



Social Responsibility

at **Normandeau**
Associates, Inc.

2025

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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RENEWABLE ENERGY SERVICES

PLANS FOR THE FUTURE



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 will continue our efforts to operate in a sustainable manner. The CSR Committee is also working to develop a Science Works Best with Everyone (SWBE) 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 provides services to a variety of market sectors, including transmission, ports & waterways, transportation, infrastructure and government (local, state, and federal), power plants, energy storage, hydropower, solar, and wind energy. In this document, we shine a light on our renewable energy projects and efforts. To learn more about services in other sectors, visit [our website](#).



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 companywide 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 2025—Bedford, NH

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 over 20 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 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.



Our Priorities at Normandeau Associates

Employees

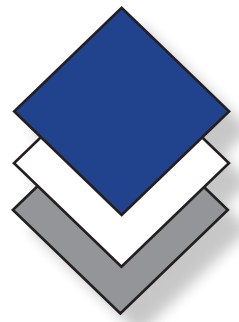
Facility Updates &
Energy Statistics

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. The ESOP was set up this way in order to build long-term value for employees. (In honor of our 25th anniversary as an ESOP, the company purchased vests to present to all vested employees. This tradition will continue as newer employees become vested as well. Our current ESOP chair modeled the new vest in late 2025.)

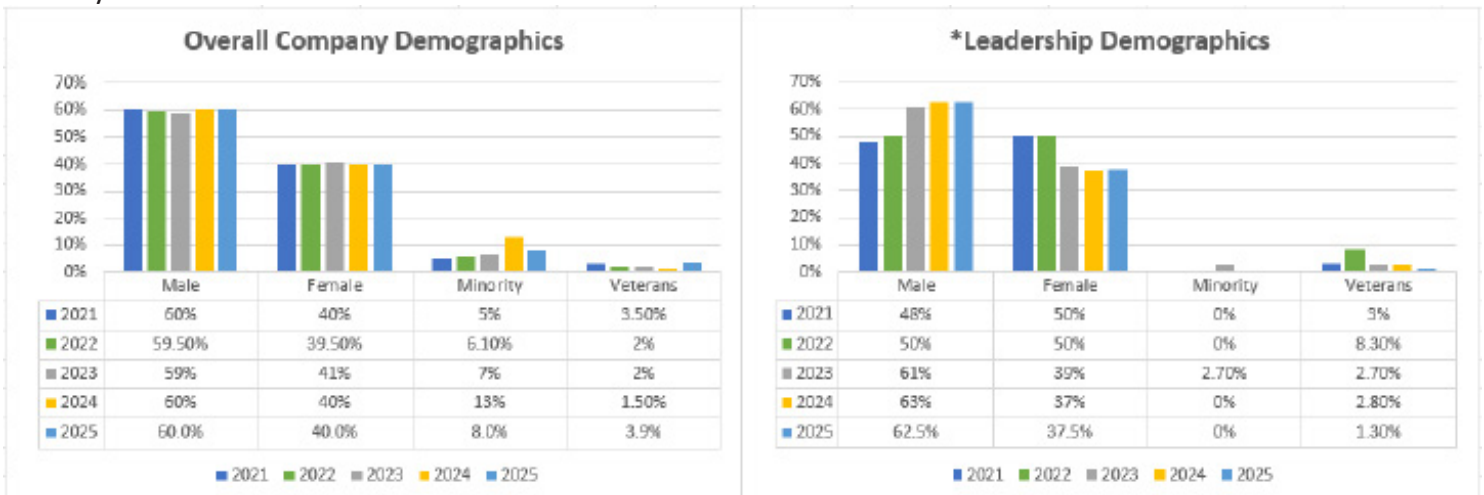


Normandeau’s safety policy and ongoing commitment to the prevention of accidents and injuries fosters a work environment where employees feel safe. We have a Health and Safety Committee that is involved in all aspects of our work, and meets regularly to review our policies and practices.

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. In the last five years, **11% of our workforce started as temp staff and are now full-time employees.** It is our goal to continue to cross-train and promote from within whenever possible.

DEMOGRAPHICS & GOALS

In an effort to increase 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 the overall gender stats have stayed steady at 60% male and 40% female.



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



SCIENCE WORKS BEST WITH EVERYONE (SWBE)

At Normandeau, 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 inclusion in the workplace. We've referred to the intention of making Normandeau a workplace where every perspective is welcome and respected as Science Works Best with Everyone (SWBE).

SWBE effort's include the continued implementation of annual anti-harassment training. This particular course touches upon many themes that are at the core of SWBE values: respect, belonging, culture, diversity, etc.

In addition to training, we're also always looking for ways to increase education and awareness surrounding historically marginalized demographics. Our partnership with NHBSR allows us the great opportunity to offer all employees participation in their 2025 **Workplace Innovation Challenge**. This training (which included weekly, self-paced learning modules and monthly Zoom dialogues to discuss current trends and topics) provided participants with education and the tools to create a more inclusive and diverse workplace.

We continue to post job opportunities on an variety of different websites and job boards in an attempt to diversify our pool of candidates: Indeed, Handshake (a network of college job boards), Unemployment board, Veterans job board, and MANNRS (Minorities in Agriculture, Natural Resources and Related Sciences).

Finally, we continue to share news, updates, and educational opportunities related to Corporate Social Responsibility (SWBE, in particular) in a recurring section of our employee newsletter and through regular emails (more about that below).

CSR INFO & RESOURCES

2025 saw the continuation of our Info & Resources bi-monthly email. The CSR Committee was looking for a way to further educate staff about historically marginalized groups, noteworthy historical figures related to the theme of the month, events and programs related to sustainability and inclusion, etc. Here is just an overview of the topics covered in 2025:

January & February: Poverty in America Awareness Month and Black History Month

March & April: Women's History Month and Autism Awareness Month

May & June: Honoring Memorial Day: A Time to Reflect, Remember, and Give Thanks and Pride Month

July & August: Disability Pride Month and National Wellness Month

September & October: Suicide Prevention Awareness Month and Global Diversity Awareness Month



November & December: National Native American Heritage Month and Universal Human Rights Month

It is our intention to continue with these efforts as well as brainstorm ideas on how we can grow and further nurture SWBE initiatives at Normandeau.

Facility Updates & Energy Statistics

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
- Purchased Energy Offsets to reconcile transportation emissions
- Re-sided our headquarters buildings in Bedford, NH
- Replaced older vehicles with newer models (NHTSA 5-Star Certification)
- Have incorporated native flora to our HQ landscaping (update below)



Landscaping Committee Update: The year of 2025 started out strong with the addition of two new members! And during our Earth Day event, members of the landscape group worked to pull up the lily of the valley plants and replace them with foam flowers and meadowsweet flowers.

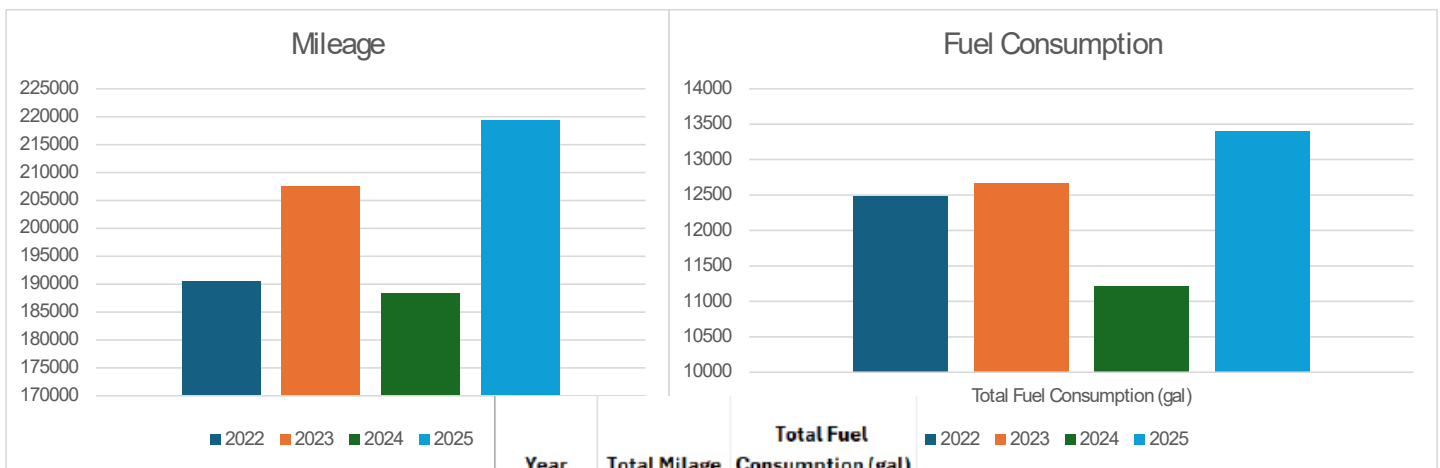


Throughout the rest of the year, the Landscaping Committee (TLC) planted 4 types of grasses, New Jersey tea bushes, blueberry bushes, and several other native flowering plants—even some that were gifted to us by a former employee. TLC worked closely with our building operations team to irrigate the new plantings, so everything was able to get watered. The whole group is excited to see what grows in this coming year and is ready to courageously replace what hasn’t.

TRACKING EFFORTS

The CSR Committee has started tracking various energy and emissions statistics in an effort to eventually develop mitigation strategies. Below are the metrics for 2022-2025:

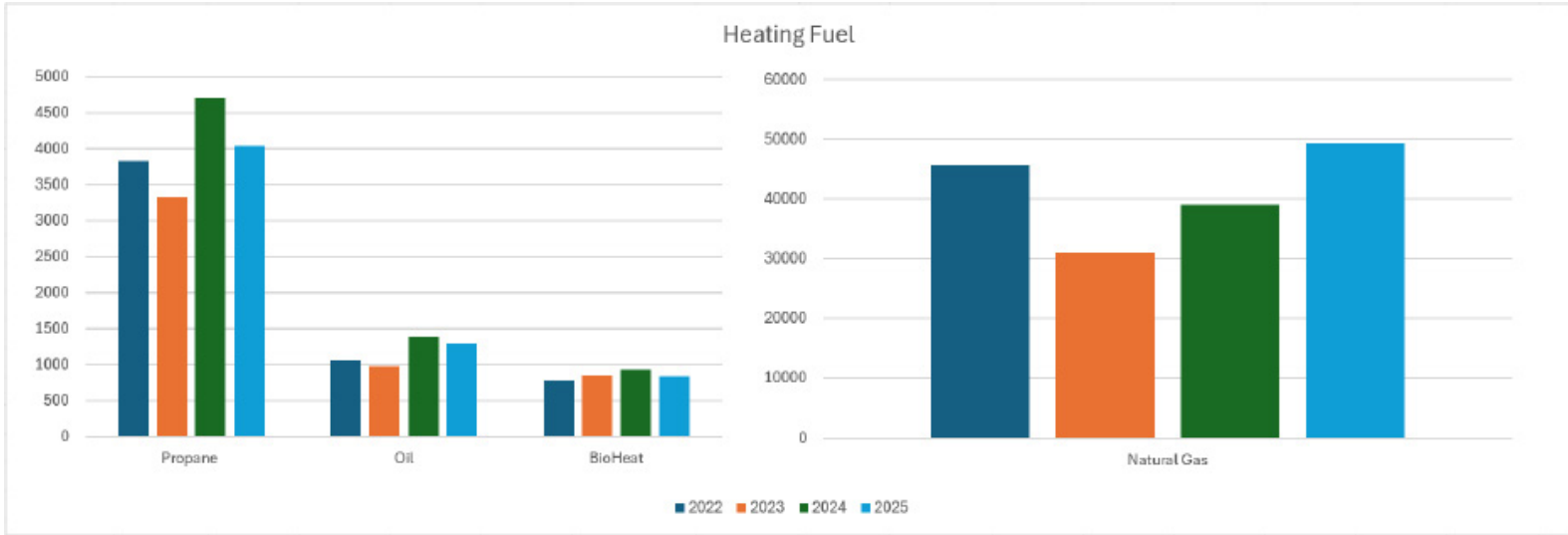
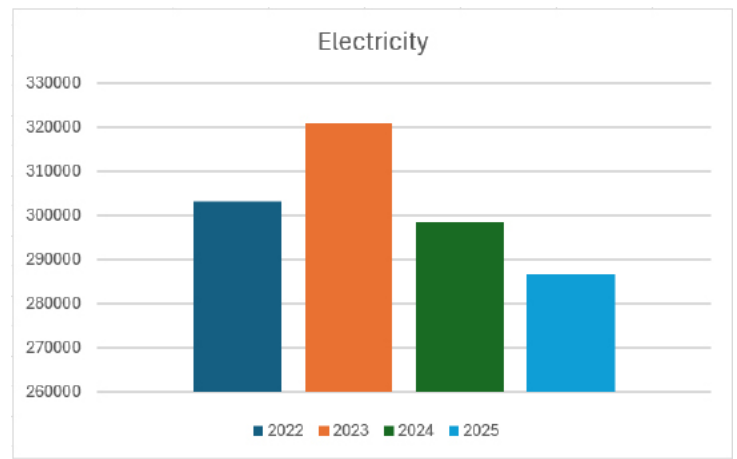
Scope 1: Direct Emissions



Data for 2022-2024 was incomplete due to inadequate tracking. We are now (2025 on) tracking all land vehicle data for all office locations.

Scope 2: Indirect Emissions

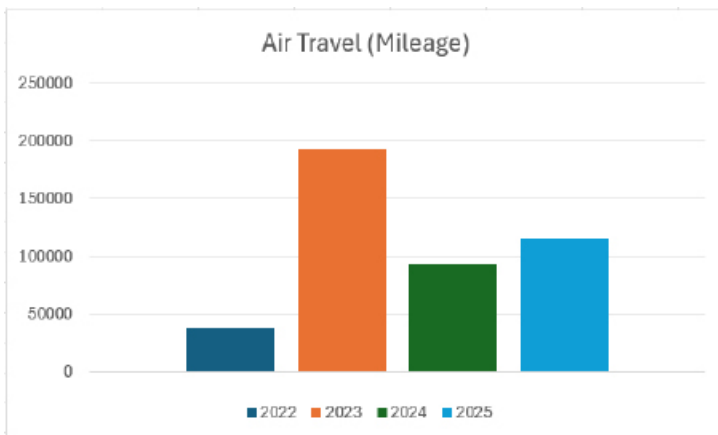
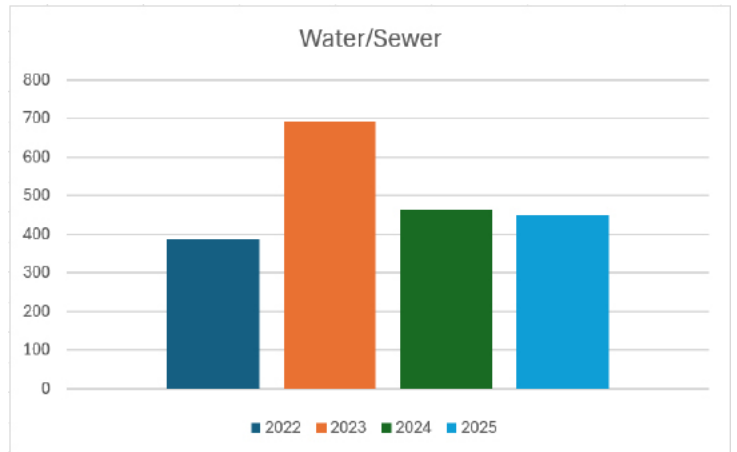
Electricity		
2022	303031	KWH
2023	320867	KWH
2024	298397	KWH
2025	286525	KWH



Heating				
	2022	2023	2024	2025
Propane	3833.8	3325.4	4712.4	4044.4 Gallons
Oil	1070.9	972.5	1377.5	1290.5 Gallons
BioHeat	778.8	861.2	942	840.6 Gallons
Natural Gas	45751.1	31011.23	38993.5	49254 Therms

Water & Sewer*	
2022	385 CCF/HCF
2023	692 CCF/HCF
2024	463 CCF/HCF
2025	449 CCF/HCF

*Only includes NH and MA offices



Air Travel*		
Year	Total Mileage	# of People
2022	37726	11
2023	193788	27
2024	93335	22
2025	115471	15

*Air travel jump from 2022 to 2023 is likely attributed to limited events as a result of the aftereffects of COVID.

Operations & Governance

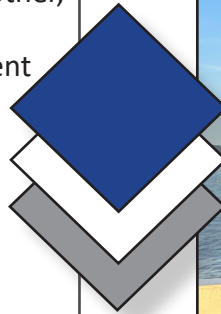
We adhere to the highest ethical standards and integrity. We strive to maintain objectivity and independence in scientific approach and methodology while working with clients, potential clients, regulators, and the public. We take pride in our honest, transparent communications with clients and stakeholders. 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 solutions that balance 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 & SAME Portsmouth Harbor Cruise 2025

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

- Pennsylvania Association of Environmental Professionals
- Water Resources Association for the Delaware River Association
- Southeast Bat Network Working Group
- NH Audubon
- The Nature Conservancy
- Southeast Land Trust of NH
- Granite United Way
- 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 Normandeau is the relationship we have with New Hampshire Businesses for Social Responsibility (NHBSR). Their annual Measure What Matters (MWM) 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 is able to provide companies with their own comparative report showing where each organization rates compared to participating organizations of the same size. By taking the survey annually (which Normandeau 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 Normandeau and the CSR committee’s efforts. Below are the individualized results for 2024, which were not included in our last report. (Data for this survey is released mid-year, so for the purposes of this report, we will highlight data from the previous year.)

**LARGE COMPANY
CATEGORY**

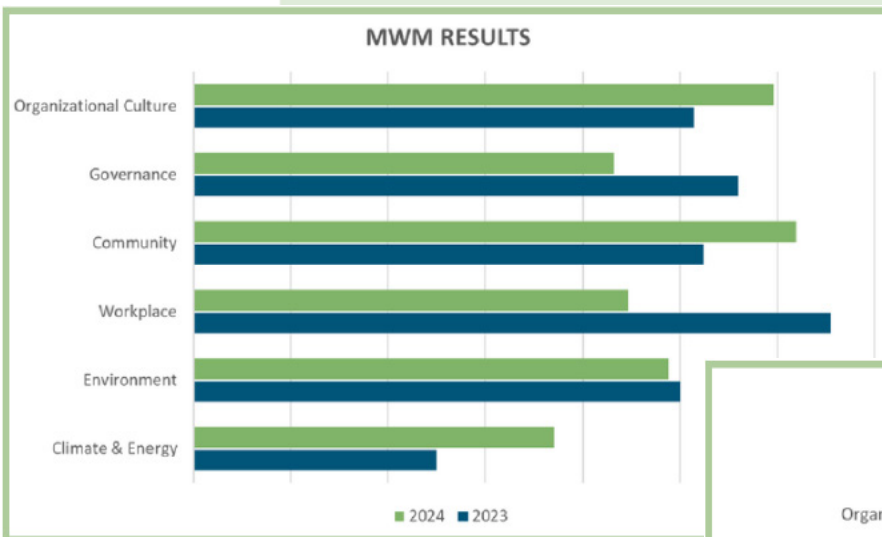
Subcategory:
Companies with 101-500 Employees

27

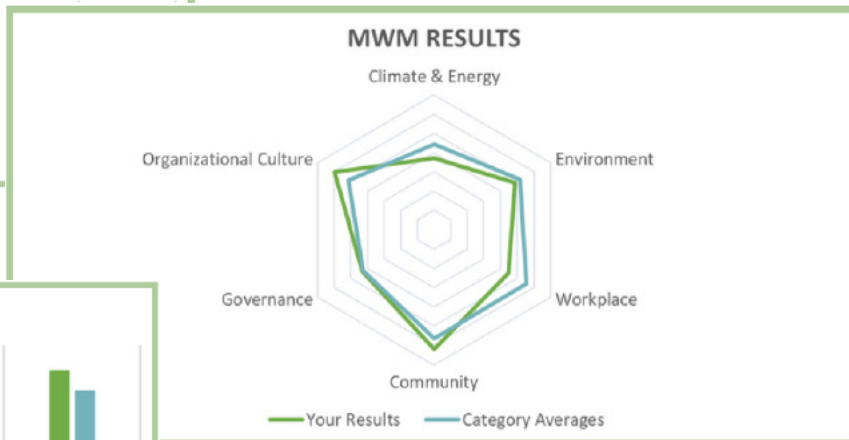
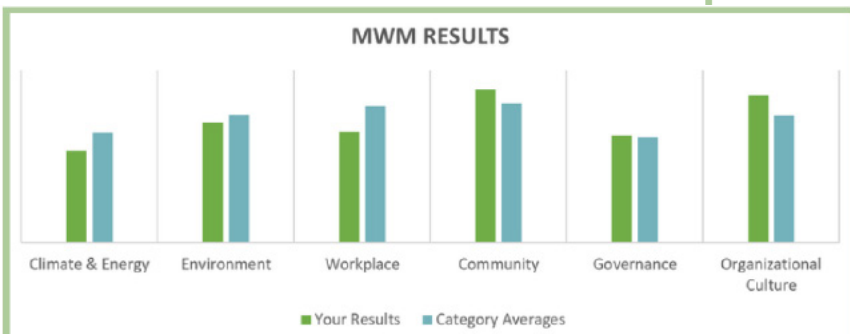
Companies in the
Large Category

69

Companies total took the
MWM survey



Improvement detected in the categories of Organizational Culture, Community, and Climate & Energy for 2024.



We continue to shine in several areas compared to other NH companies with 101-501 employees.

Community Involvement & Volunteerism

We recognize the responsibility our business has 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 participate in town and state commissions and 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 STEM education. During our annual ESOP-led food, clothing, and/or toy drives, Normandeau also matches cash donations.

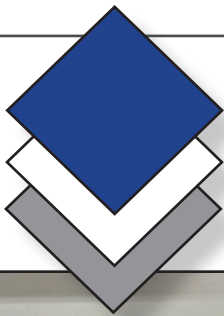


Photo descriptions from left to right: In 2025, Normandeau’s Bedford Biology Laboratory enjoyed hosting students from Bedford High School on a 2-day “**show and tell**” outreach program (photo from 2024). Normandeau continued its strong relationship with the [SEE Science Center](#) by sending several volunteers to help them put together science kits for upcoming events. And our ESOP Advisory Committee organized a [Marine Toys for Tots](#) drive at our Bedford, NH headquarters.



NOTABLE NON-PROFIT EVENT SPONSORSHIPS

Below are just some of the wonderful non-profit events that we sponsor each year.

NH Envirothon Competition

“Live Free and Conserve!” For over three decades the NH Envirothon program has inspired teens to make responsible environmental and natural resource decisions through real-world, hands-on educational experiences. Each year, this organization hosts a state-wide competition where students are tested on their knowledge in five topic areas: aquatics, forestry, soils, wildlife, and current environmental issues. Winning teams from each participating state and province advance to the National Conservation Foundation Envirothon (NCFE) to compete for national recognition, scholarships, and prizes.

Southeast Land Trust’s (SELT) TrailFest

“Nature Is for Everyone.” This motto is SELT’s commitment to bringing the joy of the outdoors to all corners of the community. Protecting hundreds of acres of land in NH, SELT’s mission is to preserve clean water, protect wildlife habitats, create and maintain a variety of trail systems for everyone to explore and enjoy, and to conserve farmland for local farmers. Each year, SELT hosts its Trailfest event at its location in Epping at Burley Farms. This free community event welcomes families to enjoy music, food, guided nature walks, a fun run, wildlife and nature presentations, and more.



SELT Trailfest 2025

NH Audubon’s Annual Meeting

NH Audubon’s programs protect species like Bald Eagles and Peregrine Falcons, educate youth and adults about conservation, manage 7,500 acres of sanctuary habitat, lead hikes, and go birding. NH Audubon holds an annual meeting each year to bring members together for a day of outings, awards, and to celebrate the year’s accomplishments. Normandeau employees have even won awards at this event in the past.

Seacoast Science Center’s BioBlitz

Normandeau has had a long-standing relationship with the Seacoast Science Center (SSC). The Seacoast Science Center’s mission is to spark curiosity, enhance understanding, and inspire the conservation of our Blue Planet. Hosting several aquatic exhibits and events throughout the year, SSC is committed to education and the preservation of marine life. Its annual BioBlitz event is a dusk til dawn biological survey of the tidepools at Odiorne Point State Park. Participants of all ages team up with SSC naturalists and experts to find and identify as many different species as possible in one day.

VEEP & NHEEP’s Youth Climate Leaders Academy

Vermont Energy Education Program (VEEP) and New Hampshire Energy Education Project (NHEEP) works to educate students, teachers, and school communities to build a deep understanding of energy and climate with interactive workshops, equipment, and action programs. VEEP/ NHEEP’s Youth Climate Leaders Academy (YCLA) assists teams of students in identifying, planning, and implementing a project in their home community to mitigate climate-related issues and build for greater resilience. In 2025, YCLA saw participation from 70 students from 15 high schools across VT and NH!



YCLA Participants at the kick-off meeting in 2025

VOLUNTEER TIME OFF (VTO)

Normandeau Associates, Inc. encourages employees to become involved in their communities, lending their voluntary support to programs that positively impact the quality of life within these communities. Normandeau Associates, Inc. believes that by getting involved in the community we can strengthen both individuals and the systems around us. In the spirit of this initiative, Normandeau Associates rolled out a Volunteering Time Off (VTO) program at the beginning of 2025.

All regular employees of Normandeau Associates, Inc. are eligible to participate in this program from their date-of-hire. Employees can choose a program of their choice or work with other staff members on a team volunteer activity. All regular full-time employees can volunteer up to 8 hours per fiscal year. Regular parttime employees are eligible at a pro-rated amount of hours based on their regular schedule. Employees will be paid at their normal pay rate for volunteer hours taken.

Employee volunteers were able to support 18 different organizations in 2025:

Merrimack Conservation Commission
Falmouth Academy Science & Engineering Fair
American Red Cross
NH Butterfly Monitoring Network
NEWIEE/Seacoast Science Center
Lutheran Church of the Savior
NH Audubon
Fishery Bulletin
Zooniverse
Nashua Center for the Arts
Happy Tails Pet Rescue
Friendship Fire Company
American Legion Sweeney Post
NorthBay Outdoor Education
Harford County Running Club
American Foundation for Suicide Prevention
Pine Grove Elementary

**In 2025,
27 employees used VTO
for a total of 170.30 hours*
volunteered!**



*These hours do not include the countless hours employees spend serving on boards or volunteering at other company sponsored events.



An employee joined the New England Women in Energy & the Environment (NEWIEE) at the Seacoast Science Center in Rye, NH, to clean up gardens and help remove fencing and chicken wire used to protect tree saplings planted earlier in the year.



One of our group managers cooked up some essential eats at the 35th Annual Hinte Anderson Trail (HAT) Run 50K at Susquehanna State Park in Havre de Grace, Maryland for Run Harford



A group from our Peach Bottom, PA, office used their VTO to help repair and clean trails at NorthBay, a non-profit accredited environmental education resident camp that has taught over 300,000 public school students from 350 schools.



One of our employees used his VTO hours to gain his Water Rescue & Emergency Response certification by the Pennsylvania Fish and Boat Commission to further support his local fire station's diving-rescue unit.



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 ([TIMR®](#))

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.





*Broadclub cuttlefish (Ascarosepion latimanus),
Tawali, Papua New Guinea, August 2019*

Our ESOP Story at Normandeau Associates

Normandeau Associates, Inc was founded by Donald Normandeau, PhD in 1970 shortly after the U.S. EPA was established. In 1987, Thermo Electron Corporation (“Thermo”), purchased Normandeau Associates, Inc. from Donald Normandeau. In late 1999, Thermo decided to divest from its professional services business. In order to ensure the future of Normandeau Associates, senior management led the effort to buy the company from Thermo and make it employee-owned through an Employee Stock Ownership Plan (“ESOP”). With the assistance of Thermo, an outside investor, twenty-three senior managers, and a bank loan, Normandeau employees acquired the company at the end of June 2000. The ESOP Advisory Committee (EAC) was established shortly thereafter.

Since then, the EAC 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 staff and management, the ESOP Advisory Committee organizes numerous volunteer efforts, sponsors companywide team building activities, hosts an annual employee photo calendar contest, and regularly fields employee suggestions and inquiries.

ESOP-Sponsored Events & Initiatives 2025

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 April 2025, the EAC hosted another “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 pledging to pick up trash in their neighborhoods or communities for a half hour, while many others participated in office campus clean ups in New Hampshire, Massachusetts, and Pennsylvania.

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.

In 2025, our EAC decided to once again support the [Marine Toys for Tots Foundation](#). Employees were encouraged to donate locally or make a monetary donation to the organization. Collectively our folks donated a total of over \$380 to the Toys for Tots program in 2025. We also had members of our Peach Bottom, PA, office organize an **adopt a family** effort for the second year in a row. Members of the office pitch in to buy toys for a local family in need and then corporate matches this donation with a grocery gift card the family.

EMPLOYEE SATISFACTION SURVEY

Each year, the EAC in collaboration with HR and the Corporate Social Responsibility Committee distribute an anonymous Satisfaction Survey to all employees. Feedback topics include Career Development, Work Engagement, ESOP Advisory Committee, Relationship Management, Benefits, Work Environment, Safety, Employee Information (this section is optional, but includes questions about office location, years with the company, and demographic information), and a Wrap Up section with space to add additional comments, if needed. Once employees have filled out the survey, it is reviewed by the HR Manager, EAC Chair, and CSR Committee Chair. The information is then sent along to upper management to discuss. General feedback and trends are then shared with the company. This data helps inform areas of strength within the company as well as those that need improvement. **In 2024, 78 employees filled out the survey, while 2025 saw 75 participants.**

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 2025, for instance, ESOP hosted a session with tips on how to use LinkedIn, Monthly Working Lunches with our CEO, and a Meet the Candidates session to help inform Board of Directors voting. 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.

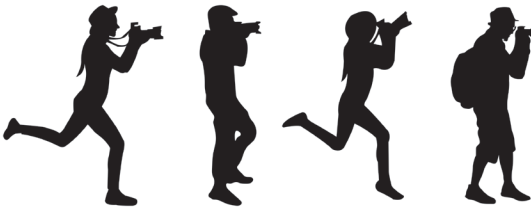
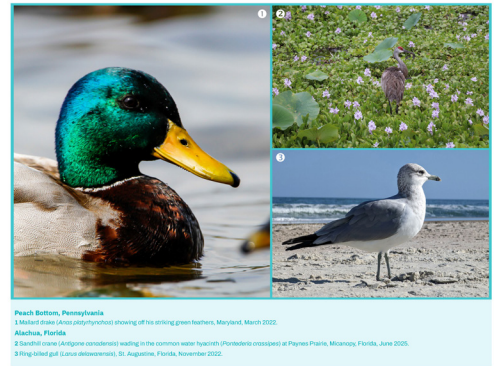
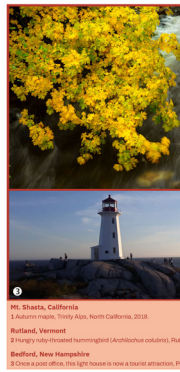
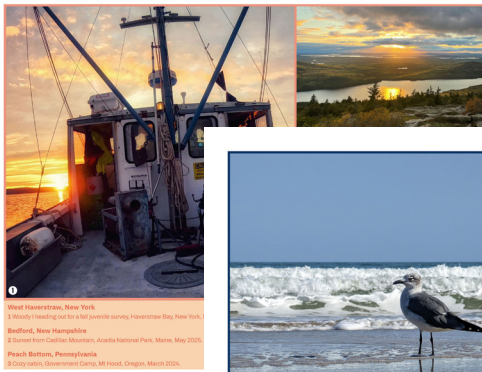
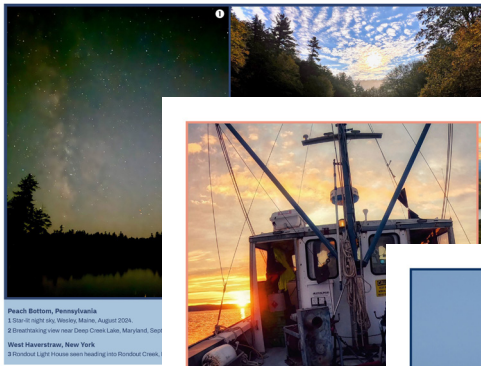


PHOTO CALENDAR CONTEST

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 all of this year's winners!



The 2025 grand prize winning photo came from a Alachua, FL office employee. This beautiful photo was taken in Tawali, Papua New Guinea.



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 Normandean employee related.

ESOP BUCKS EARNING SURVEY OPPORTUNITY POOL (ESOP BESOP)

This ESOP activity was NEW to 2025. Employees received several surveys throughout the year to make predictions for upcoming pop-culture events--like which balloon will be featured first in the Thanksgiving Day parade, who will win the annual hot dog eating contest, predicting the winners of entertainment awards, etc. It's proven to be a fun and easy way to participate in a work-related event. Simply participating automatically granted employees an ESOP Buck. But those folks that got the most predictions correct, would win more ESOP Bucks! In 2025, 61 employees participated in the 10 contests and those folks earned a total of 406 ESOP Bucks through the contest.



UGLY SWEATER CONTEST

In 2025, ESOP hosted its annual Ugly Sweater contest to coincide with national Ugly Sweater Day. Employees were encouraged to wear their ugliest sweaters for their chance to win either a holiday stocking stuffed with goodies for second and third place or the companywide grand prize of a \$50 Amazon gift card. Three offices participated and the results were hilarious.

PUMPKIN CARVING CONTEST

The EAC hosted Normandean's third annual Pumpkin Carving Contest in October 2025. Four offices and remote submissions qualified for competition and created some fantastic jack-o'-lanterns! Each employee had two hours to complete their carvings, evidentiary photographs were submitted to event organizers, and opposing offices judged one another to pick each office winner. The winner for each office received a \$20 Halloween bucket filled with candy. 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. Bravo to all of this year's talented participants!



Bedford, NH's illuminated pumpkins

LOCH NESS MONSTER



Stowe, PA Winner

CHRISTMAS TREE



Falmouth, MA Winner

SEA OTTER



Bedford, NH Winner

SKELETON HAND



Alachua, FL Winner

GHOSTFACE KILLER



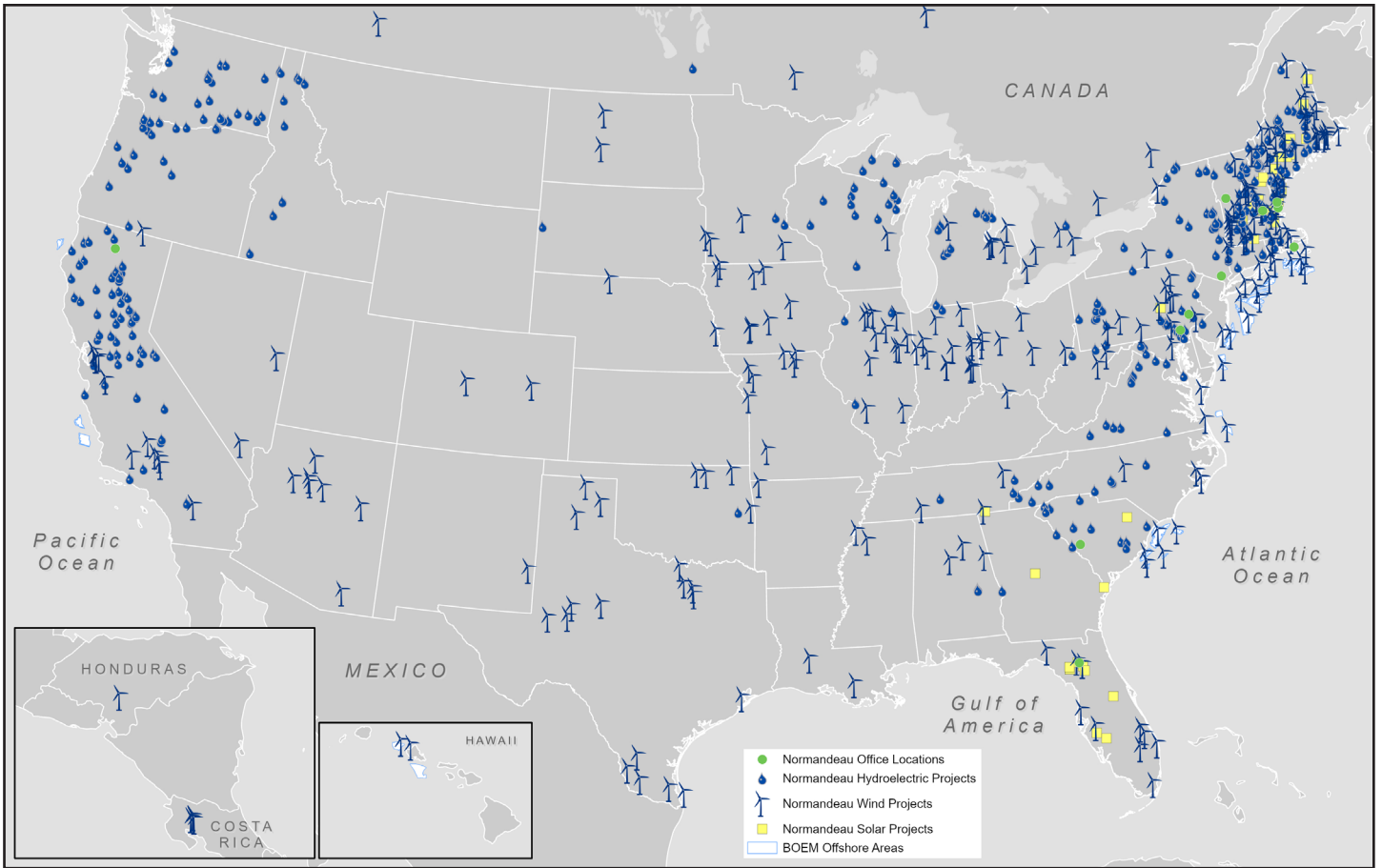
Peach Bottom, PA & Grand Prize Winner





Renewable Energy Services at Normandeau Associates

We work in several different market sectors—renewable energy being one of our key focus areas. In the United States, we have worked on over 1,900 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.



Normandeau Renewable Energy Project Experience

1,900+
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 in a sustainable manner as it grows. As a company of scientists, it is important to us that we can track and measure our progress. Therefore, the CSR Committee has developed a clear list of our goals as a company and plans for the future in all three categories. (Goals may be executed by the CSR Committee, the EAC, management, or any combination of the three.)

EMPLOYEES

Wages & Benefits – Normandeau is committed to:

1. Assessing current wages for temporary and full-time employees to identify areas of improvement
2. Reviewing and discussing benefits to ensure their effectiveness for all employees

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:

1. 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
2. Look for ways to support career development and advancement of current employees

Marginalized & Underrepresented Populations – This committee and Normandeau as a whole will continue to:

1. Distribute general information about marginalized and underrepresented populations through our CSR Info & Resources email
2. Advertise job opportunities on a variety of websites and job boards to increase the diversity of our pool of candidates
3. Monitor policy and marketing collateral for inclusive language
4. Work with HR to look for additional education and training opportunities for all employees that focus on interpersonal skills and creating an inclusive workplace here at Normandeau



Culture – The Normandeau team will:

1. Continue 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
2. Generate and distribute an employee satisfaction survey each year to identify areas of success and areas of improvement within the company culture
3. Report general employee satisfaction trends and stats in the 2026 CSR Report

COMMUNITY AND THE ENVIRONMENT

Social and Environmental Purchasing – Normandeau has greatly improved the environmental side of our purchasing. However, we plan to:

1. Continue to ensure our vendors have social and ethics standards in place regarding wages and labor practices
2. Support local vendors as much as possible
3. 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. To perpetuate this trend, we plan to:

1. Develop ways to incentivize recycling at our offices
2. Examine our water usage and recommend ways to reduce it
3. Look into in-office composting options

Energy Efficiency – This committee plans to continue:

1. Monitoring our GHG emissions with the goal to map and track our carbon footprint in the coming year(s)
2. Tracking vehicle usage—both on the land and in the water as that data is available
3. Promote the purchase of energy efficient vehicle and equipment replacements

Community Outreach – Our goal as a company is to continue to:

1. Collaborate and support organizations that provide experiential STEM learning
2. Support and track our corporate giving and employee volunteering efforts

GOVERNANCE AND CLIENTS

Mission Engagement – As a committee, we plan to **ask** our employees how they carry out the company’s mission and their ideas for further integrating our mission into their work day (using surveys). And we hope to **inspire** employees and their families to get more involved and invested in the environment by recycling, composting, etc.

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 **continue** to focus on ethics with our anti-harassment training for all employees and look for other opportunities for additional trainings for employees.

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. We will **ensure** that this high level of transparency remains the norm.

