



Social Responsibility

at Normandeau

Associates, Inc.

2022-2023

A special thank you to former CEO and board chair Pam Hall.
Her commitment to the environment has kept sustainability a priority at Normandeau Associates throughout the years. Her continued support of staff to stay on the forefront of best practices for social responsibility has enabled members of the CSR Committee to take the necessary time to assess our current practices and generate a plan for the future. She was also the force behind the 2000 buyout to turn the company into an ESOP.

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Normandeau Associates, Inc.

Normandeau Associates, Inc., is a national leader in providing science-based environmental consulting services, research, and technological innovation. Founded in 1970, we are recognized for our broad experience, scientific excellence, and quality client service. Employee owned, we pride ourselves on our professionalism, ethics, and integrity.

Normandeau is committed to environmental stewardship in our business practices. We have lowered our consumption footprint by increasing energy efficiency in buildings, purchasing more energy-efficient engines for our vessels, implementing reuse and recycling programs, using products made from recycled materials, and reducing our waste stream. Our Corporate Social Responsibility (CSR) Committee is charged with reviewing and recommending actions that will make our buildings and operations more energy efficient and continue our efforts to operate in a sustainable manner. The CSR Committee is also working to develop a Diversity, Equity, and Inclusion (DE&I) program that includes a more diverse workforce, training and education for our staff, as well as a plan to broaden Normandeau's support for local community organizations.

Normandeau Associates provides services in many market sectors, including renewable energy sectors: land-based and offshore wind energy and related new transmission needs, solar power, hydropower, distributed generation, and energy storage. For more information on our renewable energy work, refer to the Renewable Energy Services section.



The Granite United Way Day of Caring 2023

Our Approach to Social Responsibility

“Social Responsibility is the continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large.”

World Business Council for Sustainable Development

COMMITMENT TO SOCIAL RESPONSIBILITY

Normandeau is committed to social responsibility across all of our business practices. Past achievements include reducing our energy consumption footprint, reducing waste, and diversification of our supplier chain. Over the years, we identified areas of strength and places we need to improve in order to operate in a socially-responsible manner.

Our Corporate Social Responsibility Committee acts as a force to drive company-wide change through the sharing of the current status, initiatives, and projects in each technical sector and geographical location.

APPROACH TO SOCIAL RESPONSIBILITY

Our company mission statement includes company values that integrate the tenants of social responsibility. Below are a few of these core values:

Employees:

Employees are our most important asset. We are committed to fostering a collaborative, mutually supportive working environment. Fundamental to this process is respect for individual knowledge, beliefs, and professional ethics.

Governance and Stakeholders:

We realize that we have many stakeholders—employees, clients, communities, and government. We value all stakeholders and endeavor to meet their expectations.

Community and the Environment:

We recognize the responsibility of our business to the community. We encourage and support community outreach and volunteer activities by employees.

We recognize the importance of the environment to our quality of life. We support those business practices that promote sustainable and responsible use of our natural resources.



Earth Day clean up 2023

Corporate Social Responsibility Committee

Mission Statement

Corporate Social Responsibility (CSR) refers to a company’s integration of social, environmental, and ethical initiatives into both internal and external business operations. CSR has been part of the foundation of Normandeau Associates, Inc., since its inception more than 50 years ago—with a strong focus on the environment and gender equity in the workplace. When the company purchased its Bedford, NH corporate office, it formed the “Green Committee” with the purpose of making the buildings more energy efficient and surrounding grounds “greener” by planting native species. More recently, Normandeau formed the CSR Committee—a group of motivated individuals tasked with the responsibility of tracking and developing already existing CSR initiatives. More specifically, this group will audit Normandeau’s current CSR strategy, while also finding ways to expand the program.



Normandeau staff venture out to explore a boat that washed ashore next to the marine lab in Portsmouth, NH. (Photo circa 1970s.)

COMMITTEE INTENTION

It is this committee’s mission to ensure that the CSR elements outlined in this document continue to be addressed and supported. In addition, this committee is dedicated to the continued monitoring, brainstorming, reporting, and expansion of these efforts. In coordination with the Board, corporate management, and the ESOP Advisory Committee, we intend to continually audit companywide CSR initiatives and make necessary changes to adhere to this commitment to the environment, our workforce, and our communities.

OUR WORK WITH NHBSR

We’ve been members of New Hampshire Businesses for Social Responsibility (NHBSR) for many years. NHBSR’s mission is to “convene, inspire, and support businesses and their community stakeholders to build a more sustainable and prosperous state for all.” Through their sustainability-focused programming and collaborative business events, NHBSR has been a valuable resource for Normandeau. Through this membership, we’ve been able to offer in-depth diversity and climate change educational opportunities. We’ve also had the opportunity to start tracking our sustainability efforts in a meaningful way through their annual Measure What Matters Survey. The results of the survey paired with historical knowledge from previous B-Impact Assessment participation has greatly inspired our committee and has helped focus our efforts on areas of improvement.

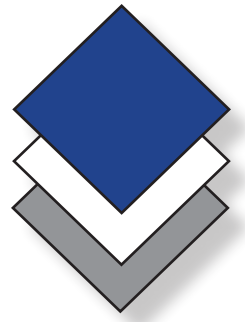


*Milky Way with Foreground
2023 Grand Prize Winning Photo*

Our ESOP Story at Normandeau Associates

In June 2000, Normandeau Associates, Inc. was acquired from Thermo Electron Corporation (now Thermo Fisher Scientific) and set-up as an ESOP (Employee Stock Ownership Plan) company. Twenty-three managers, many of whom had been with the company through multiple mergers and acquisitions, put money into the company to help with the buy-out and set up the company as an ESOP.

Since then, the ESOP Advisory Committee has continued with its mission “to create an ownership culture by serving as ESOP advocates, communicating the meaning of owner’s rights, benefits, privileges and responsibilities, and encouraging participation and involvement in the company.” Serving as a facilitator of communication and trust among and between employee owners and management, the ESOP Advisory Committee has organized numerous volunteer efforts, sponsored company-wide team building activities, organizes an annual employee photo calendar contest, and regularly fields employee suggestions and inquiries.



The ESOP Advisory Committee

ESOP ADVISORY COMMITTEE OFFICERS

Chair: Sammy

Secretary: Amanda

Vice Chair: Jessica

Assistant Secretary: Tessa



Bedford, NH

Joel (2024)

Ian (2024)

Marianne (2024)

Maria (2025)

Eric (2026)

Hampton, NH

Eric (2023)

Portsmouth, NH

Tyler (2025)

Falmouth, MA

Joe (2023)

Melinda (2023)

Stowe, PA

George (2025)

Tessa (2026)

Peach Bottom, PA

Matt (2025)

West Haverstraw, NY

Gabe (2026)

Alachua, FL

Jenny (2026)

(Elections are held in June each year. List last updated August, 2023.)

ESOP BUCKS!

NEW to Normandeau in 2023 is our ESOP Bucks program: ESOP Bucks are a way to encourage and reward participation in ESOP-sponsored activities. Every ESOP member is eligible to earn Bucks, and at the beginning of December the top three earners receive a prize (valued at approximately \$50). Every Buck also gets converted into a raffle ticket and entered in a random drawing with three prize winners (valued at approximately \$100). And every ESOP member receives a freebie Buck just for being part of our employee ownership culture; so everyone has a chance to take home the prize! More Bucks get you more chances, and there are lots of ways to earn more, like going to events (including virtual events), contributing to the Newsletter or Blog, or entering photos in the Calendar Contest.



ESOP-Sponsored Events 2022-2023

TRIVIA!

In an effort to promote team-building activities across our nationwide offices, the ESOP Advisory Committee (EAC) hosts an annual Trivia game open to all employees. What started as an entirely virtual game due to COVID concerns, this is now offered as a hybrid event! Employees are split up into teams, submit a team name, and then go head-to-head in two rounds of “general knowledge” trivia. Questions can include pop culture references, general science knowledge, historical or geographical knowledge, and even some Normandeau-specific stumpers! Winning team members each receive a \$25 gift card to a pre-selected retailer.



Winning Team 2023: The Slugs

Winning Team 2022: Baby Shark

Winning Team 2021: Team Normandoodle

EARTH DAY

As environmental stewards and scientists, Earth Day is particularly special to us. It gives us the opportunity to put down our work assignments for a few hours, get outside (something we all love doing), and take care of our planet and local natural ecosystems.

In 2022, as a joint Arbor Day & Earth Day effort, Normandeau’s EAC organized a fundraising opportunity for employees to contribute to the National Forests Foundation’s Plant-A-Tree initiative. Thanks to the monetary contributions of our employees, as well as a generous corporate match, we donated a total of \$220 to the USDA Forest Service. That equates to approximately **220 trees planted!**

In 2023, the EAC changed things up with a “Choose Your Own Adventure Challenge” to celebrate Earth Day—a way to engage all employees regardless of location. The EAC created a Google Doc where employees could go and pledge their time to different Earth Day activities. We had employees installing bird houses, working in their gardens, participating in a river/ocean cleanup, and coming together at HQ in Bedford to help clean up the campus. Approximately 20 employees showed up to help clean up the grounds around our HQ buildings. After a few hours in the sun, we celebrated with a nice outdoor BBQ. Accounting for both the virtual activities and in-person collaborative effort in Bedford, we had **29 people participate** who spent a combined total of **63.5 hours** on Earth Day activities!

CHARITABLE EVENTS

Normandeau encourages and celebrates employee participation in charitable drives and volunteerism in our local communities. Each year as the holiday season approaches, members of the EAC reach out to employees at their respective office locations for suggestions of where to dedicate donation efforts for the season. Donation totals are then matched by corporate.

For the 2022 holiday giving efforts, the EAC organized three giving opportunities to which employees could contribute. In our Bedford office, we collected toys for the **Marine Toys for Tots Foundation**; in Pennsylvania, we contributed **\$405 to Operation143**—a local program that delivers food and supplies to students in need spanning 6 different school districts; and we hosted an online fundraiser to benefit the **American Red Cross**—a pivotal helper in hurricane Ian relief efforts in Florida.

In 2023, our EAC received so many suggestions of charitable organizations to support in New Hampshire that we had to conduct a vote. Our New Hampshire offices decided to support the **Marine Toys for Tots Foundation** again this year and the **Animal Rescue League of NH**. For the Animal Rescue League, monetary donations totaled to \$450 from employees. Corporate offered a match bringing the total to \$900. The Stowe, PA office contributed to employee favorite **Operation 143** again, donating a total of \$275. Paired with a corporate match, the total donated to this organization was \$550. The Peach Bottom office chose to contribute to the **Adopt-a-Family** program. The gifts included an assortment of clothes, STEM-related learning kits, arts and crafts, and traditional gifts for kids, which were given to a local family in need. (See wrapped pile of presents below.) These items added up to approximately \$280, so a corporate monetary match of the same amount was also donated.



Over \$2,000 donated to charity for the 2023 holiday season!

PHOTO CALENDAR CONTEST

The EAC's Photo Calendar Contest is without a doubt an employee-favorite annual tradition. Employees from all over the country submit their own original nature photography. Whether they're out in the field, on vacation, or simply in their own backyards, Normandeau employees continue to submit breathtaking imagery year after year. Each fall, the Photo Calendar Committee reviews all submissions and determines a first, second, and third place winner per office, and then an overall grand-prize winner. Winners receive a monetary prize and the grand-prize winning photo is displayed in the lobby of our Headquarters building.

Congratulations to our most recent winners:

2023 Photo Calendar Grand Prize Winner:
Milky Way with Foreground



2022 Photo Calendar Grand Prize Winner:
Pink Meanie Jellyfish (*Drymonema larsoni*) with Attendant Fishes



EMPLOYEE NEWSLETTER

Several times a year, the newsletter committee (comprised of a few EAC members) solicits articles, news updates, photos, writing prompts, etc. from all employees to create an employee newsletter. Articles and photos can be of any topic: recent retirements, vacations, project descriptions, work-related events, new baby (or fur baby) announcements, etc. The newsletter often also features fun facts, committee updates, volunteer efforts, important dates, anniversaries, promotions, and MORE! It’s a one-stop shop for all things Normandeau employee related.

PUMPKIN CARVING CONTEST

The EAC hosted Normandeau’s first ever Pumpkin Carving Contest in October 2023. Four offices elected to compete and created some fantastic jack-o’-lanterns! Each office had two hours to complete their carvings, evidentiary photographs were submitted, and another office judged for an office winner. Each office winner received a \$20 Halloween goody bag. After all offices were judged, an overall winner was chosen by a panel of secret judges, and the best overall winner received a \$50 Amazon gift card. Participants had a great time and the committee hopes this becomes an annual tradition.



Bedford, NH participants with their pumpkins



Bedford, NH Winner—Cat



Florida Winner—Hanging Bat



Stowe, PA Winner—Stonefly



Peach Bottom, PA & Grand Prize Winner—Octopus

UGLY SWEATER CONTEST

In 2023, ESOP hosted its first Ugly Sweater contest to coincide with offices' holiday celebration luncheons. Employees were encouraged to wear their ugliest sweaters for their chance to win the office prize (holiday stocking stuffed with goodies) or the companywide grand prize (\$50 Amazon gift card). Four offices participated and the results were hilarious. Below is a group photo of our Bedford, NH staff sporting their ugly sweaters. *Can you guess the person from this group that won?*



ESOP INFORMATIONAL SESSIONS

Year-round, the ESOP Advisory Committee hosts virtual brown bag informational sessions. These internal zoom meetings focus on an array of different topics—all of which have been suggested by employees! In 2023, for instance, ESOP hosted the following sessions:

- Sustainability 101
- Offshore Wind
- Board of Directors
- Future of ATOM and TIMR
- Meet the Candidates

Hosting these informational sessions helps build comradery, share information across different locations and departments, educate non-subject matter experts to better understand our work and mission, and practice and perfect upcoming public presentations.





Earth Day Employee Clean-Up Crew 2023

Our Priorities at Normandeau Associates

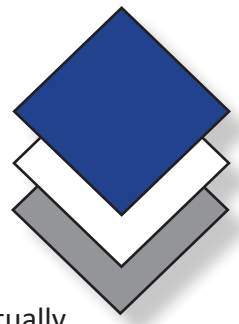
Employees

Facility Updates &
Energy Statistics

Operations & Governance

Community Involvement &
Volunteerism

Technology Development



Employees

Employees are our most important asset. We are committed to fostering a collaborative, mutually supportive working environment. Fundamental to this process is respect for individual knowledge, beliefs, and professional ethics.

Founded in 1970 as a private, family-owned company, Normandeau Associates, Inc., became **employee owned in 2000 and a 100% ESOP in 2012**. As a company, we believe that employee ownership provides us with a competitive advantage in an industry that is characterized by mergers, consolidations, and restructuring. Eligible employees are enrolled in the Employee Stock Ownership Plan (ESOP) at no cost to the individual.

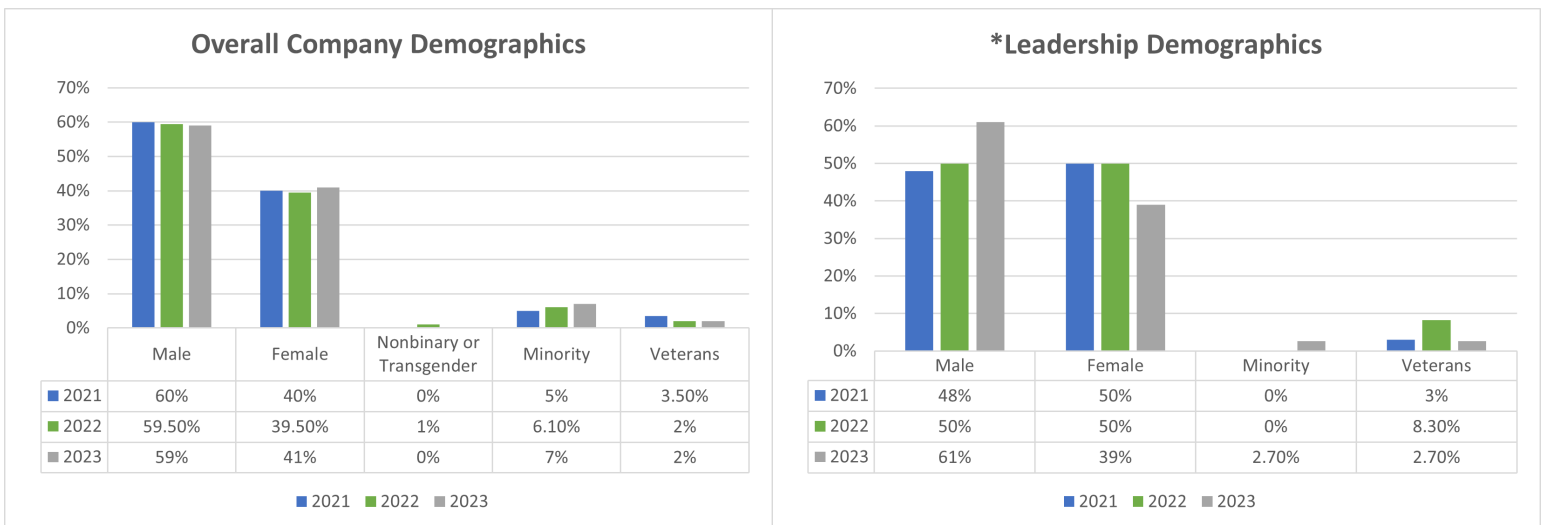
Normandeau’s shares are uniquely distributed based on compensation (50%) and years of service (50%). Employees become vested over a 5-year period at 20% per year.

Normandeau’s safety policy and ongoing commitment to the prevention of accidents and injuries fosters a work environment where employees feel safe. We have a Health and Safety Committee that is involved in all of our work, and meets regularly to review our policies and practices.

We tailor our employee benefits to meet the changing needs of staff, and accommodate staff during times of transition or unforeseen circumstances. Just as our employees strive to meet the highest standard of excellence in our work, we strive to provide a supportive culture for them. Employees receive in-house mentoring and continue their learning through classes and conferences, and are encouraged to forge career paths that satisfy their innate curiosities. We like to think these considerations are what keep our turnover low and loyalty high. Currently **36% of our workforce started as temp staff and are now full-time employees**. It is our goal to continue to crosstrain and promote from within whenever possible.

DEMOGRAPHICS & GOALS

In an effort to grow diversity in our organization, we have started tracking demographic information. In collaboration with HR, this committee will now report this information yearly in order to analyze the data and find ways to attract a more diverse group of employment candidates. Gender representation is a metric that we are particularly proud of—boasting a 50/50 ratio in leadership in 2022. And 2023 shows steady growth in our diversity statistics.



*Leadership as defined by the Equal Employment Opportunity Commission (EEOC)

Diversity, Equity, & Inclusion

The topic of Diversity, Equity, & Inclusion (DE&I) has gained importance for organizations in recent years. And although gender equity and diverse representation have always been at the core of our values, after examining our practices, we recognized a need for additional education, outreach, and emphasis on DE&I at Normandeau.

As a first step to address this gap in recognition, recruitment, and education of diverse demographics as an organization, we widened our job advertising to include postings on **Manrrs.org**—a job listing website targeted at minorities looking for work in both the agricultural and science industries. We have also started documenting company demographics and HR has identified an annual diversity and anti-harassment training that will be required for all employees. (At the time of this publication, management has taken the training and the plan is to roll it out to all employees.)

Gender equity continues to be a topic we're passionate about at Normandeau as female representation in the STEM fields is still far from equal. Much in the way that we're trying to reach more diverse groups of people by

posting on a variety of job boards, we're also trying to make appearances at important job fairs. The **Girls Do Science 2023** event held at the University of Florida in Gainesville presented the perfect opportunity for two of our own very successful women in STEM to talk about pursuing a career in science to women of all ages. Our booth entertained a whopping 1225 adults and 575 children for a total of **1800 visitors**. Guests learned a lot from our Normandeau team—from how to look for clues of animal presence to learning about fish and their passage through dams, how to track them using tags, and what we find out about them through these studies. It was an interesting event for all that resulted in many positive comments from participants such as “this is so cool!” and “I love that this is happening today!”



In addition to tracking and training, we've also been looking for ways to increase education and awareness surrounding DE&I. Our partnership with NHBSR allowed us the great opportunity to offer all employees participation in a **Racial Equity Challenge** in the spring of both 2022 and 2023. Finally, we started sharing news, updates, and educational opportunities related to Corporate Social Responsibility (DE&I, in particular) in a recurring section of our employee newsletter.

These are just the first steps in an effort to grow our DE&I program as an organization.

Facility Updates & Energy Conservation

Over the years, we've made several energy-related updates to our facilities:

- Updated windows to Energy Star models
- Updated heating systems and insulation
- Upgraded lights at HQ to LEDs
- Have incorporated native flora to our HQ landscaping
- Purchased Energy Offsets to reconcile transportation emissions
- Resided our headquarters buildings in Bedford, NH
- Replaced older vehicles with newer models (NHTSA 5-Star Certification)



EMERGING INITIATIVES

Our CSR Committee intends to stay abreast of future vehicle purchases and building upgrades in order to present and encourage energy efficient options.

In order to begin tracking our GHG emissions, we've started reviewing electric bills and vehicle mileage. Our goal is to track these yearly in hopes of finding opportunities to mitigate our carbon footprint. We plan to present this data in future iterations of this report.

MOVING ON UP

When it comes to leasing property (which we do for most offices), implementing energy efficient practices can be complicated. Recently, we had the unique opportunity to move our Gainesville office to San Felasco Tech City in Alachua, FL. This move is yet another step in our socially responsible journey as Tech City employs the use of solar trees and a solar promenade (see photos below), and its live/work/play mindset encourages biking and walking over fuel-based travel.



Operations & Governance

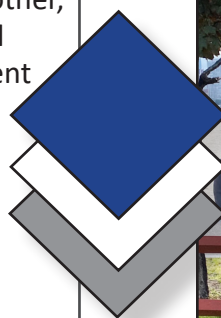
We adhere to the highest ethical standards and integrity. We strive to maintain objectivity and independence in scientific approach and methodology while working with clients, potential clients, regulators, and the public. We take pride in our honest, transparent communications with clients and stakeholders. We work hard to provide the best technology, services, and guidance available.

We work together as a team toward providing the best service possible to our clients. We take ownership of and responsibility for our actions. Our employees are given access to long-term planning discussions and strategies from all management levels. We provide transparency by posting board meeting minutes, sharing detailed financial information at our annual meeting, and inviting all active ESOP participants to vote each year to elect our Board of Directors. Annually, we also hire an independent financial auditor and a valuation consultant to determine company value and share price for our employee participants, all of whom have shares in the ESOP Trust.

SOCIAL RESPONSIBILITY AND OPERATIONS

When we work with clients, the public, and each other, we find a solution that balances the interests of all stakeholders. Our staff believes in honest, consistent communication from early project discussions through the end of the project, and often after it's completed to ensure long-term objectives are achieved.

Our staff is committed to both their technical disciplines as well as the needs of the markets, clients, and regulators they work with to make sure we stay at the forefront of new technology, policies, and requirements.



EBC's EBEE Awards 2022

MEMBERSHIPS AND PARTNERSHIPS

We actively engage with industry associations and organizations to help drive important matters related to corporate social responsibility, including but not limited to:

Renewable Energy, Sustainability, and Other Associations

- NH Businesses for Social Responsibility (NHBSR)
- Environmental Business Council of New England
- Society of American Military Engineers
- Oceanic Network
- Southeast Wind Coalition
- National Hydropower Association
- American Wind Energy Association
- The ESOP Association
- National Center for Employee Ownership

Non-Profit Partners

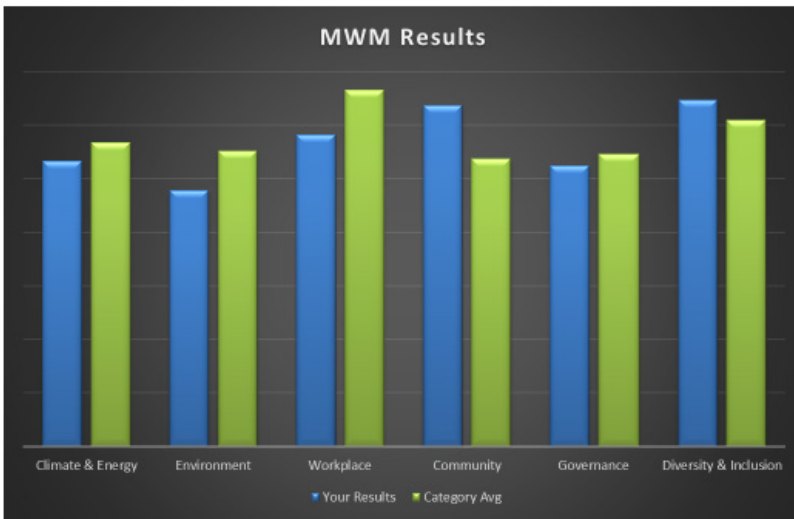
- Volunteer NH
- Water Resources Association for the Delaware River Association
- Southeast Bat Network Working Group
- Audubon Society
- The Nature Conservancy
- Southeast Land Trust (NH)
- United Way
- Diversity Workforce Coalition
- New England Women in Energy & the Environment

NHBSR'S MEASURE WHAT MATTERS DATA

An on-going corporate partnership that has inspired more sustainability-focused efforts here at Normandeu is the relationship we have with New Hampshire Businesses for Social Responsibility (NHBSR). Their annual Measure What Matters Survey asks 50+ questions relating to climate and energy, environment, workers, community, governance, and diversity and inclusion. The aggregate data from all participating companies is then released in a white paper showing where NH companies fall in each category.

In addition to the white paper, NHBSR provides each company with its own comparative report showing where each organization rates compared to participating organizations of the same size. By taking the survey annually (which Normandeu does), it also tracks your progress in each category. The individualized report provides areas of growth and suggestions on how to move forward. This report has offered significant insight and inspiration to Normandeu and the CSR committee's efforts.

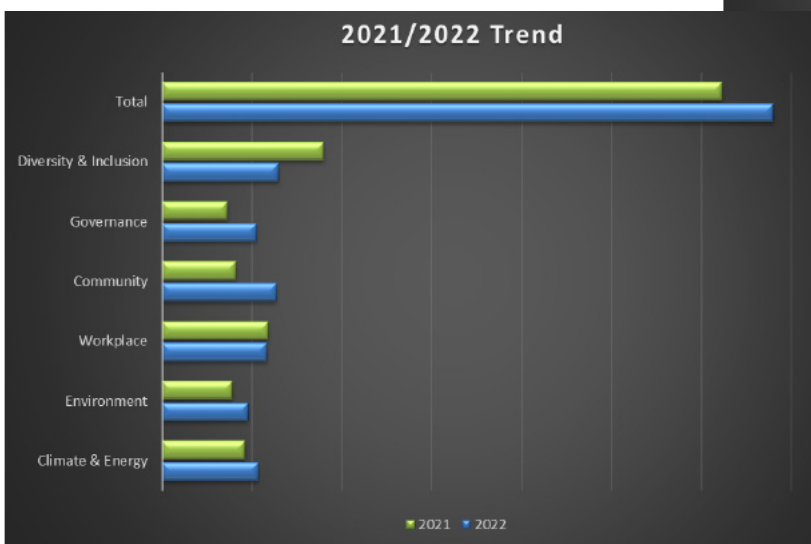
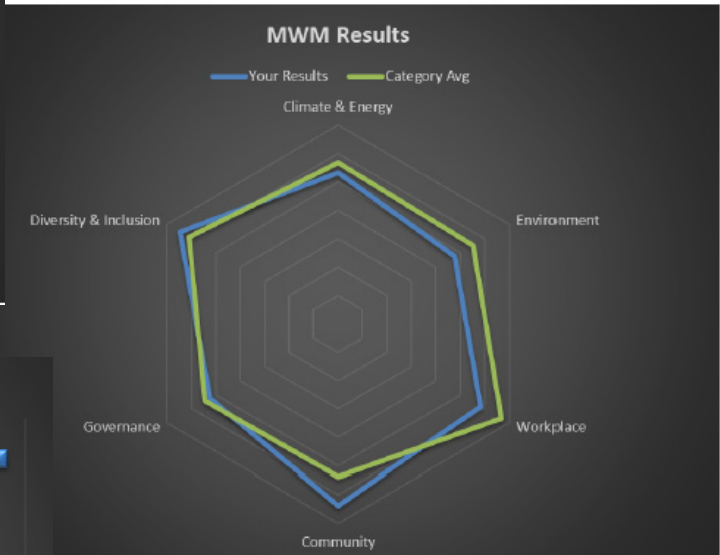
Impact Report Results for 2022



LARGE COMPANY CATEGORY
Companies with 100+ Employees

23
Companies in the Large Category

56
Companies total took the MWM survey



Improvement detected in the categories of Governance, Community, Environment, & Climate and Energy from 2021-2022.

Community Involvement & Volunteerism

We recognize the responsibility of our business to the community. We encourage and support community outreach and volunteer activities by employees. As a group of scientists and environmentally-minded staff, you will find many employees who are active in municipal conservation districts, land trust organizations, other wildlife-focused groups, as well as many other organizations not specifically related to the environment.

Normandeau contributes to our environment and communities through three channels:

CIVIC ENGAGEMENT AND EDUCATION

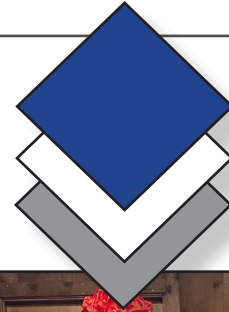
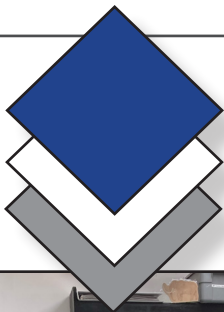
Normandeau’s staff regularly provide educational opportunities, from youth outreach days to presentations for students in high-school and college.

VOLUNTEERISM

Each year, Normandeau staff are provided opportunities to volunteer during work hours. In addition, more than 75% of staff volunteer outside of work, serving on boards, committees, and other organizations.

GIVING

Normandeau financially supports organizations that focus on causes such as conservation, volunteerism, and education. During our annual ESOP-led food, clothing, and/or toy drives, Normandeau also matches cash donations.



In 2023, Normandeau’s Bedford Biology Laboratory enjoyed hosting students from Bedford High School on a 2-day **“show and tell” outreach program**. During 2022, Normandeau resumed its in-person participation in **The Granite United Way Day of Caring** event by volunteering for the Girl Scouts of the Green and White Mountains to help out with some cumbersome inventory efforts. And our ESOP Advisory Committee organized a **Marine Toys for Tots drive** at our Bedford, NH headquarters. (See page 10 for more details about holiday giving.)

Technology Development

Normandeau staff have a history of innovation—our staff continues to develop and utilize technologies that benefit our clients and stakeholders, and help protect fish and wildlife. Below are some examples of these technologies:



HI-Z Turb’N Tag®

A unique recovery technique used to reliably estimate fish passage injury and survival rate of fish as they travel through various passage routes.

Sensor Fish

A complementary service to the HI-Z Turb’N Tag, the Sensor Fish characterizes fish passage injury and survival rates when live fish are not available to use in the study.

Remote Bat Acoustic Technology (ReBAT®)

A custom bat acoustic monitoring system developed by Normandeau biologists to increase the effectiveness and to overcome the limitations of other acoustic detection systems.

Turbine Integrated Mortality Reduction (TIMRSM)

A smart curtailment system that significantly reduces bat fatalities and increases operating time for wind energy facilities.

Remote Condor Observation Network (ReCON)

A detection and alerting system for approaching condors and other VHF-tagged wildlife.

Hydroacoustics

A cost-effective remote sensing method to study living aquatic resources and physical attributes of ponds, lakes, rivers, estuaries and oceans.

High Resolution Bathymetry

Mobile surveys using echosounders to measure depth of water bodies based on two-way travel time of echoes and sound speed.

Acoustic Thermographic Offshore Monitoring system (ATOM)

An advanced detection system that provides bird and bat monitoring services for offshore assessment and permitting studies.

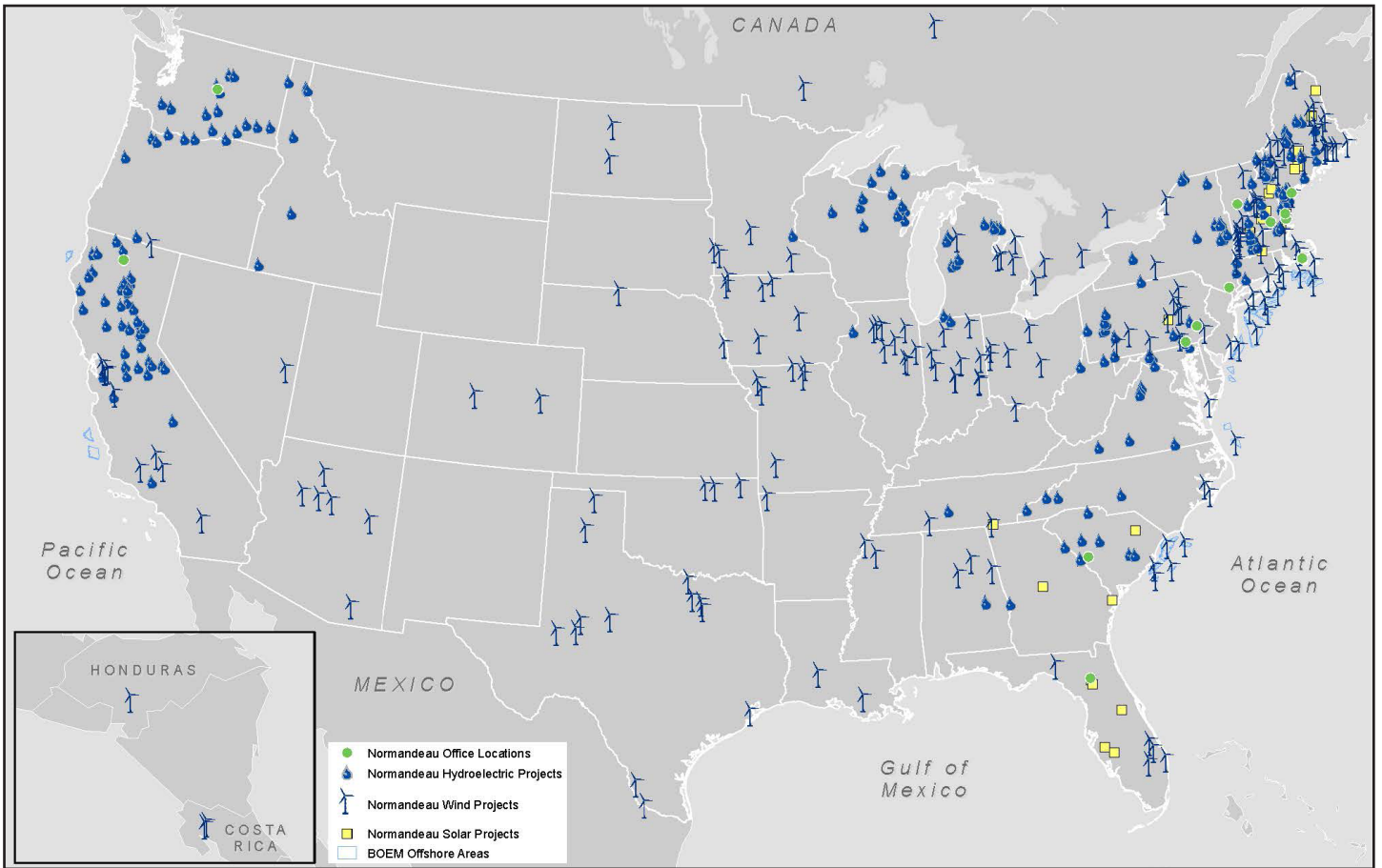




Renewable Energy Services at Normandeau Associates

We work in several different industries—renewable energy being one of our key focus areas.

In the United States, we have worked on over 400 renewable energy projects in various sectors such as hydro, wind, solar, distributed generation, and storage. We have an unrivaled longevity of staff that has experience working for some of the largest renewable generators along the eastern seaboard. Our renewable energy generation project experience also extends well beyond the United States with projects in Canada, Belgium, Scotland, and Ireland. We are committed to providing the best solutions and technology available, investing in our communities, and operating our business in a socially responsible manner.



Normandeu Renewable Energy Project Experience

400+
renewable energy
generation projects

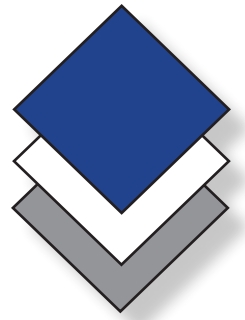
70%
of the current work
force are working on
renewable energy
projects this year

5
technologies
developed in-house
to address wildlife
survival





Plans for the Future at Normandeau Associates



Plans for the Future

We are not a company to rest on our laurels. We believe through steady progress and engagement, our employee-owners can continue to guide the company as it grows in a sustainable manner. As a company of scientists, it is important to us that we can measure our progress.

EMPLOYEES

Wages – The living wage model is a market-based tool that uses basic needs to establish a minimum employment earnings requirement. Normandeau is committed to assessing current wages for temporary and full-time employees to identify areas of improvement.

Career Development – Although Normandeau provides staff tuition reimbursement, continuing education opportunities, and internal and external training, we want to continue to focus on how we can help develop our most important asset—our staff. To get this done, Normandeau plans to continue our internal cross training program, helping our individual teams of experts broaden their ability to learn and promote each other’s skill sets, and in turn use innovative partnerships or approaches to better solve industry issues. Cross-training also allows flexibility and the opportunity for promotion.

Underrepresented Populations – Normandeau will continue to focus on integrating historically underrepresented populations to our team. We plan to do this by continuing to partner with businesses owned by members from underrepresented populations, by amplifying available job advertisements to communities or locations that have larger numbers of underrepresented populations, and by continuing to offer DE&I training and educational opportunities.

Culture – The CSR Committee will continue to coordinate with the ESOP Advisory Committee to sponsor ESOP events and activities with the goal of increasing employee engagement and participation, bolstering the employee-owner culture, investment in the company and internal relationships, and creating an overall sense of comradery and acceptance among all team members.

COMMUNITY AND THE ENVIRONMENT

Social and Environmental Purchasing – We have greatly improved the environmental side of our purchasing, and are working on making sure our vendors have social and ethics standards in place regarding wages and labor practices. We also plan to investigate the feasibility of sourcing our electricity from renewable energy.

Waste Reduction – Our company has steadily reduced the amount of paper waste it produces each year. Our current focus is reducing or eliminating single-use product packaging.

Energy Efficiency – Now that our Bedford, NH buildings and appliances have been upgraded or retrofitted, it’s time we turned our attention to tracking our GHG emissions and overall carbon footprint. In addition to land vehicles, we will soon have access to our water vessel usage—allowing us to track that data as well. Finally, as we retire older vehicles, our committee is committed to promoting the purchase of energy efficient replacements.

Community Outreach – Investigate partnering with or providing support for organizations that have ongoing DE&I initiatives, such as the SEE Science Center in Manchester, NH, or those that provide experiential STEM learning in local schools with high numbers of students from underrepresented populations.

GOVERNANCE AND CLIENTS

Mission Engagement – We plan to ask our employees how they carry out the company’s mission and ideas for further integrating our mission into their work day.

Ethics – Our company has a Business Conduct Policy that each employee receives and agrees to as part of the on-boarding process. The Policy requires the highest standards of business ethics and integrity from all employees. We plan to work with HR to institute diversity and anti-harassment training for all employees annually.

Transparency – Financial information, long and short term strategies, board and annual meeting minutes, and an anonymous comment forum are available to all employees via server files.

Fiduciary Responsibility – The company’s Board of Directors, elected by the ESOP participants, is comprised of both management (“managing directors”) and outside directors. Directors have overall governance and fiduciary responsibility for the company. ESOP fiduciaries include the ESOP Trustees and the ESOP Administrator.

