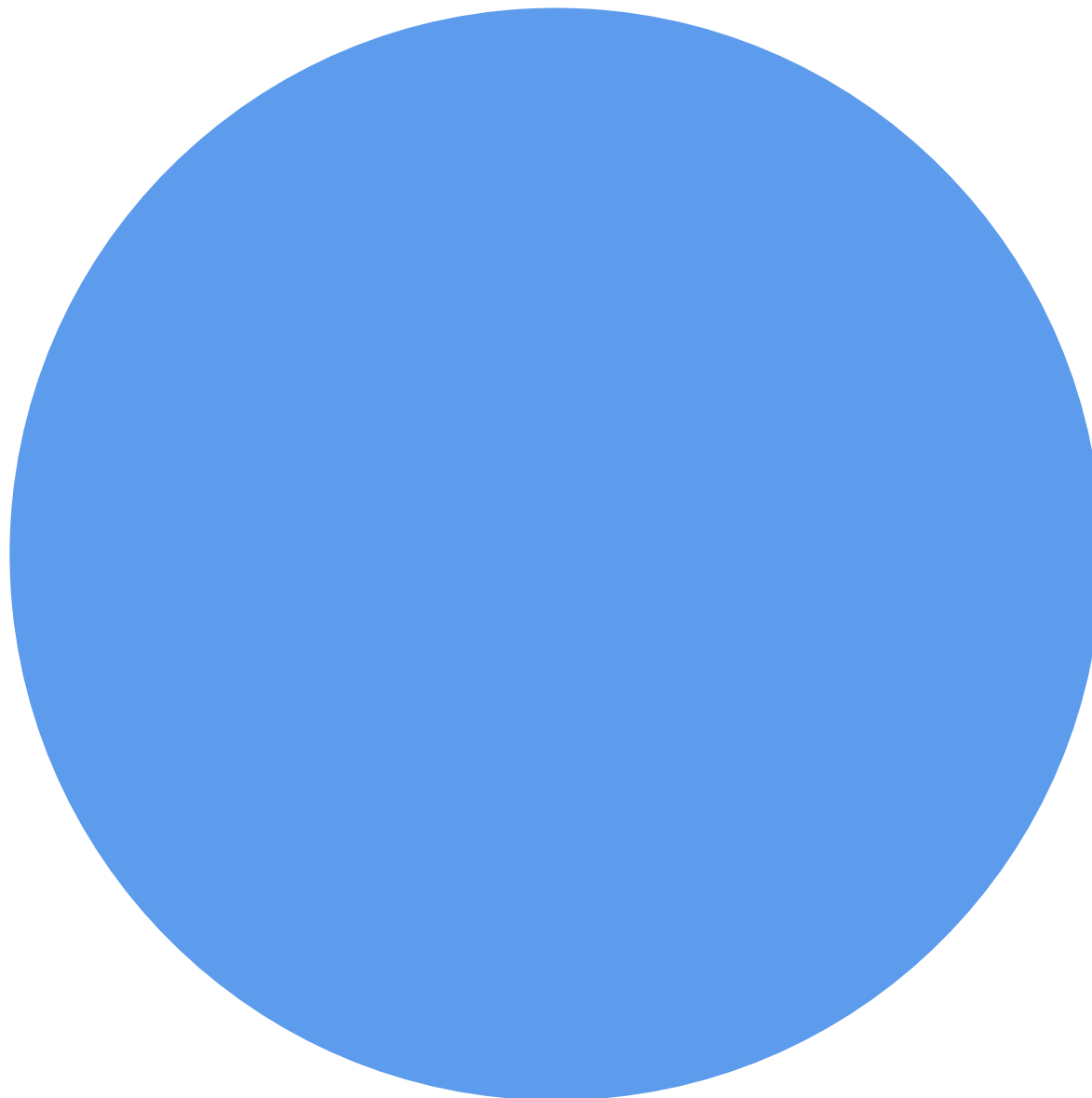




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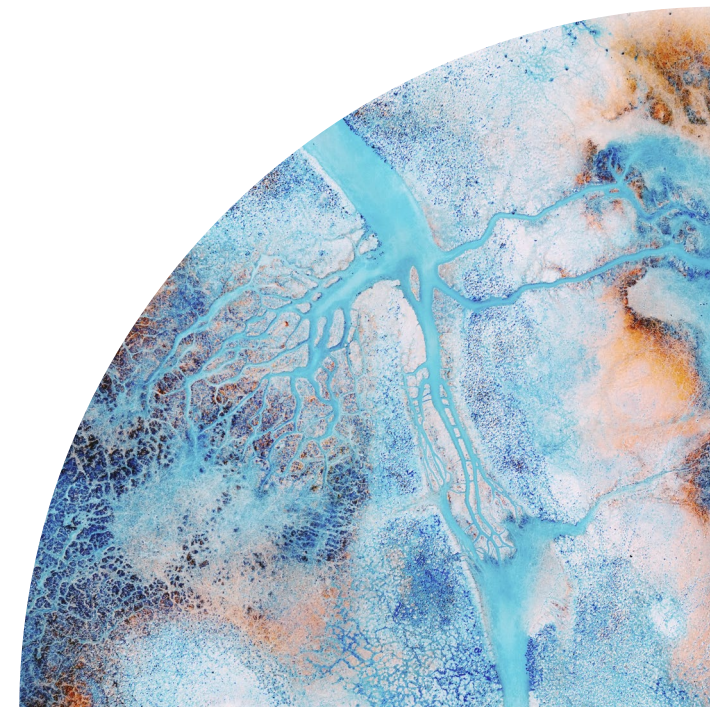
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A Message From Our CEO

Dear Stakeholders,

Our 2025 Sustainability Report reflects a year of progress at Montrose Environmental Group and the foundation we continue to build on under our new brand, Onterris.

Announced on [Earth Day 2026](#), Onterris brings together environmental testing, laboratory analysis, treatment and consulting expertise to help our clients solve their most complex challenges. Our work sits at the intersection of technical rigor, regulatory insight and practical execution, where data-informed decisions improve environmental outcomes, strengthen community resilience and support sustainable economic development.

Onterris is committed to acting for planet and progress. This guiding purpose shapes not only how we advise clients and design solutions, but how we operate our business. Informed by our materiality assessment, we focus on the environmental, social and governance topics that are most important to our company and our stakeholders, not just in our reporting, but in our actions. I am proud of what we accomplished in 2025, including:

- Procuring renewable energy equivalent to 46% of our purchased electricity in the US to mitigate our impact and support the transition to a low-carbon economy
- Reducing our combined scope 1 and market-based scope 2 GHG emissions 31% from our 2022 base year, putting us on a clear path for achieving our 2030 near-term target of 42% reduction
- Reducing our scope 3 GHG emissions from purchased goods and services, capital goods and use of sold products 52% from our 2022 base year, surpassing our 2030 target of 42% reduction

- Rolling out new in-vehicle telematics technology across our fleet to support safer driving habits and injury prevention
- Identifying our climate-related risks and opportunities and assessing their potential financial impacts to promote resiliency

For our clients, our patented technologies, technical expertise and client-focused problem solving help address environmental challenges with speed, discipline and scientific integrity. As regulations, stakeholder expectations and market conditions evolve, we will continue to innovate and invest in the capabilities that help our clients.

I hope you will take the time to read our Sustainability Report and learn more about these and other important actions we have taken in 2025 to advance environmental stewardship, prioritize our people and continue to strengthen the governance that supports our business.

Our progress is powered by our employees' expertise, our clients' trust and our stockholders' support. Together, we are building a company that delivers lasting environmental impact, resilient performance and expert solutions for the communities and ecosystems we serve. These are still the early days for Onterris, and I believe our best work is ahead.



Vijay Manthripragada
President and Chief Executive Officer



▀ Our work sits at the intersection of technical rigor, regulatory insight and practical execution, where data-informed decisions improve environmental outcomes, strengthen community resilience and support sustainable economic development ▀

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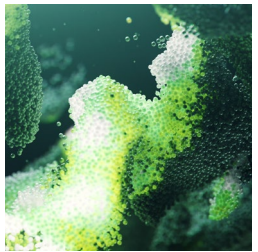
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Who We Are

Onterris is a global environmental solutions company partnering with organizations to solve complex challenges where environmental pressures, regulatory expectations and operational risks intersect. Guided by our mission to advance the way of life without compromising the integrity of our environment, we believe environmental responsibility and human progress are fundamentally connected. Our scientists, engineers, field teams and consultants apply systems thinking that unites science, data and practical expertise to deliver solutions that strengthen our clients’ resilience, mitigate risk and protect the air, water and soil that sustain communities, while uncovering responsible paths forward for planet and progress.

We are always true to the science

Working with passion and dedicated to the data, our recommendations and actions are shaped by our expertise in environmental science.



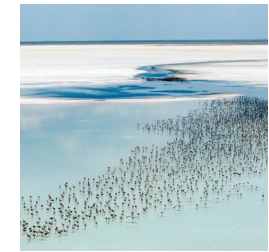
We are instinctive integrators

We are experts in orchestrating the right capabilities from across Onterris and our partners to meet any client challenge.



We see environmental systems, not symptoms

Our scale and diversity enables us to see the big picture. Connected challenges not isolated problems. Recognizing that no problem exists in isolation.



We take responsibility

Helping protect the air we breathe, the water we drink, and the soil that sustains us is a responsibility we take seriously. We act as stewards to reduce the environmental impact of progress.



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Onterris at a Glance¹



\$830.5M
Revenue



NYSE
Publicly traded as ONT



No. 7 ENR Top 30
All-Environmental Firms



Established 2012
14-year history



116 Offices
Globally



3,503 Employees
Globally



6,100 Clients
Globally



31
Patents



¹Data as of December 31, 2025.

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Onterris: A 14-Year Journey



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Our Impact

▶ Environmental challenges cross borders and communities, affecting neighborhoods and nations. We apply our systems thinking, using data at the edge of science to guide each project toward a responsible path forward.



Solutions We Offer

- | | |
|--|--|
|  Permitting
& Compliance |  Health, Safety
& Chemistry |
|  Testing
& Analysis |  Water Consulting,
Testing & Treatment |
|  Contaminated Land
& Remediation |  Planning, Preparedness,
Response & Recovery |
|  Community
Resiliency |  Natural
Resources |

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Permitting & Compliance

Environmental expertise that helps organizations navigate approvals, manage risk and keep projects moving.



CASE STUDY

A Smarter Air Permitting Strategy for a Texas Refinery

Discover how Onterris supported a US energy company with air permitting for the replacement of a critical fluid catalytic cracking unit, keeping a major refinery upgrade on schedule.

Learn More



Testing & Analysis

Reliable environmental laboratory services and monitoring intelligence that support compliance, manage risk and strengthen performance.



CASE STUDY

Smarter Monitoring Delivers Healthier Air for Milpitas

Discover how Onterris helped Milpitas with rapid mobile lab deployment, providing speciated analysis and allowing for targeted mitigation to improve air quality management and strengthen community confidence.

Learn More



Contaminated Land & Remediation

Soil and groundwater expertise that reduces risk, supports compliance and unlocks redevelopment value.



CASE STUDY

Advancing Brownfield Approvals to Restart Responsible Gold Production

Discover how Onterris helped advance the restart of the Jubilee Gold Mine by navigating complex environmental approvals, aligning legacy site conditions with modern regulatory requirements and creating a clear pathway for responsible gold production.

Learn More



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Community Resiliency

Climate risk and resilience services that assess vulnerabilities, protect assets and support long-term operational stability.



CASE STUDY

Fast-Tracking Regional Climate-Resilient Road Recovery Across Northern New South Wales

Discover how Onterris helped strengthen community resilience across Northern NSW by accelerating environmental approvals for critical road and bridge upgrades, helping local governments respond to climate-related infrastructure challenges while protecting environmental values and supporting safer, more reliable connections for regional communities.

Learn More



Health, Safety & Chemistry

Environmental, health and safety and analytics expertise that strengthens compliance, manages risk and supports confident decision-making.



CASE STUDY

Modernizing a National Railroad's Environmental Audit Program

Discover how Onterris helped a national railway strengthen environmental compliance and operational performance by redesigning its audit program around risk, controls and data-driven analysis, improving visibility into compliance risks, strengthening accountability and supporting more confident environmental decision-making.

Learn More



Water Consulting, Testing & Treatment

Water resource and treatment solutions that reduce risk, support compliance and deliver reliable outcomes.



CASE STUDY

Redefining PFOS Treatment for an Industrial Site

Discover how Onterris helped a Michigan industrial facility manage complex per- and polyfluoroalkyl substance (PFAS) challenges by combining FOAM-X™ foam fractionation with onsite destruction technology, reducing perfluorooctane sulfonate (PFOS) concentrations below discharge limits, eliminating off-site waste and delivering a reliable water treatment solution that supported compliance and long-term operational performance.

Learn More



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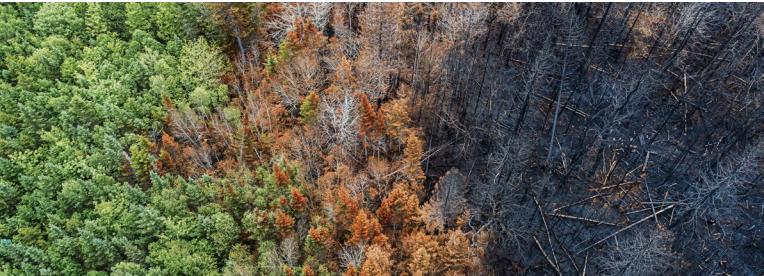
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Planning, Preparedness, Response & Recovery

Proactive risk planning and rapid response services that reduce liability, protect communities and strengthen operational resilience.



CASE STUDY

**Defending Community Air Quality for
Clark County**

Discover how Onterris helped Clark County strengthen air quality preparedness by developing a data-driven monitoring and analysis program that distinguished wildfire-driven air impacts from local emissions, providing the evidence needed to support proactive planning, inform response strategies and strengthen long-term community resilience to increasingly frequent wildfire events.

Learn More



Natural Resources

Natural capital and biodiversity strategy expertise that protects wetlands, waterways, habitats and ecosystems while supporting responsible development and infrastructure progress.



CASE STUDY

**Advancing Alberta's Utility-Scale Solar
and Storage Through Responsible
Environmental Design**

Discover how Onterris helped advance utility-scale renewable energy development in Alberta by integrating wildlife, wetland and vegetation assessments with mitigation planning and environmental oversight, protecting sensitive habitats and supporting responsible infrastructure development while safeguarding natural resources.

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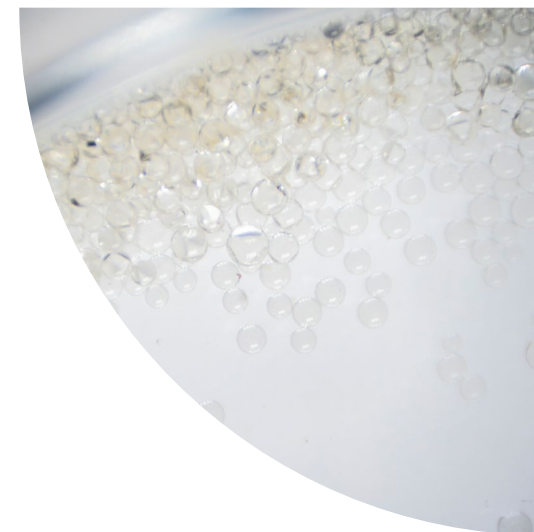
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Innovation for Responsible Progress

At Onterris, innovation means seeing the full system and improving it for people, industries and communities.

Across every sector, environmental pressures are rising, expectations are growing more complex and challenges are becoming increasingly interconnected. Our scientists, engineers and environmental specialists continually innovate to address our clients' environmental challenges, from developing new measurement methods and pioneering advanced sampling techniques to designing treatment technologies that expand the boundaries of what can be achieved. Our teams work across field sampling, laboratory analysis, treatment and consulting, giving us a deep understanding of the full environmental data chain.



31 Patents

for technologies tackling the world's toughest environmental challenges in air, water and soil²



²Patent count as of December 31, 2025. Patent portfolio includes eight distinct technologies approved in numerous countries, totaling 31 issued patents in our portfolio.

▮ The industry still operates in cycles of measure, report, react. [We are building technology that breaks that cycle.](#) We generate more proprietary environmental data than almost anyone through our field sampling teams and laboratories. When our clients can access and act on that data, from sample collection through regulatory action, we can help them move from reacting to problems toward predicting and preventing them. ▮

CARL MOCZYDLOWSKY
Chief Technology Officer

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Our vision, [For Planet & Progress](#), drives us to pair deep scientific expertise with advanced analytics, AI-enabled tools and purpose-built technologies that transform operational data into continuous insight and move clients from reactive compliance toward proactive environmental performance. As systems thinkers, everyone at Onterris connects science, technology and field delivery to solve problems that don't exist in isolation.

We develop and commercialize breakthrough technologies, integrate real-time data into decision-ready platforms and invest in research and development where it creates a defensible, lasting impact. We ground every innovation in science we practice, validate it through data we generate and build it for the pressures our clients face today and the ones taking shape tomorrow. For more information, visit the [Innovation](#) page on our website.



▮ Whether we are supporting energy operators managing methane emissions, technology companies navigating water constraints, municipalities strengthening resilience or manufacturers addressing complex chemistry and waste treatment challenges, [we innovate to reflect the needs of people who operate, regulate and live alongside these systems](#). And we do so with a focus on sustainability, minimizing both the impact to the environment and lifecycle cost to our clients. ▮

STEVE WOODARD
Chief Innovation Officer

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Sustainability Oversight

We understand the importance of robust governance mechanisms that prioritize accountability and transparency. Our Board's Nominating and Corporate Governance Committee oversees sustainability at Onterris, and this responsibility is codified in the committee [charter](#). The Committee receives regular updates from our Executive Leadership Team (ELT), monitors emerging sustainability risks that could impact our business and makes recommendations to the full Board regarding sustainability matters.

Our Chief Executive Officer (CEO) and the members of our ELT aim to integrate sustainability considerations into our business functions, operating segments and day-to-day operations. They engage our employees on sustainability matters and are committed to implementing initiatives and practices that support our sustainability priorities. Our Vice President (VP) of Sustainability provides guidance and direction to the ELT and facilitates our coordinated sustainability approach.



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Engaging Our Stakeholders and Defining Our Sustainability Priorities

Being for planet and progress means that sustainability and sustainable development are part of our core values. We recognize the importance of understanding our potential impacts on the planet and society, as well as understanding how externalities may impact us. In 2022, we conducted a materiality assessment, engaging internal and external stakeholders on sustainability to understand their expectations. The results of this assessment were used to inform our sustainability strategy and identify the priority environmental, social and governance topics we address in both our actions and disclosures. Please refer to our [2022 Sustainability Report](#) for more information on the assessment.

As our business grows and evolves, we continue to engage with stakeholders to inform our sustainability strategy and priorities. We plan to formally update our materiality assessment in the future to enable continued alignment between our sustainability strategy and stakeholder expectations.

As a public company, we also prioritize active and transparent stockholder engagement. In 2025, we engaged directly with investors representing approximately 50% of our outstanding shares as of December 31, 2025. Over the year, we conducted nearly 200 engagement meetings, including outreach to existing and prospective investors. Our Board, its committees and ELT consider and evaluate the information and insights gained from these meetings to enhance and evolve our business practices and inform our policies, practices and disclosures, including those related to sustainability.

Please refer to our [2026 Proxy Statement](#) for more about our engagements.



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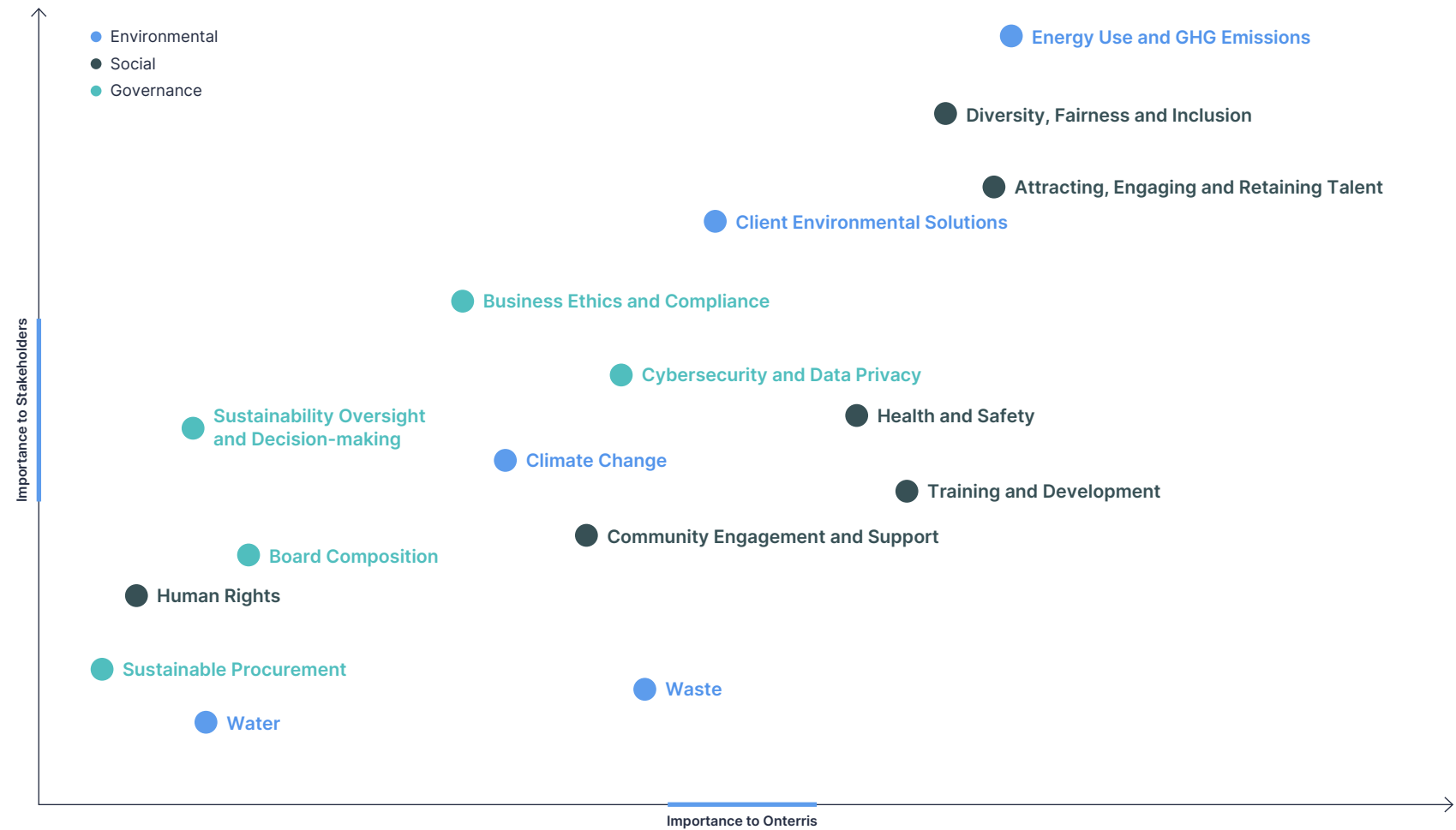
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Onterris Sustainability Materiality Matrix



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Our Commitments and Accomplishments

▀ In 2023, we established goals to drive our performance around two key areas aligned with our materiality assessment: **GHG Emissions and Diversity, Fairness and Inclusion**. These goals provide a strategic framework to guide our decision-making and investments.



GOAL

Net-Zero GHG Emissions by 2040

We are committed to achieving net-zero GHG emissions by 2040. We established this commitment through the [Science Based Targets initiative](#) (SBTi), and in early 2025 SBTi validated and approved our net-zero goal and our near-term and long-term GHG reduction targets.

Our focus has now turned to decarbonization planning and action. In 2025, we developed a time-bound plan to achieve our near-term 2030 targets and began implementing it.

See the [Greenhouse Gas Emissions](#) section for more information on our commitments, actions and performance.



GOAL

Gender Balance Across our Workforce by 2040

We aim to achieve gender balance across our workforce by 2040, hiring candidates who meet or exceed job requirements while also cultivating a workforce that reflects the richness of our communities.

We also remain committed to pay equity, regardless of gender. We conduct an annual gender pay equity assessment to identify instances where adjustments may be needed as part of our overall compensation planning.

See the [Diversity, Fairness and Inclusion](#) section for more information.

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Our key accomplishments in 2025 include:



Energy Use

We procured and retired renewable energy certificates (RECs) to cover 46% of our purchased electricity in the US, supporting the generation of renewable energy. We also reduced vehicle-related fuel use 21% from 2024 through fleet optimization.



GHG Emissions

We surpassed our SBTi-approved 2030 near-term target for scope 3 GHG emissions reductions. We also reduced our combined scope 1 and market-based scope 2 GHG emissions 31% from our 2022 base year, putting us on a clear path for achieving our 2030 near-term target of 42% reduction.



Training and Development

We rolled out a new learning management system (LMS) to deliver enhanced training content more effectively to all employees and maintain more robust documentation of internal and external training records.



Health and Safety

We transitioned to a new in-cab telematics system across our vehicle fleet to monitor driver behavior, supporting safer driving habits and injury prevention.



Board Structure

Our stockholders overwhelmingly approved a proposal to declassify our Board; our Board will be fully declassified following the 2028 annual meeting.



Climate Risk

We conducted a climate risk assessment to identify climate-related risks and opportunities and assess their potential financial impacts, following the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

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Our Commitment to Stewardship

Onterris is for planet and progress. We take responsibility for helping protect the air we breathe, the water we drink and the soil that sustains us. We act as stewards, using our global expertise to address our clients’ environmental challenges and to reduce our own environmental footprint.

Our [Environmental Policy](#) outlines our approach to promoting environmental sustainability through our daily business practices and operations, our supply chain and procurement practices and our client services and solutions. The policy is maintained jointly by our VP of Sustainability and VP of Health, Safety and Environment

(HSE), and our ELT and segment and business leaders facilitate its implementation. We updated our Environmental Policy in early 2026 to incorporate our specific GHG reduction targets and address waste reduction, further strengthening our ongoing commitment to environmental stewardship.

Our Environmental Policy applies across our operations, including businesses, locations and employees globally. Additionally, we encourage our partners to address the environmental priorities contained in the policy in areas where we do not exercise operational control.



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Energy Use

Energy use is the primary source of our GHG emissions and therefore a key focus for Onterris as we continue our net-zero journey. Our energy use is primarily related to vehicle fleet fuel consumption and building energy use.

Vehicle Fleet Fuel Consumption

Our fleet of approximately 675 vehicles across our operations in North America and Australia primarily transports employees from home or office locations to client project sites, as well as transporting equipment (e.g., stack testing trailers) necessary for project delivery. Recognizing the outsized contribution that our vehicles make to our scope 1 GHG emissions, we began a fleet optimization initiative in 2025 to right-size our fleet. Our Global Business Services team and our dedicated Fleet Manager worked directly with business segment leaders to review vehicle usage and identify opportunities to use more fuel-efficient vehicles or, in some cases, remove a vehicle from our fleet. This initiative will continue into 2026, with formal objectives being established to reduce our overall fleet size and convert to more fuel-efficient vehicles. We also introduced two electric vehicles into our laboratory services fleet in 2025 and are assessing the results of this pilot to inform future decisions around electric vehicle procurement.

Additionally, in 2025, we began transitioning to a new in-cab telematics system across our fleet of vehicles in North America. This system allows our business leaders not only to monitor driver behavior, leading to safer driving practices, but also to capture data on distance driven, hours idled and other key vehicle-use indicators. We also rolled out a more comprehensive fuel purchase program linked to the telematics system to improve fuel purchase tracking in the US. All fleet vehicles are assigned a fuel card, which must be used for all fuel



purchases. This has enabled us to more accurately capture vehicle fuel use, which was previously estimated based on distance driven (or estimated distance driven) and vehicle type.

In reviewing our 2025 fuel use data, paired with 2025 miles driven data, we concluded that previously reported 2022 to 2024 vehicle-related fuel use was likely overestimated. Therefore, we have recalculated our 2022 (GHG base year) and 2024 (prior year) vehicle fuel use and associated GHG emissions by applying fuel efficiency factors derived from our 2025 data set, rather than those provided in the GHG Protocol's cross-sector tools, to our 2022 and 2024 distance driven data.³ 2022 and 2024 energy use values are restated, along with our 2025 energy use, to prevent overestimating our energy use reductions.

³In cases where 2022 or 2024 distance driven data was not available, we used an estimate derived from actual distance data for Onterris vehicles in the same vehicle class in the same reporting year (rather than using country-wide averages, such as those published by the US Federal Highway Administration, as was done previously).

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Building Energy Use

We rely on purchased electricity to power our buildings and equipment at our operating locations. We are continually evaluating our office and laboratory portfolio to right-size our leased building space, and our total location count decreased slightly in 2025.⁴ We purchase grid electricity from local utility companies, either directly or via our lease agreement with property owners.

In support of our Environmental Policy commitment to reduce our energy use, particularly from non-renewable sources, in our journey to net zero, we purchased 5,720 MWh of Green-e® RECs⁵ in early 2026. We plan to increase our procurement of renewable energy through RECs and other environmental attribute certificates (EACs) to cover 100% of our US purchased electricity use in 2026 and 100% of our global purchased electricity use in 2027.

We have also recalculated our 2022 (GHG base year) and 2024 (prior year) purchased electricity totals. Previously, when not directly billed, we estimated office electricity use by applying the US Energy

Information Administration (EIA)'s general office energy intensity factor to the square footage data. However, in 2025, we started using climate-zone-specific energy intensity factors from the US EIA's Commercial Buildings Energy Consumption (CBEC) Survey. We have now also applied these factors to more accurately estimate 2022 and 2024 electricity use (and, as a result, scope 2 GHG emissions) in cases where actual use data is not available.⁶

Some of our operational facilities also use natural gas for heating. Because we primarily occupy leased facilities, our ability to control heating and cooling methods is limited. However, we aim to operate our offices and laboratories in a manner that prioritizes responsible energy consumption. When selecting new office space, we also aim to lease locations with heating and cooling powered solely by electricity. We have also recalculated and are restating our 2022 and 2024 natural gas use, mirroring the updated methodology used for purchased electricity use as described above.



⁴ Onterris occupied 132 locations over the course of 2025; as of December 31, 2025, we occupied 116 locations across the US, Canada and Australia. We closed our offices in Europe over the course of 2025.

⁵ RECs are the commonly accepted legal instrument through which renewable energy generation and use claims are substantiated in North America, particularly for companies obtaining electricity from a shared grid, and Green-e® is the leading certification for clean energy products.

⁶ In cases where future-year actual electricity use data was available for a specific office, this was used as the estimated electricity use for 2022 and/or 2024 rather than the CBEC Survey data. As in prior years, in the absence of actual use data, laboratory electricity use was estimated using a factor derived from laboratory locations with actual use data.

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Progress in Reducing our Energy Use

Our efforts to right-size our vehicle fleet and our office footprint have led to a decrease in our overall energy use year-over-year, even after recalculating our 2022 and 2024 energy use to prevent overestimating our reductions. Our overall energy use has decreased 13% from 2022 to 2025. Most significantly, vehicle-related energy use decreased by 21% from 2024 to 2025, largely attributable to reducing the number of vehicles in the fleet, replacing older vehicles with newer models and downsizing vehicles to more efficient models when the use case permits.

In addition to achieving absolute reductions, our progress is evident in our energy use intensities. Compared to 2022, our energy use per million dollars of revenue has decreased 43%, while our energy use per employee has decreased 28%.

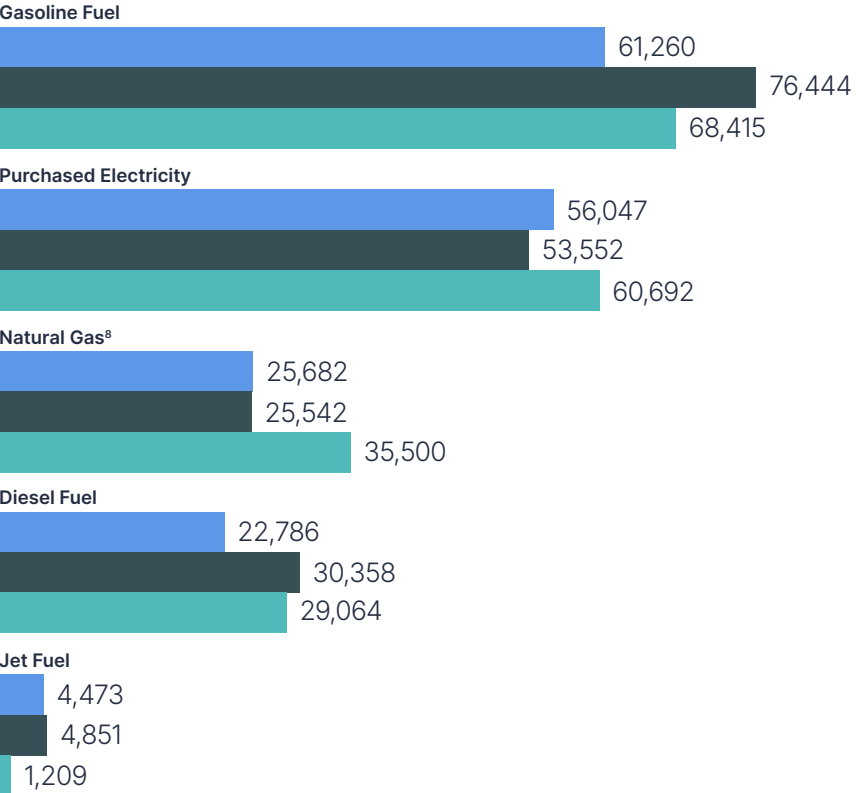
By the end of 2026, we anticipate that all Onterris-operated vehicles in North America will be outfitted with the in-cab telematics system. This telematics data will be used to further assess driving patterns and behaviors, which in turn will inform future decisions regarding the right-sizing of our vehicle fleet. We are also actively working to increase the number of locations for which we obtain actual energy use data to better understand where to focus future building-related energy reduction efforts.

▶ Our overall energy used has decreased 13% from 2022 to 2025.

⁷ Additional energy use data is included in the [appendix](#).
⁸ This includes propane use at one location in 2022. There was no reported propane use in 2023-2025.
⁹ This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#).

▶ Energy Use⁷

Reported in gigajoules (GJ)



● 2025 Current Year⁹
● 2024 Prior Year
● 2022 GHG Base Year

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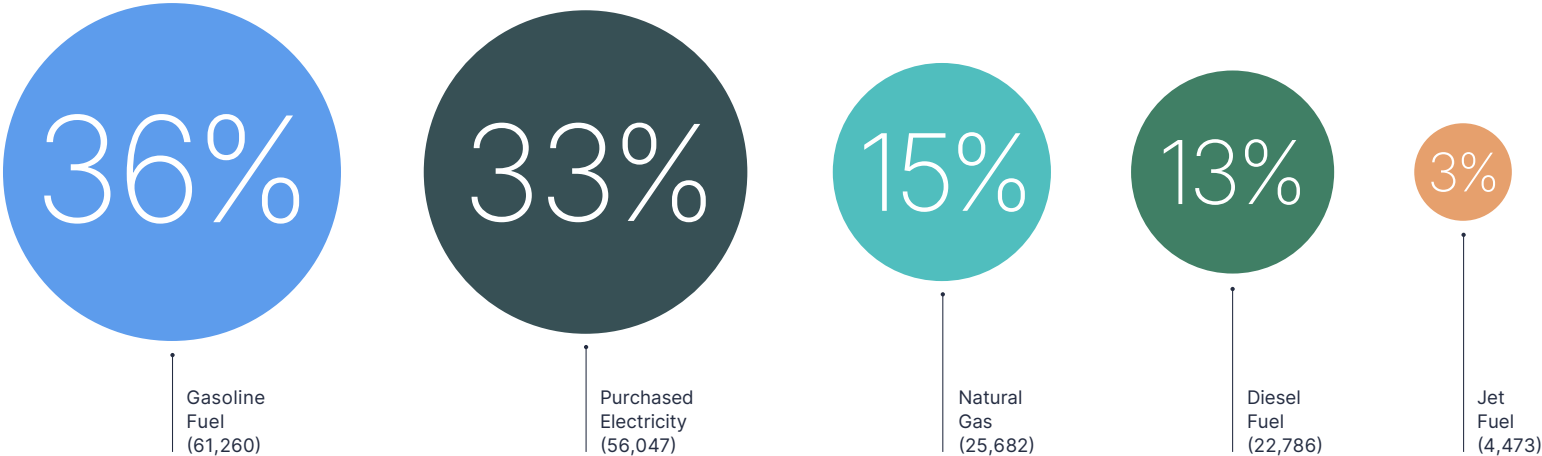
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▶ 2025 Energy Use
% of Total Energy Use (GJ)

170,247

Total 2025 Energy Use (GJ)¹⁰

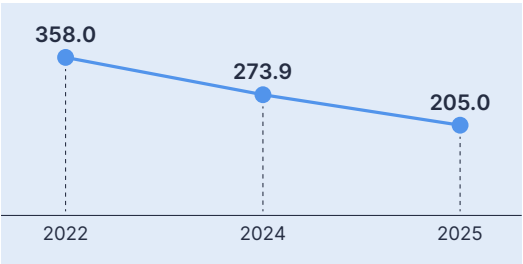


¹⁰ This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#). Total energy use may not match the sum of the source-specific energy use due to rounding.

▶ Energy Use Intensities



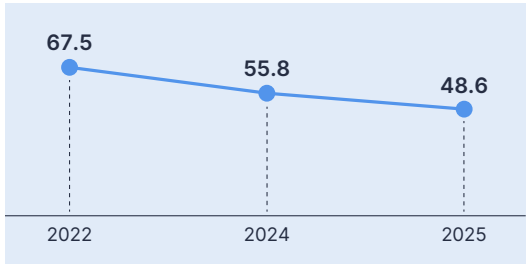
Energy Use (GJ) Per Million Dollars of Revenue



↓ 43%
decrease since 2022



Energy Use (GJ) Per Employee



↓ 28%
decrease since 2022

Greenhouse Gas Emissions

We are committed to achieving net-zero GHG emissions by 2040. We established this commitment through SBTi, and in early 2025, SBTi validated and approved our net-zero commitment and our near-term and long-term GHG reduction targets.

► Onterris, Inc. commits to reach net-zero GHG emissions across the value chain by 2040.

Near-term Targets

Onterris, Inc. commits to reduce absolute scope 1 and 2 GHG emissions 42% by 2030 from a 2022 base year. Onterris, Inc. also commits to reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods and use of sold products 42% within the same timeframe.

Long-term Targets

Onterris, Inc. commits to reduce absolute scope 1 and 2 GHG emissions 90% by 2040 from a 2022 base year. Onterris, Inc. also commits to reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, business travel, employee commuting and use of sold products 42% within the same timeframe.

Our focus has now turned to decarbonization planning and action. In 2025, we developed a time-bound plan to achieve our near-term 2030 scope 1 and 2 GHG reduction target. The plan outlines a phased approach to decarbonization, focused primarily on our vehicle fleet and purchased electricity.

► We are pleased to announce that we have [reduced our combined absolute scope 1 and market-based scope 2 GHG emissions 31% from our 2022 base year](#), putting us on a clear path for meeting our near-term reduction target by 2030. We have also [reduced absolute scope 3 GHG emissions from purchased goods and services, capital goods and use of sold products 52% from our 2022 base year](#), surpassing our 2030 target.



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Scope 1 and 2 GHG Emissions

We apply the operational control approach to account for our Scope 1 and 2 GHG emissions, aligned with the GHG Protocol’s Corporate Accounting and Reporting Standard. The majority of our 2025 operational GHG emissions are attributed to our vehicle fleet (57% of combined scope 1 and 2 GHG emissions). Reported GHG emissions from our vehicle fleet decreased in 2025, compared to both the prior year (21% reduction) and our base year (14% reduction). This decrease is largely attributable to our fleet optimization efforts: reducing our fleet size, replacing older vehicles with newer models and downsizing them to more fuel-efficient models when possible. See the [Energy Use](#) section for additional details.

Purchased electricity to power our offices and laboratories accounted for 25% of our combined 2025 scope 1 and 2 emissions. Reported scope 2 (market-based) GHG emissions significantly decreased in 2025, driven largely by our purchase and retirement of 5,720 MWh of Green-e® RECs to support the generation of renewable electricity. As noted in the [Energy Use](#) section of this report, we plan to increase our procurement of renewable energy through RECs to cover 100% of our US purchased electricity use in 2026, and by 2027, we anticipate 100% of our global purchased electricity to be from renewable sources.

In addition to achieving absolute GHG reductions, our progress is evident in our scope 1 and 2 GHG emissions intensity. Compared to our 2022 base year, our combined scope 1 and market-based scope 2 GHG emissions per million dollars of revenue have decreased 55%, while our combined scope 1 and 2 GHG emissions per employee have decreased 43%.

We are pleased to report that we are making accelerated progress towards meeting our SBTi-approved near-term scope 1 and 2 GHG reduction target. Our combined scope 1 and market-based scope 2 GHG emissions have decreased by 31% from our 2022 base-year emissions, compared to our 2030 target of a 42% reduction. Our 2030 decarbonization plan demonstrates our ability to achieve this 42% reduction through our fleet optimization efforts and the continued purchase of RECs to cover a greater percentage of our overall electricity use. We are proud of what we have accomplished for planet and progress, and we look forward to reporting our continued achievements as we journey towards net zero by 2040.

▶ Scope 1 and 2 GHG Emissions¹¹

Reported in metric tons of carbon dioxide equivalent (MTCO₂e)

2025 Current Year¹²



2024 Prior Year



2022 Base Year



● Scope 1 GHG Emissions¹³

● Scope 2 GHG Emissions (Market-based)

▶ Our combined scope 1 and market-based scope 2 GHG emissions have **decreased by 31%** from our 2022 base-year emissions, compared to our 2030 target of a 42% reduction.

¹¹ Additional GHG emissions data is included in the appendix.

¹² This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#).

¹³ This includes propane use at one location in 2022. There was no reported propane use in 2023-2025.

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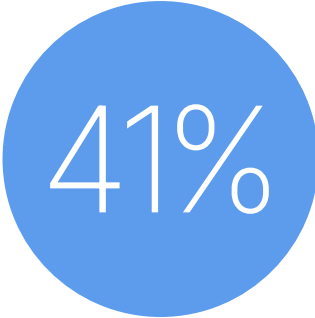
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▶ 2025 Scope 1 and 2 GHG Emissions
% of Combined Scope 1 and 2 GHG Emissions (MTCO₂e)

10,325

Total 2025 Combined Scope 1 and 2 GHG Emissions (MTCO₂e)¹⁴



Vehicle Fleet – Gasoline
(4,266)



Purchased Electricity (Market-based)
(2,573)



Vehicle Fleet – Diesel
(1,611)



Building Heat – Natural Gas
(1,293)



Aircraft – Jet Fuel
(309)



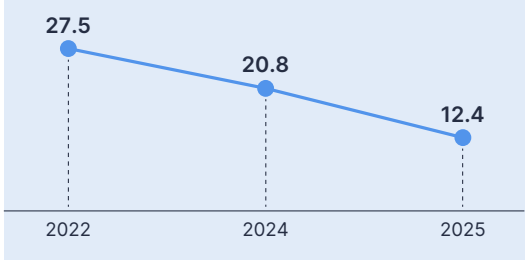
Fugitive Emissions – Refrigerants
(273)

¹⁴ This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#). Total GHG emissions may not match the sum of the source-specific GHG emissions due to rounding.

▶ Scope 1 and Market-based Scope 2 GHG Emissions Intensities



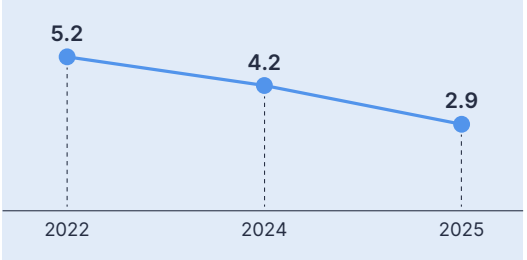
Scope 1 and 2 GHG Emissions (MTCO₂e)
Per Million Dollars Of Revenue



↓ 55%
decrease since 2022



Scope 1 and 2 GHG Emissions (MTCO₂e)
Per Employee



↓ 43%
decrease since 2022

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Scope 3 GHG Emissions

We calculate our Scope 3 GHG emissions in accordance with the GHG Protocol's Corporate Value Chain Accounting and Reporting Standard. Similar to 2024, our 2025 scope 3 GHG emissions are primarily from five categories: purchased goods and services, capital goods, business travel, employee commuting and use of sold products.

In 2025, we recalculated our base year (2022) and prior year (2024) Scope 3 emissions and have restated them. This recalculation aligns with the methodology used for our 2025 calculations and:

- Accounts for the most significant acquisitions made in 2023 and 2024 (as we had not previously recalculated and restated our base year scope 3 emissions)
- Uses more specific emission factor assignments and more temporally relevant emission factors for purchased goods and services, capital goods, upstream transportation and distribution, business travel and downstream transportation and distribution (categories 1, 2, 4, 6 and 9)
- Adjusts spend-based emissions calculations for inflation as applicable (categories 1, 2, 4, 6 and 9)
- Corrects an inadvertent omission of some 2024 spend data, in particular related to categories 1 and 2

- Adjusts category 3 calculations based on recalculated and restated energy use data
- Corrects an erroneous US Environmental Protection Agency (EPA) emission factor that was used in our initial 2024 scope 3, category 7 calculations

Compared to our base year (2022), we have reduced our total reported scope 3 GHG emissions by 41% in 2025. Specific to our near-term scope 3 GHG emissions reduction target, we have reduced emissions from purchased goods and services, capital goods and use of sold products 52% compared to our 2022 base year. This exceeds our target of 42% reduction by 2030. This reduction is largely attributed to a shift in our business model. In 2024, we ceased selling biogas systems (which rely on natural gas for digester heating and thus generate significant lifetime GHG emissions) directly to clients and shifted to providing design and consulting services.

In addition to achieving absolute GHG reductions, our progress is evident in our scope 3 GHG emissions intensity. Compared to our 2022 base year, our total scope 3 GHG emissions per million dollars of revenue have decreased 61%, while our total scope 3 GHG emissions per employee have decreased 52%.

▶ **Total Scope 3 GHG Emissions¹⁵**

Reported in metric tons of carbon dioxide equivalent (MTCO₂e)

2025 Current Year



2024 Prior Year



2022 Base Year



¹⁵ Additional GHG emissions data is included in the [appendix](#).

▶ We have reduced emissions from purchased goods and services, capital goods and use of sold products 52% compared to our 2022 base year, **surpassing our 2030 target of 42% reduction.**

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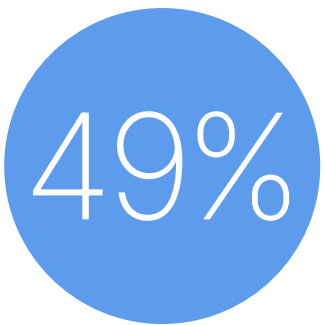
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▶ 2025 Scope 3 GHG Emissions

% Scope 3 GHG Emissions (MTCO₂e)¹⁶

51,779

Total 2025 Scope 3 GHG Emissions Associated
With Our Near-term Target (MTCO₂e)



Category 1:
Purchased Goods and Services
(35,895)



Category 2:
Capital Goods
(10,506)



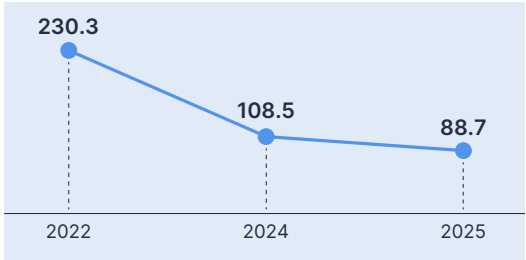
Category 11:
Use of Sold Products
(5,379)

¹⁶ Remaining 30% of Scope 3 GHG emissions are associated with categories outside of our near-term (2030) reduction target, including category 6: business travel (9%) and category 7: employee commuting (10%), which are included in our long-term (2040) reduction target and net zero goal.

▶ Scope 3 GHG Emissions Intensities



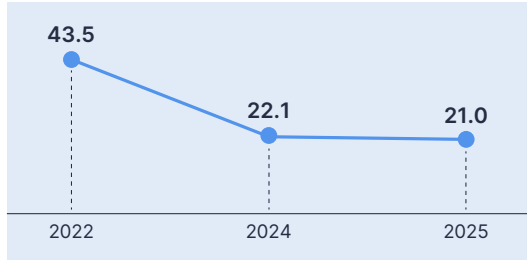
Scope 3 GHG Emissions (MTCO₂e)
Per Million Dollars Of Revenue



↓ 61%
decrease since 2022



Scope 3 GHG Emissions (MTCO₂e)
Per Employee



↓ 52%
decrease since 2022

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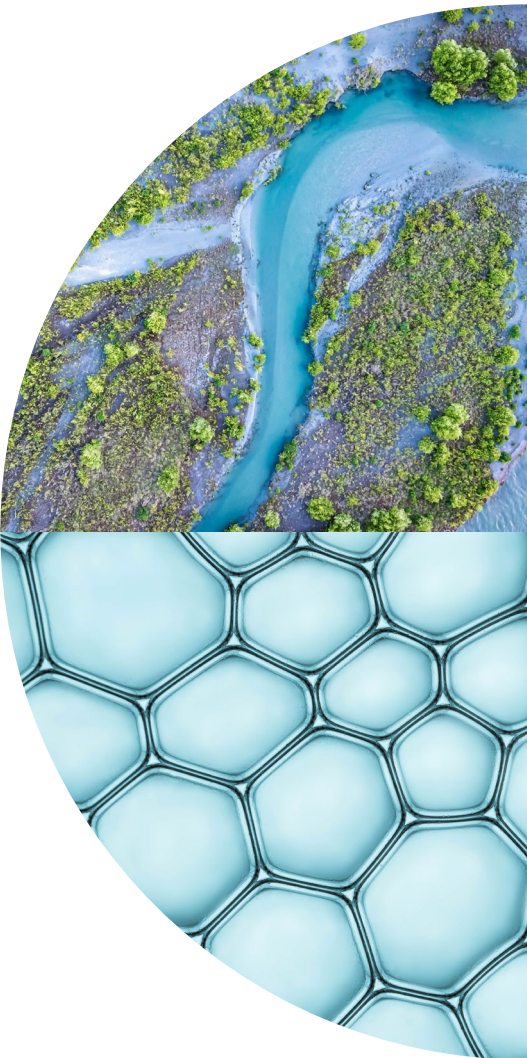
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Water

While we did not identify our own water use as a priority environmental issue in our materiality assessment, we recognize the importance of conserving and protecting this essential resource. Water use in our offices is limited to kitchens and bathrooms. In our laboratories, water is also used to rinse and clean glassware and equipment, prepare samples and supply lab instruments such as autoclaves and water baths. In all cases, water is provided by a third party (e.g., a municipal utility); we do not directly withdraw water from the environment. Sanitary wastewater is discharged into municipal sewers for treatment at municipal wastewater treatment plants. We do not generate industrial wastewater, nor do we discharge any wastewater directly to the environment.

In 2025, as part of our climate risk assessment, we commissioned a third party to conduct a screening-level physical climate risk assessment covering our US, Canada and Australia operating locations. Through this assessment, which modeled average baseline water stress and projected change in water stress, we identified eight locations (including one laboratory) in the US with a high-risk rating (>80/100) for drought, all located within the State of California. This indicates that approximately 7% of our operating locations, as of December 31, 2025, are in high-water-stress areas that may face future risks related to water availability and accessibility. Onterris does not own the buildings in which we operate (except for one laboratory in Virginia); therefore, our ability to implement meaningful water management routines tailored to areas of high water stress is limited. However, we plan to launch a behavior-based employee campaign at these locations in the future to encourage water conservation.



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Waste generated at our office locations is limited to municipal solid waste. However, our laboratories generate both hazardous and non-hazardous regulated waste, largely from discarded soil and water analytical samples (including sample containers and chemical reagents used to prepare samples for analysis). Therefore, our waste disclosures focus on waste streams from these locations.

In 2025, our hazardous and non-hazardous waste generation increased primarily due to an increase in the number of client samples analyzed in our laboratory services division, leading to more discarded soil and water samples than in 2024. It is challenging to reduce waste generated by discarded samples, particularly as a laboratory's sample throughput increases, because US EPA and other analytical methods dictate the amount of sample media and chemical reagents used. We aim to divert waste from landfills whenever possible, and in 2025, 35.6 tons of hazardous waste were diverted through reclamation and recovery methods such as fuel blending prior to energy recovery.

Our laboratories are subject to internal waste management policies and procedures that set clear expectations for responsible waste accumulation, storage, handling, documentation and overall management. Our laboratory services division has also incorporated waste minimization practices into its standard operating procedures. Additionally, as part of our waste minimization efforts, our laboratory services division is actively exploring ways to reduce the use, and therefore the eventual disposal

of, dichloromethane (DCM). More than 50 US EPA analytical methods require the use of DCM, and the US EPA's risk management rule allows non-federal laboratories to use DCM under certain conditions. However, in 2025, Onterris piloted several micro-extraction analytical methods that could potentially reduce DCM use (and resulting hazardous waste generation) by 10-fold.

In 2026, Onterris will continue to identify and work towards implementing initiatives to reduce overall chemical inputs for sample preparation and analysis, thereby minimizing hazardous waste outputs. We also aim to continue strengthening our partnership with companies that offer expanded recycling, reuse, and other recovery options, demonstrating our aim to reduce our waste footprint.

We continue to work to improve our digital waste-tracking abilities to better understand waste generation processes, implement source reduction enhancements and identify opportunities for recovery and recycling. Our Environmental Policy underpins our commitment to waste reduction and prioritizing reuse, recycling and other recovery methods when possible.



▶ In 2025, 35.6 tons of hazardous waste were diverted from disposal through reclamation and recovery methods.

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► 2025 Waste Generation¹⁷
(Tons)

195.0

Total 2025 Waste Generated (Tons)¹⁸



Hazardous Waste
(113.2)



Non-hazardous Waste
(81.0)

0.4%

e-Waste
(0.7)

0.02%

Universal Waste
(0.05)

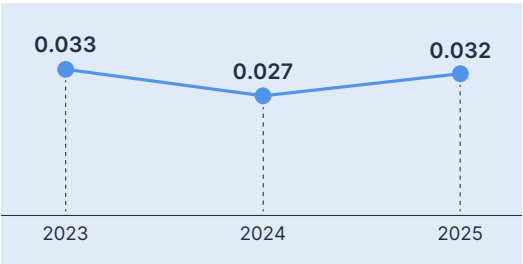
¹⁷ Additional waste data is included in the [appendix](#).

¹⁸ This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#).

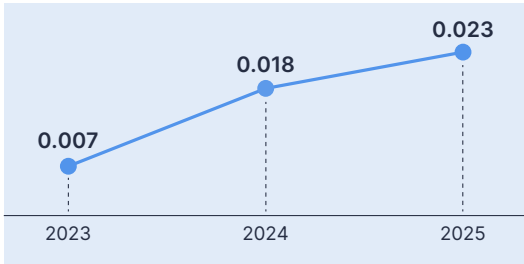
► Waste Generation Intensities



Hazardous Waste (Tons) Per Employee



Non-hazardous Waste (Tons) Per Employee



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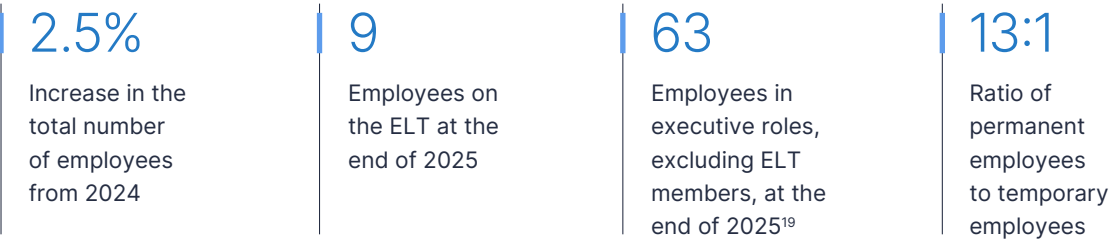
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Our Onterris Team

We believe our employees are central to our success, dedicated to innovation and committed to delivering exceptional service to our clients. We work to cultivate a workplace where belonging, respect and trust are fundamental values. We invest in our employees’ success by implementing people-centric strategies focused on engagement, training and development and retention.

Our Senior Vice President (SVP) of Human Resources (HR) leads the development and execution of our human capital strategy. Supported by a robust HR team, including corporate-level resources and business-specific HR partners, the SVP of HR manages alignment with organizational goals. The Board’s Compensation Committee actively oversees our human capital programs, initiatives and performance and receives regular updates from the SVP.



¹⁹ Includes VP-level employees and above, excluding ELT members.

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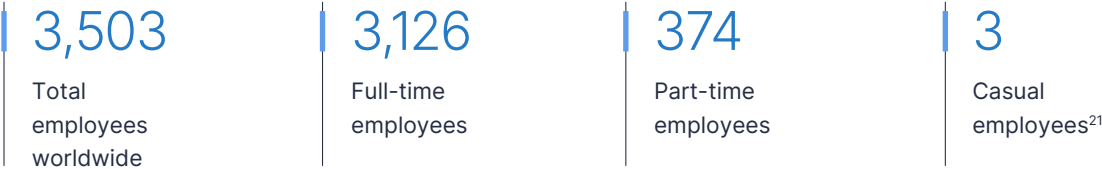
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▮ **2025 Employee Headcount²⁰**



²⁰Employee headcount as of December 31, 2025, excluding contingent workers. Please refer to the [appendix](#) for the complete set of tabulated data.
²¹Casual employees are directly employed by Onterris under local casual employment arrangements. As of the reporting date, Onterris had three casual employees: one in Canada and two in Australia.

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Attracting, Engaging and Retaining Talent

At Onterris, everything we do is powered by people with purpose. We aim to attract and retain top talent who are passionately for planet and progress and ready to be part of a movement for better thinking, smarter solutions and lasting impact.

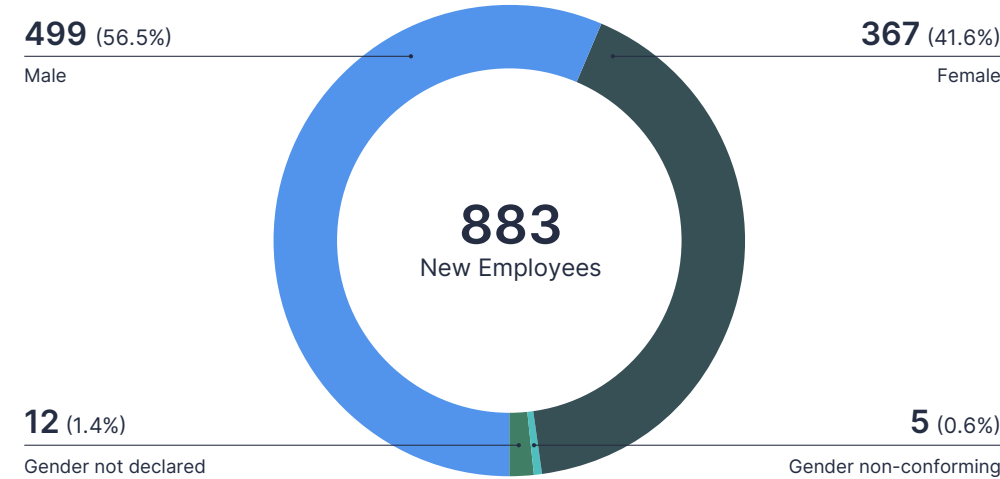
Attracting the Best Talent

Our talent acquisition team is responsible for expertly leading our recruiting and hiring efforts with a strategic, forward-thinking approach, proactively anticipating talent needs and trends. Partnering closely with business leaders and technical teams, they develop appropriate recruitment plans that help drive our success. For specialized and senior-level roles, we also engage external search firms as needed. In 2025, we continued our university relations efforts to support building a strong talent pipeline. We also continued our relationships with professional organizations and promoted career opportunities on targeted job boards. These efforts enabled us to expand our talent pool efficiently and ultimately enhanced our ability to deliver exceptional outcomes for our clients.

In 2025, we prioritized organic growth, resulting in 883 new employees joining the company. We did not make any acquisitions in 2025.

In response to insights from our 2024 engagement survey, we also prioritized growth and talent development initiatives for existing employees in 2025. Our talent acquisition team remains committed to posting positions internally and externally to expand opportunities for employee development and career progression.

Talent Acquisition in 2025



53 days
Average time to
fill positions

272
Number of
new non-white
employees

101
Number of internal
candidates moved
into posted roles

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Employee Engagement and Retention

While attracting top talent remains a priority, employee engagement is fundamental to a strong, high-performing culture. When our people are engaged and connected to their work, and to one another, we don't just improve retention and satisfaction; we build a workplace where science, purpose and ambition come together to drive meaningful impact.

In late 2024, we launched a company-wide employee engagement survey designed to understand our workplace culture and enhance the employee

experience. In early 2025, we analyzed the survey results and prioritized key focus areas for targeted improvement. We also conducted 35 focus group sessions to gather additional employee insights, engage employees directly on their feedback and identify opportunities for improvement. Based on these employee inputs, we implemented action plans throughout the year designed to enhance the employee experience and strengthen our employee value proposition. Our focus areas and the key actions taken in 2025 include:

**Fostering Open, Two-Way
Communication**

We hosted live quarterly global and divisional town halls to encourage transparent dialogue, invested in enhanced internal communications and advanced with our plans to elevate the overall employee experience, including improvements to new employee onboarding.

**Improving Business and
Process Integration**

We streamlined and improved communication channels by commencing our transition to a single Microsoft tenant and transformed/unified our brand.

**Advancing Growth and
Talent Development**

We invested in the growth and development of our employees by expanding our year-end performance and development process across the organization. We also continued our Leadership Excellence Program, equipping leaders with the tools and coaching needed to effectively support and develop their teams.



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Looking ahead, we plan to conduct employee engagement surveys periodically to capture ongoing feedback and monitor progress.

We recognize that high-potential and high-performing employees seek meaningful career growth in impactful organizations; this, in turn, helps foster a sense of belonging and supports overall employee retention. Our leaders engage directly with employees to identify career aspirations, establish goals and action plans for achieving those goals and support professional development. We monitor employee progress through regular check-ins, mid-year assessments and our recently enhanced formal year-end performance review process, now encompassing all permanent Onterris employees. This structured approach facilitates two-way feedback and supports personalized career development plans. In 2025, we also launched an advanced 360-degree feedback process for select leaders to support their growth and development goals.

Annual organizational talent reviews, including succession planning and calibration exercises with senior leaders, help us recognize trends, address talent risks and develop action plans aimed at further engaging and retaining top talent. These efforts are regularly reported to our Board as part of succession planning oversight.

In 2025, our combined voluntary and involuntary turnover rate was 22%, a three percentage-point improvement from 2024. Our focus remains on talent retention initiatives, including our leadership development program, goal setting and performance management process, talent and organizational reviews and the continued implementation of action plans based on engagement survey feedback.

We continue to strengthen our talent retention efforts by incorporating talent retention metrics into business leaders' annual incentive plans, offering comprehensive compensation and benefits packages and strengthening our learning and development programs.

▶ Talent retention remains a key priority for us, and we continue to make progress in this area.

4.9 years²²

Average employee tenure



22%

Employee turnover rate
(combined voluntary and involuntary)



²² The average tenure was 4.7 years for female employees and 5.1 years for male employees. Our methodology for calculating average tenure improved in 2025 and now accounts for partial years of service.

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Rewarding Our People

Our carefully designed and comprehensive compensation package is another key element of our talent retention strategy. Beyond our commitment to paying a living wage to all employees, we are committed to providing competitive, market-based pay and strive to maintain a fair and equitable compensation program for comparable roles, experience and performance, regardless of an employee's race, ethnicity, gender, sexual orientation or other personal characteristics. As part of the annual performance review process, corporate and division leaders evaluate performance-based salary increases and promotions.



Additionally, our global incentive plans reward both division and individual performance with cash bonuses to eligible employees.²³ Our full-time, professional-level employees are also eligible for periodic equity incentives, which serve as key retention drivers and a way to create lasting value for our clients, employees and stockholders.

We offer a range of competitive benefits, including health insurance, life and disability insurance, retirement plans and paid time off, all designed with our employees' physical and mental health in mind. Our plan offerings differ by country, allowing us to remain competitive while addressing the diverse needs of our employees. Our health insurance benefits are designed to give employees the flexibility to choose options that suit their needs for medical, dental, vision and mental health care. Additionally, we offer flexible spending accounts, allowing our US employees to allocate pre-tax dollars to pay for medical, childcare and commuting expenses such as public transit. Our employee assistance program further supports the well-being of our employees, offering confidential support to employees and their families on important topics such as stress management, wellness and financial planning.

To help employees save for retirement, we offer a group Registered Retirement Savings Plan for Canadian employees that provides a 4% company match. For US employees, we offer a 401(k) plan with an after-tax Roth option and a 4% company match. Our Australian employees are covered by the country's compulsory superannuation system, to which we contribute a percentage of earnings per applicable law.

²³ Eligibility is determined by role and typically includes full-time, permanent employees in mid-to-senior level positions, excluding officers and sales employees.

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We offer progressive time off policies for both nonexempt and exempt employees, including a range of paid leave options in accordance with applicable employment standards and legislation. Our parental leave program is available to full-time employees worldwide after completion of 12 months of service. It provides eight weeks of paid leave for primary caregivers in the US and Australia, and six weeks in Canada, regardless of gender. We also provide two weeks of paid leave for secondary caregivers. In the US, eligible employees may also take up to 12 weeks of unpaid leave, in accordance with the Family and Medical Leave Act (FMLA), to care for a child following birth, adoption or foster care placement; to care for a parent, child or spouse with a serious health condition; for an employee's own medical condition; for a qualifying exigency or to care for a covered US military service member or veteran. In Canada and Australia, employees are entitled to all legislated, job-protected leaves which extend to maternity and parental leave, compassionate leave, carer's leave, critical illness leave and all other leave types in accordance with country law and local legislation. All employees are also eligible for time off for bereavement (between one and five days) and jury duty (up to five days), in accordance with country law and local regulations.

We also recognize that there may be times when employees need to take extended time away to address special circumstances, and we offer an option for personal leave without pay, with manager approval, when an absence of more than two weeks is required. Additionally, we support flexible working arrangements to promote work-life balance. This may include remote work, adjusted or reduced hours or a move to a part-time role, subject to role compatibility and with manager and HR approval.

In August 2025, we conducted a benefits satisfaction survey for our US employees. We leveraged feedback from this survey to further shape and enhance our US benefits offerings, including a prescriptive drug savings program upgrade to include improved access to discounted medications, expanded nutritional counseling and increased coverage on our dental plan.



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Training and Development

We are dedicated to empowering our employees by investing in comprehensive training and development programs. These programs provide the essential resources our teams need to succeed and thrive. Our in-house training is primarily delivered virtually through our learning management system (LMS). In March 2025, we rolled out a new LMS to deliver relevant training content more effectively to all employees and to track training completions.

Compliance-based training includes courses on code of conduct and ethics, anti-harassment, US federal government requirements, cybersecurity and safety. Our skills and knowledge development training modules are available to all employees and cover professional and leadership skills,

such as project management and Excel, as well as topics like emotional intelligence and mindfulness. Finally, our technical training addresses business-specific responsibilities such as quality in stack testing and leak detection and repair.

We regularly review and update our training and development programs based on employee feedback and industry advancements, aiming to continually improve and evolve them. In addition to our in-house training, we also offer various avenues for continued learning, including mentoring, on-the-job training, external training courses and tuition reimbursement. We also encourage our employees to obtain professional licenses and certifications to stay current in their fields.



LEADERSHIP EXCELLENCE PROGRAM

In 2025, 41 emerging leaders in the US and Canada participated in our Leadership Excellence Program. During the six-month program, participants engaged in facilitated coaching and development activities that broadened their leadership capabilities, influence and business acumen. They visited multiple offices across North America, gained exposure to various parts of the business, connected with senior and executive guest speakers and participated in virtual 1:1 coaching. Collectively, these experiences provided actionable tools to strengthen leadership capability and support enterprise priorities. Based on the end-of-program survey, the program received an overall effectiveness score of 99%. The program's continued success reflects the strong partnership between business leaders, HR and executives who have contributed their time and expertise.

LEADERSHIP ESSENTIALS WEEK

In November 2025, we piloted a two-day Leadership Essentials Week tailored to meet the specific business needs within the stack testing division. Nine participants gathered at our Arvada, Colorado, office for coaching on seven core leadership topics, including change management, coaching for leaders and managing conflict. The pilot session earned stellar reviews and a 96% satisfaction rate, and we continue to offer it as part of our leadership development programming.

²⁴ This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#).

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Diversity, Fairness and Inclusion

An inclusive work environment is central to our culture, fostering innovation, resilience and collaboration across our operations. By embracing differing perspectives, we seek to create an environment where employees thrive, benefiting our people, clients and stakeholders. This culture enhances our ability to tackle complex environmental challenges by integrating varied experiences into our decision-making.

Bringing together a wide range of viewpoints strengthens our mission of sustainable growth, helping us build stronger communities and drive long-term value. Through these efforts, Onterris aims to integrate social responsibility into sustainability, incorporating the principles of fairness and inclusivity in our pursuit of a better future. We are committed to reflecting the richness of our communities by fostering a welcoming and supportive workforce.

We aim to achieve gender balance across our workforce by 2040. We also remain committed to pay equity, regardless of gender, and we conduct an annual gender pay equity assessment to identify instances where adjustments to compensation and/or titles may be required. We believe that employees performing the same job function at the same level should be compensated similarly, regardless of gender, age or race/ethnicity. This annual assessment compares the pay of male and female employees with similar job functions, adjusts as needed to maintain parity in pay for those functions, taking into consideration geography, experience and other factors, and demonstrates our leadership's dedication to pay equity, underscoring the importance of fairness within our organization.

In July 2025, we launched an updated code of conduct and ethics training program via our new LMS. This program is required annually for all employees and includes a dedicated module on promoting diversity and avoiding discrimination. Additionally, all employees are required to complete annual harassment prevention training. This training content was also refreshed in July 2025 and covers location-specific legal requirements, provides an overview of the types of behaviors that constitute harassment and discusses the benefits of and strategies for promoting a respectful work environment. Through these training courses, employees learn actionable skills for promoting a fair and inclusive work environment for everyone.



■ We prohibit behaviors that are contrary to our [inclusive culture](#), such as harassment, discrimination, bullying or threats. These expectations are outlined in our Code of Conduct and Ethics Policy and our Employee Handbook.

4,867

In 2025, our employees completed 4,867 hours of diversity and anti-harassment training.



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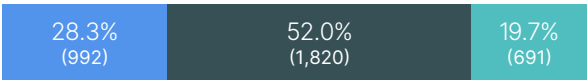
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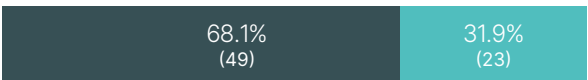
▶ 2025 Employee Demographics^{25, 26}

Age, Overall



Age, by Employee Type

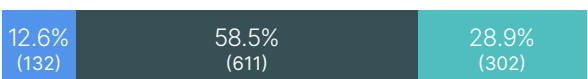
EXECUTIVE-LEVEL



TECHNICAL



OTHER



- Under 30
- 30-50
- Over 50

Gender, Overall



Gender, by Employee Type

EXECUTIVE-LEVEL



TECHNICAL



OTHER



- Male
- Female
- Gender nonconforming
- Did not self-identify

120+

WeLEAD, standing for Women Empowering Leadership, was established in 2020 and has a strong track record of impact through mentorship at Onterris. In 2025, over 120 employees participated in the mentorship program as mentees or mentors.



38%

Women make up 38% of our management-level²⁷ employees and 40% of our total workforce.



²⁵ Percentages may not sum to 100.0% due to rounding.

²⁶ Executive-level employees include those at the VP level and above. Technical staff consists of all non-executive employees working within our client-facing business segments in non-administrative roles. Other employees include non-executive corporate function staff (e.g., finance, human relations) and administrative support roles.

²⁷ Management positions are those with one or more direct reports, excluding executive positions (defined as VP and above).

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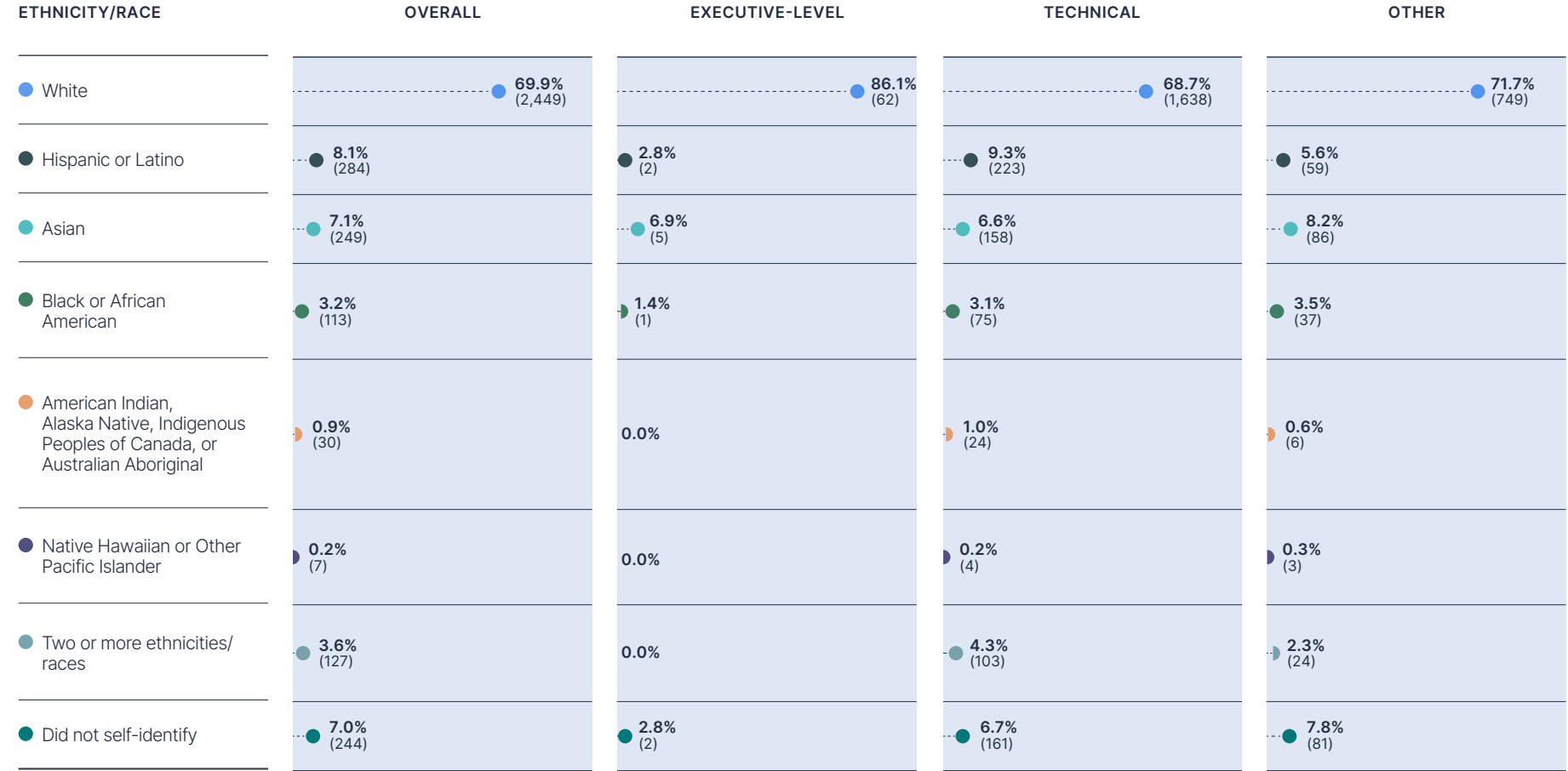
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▶ 2025 Employee Demographics^{28, 29}



²⁸ Percentages may not sum to 100.0% due to rounding.

²⁹ Executive-level employees include those at the VP level and above. Technical staff consists of all non-executive employees working within our client-facing business segments in non-administrative roles. Other employees include non-executive corporate function staff (e.g., finance, human relations) and administrative support roles.

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Health and Safety

At Onterris, we put people's safety above all else. As one of our core values, we believe that everyone deserves to go home safe every day. We integrate safety into our day-to-day practices, supported by a dedicated team of health and safety professionals. Our HSE team, including segment- and division-specific safety leaders and specialists, develops and, in partnership with our operational leaders, implements policies, procedures and practices that promote a safe work environment. The team, led by the VP of HSE, reports to our SVP of Risk Management and Regulatory Affairs, a member of the ELT. Given the criticality of employee safety, our Executive Safety Committee also reviews safety performance and initiatives and guides improvements. This committee, which meets quarterly, includes the CEO, Chief Operating Officer (COO), Chief Information Officer (CIO), General Counsel, SVP of Risk Management and Regulatory Affairs, SVP of HR, segment leaders and our VP of HSE.

At the Board level, the Compensation Committee oversees health and safety as part of its oversight of human capital management; this responsibility was codified in the committee charter in April 2026. When the Executive Safety Committee identifies significant safety risks, they are included in our enterprise risk register, which is regularly reviewed by the Board.

Our HSE team also proactively collaborates with operational teams to set strategic safety goals, informed by a thorough review of our past performance. In 2025, our health and safety priorities included:

1

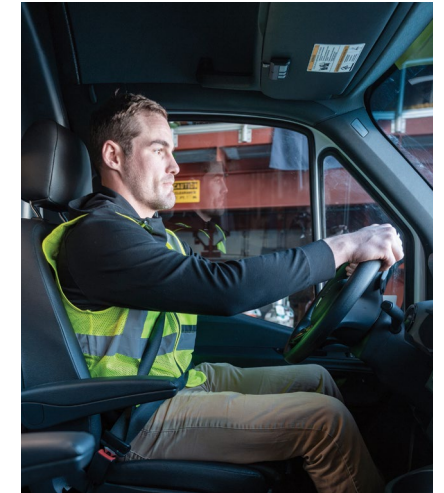
Enterprise-wide use of our online platform for incident reporting and learning, HSE inspections and corrective action management

2

Enterprise-wide use of the Workday LMS with updated safety training content to provide an improved safety training experience and more robust documentation of internal and external training records

3

Transition to a new, in-cab telematics system across our vehicle fleet to monitor driver behavior, supporting safer driving habits and injury prevention



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Health and Safety Management System

Our health and safety management system provides the framework for our program and is designed to promote compliance with health and safety regulations, support risk management and drive improvement. Key pillars include management oversight, well-defined processes and employee participation, engagement and empowerment.

Our Australian operations are certified to ISO 14001 for environmental management and ISO 45001 for occupational health and safety management, and we have incorporated the principles of these standards into our company-wide health and safety management system. In 2025, our Australian operations also attained accreditation with the Australian Office of Federal Safety Commission.

As part of our management system, we have developed company-wide procedures designed to establish safe work practices. Employees are expected to understand and follow these procedures, while project managers assess and mitigate job hazards throughout a project's lifecycle using a range of controls, including hazard elimination, administrative controls and personal protective equipment. Divisional safety leaders conduct periodic safety audits of work locations, including project sites, to evaluate the implementation and effectiveness of our overall management system.

Our Incident Reporting and Investigation Policy requires all employees (regardless of employment status), contractors and other onsite service providers to immediately report any health- or safety-related incident to their supervisor. After this verbal report, individuals must document the incident in our electronic incident reporting system within 24 hours. The HSE team reviews the reported incidents to identify lessons learned and shares them across the organization to help prevent future occurrences. The HSE team also collaborates with operational leaders to develop and implement corrective action plans based on these reviews. Beyond incident reporting, we encourage employees to use the system proactively to document stop-work authority actions, good catches and near misses, fostering a culture of incident prevention.

Beyond our standard procedures, we are focused on proactively identifying workplace hazards and implementing controls to mitigate the associated risks. All our employees have stop-work authority and can halt any project or task if they have concerns about a safety issue, without fear of retribution.

▮ All our employees have [stop-work authority](#) and can halt any project or task if they have concerns about a safety issue, without fear of retribution.



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Training and Engagement

Every Onterris employee must complete annual health and safety training, reinforcing our attentiveness to workplace safety. Training is tailored to each division’s work activities, better enabling employees to learn about the most relevant risks and mitigation strategies. We offer live sessions and e-learning courses covering topics such as first aid, CPR, HAZWOPER, incident reporting, injury management procedures, hazard communication and driver safety. In 2025, we launched safety training content from a leading training provider, now delivered and tracked company-wide through our new LMS.

43,232

Employee health and
safety training hours³⁰



Beyond training, we actively engage employees in safety matters. Safety is a core topic in our company-wide town halls and divisional all-hands meetings, and employees are encouraged to start meetings with a safety moment. We share timely updates and lessons learned via email or web-based alerts, promoting a proactive safety culture. Our health and safety team meets regularly to review performance and identify areas for improvement to strengthen our health and safety management system.

We recognize employees through an internal safety award program to reinforce our commitment to safety. Quarterly and annual awards celebrate individual and team contributions, fostering safety leadership and embedding safety excellence into our culture.



³⁰ This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#).

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Performance

We track safety performance using both leading and standard key performance indicators (KPIs). These measures help us evaluate our health and safety management system and employee engagement.

Our experience modification rate (EMR) and total recordable injury rate (TRIR) improved in 2025 due to continued emphasis on pre-task planning, proactive hazard assessment and risk mitigation, resulting in fewer workplace injuries and claims. Additionally, we continued to enhance elements of the Onterris health and safety management system across our prior acquisitions, driving performance improvement. Our TRIR is now below the industry average TRIR of 0.9.³¹

Our days away, restricted or transferred (DART) rate increased slightly in 2025, although we remain below the US industry average of 0.6. While overall injuries were down, we experienced an increase in serious injuries that can lead to days away from work or restricted workdays. In August 2025, we experienced an employee fatality related to working at heights. We have collaborated with the relevant agencies and our clients following the incident and have implemented additional program improvements to further enhance workplace safety. We continue to focus on injury prevention to protect our people and improve our overall safety performance.



SAFETY KPI ³²	2021	2022	2023	2024	2025
TRIR	0.29	0.18	0.85	1.10	0.75 ³³
DART Rate	0.05	0.05	0.19	0.23	0.31 ³³
EMR	0.81	0.93	0.97	0.93	0.79

³¹ TRIR and DART rate US industry averages were obtained from the US Bureau of Labor Statistics 2024 injuries, illnesses and fatalities data set for NAICS code 54138.

³² TRIR and DART rate are calculated based on US Occupational Safety and Health Administration (OSHA) definitions. Onterris does not use LTIR to monitor safety performance, as LTIR is not an OSHA-defined metric, and DART includes lost-time injuries. EMR is based on workers' compensation claims.

³³ This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#).

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Board of Directors

Onterris is governed by a nine-member Board whose primary responsibilities include providing oversight, counseling and direction to the ELT in the interest of and for the benefit of Onterris, our stockholders and other stakeholders. The Board has adopted the [Principles of Corporate Governance](#) as a framework for the governance of the company to address:

- The role of the Board of Directors
- The composition of the Board of Directors, including size and membership criteria
- Board leadership
- Functioning of the Board, including regularly held meetings and executive sessions of independent Directors
- Structure and functioning of the committees of the Board
- Director access to management, employees and advisors
- Director compensation
- Succession planning
- Board and committee performance evaluations

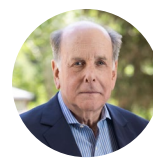
These principles are underpinned by the [Code of Business Conduct and Ethics for Members of the Board of Directors](#), which provides additional guidance to Directors to help them recognize and address ethical issues and establishes mechanisms to report unethical conduct. Directors are required to comply with the letter and spirit of this Code in order to foster a culture of honesty and accountability.

The Chairman of the Board is responsible for setting agendas for Board meetings, engaging with our stockholders and other stakeholders in coordination with management on environmental, social,

governance and other matters, managing our Board and overseeing our Board’s design and performance. Apart from our CEO, who also serves as a Director, all our Directors are independent.

In 2025, we submitted a proposal to our stockholders to declassify our Board. Our stockholders overwhelmingly approved this proposal, and our Board will be fully declassified following the 2028 annual meeting. Please refer to our [2026 Proxy Statement](#) for more information on the phase-out of certain IPO-related protections as we continue to mature as a public company.

Onterris Board of Directors



Richard Perlman
Director, Chairman



Jim Price
Director



Peter Graham
Director



Vincent Colman
Director



Dr. Robin Newmark
Director



Miguel Fernandez de Castro
Director



Janet Risi
Director



Tom Presby
Director



Vijay Manthripragada
President, CEO and
Executive Director

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Board Committees

There are three standing Board committees, as detailed below. Each committee operates under a written charter that defines its purpose, responsibilities and membership qualifications. Committees review their charters annually to assess their adequacy and propose changes as needed.

- The [Audit Committee](#) oversees legal and regulatory compliance, including compliance with our policies. The committee also directly oversees financial and cybersecurity risk.
- The [Compensation Committee](#) oversees strategies and policies related to human capital management, including oversight of our compensation philosophy, policies and programs.
- The [Nominating and Corporate Governance Committee](#) evaluates the Board’s composition and performance and oversees succession planning. Additionally, the committee is responsible for sustainability oversight, including overall sustainability performance, goals and objectives.

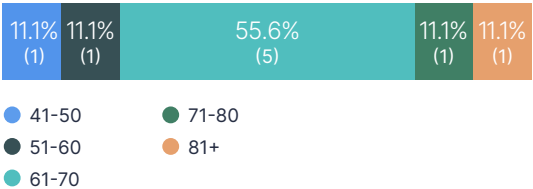
Please refer to our [2026 Proxy Statement](#) for more about our Board committees.

Board Composition

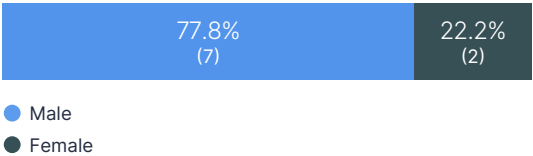
The Nominating and Corporate Governance Committee is responsible for periodically reviewing the skills and characteristics required of Board members, taking into account the current composition of the Board. When evaluating incoming Director candidates and how they may contribute to the overall composition of the Board, in addition to candidate skills, the committee considers diversity of viewpoints, backgrounds, experience and other demographics.

Our current Directors possess a variety of skills and experience developed across a broad range of industries, which enables effective oversight of our business and aligns with our strategic goals and priorities. The metrics below reflect the demographics of our Board of Directors as of December 31, 2025. Please refer to our [2026 Proxy Statement](#) for more information regarding the Board and individual Directors.

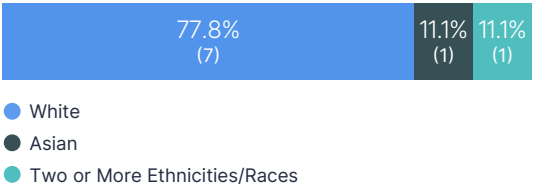
Board Member Age



Board Member Gender



Board Member Ethnicity/Race



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Business Ethics and Compliance

Onterris is committed to ethical business practices and complying with applicable laws and regulations. This commitment is codified through documented policies and programs, and we provide training to all employees to promote understanding and compliance. Compliance is further supported through internal monitoring and audits.

Governance and Oversight

Our [Code of Conduct and Ethics Policy](#) outlines the governing rules and expected behaviors for our employees. We also expect our representatives, agents and affiliates to adhere to these principles. Expectations for business conduct are further outlined in the Onterris Employee Handbook, reinforcing the principles defined in our Code of Conduct. The handbook sets clear standards of behavior, emphasizing the importance of integrity, accountability and respectful treatment of others.

Our [Human Rights Policy](#) governs our business practices concerning discrimination and harassment, child labor, forced labor and human trafficking, freedom of association and collective bargaining, working conditions and employee health and safety. Through these policies, Onterris commits to conducting business in accordance with high ethical standards, integrity and sound judgment while promoting compliance with applicable laws and regulations.

The Board oversees our ethics and compliance policies, with specific responsibilities delegated to the Audit Committee. The ELT, supported by the Legal team and our internal auditors, is responsible for upholding business ethics and compliance across our organization. In addition to real-time engagement and oversight, the Audit Committee reviews misconduct reports during its regular quarterly meetings.

Reporting

We expect our employees to report any behavior that could be considered unsafe, unlawful, unethical or in violation of our policies. Employees are expected to promptly report suspected breaches of our Code of Conduct and Ethics Policy or applicable laws to the SVP of HR, the General Counsel, the VP of Internal Audit or through our anonymous third-party ethics helpline, which allows anonymous reporting via phone or online.

It is our policy to take every report of potential misconduct seriously and adhere to our strict no-retaliation policy to protect individuals who raise concerns or provide information. Reports are reviewed with the utmost confidentiality in accordance with applicable laws. Once a report of potential misconduct is received, our General Counsel is responsible for promptly evaluating the report to assess the nature, scope and impact of the potential misconduct.



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Every report is carefully documented, and our Whistleblower Policy requires that reports of potential misconduct submitted through any of our whistleblower channels or otherwise related to potential fraud be communicated to our Board’s Audit Committee within three business days of receipt. The General Counsel, through consultation with Internal Audit and/or HR, as applicable, depending on the nature of the report, determines the manner in which each report is investigated and provides periodic updates on the investigations to the Board’s Audit Committee.

In 2025, we received one formal complaint through these channels, which was promptly investigated and resolved in accordance with our policies.

On a quarterly basis, the General Counsel communicates a consolidated overview of reports received to the Audit Committee, summarizing how they are being or have been investigated, the status of any investigations and the remedial actions taken.

Training

In July 2025, we launched an updated code of conduct and ethics training program via our new LMS. This program is required annually for all employees and covers the following key topics:

- Business ethics
- Conflicts of interest
- Gifts, gratuities and entertainment
- Anti-bribery
- Protection of company information
- Accounting and financial integrity
- Insider trading
- Communicating with the public
- Diversity and avoiding discrimination
- Reporting misconduct
- Anti-retaliation

Additionally, employees are required to complete annual harassment prevention training. Together, these training programs reinforce our commitment to a culture of compliance, ethics and integrity.

Compliance Management

We maintain processes and procedures for monitoring compliance with laws and regulations, industry standards and internal policies. We implement compliance measures across our daily business operations, addressing regulatory requirements and monitoring emerging issues. To support our efforts against bribery, corruption and other fraud, our Internal Audit team periodically conducts compliance assessments.



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Human Rights

At Onterris, we understand that fulfilling our mission of protecting the air we breathe, the water we drink and the soil that sustains us means caring for the entire ecological system. We firmly believe that everyone, regardless of their background, should be safeguarded through our business practices, upholding their right to life, liberty, security of person and dignity.

Our [Human Rights Policy](#) builds upon our Code of Conduct and Ethics Policy and outlines how we aim to protect the internationally recognized fundamental rights and freedoms established by the United Nations (UN) [Universal Declaration of Human Rights](#) through our daily business practices and operations, as well as our supply chain and procurement practices. In 2026, we updated this policy to further strengthen our commitment to human rights.

In alignment with the UN Guiding Principles on Business and Human Rights and consistent with the International Labor Organization (ILO) Core Conventions, the policy covers human rights related to discrimination and harassment, child labor, forced labor and human trafficking, freedom of association and collective bargaining, working conditions and employee health and safety. Please refer to the policy for details on our specific commitments.

All Onterris operations, including our businesses, locations and employees globally, are covered by our Human Rights Policy. Additionally, we will not knowingly conduct business with suppliers that engage in child labor, forced labor or human trafficking or otherwise operate in non-compliance with applicable laws and regulations.

Onterris will not be complicit in human rights violations. Known or suspected human rights violations must be reported immediately. We treat each report of potential human rights violations seriously, and no retaliation will be taken or tolerated against anyone for reporting or supplying information about a valid concern. No known or suspected human rights violations were reported in 2025.

▀ We firmly believe that everyone, [regardless of their background](#), should be safeguarded through our business practices, upholding their right to life, liberty, security of person and dignity.



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Risk Management

The Board of Directors oversees our company-wide approach to risk management, designed to enhance stockholder value, support the achievement of strategic objectives and improve long-term organizational performance. Please refer to our [2026 Proxy Statement](#) for more about the Board's role in risk oversight.

Enterprise Risk Management

We consider risk using the framework at right to provide a comprehensive approach to risk identification, assessment and management.

Risk is assessed throughout the enterprise, focusing on risks arising from various aspects of our strategy and its implementation, as well as our operations, including financial, legal/compliance, cybersecurity, operational/strategic, health and safety and compensation risks. We also seek to identify trends and emerging risk factors. Our Risk Management Committee maintains and updates our risk register, facilitates regular risk reviews and provides the Board with quarterly updates. The Board uses this input to develop a strategy that reflects both the Board's and management's consensus on appropriate levels of risk and measures to manage those risks.



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Project-related Risk

In client engagements, we follow a go/no-go process within specific business lines to systematically assess project-related risks. This methodology enables us to pinpoint engagements that surpass our acceptable risk tolerance thresholds. The principal factors that inform these decisions include the project scope, geographic location and involvement of third parties.

Looking ahead, we are enhancing project-level risk management by refining our subcontractor selection and oversight processes, aiming to strengthen our capacity to identify and manage third-party risks effectively, thereby reinforcing responsible business practices.



Climate-related Risk

Climate change can pose both business risks and significant commercial opportunities for Onterris. Even as we work to implement mitigation measures to alleviate the potential impact of risks, several of our core offerings position us to serve our clients across a range of global transition pathways, creating significant opportunities.

In 2025, we conducted a climate risk assessment in line with the TCFD recommendations to supplement our overarching enterprise risk management approach. We undertook comprehensive desktop research to identify a range of potential risks and opportunities, which we reviewed, refined and prioritized with members of our ELT. We further evaluated the priority transition risks and opportunities through qualitative scenario analysis. We also commissioned a third party to conduct a screening-level physical climate risk assessment of our US, Canada and Australia locations, modeling frequency and severity of extreme events related to heat, precipitation, drought, flooding (inland and coastal) and fire and assign a risk rating.

Significant climate-related risks and opportunities are escalated to members of our ELT and the Risk Management Committee. This structure supports the integration of climate-related risks into our overall enterprise risk management approach and strategic decision-making.

For more information on our [climate-related risks](#), refer to our [2025 Climate Risk Assessment Report](#).

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Sustainable Procurement

Our commitment to sustainable procurement starts with our Environmental and Human Rights Policies:

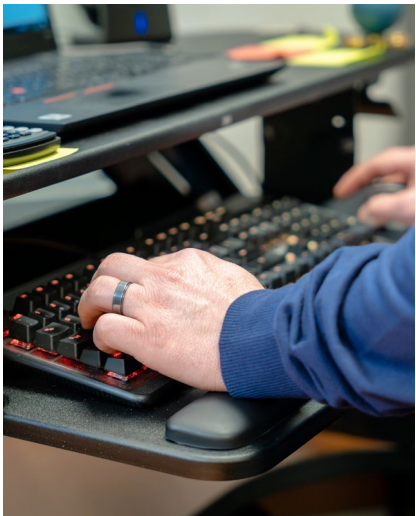
Our [Environmental Policy](#) encourages our partners, including our suppliers, to address the environmental priorities contained in the policy in areas where we do not exercise operational control.

Our [Human Rights Policy](#) explicitly states that Onterris will not knowingly conduct business with suppliers that engage in child labor, forced labor or human trafficking or otherwise operate in non-compliance with applicable laws and regulations.

Furthermore, the standard terms and conditions issued with all US purchase orders include our expectation that suppliers adopt and enforce concepts, values and behaviors consistent with those embodied in our Human Rights Policy. Suppliers are also required to include the substance of these requirements in any subcontracts.

In August 2025, we initiated a major overhaul of our procurement processes and systems. The initial phase of this project included implementing Coupa, our new purchasing platform, which went live in May 2026. From requisitioning services and issuing purchase orders to supplier onboarding and invoicing, Coupa provides consistency, visibility and control throughout the process and links seamlessly to our financial systems. With Coupa in place, we now have the foundation to further integrate sustainability considerations into our procurement processes over time.

In 2026, we plan to update our procurement-related policies to better align with our updated system. We anticipate this will include a new Indirect Purchasing Policy that establishes procedures to promote cost savings, mitigate risks and enhance operational efficiency while promoting sustainable purchasing practices. This will also pave the way for establishing a Vendor Code of Conduct, reinforcing our Code of Conduct and Ethics Policy and Human Rights Policy with our supplier base.



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Cybersecurity and Data Privacy

At Onterris, we work diligently to safeguard our systems, networks and devices from unauthorized access and to securely manage sensitive information in accordance with legal and ethical standards. Our cybersecurity and data privacy program is centered on active risk identification and management, underpinned by strong governance and reinforced through employee training.

Oversight

In December 2025, Onterris welcomed a new CIO. Our CIO brings deep expertise in cybersecurity and data privacy, supported by more than 20 years of experience leading technology, security and digital transformation functions across multiple organizations. His background includes overseeing enterprise security programs, implementing large-scale infrastructure modernization initiatives and driving the adoption of industry-standard cybersecurity frameworks. In addition to his responsibilities as CIO, he provided direct oversight of the Onterris

information security function through early 2026, when we welcomed a new Chief Information Security Officer (CISO).

Our CISO and cybersecurity team leaders meet regularly with a third-party cybersecurity advisor to review strategies and progress. Our Enterprise Cybersecurity Council, comprising the CIO, CISO, Information Security Director, Infrastructure Director and senior security architects and engineers, identifies, assesses and manages material risks posed by cybersecurity threats. The council meets monthly to review cybersecurity risks, evaluate performance metrics and identify areas for improvement, with oversight covering project progress, employee training completion, phishing simulation results and the prevention, detection, mitigation and remediation of cybersecurity incidents. Council members hold certifications, including Certified Information Security Manager (CISM), Certified Information Systems Security Professional, Certified Ethical Hacker and Cisco Certified Network Associate.

While Onterris does not have a dedicated Data Privacy Officer, data privacy governance forms an integral component of our broader risk management framework. Oversight is exercised at the senior level through the ELT, the Legal team and the Information Security team, collectively confirming that data privacy considerations are reflected in operational decision-making and enterprise risk oversight.

The Board of Directors oversees our processes for assessing and mitigating risk, including cybersecurity, data privacy and AI-related risk. The Audit Committee maintains delegated oversight of cybersecurity risk, engaging third-party expertise as it determines is needed to advise on infrastructure, policies and practices. Our CIO briefs the Audit Committee at least quarterly on cybersecurity and data privacy risks, incidents and ongoing projects. The full Board receives quarterly updates from the Audit Committee and periodic briefings from the CIO on cybersecurity and data privacy risk management.

► In accordance with our [Incident Response Plan](#), in the event of a potentially material cybersecurity event, the Audit Committee, as well as our General Counsel, Chief Financial Officer and CEO, would be notified, briefed and involved in oversight of mitigation, reporting and recovery measures as appropriate.

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Policies

Our IT Acceptable Use Policy establishes the standards and expectations for the responsible use of our technology resources. It is designed to protect Onterris, our employees, clients and partners from risks associated with the misuse of technology, including cybersecurity threats, data breaches, regulatory non-compliance, legal liability and operational disruption. Any individual who accesses any of our IT systems, including full-time and part-time employees, temporary staff,

interns, contractors, consultants, vendors, clients and business partners, is bound by this policy as a condition of their access.

The IT Acceptable Use Policy specifically addresses hardware, software, electronic communications, personal devices, remote work, security measures, data protection and handling, compliance considerations, intellectual property and copyright, social media and the company's right to monitor.



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The IT Acceptable Use Policy is supported by additional IT-related policies, including the following, all of which support strong management of cybersecurity and data privacy:



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Operational Practices, Including Risk Identification and Management

We maintain a cybersecurity risk management program designed to identify, assess and manage material risks from cybersecurity threats, including unauthorized access to our information systems and the confidential, proprietary, business and personal information we process and store. Our cybersecurity risk management processes are integrated into our enterprise risk management framework and are aligned with the National Institute of Standards and Technology (NIST) Risk Management Framework (RMF), other industry-recognized standards and contractual requirements. These processes are led under the oversight of our CIO and implemented by a dedicated information security team (led by our new CISO starting in 2026) in coordination with senior management and other business functions.

As part of our cybersecurity risk management processes, we conduct ongoing risk assessments, vulnerability management activities, application security assessments, penetration testing and security audits to identify and manage cybersecurity risks. We engage third parties in connection with our cybersecurity risk management processes, including a managed security service provider (MSSP) that supports security monitoring and incident response in coordination with our internal team. We also engage assessors, consultants and auditors from time to time to assist with cybersecurity risk assessment, threat identification and remediation, and we participate in government and industry information-sharing initiatives.

We maintain a formal Third-Party Vendor Risk Management Program designed to identify, assess and mitigate information security risks associated with external vendors and service providers. We have processes to oversee and manage cybersecurity risks associated with third-party service providers, including through monitoring activities and the use of security controls and technologies. As part of this program, we conduct structured vendor risk assessments and reviews to evaluate their security posture and confirm alignment with Onterris standards.

In coordination with the Board's Audit Committee and our cybersecurity team, the Onterris Internal Audit team conducts quarterly reviews of key security controls. Additionally, the Internal Audit team performs quarterly audits of administrative account permissions to confirm that only authorized personnel can access sensitive information.

We maintain an Incident Response Plan aligned with NIST 800-61 that provides for the investigation, containment, escalation and remediation of cybersecurity incidents, including procedures to assess materiality and escalate potentially material incidents to senior management and the Audit Committee, as well as procedures to guide recovery from cybersecurity incidents.

▀ As of December 31, 2025, we were not aware of any risks from cybersecurity threats, including as a result of any previous cybersecurity incidents, that have materially affected or are reasonably likely to materially affect us, including our business strategy, results of operations or financial condition. No substantiated complaints concerning client data privacy breaches were received in 2025.

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Training and Awareness

All full-time and part-time Onterris employees, as well as contract employees, are required to complete annual cybersecurity training. In December 2025, we launched an updated Cybersecurity Foundations course to all employees, designed to help all users recognize and respond to today’s most common digital threats. The course was deployed through our new LMS, which tracks course completion. This training covers key topics such as phishing and social engineering, recognition of social engineering tactics commonly used to gain unauthorized access to sensitive information, as well as emerging risks such as AI-generated deepfakes. The course also provides step-by-step guidance on reporting suspicious emails through a standardized mechanism within Microsoft 365.

Our annual code of conduct and ethics training program also includes a course on protecting confidential company data and information, including client-related information. Together, these training initiatives support a culture of data privacy awareness and equip employees with the practical knowledge needed to identify, avoid and report threats that could result in unauthorized disclosure or misuse of data.

Engaging employees in cybersecurity and data privacy matters is essential to effective risk management. We regularly communicate with our employees to highlight best practices for managing cybersecurity risk via email, internal news alerts and our monthly newsletter. In October 2025, we recognized Cybersecurity Awareness Month through weekly bulletins emailed to employees that covered topics such as social engineering, strong passwords, AI, phishing and ransomware. Throughout the year, we continued our phishing exercises to further evaluate and enhance our employees’ ability to recognize and respond to malicious threats.



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Quality and Client Satisfaction

Onterris is committed to following sound research, analysis and consulting practices and delivering quality-assured services across our entire portfolio of capabilities. Oversight and responsibility for quality are integrated within our individual business units, supported by dedicated quality teams who oversee the management, enhancement and execution of our quality systems.

In 2025, we advanced several strategic initiatives to strengthen our quality infrastructure. We successfully migrated and consolidated our laboratory information management systems (LIMS) across multiple analytical laboratories, enhancing data integrity, traceability and workflow standardization across our laboratory network. We also developed and enhanced a suite of web-based, searchable databases to streamline audit scheduling and tracking, document review management, certification tracking and deadline oversight. Within the consulting segment, we introduced purpose-built tools to support project managers and frontline staff, further embedding quality practices across day-to-day operations.

Our Australian operations are certified to ISO 9001 for quality management. Our analytical laboratories hold a broad portfolio of state and national accreditations, and several hold ISO 17025 certifications and/or US Department of Defense and Department of Energy authorizations. Our source testing services are accredited to ASTM D7036-04 (Standard Practice for Competence of Air Emission Testing Bodies) by the American Association for Laboratory Accreditation (A2LA), with all testing overseen onsite by at least one Qualified Individual as defined in 40 CFR 72.2.

We continually track our Net Promoter Score (NPS), a metric that measures client satisfaction and loyalty. We actively gather feedback from respondents below the Promoter threshold of 9 on the 10-point scale to identify opportunities for continual improvement. In 2025, we distributed over 7,000 NPS surveys and achieved a score of 77. This score substantially outperforms typical benchmarks for the professional services industry, reflecting the strength of our client relationships and our sustained focus on quality and client satisfaction.

▮ Dedicated professionals who value their clients and go above and beyond to exceed expectations ▮

INDUSTRIAL MANUFACTURING CLIENT

▮ Responsive team that adapts to customer needs. High-quality deliverables as well. ▮

THIRD-PARTY LOGISTICS CLIENT



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This 2025 Sustainability Report provides information on how Onterris, Inc., manages the sustainability issues we consider most relevant to our company and our stakeholders. Entities covered in the 2025 Sustainability Report are aligned with the entities included in our 2025 consolidated financial statements. Unless otherwise stated, all information referenced is for the fiscal year ending December 31, 2025. As part of our commitment to integrity and transparency, much of our reported data is independently verified by a third party. You can access the data verification statement [here](#).

We report voluntarily on our sustainability strategy and performance, referencing the Sustainability Accounting Standards Board (SASB) Standards for Professional and Commercial Services and the relevant Global Reporting Initiative (GRI) Standards. We have also identified and reported on specific UN Sustainable Development Goals (SDGs) that align with our sustainability strategy and the services we provide.

Publication date: September 29, 2026



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The following data supplements the data provided in the 2025 Sustainability Report.

Energy Use

Total Energy Use (GJ)

Source	2022 GHG Base Year	2024 Prior Year	2025 Reporting Year ²
Gasoline Fuel	68,415	76,444	61,260
Purchased Electricity	60,692	53,552	56,047
Natural Gas	35,500	25,542	25,682
Diesel Fuel	29,064	30,358	22,786
Jet Fuel	1,209	4,851	4,473
Total	194,879	190,747	170,247

Energy Use by Country/Region (GJ)

Country/Region	2022 GHG Base Year	2024 Prior Year	2025 Reporting Year
United States of America	152,998	148,833	132,322
Canada	37,109	35,531	32,396
Australia	3,451	3,840	3,864
Europe	1,322	2,543	1,665
Total	194,879	190,747	170,247

Purchased Electricity by Country/Region (MWh)

Country/Region	2022 GHG Base Year	2024 Prior Year	2025 Reporting Year
United States of America	13,951	11,991	12,458
Canada	2,097	1,870	2,161
Australia	594	644	700
Europe	216	371	250
Total	16,859	14,876	15,569

GHG Emissions

Total Scope 1 and 2 GHG Emissions (MTCO₂e)

Emissions Source	2022 Base Year	2024 Prior Year	2025 Reporting Year ²
Vehicle Fleet – Total	6,796	7,470	5,877
<i>Vehicle Fleet – Gasoline</i>	<i>4,749</i>	<i>5,302</i>	<i>4,266</i>
<i>Vehicle Fleet – Diesel</i>	<i>2,047</i>	<i>2,168</i>	<i>1,611</i>
Aircraft – Jet Fuel	83	335	309
Building Heat – Natural Gas	1,796	1,286	1,293
Fugitive Emissions – Refrigerants	294	273	273
Scope 1 GHG Emissions	8,969	9,363	7,752
Purchased Electricity – Location-based	5,579	4,482	4,700
Purchased Electricity – Market-based	5,977	5,145	2,573
Scope 2 GHG Emissions (Market-based)	5,977	5,145	2,573
Total	14,946	14,508	10,325

Scope 1 GHG Emissions by Country/Region (MTCO₂e)

Country/Region	2022 Base Year	2024 Prior Year	2025 Reporting Year
United States of America	6,891	7,287	5,994
Canada	1,959	1,899	1,615
Australia	87	102	93
Europe	32	74	50
Total	8,969	9,363	7,752

¹Totals may not match the sum of source- or country/region-specific data due to rounding.

²This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#).

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GHG Emissions (Continued)

Scope 2 (Location-based) GHG Emissions by Country/Region (MTCO₂e)

Country/Region	2022 Base Year	2024 Prior Year	2025 Reporting Year
United States of America	4,264	3,345	3,504
Canada	987	780	725
Australia	319	344	460
Europe	9	13	10
Total	5,579	4,482	4,700

Scope 2 (Market-based) GHG Emissions by Country/Region (MTCO₂e)

Country/Region	2022 Base Year	2024 Prior Year	2025 Reporting Year
United States of America	4,466	3,782	1,933
Canada	987	780	28
Australia	481	522	567
Europe	44	61	45
Total	5,977	5,145	2,573

Combined Scope 1 + Market-based Scope 2 GHG Emissions by Country/Region (MTCO₂e)

Country/Region	2022 Base Year	2024 Prior Year	2025 Reporting Year
United States of America	11,356	11,069	7,928
Canada	2,945	2,680	1,643
Australia	568	624	660
Europe	78	135	94
Total	14,946	14,508	10,325

Total Scope 3 GHG Emissions (MTCO₂e)

Scope 3 Category	2022 Base Year	2024 Prior Year	2025 Reporting Year
Category 1: Purchased Goods and Services	25,967	24,443	35,895
Category 2: Capital Goods	21,834	12,132	10,506
Category 3: Fuel- and Energy-Related Activities	2,861	3,261	2,729
Category 4: Upstream Transportation and Distribution	2,719	3,963	4,845
Category 5: Waste Generated in Operations	150	194	213
Category 6: Business Travel	4,879	4,032	6,387
Category 7: Employee Commuting	6,073	7,241	7,002
Category 9: Downstream Transportation and Distribution	316	878	722
Category 11: Use of Sold Products	60,363	19,125	5,379
Category 12: End-of-Life Treatment of Sold Products	216	270	30
Total	125,376	75,529	73,708

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GHG Emissions (Continued)

Scope 3 GHG Emissions by Country/Region (MTCO₂e)

Country/Region	2022 Base Year	2024 Prior Year	2025 Reporting Year
United States of America	109,796	65,251	60,733
Canada	12,907	7,800	10,257
Australia	1,240	1,137	1,528
Europe	1,433	1,341	1,189
Total	125,376	75,529	73,708

Total (Scope 1 + 2 + 3) GHG Emissions by Country/Region (MTCO₂e)²

Country/Region	2022 Base Year	2024 Prior Year	2025 Reporting Year
United States of America	121,152	76,320	68,660
Canada	15,852	10,480	11,900
Australia	1,809	1,761	2,188
Europe	1,510	1,476	1,284
Total	140,323	90,036	84,033

People

2025 Employee Headcount by Employment Category and Country/Region

Employee Category	United States	Canada	Australia	Europe	Total
Permanent, Full-time	2,311	696	100	8	3115
Permanent, Part-time	123	1	13	0	137
Total, Permanent	2,434	697	113	8	3,252
Temporary, Full-time	8	3	0	0	11
Temporary, Part-time	205	32	0	0	237
Total, Temporary	213	35	0	0	248
Nonguaranteed hours (casual)	0	1	2	0	3
Total	2,647	733	115	8	3,503

Waste

Total Waste Generation (Tons)

Waste Type	2023	2024	2025 ³
Hazardous Waste	103.5	92.3	113.2
Non-hazardous Waste	21.8	60.5	81.0
e-Waste	2.4	0.4	0.7
Universal Waste	0.2	1.1	0.05
Total Waste	127.9	154.3	195.0

Waste Generation by Country/Region (Tons)⁴

Country/Region	2023	2024	2025
United States of America	127.9	141.3	192.0
Australia	Not reported	13.0	3.0
Total	127.9	154.3	195.0

² Using market-based Scope 2 GHG emissions.

³ This data has been verified by a third party. A copy of our independent verification limited assurance statement can be found [here](#).

⁴ As indicated in the Waste section of the report, the majority of waste (beyond general refuse) is generated in our laboratories; for this reason, our public disclosures are focused on the waste streams from these facilities.

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Professional and Commercial Services

Topic	Accounting Metric	Code	Location/Response
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Operational Practices, Including Risk Identification and Management
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Policies
	(1) Number of data breaches; (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches; (3) number of (a) customers and (b) individuals affected	SV-PS-230a.3	Operational Practices, Including Risk Identification and Management
Workforce Diversity & Engagement	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	SV-PS-330a.1	Diversity, Fairness and Inclusion
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Employee Engagement and Retention 14% voluntary, 8% involuntary
	Employee engagement as a percentage	SV-PS-330a.3	Not measured
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	Business Ethics and Compliance
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	2025 10-K > Notes to Consolidated Financial Statements > 15. Commitments and Contingencies
Activity Metric		Code	Location/Response
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract		SV-PS-000.A	Our Onterris Team
Employee hours worked, percentage billable		SV-PS-000.B	4,334,378 employee hours worked

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GRI Standard	Disclosure	Location/Response
GRI 2: General Disclosures 2021	2-1 Organizational details	Who We Are
	2-2 Entities included in the organization's sustainability reporting	About This Report
	2-3 Reporting period, frequency and contact point	About This Report
	2-4 Restatements of information	Supplemental Sustainability Data
	2-5 External assurance	About This Report
	2-6 Activities, value chain and other business relationships	Who We Are
	2-7 Employees	Our Onterris Team
	2-8 Workers who are not employees	Our Onterris Team
	2-9 Governance structure and composition	Board Composition
	2-10 Nomination and selection of the highest governance body	2026 Proxy Statement > Corporate Governance
	2-11 Chair of the highest governance body	Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Oversight
	2-13 Delegation of responsibility for managing impacts	Sustainability Oversight
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Oversight
	2-15 Conflicts of interest	Governance and Oversight
	2-16 Communication of critical concerns	Governance and Oversight
	2-17 Collective knowledge of the highest governance body	Sustainability Oversight
	2-18 Evaluation of the performance of the highest governance body	2026 Proxy Statement > Corporate Governance
	2-19 Remuneration policies	2026 Proxy Statement > Compensation Committee Matters > Compensation Discussion and Analysis
	2-20 Process to determine remuneration	2026 Proxy Statement > Compensation Committee Matters > Compensation Discussion and Analysis
	2-21 Annual total compensation ratio	2026 Proxy Statement > Compensation Committee Matters > Compensation Discussion and Analysis 2026 Proxy Statement > Compensation Committee Matters > CEO Pay Ratio

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GRI Standard	Disclosure	Location/Response
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	A Message From Our CEO Engaging Our Stakeholders and Defining Our Sustainability Priorities
	2-23 Policy commitments	Our Commitment to Stewardship Human Rights Business Ethics and Compliance Cybersecurity and Data Privacy
	2-24 Embedding policy commitments	Our Commitment to Stewardship Health and Safety Business Ethics and Compliance Human Rights Sustainable Procurement Cybersecurity and Data Privacy
	2-25 Processes to remediate negative impacts	Business Ethics and Compliance
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Compliance
	2-27 Compliance with laws and regulations	We have not identified any instances of material noncompliance with laws and regulations that occurred during the reporting year.
	2-28 Membership associations	Our memberships include, but are not limited to: • Air & Waste Management Association • American Water Works Association • Australian Land and Groundwater Association • Australian Water Association • Canadian Land Reclamation Association • Canadian Renewable Energy Association • Environment Institute of Australia and New Zealand • Methane Leadership Alliance • National Association of Environmental Managers • National Groundwater Association • National Rural Water Association • National Waste and Recycling Association • Solar Energy Industries Association • Solid Waste Association of North America • Utility Solid Waste Activities Group • Water Environment Federation • Women's Energy Group

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GRI Standard	Disclosure	Location/Response
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Engaging Our Stakeholders and Defining Our Sustainability Priorities
	2-30 Collective bargaining agreements	2025 10-K > Item 1. Business > Human Capital Resources
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Engaging Our Stakeholders and Defining Our Sustainability Priorities
	3-2 List of material topics	Engaging Our Stakeholders and Defining Our Sustainability Priorities
	3-3 Management of material topics	Each topic section/subsection of the report describes how we manage material topics, as noted in the topic-specific disclosures listed below.
GRI 101: Biodiversity 2024	Onterris has not identified biodiversity as a material topic. We operate from leased offices and laboratories, primarily in urban and suburban areas. We do not own land, nor do we occupy large tracts of land; therefore, our ability to impact biodiversity is limited.	
GRI 102: Climate Change 2025	Onterris plans to report against this standard (effective January 1, 2027) in our 2026 Sustainability Report.	
GRI 103: Energy 2025	Onterris plans to report against this standard (effective January 1, 2027) in our 2026 Sustainability Report.	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2025 10-K > Item 8. Financial Statements and Supplementary Data > Statements of Cash Flows
	201-2 Financial implications and other risks and opportunities due to climate change	Climate-related Risk 2025 Climate Risk Assessment Report
	201-3 Defined benefit plan obligations and other retirement plans	Employee Engagement and Retention
	201-4 Financial assistance received from government	In 2025, Onterris received US and Canadian tax credits related to our research and development activities.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business Ethics and Compliance
	205-2 Communication and training about anti-corruption policies and procedures	Training
	205-3 Confirmed incidents of corruption and actions taken	We did not identify any incidents of corruption with third parties that occurred during the reporting year.
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	We did not identify any instances of legal action pending or completed during the reporting year regarding anti-competitive behavior or violations of anti-trust and monopoly legislation in which Onterris was identified as a participant.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Use
	302-2 Energy consumption outside of the organization	We largely estimate our scope 3 value chain GHG emissions based on spend data. We do not currently quantify energy consumption outside of our organization.
	302-3 Energy intensity	Energy Use

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GRI Standard	Disclosure	Location/Response
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water
	303-3 Water withdrawal	Water Onterris does not directly withdraw surface water, groundwater, seawater or produced water for our operations. Water for our offices and laboratories is limited to freshwater provided by third parties (e.g., municipal utilities).
	303-4 Water discharge	Water Onterris does not generate industrial wastewater, nor do we directly discharge water to surface water, groundwater or seawater. Water discharge from our offices and laboratories is limited to freshwater discharge to third parties (e.g., municipal sewers and wastewater treatment plants).
	303-5 Water consumption	Water Water consumption, calculated as the difference between water withdrawal and water discharge, is negligible. It is limited to drinking water and a limited amount of water used in our laboratories to prepare samples.
GRI 305: Emissions 2016	305-1 Direct (scope 1) GHG emissions	Scope 1 and 2 GHG Emissions
	305-2 Energy indirect (scope 2) GHG emissions	Scope 1 and 2 GHG Emissions
	305-3 Other indirect (scope 3) GHG emissions	Scope 3 GHG Emissions
	305-4 GHG emissions intensity	Greenhouse Gas Emissions
	305-5 Reduction of GHG emissions	Greenhouse Gas Emissions
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste
	306-2 Management of significant waste-related impacts	Waste
	306-3 Waste generated	Waste
	306-4 Waste diverted from disposal	Waste
	306-5 Waste directed to disposal	Waste
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Attracting, Engaging and Retaining Talent
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Rewarding Our People
	401-3 Parental leave	Rewarding Our People

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GRI Standard	Disclosure	Location/Response
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety Management System
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety
	403-3 Occupational health services	Health and Safety Management System
	403-4 Worker participation, consultation, and communication on occupational health and safety	Training and Engagement
	403-5 Worker training on occupational health and safety	Training and Engagement
	403-6 Promotion of worker health	Health and Safety Management System
	403-8 Workers covered by an occupational health and safety management system	Health and Safety Management System
	403-9 Work-related injuries	Performance
	403-10 Work-related ill health	Performance
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Engagement and Retention
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Fairness and Inclusion Board Composition
	405-2 Ratio of basic salary and remuneration of women to men	While Onterris does not disclose this ratio, we conduct a gender pay equity analysis review every year and make adjustments accordingly.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	We did not identify any material incidents of discrimination during the reporting year.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	We did not identify any operations or suppliers where we believe the right to freedom of association and collective bargaining was at risk during the reporting year.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	We did not identify any operations or suppliers where we believe there is a significant risk of child labor during the reporting year.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	We did not identify any operations or suppliers where we believe there is a significant risk of forced or compulsory labor during the reporting year.
GRI 415: Public Policy 2016	415-1 Political contributions	We did not contribute, financially or in-kind, to any political parties, their elected representatives or persons seeking political office in 2025.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Operational Practices, Including Risk Identification and Management

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UN SDG	Goal	Our Contribution
	Ensure healthy lives and promote wellbeing for all at all ages	Our client solutions enhance the protection and restoration of air, water and soil, creating a positive impact in the communities we serve.
	Ensure availability and sustainable management of water and sanitation for all	We implement advanced water treatment solutions that address PFAS and other contaminants, and our dedicated R&D team continually innovates around treatment technologies.
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Our client solutions foster sustainable growth through innovative strategies focused on environmental stewardship and social responsibility. Furthermore, we aim to provide a work environment that supports human rights and promotes fair labor practices. Our Human Rights Policy formalizes our commitment to respecting and upholding human rights.
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Our client solutions support the enhancement of vital infrastructure through engineering, design and implementation services for innovative environmental technologies.
	Reduce inequality within and among countries	We are aiming to achieve gender balance across our workforce by 2040, and we remain committed to pay equity, regardless of gender. We have zero tolerance for discriminatory behaviors contrary to our policy commitments or our inclusive culture.
	Take urgent action to combat climate change and its impacts	We support our clients in their transition to a low-carbon future through renewable energy initiatives and other projects that reduce emissions. Furthermore, we have committed to net-zero GHG emissions by 2040 and have made significant progress towards meeting our near-term (2030) GHG reduction targets.
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	As part of our work to protect the soil that sustains us, we support the restoration of natural resources through soil remediation and land redevelopment solutions. We help clients address land management challenges through sustainable redevelopment and land-use planning.



5120 Northshore Drive
North Little Rock, Arkansas 72118
[Onterris.com](https://www.onterris.com)

Forward-Looking Statements

This Sustainability Report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements may be identified by the use of words such as 'intend,' 'expect' and 'may', and other similar expressions that predict or indicate future events or that are not statements of historical matters.

Forward-looking statements are based on current information available at the time the statements are made and on management's reasonable belief or expectations with respect to future events, and are subject to risks and uncertainties, many of which are beyond the Company's control, that could cause actual performance, results or outcomes to differ materially from the belief or expectations expressed in or suggested by the forward-looking statements. Additional factors or events that could cause actual results to differ may also emerge from time to time, and it is not possible for the Company to predict all of them.

In addition, historical, current and forward-looking sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve and assumptions that are subject to change in the future. Forward-looking statements speak only as of the date on which they are made, and the Company undertakes no obligation to update any forward-looking statement to reflect future events, developments or otherwise, except as may be required by applicable law. Investors are referred to the Company's filings with the US Securities and Exchange Commission, including its Annual Report on Form 10-K for the year ended December 31, 2025, for additional information regarding the risks and uncertainties that may cause actual results or outcomes to differ materially from those expressed in any forward-looking statement.