



gai consultants®

2022 Annual Environmental, Social, and Governance Report

Prepared by

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Message From Our Chairman & CEO

Today, many companies are more interested than ever in being conscious of the impact that their operating practices have on the wider world, and they are taking a range of steps aimed at formally improving their internal and external policies, processes, and actions. It is our goal to be a trusted and responsible partner to our staff, clients, and the communities we serve.

GAI's Environmental, Social, and Governance (ESG) Advisory Committee, established in 2022, is composed of staff volunteers from throughout the company. The Committee seeks to act as GAI's advisory board and provide guidance for ways that we can be an even more responsible resident in our services areas, a more considerate employer for our staff, and a better partner for our clients. We have created this first annual report to document the progress we have made toward this goal during our ESG Advisory Committee's first year of existence, and to share GAI's commitment to ethical business practices, diversity and inclusion, sustainability, support for the communities we serve, respect for the natural environments where we operate, and favorable work/life balance for our staff.

On behalf of GAI's dedicated employees, I am proud to offer for your review our 2022 ESG Report. As this report will explore, GAI has examined our company's role in our communities, the environment, and our responsibility to be a good neighbor that considers the long-range effect of our actions while taking tangible steps toward improvement across the full range of our internal and external activities.

Gary M. Dejidas, PE, MBA, F.GBA
Chairman and CEO

GAI Overview

Transforming ideas into reality® since 1958, GAI Consultants delivers customized engineering, planning, and environmental expertise to energy, transportation, development, government, and industrial clients. GAI's accomplished specialists are dedicated to earning our clients' trust—they approach every initiative with enthusiasm and integrity, delivering multifaceted services to assist our clients' initiatives and project challenges by meeting or exceeding their expectations.

Guiding Principles

Vision: To strategically grow our business, nationally and internationally, in partnership and trust with our clients and staff.

Mission: We meet our clients' challenges by empowering our staff to transform ideas into reality.

Guiding Principles:

Integrating integrity, trust, and quality into all that we do

Delivering outstanding client service and communication

Enhancing business through high ethical standards

Acknowledging our employees' achievements

Strengthening our success through safety

About GAI's ESG Advisory Committee

In 2022, GAI established the Environmental, Social, Governance Advisory Committee. The committee's mission is to further improve the GAI work experience by helping enhance our commitment to ethical and sustainable operations both internally and as it relates to the world we share.

At GAI, we strive to maintain a responsible approach to internal business processes that have long-lasting, positive effects on the environment, our employees, and our clients.

The ESG Advisory Committee members consist of volunteers from the technical, operational, and administrative areas of GAI.

COMMITTEE LEADERS



Jennifer Broush, MBA
Environmental and Energy
Services Director / Associate



Darlene Deitrick, MBA
Senior Marketing
Coordinator / Associate

EXECUTIVE SPONSOR



Stephen Gould, MS, MBA
President of Power & Energy
Chief Administrative Officer

COMMITTEE MEMBERS

Enrique Bazan-Arias, PE, EMBA
Donald Bender
Lexi Brunstad, MBA
Laura Concannon
Alan Gilman
Niyoga Hubbard
Jeffrey Jackson, PE

Ibte Khilji
Brandon Kish
Steve Miller, PE, MS, MBA
Patrick Moore, PE
Sarah Muir
Lynne Nestler
Michael Owens, GISP

Cynthia Perez
Jessica Ritter, PHR
David Troianos, PE
Marc Walters, MPA, CPESC
John Weber, PE, MBA

Our ESG Approach

| | ENVIRONMENTAL | SOCIAL | GOVERNANCE |
|--------------|--|---|--|
| OUR APPROACH | Improve the GAI work experience by helping enhance our commitment to ethical and sustainable operations both internally and as it relates to the world we share. | Pursue social initiatives that positively impact our staff, stakeholders, and the communities where we operate. | Conduct ethical and accountable practices that serve the best interests of our stakeholders while also protecting GAI's assets. |
| OUR ACTIONS | Track greenhouse gas emissions to help understand where improvements can be made. | Engage with and protect GAI's most valuable asset—our staff—through health, safety, and wellness efforts and initiatives. | Promote reasonable risk control throughout the company and complete assignments within an acceptable and appropriate period. |
| | Review recycling and waste management efforts across all GAI offices. Develop programs to encourage recycling and reduce waste. | Promote and support Diversity, Equity, and Inclusion initiatives. | Commit to the protection of company, employee, and client confidential and sensitive data. |
| | Review current real estate investments and identify where reductions can be made. | Give back to our local communities through philanthropic efforts. | Apply an ethical and moral compass on a day-to-day basis throughout our endeavors to help make better decisions and guide our actions. |

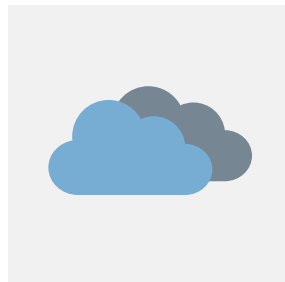
Notable Achievements

GAI adopted a new Environmental Sustainability Policy in 2022, which recognizes our company's goals of decreasing our adverse impact on the environment, establishes direction toward reducing our company's environmental and carbon footprint, and enhances the continuous improvement of GAI's contribution toward environmental sustainability.

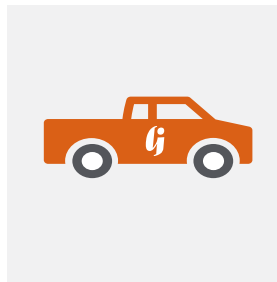
GAI developed subcommittees to support our ESG initiatives, establish baseline information, and determine goals for the years to come. The subcommittees supporting ESG include:



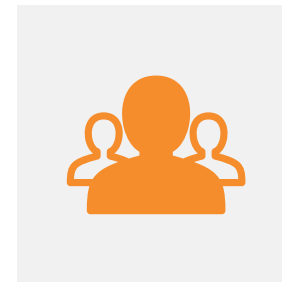
**RECYCLING/
WASTE
MANAGEMENT**



GREENHOUSE GAS



FACILITIES/FLEET



SOCIAL



**DIVERSITY,
EQUITY, AND
INCLUSION**

Environmental

MISSION:

As part of GAI's commitment to sustainable development and respect for the environment, we have established an Environmental Sustainability Policy to reduce our adverse impact on the environment. This policy works to establish direction to reduce GAI's environmental and carbon footprint and enhance GAI's continuous improvement for its contribution to the sustainability of the environment.

GREENHOUSE GAS (GHG) INVENTORY

Current Practices:

GAI is committed to evaluating our impact on the environment, collecting and reporting reliable data, and identifying opportunities to reduce energy and water consumption and waste generation. In 2022, we began the process of capturing Scope 1, 2, and 3 emissions, using the Environmental Protection Agency's (EPA) Simplified GHG Emissions Calculator.

Methodology:

While we reviewed several GHG inventory tools and estimators available both commercially and publicly, it was determined that the EPA Simplified GHG Emissions Calculator would provide the most efficient means of estimating GAI's 2022 GHG inventory. This calculator uses emissions factors and calculation methods widely accepted by agencies such as the EPA and state-level specific departments tasked with collecting data from emitters of greenhouse gases within their jurisdictions.

Moving Forward From Here:

To support our commitments, GAI will advance our analysis by working with vendors and our supply chain as part of our data collection process. This will enable GAI to set realistic targets to reduce carbon, waste, and water consumption. We will also be evaluating ESG systems that complement the areas identified in our materiality assessment for the work that we perform to enhance the accuracy and auditability of our data.

GAI has migrated more than 50% of our technology to Microsoft's Cloud, reducing our Scope 2 electricity emissions and leveraging Microsoft's carbon negative commitment. We have a goal to move most of the remaining 50% of our technology in 2023.

A large percentage of GAI's historic GHG-emission total is attributed to the electricity used in the buildings we lease for office space. The COVID-19 pandemic gave us the opportunity to streamline our remote/hybrid work processes, and we have committed to right-sizing our real estate footprint, leveraging opportunities to occupy space that reduces our environmental impact.

| 2022 ENVIRONMENTAL DATA January 1, 2022 – December 31, 2022 | |
|--|--------------|
| Category | MT CO2e |
| Scope 1 Natural Gas Mobile Sources – Fleet Fuel | 146 1,302 |
| Scope 2 Electricity* | 1,774 |
| Scope 3 Business Travel† Employee Commuting‡ | 28 1,824 |

* Data may be estimated based on availability of information

† Represents air travel only

‡ Estimated based on remote/hybrid/office data available and average commuting distance

The methodology used in this report was identified to be an effective means for qualifying GAI's GHG emissions for the 2022 calendar year (January 1, 2022, through December 31, 2022). GAI reserves the right to change the GHG inventory process in the future for the purposes of further streamlining, refining, or enhancing the estimating process.

GAI REAL ESTATE – OPERATIONAL UPGRADES

Current Practices:

GAI currently holds leases for 25 office locations where GAI is a tenant. Our goal is to right-size our real estate portfolio to better suit the needs of current staff by recognizing office, hybrid, and remote workers. GAI has secured storage locations to house associated field equipment while downsizing/transitioning to virtual offices for day-to-day operations where possible.

Moving Forward From Here:

As GAI continues to right-size our real estate, our building specifications include the following conservation requirements when considering possible locations for new or updated GAI office space:

- Electric hand dryers, water-saving commodes, and motion-sensor lighting
- Bicycle parking, accessibility to bike lanes, and proximity to public transportation
- Electric vehicle (EV) charging stations for tenant use similar to those installed in GAI's Chicago and Orlando office buildings

GAI PURCHASING

Current Practices:

Office-supply purchasing is a coordinated, corporate-wide effort. Standard office supplies are identified as the most frequently used and cost-effective options.

- 56% of GAI office supply products contain an average 16% recycled post-consumer waste content
- GAI had a total Green Spend of 26.04% in 2022

GAI utilizes Iron Mountain to store paper files. GAI also uses Iron Mountain for shredding paper that is then recycled.

- 5.8 tons of GAI paper waste were shredded and recycled in 2022

Moving Forward From Here:

Our goal is to investigate practices such as purchasing more products made of recycled content and/or recyclable materials as well as increasing electronic submittals, marketing materials, etc., and decreasing hard-copy deliverables where acceptable or appropriate.

GAI FLEET

Current Practices:

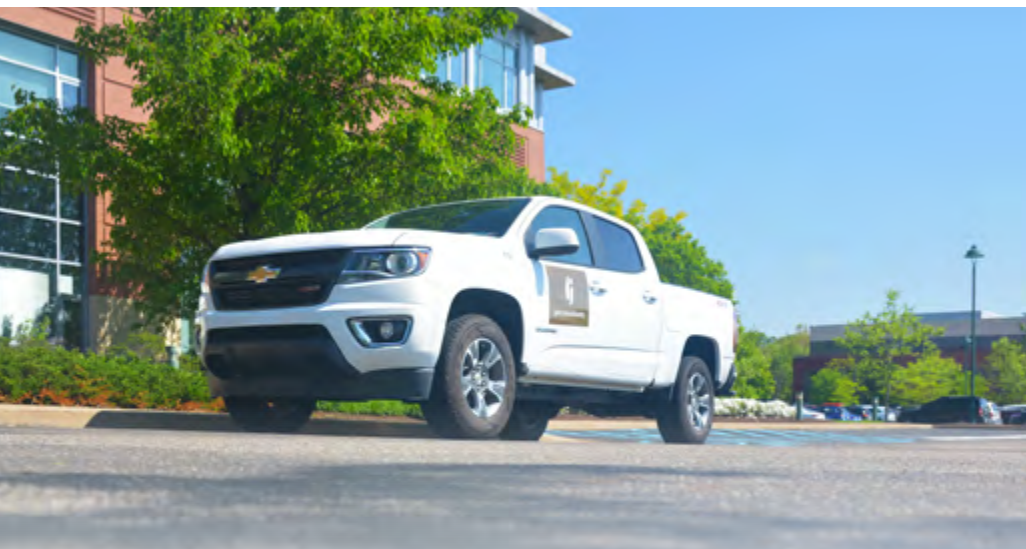
GAI currently has 124 fleet vehicles company wide. Fleet vehicles are leased on a 48-month/100,000-mile program through Enterprise Fleet Management. The composition of GAI's total fleet breaks down to 86% trucks (25% of the total fleet made up of mid-size trucks, and 61% of the total fleet made up of full-size trucks) and 14% SUVs.

Our fleet vehicles average 16.7 miles per gallon. This is primarily due to the rugged environment in which much of our field work takes place. In 2022, our fleet vehicles were driven approximately 2,365,000 miles.

GAI has reduced its fleet from 180 to 125 vehicles over the last 3 years. The number of vehicles maintained each year is primarily based on project and operational needs.

Moving Forward From Here:

Vehicles could be transitioned in upcoming years to hybrid and/or electric – though there are limitations on the makes and models available for the 2023 fleet order. Currently, hybrid options are not available in 2023 due to supply chain issues. We are continuing to monitor the availability of hybrid vehicles and will strive to lease these vehicles as they become available.



RECYCLING/WASTE MANAGEMENT

GAI recognizes the importance of having established recycling programs. We are working to reduce our contribution of solid waste sent to landfills in the surrounding communities.

GAI will work to expand processes in the recovery/collection of waste materials for use in new products and pursue the purchase of the resulting new products.

Current Practices:

GAI identified recycling efforts and programs at individual office locations.

The size of each office is based upon the number of employees assigned to work on-site, which varies throughout the company. With the recent changes in hybrid/remote work, many of GAI's offices have reduced the number of on-site employees, which directly affects the amount of office supplies/materials used, including, for example, the paper used in copying/printing and disposable cups/plates used.

The four largest office locations (Pittsburgh, Cranberry, Jacksonville, and Orlando) each have recycling bins for paper waste, the contents of which are securely shredded and recycled. These office locations also contain blue recycling bins located throughout the office for other recyclable materials. GAI does not manage the janitorial contracts for many of our buildings, therefore, we do not control the current recycling process at those locations.

Moving Forward From Here:

As we approached 2023, the recycling program's goal will be to provide ideas and recommendations for practical/physical aspects to enhance recycling programs. Cost-effective options to boost the current effectiveness of our active programs will be considered. Volunteer initiatives and participation in local neighborhood/private organizations programs will be evaluated. Establishing leaders to spearhead recycling efforts will help ground the programs. Options may include reducing single-use plastics and packaging, eliminating Styrofoam cups in breakrooms, and utilizing reusable coffee mugs.

SUPPORTING A SUSTAINABLE AND RESILIENT FUTURE

As the fastest-growing energy source in the U.S., renewable resources energy production nearly doubled between 2000 and 2020. GAI is participating in this growth by providing comprehensive, responsive, and professional siting, design, and permitting services for wind, solar, biomass, and hydro projects. Our services include mapping; modeling; permitting; environmental assessment and compliance; civil, electrical, mechanical, and structural design; and construction monitoring.

GAI has been serving the renewable energy industry for more than 20 years. Between our engineering, environmental, cultural resources, civil survey, and community solutions staff, we have completed 100+ projects in 20+ states. GAI provides clients with the technical expertise, depth of experience, and local knowledge to move projects from origination through construction.

For more information, please visit renewables.gaiconsultants.com.

Social

HEALTH, SAFETY, AND WELL-BEING

Program Initiatives:

2022 was a year that was dominated by a return to a “new normal” after the COVID-19 pandemic. Health & Safety initiatives that were implemented during that time gained traction in 2022 and lagging indicators showed the success of these efforts.

COVID-19 Risk Management

Although the COVID-19 pandemic was on the wane, COVID cases were still reported by employees. These employees were able to work remotely and avoided contaminating the office environment as well as other employees in the office.

Occupational Safety and Health Administration (OSHA) 10-Hour Construction Safety Training



The Health & Safety department began to conduct the OSHA 10-Hour Construction Safety Training for field employees in 2020 and concluded the initial training for current GAI employees in mid-2021. The intent of these classes was to raise the awareness of anticipated safety risks encountered on construction sites and the employee’s actions to prevent incidents occurring from these risks. GAI clients began to require the OSHA 10-Hour Construction Safety

Training certification as a prerequisite to being granted access to their sites. In 2022, the company continued this training for new employees and will continue this training in the foreseeable future.

Other Notable Achievements

Safety Tracker App – Health & Safety worked with the IT department to develop an application for reporting incidents. This app is available on a mobile device platform as well as a computer-based application. The app allows information to be collected while in the field and provides quick notification to Project Managers and Health & Safety.

Tick Procedure – The Tick Procedure developed by GAI is now recognized in the industry. The company did not incur OSHA recordable incidents due to tick bites in 2022.

Bat Handling Procedure – Due to a recordable incident, a review and update will take place for completion in 2023. The goal is to make the policy more robust and implementable.

H&S Monthly Safety & Operational Field Improvements Process Meetings

Monthly Safety & Operational Field Improvements Process Meetings began in January 2019. During these monthly meetings, we focus on providing updates regarding our year-to-date safety numbers as well as recent incidents, good catches, and near misses. The purpose of these meetings is to engage the employees in safety procedures, best practices, and goals in order to support their safety while at work. Employees are encouraged to ask questions, share insight, and provide feedback on our safety processes, personal protective equipment, and our incident reporting structure. In 2022, an average of 129 employees attended the monthly meetings, most of whom are involved in field operations.



2022 Safety Incident Review

Total Incident Profile (Injuries/Illnesses) - The review below breaks incidents into three categories:

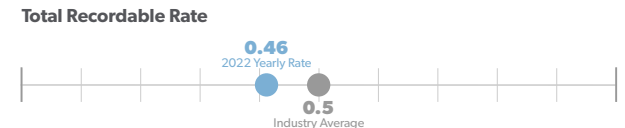
42 First Aid, Near Miss, and Good Catch Incidents



Recordables Prevented – The 42 First Aid, Near Miss, and Good Catch incidents were addressed by using the TriageNow service and employees were assisted to obtain medical care but the treatment did not rise to the level of Recordable.



Days Away, Restricted, or Transferred (DART) Rate Comparison – In 2021, the severity of the incidents decreased to 0.15, which was due to only one DART case recorded. In 2022, the DART cases increased to two, resulting in a rate of 0.30.



Total Recordable Incident Rate (TRIR) Rate Comparison – The company finished 2021 on a reduction from 2020’s rate of 1.08 to the 2021 rate of 0.45. In 2022, the company was able to essentially replicate the same safety performance with a rate of 0.46, a slight increase due to fewer hours worked. The trend is moving in a positive downward direction, with a 0.0 TRIR as an ultimate achievable goal.

GAI Safety Program, 2022

The company saw robust continuance of our safety program in 2022. By tasking the Executive Health & Safety Review Board to review injury incidents as well as auto incidents, we served notice that proactive assessment of risks is to become a standard process. This review included the employee, their supervisor, their one-level-up supervisor, Business Unit Leader, and General Manager. In addition, the monthly operations safety meetings provide a forum to discuss safety issues from the field. Our goal for 2023 is to achieve a year-end TRIR lower than the most recently published (2021) industry average year-end TRIR of 0.5.

Looking Ahead, A Year of Continued Positive Change

We have seen positive results from the proactive Health & Safety programs and systems the company has instituted over the past 3 years and will continue to improve upon this successful trend by exploring more opportunities to enact further preventive initiatives. GAI has seen encouraging outcomes as a result of adopting a forward-looking approach to health and safety, and we believe the proactive, preventative actions being taken as a company offer a path moving forward to continued improvement of our workplace safety program.

DIVERSITY, EQUITY, AND INCLUSION

GAI's Diversity, Equity, & Inclusion (DEI) Committee was established in 2021.

Leader



Kathy Leo

Executive Sponsor



Stephen Gould

Mission Statement

GAI is committed to diversity, equity, and inclusion through fostering a workforce that represents different communities, cultures, and viewpoints. We will continue to build mutual trust and respect where employees are empowered to share their diverse perspectives, experiences, and ideas.

Future Initiatives

As of December 2022, the proposed draft Diversity, Equity, & Inclusion Policy remains under review. As final comments are addressed, the policy will be finalized and presented company wide.

How DEI Functions Within GAI

One of the main goals of the DEI Committee is to identify areas of improvement within our company and implement initiatives that will foster inclusivity, respect, and education. Initiatives that are set forth will be measured for continuous improvement, allowing and encouraging the growth of our staff and business. By cultivating diversity, equity, inclusion, and belonging, GAI remains committed to fostering the growth and success of our employees, meeting the needs of our clients, and serving the communities in which our offices are located.

In addition to holding regularly scheduled DEI Committee meetings, the following initiatives took place in 2022:

- The DEI Committee furthered our goal of raising awareness and fostering an even more attuned and inclusive workplace with the launch of DEI Community. DEI Community is an online space that offers staff a companywide platform to host open, honest, and respectful conversations on a range of DEI topics.
- A Cultural Events Calendar was established to identify monthly DEI topics for educational opportunities. Committee members prepared a range of articles, brief updates, video messages, and more that were shared companywide to educate fellow staff on the monthly themes.
- GAI's new Mentorship Program was launched in March 2022, pairing GAI employees with senior staff and cross-functional colleagues. This program seeks to support staff career development, leadership potential, and cross-organization engagement to build a better connected, more cohesive GAI that will continue to excel in offering proactive, responsive, innovative service to our clients. GAI's Mentorship Program will continue in 2023.
- GAI's Board of Directors contracted Tekoa Puerie International to conduct DEI training for each member of the Board, as well as to assist in reviewing GAI's draft DEI Policy.
- In October 2022, members of GAI's DEI Committee hosted a companywide 'Faces of GAI' Lunch & Learn presentation to share personal DEI stories with colleagues.
- GAI sponsored the creation of a seven-story 'Rising Up Parramore' mural located in one of Orlando's historically Black neighborhoods. The mural was finalized and dedicated in September 2022.

HUMAN RESOURCES AND WORKFORCE

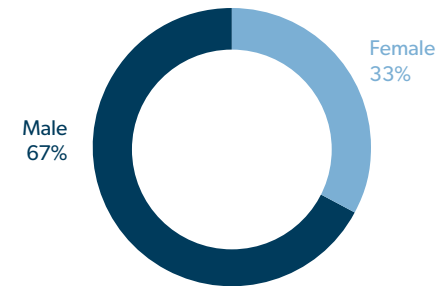
736
Active Employees

42.5
Median Age

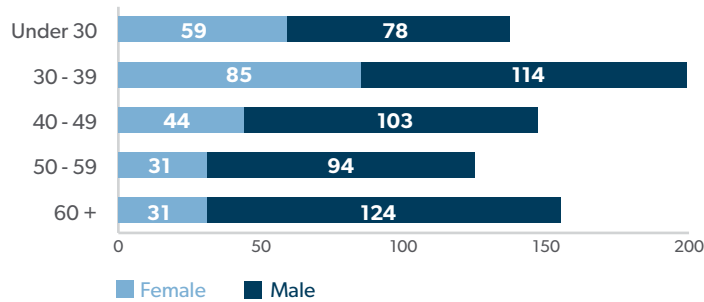
4.77
Median of GAI Tenure

| Ethnicity | Employees |
|---|-----------|
| White | 651 |
| Hispanic or Latino | 34 |
| Black or African American | 26 |
| Asian | 21 |
| Two or more races | 16 |
| Not specified | 14 |
| Native Hawaiian or Other Pacific Islander | 1 |

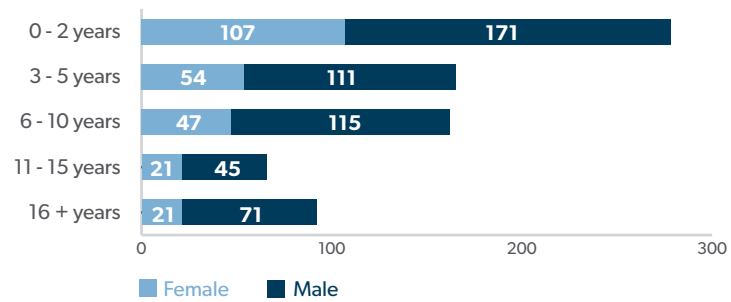
Employees by Gender



Employee Gender by Age



Gender by GAI Tenure



RECRUITING AND RETENTION

GAI's recruiting strategy to improve talent acquisition as applied to the entry- and mid-level candidate pool is to be active with college career fairs, hosting open houses, managing a presence on the Handshake platform, formalizing an internship program, and streamlining the opportunity and offer process for hiring managers.

College Fairs: GAI attended 12 college fairs over the course of 2022. Talent Acquisition would typically obtain roughly 40 qualified resumes and a handful of hires from each school. GAI staff interacted and conversed with candidates and colleagues from across the industry. Recruiting has allowed hiring managers to evaluate the schools, areas of discipline, and geographic locations to be focused on.

Open Houses: The attendance at each open house was relatively small, but the results have been good for a modest expenditure. The open houses allowed GAI to showcase its office and culture and allowed hiring managers to have one-on-one conversations with job candidates in attendance.

Internship Program: Recruiting has made a concerted effort to formalize an internship program in order to have access to student candidates for years to come. We are doing this by placing an importance on interns, conducting stay and exit interviews, and hosting socials (in the future). Two interns have successfully completed the program since it was implemented and have been offered full-time positions. GAI has hosted two internal Lunch & Learns to inform hiring managers on how they can help the internship program be successful.

Learning Opportunities: GAI hosts many Lunch & Learns throughout the year. Lunch & Learns are provided by external and internal presenters who have interesting topics to share and may qualify our staff to receive professional licensing credit, offer information and instructions regarding procedural changes at the company, and teach GAI standard technical practices to targeted groups.

Examples of the Lunch & Learns conducted in 2022 include Health & Wellness topics such as Promoting Family Health, Relaxation to Suit Your Lifestyle, The Connection Between Exercise and Mental Health, and Workday Workouts. Technical topics included Civil 3D Training, Civil 3D Tips and Tricks, Field Work and Safety Considerations, and Advanced Drainage Systems.

Benefits: GAI offers a comprehensive benefits package to support our valued employees. Full-time employees and their dependents are eligible to enroll in our benefit programs upon hire. GAI also has leave of absence programs and disability benefits to support our employees when needed. An example of benefits offered includes, but is not limited to, medical/dental/vision insurance and spending accounts, 401(k) retirement plans, paid maternity/paternity/adoption leave, Point Park University MBA Program (onsite), and Work Hours/Flex Time.

Professional Development: GAI supports and engages employees through various professional development programs. Programs include a company-sponsored "GAI University" program. GAI recognizes the benefit of professional development and makes a significant investment in training programs. This multifaceted program provides progressive professional development opportunities for employees interested in developing new skills and advancing their careers.

Harvard University Executive Leadership Program: This 1-year program sees participants studying one topic every month in a blended course format with self-study modules and monthly class conference calls with GAI expert leaders as guest speakers.



POINT PARK UNIVERSITY **MBA Program:** In a collaborative partnership with Point Park University, GAI offers an onsite and virtual Master of Business Administration (MBA) degree program to high-potential employees. This degree is specifically designed with our employees' needs in mind, with course topics and projects related to our business and industry. Employees interested in applying for the program go through an application and approval process. All employees are eligible to apply. GAI covers half of the student's tuition.

Tuition Reimbursement Program: Full-time employees with 6 months of service are eligible to participate in our tuition reimbursement program. Employees may pursue a degree by taking individual classes at an approved and accredited educational institution, provided the course of study is directly related to the employee's current job position or potential future position at GAI.

Professional Development Incentive Award: This program rewards GAI employees for earning eligible professional licenses and certifications.

COMMUNITY SUPPORT ACTIVITIES

GAI employees and offices take part in community philanthropic activities throughout the year. Below are a few examples of these activities.



Women's Energy Network Dress for Success.



The annual Swing "Fore" the Arts Golf Tournament benefiting the City of Casselberry, FL arts program.



GAI's partnership with City of Orlando District 4 Commissioner Patty Sheehan's annual Thanksgiving Turkey Giveaway.



GAI's partnership with City of Orlando District 4 Commissioner Patty Sheehan's annual Wheels 4 Kids event.



GAI's Fort Wayne, IN employees volunteer at the community Embassy Theatre.



GAI's Pittsburgh, PA office 11th annual food drive.



GAI's Pittsburgh, PA office backpack donation.



GAI's Kentucky office Ohio River Sweep.

More GAI community support activities include:

- Hope for the Homeless!
- Butler County Local Emergency Planning Committee
- Church community serve days (various congregations and locations)
- Toys for Tots
- Angel Tree Drive
- 5K Benefiting Addiction Recovery
- Monetary donations to: Washington Co. Humane Society; Paws Across Pittsburgh; Western PA School for the Deaf; National Breast Cancer Foundation; K-Love; Kidney Cancer Association

Corporate Governance

An important aspect of GAI's ESG mission focuses on providing a healthy, productive community in which professionals have a supportive environment to grow and thrive in their careers. Critical to this goal is continually monitoring and improving GAI's governance structure with emphasis on establishing an internal ethical framework that provides a template for further refining how we approach both our staff and the work we do for our clients. The following describes two policies adopted and implemented to further this initiative.

GAI'S CORPORATE CODE OF CONDUCT AND ETHICS POLICY

GAI has adopted this policy as a means to define the expectations that we have of ourselves and our ethical conduct toward all stakeholders. GAI believes that its credibility and reputation are shaped by the collective conduct of all employees, and our Corporate Code of Conduct and Ethics Policy articulates the ideals that we aspire to and the behaviors that are mandatory at GAI and in our business, professional, and personal behaviors. Key concepts that support our governance philosophy and advance our goal of improving our internal and external business and operating mindset include:

- **Integrity and Trust**—GAI is committed to continuously fostering integrity and trust in all our interactions with fellow employees, clients, and the public. GAI strives to adhere to high standards of ethics and compliance while performing our agreed professional services for our clients. The GAI Corporate Code of Conduct and Ethics Policy describes the guidelines and ethical principles that inform us in making decisions when performing our professional services.
- **Risk Management**—GAI has long recognized that effective management of business, legal, and operational risks is acutely important to our long-term success. A multifaceted risk-management process to identify, monitor, measure, and manage risks is followed, and business and project management is responsible for GAI's day-to-day risk-management activities.

A woman with her hair in a ponytail, wearing a patterned sleeveless top, is seen from behind, sitting at a desk in an office. She is looking at a computer monitor displaying a website. There are several other monitors and framed documents on the wall behind her.

DATA PRIVACY AND CYBERSECURITY

GAI is committed to protecting company, employee, and client confidential and sensitive data. Maintaining the confidentiality, integrity, and availability of data is critical to the security and success of the organization.

0 breaches in last 2+ years

GAI's cybersecurity program is based on the National Institute of Standards and Technology (NIST) Framework, consisting of standards, guidelines, and best practices for managing cybersecurity risk. The company also intends to seek Cybersecurity Maturity Model Certification (CMMC). GAI annually reviews its security policies and procedures and makes appropriate adjustments when changes are introduced into the environment or when regulations change.

To enhance our protections and mitigate risk, GAI will be implementing a Managed Detection and Response (MDR) partner in Q1 2023 to provide 24/7/365 monitoring of threats.

Mandatory annual training for phishing and cyber-threat awareness for all employees is necessary for an effective cybersecurity program. This program is intended to be expanded in 2023 to include access control, data protection and classification, data handling and retention, incident response, media protection, and data privacy.

Report Contributors

Leaders



Jennifer Broush, MBA



Darlene Deitrick, MBA

Executive Sponsor



Stephen Gould, MS, MBA

Committee Members



Enrique Bazan-Arias, PE, EMBA



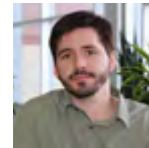
Donald Bender



Lexi Brunstad, MBA



Laura Concannon



Alan Gilman



Niyoga Hubbard



Jeffrey Jackson, PE



Ibte Khilji



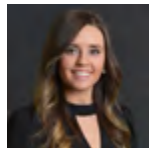
Brandon Kish



Steve Miller, PE, MS, MBA



Patrick Moore, PE



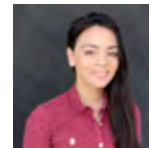
Sarah Muir



Lynne Nestler



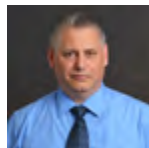
Michael Owens, GISP



Cynthia Perez



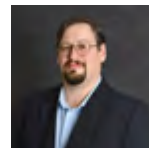
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About This Report

This report includes data and information collected January 1, 2022 - December 31, 2022. The stated GAI ESG goals and objectives for future improvements are aspirational to strive for and not to be construed as or considered to be warranties or guarantees for future ESG results.