as a teaching tool to highlight the various materials often used in the field. Specialty components incorporated into the design include a "strong wall" and "strong floor" capable of handling extreme structural testing loads, a hydraulic pump system, and a geotechnical test pit.

AU Academic Classroom and Lab Complex (ACLC)



Located in the heart of the AU campus, the ACLC is a 151,000 SF building with a total seating capacity of 2,000 students in 20 adaptable classroom/laboratories, six engaged active student learning classrooms, and five lecture halls. In an effort to recycle materials and reduce waste associated with the construction of the facility, sustainable features are incorporated into the facility, boasting 22,000 board feet of heritage wood harvested from 21 pine trees from the existing site. Featured on the walls and ceilings of breakout and huddle spaces throughout the building, the reclaimed wood also can be seen in the large lecture halls. With several sustainable features, the ACLC is pursuing a certification level of silver with LEED.

Making a Difference Around the World

In honor of our 25th Anniversary, North Wind purchased custom-made 25th Anniversary keychains from an American-owned company called Woodchuck USA that prides itself on sustainable manufacturing and the replanting of trees all around the work. For every keychain purchased, one tree was also planted. Thanks to North Wind's purchase, 2,200 trees were planted in Ankarafantsika, Madagascar.

Madagascar is a nation with over 200,000 species of plants and animals that do not exist anywhere else in the world. But more than 90% of its original forests have been destroyed, displacing entire animal species and taking away the Malagasy's ability to farm and live on the land. Entire mangrove estuaries are gone, leaving the bare earth to wash away into the sea.

