









### CONNECTED BY OUR PURPOSE

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2024 SUSTAINABILITY REPORT

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#### **Cautionary statements**

This report contains "forward-looking statements" within the meaning of applicable securities laws. Forward-looking statements in this report include, without limitation, statements relating to our sustainability goals, our use of renewable-based energy and carbon-based power sources, our environmental and conservation goals and policy, reduction of our greenhouse gas emissions, and our commitment to exceptional client experiences and data security. We disclaim any obligation to update any forward-looking information. The forward-looking statements are based on expectations, assumptions, estimates, and projections about Barr's future performance, goals, and expectations and involve inherent risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements. These statements are not guarantees of future performance, and readers are cautioned not to place undue reliance on these forward-looking statements, as actual results may vary significantly due to various factors beyond Barr's control.

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### A MESSAGE FROM OUR CEO



Ward Swanson
President and CEO

At Barr Engineering Co., we are privileged to do work we love, and we're united by a common purpose:

### Cultivating a community of employee-owners to engineer solutions for a better future.

Clients, employees, community members, partner organizations, and others count on us to operate responsibly and deliver beneficial outcomes through high-stakes, high-impact projects.

It's a significant responsibility that deserves careful thought and attention. That's why we are proud to share this sustainability report.

Our comprehensive approach to sustainability reflects the belief that environmental, societal, and business outcomes are all deeply intertwined. Since our incorporation in 1966, Barr has focused on delivering solutions reflecting that belief by fostering long-term relationships and solving complex challenges related to natural resources.

Our sustainability commitments guide us. They also provide clients, community members, and collaborators with an understanding of what to expect. Our people make these outcomes possible. We hire and retain intrinsically motivated professionals who invest deeply in their work and demonstrate a commitment to Barr's values in their actions. We understand the opportunities and risks inherent in our projects and approach each undertaking with discipline and integrity.

Those same standards—discipline and integrity—are demonstrated by Barr's Management Team and Board of Directors. As an employee-owned company, we decide together how to manage our operations and hold one another accountable for delivering on our promises in a way that is consistent with our shared values.

Today, we have much to celebrate—and much more to do—as Barr continues to advance our priorities, assess our impact, and provide updates on our progress.

2 1

### Our sustainability commitments:

- Pursue positive environmental outcomes in our operations and client work
- Consistently deliver exceptional service and outcomes to our clients
- Hold ourselves to industry-leading ethical standards; select suppliers who share our values
- Put the safety of our employees, clients, partners, and the public first
- Meaningfully engage with and contribute to the communities in which we live and work
- Empower and support employeeowners through interesting work, a respectful and inclusive environment, and genuine care for them and their families





## A MESSAGE FROM OUR BOARD CHAIR



Tina Pint
Chair, Board
of Directors

The world has changed dramatically since Barr was incorporated nearly 60 years ago.

### Throughout the decades, our passion for making a positive impact has remained steadfast.

Then and now, our business practices and projects position Barr to deliver sustainable outcomes and make a lasting difference for clients, communities, and the environment.

As chair of Barr's Board of Directors, I'm pleased to share this sustainability report, which describes the factors essential to our organization's successful operation and management. The report reflects the board's input and support in defining Barr's sustainability commitments and related performance metrics, and it highlights efforts across the company that bring these desired results to fruition.

Every day, Barr's dedicated engineers, scientists, technical experts, and support teams advance plans and projects that address clients' complex challenges while enabling employees, communities, and the environment to thrive. Our board members—who are also employee-owners of Barr—provide oversight to foster a balance across these priorities. In this regard, we act as stewards of our company's sustainability performance and positive impact.

We're grateful for the active partnership of our employee-owners, clients, partners, and communities as we strive to deliver lasting, positive outcomes in all our work. We also appreciate your continued input, feedback, and engagement as we move forward on our sustainability journey.













### **GUIDED BY OUR VALUES**

Barr's work is rooted in the values we established decades ago.

They connect us to our past and act as a compass, guiding our decisions and actions today and pointing us toward our future.

Committing to an exceptional client experience

Acting as owners

Collaborative consulting

**Ethical conduct** 

Diversity, equity, and inclusion

Professional development

Safety

Trust



### FOCUSED ON WHAT MATTERS MOST

Consistently delivering exceptional service and outcomes begins with understanding what is most important to our clients, employees, communities, and all who share an interest in Barr.

A materiality assessment based on Global Reporting Initiative (GRI) guidance helped us define Barr's sustainability priorities and aspirations, as well as connect them to our ongoing company practices and client projects.









### OUR MATERIAL FACTORS:

### Safety

Protecting everyone from health-related risks at a project site, at the office, on the road, or during the time spent in between.

#### **Ethics**

Going beyond compliance with internal policies, laws, and regulations to hold ourselves to industry-leading standards of professional integrity.

### Natural resources use and management

Helping clients manage their use of and positively impact—water, air, soil, oil, minerals, and metals.

### Climate change

Evaluating and planning for climate impacts, including long-term temperature shifts and weather patterns resulting in increased water stress, frequency of extreme climate events, and more.

### **Talent management**

Optimizing our activities and processes that identify, attract, engage, develop, and support employees to help ensure we are ready and qualified to meet client and company needs today and in the coming decades.

### Information security

Safeguarding employee, client, and company data and information.

### **Employee health and well-being**

Surrounding employees with resources that support their physical and mental health, including benefits, autonomy in selecting project work, and flexible work arrangements.

### **Client experience**

Delivering high-quality work and exceptional service tailored to each client.

### Diversity, equity, and inclusion (DEI)

Fostering a diverse, inclusive, and respectful workplace with no tolerance for discrimination or harassment. Diverse backgrounds, experiences, and ideas are critical to delivering on our purpose.

### **Corporate citizenship**

Striving for cultural awareness and meaningful engagement with communities, partners, and the public.

### **Business continuity**

Creating operational and supply-chain contingencies, including preventative steps and planned responses to physical and technological events that could disrupt business operations.

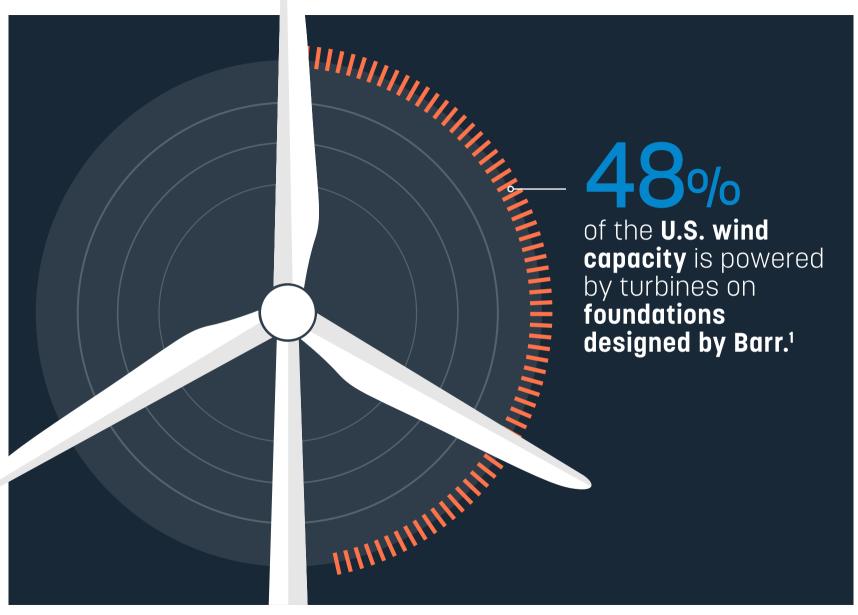












### BARR IMPACTS:

Enabling cleaner energy

Barr has been helping clients incorporate utility-scale wind and solar power into their operations for over 30 years.



### RENEWABLE ENERGY PROJECTS

Since the early 1990s, Barr has helped clients evaluate, design, and implement renewable solutions.
Services provided include feasibility analysis, siting, permitting, design, and construction oversight.

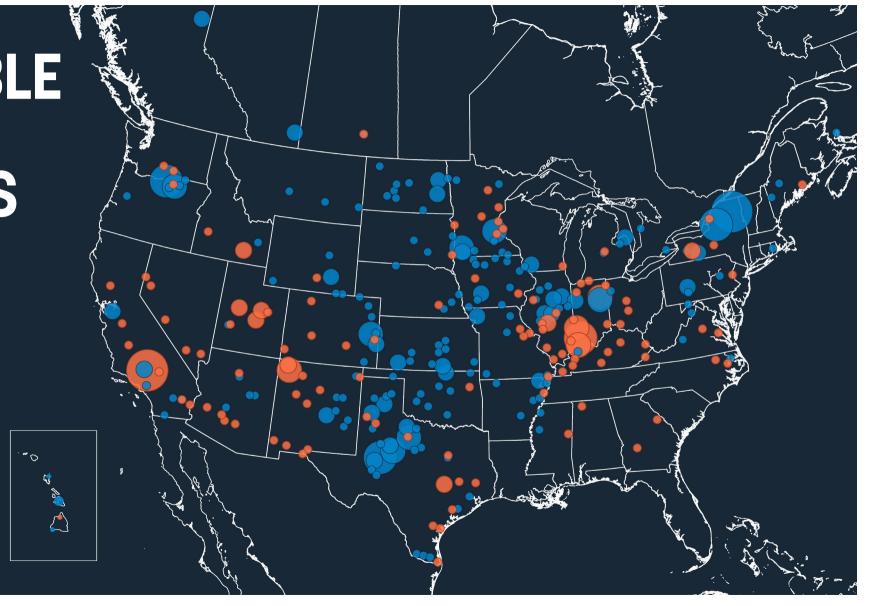
In 2024 alone, Barr worked on more than **225 wind** and **100 solar** facilities across the continent, spanning varying stages of development and construction.

### PROJECTS STARTED BETWEEN 2020 AND 2024

Size of bubble based on project count in a given geography

Wind power

Solar power



### **BARR IMPACTS**

### Moving away from carbon and closer to sustainability

Across our projects and offices, Barr's employee-owners continually seek out and adopt new strategies that reduce our reliance on carbon-based power sources like coal, natural gas, and oil.

### We estimate that 43% of the electricity consumed at our offices is generated from renewable sources such as wind and solar.

Since 2013, Barr has also supported a hybrid work environment, and our voluntary Commuter Challenge alone eliminated 197,000 miles of travel and an estimated 86 tons of CO<sub>2</sub> from vehicle emissions.

### **SMARTER COMMUTING**

In 2024, more than 90 employee-owners across eight states participated in the Commuter Challenge.









### OFFICES POWERED BY NATURE

According to our utility providers, the amount of renewable-based power used at Barr offices will likely exceed 65% by 2030.





# STEWARDS OF NATURE AND OUR COMMUNITIES

Since our earliest days, Barr has viewed environmental stewardship and the responsible use of natural resources as keystones of our work and operations.

The commitments we make enable us to deliver positive outcomes for clients and communities, positioning Barr to thrive through the decades. Our passion to consistently provide exceptional service to clients inspires us to create innovative solutions to highly complex challenges. Success has always been a natural outcome of the care we put into our work.

### **Environmentally responsible business practices**

We collaborate with clients to identify, evaluate, and design lasting solutions that meet project objectives, minimize environmental impacts and climate-related risks, and contribute to a better future.

Environmentally responsible business practices are highly valued by our clients, employee-owners, and the communities in which we live and do business. Barr's Environmental Policy outlines the work principles we follow:

- Achieving and maintaining compliance with all applicable environmental rules and regulations
- Responsibly managing natural resources and preventing pollution by improving efficiency, reducing energy and water use, and minimizing waste
- Providing solutions that implement evolving environmentally protective technologies and practices
- Educating, training, and motivating
   Barr employees and contractors to work
   in an environmentally responsible manner



### I-35W STORMWATER STORAGE

Given a history of significant flooding and stormwater geysers that disrupted traffic and commerce, the Minnesota Department of Transportation turned to Barr and a multi-partner team to design and construct an underground stormwater-storage facility. Positioned along the busy artery of I-35W in Minneapolis, the award-winning sixchambered structure is more than 80 feet deep and holds up to 4.5 million gallons of stormwater.





### **PROJECT SPOTLIGHT:**

### SAFEGUARDING BIODIVERSITY

**OPPORTUNITY:** A Canadian mining client sought to assess and prioritize biodiversity in relation to its operations. The company turned to Barr to develop a biodiversity loss prevention opportunity screening tool.

**THE WORK:** The tool provided a consistent basis for comparing primary threats such as habitat loss, invasive species, and pollution to local species of importance. We identified the status, pressure mitigations, and mitigation effectiveness for key species associated with the site, and prioritized each species based on the risk of extinction and effectiveness of conservation actions.



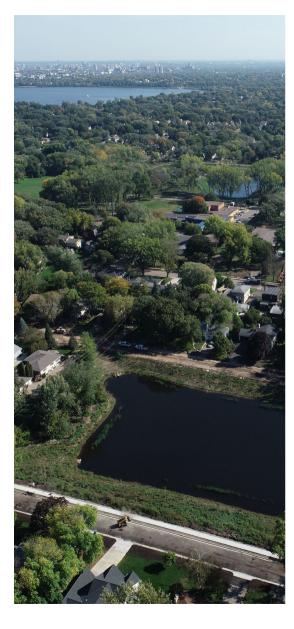


**IMPACT:** This project provided an objective and science-based approach to planning and monitoring biodiversity risk management.

We helped our client understand possible interactions between their assets and primary threats, informing the company's conservation priorities and potential paths forward.









# FORGING PATHWAYS TO SUSTAINABLE SUCCESS

Meeting today's needs while laying the foundation for better tomorrows: It's a tough challenge—and a responsibility we take on each day.

We seize the opportunity to help clients solve problems and achieve ambitious sustainability goals. Barr partners with clients to identify risks and create strategies to protect nature and enhance the human experience.

### **COMMUNITIES AND BUILT ENVIRONMENTS**

### **Greenhouse gas accounting and mitigation**

We assess our clients' emission sources and quantify them. Then, we evaluate and implement innovative approaches to reduce their impacts and generate positive outcomes through improved energy efficiency, changes in operational practices, renewable energy generation, and other clean-energy solutions.

### **Climate adaptation and resilience**

Incidences of extreme temperatures, storms, flooding, drought, landslides, wind, and wildfires are increasing worldwide.

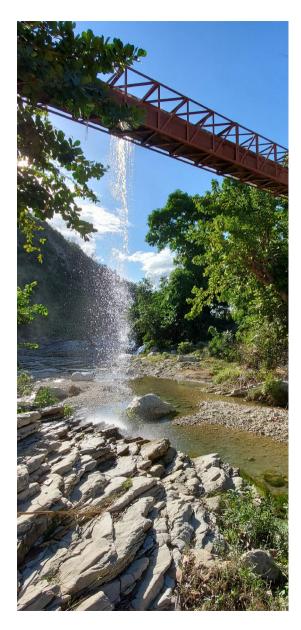
We partner with clients to assess, prepare for, and mitigate climate-related risks, drawing on proven, practical solutions and leading-edge innovations.

### **Community outreach and education**

Maintaining strong relationships with communities and other interested parties can be critical to a successful project. We actively engage with communities and with federal, state, provincial, local, Tribal, and First Nations governments. Our employees are skilled in translating technical details and associated results into deliverables that help facilitate discussions around topics of interest.







#### **NATURAL ENVIRONMENTS**

### Land

Through restoration, reclamation, and redevelopment projects, we help clients resolve their properties' issues—no matter how complex—to renew potential and foster exciting new possibilities. With our expertise in sustainable landscape architecture and green infrastructure, we create resilient, beautiful places poised to better withstand short- and long-term climate impacts. In addition, Barr's cultural resources staff conduct investigations to identify, evaluate, and manage culturally significant resources.

#### Water

Since Barr's earliest days, we've been a leader in water management. Today, we help clients manage groundwater, surface water, stormwater, wastewater, and watersheds. This includes evaluating and addressing water supply and quality, finding ways to reuse and conserve water, increasing operational efficiency, and designing treatment solutions for water and wastewater reuse.

### **Contamination prevention and remediation**

In addition to helping clients plan and implement actions that prevent contamination, we respond quickly to environmental releases to minimize their impacts. We also address existing damage via remediation of air, water, soil, and sediment.

#### **OPERATIONAL IMPROVEMENT**

### Energy

Communities and businesses are striving to meet current energy needs while planning for the future. Clients count on Barr to interpret their energy use, drive greater efficiency, and incorporate cleaner energy solutions into their operations.

### Waste

Minimizing waste is a first-line defense for the environment. We work closely with clients to measure, manage, and reduce hazardous and solid waste—helping them optimize their operational, financial, and environmental performance.

#### **Environmental data**

We deliver insights that make it possible for organizations to assess their performance, identify opportunities for improvement, and report progress over time. Barr enhances approaches to greenhouse gas accounting, water-balance development, sustainability standards alignment and disclosures, data management and analytics, environmental system configuration and support, and audits.









### **PROJECT SPOTLIGHT:**

### **POWERING A REFINERY** WITH SOLAR

**OPPORTUNITY:** Flint Hills Resources decided to build a 45-megawatt solar installation that spans 350 acres adjacent to its petroleum refinery in Rosemount, Minnesota.

THE WORK: Barr helped the refinery navigate key environmental and social considerations such as land use and zoning, threatened and endangered species, wetlands impacts, construction stormwater management, and restoration planning. We also completed a geotechnical investigation and site evaluation, provided design recommendations for the solar panel foundations, and performed infiltration testing to assist with stormwater basin design.

**IMPACT:** The use of solar power improves the refinery's energy efficiency and helps reduce emissions. Pine Bend is the first U.S. refinery and the country's largest manufacturing facility to be significantly powered by on-site solar energy.

120k+ 30%

solar panels

of power generation needs met during optimal conditions













### PUTTING PEOPLE FIRST

Barr would rather pass on a project than risk the well-being of our team, partners, or the public.

We are committed to providing employees with a safe and healthful work environment. We also believe that nearly all occupational injuries and illnesses are preventable. Barr's care extends to our clients and the communities where we live and work.

A healthy and safe workplace is a shared responsibility. It results from intention,

planning, and careful integration at the project-team level. Barr's safety program creates and supports safety roles across our business units, offices, and project sites. The program's foundation is comprehensive safety training, which keeps staff current on risks, mitigations, and protocols.

All employees have the autonomy to refuse to work on a project due to health or safety concerns. They also have the authority to halt a Barr project to prevent injuries or accidents by implementing our stop-work policy. Safety plans are developed for our projects, and we

promote good-call and close-call reporting for continuous learning and improvement.

Barr's safety protocols also account for first-line defenses against danger, including conducting due diligence with suppliers and contractors and providing appropriate personal protective equipment (PPE).

Our Chief Operating Officer serves as our Corporate Safety Officer and is accountable for creating policies and programs with our Health and Safety Manager. Our Board of Directors oversees safety policies and performance.



"Knowing that **our well-being is prioritized** allows us to focus
on delivering our best work
with confidence."

**Peter Blake** 

Senior Structural Engineer







## PROVEN SAFETY RECORD

When asked, 98% of our employees said Barr is committed to safety (benchmark 85%).<sup>2</sup>

Underpinning their confidence is Barr's safety program, which is certified to ISO 45001:2018—the global standard of occupational health and safety management systems that focuses on continuous safety improvement.

Barr's total recordable incident rate (TRIR) has been better than the industry average for more than a decade.<sup>3</sup>

### **HIGHLIGHTS:**

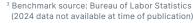
- Outperformed the industry-standard experience modification rate (EMR) since 2009<sup>3</sup>
- Not a single lost workday or restricted duty incident since 2018

### **AWARDS:**

- Minnesota Safety Council:
   Governor's Award of Honor
   in occupational safety, the
   council's highest-level safety
   award in recognition of an
   incident rate at least 91% better
   than the industry average
- Utah Safety Council: Million Hours
   Award for four million consecutive hours
   worked without incurring an Occupational
   Safety and Health Administration (OSHA)
   recordable injury
- Certificate of Recognition (COR):
   The Alberta Construction Safety
   Association certification that Barr's health and safety programs and management system meet provincial standards

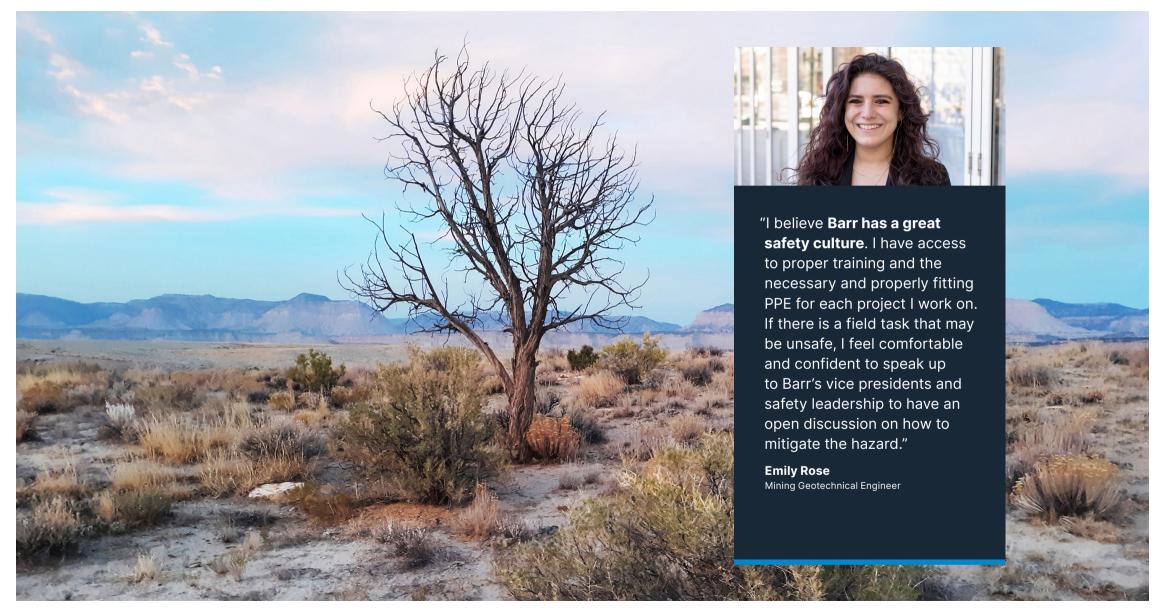


<sup>&</sup>lt;sup>2</sup> Benchmark source: Workforce Science Associates, U.S. cross-sector benchmark, three-year rolling database (WSA 2024)









### EXCEEDING EMPLOYEE EXPECTATIONS

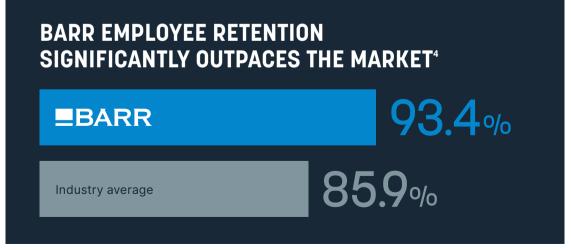
SIMPLY STATED, PEOPLE STAY AT BARR

Employee turnover at Barr is well below the industry average across U.S. architecture, engineering and planning, and environmental consulting firms (6.6% compared to 14.1% in 2023).<sup>4</sup> Our 2024 turnover rate of 8.6% continued this trend.

We retain our employee-owners by supporting their needs and interests. Our staff members have opportunities to engage in company initiatives that interest them and latitude to drive their career trajectories. Barr also provides schedule flexibility so people can balance their individual priorities while meeting their commitments to our clients and company.

90% of our staff say they would recommend Barr as a great place to work to people they know and respect (benchmark 74%).5





<sup>&</sup>lt;sup>4</sup> Barr data reflects 2023 calendar year Benchmark source: Zweig Group, 2024 Financial Performance Report of AEC Firms







### **EXCEEDING EMPLOYEE EXPECTATIONS**

#### BARR'S EMPLOYEE VALUE PROPOSITION

- Broad employee ownership
- Opportunities to work on our clients' challenging and diverse projects
- Collegial atmosphere
- Competitive benefits package
- Compensation for all hours worked for salaried employees via compensatory time; for hourly employees, there is no cap for overtime, and for all employees, PTO is earned on all hours worked
- Opportunities and financial support for learning and professional development
- Reputation for technical and scientific excellence
- · High-trust environment
- Flexible hours and work arrangements
- Minimal hierarchy
- Ability to own your success and career direction

### **PERSONAL DEVELOPMENT**

- Individual education accounts
- Mentoring, peer mentoring, and reverse mentoring
- Coaching
- Feedback



of employees feel they're part of a team (benchmark 81%).6





"Reverse mentors help me make informed decisions in my role as a Barr principal and board director. **Reverse mentoring is a great way for me to get perspectives** on Barr's work and culture that I wouldn't be able to have on my own."

### **Erin Anderson Wenz**

Vice President, Senior Water Resources Engineer







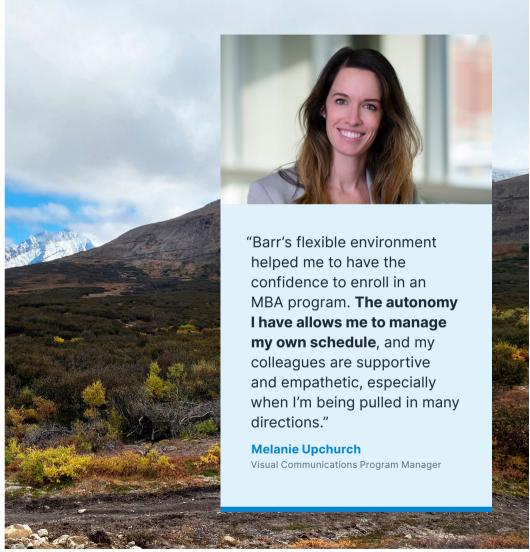
### **EXCEEDING EMPLOYEE EXPECTATIONS**

#### FREE-MARKET STAFFING APPROACH

We're propelled by a lifelong learning mentality and a collaborative yet self-disciplined attitude. Our project staffing approach is built on a foundation of personal accountability; a commitment made is a commitment honored, whether to a client or a colleague.

Barr's employee-owners have discretion to choose the projects and teams they work on. Project leaders assess every opportunity that comes to Barr. They recruit a project team only when they firmly believe Barr will deliver an exceptional experience and outcome to the client. That approach drives client satisfaction, as well as career growth for employees. It ensures projects are staffed with team members who choose to be part of them as they pursue areas of professional interest and passion.









# VALUING AND CELEBRATING OUR DIVERSITY

Since our founding, Barr has encouraged employees to show up authentically, pursue work they're passionate about, and own their successes.

Helping clients solve complex challenges related to natural resources requires interdisciplinary teams whose members have deep industry knowledge and technical skills and collaborate well. Engaging and leveraging individuals with different backgrounds, perspectives, and ideas is essential to providing exceptional work quality and service to our clients, including partnering with them to improve environmental, social, and economic outcomes.

Our workforce includes individuals with expertise in various engineering disciplines, environmental media, and environmental and social science fields, including ecologists, biologists, archaeologists, and anthropologists. Our experts in safety, project management, human resources, finance and accounting, information systems,

marketing, and communications play equally important roles. We collectively work to provide exceptional client experiences, foster long-term client and employee relationships, and cultivate a community of owners.

### **Stronger together**

We respect and celebrate individual interests, and we recognize that our collective knowledge, experience, ideas, and contributions allow us to maximize the value we provide to clients, learn from each other, foster an environment in which entrepreneurship and innovation are valued, and make Barr a special place to work.

Our DEI Employee Resource Group Committee helps ensure that tradition continues by providing resources that cover inclusion, unconscious bias, and allyship. Our Board's Human Resources and Talent Committee is responsible for aligning Barr's talent management strategies and company goals, including DEI efforts and succession planning.

Results from our 2024 employee engagement survey, reflecting an 82% response rate:<sup>7</sup>



of employees agree that Barr is committed to providing equal opportunity for all employees (benchmark 75%).



of employees feel Barr has a climate in which diverse perspectives are valued (benchmark 73%).



of employees feel that **Barr values their contribution** (benchmark 71%).



of employees feel their job makes good use of their talents, skills, and abilities (benchmark 79%).





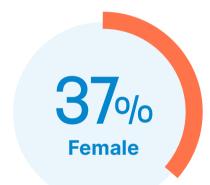
<sup>&</sup>lt;sup>7</sup> Benchmark source: WSA 2024

### VALUING AND CELEBRATING OUR DIVERSITY

### **Workforce representation**

Barr is committed to equitable processes, transparency, and ongoing learning as we continue building our workforce to support client needs. Recognizing that our work is never done, we continually seek ways to strengthen our inclusive culture and foster leadership at all levels.

### **WORKFORCE OVERALL:**





**Management Team:** 

25%

Female

O<sub>0</sub>/<sub>0</sub>

**Vice Presidents:** 

22%

Female

**2**% BIPOC

**Board of Directors:** 

29%

Female

O<sub>0</sub>/<sub>o</sub>











### **VALUING AND CELEBRATING OUR DIVERSITY**

CHAMPIONING DIVERSITY IN BUSINESS AND BEYOND

### Growing a robust, diverse recruiting pool

How does Barr sustain and continue to build a more diverse workforce? It starts with planning and recruitment. Where Barr recruits impacts who we attract and hire. Our 2024 recruiting efforts included outreach to more than 350 student organizations at colleges and universities. We also shared positions with over 100 veterans organizations.

Barr remains committed to attracting and retaining leading experts and high performers who introduce fresh thinking to create innovative solutions for our clients. We use a variety of sourcing strategies and outreach methods to recruit and attract a wide array of candidates at entry, mid-career, and senior levels. Our relationships with workforce partners and use of digital recruiting tools and job boards help us engage with candidates from varying educational, cultural, and socioeconomic backgrounds. We provide equal opportunities for all candidates.

### **Expectations for business partners**

We seek out a diverse mix of collaborators where mutual benefits are a shared goal and a likely outcome. Through our program focusing on small, diverse, and/or disadvantaged businesses and suppliers, we take a proactive and strategic approach to building collaborative relationships.

Barr also supports our clients' sustainability goals, which often include business-partner diversity programs.

Our Fair Labor and Human Rights policy addresses equal opportunity employment, anti-harassment, diversity and inclusion, freedom of association, child/forced labor, human rights, and working conditions.









## **ENRICHING COMMUNITIES**

The impact of our work will endure for generations. We want our financial success to do the same. That's why Barr supports educational, charitable, and sustainability-focused organizations that align with our vision and values.

Barr adopted a Corporate Giving Policy in 2010, committing to contribute a target of 2% of the company's annual net profit to educational and charitable organizations. Since that time, we have contributed nearly 2% annually, on average.

Any employee can request a donation that meets our giving criteria and is approved by Barr's employee-run Charitable Giving Committee. The committee also encourages employees to provide input on allocating endof-year donations to charitable organizations. In 2024, contributions were distributed to 150 charitable organizations that are ushering in the next generation of engineers

and scientists, promoting environmental stewardship, and supporting members of our communities.

### **Lasting solutions for communities**

Barr employees across the United States and Canada participate in volunteer projects, nonprofit boards, and advisory groups. They are also active in professional organizations that foster collaboration and the advancement of shared goals.

As employee-owners, we're accountable to our clients and each other—and to our communities and the world. The breadth of our integrated engineering and environmental capabilities enables us to help clients serve as stewards of natural resources and make lasting impacts in communities.

That mindset is backed up by our Corporate Citizenship and Community Involvement Policy, which addresses cultural awareness, community involvement and investment, and engagement of underrepresented groups in our work.







### BARR IN ACTION: HABITAT FOR HUMANITY

Barr has partnered with Habitat for Humanity for more than 25 years. In 2024, employees in multiple offices helped Habitat for Humanity build and remodel homes.









FRESHWOTER





### **ENRICHING COMMUNITIES**

Some of our finest moments happen away from projects and client meetings. They occur in the communities we live in, work in, and strive to make better.

We have the privilege and duty to reach out and help others rise up. It is among the most satisfying aspects of our work.

The ways in which we benefit communities outside of our projects take many shapes and forms, from providing scholarships to participating in local charity events. Each year, we assess the good we have done and strive to find new avenues for sharing our success.

### **STREAM CLEANUP**

The "Stream Team" picked up litter and completed chemical and biological water monitoring at Wears Creek near Jefferson City, Missouri.





### 2024 MS 150

In Minnesota, Barr employee-owners teamed up for a 150-mile bike ride to raise funds for multiple sclerosis research. This was the 30th year Barr had taken part in the event.

### **CLOSET 701**

Barr employee-owners in Bismarck, North Dakota, donated their time and hearts to sort donations at Closet 701. It serves a critical mission by providing free clothing, footwear, bedding, blankets, and personal care items to people in need.



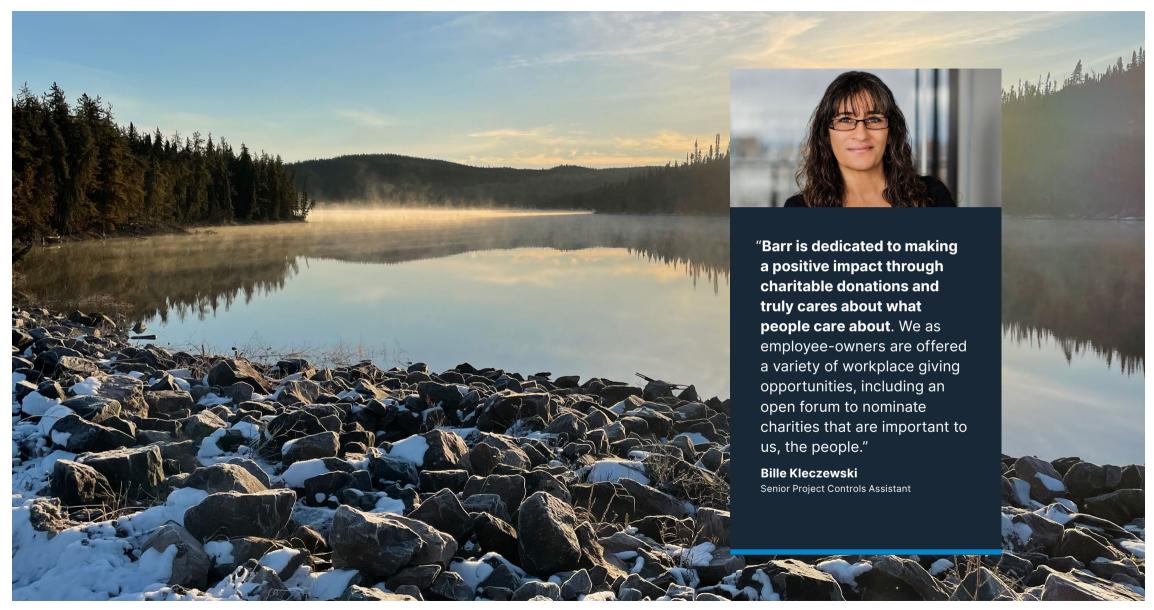


### 2024 DOUG BARR MEMORIAL SCHOLARSHIP

Awarded to Sanley Guerrier, a civil engineering student from the University of Minnesota. The scholarship supported his research to understand better pavement surfacetemperature variations.







### RECLAIMING MINE LAND FOR RECREATION

**OPPORTUNITY:** The City of Chisholm and the Minnesota Department of Iron Range Resources & Rehabilitation partnered with the mining industry and local volunteers to convert 1,225 acres of an inactive iron mine complex into the Redhead Mountain Bike Park.

THE WORK: Chisholm hired Barr to conceptually design 37 miles of world-class mountain biking trails through the mine pits and overburden stockpiles. The final layout enabled the bike park to operate without limiting future mining efforts. The design accounted for desirable views, sensitive plant species, slope stability, and drainage while providing riders with an exhilarating and safe experience. Barr also worked with the construction contractors to field-fit the design, conducted environmental reviews, supported permitting inspections, and created as-built maps.





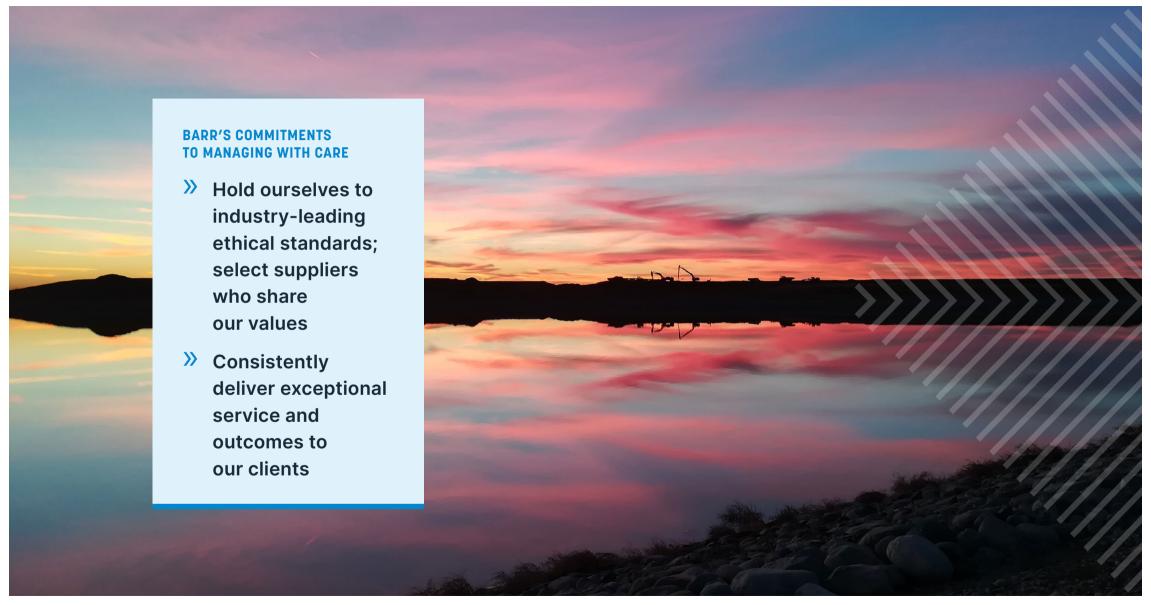
**RECOGNITION:** American Council of Engineering Companies of Minnesota: 2024 Engineering Excellence Grand Award and People's Choice Award

**IMPACT:** New businesses targeting Redhead visitors have sprung up downtown. Out-of-state tourism is up, and Minnesota middle-and high-school championship races are hosted at the park.

The trails have injected an estimated \$4 million into the local economy, transforming Chisholm into a recreational destination.









# SHAPING THE FUTURE BY MANAGING TODAY

Employing sustainable practices is making a promise to tomorrow.

Delivering on that promise requires a commitment to steadfast management. Barr's approach to sustainability reflects our company's values and is embedded in our strategy. We seek a balance of client, employee, and company interests in our approach to organizing, operating, and governing the company. We operate a trust-based model and support ethical actions and decision-making through mentoring, collaborating, and coaching—and through consistent, well-designed systems, policies, and processes that guide our decisions and actions.





### UNITED POWER BATTERY STORAGE

United Power, a rural electric cooperative, contracted Ameresco to provide eight battery energy storage system (BESS) sites, four 8-megawatt and four 12-megawatt, to reduce electricity generation needs during peak demand periods. Ameresco retained Barr to provide the design for the sites. We completed the civil. structural, and electrical design and provided construction support. We also assisted with permitting documentation for the counties and towns and interconnection agreements with the utility.





### SHAPING THE FUTURE BY MANAGING TODAY

### How we work and who we are

Our Corporate Policy and Social Responsibility Program provides clear expectations for the way we work. It is the mechanism that reinforces and delivers our unwavering commitment to client service and sustainable practices. Barr's General Counsel is accountable for this program, which encompasses employee and supplier codes of conduct.

The Board of Directors oversees the program, which includes a code of conduct and policies for managing risk, information security, and records.

### The power to speak up

People are Barr's greatest resource and number-one driver of successful management.

Our employee-owners guide the company and hold Barr accountable for meeting our commitments. They can provide input and communicate concerns through several avenues:

- 1. Corporate Compliance Team
- 2. Ethics and Compliance Hotline
- 3. Management Team
- 4. Board of Directors

Points of excellence based on Barr's 2024 employee engagement survey:9



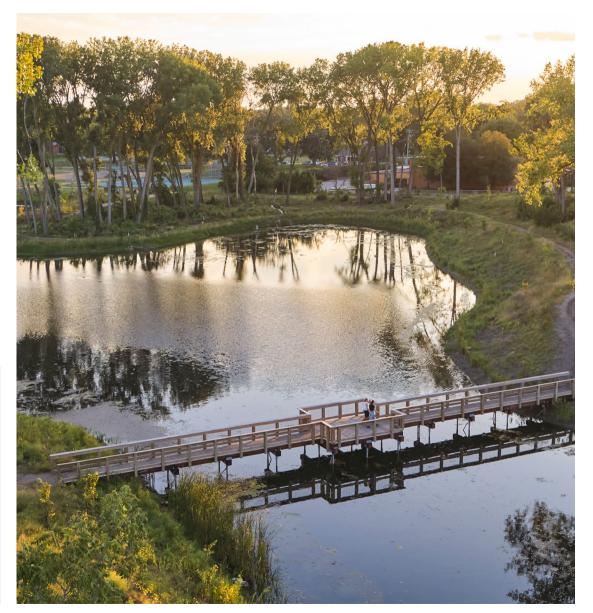
of employees feel proud to work for Barr (benchmark 80%).



of employees trust Barr's Management Team (benchmark 67%).



of employees feel Barr leaders are active role models for our core values (benchmark 77%).











### SHAPING THE FUTURE BY MANAGING TODAY

### **Securing data and information**

Developing and maintaining relationships as trusted advisors to our clients is key to our business strategy and the sustainability of the company. We depend heavily on a wide range of technology tools to help solve our clients' complex problems, efficiently operate our own business, and support collaboration and a flexible work environment for our employee-owners.

Barr's Information Security Policy and program are designed to protect our systems and the resiliency of our digital infrastructure, as well as the confidentiality, integrity, and availability of information belonging to our clients, company, and employees. We employ a spectrum of security practices based on broadly accepted standards, primarily the U.S. National Institute of Standards and Technology Cybersecurity Framework. The framework is particularly appropriate as a guide, given Barr's deep involvement in critical infrastructure sectors. Barr's Board Finance and Operations Committee oversees our cybersecurity and risk management strategies.

### **Barr's Supplier Code of Conduct**

Adherence to Barr's Supplier Code of Conduct is part of our standard contract terms and conditions for partners, subconsultants, and subcontractors.

This requirement supports evolving client needs and expectations and aligns with our commitment to hold ourselves to industry-leading ethical standards and select partners who share our values.



#### **MEET OUR MANAGEMENT TEAM**

From left to right: Chief Operating Officer Nick Nelson, Assessment and Remediation Facilitator Sara Gaffin, Environmental Management Facilitator Todd Fasking, Water Resources Facilitator Brad Lindaman, Chief Human Resources Officer Daniel Giedd, Engineering and Design Facilitator Teri Perry, President and Chief Executive Officer Ward Swanson, and Chief Marketing Officer William Forsmark





**PROJECT SPOTLIGHT:** 

### AQUIFER STORAGE AND RECOVERY

**SITUATION:** Over approximately the last four decades, the city of Provo, Utah has experienced declining groundwater levels due to rapid population growth, increasing water demands, and climate change. To combat this, Provo turned to Barr to conduct aquifer storage and recovery (ASR) studies.

THE WORK: Barr assisted the city and its water-rights attorney in identifying surface-water sources and infiltration and injection sites that were appropriate and consistent with the city's 40-year water-supply plan. We then planned, piloted, permitted, and provided design services for four ASR sites. Our work also included designing a large culinary booster pump station, several thousand feet of large-diameter water main, more than a dozen monitoring wells, and

designing modifications for two culinary wells to allow direct injection. In addition, Barr facilitated geophysical surveys and provided geotechnical services to assess ASR suitability and monitor landslide activity.

Barr helped Provo obtain over \$80 million in state and federal grants and loans to fund, plan, permit, design, and construct the final ASR projects.

IMPACT: Once completed, the full-scale infiltration projects will help restore groundwater levels and safeguard the community's resources.









## EXCEPTIONAL CLIENT EXPERIENCES

We put our clients at the center of everything we do.

Clients' goals and priorities drive our work and the outcomes we deliver. Working collaboratively and creatively, we help clients solve their greatest challenges.

Clients recognize and value how we conduct business, with many relying on our services for decades.

Barr's Management Team is responsible for the company's overall approach to client selection and engagement. Each company officer is accountable for service delivery, client relationship management, and client retention. The Board of Directors oversees service approaches and outcomes.



of clients surveyed were satisfied or very satisfied with Barr's service; 82% were very satisfied (2024).<sup>10</sup>



of Barr's annual revenue has come from repeat clients for over 25 years.<sup>11</sup>



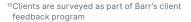
of employees feel that **project leaders are committed** to providing highquality products and/or services to external clients (benchmark 79%).<sup>12</sup>





"Barr's culture of employee-owners collaborating to **solve our clients' problems as if they were our own**, paired with the support to pursue interesting and challenging projects, is one of the key factors that makes me like my job and feel like I'm making a difference."

Eric Hedblom
Vice President, Senior Geologist



















### Barr Engineering Co.

### **LOCATIONS**

Calgary, AB
Denver, CO
Durango, CO
Fort Collins, CO
Wheat Ridge, CO
Ann Arbor, MI
Grand Rapids, MI
Duluth, MN
Hibbing, MN
Minneapolis, MN (HQ)

Jefferson City, MO Bismarck, ND Albuquerque, NM

Reno, NV Saskatoon, SK

Farmington, NM

Salt Lake City, UT

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