2015 Explorers Wanted Photo Competition Grand Prize Winner: Jennifer Gonzalez, Golden Gate National Recreation Area. In a less inspired photographer's lens, a beachside setting could have looked pretty, but ordinary. In Gonzalez's photo, though, the beach side takes on an otherworldly appearance.
Top Explorer: Medha Dixit, 11 National Parks

Dixit was the winner of the Top Explorer category, having visited 11 national parks from Big Bend National Park in Texas to San Juan National Historic Site in Puerto Rico during a road trip across the U.S.
Louis Berger is committed to fostering and maintaining a responsible and sustainable corporate culture that is reflected in how we work, how we manage our operations and how we engage with the communities where we work and serve.

Since its founding, Louis Berger has focused on delivering solutions for a better world through our project work. Today, that promise is further informed by a sense of responsibility to our employees, clients, investors and community partners.

In the 2017 Corporate Citizenship and Sustainability report, we celebrate the U.S. National Park Service (NPS) Centennial through our Explorers Wanted campaign. Our employees participated in volunteer efforts at National Parks throughout the U.S. and also participated in a company-sponsored photo contest. In honor of the NPS centennial, we have titled this year’s report “Celebrating our Natural World” featuring award-winning photographs captured by our employees as part of the centennial celebration.
CEO’S MESSAGE

Louis Berger is motivated by our ability to deliver the economic, infrastructure, buildings, power, water and environmental services needed to aid national and international economies, fuel progress globally and improve people’s lives.

Our tagline – Solutions for a better world – was established by our founder, Dr. Louis Berger in the 1950s and is at the core of our brand promise to have a positive and lasting impact on the world around us.

We deliver on this promise through our operations, which reinforce a culture that values health and safety, integrity, diversity and inclusion, sustainability and financial success. As part of a half decade modernization and restructuring effort, Louis Berger today operates as a consolidated brand with each of its operations committed to a global vision and common set of values that are at the core of our culture. We are committed to the safety of our employees; integrity in our work and our character; diversity and inclusion to attract and retain world-class talent; sustainability in our business and projects; and financial success in our business that provides opportunities for our employees, shareholders and clients.

Through our work, we deliver quality infrastructure and development programs implemented by our talented employees around the globe. We are committed to fostering sustainable and resilient development, and sponsoring innovation that will shape the cities of tomorrow. We believe that our role shaping the world’s infrastructure is the single most impactful way we can help spur economic growth, provide communities with improved access to services, while reducing the environmental impact of development on our society.

Through engagement with our communities, we are committed to sponsoring innovation and advancing education in science, technology, engineering and math in support of future generations of practitioners in our industry. Our company and our employees dedicate time, donations and other resources in support of local, national and international philanthropic programs that range from volunteering at local food banks, to beautifying our local parks, to supporting victims of natural or manmade disasters.

Through our work, our operations and our communities, Louis Berger is committed to delivering Solutions for a better world.

The 2017 corporate citizenship and sustainability report details our progress against these commitments.

Jim Stamatis
CEO | Louis Berger
Our Vision

Louis Berger is a global industry leader, founded in the ingenuity and creativity of our people who serve infrastructure clients across geographies, services and markets sectors that offer the greatest value to our clients, our communities and our company.

We are committed to provided Solutions for a better world, by focusing on client needs to deliver quality, safe, financially-successful projects with integrity.
ABOUT THIS REPORT

This report includes information on Louis Berger’s sustainability performance. Information presented under ‘Our Offices’ includes only U.S.-based offices. Unless otherwise specified, all other information contained in this report represents all Louis Berger operations around the globe.

Our focus areas are grouped into three categories that align with our Sustainability Commitment: Our Operations, Our Work and Our Communities.

Data for this report was collected from various internal sources including human resources, corporate purchasing, health and safety, accounting, corporate services and Louis Berger University. Some energy usage data and vehicle mileage information was obtained from our landlords and vendors. Members of the corporate social responsibility committee and the corporate communications team were responsible for data collection and report preparation. All content was approved by the executive leadership team.

The biannual report focuses on Louis Berger’s sustainability performance, citing data from the past two years and including select program updates from 2015 to the time of the report’s publication. Louis Berger established its first Corporate Social Responsibility report in 2013. As the company matures its goals, priorities and reporting around sustainability and corporate citizenship, the firm has decided to consolidate reporting on a biannual basis with an effort to move into closer alignment with the Global Reporting Initiative standard.

Our Operations
- Economic Performance
- Corporate Governance
- Compliance and Ethics
- Health and Safety, Security
- Education and Learning
- Our Offices

Our Work
- Envision Rating System for Sustainable Infrastructure
- Sustainability and Resilience Task Force
- Creativity and Innovation
- Sustainable Project Highlights

Our Communities
- Diversity and Inclusion
- Philanthropy
- Education and Learning
- CSR Awards

One with Nature: Amber Inggs, Glacier National Park
Amber Inggs photo perfectly captures Glacier National Park’s dream-like qualities.
Stakeholder Engagement

Our primary stakeholders include our employees, clients, investors, and the communities where we operate. We engage with our stakeholders in the following ways:

**STAKEHOLDERS**

**EMPLOYEES**
- Quarterly companywide Louis Berger LIVE all-employee broadcasts with the executive team
- Daily news published on Louis Berger’s intranet, weekly news roundup emails
- Monthly messages from division Presidents
- Regular memos from the CEO and division Presidents
- Employee town hall meetings, brownbag sessions and broadcasts
- Employee training sessions
- Health and Safety and Quality Committee meetings
- Corporate Social Responsibility, Health and Safety, Quality and Compliance and Ethics engagement programs
- Innovation Council meetings and initiatives
- Women at Louis Berger and Inclusion Partners meetings and initiatives
- Employee surveys and an electronic suggestion box

**CLIENTS**
- New client development leadership structures realigned with market sectors across operations
- Established global client account management teams
- BergerWin client relationship management enhancements and training
- Client Account Managers regularly meet with clients
- Supplier questionnaires
- Industry conferences, workshops and panels
- Louis Berger-sponsored Speakers Series events
- New companywide, multiphase, project management training and certification program

**INVESTORS**
- Annual shareholder meeting
- Quarterly shareholder calls
- Annual ESOP shareholder presentation

**COMMUNITIES**
- Explorers Wanted National Park Service volunteering
- Annual Red Cross Give Back campaign
- Scholarship and fellowship programs
- Numerous company sponsored charitable initiatives
CORPORATE CITIZENSHIP AND SUSTAINABILITY PERFORMANCE SUMMARY

In 2016, we completed the U.S. integration, which consolidated the former Louis Berger Group and Ammann & Whitney divisions into a single U.S. division. We also built a partnership with Infosys to transform and streamline our finance and accounting, HR and IT business processes globally in order to achieve better compliance, consistency, control and cost savings, enabling our continued growth and innovation.

In 2015 and 2016, we expanded our environmental footprint boundary to include all U.S. operations, and included employee business travel, employee commuting, and paper usage. We took action to reduce our impacts and signed the Business Backs Low Carbon USA Commitment.

Louis Berger employees should be proud of our role in delivering power to the more than 1.5 billion people without electricity, providing clean drinking water to the one billion without access to potable water; improving mobility and economic productivity of cities and countries while also foreseeing additional needs to provide for another 1.5 billion human beings on our planet in the next 20 years. Helping our clients solve these issues is at the center of Louis Berger and it defines our core promise to deliver Solutions for a better world.
Introduction

**OUR OPERATIONS**

<table>
<thead>
<tr>
<th>2015 - 2016 GOALS</th>
<th>STATUS</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a formal sustainability governance structure</td>
<td>◈</td>
<td>Established a steering committee and expanded CSR committee in 2016 to oversee the CSR program, which is led by the corporate sustainability manager</td>
</tr>
<tr>
<td>Establish a Sustainability Commitment</td>
<td>◈</td>
<td>Adopted in December 2016</td>
</tr>
<tr>
<td>Complete greenhouse gas (GHG) inventories for Louis Berger U.S. operations for the 2013 - 2016 calendar years</td>
<td>◈</td>
<td>Purchased renewable energy certifications (RECs) to offset 30% of 2015 emissions associated with electricity consumption. Joined the EPA Green Power Partnership Program in 2016</td>
</tr>
<tr>
<td>Expand the GHG inventory boundaries to include material Scope 3 emissions starting in 2015</td>
<td>◈</td>
<td>Business travel, employee commuting and paper usage are included in the 2015 and 2016 inventories</td>
</tr>
<tr>
<td>Improve operational efficiency by transitioning to a shared services model to provide human resources, IT and accounting services by the end of 2016</td>
<td>◈</td>
<td>Launched shared services program, introducing new global business services centers supporting IT, HR and finance and accounting functions globally in December 2016</td>
</tr>
<tr>
<td>Establish a new matrix organization in our International division in 2015 and integrate Ammann &amp; Whitney and Louis Berger Group into Louis Berger U.S. under a matrix organization by July 1, 2016.</td>
<td>◈</td>
<td>The new US division leadership team held 20 in-person employee engagement meetings at different U.S. offices</td>
</tr>
<tr>
<td>The International division will maintain integrated management systems that are certified under ISO9001 (quality), ISO14001 (environment), and health and safety (OSHAS 18001)</td>
<td>◈</td>
<td>Certified offices include Abu Dhabi, Dubai, Qatar, Romania, Panama, Chile, France, India and Spain. Implemented a standard document management system for office and project documentation in June 2016</td>
</tr>
<tr>
<td>Continued to expand the Office of Compliance and Ethics as part of a 5-year plan</td>
<td>◈</td>
<td>Developed a comprehensive compliance and ethics toolkit. Updated the Global Anti-corruption Policy</td>
</tr>
<tr>
<td>Restructure the corporate health and safety program</td>
<td>◈</td>
<td>Doha metro - 25 million man hours without lost time incident. Masdar City – 2 million man-hours without lost time incident. Initiated health and safety moments at the beginning of every meeting</td>
</tr>
</tbody>
</table>

- ◈ Achieved
- ◆ On Track
Louis Berger excels in delivering some of the world’s most complex and challenging infrastructure and development programs. Adaptability has always been a hallmark of Louis Berger’s project excellence, and that continues today as we invest to be at the leading edge of our industry during a time of fast-paced innovation and advancement. From the fast-moving technological advances behind autonomous vehicles and smart cities, we are working to help our clients envision the future at the nexus of cities, systems and big data. Louis Berger is an industry leader in resiliency as one of a few companies with a demonstrated strength as both a consultant advisor and implementer. We continue to make leading edge investments in alternative and renewable energy, and expand our public-private partnership capabilities, which enable communities to afford critical, but costly infrastructure investments.

In 2016 we exceeded our goal to certify 100 employees as Envision Sustainability Professionals (ENV SPs), who are trained in the use of the Institute for Sustainable Infrastructure’s (ISI) Envision Sustainable Infrastructure Rating System.

Envision is the product of a joint collaboration between ISI and the Zofnass Program for Sustainable Infrastructure at the Harvard University Graduate School of Design. Louis Berger recently became a member of the Zofnass Sustainable Infrastructure Advisory Board (SIAB) to support further development and implementation of the Envision Rating System, and research projects related to sustainable infrastructure and cities.
## 2015 - 2016 GOALS

<table>
<thead>
<tr>
<th>OUR WORK</th>
<th>STATUS</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Train 100 Envision Sustainability Professionals (ENV SPs) by December 2016</strong></td>
<td>![Achieved]</td>
<td>124 ENV SPs trained by the end of 2016 Four ENV SPs participate in Institute for ISI Committees and two ENV SPs are ISI trainers and verifiers</td>
</tr>
<tr>
<td><strong>Establish the Sustainability and Resilience Task Force to focus on understanding our clients sustainability and resilience needs</strong></td>
<td>![On Track]</td>
<td>The U.S. division president and vice president of environmental planning attended the C40 Cities Climate Leadership Group Summit in Mexico City in December 2016 The task force started meeting in January 2017</td>
</tr>
<tr>
<td><strong>Establish Quality Management Systems (QMSs)</strong></td>
<td>![On Track]</td>
<td>International division published a QMS in 2016 U.S. division established a chief of quality/risk management (CQRM) role in 2016 and issued enhanced QA/QC protocols for design and construction practices</td>
</tr>
<tr>
<td><strong>Establish a Creativity and Innovation Council in 2015</strong></td>
<td>![Achieved]</td>
<td>Collaborating with Stanford’s Center for Integrated Facility Engineering (CIFE) on innovative applications of drones, light detection and ranging (LIDAR) and sensor technology</td>
</tr>
<tr>
<td><strong>Develop the Louis Berger Project Management Training Program and train the first round of project managers by the end of 2016</strong></td>
<td>![Achieved]</td>
<td>A three-phase project management training and certification program launched in 2016 The first class of 80 project managers graduated Phase I in 2016. To date, 43 project managers have completed both Phase I and II Phase III will be finalized in 2017</td>
</tr>
</tbody>
</table>
Louis Berger is committed to diversity, education, and community service. Our award-winning Women at Louis Berger committee continues to make great strides in supporting and developing women leaders. This year we are launching a new initiative focused on Inclusion. In 2015 and 2016, Louis Berger supported twelve graduate Fellows, which provides graduate students with the opportunity to participate in valuable internships in various markets and sectors while pursuing their graduate degrees. In 2016, The Berger Charitable Foundation received its 501c3 designation, and appointed a new board of directors and officers. As of July 2016, we appointed a new sustainability and CSR manager within the U.S. division. In 2015 and 2016, Louis Berger employees celebrated the National Park Service centennial through our internal Explorers Wanted campaign. More than 100 employees volunteered 266 hours to protect and explore U.S. national parks. Our 2016 Give Back employer matching campaign raised more than $20,000 in employee donations, which Louis Berger matched for a total donation of more than $40,000 to the International Federation of the Red Cross and Red Crescent Societies.
## 2015 - 2016 GOALS

### OUR COMMUNITIES

<table>
<thead>
<tr>
<th>Goal</th>
<th>Status</th>
<th>Highlights</th>
</tr>
</thead>
</table>
| Double Women at Louis Berger (WLB) membership, appoint domestic and international chairs and focus on professional development programs | Achieved | Over 150 members to date  
15+ meetings/events focused on professional development topics  
Implemented a peer-to-peer networking program |
| Publish gender, age and minority workforce statistics               | On Track | Participated in the LeanIn and McKinsey Women in the Workplace study in 2016  
Published Louis Berger gender and minority statistics for North America |
| Relaunch Louis Berger University (LBU) in 2015 and establish a new learning management system, BergerLEARN, in 2016 | Achieved | LBU is now available to all Louis Berger employees  
Louis Berger-specific training is available as well as over 1,000 online courses in various topics |
| Establish the Berger Charitable Foundation during 2016 and formalize philanthropic giving within operating divisions | On Track | In 2016, the Foundation received 501c3 designation and held its first two board meetings  
The Foundation will finalize a framework for giving in 2017  
The CSR committee plans to focus on streamlining our philanthropy process in 2017 |

| Achieved | On Track |
EXPANDED COMMITMENT TO SUSTAINABILITY

Sustainability Governance

Corporate Social Responsibility (CSR) was established as a company priority in 2011 with the establishment of a U.S.-led CSR committee. In 2016, Louis Berger appointed the corporation’s first manager of corporate sustainability in its U.S. division. The corporate sustainability manager leads the CSR committee, whose purpose is to develop and execute the CSR plan. The CSR committee also provides oversight for the Women at Louis Berger committee. A steering committee provides strategic direction and approval of the CSR program. Tom Lewis, president of the U.S. division, serves as Louis Berger’s executive sponsor for the program.

Louis Berger’s CEO, Jim Stamatis, recently adopted a global sustainability commitment to guide how we manage our day-to-day operations, deliver our project work and engage with our communities in a sustainable manner that supports the company’s vision and strategic priorities.

Sustainability Vision

In keeping with our culture of promoting Solutions for a better world, Louis Berger integrates sustainable approaches into a worldwide practice focused on collaborating with clients and communities to design resilient infrastructure and support communities that thrive for generations. Our employees are committed to sustainability leadership at work and in their personal lives.
Louis Berger is committed to fostering environmental stewardship, social wellbeing and economic prosperity in the places where we live, work, and play. We are passionate about planning and designing sustainable and resilient infrastructure and communities that will thrive for generations. We recognize that operating sustainably is key to our ability to deliver Solutions for a better world and achieve long-term financial success. Therefore, we apply and integrate sustainable practices into our projects and operations. In doing so, we developed the following guidelines with respect to our operations, our work, and our communities:

**OUR OPERATIONS** – We will incorporate sustainable practices within our business operations by:
- Encouraging managers and executives to consider sustainability and inclusion in decision making
- Measuring our environmental footprint and identifying opportunities to reduce energy and waste
- Maintaining or implementing Environmental Management Systems (EMSs) to drive continuous improvement in conjunction with our broader quality management program
- Establishing Louis Berger as an industry leader in compliance and ethics and health and safety
- Providing opportunities for engagement, professional development, training and mentoring

**OUR WORK** – We will integrate sustainability into our projects to provide the best value to our clients by:
- Encouraging employees to become certified in the Envision Rating System for Sustainable Infrastructure, the Leadership in Energy and Environmental Design (LEED) Rating System, and other sustainability rating systems
- Seeking opportunities in project planning and design to improve the efficiency with which raw materials, energy, natural resources and financial resources are used
- Engaging in collaborative processes to deliver long-term solutions that reduce energy, waste and harmful emissions
- Designing solutions that are resilient to the impacts of climate change

**OUR COMMUNITIES** – We will foster sustainability within our workforce and support our local communities by:
- Giving back to the communities where we live, work and play through charitable donations, volunteering, committee participation and sponsorships
- Supporting development of the next generation of engineers, planners, economists and other professionals through student mentoring, scholarship, fellowship and internship opportunities
- Establishing partnerships with sustainability leaders in industry, business and academia
People in Parks: Jeffrey Leed, Appalachian National Scenic Trail.

Leed’s photo celebrates the wide expanse of the Appalachian National Scenic Trail through an individual moment of reflection.
Our Operations

We will incorporate sustainable practices within our business operations by:

- Encouraging managers and executives to consider sustainability and inclusion in decision making
- Measuring our environmental footprint and identifying opportunities to reduce energy and waste
- Maintaining or implementing Environmental Management Systems (EMSs) to drive continuous improvement in conjunction with our broader quality management program
- Establishing Louis Berger as an industry leader in compliance and ethics and health and safety
- Providing opportunities for engagement, professional development, training and mentoring
ECONOMIC PERFORMANCE

Louis Berger reported a net revenue of $875.59 million for its fiscal year 2016, as compared to $972.87 million in fiscal year 2015. The company experienced a $100 million decrease in gross revenue as it sold off EA, an environmental services firm in Maryland, U.S., and Grayhawk, a construction management firm in New Jersey, U.S. Despite its reduction in gross revenues, the company increased its net revenue and earnings between fiscal year 2015 and fiscal year 2016.

Louis Berger is focused on sustainable growth based on bottom line EBITA performance metrics rather than on gross revenue growth in order to advance the company through investments in employees and clients. The company also has been developing an expansive and diverse backlog of project work across its priority sectors and geographies. The current $1.8 billion backlog is the most robust in the company’s history.


- **U.S. division** provides a broad range of engineering, planning, architecture, development, construction management and program management services to U.S. federal, state, local and private clients across market sectors.
- **International division** provides a broad range of engineering, planning, architecture, development, construction management and program management services to national, state, local and private clients outside of the U.S.
- **Services division** specializes in turnkey power projects, infrastructure operations, maintenance, logistics and ground support services globally.

Louis Berger also owns majority shares in two affiliate companies, BergerABAM and Klohn Crippen Berger.
CORPORATE GOVERNANCE

Since Louis Berger’s last report in 2015, the company has made a number of significant and intentional changes in its leadership, ownership and governance structure to bring greater transparency, cross-organizational collaboration and management rigor to the corporation. In 2015 and 2016, Louis Berger transitioned its chief executive officer, brought in a minority investor to transition generational shares in the company, and shifted the board of directors from a primarily management shareholder-directed board to an independent board of directors.

Corporate Executive Leadership

The Louis Berger board of directors managed the company’s executive succession plan in alignment with the retirement of the company’s former chief executive officer in 2015. The company’s new chief executive officer, Jim Stamatis, took office in July 2015 replacing his predecessor Nicholas Masucci. Masucci remains a member of the Louis Berger board of directors but no longer operates as a manager in the company. Stamatis introduced a new leadership team to support his vision for the company’s sustainable future, including new placements for the roles of chief financial officer, chief engineer, general counsel and chief integrity officer. Stamatis introduced a “One Berger” strategy, which led the organization through further restructuring to ensure greater consistency, compliance and control across the global operations, shifting to a singular, global corporation with a consolidated leadership team and three operating divisions — U.S., International and Services.
Ownership

Beginning in 2010, the company embarked upon an extensive ownership, management and modernization reform effort. This reform transitioned the company from a traditional partnership to a broad-based employee corporate ownership model that includes a mix of investment capital, management shareholders and an Employee Stock Ownership Program.

In 2015, Louis Berger raised $465 million in capital through a combination of new equity and an expanded global credit facility. The funding included three components. First is a minority equity investment by Abrams Capital. The second component was a corresponding equity investment in the company by Louis Berger’s existing management shareholders. Finally, the company secured a global credit facility with a syndicate of banks led by JPMorgan Chase and supported by Société Générale. Together, these investments provided the company with working capital to spearhead sustainable organic growth and support a generational transition already underway.

Abrams Capital holds an approximately 25 percent share in Louis Berger. Management shareholders hold approximately 50 percent of the company’s shares, and the Employee Stock Ownership Program reflect approximately 25 percent of the company’s ownership shares. Under the new ownership structure, management shareholders maintain a majority of the voting shares in the company. Abrams Capital maintains two seats on the company’s board of directors.

“The investments by Abrams Capital and our management shareholders helped Louis Berger finalize an important step in our effort to recapitalize and restructure the company for future growth,” said Jim Stamatis, Louis Berger chief executive officer.
Our Operations

OWNERSHIP SHARES

Management Shareholders 50%

ESOP 25%

Abrams Capital 25%

Board of Directors

The board of directors provides governance and management oversight to the corporation. The board of directors maintains this oversight through five oversight committees.

- **Audit Committee**: Financial controls, compliance and ethics, internal audit
- **Compensation Committee**: Executive compensation
- **Governance Committee**: Procedural activities related to shareholder relations and shareholder votes
- **Investment Committee**: Large-scale investments and merger and acquisition activities
- **Transition Committee**: Executive succession planning

Until 2015, Louis Berger’s board had historically been majority-led by internal directors (managers within the company). During the past two years, the board made a concerted effort to ensure a majority of the director seats were held by outside directors (non-managers) to ensure independence in its management oversight. Today, the board of directors is comprised of six independent directors and one internal director. Jim Stamatis, chief executive officer, is the only executive of the company with a seat on the board.

Ernest Portfors Ph.D., P.Eng.

**Chairman**

Directors:
- Jim Stamatis, PE
- David Abrams
- Martha Clark Goss
- Lawrie Haynes, JD
- Donald Platner, CFA
- Nicholas J. Masucci
World-class Compliance Program

Louis Berger’s leadership team and members of the office of compliance and ethics have been acknowledged as leaders in business ethics through their participation in industry associations, and compliance and business-ethics focused organizations, panels and publications.

Building Effective Ethics and Compliance Programs Globally: The Value of Independent Assessments and Evaluations
Society For Corporate Compliance and Ethics European Compliance and Ethics Institute - Prague

Best Practices on Reducing Risk with Third Party Intermediaries
Global Anti-corruption, Compliance & Ethics Summit - Lisbon

Five Things About Compliance We Wish Someone Told Us
15th Annual Compliance Ethics Institute – Chicago

Where We Work: Anti-corruption and the Challenges We Face in International Development,
Society of International Development

Louis Berger’s Journey of Reform
Presentation to Asian Development Bank Employees

Anti-corruption and Reform Panel
University of Pennsylvania, Wharton School of Business

France Anti-corruption Bill and Compliance Officers
Ethisphere

Ethisphere Attorneys Who Matter – Nichole Pitts
Nicole Pitts, vice president, international compliance and ethics officer, was recognized as one of the 2016 Attorneys Who Matter by the Ethisphere Institute. Pitts is included in the compliance category on Ethisphere’s annual list that recognizes ethical and responsible business practices globally.
The ideals upon which Louis Berger is based requires a focus on ethics — not just compliance to laws, but in solidifying the common practices around ethical behaviors and best practices in business. Louis Berger’s office of compliance and ethics is responsible for overseeing the firm’s global compliance and ethics program. Based on industry best practices, the program helps employees understand, commit to, and work to ensure integrity, compliance and ethical behavior in daily business activities. This helps to achieve compliance excellence and drive long-term value for Louis Berger.

Louis Berger’s office of compliance and ethics operates independently under the oversight of the board of directors’ audit committee. The office is led by Adelle Elia, who joined Louis Berger in 2017 and brings 25 years of experience to Louis Berger serving in compliance, audit and business systems roles for consulting firms and global corporations. Elia is supported by a global team, which includes fulltime staff in the U.S., France, the U.K. and India. In addition, compliance champions are identified within the international division to serve as liaisons between internal functions and regions and business lines.

2015 and 2016 Achievements

In 2015 and 2016, the office of compliance and ethics continued to implement leading-edge policies, procedures and tools as part of its five-year plan to enhance the global compliance and ethics program. In 2015, a visually appealing and comprehensive compliance and ethics portal was established on the Nexus intranet to enable employees to easily access compliance and ethics policies and procedures as well as a compliance and ethics toolkit with links to many resources on important compliance topics.

In 2016, Louis Berger updated its anti-corruption policy, translated in English, French and Spanish. The policy launch also included new and expanded global anti-corruption tools that included a quick reference guide, case scenarios and frequently asked questions.
Ethical Hero

The Ethical Hero program recognizes Louis Berger employees who go above and beyond in demonstrating the values of integrity, ethics and compliance. Every day, Louis Berger employees go to great lengths to deliver quality services in a way that is fair, ethical and responsible. This program highlights individuals who embody these behaviors while building Solutions for a better world. Nominations are made by colleagues, subordinates or managers for demonstrating outstanding compliance and ethics behaviors, serving as a champion of ethical behavior and the compliance program or activities to proactively identify ways to implement compliance policies or controls within their operations.
Driving a Culture of Integrity

Following the company's 2010 settlement with the U.S. Department of Justice for improper billing on U.S. Government overhead accounts, Louis Berger began a massive $25+ million reform effort aimed at implementing new internal controls, developing new policies and procedures, and making comprehensive systems investments. In addition, Louis Berger conducted a thorough review of the past practices of former managers, including improper overseas business activities in 2010 and prior. The company’s reform journey included:

Organizational changes
• New leadership at corporate, division and regional operations
• Extensive self-investigatory efforts to root out corrupt managers and practices; and self-report incidents to the U.S. government
• Centralized oversight and control of overseas operations
• Ownership restructuring
• Implementation of an Employee Stock Ownership Program

Systems investments
• Global accounting system
• Centralized information management system
• New procurement system
• New budgeting and forecasting system

Process improvements
• Development and rollout of new automated systems for revenue recognition
• Procurement and field cash reporting
• Establishment of a Delegation of Responsibility and Authority Manual
• Development of a Finance, Accounting and Operations Administration Manual
• Retained global expert Mazars last year for internal audit and controls testing functions reporting directly to the audit committee of the board, and bringing enhanced expertise and independence

Compliance and ethics
• Independent compliance and ethics department under the oversight of an independent audit committee
• Global employee ethics helpline
• Global Code of Business Conduct

• Annual worldwide compliance, ethics and anti-corruption training for all employees
• Initiated a compliance and ethics mentoring campaign, requiring each meeting to start with a message on a selected compliance and ethics topic identified each month

Training investments
• Annual worldwide compliance training and onboarding compliance training
• Annual anti-corruption training for all employees

In 2015 the company achieved an important milestone in its post-2010 reform efforts. Louis Berger’s International division completed its final settlement with the U.S. government, closing the chapter on the company’s pre-2010 era legal issues. The company paid a government fine and agreed to oversight by a government-appointed monitor. As of the close of this report, the company successfully completed two years of the three-year monitorship.

“Transparency and accountability are the hallmarks of a sustainable business, and we are a much more efficient, responsible and transparent company today than we were seven years ago,” said Stamatis. “We will continue to monitor and improve our existing compliance system while delivering quality work to our clients with the level of integrity they expect.”

The company continues to develop its compliance and ethics program and integrate the functions of the program with the core activities and strategy of the business. Beyond the focus on compliance and ethics, the company has committed to building a culture of integrity. To reinforce integrity as a corporate value, compliance and ethics topics are covered at the beginning of every meeting across the corporation.
Safeguarding health and safety is a top priority at Louis Berger, and is one of the company’s global values at the foundation of our zero harm objectives.

We aspire to zero harm and endeavor to contribute lasting benefits to society through the consideration of health, safety, social, environmental, ethical and economic aspects in all company decisions and activities.

These aspirations form the basis for the development and application of health, safety and environment (HSE) management systems at all levels in Louis Berger. We all have an obligation to identify and reduce risks, safeguard people and protect the environment and the communities in which we operate.

We have made important investments advancing our commitment to safeguarding the health and safety of our employees, partners and the public. This investment includes the appointment of new HSE leaders at the corporate level and for the two largest divisions – U.S. and International. The HSE management team branches across the corporation and is integrated within each operation to create a global health and safety culture while implementing a flexible framework that allows each operation to customize a program that meets its unique risk profile.

To support a consistent cultural focus on safety, the company launched a health and safety moment campaign in 2016, requiring each meeting to start with a message on a selected health and safety topic identified each month. The meeting moments are distributed by email and posted on our Nexus intranet each month, providing employees with four lessons under each topic to consistently reinforce the company’s health and safety culture and policies. The Meeting Moments campaign is reinforced with online and inperson training and project site visits around the globe.

Due to the varying risk profiles of the three divisions — U.S., International and Services — as well as differences in industry standards and regulations, each program has its own performance metrics.
International
The restructured international health and safety program is aligned with the division’s five year strategic plan to ensure uniform processes, procedures, systems and safe behavior expectations across 100 countries, in alignment with the new matrix structure.

International Organization for Standardization (ISO) systems certifications remain a focus of importance internally and with clients and stakeholders. Louis Berger’s international division certified offices for ISO 9001: 2015, ISO 14001:2004, and Occupational Health and Safety Assessment Series (OHSAS) 18001:2007 in Abu Dhabi, Dubai, Qatar, Romania, Panama, Peru, Chile, France, India, London, Saudi Arabia and Spain. All international operations operate under a standard document management system for office and project documentation, implemented in June 2016. In 2016, the OHSAS 18001 standard was replaced by ISO 45001 for health and safety management. All operations will be working to ensure applicability of current systems to the OHSAS 18001 standard in 2017.

U.S. and Services
In 2015, the U.S. division EMR reached 1.19, due to a combination of new incidents and acquisitions that brought previous incident histories with them, thus exceeding the company’s acceptable threshold. As a result, the company instituted a recovery and improvement program starting with the hiring of a new director of health and Safety for the U.S. division to reconfigure and oversee the implementation of HSE policies and best practices across the U.S.

As a result of this investment, along with restructuring of the company’s workers compensation program and broader cultural investments at the corporate level, the U.S. division saw improvement in its EMR rating to 0.90 in 2016 and a further reduction to 0.87 in 2017.

With a plan finalized for 2017, the U.S. division will continue to focus on updating the health and safety management system with additional focus on reporting and injury case management. The U.S. division is also rolling out its Creating Accident Free Environments (CAFÉ) program in an effort to raise safety awareness across the organization and develop a strong safety culture.

During 2015 and 2016, health and safety within the Services division was managed at the project level. In 2015, the Services EMR was 0.62. In 2016, U.S. and Services were combined under a single workers compensation program. In 2017, a health and safety director was appointed to implement and maintain a strong safety culture within Services.

<table>
<thead>
<tr>
<th>Louis Berger Health and Safety Statistics</th>
<th>EMR</th>
<th>Fatalities</th>
<th>OSHA LT1 Rate</th>
<th>OSHA DART2 Rate</th>
<th>OSHA Incident Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Division (2015)</td>
<td>1.19</td>
<td>0</td>
<td>0.20</td>
<td>0.20</td>
<td>0.59</td>
</tr>
<tr>
<td>U.S. Division (2016)</td>
<td>0.90</td>
<td>0</td>
<td>0.64</td>
<td>0.64</td>
<td>0.91</td>
</tr>
<tr>
<td>Services Division (2015)</td>
<td>0.62</td>
<td>0</td>
<td>0.48</td>
<td>0.80</td>
<td>1.93</td>
</tr>
<tr>
<td>Services Division (2016)</td>
<td>0.90</td>
<td>0</td>
<td>0.64</td>
<td>1.12</td>
<td>3.21</td>
</tr>
<tr>
<td>U.S. and Services Division (2017)</td>
<td>0.87</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

OHSA Lost Time Rate
OSHA Days Away/Restricted or Job Transfer Rate
As a professional services firm, employees are Louis Berger’s most valuable resource. We support the professional growth of our employees through various formal and informal learning and development opportunities, including internal training courses, attending conferences and other professional development events, tuition assistance, mentoring and on-the-job training. Louis Berger employees have greater opportunities to take on new tasks, roles and responsibilities under the company’s new structure and its global mobility program. In 2015 and 2016, we continued to develop our learning and development programs to support our employees and their ability to deliver unmatched service to our clients.

**Investing in Our Employees**

**Louis Berger University and BergerLEARN**

Louis Berger University (LBU) is an online library that gives employees access to many professional development courses offered by top flight external and internal sources. In 2015, LBU expanded content and accessibility to all divisions of the company, added more reference materials, and redesigned the site to make it user friendly.

In 2016, we consolidated our training, professional development and online ethics programs into a new learning management system called BergerLEARN. BergerLEARN serves as the core platform for all training required of employees around the world. The subjects include health and safety, workplace concerns, financial integrity policies, information security and international trade.
Louis Berger established the project management office (PMO) in 2015 to assist project managers through the development of streamlined processes, addressing operational needs through integrated systems and maintaining a training and educational program in an effort to improve the quality and financial success of our projects.

In 2016, the PMO released the Project Portal tool, which provides project managers with a single location to access project management tools and related data. The new application streamlines access to critical project data through a consolidated portal interface that helps project managers access important reports and information with reduced time and effort.

Louis Berger launched the project Manager Training Program in 2016. The program consists of 22 hours of online coursework followed by company specific in-person or web-based instruction to improve the general business knowledge of our project managers, increase proficiency in using systems and applications, improve project performance, and foster greater efficiency. In 2016, 80 project managers completed the online training as part of the pilot group. The online training counts towards PMP certification, should employees wish to pursue certification. To date, 43 employees have completed the second phase of the training program.
Louis Berger’s corporate security program is designed to ensure that employees have access to the procedures, guidelines and support needed to ensure their safety and security as they work globally. The program includes 24x7x365 on-call support; online training; a travel assistance portal that provides real-time, destination-based health, security and travel information; and daily oversight and monitoring of all extreme-, high- and medium-risk countries in which Louis Berger operates.

In 2015, Louis Berger created a corporate security portal to ensure all employees have access to the security information they may need. The portal was expanded in 2016 to include additional templates and links to personal training for those working or visiting high-risk locations. During 2016, six country management teams received crisis management and response training, and a fulltime security consultant was added to the team to focus on projects in Africa.

The global security environment has deteriorated with growing security threats such as attacks in public locations. The corporate security program also will focus on what was considered low risk locations such as Europe and the U.S. so employees are better prepared and receive appropriate training to respond to identified threats. In 2017, the department will focus on expanding training in low risk locations, deploying security warnings through mobile devices, and conducting a formal security assessment of all moderate or high risk countries’ projects prior to submitting a proposal.
OUR OFFICES

All of Louis Berger’s office space globally is leased. At this time, Louis Berger only tracks energy consumption and greenhouse gas (GHG) emissions for our offices and operations located in the U.S. Since we occupy buildings that have other tenants, and less than 50 percent of our U.S. offices are submetered, we have limited control over our building energy use. In order to reduce our office energy consumption, we are focusing on areas where the company has greater control, such as working with our landlords on renewable energy or energy efficiency projects at offices where we have long-term leases, purchasing or leasing energy efficient equipment, and purchasing renewable energy credits.

For offices that are submetered, electricity and natural gas utility bills are used to estimate energy consumption and GHG emissions. For all other offices, our energy consumption and GHG emissions are estimated either by calculating our prorata share of the total building energy use or by using average electricity and natural gas usage per square foot from the Energy Information Administration’s (EIA) Commercial Buildings Energy Consumption Survey (CBECS) database.
Energy Consumption

Our total office energy consumption from 2012 through 2016 is presented below. Louis Berger does not own real estate, so does not exert control over HVAC, lighting, elevators, and other systems, and almost exclusively shares buildings with other tenants.

Total energy consumption for electricity and stationary combustion from 2012 through 2016 is included in the table below. Our total office energy consumption increased significantly in 2015 when we started incorporating Ammann & Whitney offices, which are now part of Louis Berger’s U.S. division. Stationary combustion primarily consists of natural gas used for heating. In 2012, our New York and New Jersey offices used emergency generators during the aftermath of Superstorm Sandy.

<table>
<thead>
<tr>
<th>Year</th>
<th>Electricity (kWh)</th>
<th>Electricity (kWh/sq ft)</th>
<th>Stationary Combustion (mmBtu)</th>
<th>Stationary Combustion (mmBtu/sq ft)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>3,405,828</td>
<td>10.9</td>
<td>1,974</td>
<td>0.006</td>
</tr>
<tr>
<td>2013</td>
<td>3,402,996</td>
<td>11.0</td>
<td>1,272</td>
<td>0.004</td>
</tr>
<tr>
<td>2014</td>
<td>3,163,118</td>
<td>10.3</td>
<td>1,118</td>
<td>0.004</td>
</tr>
<tr>
<td>2015</td>
<td>4,116,487</td>
<td>11.2</td>
<td>1,976</td>
<td>0.005</td>
</tr>
<tr>
<td>2016</td>
<td>4,273,671</td>
<td>11.7</td>
<td>1,839</td>
<td>0.005</td>
</tr>
</tbody>
</table>
Beginning in 2012, we prepared annual GHG inventories in accordance with the GHG Protocol operational approach. Between 2012 and 2014, our organizational boundary included the Louis Berger footprint in the U.S. with the exception of Ammann & Whitney and some owned or leased vehicles. As a result of better data availability and organizational changes, the inventory boundary has expanded over the years. In 2014, we expanded our boundary to include vehicles owned or leased by our Services division, and in 2015, we included vehicles leased by our U.S. division. In 2015, we expanded our boundary to include Ammann & Whitney offices, and select Scope 3 emissions — business travel, employee commuting and paper usage.

Louis Berger owns or leases vehicles for project work on an as-needed basis. Historically, Louis Berger provided company owned vehicles to senior vice presidents and above as a fringe benefit. The company phased out this practice starting in 2013. To encourage adoption of electric vehicles, we installed an electric vehicle charger at our headquarters office in Morristown, New Jersey, U.S.

Because we lease all of our office space, we only prepared our Scope 2 emissions in accordance with the GHG Protocol location-based methodology. The figure below shows our total Scope 1 and 2 emissions between 2015 and 2016 measured in metric tons of CO₂ equivalent (MTCO₂e). Due to changes in the organizational boundary, the emissions are not comparable to prior years.

Starting in 2015, Scope 1 and Scope 2 emissions included Ammann & Whitney offices and vehicles not calculated in prior years. Scope 1 emissions decreased between 2015 and 2016 due to a reduction in miles driven by leased vehicles. Scope 2 emissions remained relatively constant between 2015 and 2016.
As shown in the figures above, Scope 3 emissions represent 64 percent of our total footprint in 2015 and 73 percent of our total footprint in 2016. Total Scope 3 emissions primarily increased in 2016 due to the inclusion of former Ammann & Whitney employees. In both years, employee commuting represents the largest share of our Scope 3 emissions followed by air travel.

We reduced our 2015 GHG footprint by purchasing renewable energy certificates (RECs) to offset 30 percent (4,117 megawatt or 506 metric tons of CO₂) of our emissions associated with electricity usage. We intend to purchase RECs to offset a percentage of our 2016 emissions.
Louis Berger signs Business Backs Low-Carbon USA Commitment and joins the Environmental Protection Agency Green Power Partnership Program

In December 2016, Louis Berger joined over 630 companies and investors across the U.S. in signing the Business Backs Low Carbon USA Commitment. The pledge encouraged the new U.S. administration and new U.S. congress to honor the commitments made in the historic Paris Climate Agreement. It called on elected leaders to strongly support:

1. Continuation of low-carbon policies to allow the U.S. to meet or exceed its promised national commitment.
2. Investment in the low-carbon economy at home and abroad, giving financial decisionmakers clarity and boosting the confidence of investors worldwide.
3. Continued U.S. participation in the Paris Climate Agreement, in order to provide the long-term direction needed to keep global temperature rise below 2°C.

“We’re proud to maintain climate leadership that will spur innovation and advance U.S. competitiveness,” said Tom Lewis, U.S. division president. “As part of our company commitment, we purchased renewable energy certificates to offset 30 percent of our 2015 greenhouse gas emissions associated with electricity consumption at our U.S. offices, and joined the U.S. Environmental Protection Agency’s Green Power Partnership program.”

The Green Power Partnership Program aims to encourage the use of renewable electricity in the U.S. by recognizing companies, agencies and institutions that commit to using renewable energy either through direct use, virtual renewable power purchase agreements or purchasing renewable energy credit. Louis Berger’s purchase supported the production of U.S. wind.
Sustainable Office Solutions

We began tracking paper usage in 2015. Our U.S. printer vendor, ARC Document Solutions, tracks the total number of impressions printed per office for regular office paper as well as the total square footage of plotter paper printed. The number of impressions includes both single and double-sided printing, and does not distinguish between the two. Therefore, the total number of pages printed is considerably lower than the total number of impressions. The following table indicates our paper usage during 2015 and 2016.

<table>
<thead>
<tr>
<th>Paper Usage</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Impressions</td>
<td>7,931,816</td>
<td>6,948,091</td>
</tr>
<tr>
<td>Total Square Feet</td>
<td>426,437</td>
<td>677,028</td>
</tr>
</tbody>
</table>

To reduce paper waste, the default setting on all printers is double-sided and our standard paper contains 30 percent recycled content. We currently are working with our printing vendor to implement additional environmentally-friendly measures that will also save costs.
Louis Berger created the sustainable solutions committee to focus on reducing the environmental footprint of our office operations and the creativity and innovation council to focus on researching and implementing activities that enable Louis Berger to work more efficiently. Specific sustainability initiatives implemented to date include:

**Employee Business Travel:** We have implemented a number of technology solutions that help reduce employee business travel including use of Skype conferencing, SharePoint, SMART boards and ProjectWise. These solutions not only save direct travel costs—they also enable teams to meet whenever and wherever they want to collaboratively and efficiently solve problems with a diverse group of experts.

**Annual Green Globe Office Competitions:** In 2015, Louis Berger established the annual Green Globe office competition aligned with Earth Day to foster environmental awareness and action within Louis Berger offices. The inaugural competition, “Create a Habit for the Planet,” promoted sustainability in the employee’s day-to-day operations and activities by encouraging them to adopt simple actions, as well as long-term commitments that can reduce consumption and lessen demand on natural resources. In total, 153 individual habits were submitted and 68 officewide habits were submitted by seven offices. Overall, 17 offices around the world participated in the officewide and individual competitions. The Kansas City, Missouri, office won the competition with a total of 33 habits submitted collectively and received the Louis Berger Green Globe Award. The 2016 Green Globe office competition challenged employees to green their commute by taking a more sustainable method of transportation to work. A total of 74 individuals representing 12 offices participated in the challenge. The Paris, France, office won the competition.

**APTA Sustainability Commitment**

Louis Berger is a signatory of the American Public Transportation Association’s (APTA) Sustainability Commitment. As part of its commitment, Louis Berger has agreed to adhere to a set of core principles and report annually on progress toward achieving them.

Specifically, the principles stipulate:
- Make sustainability a part of the company’s strategic objectives.
- Identify a sustainability champion with a mandate and the human and financial resources to realize the company’s commitments.
- Engage employees via a sustainability-focused outreach program
- Undertake a sustainability inventory.
Project Showcase: Spence Smith, Statue of Liberty National Monument

Smith’s photo is a dynamic portrait of an iconic U.S. symbol. Louis Berger’s work with the U.S. National Park Service extends to more than 100 parks.
We will integrate sustainability into our projects to provide the best value to our clients by:

• Encouraging employees to become certified in the Envision Rating System for Sustainable Infrastructure, the Leadership in Energy and Environmental Design (LEED) Rating System, and other sustainability rating systems
• Seeking opportunities in project planning and design to improve the efficiency with which raw materials, energy, natural resources and financial resources are used
• Engaging in collaborative processes to deliver long-term solutions that reduce energy, waste and harmful emissions
• Designing solutions that are resilient to the impacts of climate change
Envision Rating System for Sustainable Infrastructure

To enhance the quality of our planning and design services, Louis Berger has begun incorporating the Institute for Sustainable Infrastructure’s (ISI’s) Envision® Sustainable Infrastructure Rating System into our operations, and successfully certified more than 130 employees as Envision Sustainability Professionals (ENV SPs) to date. Envision is a sustainability rating system and planning guide for introducing sustainability and resiliency considerations into infrastructure projects.

Louis Berger is a charter member of ISI and four employees are currently serving on ISI advisory committees, which are standing committees whose purpose is to advise and make recommendations to the ISI Board or the Envision Review Board. In addition, two employees are Envision verifiers who are qualified to provide third-party verification for projects submitted for Envision certification, and two employees are ISI trainers qualified to provide Envision training. Louis Berger recently became a member of the Zofnass Sustainable Infrastructure Advisory Board.

Thought Leadership
We help our clients integrate sustainability and resilience into their operations. Recent publications include:

- TCRP-41: Improving the Resilience of Transit Systems Threatened by Natural Disasters
- ASSHTO Environmental Justice Roadmap
- NAVFAC Climate Change Adaptation Handbook
Our Work

Sustainability and Resilience Task Force

In 2016, Louis Berger formed a Sustainability and Resilience task force to focus on expanding the range of sustainability and resiliency services we offer across our market and practice areas. In December 2016, the Washington, D.C. office hosted a speaker series on resiliency with Society of American Military Engineers executive director Brig. Gen. Joseph “Joe” Schroedel, P.E., F. SAME, USA (Ret). The presentation highlighted the importance and unique challenges of resiliency in today’s world.

“Resiliency is all about adapting and leadership,” said Brig. Gen. Schroedel. “By focusing on leadership, we can take all the skills that we have and pull people who are subject matter experts and part of local communities together to find holistic solutions.”

Creativity and Innovation

In 2015 and 2016, the Creativity and Innovation Council facilitated the discussion and implementation of several creative and innovative ideas through task forces focused on topics ranging from the application of drones and 3D technologies for infrastructure projects to the implementation of structural changes and cultural best practices to enhance the company’s culture of innovation.

Louis Berger has invested in our technology and innovation partnerships, such as Stanford’s Center for Integrated Facility Engineering (CIFE), where we are collaborating on innovative applications of drones, light detection and ranging (LIDAR) and sensor technology to meet the infrastructure of the future—today. From the fast-moving technological advances behind autonomous vehicles to smart cities, we are pursuing ideas to help our clients envision the future at the nexus of cities, systems and big data.
Creating a Model for National Resilience

The Newport, Rhode Island Innovation and Resiliency Hub

Louis Berger has formed a partnership with three companies to create the Newport Project Development Company (NPDC), which will develop the Innovation and Resiliency Center of Excellence (Innovation Hub) in Newport, Rhode Island in partnership with the City of Newport. The nearly 60-acre center will be a model for coastal cities across the world for integrated resilience and leadership innovation. The consortium includes InfraLinx, a project development and finance company; Gilbane, a construction company based in Rhode Island; and Dentons, an international law firm.

“Louis Berger is helping create a new type of focused development centered on studying, testing and expanding knowledge related to resiliency,” said Raed EL-Farhan, senior vice president and global water market sector lead. “The Innovation Hub will completely change Newport’s future and will serve as a model for improving coastal resiliency and boosting economic growth.”

Newport, Rhode Island, historically has been one of America’s most important coastal hubs. It has nurtured a local economy centered on sailing and other nautical activities that have made it a prime destination for prestigious sailing events. Newport’s waters also have served national defense interests. Today, Newport is facing an important turning point to ensure that its future is as rich as its past.
The city’s location on the seaside of Aquidneck Island makes it vulnerable to violent weather events, while its coastline is threatened by rising sea levels.

Along with environmental challenges, the city also faces the challenge of revamping its local infrastructure to support markets that new technology has introduced.

The Innovation Hub is fusing the region’s need for knowledge, economic growth and job creation. The increased opportunity to educate people in coastal resilience will help Newport plan for long-term solutions to rising sea levels. The additional economic development opportunities will help the city increase its revenue and provide residents with jobs.

Once complete, the Innovation Hub will include a renewable biomass energy micro-grid, a luxury hotel, training through a school accelerator program, and serve as a green jobs bank. The project also will include alignment of the Pell Bridge and other feasible projects identified by the city. Collaboratively, as the NPDC, the organization plans to work with developers, investors and lenders to build the Innovation Hub. Louis Berger serves as primary advisor and strategic partner for this project. Infralinx, another consortium partner, serves as the project developer and head of the NPDC.
Preserving biodiversity in India

Sikkim UNESCO Project
Khangchendzonga National Park in Sikkim, India, was recognized as a United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Site in 2016. Louis Berger played an integral role in securing the designation as part of a Japan International Cooperation Agency (JICA)-funded program to improve biodiversity and forestry management capacity in the state.

“We are very proud to be associated with the state of Sikkim and the majestic Khangchendzonga National Park,” said Charlie Bell, senior vice president of economic and institutional development. “The World Heritage Site designation will give the park greater visibility, help protect its biodiversity and ensure its longevity for the enjoyment of generations to come.”
Located along the Himalayan Mountains, Khangchendzonga National Park is known for being one of the few high-altitude parks in India and home to the third-highest peak in the world. Often referred to as “the land of hidden treasure” by the Lepcha tribe and nearby resident Buddhists, the park’s unique terrain makes it naturally rich in rare flora and fauna, including the Himalayan Red Panda.

In 2014, Louis Berger was selected by JICA to serve as project management consultant for the Sikkim Biodiversity Conservation and Forest Management Project (SBFP). The project aimed to protect the state’s forest biological diversity, stimulate the local economy and improve the livelihood of the communities living in the forest fringe areas by promoting biodiversity conservation, afforestation, eco-tourism and other sustainable income-generating activities.

As part of the project’s remit, the team assisted in the preparation of Kanchendzonga National Park’s nomination dossier for inscription on the World Heritage Site list. The park’s designation was endorsed by the Indian government and was publically approved by the World Heritage Committee at its 40th session in Istanbul, Turkey, in July 2016.
Building Stronger Communities in the Philippines

USAID Rebuild Project

Typhoon Haiyan, the strongest typhoon to make landfall in recent history, ravaged eastern parts of the Philippines in November 2013. The Philippine government estimated the cost of recovery to be $8.1 billion. In 2014, USAID selected Louis Berger to implement the Rebuild Project to restore access to quality education, health services, and livelihoods and provide technical assistance to the government.

The typhoon destroyed 90 percent of schools according to a report by the Department of Education. Louis Berger’s infrastructure team took this opportunity to design classrooms more resilient to future disasters. These include adhering to higher building standards and elevating entire campuses in flood-prone areas. As 310 classrooms are being constructed across the Typhoon Haiyan corridor, 40,000 students can look forward to a brighter future.

Incorporating a resilient design, 12 health facilities such as tuberculosis clinics, birthing centers, dental clinics, rural health units and public hospital wards were constructed and equipped with proper medical equipment to serve over 260,000 people. These facilities greatly reduced access challenges faced by Filipinos in remote areas.

Livelihood specialists from Louis Berger took a climate-adaptive approach and diversified the income sources of communities across the project areas. Through this initiative:

- 3,215 farmers received farming equipment and gained knowledge on farming techniques which will enable their crops to withstand the negative effects of climate change
- 6,920 fisherfolk received fish pens and learned how to raise their own fish to prevent over-fishing and increase their income.
- 1,417 micro, small business and medium entrepreneurs were able to develop more marketable products and were assisted to increase market reach.
- 1,029 sari-sari stores, a small general stores in Filipino communities, were reconstructed and restocked to increase their owners’ incomes and ease the access to basic commodities for countless communities.
- 30 post-harvest facilities, such as warehouses and solar dryers were constructed to cater to the needs of more than 18,000 producers across the region.
The Bigger Picture: Sustainable Development Goals

Overall, the Rebuild Project supports the 2030 U.N. Sustainable Development Goals (SDG), a set of economic, social and environmental goals.

Reconstruction in schools supports SDG 4 by providing equitable and quality primary and secondary education to girls and boys. The restoration of access to healthcare brings the country closer to achieving SDG 3 targets by reducing maternal mortality rate, reducing epidemics and promoting holistic lifestyles. These structures also answer SDG 9 and 13 by promoting resilient infrastructures and increasing the people’s adaptive capacity to climate-related hazards.

Sustainable livelihoods have a lasting impact in achieving SDG 1, 2 and 8 – ending poverty, eliminating hunger and promoting decent work and economic growth. Our interventions in aquaculture and agriculture also promote the conservation of ecosystems both under water and on land, supporting SDG 14 and 15, respectively. Finally, the participative program implementation approach empowers all genders and reduces inequalities as mandated by SDG 5.
Tom Lewis, Louis Berger’s U.S. division president, and Sean McGonigal, vice president, attend the Maryville Carbon Solutions ribbon cutting ceremony.

Maryville Carbon Solutions Facility
Louis Berger provides engineering and permitting services to support the implementation of Waste-to-Energy technology from advanced gasification, which converts organic waste into clean, sustainable energy without the harmful emissions associated with traditional incineration, to waste tire recycling.

It was designed to be a net energy positive facility, meaning it will generate more energy than it consumes after the installation of a power generation module during the next phase of the project. For every million tires processed, the facility was designed to emit 90 percent less CO₂ and use 90 percent less water than traditional methods.

The company performed analysis of thermal processing and power generation technologies, prepared conceptual plant design, permit applications, and provided other assistance for the MCS. In addition, Louis Berger acted as the commissioning agent, handling all aspects of plant commissioning. Louis Berger is providing similar services for another Bolder Industries facility that has been permitted and is under design in Ashtabula, Ohio, as well as a similar planned facility in the United Kingdom.
The Washington, D.C., office took the prize for best office, demonstrating that employees do not need much to enjoy the company of their colleagues—just a ball, a net, and a great space to play.
OUR COMMUNITIES

We will foster sustainability within our workforce and support our local communities by:

• Giving back to the communities where we live, work and play through charitable donations, volunteering, committee participation and sponsorships
• Supporting development of the next generation of engineers, planners, economists and other professionals through student mentoring, scholarship, fellowship and internship opportunities
• Establishing partnerships with sustainability leaders in industry, business and academia
DIVERSITY AND INCLUSION

Promoting diversity and inclusion at Louis Berger is not just about social responsibility, it is about being an innovative, dynamic and creative company. One of the most active diversity groups within Louis Berger is the Women at Louis Berger (WLB) Committee established in 2013. It was created to attract, develop and retain women leaders at the time when, according to the U.S. National Public Radio, an estimated 40 percent of women with engineering degrees never entered the profession or eventually left the field.

With over 150 participants, WLB is a grassroots committee led by employee volunteers. It is built around four aims:
1. Ensure greater transparency
2. Foster professional development
3. Exchange and adopt best practices
4. Inspire others

Its mission is to help women reach their highest potential while contributing to the company’s overall success. The employee-led group fosters employee engagement and the sharing of ideas, experiences and resources. It provides peer support and mentoring opportunities while raising awareness to important issues through inclusive sessions and activities. The committee is not restricted to women. It also includes men supporting the idea and efforts to make Louis Berger a better place to work for all employees.

Women at Louis Berger hosts monthly meetings, often led by a guest speaker, to facilitate open discussions. Those discussions focus on professional and personal development and are held in different locations. For the past two years, WLB hosted:
• Company financial performance with CFO Meg Lassarat. (Global)
• A Retirement and Savings Seminar geared towards women with Chairvolotti Financial. (U.S.)
• An inspiring seminar entitled “Discovering Your Inner Champion” with the motivational speaker and professional coach, Cheryl Rice. (U.S.)
• A presentation by the authors of Boots on the Ground, Flats in the Boardroom: Transportation Women Tell Their Stories. (U.S.)
• A panel discussion highlighting the career paths of women leaders in environmental policy. (U.S.)
• Presentation on Women Empowerment programs delivered by the Economic & Institutional Development service team. (U.S.)
• A roundtable session focused on improving work/life balance. (France)

WLB also sponsored several mentoring and networking opportunities, including:
• A peer-to-peer mentoring program as a platform for members to cultivate lasting mentoring relationships. Mentorship was described as a two-way process, with mentor and mentee influencing each other. (U.S.)
• A workshop on improving networking skills called “NETwork or NOTwork.” (Romania)
• The Inter-N-Action initiative aimed at fostering connection and collaboration among employees within the International division. (International)
• The ENR Groundbreaking Women in Construction Conference sponsored by Louis Berger in 2015. Jamey Barbas, senior vice president and global practice leader for major structures, was a panel moderator and WLB sent a group of employees to the event. (U.S.)
Meet the Women at Louis Berger Chairs

Jen Brunton
Founding WLB chair, 2013 - 2015
As I advanced in my career, I became aware that the demographics of my peers were shifting. I asked our human resources department to share our workforce gender breakdown, which led to candid discussions about the drivers behind this industrywide tapering of women at the top and the challenges women face or perceive in the workplace. As an employee network grew around this topic, company leadership bolstered the formation of WLB from its inception, recognizing the value of a diverse workforce. WLB was formed around the mission of helping women achieve their highest potential and contributing to the firm’s overall diversity and success. The committee and its initiatives aim to enhance employee satisfaction and the overall culture of our organization.

Breanna Gribble
WLB Domestic co-chair, 2016
I had some experiences in my career where I certainly could have used some mentorship along the way. Through WLB, I’ve really been able to get to know people and am really impressed by their ability to get things done. We throw a lot of events and host many speakers as a result of the interconnectedness of the organization itself. What’s great about Women at Louis Berger is, it is employee-driven and employee-run and we really do what members decide to do. It’s a very fluid, completely volunteer organization that continues to expand. As the company continues to evolve, we hope to support our members and encourage them to advocate for themselves to be the best and most fulfilled employees possible.

Madalina Randasu
WLB International co-chair, 2016
I am seeing progress in attracting and retaining women employees, thanks in part to WLB. When I talk to people about Louis Berger and share information on this initiative, they find it very interesting and positive, especially since it is thriving in a male-dominated domain such as engineering. The support women employees get from Louis Berger in Eastern Europe provides hope. We see WLB as a platform for communicating and sharing ideas and information that can be replicated at a global level. I have used it to share my own stories, and stories of other women that have advanced within Louis Berger. Even though it is an engineering company, women are supported to develop in whatever field they want — even to change fields altogether.
2016 Gender Statistics

Overall Percentage of women in North American workforce

<table>
<thead>
<tr>
<th>Position</th>
<th>% Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>13%</td>
</tr>
<tr>
<td>C-suite</td>
<td>14%</td>
</tr>
<tr>
<td>Senior Vice President</td>
<td>9%</td>
</tr>
<tr>
<td>Vice President</td>
<td>14%</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>24%</td>
</tr>
<tr>
<td>Manager</td>
<td>25%</td>
</tr>
<tr>
<td>Individual Contributor</td>
<td>35%</td>
</tr>
</tbody>
</table>

% Women Per Level in North America
2016 Racial Diversity Statistics

- **White/Caucasian**: 65%
- **Black/African American**: 15%
- **Hispanic/Latino**: 7%
- **Asian**: 11%
- **Two or More Races**: 1%
- **Other/Not Reported**: 1%
- **Total North American Workforce**
  - **65%** White/Caucasian
  - **11%** Asian
  - **15%** Black/African American
  - **7%** Hispanic/Latino
  - **1%** Two or More Races
  - **1%** Other/Not Reported

<table>
<thead>
<tr>
<th>Position</th>
<th>% Minority in North America</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td></td>
</tr>
<tr>
<td>C-suite</td>
<td></td>
</tr>
<tr>
<td>Senior Vice President</td>
<td>18%</td>
</tr>
<tr>
<td>Vice President</td>
<td>14%</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>20%</td>
</tr>
<tr>
<td>Manager</td>
<td>21%</td>
</tr>
<tr>
<td>Individual Contributor</td>
<td>39%</td>
</tr>
</tbody>
</table>
Inclusion @ Louis Berger
During the July 2017 Louis Berger LIVE all-employee broadcast, CEO Jim Stamatis introduced Nye Jones as the leader spearheading a newly established Inclusion @ Louis Berger program focused on integrating inclusive practices into Louis Berger’s workplace culture and establishing programs to educate and engage employees around diversity and inclusion.
Investing in the next generation

Louis Berger Fellows

In 2015 and 2016, Louis Berger supported four graduate students from the New Jersey Institute of Technology (NJIT) and eight graduate students from Rutgers University’s Bloustein School of Planning and Public Policy. Now in its second year at NJIT and its sixth at Rutgers University, the Louis Berger Fellows program provides financial support during students’ second year of graduate school and offers invaluable real-world experience working on some of the world’s most compelling infrastructure projects. The 2015-2016 fellows worked on projects ranging from the high-profile Doha Metro project in Qatar to the North-South Highway project in Jamaica, the largest highway infrastructure project ever undertaken in Jamaica.

Science and Technology Enrichment Program (STEP), New Jersey Institute of Technology

In 2013, in an effort to encourage high school students in New Jersey to pursue higher education, the Louis Berger company provided $100,000 to fund the development of STEP, which aimed to foster students’ appreciation of science and technology. The program, which was taught by NJIT faculty, offered courses such as Computer Animation and Introduction to Robotics: Design & Programming. A total of 400 students graduated in May 2013, December 2013, April 2014 and May 2015.
PHILANTHROPY

Louis Berger is committed to supporting the communities where we live, work and play. Corporate philanthropy in the form of charitable contributions, scholarships, community involvement, pro bono work and volunteerism has long been a Louis Berger hallmark. Our goal is to have an enduring impact on the world around us, with every employee having a stake in his or her own community.

In honor of the 100th anniversary of America’s national parks, Louis Berger launched an “Explorers Wanted” employee engagement initiative to encourage employees to visit and volunteer at national parks around the country.

“We wanted to give back to NPS by empowering Louis Berger employees, both individually and collectively, to memorialize the importance and beauty of their favorite national parks and to participate in efforts to preserve and beautify those parks,” said Dana Otto, Louis Berger’s senior vice president of environmental planning.

During phase I of the initiative, Louis Berger employees (as well as their family and friends) submitted hundreds of photos capturing their experiences in more than 65 U.S. national parks as part of an internal photo competition.

During the summer of 2016, Louis Berger launched “Explorers Wanted: 100 Volunteers for 100 Years” to encourage employee volunteerism in national parks. The initiative exceeded its expectations with 103 volunteers working 266 hours to clean up and beautify seven national parks. By extension, Louis Berger is also providing pro bono engineering services to Jocky Hollow National Historic Park, located minutes from the company’s headquarters in Morristown, New Jersey.

Louis Berger has helped national parks on a variety of projects since the 1980s, a rich history that helped inspire the “Explorers Wanted” campaign.
Give Back Campaigns

In 2015 and 2016, Louis Berger partnered with the International Federation of the Red Cross and Red Crescent Societies for the Company’s annual “Give Back” campaigns. Through the annual Give Back campaign, Louis Berger matches employee donations dollar-for-dollar to support select NGOs whose missions align with our global values and who serve the communities where our employees and clients live and work. Red Cross/Red Crescent supports natural disaster relief in the U.S. and abroad.

In 2015, Louis Berger matched employee donations to support recovery efforts ranging from devastating earthquakes in Nepal to the Ebola crisis in Africa. In 2016, Louis Berger sponsored an Olympic-themed interoffice giving competition inspired by the 2016 Olympic Games. Combined with the company match, Louis Berger’s grand total donation to the Red Cross/Red Crescent was $42,085. More than 275 employees from 30 office teams across the globe came together to support causes, including relief for Hurricane Mathew, flooding in Louisiana and the European migration crisis. The Kansas City, Missouri, office raised the largest average per person donation, and earned the Gold medal, as well as the honor of presenting the check to the Red Cross/Red Crescent.

Louis Berger employees in Washington, D.C. volunteer with the U.S. National Park Service on the National Mall.
Berger Charitable Foundation

In honor of Fred Berger, who passed in April 2015 to a battle with pancreatic cancer, the Louis Berger Foundation was rebranded as the Berger Charitable Foundation to recognize the combined legacy of Dr. Louis Berger and Fred Berger.

Dr. Berger, who started his career in academia, maintained a long-standing commitment to charitable contributions supporting educational advances in science and technology. Fred Berger served as the company’s ambassador to the world, and worked tirelessly to advance globalization within the engineering and development fields.

The foundation is a non-profit private corporation established to manage and expand the company’s educational, scientific and philanthropic activities. It focuses its activities on a dual mandate of education and community development.

The foundation’s mission is to:

- Support the development of the next generation of engineers, scientists, economists, planners and other infrastructure-focused professionals through student mentoring, scholarship, fellowship and internship opportunities, with an emphasis on programs that promote sustainability, cultural diversity, economic development, global experiences and innovation.

- Give back to the communities where Louis Berger employees live, work and play through charitable donations, volunteering, committee participation and sponsorships, with special attention to programs that support disaster and homeless relief, natural resource conservation and community resilience.
Our Communities

Other charities and organizations we support:

- Boy Scouts of America
- Ethics Resource Center
- ACE Mentor Program of America
- Palmyra Cove Environmental
- Friends of American University of Afghanistan
- NYS Archaeological Association
- Hillel Jewish University
- March of Dimes
- National Water Research Institute
- Center for U.S. Global Leadership
- Engineers Without Borders Rutgers and City College of New York Chapters
- Palmyra Cove Nature Park
- Market Street Mission
- Interfaith Food Pantry
- Willow Tree fundraisers
- Homeless Solutions
- Salvation Army
- Trust for the National Mall
- Toys for Tots
- Harvesters Community Food Network
- Dress for Success
- Canstruction New York
- American Society of Highway Engineers

Washington, D.C. volunteers

Denver, Colorado volunteers
CSR AWARDS

Louis Berger and several Louis Berger employees were recognized for the following awards during related to corporate social responsibility, sustainability, diversity and health and safety:

Best Inclusion of Vulnerable Populations Rising to the Top Award of 2016: Louis Berger and the community were recognized by the New York State Governor’s Office of Storm Recovery (GOSR) for their exemplary recovery and resiliency efforts to effectively mitigate extreme weather events.

Engineering Excellence Honor Award - Small projects: Louis Berger was recognized in 2016 by the American Council of Engineering Companies (ACEC), New Jersey chapter, for work on the Hoboken Green Infrastructure update of the city’s storm water plan.

2016 APA Federal Planning Division Honor Award for Breezy Point Home Elevation Study: The Breezy Point Home Elevation Study was awarded the 2016 Honor Award in Category 4: Outstanding Technical Plan or Study by the Federal Planning Division (FPD) of the American Planning Association (APA). Devastated by Hurricane Sandy in 2012, the Breezy Point community was in need of a sustainable and resilient urban planning framework that would integrate individual home raising efforts while preserving the community’s unique architectural character. Louis Berger took an innovative, holistic approach to raising homes above base flood elevation levels, focusing equally on architectural quality, design guidelines and sustainable community-based urbanism.

2016 APA Federal Planning Division Honor Award for Fort Leavenworth North Main Post Area Development Plan: Sponsored by the U.S. Army Installation Management Command, Louis Berger’s North Main Post Area Development Plan for Fort Leavenworth won the 2016 American Planning Association (APA) Federal Planning Division (FPD) Honor Award in Category 3: Outstanding Area Development Plan (ADP). The plan was cited by the award panel for its innovative and community-focused approach to modern sustainable development within an extensive National Historic Landmark District. Louis Berger also provided landscape standards and a green infrastructure plan to minimize flooding, control erosion and protect stream corridors.
Top Left: Bob Nardi is congratulated by James W. Hughes, dean of the Edward J. Bloustein School of Planning and Public Policy at Rutgers University.

Center Right: Jim Stamatis accepts the 2017 Boy Scout Distinguished Citizen Award.

Bottom Right: Nicholas Masucci accepts the 2016 Boy Scout Distinguished Citizen Award.

Engineering Excellence Grand 2015 Award: Louis Berger was awarded by the American Council of Engineering Companies (ACEC) of Metro Washington for the Lincoln Memorial Reflecting Pool reconstruction for planning, design and construction and management services.

Glass Hammer Award: Louis Berger was awarded the 2015 American Road and Transportation Builders Association (ARTBA) Glass Hammer Award for advancing the careers of women, championing management models to build equity, and encouraging a healthy work-life balance through the Women at Louis Berger committee.

Inaugural Rutgers Alumni 2015 Dean’s Medal of Merit: Bob Nardi, senior vice president, received a lifetime achievement for his contributions to the Bloustein School of Planning and Public Policy at the university.
Connie Crawford, Nick Ivanoff and Heather Unger at the ARTBA 2015 awards ceremony.

Distinguished Service Award in the Promotion of Workforce Diversity: Jennifer Brunton, director of environmental services, was recognized in 2015 by New York City and State Reports in one category of its Corporate Responsibility Awards.

The Boy Scouts of America 2016 Distinguished Citizen Award: Nicholas J. Masucci, board member and former chairman, was honored for best exemplifying Boy Scout values of leadership, personal responsibility and civic duty.

2016 NJBIZ Corporate Citizen of the Year Finalist: Louis Berger was recognized by NJBIZ as one of six finalists for the 2016 Corporate Citizen of the Year award. The Corporate Citizen of the Year award is a category in the Business of the Year Awards, which is hosted annually to recognize the state’s most dynamic businesses and leaders committed to professional excellence, business growth and community engagement.

2016 NJIT Most Innovative Engagement Partner Award: The New Jersey Institute of Technology (NJIT) recognized Louis Berger with the 2016 Most Innovative Engagement Partner Award for creating innovative and unique opportunities for NJIT students.

The Boy Scouts of America 2017 Distinguished Citizen Award: Jim Stamatis, chief executive officer, was honored with the 2017 Distinguished Citizen Award by the Boy Scouts of America (BSA). He was recognized for his outstanding contributions to New Jersey scouts and for exemplifying BSA values of leadership, personal responsibility and civic duty.

Connie Crawford

Connie Crawford, senior vice president and global practice leader for rail and transit, was honored with the Ethel S. Birchland Lifetime Achievement Award by the ARTBA. Presented as part of the 2015 Women Leaders in Transportation Design and Construction Awards program, this award is given to at least one woman who has demonstrated outstanding leadership and long-term service in the transportation industry’s public or private sectors. The individual’s dedication to the advancement of innovation and to other women leaders was also heavily taken into consideration.

Crawford has built an international reputation in the transportation industry. Prior to joining Louis Berger, she served as the first-ever female chief engineer at the New York City Transit Authority, and is currently among the few (but growing) number of women managers overseeing large-scale development in the Middle East. Particular focus was given to her dedication to advancing other women leaders through professional organizations and within Louis Berger. ARTBA also acknowledged Crawford’s efforts to push innovation through technical skills transfer, fostering science, technology, engineering, and mathematics (STEM) professionals, and building a more diverse workplace.
Solutions for a better world