



ANNUAL REPORT

Environmental, Social, & Governance

2023

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MESSAGE FROM ROUX CEO

Over the past year, Roux has continued to expand and grow our services to meet the ever-changing needs of our clients as they face new and complex environmental challenges. As President and CEO, I have focused our firm to respond to the increasing impacts of climate change on the environment and the corresponding growth of environmental regulations and compliance. Roux's leadership approach to these changes across our workforce and interdisciplinary services has been rigorous, providing our clients with expert insight into emerging environmental issues and opportunities they may encounter as the world continues to change.

For over 40 years, Roux has been committed, both as a company and as individuals, to protecting and restoring the natural environment. Beginning in the 1980s and continuing today, Roux's technical team of environmental experts have developed innovative, sustainable solutions for our clients in a variety of environmental engineering, remedial, and ecological services. Over the past decade, we have added economics, natural resource damages, environmental claims administration, and human health services to help our clients quantify potential costs and manage risks associated with environmental exposures. In 2021, we created an Environmental, Social, & Governance (ESG) practice to provide clients with strategic guidance on how to comply with the shifting regulatory landscape, combining traditional and new services to help clients create, evaluate, and execute social and environmental management plans.

The year 2023 produced tremendous growth for the firm, both internally as our people continue to grow and develop, as well as through outside recruitment and acquisitions. During the past year, Roux continued its expansion of services by hiring several senior-level professionals to support clients in a variety of new and existing disciplines. The firm also acquired Benchmark Turnkey, a 25-year-old company with 35 environmental professionals based in Buffalo, NY. Benchmark Turnkey specialized in providing site investigation, remediation, infrastructure construction, and environmental and site management services. As Roux grew to over 450 employees in 2023, we expanded our commitment to our health and safety record and to social and charitable endeavors. Roux's Board of Directors, management, and employees are committed to creating a socially diverse and inclusive work environment, and extending those values to our clients and communities. This approach has enabled Roux to adapt, grow, and thrive for over 40 years.

I have made a commitment that Roux as a firm will continue to achieve higher levels of Diversity, Equity, & Inclusion (DEI) and environmental sustainability in our daily operations. As a private company, Roux does not have any formal or mandatory ESG reporting requirements. However, in the interest of transparency to the public and our clients, I'm proud to publish the firm's second annual ESG report to highlight Roux's social and environmental performance and path forward to greater corporate responsibility. We will continue to update this report on an annual basis and look forward to sharing our progress with you.

Sin Senh
President & CEO

From left to right:
Christodora's new Executive Director
Salma Choudhury-Muro;
Roux's CEO Sin Senh;
and Christodora board member
Pamy Manice.



OVERVIEW OF ROUX SERVICES

Roux applies sophisticated scientific, technical, and managerial resources to develop and implement effective, efficient, and sustainable solutions to our clients' most challenging environmental and economic issues. We provide our advisory, compliance, and field services to a broad spectrum of both private and public sector clients nationwide, including numerous Fortune 500 companies and their associated law firms.

Founded over 40 years ago, Roux was built upon management and cleanup of large, complex environmental remediation projects, including Superfund sites, chemical and manufacturing plants, and petroleum refineries and distribution terminals. Today, Roux offers a much broader array of consulting services as an employee-owned company with over 450 environmental, health & safety, and economic professionals in a variety of science, economic, and engineering disciplines. Roux's clients span sectors in Real Estate; Financial; Manufacturing/Industrial; Energy; Legal; Insurance; Government/Municipal; Environmental, Social, and Governance (ESG); and Water Resources.

"Roux's founding principles and values are rooted in protecting the environment and taking care of our people and community."

Paul Roux
Founder

While Roux remains a leading brand across the country for environmental remediation services, the interdisciplinary nature of many of the challenges our clients face is now mirrored by the expansion of Roux's services into areas such as human health and ecological risk, commercial economic damages, natural resources valuation, and engineered natural/sustainable systems. Roux's current service offerings include:

- Brownfields/Due Diligence Support
- Claims Management & Litigation Data Solutions
- Economic & Complex Analytics Services
- Energy Services
- Engineering & Remediation Services
- Environmental, Health & Safety Compliance Services
- Environmental, Social, & Governance Advisory Services
- Green & Sustainable Remediation Services
- Human Health Risk Assessment Services
- Industrial Services
- Insurance Support
- Litigation Support
- Public Sector
- Water Resources

In 1981, Roux was founded by Paul Roux as a groundwater contamination investigation practice. His goal was to build a small consulting firm where the staff was smart, hardworking, talented, and nice.



ESG MANAGEMENT GOALS



Roux's Board of Directors and management intend the Roux ESG report to serve as a baseline for Roux's current social and environmental performance. Since its inception, Roux has been informally developing and instituting firmwide programs that promote DEI and sustainable solutions. These programs have enhanced Roux's ability to attract a diverse set of top environmental professionals who strive to embed ESG principles into each project they perform.

Going forward, Roux's management seeks to expand these programs in 2024 and create a series of new initiatives that will continue to educate and inform our employees and Roux's clients of the firm's commitment to social and environmental values.

Some of management's goals over the next year include improving Roux's internal/external environmental data collection systems; performing energy audits for Roux offices; performing ESG educational programs for each of Roux's offices; continuing Roux's pilot program on leadership training with an emphasis on employee support and inclusive communication skills; expanding our recruiting of new professionals with a focus on diversity; and integrating new staff through increased emphasis on senior-level health and safety mentorship and field training in human performance principles. More detail on Roux's near- and long-term goals can be found in the [Governance section](#) of this report.

REPORT HIGHLIGHTS

In 2023, Roux established several social, health and safety, and environmental programs that continued to improve the company's ESG performance. Some of these highlights include:

- Compared to 2022, electricity use and emissions are lower across 80% of our offices.
- Roux's Scope 2 emissions in 2023 were 3% lower than in 2022 and 12% lower than 2021.
- Roux's Scope 3 emissions have decreased by 2% from 2022.
- Continued to be a leader in health and safety with an Experience Modification Rate (EMR) of 0.83 or less for the last five years.
- Reported a total recordable incident rate below our industry average with zero OSHA recordable and lost-time injuries.
- Developed plans to further increase energy efficiency at both owned and leased office spaces and explored ways to work with utilities to purchase more energy from renewable sources and/or purchase renewable energy credits or other methods.
- Roux's DEI Committee established the company's firm-wide Allyship Training and identified Allyship Champions in each Roux office.
- Supported the City College of New York (CCNY) Charles B. Rangel Infrastructure Workforce Initiative for environmental job training programs.
- Engaged in fundraising activities and other charitable endeavors, including financial scholarship programs with select universities.



ENVIRONMENTAL

Today, it is impossible to ignore the changes our environment is experiencing. Climate change and its effects on the planet have affected virtually every industry around the world, prompting calls by government and the investment community for greater environmental regulatory compliance and disclosure. Roux's management is cognizant of the impact these environmental changes have had on business, and has developed an ESG plan to address these issues both internally to our employees and externally to provide advice to our clients and communities.

ROUX ENVIRONMENTAL SERVICES AND CLIENT SUPPORT

As ESG and climate change gain more attention, Roux is highly qualified to provide our clients with strategic advice on how to comply with a shifting regulatory landscape driven by ESG standards set by the government and investors. As an environmental consulting and engineering firm for over 40 years, Roux's interdisciplinary team has the qualitative, quantitative, and technical experience to advise companies to manage and disclose risk in Securities & Exchange Commission (SEC) filings, and internally, to advise Executive Management and Boards of Directors.

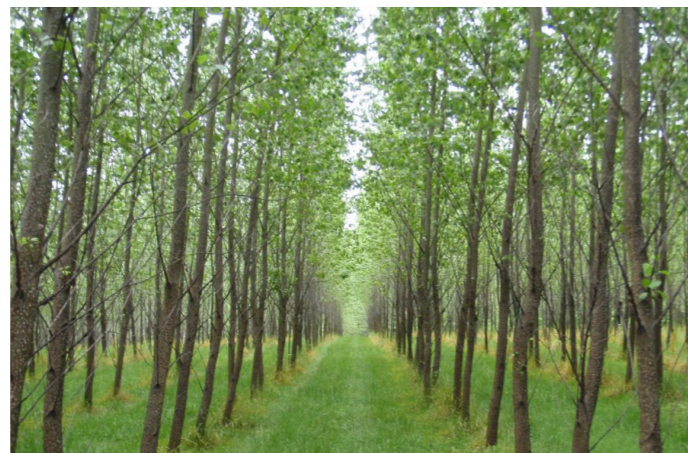
As ESG standards continue to develop, Roux's team of experts can provide strategic advice to companies in a variety of industries on the ever-changing environmental regulatory framework, and how to develop and execute a long-term environmental strategy. Roux provides a variety of ESG services that focus on sustainability, resiliency, adaptation, and helping our clients navigate the evolving set of local, state, and federal regulations. Roux's ESG practice includes a committee of Roux professionals that examine emerging trends and opportunities for social and environmental change, both internally and for Roux clients.

Roux's areas of ESG expertise include environmental due diligence, Brownfields redevelopment, site investigations,

“Roux consciously strives to help clients make informed remedial and risk management decisions that balance their corporate and regulatory obligations with the earth's non-infinite natural resources.”

KariAnne Czajkowski
Principal Scientist

remedial design and management, environmental justice, ecological assessments, economic evaluations, environmental management plans, public reporting and disclosure, and green and sustainable remediation plans. The next section highlights some of our most exciting ESG-related projects from recent years.



CLIENT MANAGEMENT HIGHLIGHTS

ENVIRONMENTAL JUSTICE IN AN EAST LOS ANGELES COMMUNITY: ASSESSING AIR

Roux and Los Angeles County (County) implemented a soil vapor and indoor/ambient air investigation at a community in East Los Angeles. The community is located in close proximity to two former landfills. Previous investigations raised concerns about volatile organic compounds (VOCs) and methane, particularly benzene, potentially impacting the residents.

Sampling was conducted at 23 residential properties throughout the community. VOC and methane levels in soil vapor were ultimately not found to be indicative of a significant release. However, benzene levels in indoor and outdoor air ranged from 0.39 to 4.8 $\mu\text{g}/\text{m}^3$, with all detections exceeding the most conservative residential screening levels. With the exception of a few outliers, the indoor and ambient air concentrations were found to be consistent with typical daily benzene concentrations experienced throughout the Los Angeles Air Basin (0.73 to 1.25 $\mu\text{g}/\text{m}^3$, according to South Coast Air Quality Management District data from 2018 to 2019).

Following the initial investigation, Roux implemented an Air Quality Attribution Study to assess the origin of the benzene impacts. Ambient air sampling was conducted in the vicinity of potential nearby sources, including the former landfills, fueling facilities, and freeways. The freeways were identified as the most significant contributor to ambient air quality degradation; benzene concentrations increased with increased proximity and traffic volume.

Throughout the process, Roux's engineers, geologists, and scientists worked with the County's public health experts to facilitate maximum participation from residents, including conducting sampling and outreach efforts after normal business hours to accommodate the schedules of hourly workers and ensuring that a native Spanish speaker was available for communication and translation. The team provided the residents with high-quality data, which they helped them to understand while listening to their concerns.

“Roux's ESG practice works with our clients to evaluate their current environmental performance in light of changing regulatory standards and helps them set goals to execute environmental management strategies.”

Peter Kelso
ESG Practice Leader



POTENTIAL IMPACTS TO WETLANDS FROM CHRONIC, LOW-LEVEL CO₂ INPUTS

Roux performed a comprehensive literature review to systematically evaluate the state of the science surrounding potential impacts from subsurface carbon dioxide inputs to a variety of wetland systems, and the resulting impacts to the larger biome and biosphere. Due to an increase in atmospheric carbon dioxide, there is increasing focus on carbon capture and storage (CSS) technology and the potential risks associated with its implementation. Releases of carbon dioxide (during pipeline transportation and geologic storage) into wetlands were identified as a potential area of concern due to wetlands' diverse range of ecosystem functions, such as flood water control, nutrient and contaminant filtration and sequestration, and wildlife habitats. Roux's report focused on the specific risk of potential impacts to wetlands following low-level, chronic releases (i.e., leaks) from carbon storage systems. Results ranged from potential geochemical changes and shifts in microbial species to potential impacts to various adaptive plants and higher trophic animals that inhabit wetlands. In addition, Roux worked to synthesize the available literature to identify current knowledge and data gaps and suggest future research efforts to fill these important gaps.



WETLAND AND ESSENTIAL FISH HABITAT MITIGATION

Roux has been providing ongoing environmental support for the development of a new port facility in New York City to support offshore wind. As part of the permitting process, Roux has provided professional expertise in baseline ecological habitat mapping, as well as evaluations and reporting for the impact site and the proposed mitigation sites. Two mitigation sites were selected to offset the unavoidable project impacts to freshwater wetlands, tidal wetlands, and essential fish habitat. The proposed mitigation sites would restore and/or improve the functions and values of currently degraded freshwater wetlands and tidal wetlands. The freshwater wetland mitigation site is covered in invasive wetland and upland plant species that would be removed to restore the wetland with the goal of providing habitat to a wider range of wildlife through the planting of native trees, shrubs, grasses, and forbs. The tidal wetland mitigation site is located in an area where the marshland has been losing ground since the 1970s. The proposed restoration of this tidal wetland will provide shoreline resiliency to offset sea level rise, increased habitat diversity to a multiple of fish and wildlife species, and protection of upland infrastructure and natural resources. Roux has been the point of contact for the technical reporting and regulatory contact on behalf of the client for all of these sites.

SUSTAINABLE REMEDIATION DESIGN AND IMPLEMENTATION

Roux performed investigation and remediation at a former industrial center site near New York City Harbor that is in the process of being redeveloped. The large and historical nature of the abandoned site presented a perfect opportunity to build a sustainable design into the restoration of the Site, creating a functional property for the neighborhood. Roux was capable of implementing a remedial strategy via in situ stabilization that would treat soil on-site instead of disposing of the soil within a landfill. Through this strategy, Roux was able to eliminate the disposal of over 200,000 tons of soil and reduce the total number of trucks by 90%, ultimately eliminating over 3,500 tons of potential CO₂ emissions. In addition, to meet the requirements to raise and ultimately cap the Site, Roux was able to recycle 400,000+ tons of soil from the New York City area and bring it on-site via barges. This additional reduction in trucks resulted in an elimination of approximately 4,800 tons of potential CO₂ emissions. Roux continues to be the Licensed Site Remediation Professional (LSRP) of record and provide engineering support for the revitalization of the property.



BATTERY ENERGY STORAGE SYSTEM DEVELOPMENT

Roux has provided environmental support for the development of Battery Energy Storage System (BESS) projects throughout the country and Puerto Rico. Through pre-acquisition and post-acquisition services, Roux has been able to assist our BESS developer clients to convert underutilized properties into assets for the future of our energy grid. Servicing clients in the United States and Puerto Rico, Roux has provided support for developing BESS facilities from 5 to 100 megawatts. BESS sites provide sustainable energy storage to complement existing renewable energy sources—storing produced energy during off-peak times or from renewable energy sources, and providing it to the grid when energy demands are at their peak.

Roux fills an important role in helping identify sites, performing due diligence, and ensuring that existing environmental conditions don't prevent a BESS project from being developed. As we strive to increase the proportion of renewable energy sources, BESS projects play a pivotal role in advancing the energy transition. They become essential for grid stability and reliability, contributing significantly to a cleaner and more sustainable energy future.

ROUX'S COMMITMENT TO THE ENVIRONMENT

As an environmental remediation and engineering firm, Roux has made a commitment to restoring the environment to its natural habitat through our past 40 years of service. Most recently, we've developed an internal environmental data management and analytics system to provide a greater level of precision and insight into the environmental impacts of our own operations. This system and the internal data we've collected, in collaboration with our regional Operations Managers, community leaders, and other partners, has allowed us to better understand our environmental footprint, including Scope 1, 2, and 3 carbon emissions.



ROUX OPERATIONS

Roux currently has thirteen offices consisting of our headquarters in Islandia, New York, and additional regional offices in California, Illinois, Massachusetts, New Jersey, New York, Texas, and Virginia. Roux owns two buildings, including the Islandia headquarters, and leases office space for the remaining eleven offices. Roux has collected electricity and other emissions data from our offices and is committed to reducing our electricity and other utility consumption. Most of the electricity for Roux's Oakland office is derived from zero-carbon, renewable energy.

Roux is a service-based company and generates low amounts of direct emissions. The firm has over 20 fleet

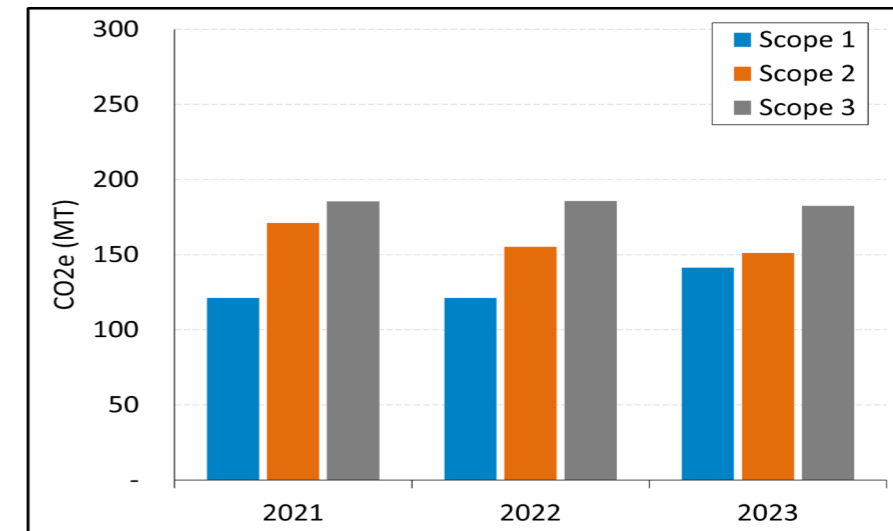
vehicles that generate the entirety of our calculated Scope 1 emissions. Roux's expert environmental services require our technicians to spend large amounts of time at client job sites, and these vehicles are essential to Roux's business. Over 60% of our fleet vehicles drive under 10,000 miles per year (an average of 4,300 miles annually). The remaining 40% of our fleet vehicles drive an average of 26,000 miles per year. All together, we estimate our fleet vehicles emit 141 metric tons (MT) of carbon per year. In 2023, Roux implemented an internal data collection and management system to better monitor fleet vehicle use. While these estimates are based on averages of weekly miles driven and United States Environmental Protection Agency (EPA) guidelines for miles per gallon (mpg) and emissions per gallon, it is possible that actual fleet vehicle emissions are lower than our estimates. Moving forward, Roux is exploring ways to reduce gasoline consumption, including the conversion of our fleet to electric vehicles. Furthermore, we have begun to explore app-based systems to track mileage and carbon emissions at a per-vehicle level.

Roux's waste streams from its operations are limited to project-specific waste and those generated by in-office employees. Recycling and paperless initiatives are in place across the company to limit and mitigate any waste that may be generated. Almost all our office locations have formal low/zero-waste programs in place. Many of our offices are enrolled in additional initiatives: our Massachusetts office partners with their local waste management's Waste to Energy program; our Long Beach office is a certified Green Business through the City of Long Beach, CA; and multiple offices have paperless policies or agreements in place to recycle printer and copier materials, and/or repurpose packing and shipping materials. Roux is currently in the process of finalizing formal, company-wide guidelines on waste management and recycling to further reduce waste streams at all office locations.

INTERNAL ENVIRONMENTAL AUDIT

The year 2022 served as the inaugural year of formally estimating Roux's carbon emissions. At the time, we initiated a large-scale data collection process to analyze and understand a wide range of quantitative environmental metrics across our office locations. This year, we have improved our data collection procedures to more accurately collect data and calculate carbon emissions from our office locations and vehicle fleet. One of Roux's main goals of the inaugural report was to improve energy efficiency and lower company-wide carbon emissions. We are pleased to report that electricity use and emissions are lower across 80% of our offices. We have made positive strides in 2023, but remain committed to improving our processes and lower our impact on the planet. Our emissions are presented below:

Figure 1: Annual Company-wide Emissions, by Scope



As seen in Figure 1, in 2023, Roux estimates Scope 1 emissions of 141 MT, Scope 2 of 151 MT, and Scope 3 of 182 MT.

Scope 1 emissions consist entirely of emissions caused by fleet vehicle gasoline consumption. Our Scope 1 emissions have increased from 2022 due largely to the addition of a new business unit which operates a considerably greater number of fleet vehicles than any of our other offices. We are still in the process of fully incorporating data from this office, and anticipate that the emissions data may increase next year as a result. However, we have increased the level and accuracy of data collection of fleet vehicles across the board and have begun to explore app-based mileage and emissions tracking systems for our fleet.

Scope 2 emissions are derived from the electricity and natural gas usage of our two largest offices (Islandia, NY and Logan Township, NJ), which are owned by the company. Scope 2 emissions in 2023 were 3% lower than in 2022 and 12% lower than 2021. This is due in part to increased energy efficiency measures taken over the past years, including the conversion of all lights to LEDs in our New York headquarters. We have greatly improved electricity data collection across the firm, which allows us to more accurately understand and report our emissions data. We are happy to report that electricity use has decreased from 2022 levels at 80% of our offices. In addition, we have improved our data collection procedures for our natural gas use, and reclassified it entirely as Scope 2 emissions.

Scope 3 emissions are derived from electricity and natural gas consumed at our leased offices. Roux's Scope 3 emissions have decreased by 2% from 2022. This is in part due to the high-energy efficiency of three of our leased office spaces, as well as one of our offices consuming almost entirely carbon-free electricity. We did not include our new office additions in this Scope 3 calculation, but plan to have all offices fully accounted for in 2024.

Figure 2 shows the same carbon emissions but broken down by source: electricity, natural gas, and consumption of gasoline. Discussed in more detail in our goals section, Roux will conduct an emissions audit and assess ways to decrease emissions across each source.

Figure 2: Annual Company-wide Emissions, by Source

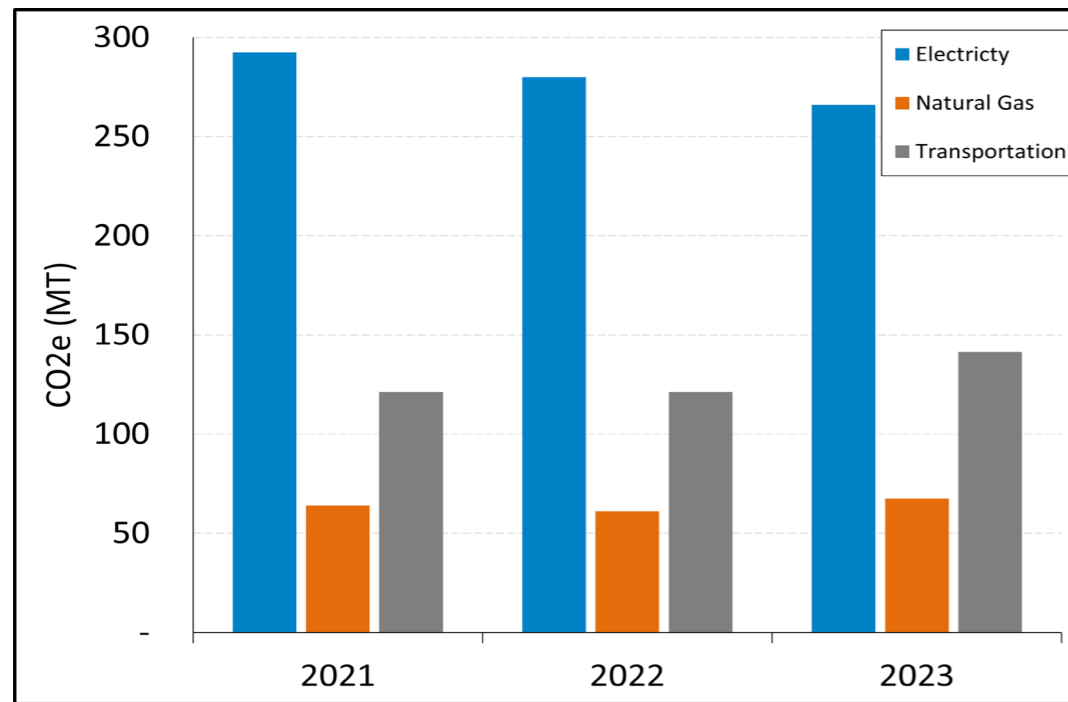
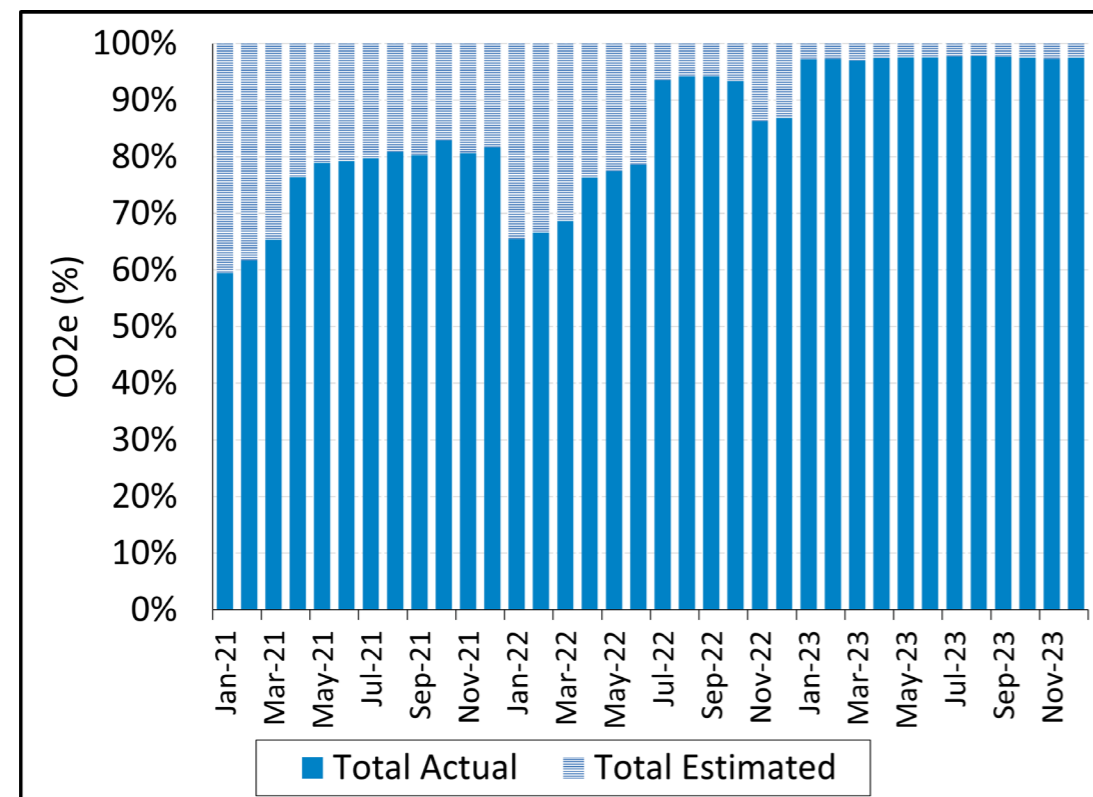


Figure 3 shows a monthly breakdown of our largest source of carbon emissions, electricity, for both actual and estimated consumption data. One of Roux’s key performance goals was to increase engagement with Operations Managers of our leased buildings to ensure we receive accurate data for our office buildings; this year, we are happy to report that the amount of estimated electricity usage and related emissions have decreased from up to 40% in our first year of data collection, to less than 3% in 2023. We hope to have zero percent estimated electricity emissions in the following year. Roux is developing plans to further increase energy efficiency at both owned and leased office spaces and exploring ways to work with utilities to purchase more energy from renewable sources and/or purchase renewable energy credits or other methods.

Figure 3: Monthly Electricity Emissions (estimated vs. actual), 2023



SOCIAL

Under Roux’s Corporate Social Responsibility (CSR) program, there are a variety of topics of interest in addition to charitable donations, including elements that ensure the safety, diversity/inclusion, mentorship, and general sustainability of the entire Roux family.

Our commitment to CSR takes many forms, and as a firm, we look to empower our employees to develop new ways to continuously improve the culture of Roux and our surrounding communities. The CSR program directs financial donations and volunteer activities to established charities aligned with the goals of bettering our local communities. In addition, we focus on organizations that improve conditions in poor and developing countries and conserve natural resources. Roux has donated hundreds of thousands of dollars, and thousands of hours of volunteer time to charitable causes. Each Roux office focuses on the needs of the surrounding community, addressing them with donations, hard work, and commitment. We incorporate service initiative into our corporate culture.

Roux has many longstanding partnerships with non-profit organizations, such as Pure Earth, who aligns with governments, communities, and industry leaders to identify and implement solutions that stop toxic exposures, protect health, and restore environments. Roux’s focus on Pure Earth starts at the top of the organization with Roux’s founder, Paul Roux, who is a board member, and allows our firm to uphold both CSR and sustainable initiatives.



ROUX’S COMMITMENT TO OUR PEOPLE

Our goal has always been to provide a diverse and inclusive work environment where every employee feels valued and is motivated to offer their best to the firm every day. We understand and appreciate the value of each individual’s unique perspective. We continuously strive to employ a diverse workforce, recognizing that diversity supports the sustainability of our firm and our ability to provide innovative solutions to our clients.



DIVERSITY, EQUITY, & INCLUSION

As part of this commitment to our people, Roux has been reevaluating our talent acquisition process and reinvesting in ways to support diversity, equity, and inclusion (DEI).

In prioritizing DEI for the long term, we expect to continue to broaden our diversity and inclusion focus, while also creating internal programs that support the progression of our employees as future leaders of Roux, such as our Roux Women's Network Lunch with a Leader series and Allyship Training program. As a multi-generational firm, Roux is currently in the transition process from one generation to the next, and the development of a diverse leadership team will be essential to our long-term success.

In 2022, Roux established DEI annual objectives as a follow up to the external DEI assessment we conducted the previous year. We set out to work on three objectives:

- Increase the value and perception of diversity within Roux;
- Increase allyship for women and people of color; and
- Increase the recruitment of people of color.

As of the end of 2023, here is an outline of our progress in these three areas.

INCREASE THE VALUE AND PERCEPTION OF DIVERSITY WITHIN ROUX

- Established a six-person DEI Committee that meets monthly to keep focus on our DEI Plan progress.
- Developed a comprehensive DEI Communication Plan (i.e., how the firm will incorporate DEI topics and progress updates into a regular communication cadence with employees and other stakeholders).
- Prepared and published metrics internally on current workforce, new hire, and attrition demographics year over year to identify any trends or changes in the racial/gender diversity of our workforce.
- Incorporated a DEI recurring section in our internal employee newsletter, "The Dig," which shares Roux demographics information, spotlights diverse communities, and updates our employees on our DEI plan progress.

INCREASE ALLYSHIP FOR WOMEN AND PEOPLE OF COLOR

- Conducted in-person, scenario-based allyship training firmwide to educate employees and allies on how to address inappropriate behavior in the workplace along with scenario-based written procedures.
- Assigned Allyship Champions at the office level to carry forward allyship lessons learned throughout the year.
- Rolled out an anonymous hotline app as an additional vehicle for employees to report DEI-related concerns or observations.
- Implemented a pilot leadership training program that incorporates inclusive and supportive leadership skills.
- Delivered new case studies each quarter at the office level by each office champion, and also held quarterly meetings amongst office champions to share feedback with HR and discuss best practices for delivering training and building awareness at the office level.
- Incorporated the topic of allyship into HR new hire orientation so all new hires understand our goals around allyship.
- Utilized the existing Roux Women's Retention Network to promote allyship through lunch and learn and expanded the audience to allies of all genders.



Roux's DEI Vision
Roux's best product is the smart and creative thinking that our people provide. To that end, Roux is committed to creating and sustaining a diverse and inclusive culture that is open to new approaches and leverages the differences we share into an increasingly successful and profitable business for generations to come.

INCREASE THE RECRUITMENT OF PEOPLE OF COLOR

- Researched schools in office geographic locations with relevant degree programs to determine if new diverse schools should be added to our career fair lineup.
- Attended career fairs at several new schools with diverse demographics during the Fall and Spring career fair seasons.
- Created a custom internal report with candidate status, demographics, and sources to assist with further analysis of hiring efforts.
- Completed a survey of Roux hiring managers to understand the hiring process and selection criteria used in each office. Assessed results to determine any inconsistency or potential for bias and developed a set of firmwide selection criteria for entry level hiring.
- Contributed to building the pipeline of diverse students into the STEM field through Roux's philanthropic efforts and better communicated both internally and externally the firm's existing philanthropic efforts.

As we move forward into 2024, additional DEI goals include:

- Measuring employee awareness of Roux's DEI goals through assessments by office champions and analysis of reported concerns data.
- Assessing the pilot leadership training program to determine if the program will continue beyond the beta test or if another program will be pursued.
- Externally promoting DEI-related events and observances through Roux's social media channels to further bolster Roux's commitment to DEI.
- Utilizing the set of firmwide selection criteria for entry level hiring as a basis for building standard interview questions and evaluation rubrics to be used firmwide by hiring managers.
- Analyzing our internal reports for university recruitment to determine applicant response from diverse schools that were added to career fair lineup.

HEALTH & SAFETY

As a trusted environmental consulting and management firm, Roux is committed to the health and safety of our employees, contractors, and the communities where we operate. Over the course of 2023, the primary goals of our health and safety program were to enhance the existing job performance process and continued investment in employee training and awareness. In addition, Roux's internal Health and Safety Department continued to expand with the strategic hiring of dedicated Health and Safety Specialists.

To promote our continued growth and support our people, we hired a full-time Senior Health and Safety Specialist on the East Coast and a full-time Health and Safety Specialist on the West Coast. These individuals are responsible for managing and supporting the health and safety operations of the New York, Massachusetts, and California offices, and provide technical support throughout the entire firm. An important function of these positions is to build collaborative working relationships with Operations Managers, senior-level employees, and field staff.

Through the efforts of our Corporate Health and Safety Department, we have seen meaningful improvement in the safety and compliance culture of the firm. Overall, we have continued to experience a significant reduction in injuries and reported an increase in leading health and safety metrics such as hazard identifications, field audits, and peer observations. As we move toward the future, Roux's ongoing commitment to fostering growth expands through modernizing corporate health and safety programs and incorporating the latest best management practices. Additionally, we persist in promoting innovative, design-driven strategies that respond adeptly to the dynamic and evolving requirements of our industry. This strategic approach underscores our dedication to remaining at the forefront of industry standards and ensuring the well-being of our workforce while adapting to the ever-changing landscape of our business environment.

In 2023, Roux hired 123 new employees, surpassing the previous year of 107. This was an all-time high since 2019. Within our H&S program, we focused on employee engagement, teaming experienced field staff with new

hires to steward their development, updated our short-service employee (SSE) program checklist to track new hire work experience in real time, and improved our team notification workflow within our field forms. These changes made incremental updates to the H&S program, which automated workflows, streamlined our training curriculum, and bolstered project teams' ability to share health and safety information. In addition, Roux acquired Benchmark Civil/Environmental Engineering & Geology, PLLC and TurnKey Environmental Restoration, LLC (Benchmark Turnkey): a 35-person environmental consulting firm based in Buffalo, NY. During this period of rapid growth, emphasis was put on integrating the Buffalo office into our H&S culture.

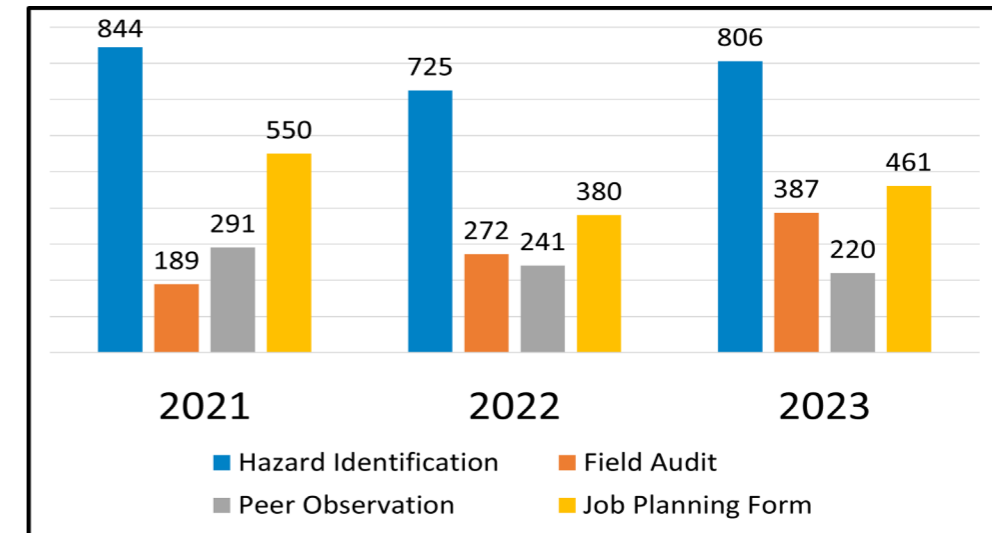
As a health and safety industry leader, Roux maintained an Experience Modification Rating (EMR) of 0.83 or lower over the last five years and has continued to implement a rigorous contractor vetting process. In 2023, our total recordable incident rate remained below the industry average, with zero OSHA recordable and lost-time injuries. This emphasizes our commitment to achieving an incident-free workplace.

“As Roux’s Health and Safety program training lead, I’m always looking for new and engaging ways to promote safety in the workplace. Roux places emphasis on working together as a team to promote a strong health and safety-focused culture. In doing so, I am personally committed to supporting our team end to end, from early identification to mitigation management of hazards. I’m excited to continue partnering with all our staff to improve Roux’s workplace safety.”

Nevin Pahlad

Senior Health & Safety Specialist

Figure 4: Firmwide Health and Safety Tool Submissions (2021-2023)



To further minimize incidents across the firm, we emphasize real-time hazard recognition/mitigation and implement controls during the pre-planning process. All employees are encouraged to “Stop Work” when they identify an act or condition that is deemed unsafe to proceed.

In Q4 2023, we observed a 51% increase in field audits and similar numbers of hazard identification, near loss/loss incidents, and peer observation submissions when compared to Q4 2022. In addition, we saw a 70% increase in senior personnel conducting field assessments and audits to identify site-specific hazards and potential areas of improvement. The performance of field audits provided additional opportunities for field staff mentorship and in-person health and safety training for new hires. The real-time metrics reported in 2023 illustrate that health and safety remains a core value of the firm at all levels. To promote the continual improvement of our health and safety program, the following areas of improvement were identified based on what we learned in 2023:

- One of our primary objectives is to minimize motor vehicle incidents while upholding the reliability and safety of our vehicles. Throughout 2024, we will place significant emphasis on both classroom and in-person safe driver training. This focus extends to our current fleet drivers and new hires, ensuring that they undergo comprehensive training as an integral part of their integration into our workforce. Through these initiatives, we aim to further elevate the standard of safety within our fleet operations.
- Responding to the heightened physical demands of our work, Roux will be looking to enhance both our Ergonomics Program as well as our Care Management service, forging a new partnership with a third-party vendor. This collaboration ensures a comprehensive approach to musculoskeletal incidents, emphasizing proactive care management to safeguard the health and well-being of our workforce.
- With the addition of two Health and Safety Specialists within Roux, our Health and Safety Department will implement a comprehensive reorganization to enhance consistency and accountability across specific health and safety programs, fostering a more streamlined and effective approach to support Roux.
- Emphasizing our continued commitment to our people and best practices within the industry, Roux is looking to invest in upgrades to our personal protective equipment (PPE). In 2024, Roux will be transitioning to Type II or EN12491 helmets. Adopting this as our new standard provides our people greater protection and reduces or eliminates traumatic brain injuries, should someone experience a fall.

The continued success of our H&S program is dependent on engagement with all field staff and management. More specifically, mentoring of our new staff is a key in the foundation of our health and safety culture. Our recent investments in online H&S tools, Learning Management Systems, and industry-leading PPE, provide our staff with the tools to properly identify and mitigate the hazards they encounter on any jobsite. Roux looks forward to having a wide variety of trainings available to staff which will create a holistic approach to our program in 2024.

ROUX'S COMMITMENT TO OUR COMMUNITIES

When most of our employees think “community,” our volunteering and charitable donation program comes to mind. Our CSR program directs financial donations and volunteer activities to established charities aligned with the goals of bettering our communities, improving conditions in poor and developing countries, and conserving natural resources. Through our CSR program, we have donated hundreds of thousands of dollars, and thousands of hours of volunteer time to charitable causes.

Each Roux office focuses on the needs of the surrounding community, addressing them with donations, hard work, and commitment. Below are just a few of the volunteering and fundraising events we've taken part in this year.



VOLUNTEERISM AND FUNDRAISING

HABITAT FOR HUMANITY BUILD DAY

Our CSR team in Logan Township, New Jersey volunteered with Habitat for Humanity to build sheds for local community members in Bordentown, NJ. Habitat for Humanity of South Central New Jersey offers a one-of-a-kind opportunity to make the dream of affordable homeownership possible through their Affordable Homeownership Program.

Working alongside the Habitat for Humanity partner families, the Roux group framed the base and walls for two sheds and prepped materials for the next group of volunteers to finish. “It was a great feeling giving back to the community while spending time with Roux friends,” shared volunteer Evan Plumridge.



RONALD MCDONALD MEAL KITS

An annual event for our Oak Brook office, a day was dedicated to creating meal kits to benefit the Ronald McDonald House. The first Ronald McDonald House opened in Philadelphia in 1974 after recognizing the need for parents to stay close to their hospitalized children. As they opened more House programs around the world, it became clear that caring for the family of a sick child was just as important as caring for the child. The kits prepared by the Roux team allow for families to stay with their sick child and not have to run out to grab food.



BUILDON SCHOOL BUILD IN MALAWI, AFRICA

In June 2023, Drew Kaplan, Staff Engineer at Roux's New York headquarters office, had the opportunity to spend a week in Malawi to help build a primary school. Malawi is a country of extreme poverty in southeast Africa. “It was such an incredible and life-changing experience, and I discovered so much more about what life is like on the other side of the world,” Drew said. Read more from Drew's perspective below on his experience in Africa working to build the school.

“The mornings were spent at the construction site where we used shovels and hoes to begin excavation for a new school. We took turns digging, carrying bricks, and mixing concrete in the ground. As you could imagine, we didn't have to worry about any underground utilities—no electricity, no plumbing! The design of the school was a two-room, one-story rectangular building. With all the activity going on, it was a special feeling seeing the community work together.

A couple months later, we got word that the entire school had been finished and is in operation. Thank you to everyone who supported this trip, none of this would be possible without your generosity. I look forward to embarking on another trip with BuildOn in the coming years and continuing to break the cycle of poverty and illiteracy all over the world.”

CORPORATE DONATIONS AND PHILANTHROPY



CHRISTODORA FUNDRAISING EFFORTS

In late September of 2023, Roux held our 9th Annual Fundraiser at Croxley's Ale House in Farmingdale New York. Our fundraiser is traditionally an event our employees and colleagues look forward to annually. This past fundraiser was our first time picking back up since pre-pandemic in 2019—this made for a particularly spirited and fun event!

Roux's fundraiser benefited Christodora: Nature, Learning, Leadership. Christodora has served under-resourced communities across New York City for over 125 years. They provide opportunities for young people to learn about the environment and experience the natural world first-hand. Christodora believes experiences with nature are transformative. They work within public school classrooms, weekend urban ecology and community service programs, at their Manice Education Center located on 200 acres nested in the 10,457 acres of Savoy National Forest, and with distinguished partner institutions.

Founded in 1897 as a pioneering nonsectarian settlement house, Christodora's modest beginnings are credited for launching the career of social reformer Harry L. Hopkins, adviser to Franklin D. Roosevelt and architect of the New Deal programs, hosting George Gershwin's first public concert in 1914 and helping countless Americans adjust to life in a new country. The Christodora House gave hope and direction to thousands of low-income New Yorkers by empowering them to help themselves and their neighbors. Today, they build on this tradition to serve 2,000 motivated New York City students each year.

Christodora's impact in environmental education is reflected in the stats below:

- 88% of students camp for the first time at the Manice Education Center.
- 5:1 is the student-to-staff ratio, which means students benefit from strong bonds of trust.
- 91% of students know that "a good leader uses different leadership styles to be effective in different situations."
- 98% satisfaction rating for the field trip program from school personnel.

Roux, as well as our family, friends, and partners, relished the opportunity to support Christodora. This organization is close to home—in addition to our shared goals of upholding environmental education and conservation, Roux's Sin Senh is a Christodora alumni. During the fundraiser, he was able to share a bit of his inspiring journey from Christodora student to President and CEO of Roux.

This year's night of food, drink, and raffle prizes produced our largest donation to date with nearly \$20,500 raised for this valuable cause. We're so proud of what we accomplished and thankful for everyone who donated and made it possible. In order to continue our fundraising efforts for Christodora into 2024 and beyond, we plan to continue our support through selecting Christodora to benefit from the fundraising efforts of our annual TD Five Boro Bike Tour in the spring.



UNIVERSITY PARTNERSHIPS

To help find and attract the best employee candidates possible, Roux forms partnerships with several colleges and universities.

Roux is proud to announce our support for the City College of New York (CCNY) Charles B. Rangel Infrastructure Workforce Initiative, one of the 14 organizations to recently receive a USEPA grant for environmental job training programs. The Initiative plans to train 84 students and place at least 64 in environmental jobs, equipping historically underserved communities with in-demand brownfield assessment and redevelopment skills. Roux will be involved in the Initiative's placement endeavors, attending career fairs and conducting student interviews.

Additionally, through the following partnerships, we provide co-op, internship, and scholarship opportunities, as well as fund research in environmental remediation and sustainability. Roux is currently partnering with the schools listed below. In addition, Roux is proud to engage in annual financial scholarships with the schools notated with an asterisk.

The City University of New York,
Queens College, School of Earth and
Environmental Sciences*

Drexel University, College of
Engineering/College of Arts and
Sciences

Hofstra University, School of
Engineering and Applied Science/
School of Natural Sciences and
Mathematics

Northeastern University, College of
Engineering/College of Science

The State University of New York at
Stony Brook, School of Marine and
Atmospheric Sciences

The State University of New York
at Binghamton, Department of
Geological Science*



GOVERNANCE

As a privately owned and family-founded company, Roux believes in a strong governance framework that focuses on the principles of diversity and inclusion, sustainability, and our most valuable asset: our employees. Roux's Board of Directors and leadership intend this report to provide transparency and accountability to its workforce, clients, and public regarding our ongoing commitment to these principles.

CORPORATE GOVERNANCE

Since its inception, Roux's management team has striven to embed social and environmental programs at every level of the firm. Leadership for Roux's ESG program starts from the top. Paul Roux, the firm's founder, is on the Board of Directors for several non-profit organizations including Pure Earth and the New York League of Conservation Voters Education Fund, national and regional non-profit organizations that implement solutions against toxic exposure and advocate for clean water, air, and renewable energy. Roux's President and CEO, Sin Senh, is a Board Member of Christodora, a non-profit organization that has been serving New York City since 1897 with the sole mission of providing environmental education to underprivileged youth. Sin happens to be one of the children that Christodora supported, providing him with unique insight into the benefits of ESG programs and the causes they support. In 2023, Michael Roux accepted the Mighty Oak Award on behalf of Roux at Christodora's Annual Campfire Gala, commemorating our firm's efforts to actively support and advance the goals of Christodora.

In 2023, Roux leadership instituted several firmwide social and environmental programs that will foster a strong and more inclusive work environment and ensure all of Roux's environmental risk services are performed with a focus on protecting the environment and communities we serve.



Roux and friends at Christodora's Annual Campfire Gala.

Some of these 2023 programs include:

- Roux Allyship Training
- Roux's Women's Retention Network
- DEI committee
- Roux BLUE employee leadership training and mentoring program
- ESG leadership committee
- College recruiting diversity program

ROUX DEI INITIATIVE: ALLYSHIP

In 2023, Roux continued its DEI committee efforts as previously described, and a major accomplishment this year has been the rollout of our Allyship Program. Joanna Hall, HR Director and co-trainer Jessica Taylor, Principal Hydrogeologist led 15 interactive and dynamic training sessions across all Roux offices.

[What is Allyship? Roux's commitment to fostering an environment where all employees are committed to helping one another to build a supportive and inclusive culture.](#)

The firm-wide training was rolled out using practical, relevant workplace scenarios where attendees had interactive guided discussions working through each scenario. The training was mandatory and in-person attendance was at an all-time high across all offices. The firm's DEI Committee played an important role in reviewing and endorsing the training, and the content also included input from select staff in offices across the firm. During trainings, participant engagement was genuine and enthusiastic with new perspectives and ideas shared at every session, boosting our collective learning. The firmwide roll-out training was complete in the first half of 2023. Allyship Champions were identified in each office who stewarded the program forward via trainings, shared lessons learned, and assessed how to better support employees. A truncated version of this training has also been incorporated into the onboarding of all new employees.

A key component of the training was the release of the Allyship Support Guide. The Guide walks through pertinent examples from real-world scenarios identifying categories of inappropriate workplace behaviors, including red flags, harassment, bullying, and microaggressions. The 30+ page Guide is an essential resource to ensure that all employees are on the same page regarding

what constitutes unacceptable behavior, and paths forward to addressing and modifying such behaviors both in a field environment and in the office.

Another key resource is the LiveSafe hotline app, which can be accessed from your phone to report allyship-related concerns in an anonymous message. App users can chat directly with HR and reference documents like the Allyship Support Guide and Red Flag Response Scripts.

In the second half of 2023, the Allyship program hosted two rounds of office-wide discussions led by each office's Allyship Champion. The first discussion was in collaboration with the health and safety team, and focused on travel safety and awareness. For the second discussion, the office allyship champions teamed up with the Roux Women's Network (RWN). RWN focuses on women's issues at the firm in a variety of ways: learning from others' experiences, highlighting the diversity of women leaders, understanding different career paths/trajectories, and providing tools for overcoming stereotypes and biases. The RWN was looking for a way to fold men into the conversation—women at Roux are lucky to have many excellent male allies who have been eager to join the conversation, and leveraging the Allyship Program was the perfect opportunity. In this open session, Office Allyship Champions led discussions focused on a TED Talk by Robin Hauser, highlighting the competence and likability dilemma faced by women in leadership roles.



OUR PATH FORWARD

In 2023, Roux set several social and environmental goals that the firm was able to accomplish during the year. Those goals included conducting energy audits for Roux's offices, reducing paper products and other waste, and obtaining quotes for solar panel installation at the two Roux-owned office buildings. In 2024, Roux seeks to implement new firmwide programs that will continue to improve its environmental and social performance. Roux's leadership has set several short-term and long-term goals.

Roux's social and environmental goals for 2024 include:

- Improve the visibility, transparency, and effectiveness of Roux's internal data collection systems for social and environmental metrics.
- ESG employee education programs.
- Energy audits for Roux-owned offices.
- Improve communications with property managers and utility companies for Roux-leased offices to better understand and manage electricity and resource usage.
- Expand LED lighting conversion initiative to Roux regional offices.
- Formalize and consolidate existing regional-level programs to reduce and eliminate the use of paper products at Roux offices.
- Increase participation in national and international social and environmental organizations, such as the United Nation's Sustainable Development Goals, among others.
- Engage in a new pilot program on leadership training.
- Expand recruiting of new professionals with a focus on diversity.
- Integrate new staff through increased emphasis on senior-level health and safety mentorship and field training in human performance principles.

Roux's longer-term goals include investigating the economic incentives and environmental benefits that may be available to the firm as it examines (1) the installation of solar panels at the company's Islandia, New York headquarters and the firm's Logan Township, New Jersey office; (2) converting the company's gasoline-powered fleet vehicles to electric cars and trucks; and (3) evaluating the benefits associated with moving to alternative utility sources at certain office locations, if available.

Roux has additionally created a sustainability statement that outlines how the company embeds ESG principles firmwide and incorporates those principles into each project and engagement in which Roux participates.

ENVIRONMENTAL IMPACT POLICY

Roux's commitment to environmental sustainability is central to our core mission. For the past 40+ years, we have tackled the toughest environmental challenges our clients have faced and found solutions to remediate some of the most environmentally compromised sites in the nation. Our diverse team of talented environmental professionals come from a broad range of professional backgrounds and perspectives and have a proven track record of developing innovative solutions for our clients at every new challenge.

The current environmental landscape continues to expose Roux and our clients to complex anthropogenic environmental challenges which require sustainable solutions delivered through inclusive and diverse practices. As we move forward in an uncertain global landscape, we view ESG and sustainability as the central theme in continuing to provide the best service possible to our clients, empowering our employees, and contributing to a positive impact on society.

Roux's ESG policy is to perpetually focus our efforts on the protection of human health and the environment by promoting our values of:

- Compliance with state, federal, and global environmental policies and regulations from due diligence to project management and implementation.
- Continuing to put our people first by providing a healthy, safe, and inclusive work environment that fosters growth through professional and personal development.
- Ensuring our engagements are aimed at informing and educating our clients and communities on the values of environmental stewardship—financially, socially, ecologically, and environmentally.
- Choosing partners, subcontractors, and clients that share Roux's ESG principles.
- Routinely developing, expressing, and enforcing our goals and commitment to ESG as a company.
- Making cooperative efforts, from our employees to the communities we serve, to prioritize and effectively endorse Roux's goals in intersectional environmental stewardship.
- Improving our relationship with people and the environment through active humanitarian outreach and sustainable choices.

Each area of our business—from our own operations to client project engagements—provides Roux with an opportunity to strategically incorporate our ESG objectives and serve our clients and communities in a sustainable manner. Roux is rooted in these principles with our commitment to people and the environment. As a multi-generational firm, Roux's mission is to improve the livelihood of ourselves and the people and sectors we serve and pass down these principles to the next generations. Our world is facing a time where ignoring the concerns surrounding climate change isn't an option. Roux's people, our clients, and the communities we serve can be confident in knowing that each Roux project is performed with a deep commitment and stewardship to people and the environment.



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