

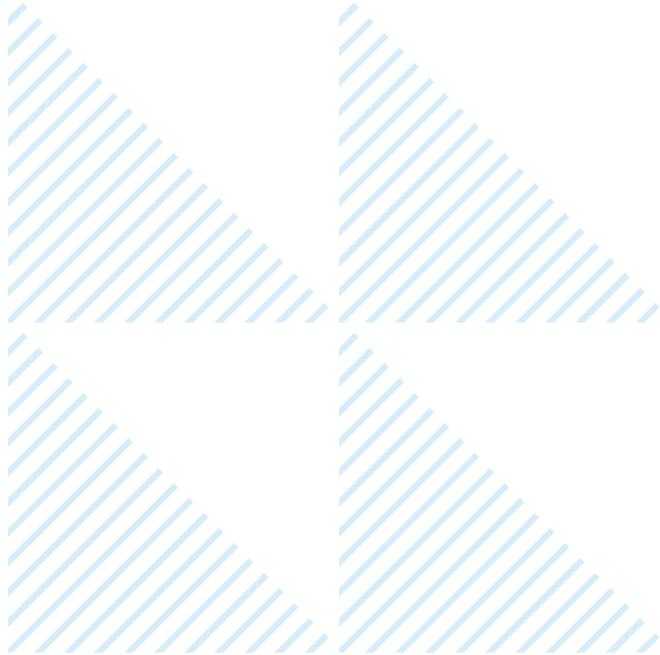


SHARED FUTURE SHARED RESPONSIBILITY



2025 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, our 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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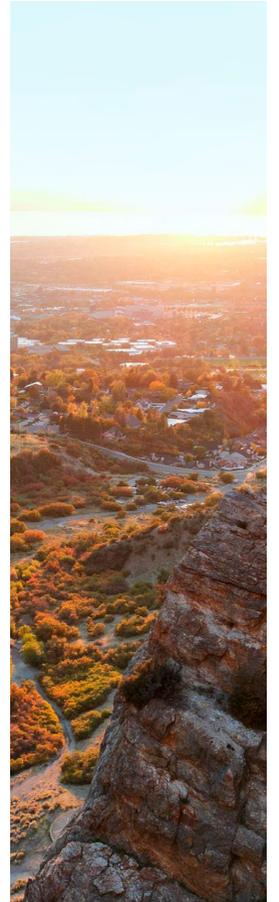
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SHARED MESSAGE FROM BARR'S PRESIDENT AND CEO AND OUR BOARD CHAIR



Ward Swanson
President and CEO



Tina Pint
Chair, Board of Directors

At Barr, shared ownership means shared responsibility—for our clients, communities, planet, and one another. That commitment makes our sustainability journey personal:

The outcomes we deliver today become tomorrow's legacy.

Since our founding 60 years ago, we've integrated social, environmental, and business considerations to solve our clients' complex natural-resource challenges and help communities thrive.

That sense of shared responsibility continues to define us. We've built a company where employee-owners hold themselves—and each other—accountable for delivering exceptional work with integrity and care. Our broadly distributed employee stock ownership plan (ESOP) means no single individual holds more than a one percent share in Barr. Every employee has a real stake in our collective future, shaping decisions that affect our clients, communities, and the world around us.

Our sustainability commitments guide how we plan and deliver our projects, manage our company, and interact with one another and our partners. They clarify what people can expect from Barr, help us focus our work on what matters most, and provide a basis for gauging progress over time.

In 2025, our employee-owners partnered with clients to deliver practical sustainability

solutions—restoring natural systems, improving community and built-environment resilience, and enhancing facilities' operational performance. We maintained our industry-leading safety record, strong employee engagement, and high client-retention rates, while strengthening communities across North America through volunteering and charitable giving. The Board of Directors—fellow employee-owners—oversees our progress as we seek to balance outcomes for our clients, our company, and the natural world.

In 2026, we will continue to mature our approach by refining how we measure and communicate progress, as well as deepening our engagement with the people who rely on us. Our goals are simple yet essential: transparency, consistent execution, and measurable progress, year over year.

There is much to celebrate—and more to do. Thank you to our clients and partners for your trust, and to our employee-owners for the ingenuity, care, and passion you bring to your work. Together, we'll continue building a resilient, sustainable company that empowers our people to serve clients exceptionally well and leave a positive legacy in the communities where we live and work.

Our sustainability commitments:

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



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 while 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

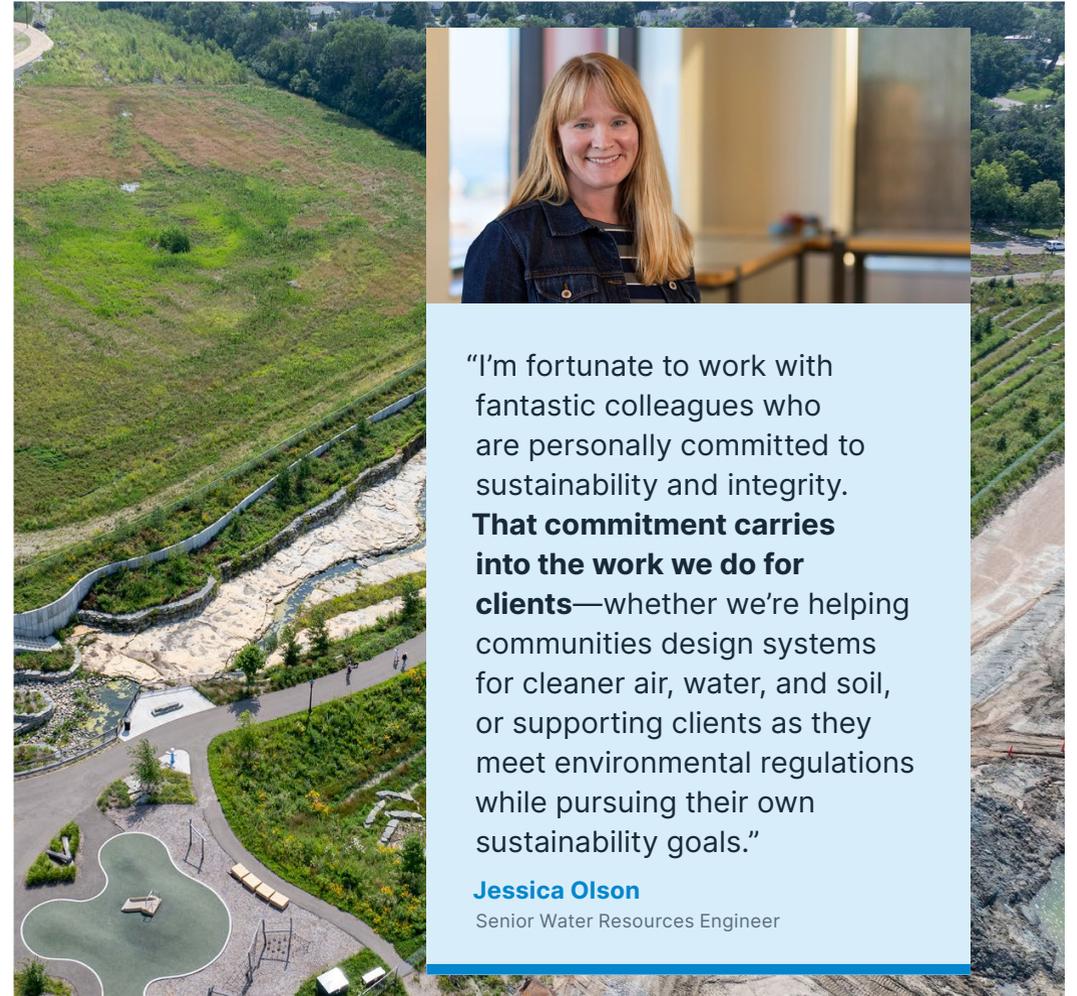
Pictured: Barr designed the turbine foundations at the Kaheawa Wind Farm in Maui, Hawaii, and is now assessing them to extend the facility's life.



FOCUSED ON WHAT MATTERS

Exceptional service starts with listening to the people who share our future. We regularly invite clients, employee-owners, and community partners to tell us what most affects their success and well-being. Guided by Global Reporting Initiative (GRI) principles, our materiality assessment helps inform our sustainability priorities and aspirations.

Each year, we review our material factors to confirm that our assessment of our risks and opportunities still mirrors the collective interests of everyone who helps shape Barr's legacy. By aligning today's actions with tomorrow's needs, we reinforce our shared responsibility for a more resilient, sustainable future.



“I’m fortunate to work with fantastic colleagues who are personally committed to sustainability and integrity. **That commitment carries into the work we do for clients**—whether we’re helping communities design systems for cleaner air, water, and soil, or supporting clients as they meet environmental regulations while pursuing their own sustainability goals.”

Jessica Olson

Senior Water Resources Engineer

Pictured: Barr designed a district stormwater system with green infrastructure and a central water feature at the redeveloped Ford site in St. Paul, Minnesota.



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 responsibly manage and positively impact natural resources across their lifecycle—from extraction and use to impact mitigation, conservation and reuse, and long-term stewardship.

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

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'S COMMITMENT
TO THE ENVIRONMENT**

**Pursue positive
environmental
outcomes in
our operations
and work**

Pictured: Barr completed land stabilization work on a landslide-prone stretch of Highway 22 in western North Dakota for the state's Department of Transportation.



STEWARDS OF NATURE AND OUR COMMUNITIES

From our earliest projects to the work we deliver today, environmental stewardship remains a cornerstone of our culture.

We recognize that today's choices shape the world we—and everyone who shares our future—will inherit, so we approach each project with a focus on delivering lasting benefits for our clients and communities. Success has always been a natural outcome of the care we put into our work.

Environmentally responsible business practices

We partner with clients to evaluate and design solutions that satisfy project objectives while reducing environmental impacts and climate-related risks. Environmentally responsible business practices are highly valued by our clients, our people, and the communities

where we live and work. Barr's environmental policy details the principles we follow:

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



POWERING THE GRID WITH RENEWABLES

Barr partnered with a client to deliver engineering services for a 531-megawatt wind project, constructed in two phases. Each phase included 59 turbines, an underground collection system, and a 345 kV substation. Barr designed turbine foundations, performed geotechnical investigations, and provided full electrical engineering services—including the wind-turbine collection system, studies, and high-voltage substation.

Despite long procurement lead times and several significant scope adjustments, our team adapted quickly and supported construction through completion. The project now delivers renewable energy to the Texas grid.



PROJECT SPOTLIGHT:

MAPPING FLOOD RISK

OPPORTUNITY: Communities across Alberta face growing risks from riverine flooding, with climate change expected to intensify both the frequency and severity of extreme events. To improve preparedness, Alberta Environment and Protected Areas (AEPA) launched the provincial Flood Hazard Identification Program, which provides municipalities with detailed flood hazard information to guide emergency management, land-use planning, and public safety. AEPA retained Barr to deliver several flood studies under this program.

THE WORK: Barr has now been engaged three times to complete flood studies under the program. Each study involves a comprehensive assessment of a river reach adjacent to an Alberta municipality. Our teams combined detailed bathymetric and structure surveys, hydrology analysis using multilinear regression and balanced hydrographs, and advanced 1D-2D hydraulic modeling to estimate flood levels and hazards. The resulting maps—produced by Barr’s GIS specialists—illustrate both the extent and severity of flooding under a range of scenarios.

IMPACT: The flood hazard maps produced through these studies provide municipalities and the public with clear, science-based tools for planning and response. Local governments have access to detailed inundation and hazard mapping to inform zoning, emergency planning, and infrastructure investment.

The work also helps residents better understand their flood risks and supports more resilient communities across Alberta.





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.

Guided by our belief in a shared future, we seize the opportunity to help clients solve problems and achieve ambitious sustainability goals.

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

Extreme temperatures, storms, flooding, droughts, landslides, wind, and wildfire incidents are occurring 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 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 into deliverables that help facilitate discussions around topics of shared 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, our staff archaeologists 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 use, supply, and quality; finding ways to treat, reuse, and conserve water; and increasing operational efficiency.

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 through remediation of air, water, soil, and sediment.

OPERATIONAL IMPROVEMENT

Energy

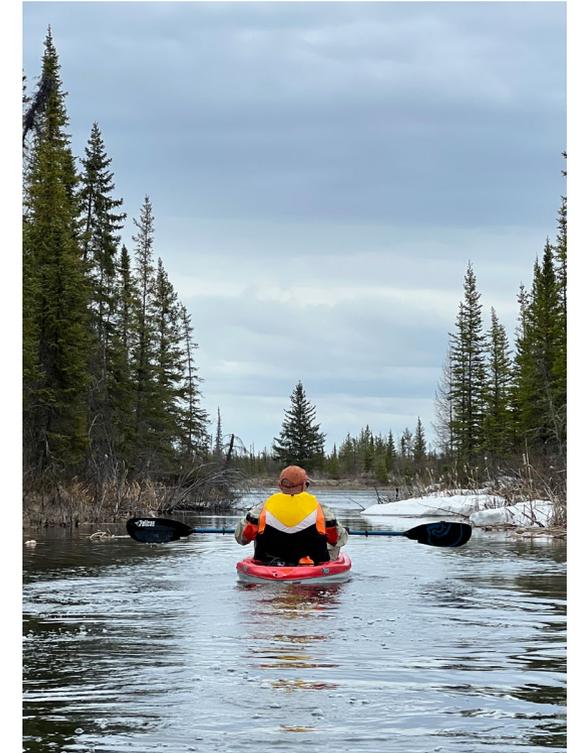
Communities and businesses are striving to meet current energy needs while planning for the future. Clients count on Barr to interpret their energy use, drive greater resilience and efficiency, and incorporate cleaner energy solutions into their operations.

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 tools and 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.



RENEWABLE ENERGY PROJECTS

Since our inception, Barr has been engaged in renewable energy projects. Our work in hydropower began in the 1960s, and in the early 1990s, we pioneered some of North America's first wind projects.

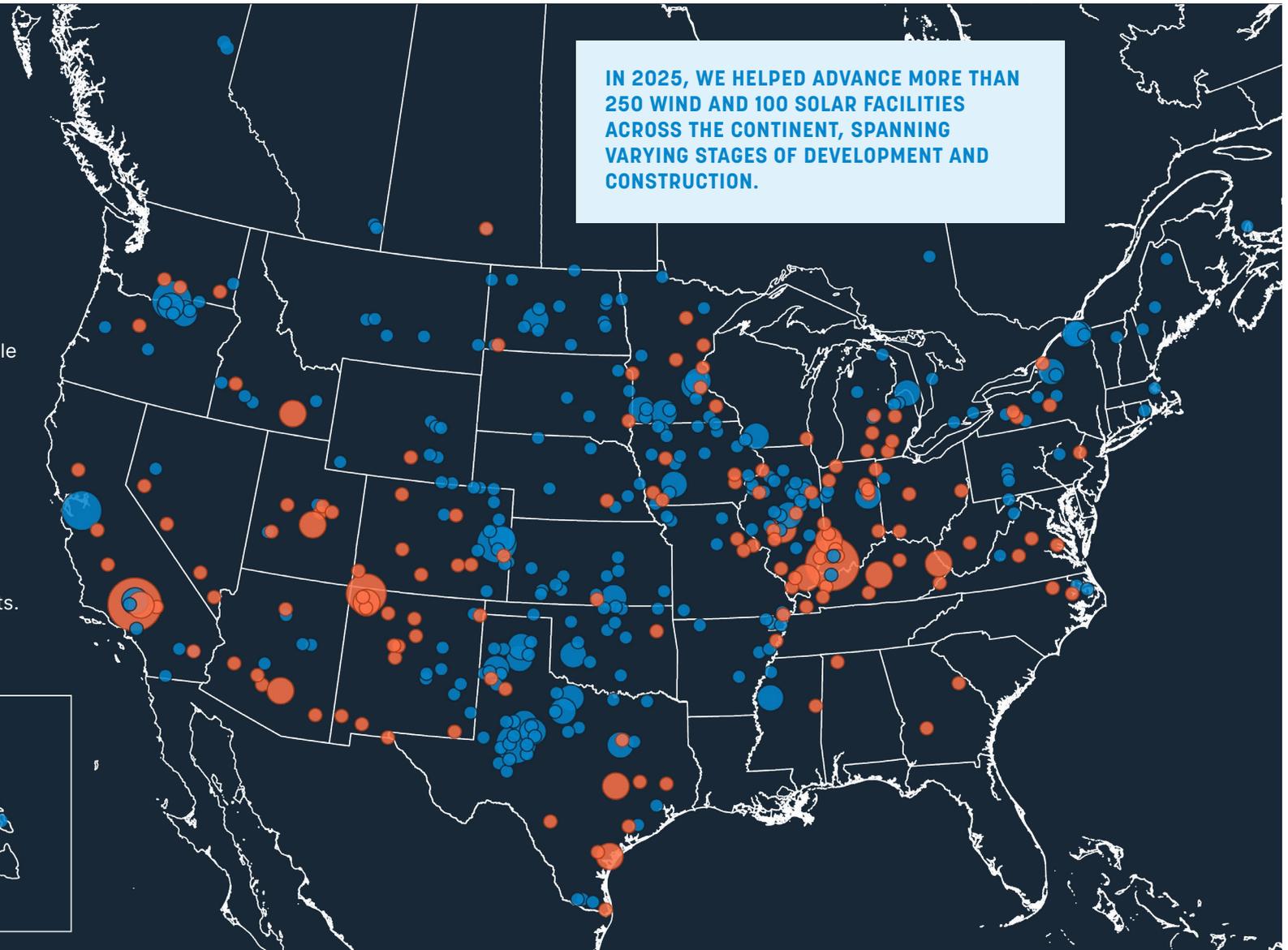
Today, Barr is a full-service partner for renewable projects, including wind, solar, battery storage, and hydropower. We help clients advance their decarbonization goals by converting power generation from coal to natural gas, managing coal-combustion-residual impoundments, and assessing carbon footprints.

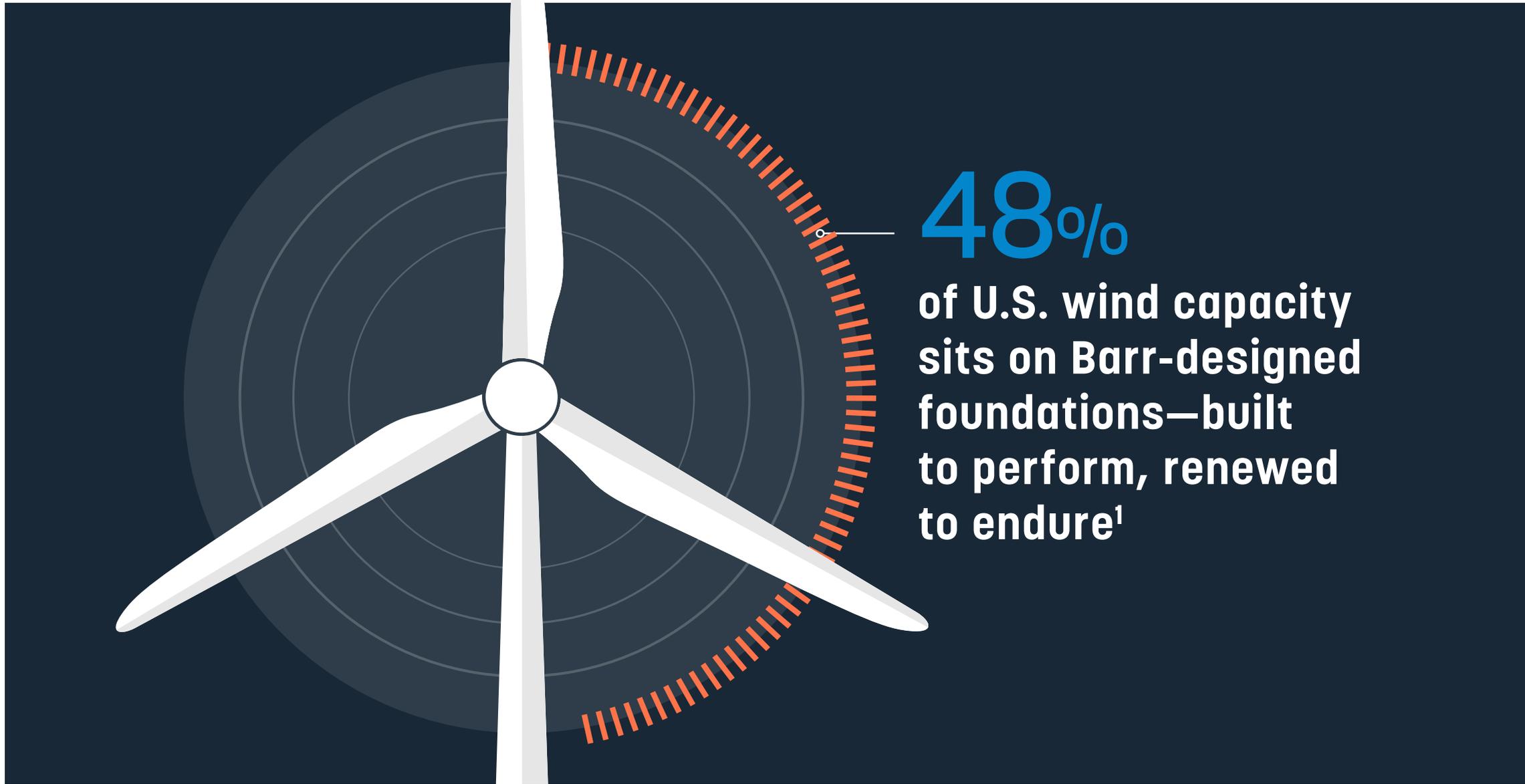
We support every stage of these projects—from feasibility to siting, permitting, design, and construction oversight.

WIND AND SOLAR PROJECTS STARTED BETWEEN 2020 AND 2025

Size of bubble based on project count in a given geography

- Wind power
- Solar power





¹ Based on total installed U.S. wind capacity as of Q3 2025 (American Clean Power Association)



CLEANER POWER, SMARTER COMMUTING

As employee-owners, we continually seek out and adopt new strategies that reduce our reliance on carbon-based power in both our clients' work and our own operations.

In 2025, we estimate that 43% of the electricity consumed at our offices was generated from renewable sources such as wind and solar.

Given our mix of utility providers and their published plans, this is likely to reach about 65% by 2030 across our office footprint.

SMARTER WAYS TO WORK

Hybrid work has been part of Barr since 2013, giving teams the flexibility to deliver for clients while supporting individual needs. To complement that, our annual, voluntary Commuter Challenge spotlights everyday choices that reduce transportation emissions.



**2025 CHALLENGE IMPACT: 15,500 MILES AVOIDED;
7 TONS OF CO2 AVOIDED**

**2025 PARTICIPATION: OVER 60 EMPLOYEE-
OWNERS ACROSS 6 STATES AND PROVINCES**

**CUMULATIVE CHALLENGE IMPACT: 212,000 MILES;
94 TONS OF CO2 AVOIDED**



PROJECT SPOTLIGHT:

FROM WASTED FOOD TO RENEWABLE FUEL

OPPORTUNITY: Across the U.S., wasted food contributes to greenhouse gas emissions and lost value. Divert, a circular economy company on a mission to prevent food from being wasted, set out to change that by capturing wasted food and converting it into clean energy. Their goal: to scale up a network of facilities that not only keep organic waste out of landfills but also power homes and businesses with renewable fuel.

THE WORK: Starting with a facility in Lexington, North Carolina, our team guided the project through due diligence, site design, and environmental permitting, then advanced to detailed engineering. The work spanned property evaluations, geotechnical and civil design, multidisciplinary balance-of-plant engineering, and multimedia environmental approvals—services that turned an innovative vision into a buildable reality. Barr is now supporting multiple facilities in development, drawing on expertise across disciplines to keep projects moving from concept

through construction. The Lexington facility, now under construction, is one of many renewable natural gas plants Divert plans to develop.

IMPACT: The program is poised to process 100,000 tons per year of wasted food that would otherwise have ended up in landfills while producing renewable natural gas that lowers greenhouse gas emissions.

To date, Divert has already processed more than 3.3 billion pounds of unsold, non-donatable food, transforming it into renewable energy.

For Barr, the partnership represents a chance to help scale a promising climate solution—supporting communities, clients, and the clean-energy transition at once.



BARR'S COMMITMENTS TO PEOPLE

- » **Put the safety of our employees, clients, partners, and the public first**
- » **Empower and support employee-owners through interesting work, a respectful and inclusive environment, and genuine care for them and their families**
- » **Meaningfully engage with and contribute to the communities in which we live and work**



Pictured: Barr helped the Muskegon River Watershed Assembly remove the Altona Dam in Michigan, restoring river flow, habitat, and public access.



PUTTING PEOPLE FIRST

In our most recent comprehensive employee engagement survey (2024; 82% response rate), **98% of employee-owners said Barr is committed to safety** (benchmark: 85%).² We're proud of the culture we've created that earns this trust. Our safety program is certified to ISO 45001:2018, the global standard for occupational health and safety.



² Benchmark source: Workforce Science Associates (WSA), U.S. cross-sector benchmark, three-year rolling database (WSA 2024)



PROVEN SAFETY RECORD

HIGHLIGHTS:

- Experience modification rate (EMR) better than the industry average every year since 2009³
- No lost-workday or restricted-duty incidents since 2018
- TRIR below the industry average for more than a decade

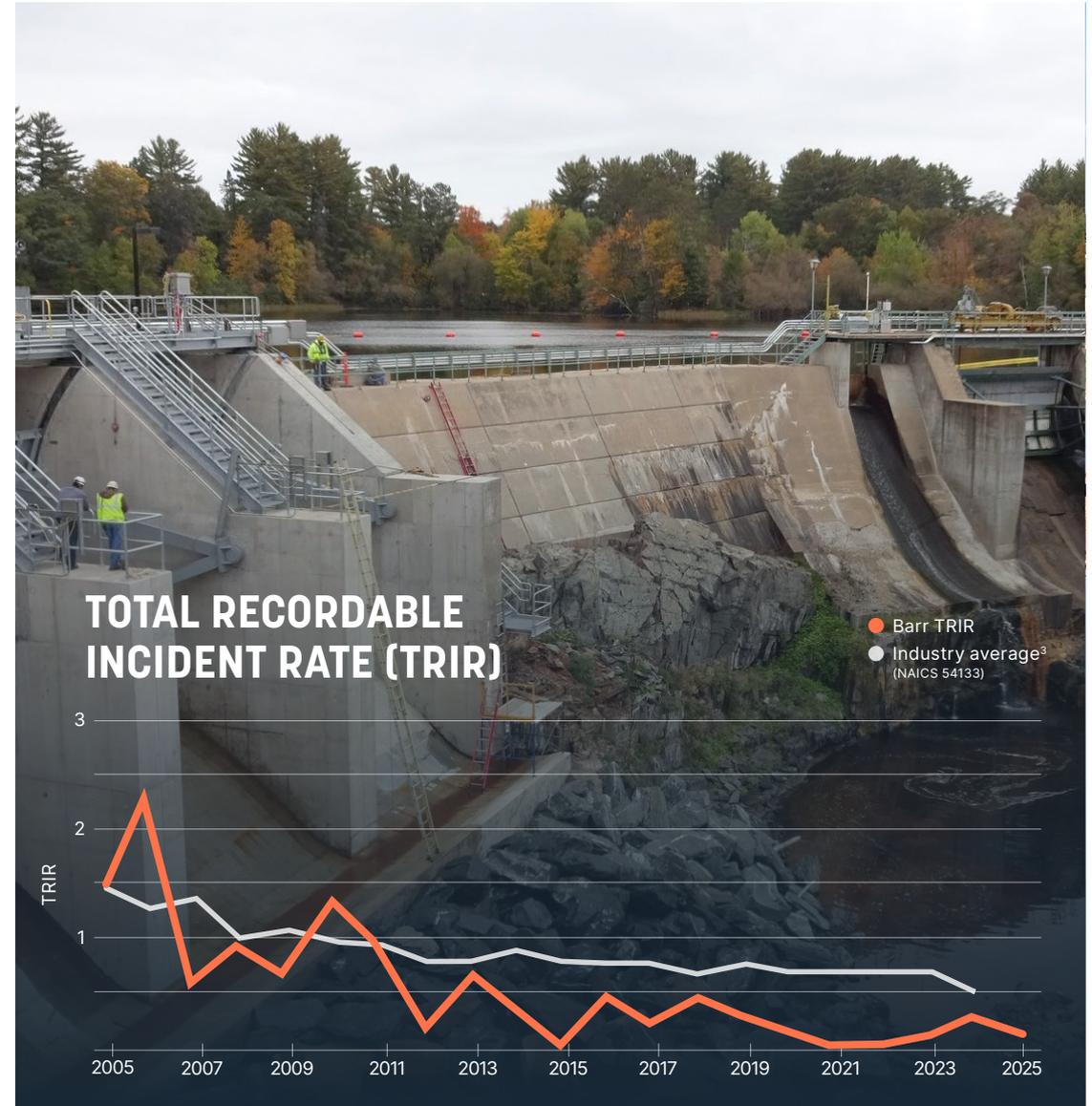
AWARDS:

- **Minnesota Safety Council:** Governor’s Workplace Safety Gold Award, the council’s award for an incident rate at least 75% better than both the state and national average
- **North Dakota Safety Council:** Workplace Safety Merit Award recognizing member organizations showing an EMR rating of 1.0 or below
- **Certificate of Recognition (COR):** The Alberta Construction Safety Association certification that Barr’s health and safety programs and management system meet provincial standards



“Barr’s safety group has worked hard to build a robust team, so everyone at Barr has someone local or within their practice area to connect with. The team also helps ensure staff have **the equipment and resources they need** to support planned work and respond to changing conditions.”

Jessica Strane
Senior Environmental Engineer



³ Benchmark source: Bureau of Labor Statistics (2025 data not available at time of publication)



SHARED ACCOUNTABILITY

We share responsibility for creating workplaces and field sites where everyone goes home healthy. We believe nearly all occupational injuries and illnesses are preventable, and this conviction drives a prevention-first culture.

Barr's safety program assigns clear roles across business units and project sites. Its foundation is comprehensive, job-specific training that keeps employee-owners current on risks, mitigations, and protocols, as well as equips employees to recognize hazards early. Our tailored safety plans are supported by rigorous supplier vetting and the right personal protective equipment.

We expect and empower every employee to refuse unsafe work and to stop a project if conditions change—a policy reinforced through our “Good Call/Close Call” reporting system, which supports continuous learning and improvement.

Accountability starts at the top: our chief operating officer serves as our corporate safety officer, working with the health and safety manager to set policy, support project and safety leaders, and track performance. Through regular reports to all staff on our safety performance, we drive awareness about our safety performance and keep the issue top-of-mind across the company.

Embedding safety into planning, execution, and oversight reinforces our commitment to a shared future and shared responsibility—protecting colleagues, clients, and the communities we serve.



“I feel **supported at every level** of the project teams I work with. Safety resources are always available, and open communication with project managers and principals reinforces safe practices every day.”

Jay Gillis

Geotechnical Engineer-in-Training



EXCEEDING EMPLOYEE EXPECTATIONS

Barr invests in long-term relationships with our clients and employee-owners. We conduct a comprehensive engagement survey every two years, with shorter “pulse” surveys in the years between, and the results consistently underscore this commitment. Year after year, including in 2025, Barr has scored well above the Workforce Science Associates (WSA) Global, U.S., and Professional, Science and Technical benchmarks on most key engagement indicators. In addition, staff turnover remains well below the industry average for U.S. architecture, engineering, and planning and environmental consulting firms—8.6% vs. 12.2% in 2024⁴—and 2025 results continue that trend. We attract and retain employee-owners by supporting their lives and interests. We provide autonomy to pursue work they are passionate about and steer their careers as well as the flexibility to balance personal priorities with client and company commitments.



“As a member of the Navy Reserve, Barr has been incredibly **supportive of my dual commitments**. Their flexibility allows me to meet my Navy obligations while continuing to grow and contribute to my career at Barr.”

Dalton Yarrington
Data Engineer



BARR EMPLOYEE RETENTION SIGNIFICANTLY OUTPACES THE MARKET⁴

BARR

91.4%

Industry average

87.8%

⁴ Barr data reflects 2024 calendar year
Benchmark source: Zweig Group, 2025
Financial Performance Report of AEC Firms



EXCEEDING EMPLOYEE EXPECTATIONS

As employee-owners, we share responsibility for building a place where people want to join, stay, and grow. Our employee value proposition reflects ownership, opportunity, flexibility, lifelong learning, and trust—all in service of exceptional client outcomes and shared, sustainable performance. In practice, that looks like:

- Meaningful work: diverse, technically challenging projects in a collegial, low-hierarchy culture
- Rewards and flexibility aligned with broad ownership: competitive pay and benefits, pay for every hour worked (comp time for salaried staff, uncapped overtime for hourly employees), PTO accrued on all hours worked
- Support for career development: individual education accounts, peer and reverse mentoring, coaching, and regular feedback
- Free-market approach to staffing: project selection driven by interest, capability, and client value; the ability to “own your success” and career direction

92% of our staff say they would recommend Barr as a great place to work to people they know and respect (2025; benchmark 75%).⁵



of employees feel part of a team (2025; benchmark 82%)⁵—evidence of a collaborative, inclusive culture in action.



“At Barr, the free-market approach gives employees the chance to work on projects that inspire them, which in turn **creates real pride of ownership.**”

Darcy Tenan

Senior Electrical Engineer

⁵ Benchmark source: Workforce Science Associates (WSA), U.S. cross-sector benchmark, three-year rolling database (WSA 2025)



STRONGER TOGETHER

We know diverse perspectives lead to better ideas, better decisions, and better outcomes for clients and communities. That shared belief fosters a place where entrepreneurship and innovation thrive.

Since our founding, we've asked people to bring their whole selves to their roles and teams, pursue work they care about, and support one another. As an employee-owned firm, inclusion isn't a program—it's how we build teams, pursue rewarding work, and deliver for clients.

Our diversity, equity, and inclusion efforts, supported by an active committee of employee-owners from across Barr, reflect this mindset. We sponsor several voluntary, staff-led employee resource groups (ERGs) that provide a platform for employees to connect, share experiences, and support one another. We also offer ongoing resources on inclusion, unconscious bias, and allyship.

Results from our 2024 employee engagement survey:⁶



90% of employees agree that **Barr is committed to providing equal opportunity** for all employees (benchmark 75%).



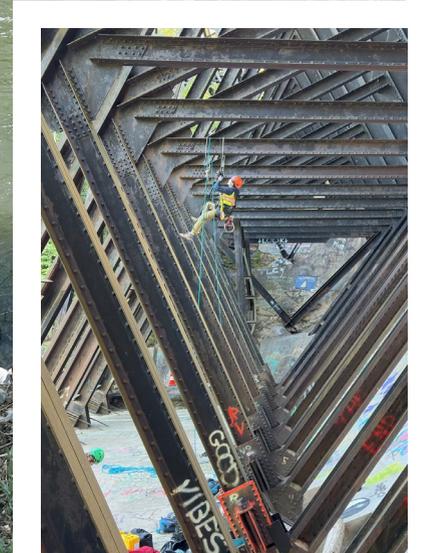
89% of employees feel Barr has a climate in which **diverse perspectives are valued** (benchmark 73%).



88% of employees feel that **Barr values their contribution** (benchmark 71%).



89% of employees feel **their job makes good use of their talents, skills, and abilities** (benchmark 79%).



⁶ Benchmark source: WSA 2024



STRONGER TOGETHER

Workforce representation

We build the workforce our clients count on through ongoing evaluation of needed skill sets, broad outreach, equitable hiring processes, and ongoing learning and development. This work is never done; we strive to continually strengthen skills, teams, inclusion, and leadership at every level. We have employee-owners across 32 U.S. states and three Canadian provinces, which strengthens our work with diverse perspectives and regional expertise.

Women at Barr represent 39% of our workforce, 25% of the Management Team, 21% of vice presidents, and 29% of the Board, comparing favorably with the AEC workforce, in which women represent approximately 26% of employees in architectural, engineering, and related services.⁷ Men represent 60% of Barr's workforce, 75% of the Management Team, 79% of vice presidents, and 71% of the Board. 1% of employees chose not to declare their gender identity.

BIPOC⁸ representation is 6% companywide and 2% across leadership. Veterans represent 1% companywide and 2% across leadership; individuals with disabilities represent 9% companywide and 4% across leadership. All figures are self-reported.



⁷ Benchmark source: U.S. Bureau of Labor Statistics, Current Population Survey, Table A-18

⁸ Black, Indigenous, and people of color
Barr is dedicated to providing equal opportunities for everyone and upholding a policy of non-discrimination in all employment decisions and practices. Barr complies with all applicable federal, state/provincial, and local laws.



STRONGER TOGETHER

CHAMPIONING DIVERSITY IN BUSINESS

Building a more diverse workforce starts with intent

Where and how we recruit shapes who we attract and hire. We combine long-term planning with targeted outreach to find emerging talent and seasoned experts.

Our 2025 recruiting efforts included:

- **Campus partnerships:** outreach to more than 350 student organizations, campus career centers, and faculty contacts at colleges and universities
- **Military and veteran networks:** outreach to nearly 300 veteran organizations
- **Workforce partners and community groups:** collaborations that expand access to candidates from varied backgrounds

We're committed to equitable processes—clear job criteria, consistent screening, and skills-based interviews—so every candidate has a fair opportunity to succeed.

Expectations for business partners

We seek a diverse mix of collaborators where mutual benefit and shared responsibility are the goals. Through our program focused on small, diverse, and disadvantaged businesses and suppliers, we take a proactive, strategic approach to sourcing and teaming. The program is client-driven; we engage partners for the benefit of the project and our client, with final selections based on qualifications and performance. We also support our clients' sustainability goals, which often include business-partner diversity programs.

Our Fair Labor and Human Rights Policy sets clear standards—equal opportunity, anti-harassment, diversity and inclusion, freedom of association, prohibition of child/forced labor, respect for human rights, and safe working conditions—and we expect our suppliers and partners to uphold the same.



Pictured: Employee-owners in Jefferson City, Missouri, volunteered at a local STEM academy, helping students prepare and launch rockets as part of their hands-on learning experience.



PROJECT SPOTLIGHT:

PERMITTING A SOLAR-READY CORRIDOR

OPPORTUNITY: On the Yakama Reservation in Washington, open irrigation canals support agriculture but also pose safety risks at road crossings, lose water to evaporation, and carry poor-quality runoff. The tribal water authority is proposing to convert an open irrigation canal to underground piping and backfilling the corridor to grade. On the reclaimed surface, Yakama Power is planning a linear solar installation to deliver local renewable energy for tribal members and facilities.

THE WORK: As a consultant to Yakama Power, Barr prepared an Environmental Assessment (EA) under the National Environmental Policy Act, addressing requirements from three federal agencies—the Bureau of Indian Affairs (lead), the U.S. Department of Energy, and the U.S. Department of Agriculture. We coordinated closely with Yakama Power leadership and agency staff, maintained frequent communications with stakeholders, and balanced the differing needs and schedules of each agency. Despite federal policy shifts and agency staff turnover, our team kept the process on track, allowing each agency to move toward its own Finding of No Significant Impact.



IMPACT: The EA positions the project to proceed on tribal lands and helps preserve federal funding grants as it advances toward design and construction decisions.

If built, the solar-ready corridor will provide a new source of renewable power for Yakama Nation members while responsibly siting infrastructure to minimize disturbance to sensitive cultural and ecological resources.



INVESTING IN OUR COMMUNITIES FOR THE LONG TERM

As employee-owners, we're accountable to our clients, to one another, and to our communities. The impact of our work will endure for generations. We want our financial success to do the same. Since 2010, Barr's Corporate Giving Policy has targeted 2% of annual net profit for educational, charitable, and sustainability-focused organizations that align with our vision and values. Since that time, we have consistently met this commitment, contributing approximately 2% each year. In 2025, we supported over 150 organizations advancing STEM education, environmental stewardship, and community well-being.

Employee-led giving

Any employee can request a donation that meets our giving criteria. Our employee-run Charitable Giving Committee reviews requests and invites staff input on allocations—keeping decisions close to the employees who know their communities best.

Lasting solutions

Our commitment extends beyond funding. Across the United States and Canada, employee-owners volunteer, serve on nonprofit boards and advisory groups, and participate in professional organizations that foster meaningful impacts.

This work is grounded in our Corporate Citizenship and Community Involvement Policy, which addresses cultural awareness, community involvement and investment, and engagement of underrepresented groups.

2%

of our annual net profit goes to educational and charitable organizations.



“Barr’s commitment to charitable giving empowers us, as employee-owners, to give back to the communities where we live and work. **I’m proud to be part of a company where people share their time, knowledge, and resources to support others.** Helping clients succeed is important—but so is helping our communities thrive.”

Jennifer Webb

Senior Environmental Engineer



INVESTING IN OUR COMMUNITIES FOR THE LONG TERM

Serving where we live and work

Some of our most meaningful moments happen away from project sites and client meetings. As employee-owners, we share responsibility for strengthening the communities we call home. We show up with time, expertise, and resources to support local partners and expand opportunity.

From scholarships and mentoring to habitat restoration and community fundraisers, teams in each office choose the causes they care about and lead the effort. Each year, we review our impact and add new partnerships based on community needs—turning a shared future, shared responsibility into steady, practical action.



2025 MS 150

In Minnesota, Barr employees and friends teamed up to bike 150 miles to raise funds for multiple sclerosis research. Barr has participated in this event for over 30 years.



SOUP CAFE

In Bismarck, North Dakota, Barr employee-owners supported the Soup Cafe, a local nonprofit that provides meals and essential services—including shower, laundry, and computer access—for community members in need.



ADOPT A HIGHWAY

Since the late 1990s, Barr has sponsored a section of Minnesota's North Shore through the Adopt a Highway program. Twice a year, employees from our Duluth office gather to clean up our designated stretch of roadway.

HABITAT FOR HUMANITY

Barr has partnered with Habitat for Humanity for more than 25 years. In 2025, employees in multiple offices helped Habitat for Humanity build and remodel homes.



PROJECT SPOTLIGHT:

FLOOD-RISK REDUCTION

SITUATION: The Morningside neighborhood in Edina, Minnesota, faced chronic flooding that threatened homes, roadways, and critical infrastructure. More than 160 structures were at risk, and a key route for emergency vehicles was regularly flooded during heavy rains. The city needed a proactive solution that could protect homes while also addressing neighborhood infrastructure needs.

THE WORK: The City of Edina partnered with Barr to design an innovative flood-risk reduction system that also reshaped a community park. Instead of expensive underground storage, Barr proposed expanding two existing stormwater ponds and adding more than 1,700 feet of new pipe. A new pump station, equipped with real-time, adaptive pumping technology, was designed to draw down pond levels before major storms, creating storage capacity in advance. The project also restored nearly 10 acres of habitat, with more than 2,500 trees and shrubs, over 6,600 native perennials, and

9.2 acres of seeded groundcover planted. The park gained accessible trails, boardwalks, and upgraded ballfields—transforming vital flood infrastructure into a valued community space.

IMPACT: Today, the stormwater ponds at Weber Park can hold 32 million gallons of water—150 percent more flood storage than before—reducing flood exposure for nearby homes and businesses.

Cleaner water now flows downstream, and ballfields are irrigated with intercepted groundwater. The restored area offers diverse habitat and recreation opportunities, transforming a once-flood-prone area into a vibrant community resource. The project has become a regional model, showcasing how smart infrastructure and ecological restoration can work hand in hand.



AWARDS:

- Grand Award, ACEC/MN 2025
- First Runner-up People's Choice Award, ACEC/MN 2025
- National Recognition Award, ACEC 2025
- Project of the Year, Environmental Category, APWA-MN 2024



**BARR'S COMMITMENTS
TO MANAGING WITH CARE**

- » Consistently deliver exceptional service and outcomes to our clients
- » Hold ourselves to industry-leading ethical standards; select suppliers who share our values



Pictured: Barr is helping Provo, Utah, develop an aquifer storage and recovery project to create a sustainable water supply.



EXCEPTIONAL CLIENT EXPERIENCES

Client priorities set our direction; their goals guide our work and results. By listening closely and collaborating creatively, we help solve complex challenges and earn long-standing trust. Many clients have relied on Barr for decades, partnering with us as their needs evolve.

Barr's Management Team sets our approach to client selection and engagement. Company officers are accountable for service delivery, relationship management, and client retention. The Board of Directors oversees our client-service strategy and outcomes.



of clients surveyed were satisfied or very satisfied with Barr's service; 80% were very satisfied (2025).⁹



of Barr's annual revenue has come from repeat clients for over 25 years.¹⁰



of employees feel that project leaders are committed to providing high-quality products and/or services to external clients (2024; benchmark 79%).¹¹



“At Barr, we hire people with a deep sense of responsibility—to our clients and to each other. That creates a culture built on proactive communication, stepping up to challenges, keeping commitments, pride in our work, and accountability for results. In my experience, clients notice the difference. As employee-owners, we share a mutual commitment to each other’s success and to theirs.”

Dan Palo
Vice President, Senior Process Engineer

⁹ Clients are surveyed as part of Barr's client feedback program

¹⁰ Audited revenue through 2024

¹¹ Benchmark source: WSA 2024



ACCOUNTABILITY IN ACTION

Delivering on our sustainability commitments requires clear, effective governance and consistent systems. Our Corporate Policy and Social Responsibility Program sets the standard for how we work and who we are as employee-owners. It turns values into day-to-day expectations and safeguards for clients, colleagues, and communities.

What the program covers:

- Codes of conduct: employee and supplier standards, including anti-harassment, anti-corruption, conflicts of interest, and fair labor/human rights
- Risk and compliance: information security and privacy, records management, business continuity, and related controls
- Environment and sustainability: our Environmental and Sustainability policies, compliance with environmental rules and regulations

Barr’s General Counsel is accountable for the program, with support from Barr’s entire Management Team. The Board of Directors provides oversight of policy effectiveness, risk management, and performance.



of employees feel proud to work for Barr (2024; benchmark 80%).¹²



of employees trust Barr’s Management Team (2024; benchmark 67%).¹²



of employees feel Barr leaders are active role models for our core values (2024; benchmark 77%).¹²



GRACO PARK PUBLIC RIVERFRONT

Barr provided civil, environmental, and geotechnical design for Graco Park—Minneapolis’s newest public riverfront space. Partnering with the lead architecture and landscape architecture teams, Barr designed an environmental soil-management and site-grading plan with integrated green infrastructure, including stormwater features that capture and treat runoff before it enters the Mississippi River.

With construction substantially completed, the park now offers trails, native habitat areas, a new net-zero building with community spaces, and river access as part of a revitalized riverfront system. Graco Park enhances ecological resilience, restores natural systems, and creates new opportunities for community recreation along the Minneapolis riverfront.

Barr also assisted with geotechnical and environmental design for the Boom Island underpass project, which connects Graco Park and Boom Island Park.



¹² Benchmark source: WSA 2024

Photos: Courtesy of Mississippi Watershed Management Organization



ACCOUNTABILITY IN ACTION

The power to speak up

Our people are Barr's greatest resource—and our first line of accountability. Employee-owners help guide the company and hold us to our commitments. We provide multiple ways to ask questions, share input, or raise concerns.

Employees can communicate concerns through several avenues:

- Corporate Compliance Team
- Ethics and Compliance Hotline
- Management Team
- Board of Directors

Oversight

The board's Finance and Operations Committee oversees cybersecurity and risk-management strategies. As part of Barr's Enterprise Risk Management program, policies and controls are reviewed regularly to drive continuous improvement.



MEET OUR BOARD OF DIRECTORS

From left to right: Secretary Mike Ziemba, Chair Tina Pint, Treasurer Joe Berns, Jason Westbrook, Aaron Grosser, John Quist, Erin Anderson Wenz



ACCOUNTABILITY IN ACTION

Securing data and information

Trust is the foundation of our work as advisors. We rely on technology to solve complex problems, collaborate, and support a flexible work environment for our employee-owners. With that reliance comes responsibility—protecting client, company, and employee data, and the resilience of our digital infrastructure.

Barr's Information Security Policy and program are designed to safeguard information confidentiality, integrity, and availability. Controls are aligned with the U.S. National Institute of Standards and Technology (NIST) Cybersecurity Framework and tailored to our work in critical infrastructure sectors.

Our Artificial Intelligence (AI) Guidance Policy sets requirements for approved tools, protection of client and other confidential information, appropriate quality checks to meet standards of care, and recordkeeping to help ensure ethical, secure use of AI across the firm.

Our Supplier Code of Conduct

Our standard contract terms and conditions for partners, subconsultants, and subcontractors include adherence to Barr's Supplier Code of Conduct. This requirement supports evolving client needs and expectations and aligns with our commitment to industry-leading ethical standards and the selection of 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:

RENEWABLE POWER FROM RECLAIMED LAND

SITUATION: As the energy transition accelerates, owners of former industrial and mined lands are exploring new uses that provide value while addressing legacy risks. In the Appalachian Mountains, a proposed 100-megawatt solar project was planned on a 1,400-acre site once used for surface mining of mountaintop coal reserves. Although the land had been reclaimed, subsurface conditions and long-term settlement, as well as variable landforms, mining structures, and future mining potential, posed potential challenges for large-scale solar development.

THE WORK: Barr completed a desktop-based analysis of the site to evaluate potential risks from past mining activities. This included assessing the potential for future settlement, underground mining, differential movement, and related surface and subsurface conditions that could affect siting and design.

Based on this evaluation, Barr provided recommendations on setbacks, array layout, and design concepts to help the client advance planning with a clear understanding of risk and opportunity.

IMPACT: The analysis provided the client with a clearer understanding of how past mining activities could affect development and helped inform site layout and design strategies. By identifying potential risks early and offering practical recommendations, **Barr supported the advancement of a project that generates enough renewable energy to power more than 18,000 homes each year.**

In doing so, the project gives new purpose to former coal lands and demonstrates how legacy energy landscapes can be transformed into resources for a sustainable future.





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
- Farmington, NM
- Reno, NV
- Saskatoon, SK
- Salt Lake City, UT
- Seattle, WA

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