

REPORTING YEAR 2024

Corporate Sustainability Report



TABLE OF CONTENTS

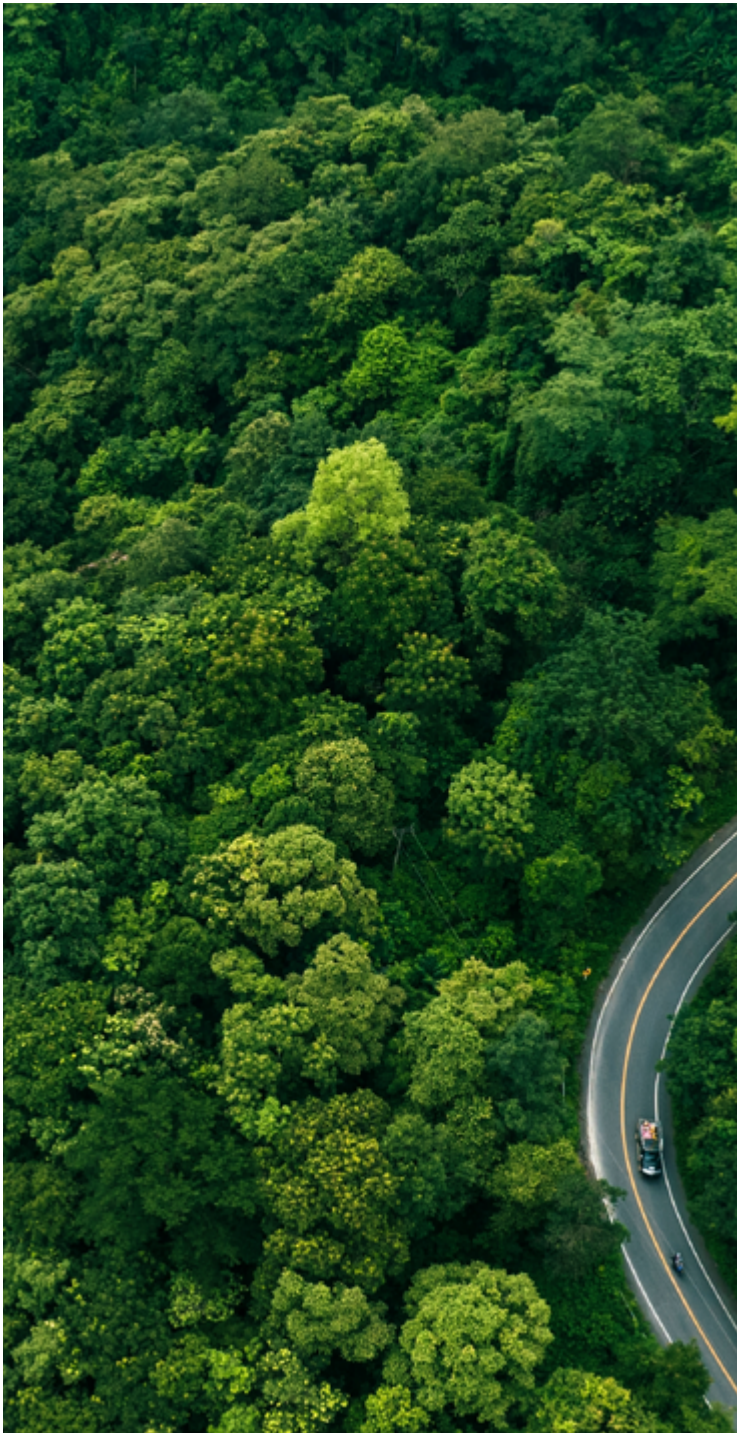
CEO LETTER

1	OVERVIEW	1
	Who We Are Today	1
	Our Purpose in Action	3
	Leadership	3

4	OUR APPROACH TO ESG	4
	ESG Strategy	4
	ESG Management	5
	ESG Programs	6

10	OUR PEOPLE	10
	A Highly Qualified Workforce	10
	Growth Through Acquisitions	12
	Prioritizing Employee Health, Safety, and Well-Being	13
	Inclusive Culture and Workforce Empowerment	16
	Employee Engagement	18
	Career Development	19

22	OUR BUSINESS	22
	Driving Innovation Across Diverse Sectors	22
	Environmental Consulting	25
	Water & Ecology	27
	Built Environment	30
	Life Sciences	33
	Empowering EHS Professionals Through Specialized Training	36





39	OUR COMMUNITY	39
	Local Impact & Global Reach	40

44	OUR PLANET	44
	Enabling Impact Through Client Services	45
	Our Greenhouse Gas Emissions	51
	Environmental Management	62

64	OUR GOVERNANCE	64
	Business Ethics	65
	Quality Management and Operational Integrity	66
	Financial Governance	70
	Information Security & Technology Use	70
	Sustainable Procurement	74

77	LOOKING FORWARD	77
-----------	-----------------	----

82	APPENDIX A - ESG PERFORMANCE METRICS	82
-----------	--------------------------------------	----

84	APPENDIX B - SASB DISCLOSURES	84
-----------	-------------------------------	----

90	APPENDIX C - DATABANK (CONFIDENTIAL)	90
-----------	--------------------------------------	----



CEO LETTER



As we celebrate 50 years of technical excellence, we are also embracing a future shaped by sustainability. ESG is not just a reporting framework; it is a lens through which we drive innovation, accountability, and lasting value for our clients and communities.



In 2024, Trinity Consultants proudly celebrated its 50th anniversary, a milestone that reflects not only our legacy of technical excellence but also our deepening commitment to sustainability. More than ever, environmental, social, and governance (ESG) factors are embedded into our business strategy and growth. Our approach is guided by globally recognized frameworks, including the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the United Nations Sustainable Development Goals (UN SDGs). We also benchmark our performance through independent platforms such as EcoVadis, which awarded Trinity Consultants a Bronze Medal in the most recent assessment.

Through strategic acquisitions and organic growth, we have continued to expand and enhance our capabilities across the natural and built environments. Notably, our Water & Ecology pillar experienced significant growth, expanding our service offerings in biodiversity, land and water resource protection, and archaeological and cultural heritage preservation.

A key area of strategic expansion has been our growing presence in the mining sector. As global demand for critical minerals accelerates, our clients face increasing expectations to advance resource development responsibly and balance operational goals with environmental stewardship and community engagement. Our expanded team brings specialized expertise to help mining clients navigate complex permitting processes, safeguard sensitive habitats, preserve cultural heritage, and implement best practices in environmental performance. This work directly supports alignment with ESG regulations and voluntary commitments, particularly in areas such as climate action, land use, and Indigenous engagement.

Across the organization, our professionals, including engineers, scientists, toxicologists, chemists, ecologists, and other technical experts, remain dedicated to applying their knowledge and passion to improve environmental and social outcomes. From reducing industrial emissions and enhancing regulatory compliance to supporting pharmaceutical innovation and restoring ecosystems, we continue to deliver meaningful contributions to sustainable development.

In this report, we share highlights of our most recent ESG initiatives, metrics, and impact stories—along with our ongoing efforts to integrate ESG principles across our operations, service delivery, and client engagements in 2024.

We are proud of the work we do to protect the planet's natural and cultural resources. As we continue to grow, we remain committed to science-based consulting, technical excellence, and meaningful partnerships that support resilient communities and responsible industry practices.

Sincerely,

Paul Greywall

President and CEO
Trinity Consultants

A handwritten signature in black ink, reading "Paul Greywall". The signature is written in a cursive, flowing style. The background of the signature area is a light gray grid pattern.



OVERVIEW

Who We Are Today

Trinity Consultants began in 1974 with a mission to support Texas-based industries in navigating complex air quality impact analysis. Today, we are a global leader in environmental, health, and safety (EHS) consulting and technical engineering services, serving thousands of organizations across diverse sectors and regions.

From regulatory compliance to ecological science, from digital transformation to sustainable building design, Trinity operates at the intersection of science, policy, and innovation. Our multidisciplinary teams deliver strategic support across the four core business pillars:



Environmental Consulting



Water & Ecology



Built Environment

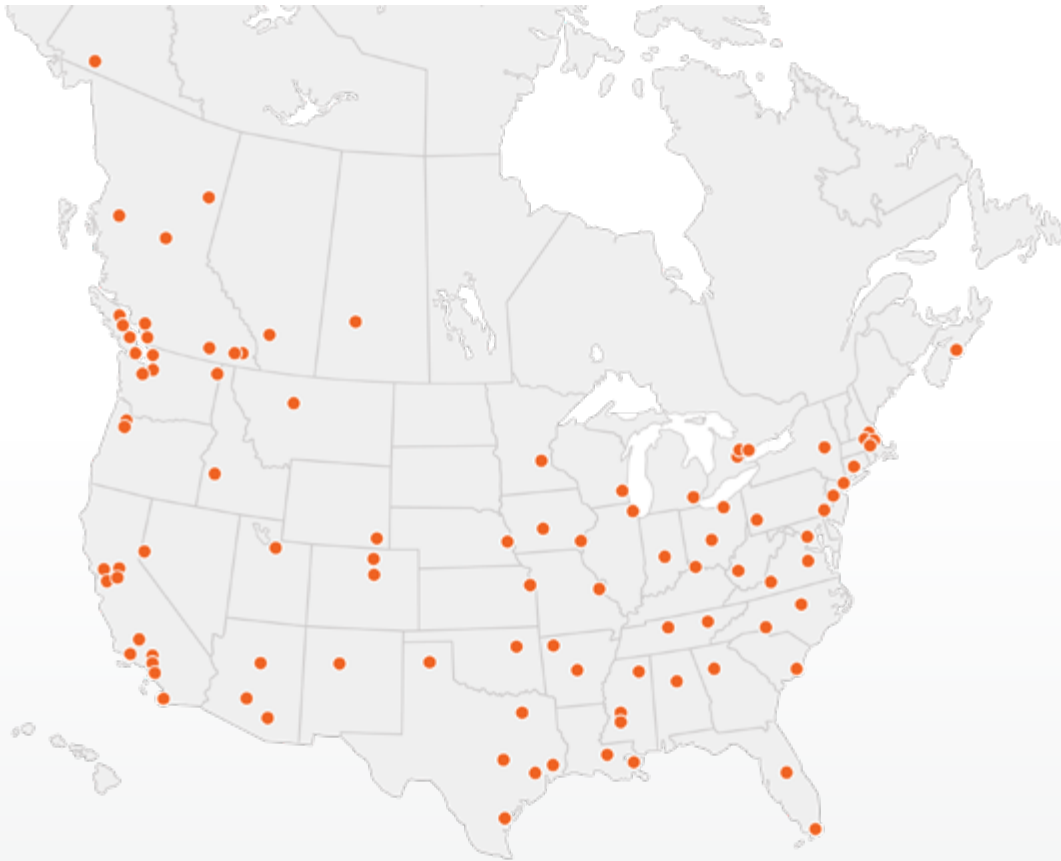


Life Sciences

We are proud to serve clients across North America, Europe, Asia, and Oceania, backed by more than 50 years of trusted expertise. Our network includes more than 100,000 software users in 90+ countries, reflecting our role as a global enabler of environmental data intelligence and operational excellence.

What defines Trinity is not just what we do, but how we do it. Our growth is grounded in technical integrity, client responsiveness, and a drive to solve complex challenges. As industries evolve and sustainability expectations rise, Trinity continues to expand its capabilities to help clients lead with confidence in a changing world.

North America



Europe

England, UK / Dublin, IE



Asia

China / Singapore / India



Australia

Queensland / New South Wales



1974

- ▶ Trinity established in Dallas, TX
- ▶ Office only serving Texas

2006

- ▶ International expansion to Huangzhou, China

1979

- ▶ Classroom training begins
- ▶ First mainframe computer purchased

2012

- ▶ SafeBridge is first non-EHS acquisition; expanding to Life Sciences industry

1989

- ▶ 2nd office in Kansas City, MO
- ▶ Air dispersion modeling begins on PCs

2023

- ▶ Trinity supports 4 pillars of business in 100+ office locations in 7 countries

Our Purpose in Action

At Trinity Consultants, our purpose is defined not just by what we do, but by why and how we do it. Our mission, vision, and values provide the foundation for every client engagement, strategic decision, and innovation we pursue. Together, they reflect our long-term commitment to technical excellence, sustainability, and trusted partnerships.

Leadership

Our Executive Committee sets the strategic direction and overarching corporate objectives for Trinity Consultants. Comprised of seasoned leaders, including the CEO, Divisional Presidents, Chief Financial Officer, and other senior executives, this team ensures that our growth aligns with core priorities such as technical excellence, accountability, and global impact. Their leadership forms the foundation for sustainable expansion and performance.

Trinity's Operational Leaders bring technical depth and day-to-day executional strength to our global consulting operations. These regional managers, divisional directors, and business line leaders drive quality delivery of services across EHS consulting, life sciences, and beyond, ensuring that client work remains grounded in expert insight and responsive service.



MISSION

We develop and implement intelligent solutions that efficiently achieve our clients' EHS, engineering, and science-related business objectives, while benefiting our employees and stockholders.

Our work creates shared value across industries, communities, and our own team.



VISION

To be the premier global provider of intelligent EHS, engineering, and science-based business solutions, delivering exceptional value, fostering long-term client partnerships, and enabling sustainable growth through a culture of innovation, inclusion, and pride.

We lead with knowledge, evolve with client needs, and foster innovation to shape a more sustainable future.



VALUES

- ▶ Quality
- ▶ Professionalism
- ▶ Reliability
- ▶ Client Satisfaction
- ▶ Employee Growth
- ▶ Technical Excellence

Our values are the foundation of our company, guiding how we serve, grow, and deliver excellence.



OUR APPROACH TO ESG

ESG Strategy

Trinity's Environmental, Social, and Governance (ESG) strategy is grounded in our identity as a technical EHS consulting firm, supporting clients in advancing sustainability while continuously improving our own operational practices. Our approach has grown organically from the nature of our project work and is guided by industry expectations, regulatory trends, and stakeholder priorities.

We recognize that our most significant impact comes from enabling climate-positive outcomes through the services we provide. At the same time, we remain committed to enhancing our internal ESG performance. As such, our ESG strategy reflects a dual focus:

- ▶ **Client-Facing ESG Enablement:** Assisting clients achieve ESG objectives through technical consulting in regulatory compliance, sustainability programs, emissions management, and environmental performance.
- ▶ **Internally Driven ESG Practices:** Enhancing our own ESG impact through responsible business practices, employee engagement, and operational sustainability. Externally, we contribute to environmental and social initiatives that protect natural ecosystems, promote biodiversity, and support climate adaptation for the industries we serve.

Our strategy is organized around three core strategic areas: environmental stewardship, social responsibility, and governance accountability. As Trinity continues to grow, we remain committed to creating long-term value by advancing environmental responsibility, social equity, and ethical business operations, both in how we serve our clients and how we manage our organization.

ESG Management

Our ESG program is guided by a strong governance structure that ensures accountability across the organization. Oversight is provided by the ESG Oversight Committee, chaired by the CEO and led by Dr. Sue Sung, our ESG Officer. Dr. Sung is responsible for coordinating and advancing ESG initiatives with strategic support from the executive team.

The ESG Oversight Committee includes leaders from finance, human resources, marketing, corporate development, legal, and the presidents of Trinity's business pillars, ensuring ESG considerations are fully integrated into decision-making and long-term planning. This governance model ensures that our ESG efforts are backed at the highest level and implemented throughout the organization. With guidance from the Oversight Committee, we maintain an ESG policy that reflects our dual role as both a corporate entity and a trusted EHS consulting partner. This policy underpins more than 30 ESG-related programs across environmental stewardship, social responsibility, and governance accountability.

ENVIRONMENTAL STEWARDSHIP

Aim to minimize our own environmental footprint while leveraging our technical expertise to support clients' sustainability goals.

- ▶ Providing consulting services in GHG mitigation, climate action planning, and ESG reporting
- ▶ Reducing internal Scope 1, 2, and 3 emissions through responsible energy use, low-impact travel, and procurement practices
- ▶ Encouraging sustainable behavior across offices, including energy efficiency and waste reduction initiatives

SOCIAL RESPONSIBILITY

Strive to create a workplace that supports inclusion, equity, safety, and professional growth, while also contributing to broader societal well-being.

- ▶ Promoting inclusive culture across hiring, leadership, and engagement
- ▶ Investing in employee development, wellness, and workplace safety
- ▶ Supporting community-focused projects that enhance biodiversity, climate resilience, and environmental awareness

GOVERNANCE & ACCOUNTABILITY

Be committed to maintaining high standards of integrity, transparency, and ethical business conduct.

- ▶ Aligning with recognized ESG frameworks, such as the UN Sustainable Development Goals (SDGs)
- ▶ Measuring and reporting our ESG performance through clear, verifiable metrics
- ▶ Strengthening data governance, privacy, and information security across digital systems and client solutions

To ensure credible, stakeholder-relevant reporting, we continue to align with the Sustainable Accounting Standards Board (SASB) standards, which remain the preferred framework for our primary investor. In parallel, we have begun aligning key elements of our ESG reporting with the Global Reporting Initiative (GRI) Standards, particularly in areas such as stakeholder engagement, supply chain practices, and community impact. This dual-framework approach strengthens our ability to meet the expectations of both investors and clients.

In 2024, Trinity also completed the CDP Climate Change Questionnaire in response to a client request. This marked our first engagement with CDP and demonstrates our readiness to participate in third-party ESG platforms.

Although Trinity is not a publicly traded company and does not plan to pursue formal certification under programs that require third-party verification, such as the Science Based Targets initiative (SBTi) or UN Global Compact (UNGC), we have intentionally designed our internal programs to align with the principles and expectations of these global frameworks. This alignment informs how we manage emissions, set reduction targets, engage suppliers, and contribute to the UNSDGs.

Trinity began formal ESG and Sustainability reporting in 2022. For our inaugural Reporting Year 2022, we were awarded a Silver Medal by EcoVadis, reflecting strong performance across ESG criteria. In Reporting Year 2023, we maintained the same score and program structure; however, due to revised scoring thresholds implemented by EcoVadis, our medal level shifted to Bronze. Despite this reclassification, the results reaffirm the robustness of our ESG program and our commitment to transparency and continuous improvement.

The outcomes of these efforts are reflected throughout this report, which aims to provide accurate, transparent, and balanced ESG disclosures. Unless otherwise noted, all data presented is current as of December 31, 2024.

ESG Programs

Trinity has identified more than 30 ESG-related initiatives, which are organized into seven core program categories. These categories serve as the foundation for our enterprise-wide ESG strategy. To guide our approach, we conduct materiality assessments aligned with the **SASB** framework, our primary ESG reporting platform. This ensures our focus remains on topics that are both financially material and strategically relevant to our operations and those of our clients.

Emerging ESG Considerations

As Trinity continues to evolve its ESG strategy in response to stakeholder expectations and external dynamics, we recognize the importance of proactively identifying and assessing emerging issues that may shape the future ESG landscape. In 2025, two new areas of focus have been identified by our ESG Oversight Committee for closer monitoring and strategic planning:

- **ESG Political Polarization** – With increasing divergence in regulatory and stakeholder perspectives on ESG topics, we recognize the reputational and operational risks posed by political polarization. While Trinity remains committed to offering compliance-driven, science-based ESG services, we are developing internal safeguards to ensure our approach remains adaptable, neutral, and responsive to varied client and jurisdictional contexts. Politically sensitive matters are monitored and managed under the new core ESG category, “Reputation and Stakeholder Engagement”.
- **AI Ethics and Responsible Technology Use** – As artificial intelligence becomes increasingly integrated into our service delivery and operations, we are initiating a governance framework to guide ethical, transparent, and responsible AI adoption. This includes considerations for data quality, fairness, and accountability in AI-assisted information and decision-making.

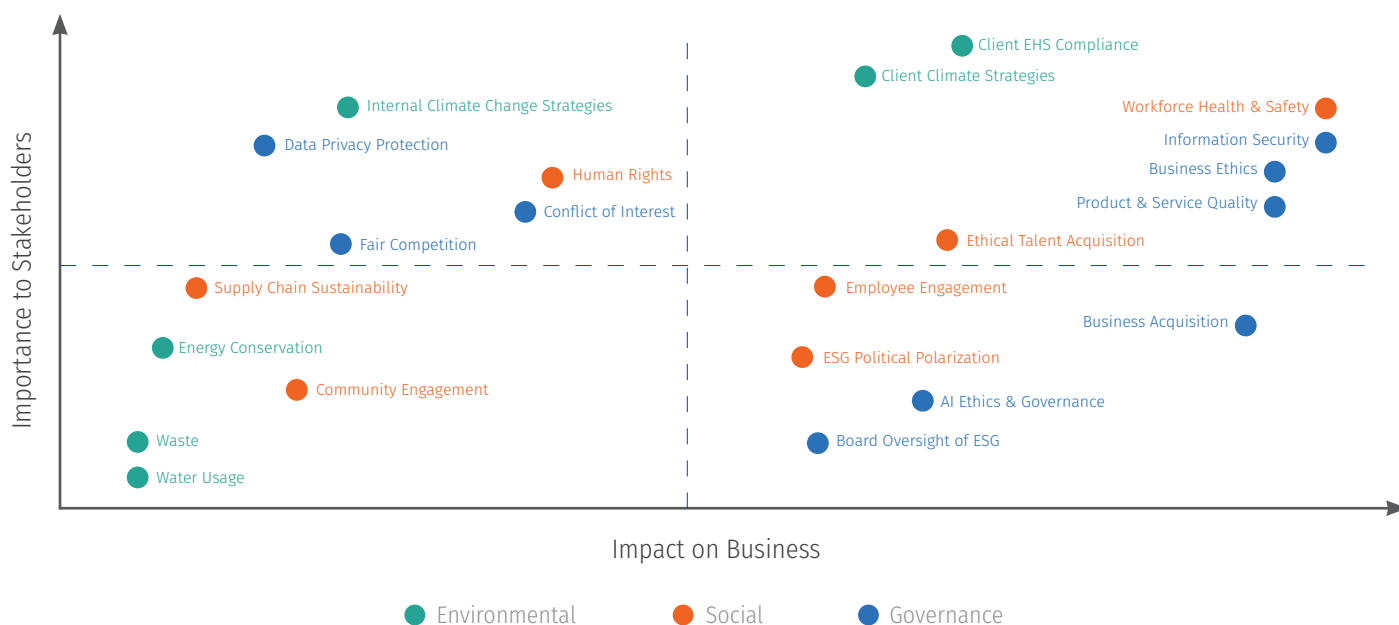
While formal KPIs for these emerging areas are still under development, we are actively incorporating these topics into our ESG planning and risk assessment frameworks. Updates on related governance and performance metrics will be shared in future sustainability reports as these programs mature.



Materiality Assessment

Since 2022, Trinity has employed a high-level materiality heat map to evaluate and prioritize key ESG topics based on their potential impact on our business and their importance to stakeholders. This assessment helps us identify emerging risks, strategic opportunities, and areas where we can create the greatest value. Updated by the ESG Oversight Committee, the heat map reflects input from internal leaders, client expectations, industry benchmarks (e.g., SASB and EcoVadis), and evolving regulatory and societal trends. The chart below highlights the ESG issues most relevant to Trinity's operations and stakeholders since the previous reporting year.

Beginning in 2024, Trinity enhanced its ESG risk assessment framework by integrating a value chain-based perspective, in alignment with guidance from the GRI and SASB. This approach allows us to more precisely identify where ESG risks and opportunities arise across the stages of our service delivery model—from the sourcing of talent and goods to the environmental outcomes delivered through our consulting work.



As a professional services firm, our most critical asset is human capital. Our ability to deliver exceptional client value is directly tied to how effectively we attract, retain, and support a high-performing, purpose-driven workforce. The value chain mapping below illustrates how ESG considerations are integrated across the full lifecycle of our operations:

- ▶ **Upstream** – We proactively manage ESG risks by emphasizing ethical talent acquisition, responsible procurement, and adherence to supplier integrity standards. This includes business acquisition due diligence and alignment with Trinity’s core ESG values during onboarding of newly acquired companies.
- ▶ **Internal Operations** – We focus on human capital development, employee health and safety, well-being, inclusion, operational sustainability, and data security. These areas are vital to fostering a resilient and responsible workplace aligned with our mission.

- ▶ **Downstream** – Trinity’s greatest ESG influence lies in the technical services we deliver, helping clients meet their environmental, health and safety (EHS), and climate-related objectives. These include services such as air permitting, greenhouse gas (GHG) accounting, EHS compliance, and sustainability and ESG reporting. In this way, we act as an enabler of our clients’ ESG success.

This value chain lens enhances our ability to assess how ESG risks and opportunities manifest across the different stages of our business model, from upstream (e.g., talent acquisition and responsible sourcing), to internal operational integrity, to the downstream impact of our consulting services. It enables us to tailor ESG actions to where they matter most and ensures that we remain proactive, transparent, and aligned with stakeholder expectations at every step of the service delivery lifecycle. This structured approach reinforces our commitment to continuous improvement, strategic ESG integration, and long-term value creation for clients, employees, and society.



Material Programs

Recognizing the evolving landscape and the growing concern over political polarization around ESG topics, Trinity has refined our ESG program structure to focus on seven core categories that integrate both client-focused services and internal operations as shown in the accompany figure.

For each program, we have identified key ESG risks and opportunities, outlined associated management and monitoring processes, and recommended targeted actions

to strengthen performance and resilience. Key performance indicators (KPIs) for each program were developed by the ESG Officer, reviewed and approved by the ESG Oversight Committee. These KPIs, along with associated targets, are summarized in Appendix A and are reported quarterly to the Board of Directors.





OUR PEOPLE

At Trinity, our people are our greatest asset and the foundation of our continued success. With a global team of more than 2,000 consultants, engineers, scientists, and technical specialists, we deliver high-impact environmental and technical solutions that generate measurable value for clients across sectors and geographies.

In 2024, we reaffirmed our commitment to employee well-being, professional development, and a workplace culture grounded in respect, inclusion, and opportunity. We are equally committed to supporting employees' human rights, career aspirations, and personal needs. Through a culture of openness, continuous learning, and shared success, we ensure our people are equipped and inspired to thrive.

A Highly Qualified Workforce

The strength of our organization lies in the knowledge, dedication, and professionalism of our people. We are proud of the academic and professional accomplishments of our consulting teams, whose expertise continues to deliver trusted results for our clients.

Exceptional Qualifications

Our workforce reflects a high level of technical rigor and commitment to excellence:

- ▶ 81% hold degrees in engineering or scientific disciplines
- ▶ 37% possess advanced degrees (e.g., MS, MA, MBA, PhD, or JD)
- ▶ More than 650 active certifications (e.g., PE, CSP, CIH, LEED AP, CPEA)

This deep pool of qualifications demonstrates our ongoing drive to remain at the forefront of technical standards and industry best practices.

Investing in Early-Career Talent

Trinity is committed to nurturing the next generation of environmental professionals. In 2024, we expanded our university outreach, visiting more than 80 campuses and participating in numerous career fairs to recruit early-career engineers and consultants.

In Australia, our Vision Environment team supported a new trainee in earning a Certificate III in Conservation and Ecosystem Management. The team passed on practical field skills and industry insights—while gaining a passionate new crew member aboard their research vessels. This hands-on mentorship exemplifies Trinity's commitment to building future talent.

Training & Development:

Our onboarding and development programs are designed to accelerate professional growth. Junior consultants received an average of **67 hours of training annually**, building foundational knowledge and strengthening our technical capabilities across teams.

We actively encourage ongoing education and professional development through participation in industry conferences, workshops, and professional training. This culture of continuous learning ensures our teams remain agile, informed, and ready to meet evolving client needs with confidence and expertise.

Recognizing Employee Excellence

We celebrate individual and team achievements through **internal communications** and **social media**, spotlighting:

- ▶ New certifications
- ▶ Project milestones
- ▶ Thought leadership contributions
- ▶ Community involvement

These recognitions not only honor professional accomplishments but also reinforce a culture of collaboration, excellence, and pride in our mission.





Growth Through Acquisitions

Trinity's acquisition strategy is centered on partnering with firms that share its commitment to environmental stewardship, scientific excellence, and employee development. By acquiring companies with specialized expertise Trinity has expanded its capabilities in biodiversity, water resource planning, and ecological services. In 2024, this approach yielded measurable improvements across several key areas.

In August 2024, Trinity acquired Environmental Compliance & Safety, Inc. (ECS), a Mississippi-based firm with deep expertise in air, water, and hazardous waste permitting, environmental assessments, and health and safety compliance. ECS's integration into Trinity's Environmental Consulting pillar strengthens Trinity's position as a market leader in the Gulf/Southeast region and expands its ability to deliver localized, compliance-driven solutions with global relevance. ECS's services—such as rigorous sampling, monitoring, and virtual/on-site training—align with Trinity's sustainability goals by helping clients reduce liabilities, improve compliance, and make informed decisions with greater confidence. Their integration has expanded Trinity's technical expertise, talent pool, and geographic footprint, while maintaining a strong cultural alignment focused on excellence and responsiveness.

We're thrilled to join forces with a global environmental consulting firm that will build on and extend our ability to help clients navigate the highly complex regulatory landscape and deploy and execute solutions to their most complicated environmental and safety challenges.

-Kirk Shelton, ECS Leadership Team Principal

This acquisition contributed to:

- ▶ An increase in environmental compliance service capacity across the Southeast.
- ▶ A rise in client training hours focused on sustainable practices and regulatory awareness.
- ▶ A notable shift in project mix, with more engagements focused on proactive environmental risk management.

Prioritizing Employee Health, Safety, and Well-Being

Health & Safety

At Trinity, safety remains a core value and a cornerstone of our operational excellence. In 2024, we continued to advance our safety culture with a strategic focus on hazard recognition, field safety protocols, and employee engagement. A key development this year was the expansion of our Water & Ecology (WE) Pillar in the U.S., which introduced a greater number of field-based projects across terrestrial, climate, equipment, and archaeological settings.

Despite this expansion, Trinity achieved zero Total Recordable Incident Rate (TRIR) across our other three business pillars – continuing their outstanding safety performance streak through 2024. For the WE Pillar, which introduced higher exposure to field conditions and physical risks, Trinity saw its overall companywide TRIR decreased from 0.48 in 2023 to 0.40 in 2024, driven in part by significant improvements in the Canadian WE team's safety training and practices. Additionally, our Experience Modifier Rate (EMR) improved from 0.64 to 0.63, reinforcing our commitment to safe and cost-effective operations across the enterprise. These reductions are the result of targeted safety initiatives, increased reporting and analysis of near misses, and ongoing training programs that empower employees to take ownership of safety.

With the expansion of field activities across the WE pillar, all affiliated offices have demonstrated a strong commitment to safety through proactive leadership and consistent employee engagement. Dedicated safety managers played a central role by delivering targeted in-house safety training for all new hires and overseeing field-specific safety programs tailored to each project's unique requirements. Notably, 134 employees at Westland Resources successfully completed Mine Safety and Health Administration (MSHA) training, qualifying them to work on regulated mining sites. To further embed safety as an organizational priority, Westland Resources incorporates "Safety Moments" into every leadership and all-staff meeting, ensuring that health and safety remain a continuous and visible focus at all levels of the organization.

As we move forward, Trinity globally remains dedicated to continuous improvement, ensuring that every employee returns home safely and that our clients benefit from our uncompromising safety standards. In 2024, we expanded and enhanced our programs through a range of targeted initiatives designed to protect, educate, and empower our workforce. Looking ahead, we are focused on deepening this impact as we build toward 2025.

- ▶ **Comprehensive Safety Training:** All Trinity employees receive safety training tailored to their roles, encompassing hazard recognition, emergency response, and field-specific protocols. Our office safety representative program continues to reinforce local engagement and accountability.
- ▶ **Ergonomic Assessments:** Office and remote workers benefit from self-reported personalized ergonomic evaluations to reduce physical strain and improve comfort.
- ▶ **Field Safety Enhancements:** For employees working in field environments, we implemented upgraded PPE standards, real-time incident reporting tools, and enhanced site-specific safety briefings.
- ▶ **Safety Leadership Development:** Managers participate in training to promote a safety-first mindset and lead by example in all operational settings.
- ▶ **Contractor & Supplier Safety Platforms:** Enhancing and improving our performance within the renowned supplier health and safety programs – Avetta, ISNetworld, Veriforce, and others – platforms that reinforce our commitment to workplace safety, compliance, and responsible supply chain partnerships.

These initiatives reflect our ongoing commitment to creating a workplace where every employee feels protected, supported, and empowered to thrive.

FIGURE 1: Total Recordable Injury & Illness Rate (TRIR)

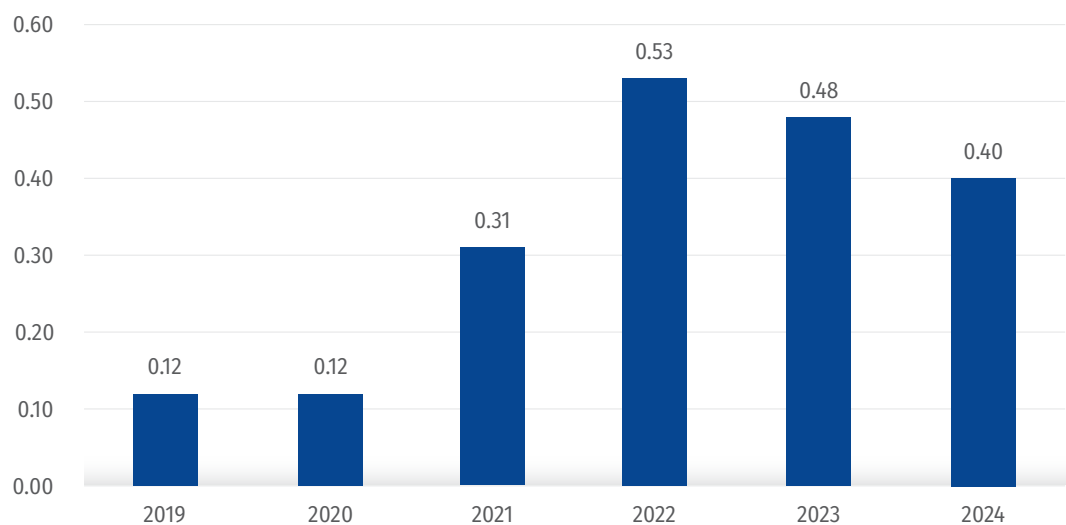
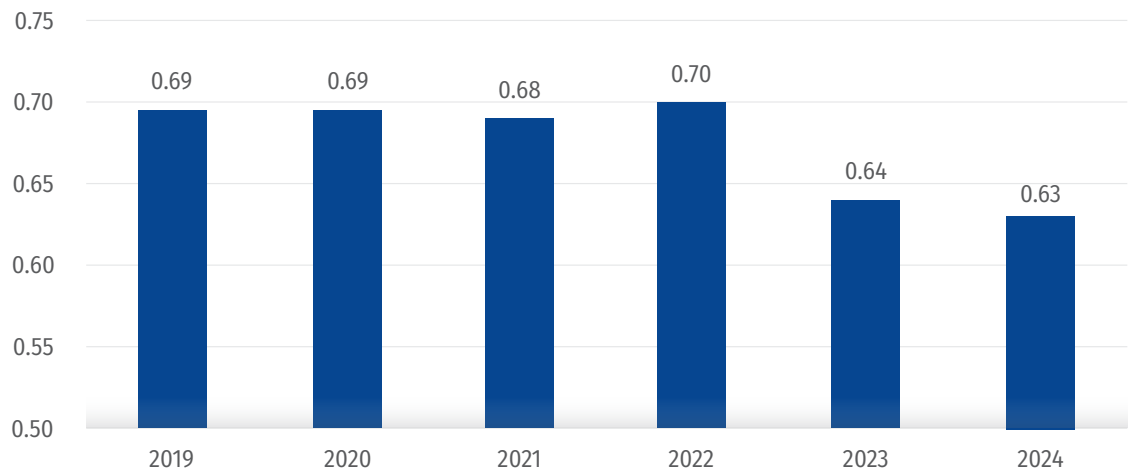


FIGURE 2: Experience Modification Rate (EMR)



Employee Well-Being

We are committed to supporting the holistic well-being of our employees – physically, mentally, and financially – through a wide range of programs and resources designed to enhance quality of life, build resilience, and foster a supportive workplace culture.

- ▶ **Health benefits & preventive care** – We prioritize the health of our employees through a robust and flexible benefits package that promotes both preventative care and accessible treatment options:
 - Comprehensive healthcare coverage, including medical, dental, vision, and flexible spending accounts
 - Generous paid time off (PTO) policies supporting work-life balance and personal recovery
 - 24/7 access to virtual care and expanded mental health support via Teladoc
 - Preventive care incentives, such as wellness screenings and participation rewards under the Be Well Benefit (Unum) and employee health plans
- ▶ **Building on our momentum towards 2025** – To further improve employee awareness, participation, and satisfaction, we are focusing on several enhancements to our well-being programs:
 - Expanding employee participation in wellness campaigns across offices
 - Launching a centralized benefits website to improve access to key resources
 - Providing targeted training sessions prior to open enrollment periods to help employees make informed choices
 - Introducing a benefits decision support tool to guide employees in selecting the coverage that fits their needs
 - Promoting health tips and engagement through Wellness Wednesdays on Viva Engage
 - Deploying Aetna's Mind Companion, a digital tool supporting mental well-being
 - Expanding our employee surveys to cover all four Trinity business pillars, ensuring broad participation and actionable feedback across the employee experience



- ▶ **Financial well-being** – We continue to support financial resilience and professional growth through:
 - **A competitive 401(k) plan** with 97% employee participation
 - **Tuition reimbursement** and support for professional development
 - A broad range of **supplemental insurance options** for added protection and flexibility

- ▶ **Fair compensation** – Trinity is committed to equitable, transparent, and performance-based compensation practices that reflect our values of fairness, accountability, and integrity. We maintain a competitive pay structure across all regions and regularly benchmark compensation levels to ensure alignment with industry standards and local labor expectations. Key practices supporting our fair compensation program include:
 - **Compensation committee:** Our compensation practices are overseen by a dedicated Employee Compensation Committee, which includes representatives from our Board of Directors, CFO, and HR Director. This committee is responsible for reviewing and approving annual merit increases, incentive compensation structures, and company-wide bonus plans, ensuring alignment between company performance, strategic objectives, and employee rewards.
 - **Annual merit review:** Every year, Trinity conducts a company-wide merit increase review for all eligible employees. This structured process ensures that salary adjustments are based on individual performance, market competitiveness, and budgetary guidelines.
 - **Executive compensation:** To reinforce fairness and internal equity, executive compensation at Trinity is reviewed and approved annually by our Compensation Committee. In 2024, the total compensation for the highest-paid individual remained below a 10:1 ratio relative to the median employee. While direct benchmarking with peer companies is limited due to the private nature of most firms in our sector, this ratio reflects our ongoing commitment to responsible and balanced compensation governance.

Together, these practices ensure that our pay systems reward performance, promote equity, and support long-term employee engagement.

Inclusive Culture and Workforce Empowerment

Navigating a Changing Landscape

Trinity remains firmly committed to fostering an inclusive workplace across all regions in which we operate. We recognize the evolving public discourse and legislative shifts surrounding ESG and understand that expectations vary across geographies and sectors. In response, we are actively monitoring developments to ensure our strategies remain compliant, adaptive, and impactful. Our core belief remains unchanged: inclusion is not only the right thing to do. It is a source of strength, innovation, and long-term business resilience. We will continue to lead with integrity, cultivating a workplace where all employees feel valued, respected, and empowered to contribute.

In 2024, we continued to strengthen this commitment by building upon the foundation laid by our Ethical Recruitment & Retention Policy and Plan. Our vision is clear: create an environment where all individuals—regardless of race, ethnicity, gender, age, sexual orientation, disability, economic background, or country of origin—feel respected, included, and empowered to succeed.

Voluntary Workforce Representation Highlights

While mindful of regulatory considerations, Trinity shares select voluntary workforce inclusion highlights to reflect the direction of our progress:

- ▶ **42%** of our global workforce identifies as women, up 2% from 2023
- ▶ Women hold **56%** of roles on the Executive Operating Committee (EOC) and **20%** of internal board seats



2024 Inclusive Learning & Engagement Initiatives

To foster greater awareness and team connection, Trinity launched a suite of internal education initiatives in 2024:

- ▶ **Team Bonding & Success Workshops:** Built around collaboration, empathy, and shared goals
- ▶ **Unconscious Bias Training:** Expanded to more employee groups and management tiers
- ▶ **Heritage Celebration Modules:** Highlighted diverse cultural perspectives and histories

Supplier Diversity and Sustainable Procurement

In line with our commitment to equity throughout the value chain, Trinity expanded supplier diversity practices in 2024:

- ▶ Identified 35% of the suppliers responded to the supplier code of conduct survey are small or women owned business
- ▶ Promoted the use of diverse professional service providers through employee engagement
- ▶ Highlighted supplier sustainability credentials on internal platforms to support informed purchasing decisions

Women in Leadership: Empowering Growth and Representation

Trinity's Women in Leadership (WIL) initiative remains a cornerstone of our commitment to inclusive practices. Since its grassroots launch in 2018, WIL has played a foundational role in shaping Trinity's inclusive culture—providing a platform for connection, mentorship, advocacy, and leadership development. Today, it is formally sponsored by our Human Resources Director and supported by a gender-inclusive committee representing all regions and service pillars.



In 2024, the Women's Resource Group (WRG) and WIL Committee expanded through a nomination-based process, welcoming 10 new members to enhance cross-regional and cross-disciplinary representation. The WRG served as a key engagement driver, hosting:

- ▶ Three employee-wide webinars with a combined attendance of 961 participants
- ▶ Tuesday Topics posts to promote visibility and discussion
- ▶ A Women's History Month Bingo event with over 100 participants

The WIL training subcommittee led several impactful initiatives in 2024:

- ▶ Launched a pilot book study on *Breaking Through Bias*
- ▶ Developed a WIL training presentation and services guide for internal communication
- ▶ Coordinated with HR to expand unconscious bias training
- ▶ Compiled a training resource directory with curated TrinityU content and external learning resources
- ▶ Promoted external participation in leadership programs, such as:
 - UN Women's WEPs Webinar
 - Women in Energy Leadership Conference

WIL actively engaged with leaders from newly acquired companies, offering early exposure to WIL programs, supporting smoother cultural integration, and accelerating inclusive engagement across new teams.

In parallel, the Parental Leave Subcommittee conducted extensive benchmarking research and supported HR in finalizing a formal paid maternity leave program in 2024. Launched in 2025, this program marks a key milestone in aligning employee well-being with inclusive policy design.

Looking Ahead to 2025, WIL will continue building on 2024's momentum with a focus on:

- ▶ Expanding mentorship and sponsorship opportunities
- ▶ Enhancing integration pathways for acquisitions
- ▶ Delivering high-impact training aligned with inclusive goals
- ▶ Deepening engagement across WRG, leadership, and employee networks

Through this employee-driven initiative, Trinity continues to foster a culture where all individuals, especially women, can lead, grow, and thrive. WIL's influence is a powerful example of how grassroots efforts can become strategic drivers for equity and long-term business sustainability.

Employee Engagement

At Trinity, we recognize that employee satisfaction and engagement are essential to our long-term success and directly support the principles of the **UN Global Compact**, particularly those promoting decent work and inclusive growth. Engaged employees are more productive, innovative, and committed to delivering exceptional service to our clients. In our most recent materiality assessment, employee engagement remained a top priority, reflecting its high impact on business performance and stakeholder expectations.



For the 2024 employee satisfaction survey, we invited more than 1,300 employees from all business pillars to participate. We achieved a 69% response rate – an encouraging increase from 50% in previous years. This increase in participation reflects our commitment to continuous improvement and is a strong indicator of a positive workplace culture. Among those who responded, 76% indicated that they are proud to work for this organization, highlighting the positive experience employees have working at Trinity.

To maintain momentum and continue improving both response rates and employee satisfaction, we have curated plans based on insights from the recent Trinity employee survey. The survey revealed several key areas where employees are seeking meaningful changes. These findings reflect a collective desire to enhance work-life balance, foster professional growth, and support long-term career satisfaction – important indicators of a thriving workplace culture.

- **Employee Ownership and Engagement:** Trinity actively promotes employee ownership as a core element of our long-term value-sharing strategy. As of 2024, more than 800 of our 2,000 employees have been granted stock options, and approximately 500 employees currently hold Trinity stock. This level of ownership fosters alignment with the company's performance, deepens employee engagement, and reinforces a culture of shared success.

- **Key Initiatives for 2025:** To maintain momentum and elevate engagement further, we are implementing several targeted initiatives.

- Enhancing workplace benefits to support well-being, inclusion, and employee choice
- Expanding access to training and development opportunities through various platforms
- Implement career progression frameworks to provide transparency on roles, skills, and growth paths.
- Increasing leadership communication and responsiveness to ensure that employees feel heard and valued at all levels

Career Development

Professional Development Program

At Trinity, we recognize that investing in the education and skill development of our employees is essential to their long-term success—and to the success of our business. As a company that recruits many new hires directly from top university programs, we place a strong emphasis on professional development to ensure our staff are equipped to grow and thrive throughout their careers.

In 2024, we reaffirmed this commitment by offering all full-time employees with at least six months of tenure up to \$4,000 annually in tuition reimbursement for degree programs relevant to their roles. Beyond formal education, we expanded access to industry-specific training in areas such as regulatory compliance, safety standards, and environmental management – fields where Trinity continues to lead as a provider of EHS training.

To further support growth, we introduced new learning pathways and certifications aligned with emerging trends in sustainability, digital innovation, and leadership development. These programs empower employees to deepen their expertise, take on new challenges, and contribute meaningfully to our mission. In 2024 alone, more than 1,400 Trinity employees collectively invested over 75,000 hours—an average of 52 hours per person—in professional development and technical skills training.

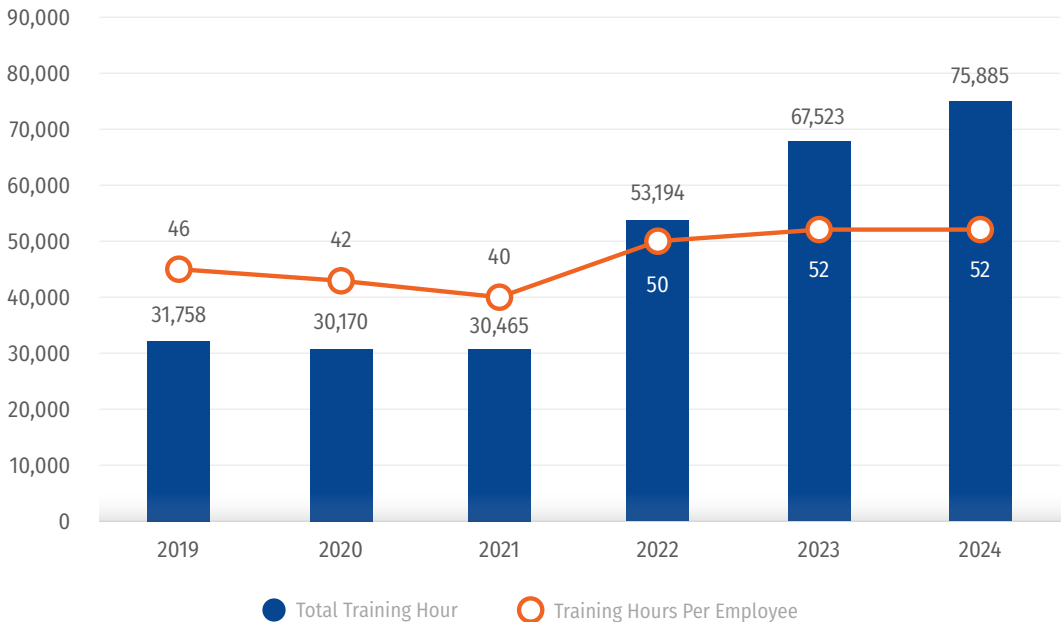
Our commitment to learning extends across all regions. By the end of 2024, 30% of Trinity’s employees were based outside the U.S., underscoring our global growth and

dedication to developing talent worldwide. We ensure that all employees—regardless of location—have access to the same development opportunities. This includes colleagues in lower-income countries such as India and China, who benefit from tailored training programs, knowledge sharing, and cross-border collaboration initiatives.

We delivered these programs through a combination of virtual platforms, regional workshops, and global collaboration networks. These learning experiences encompassed leadership development, technical certifications, and sustainability-focused education aligned with evolving environmental and regulatory standards.

A notable example comes from our Aztec office in India, which achieved certification as an AVEVA PI System Certified System Integrator (CSI). In 2024, eight Aztec consultants completed intensive, instructor-led training and certification in both the AVEVA PI System Platform and AVEVA Batch Management. These multi-day programs included structured instruction, assessments, and hands-on technical validation – equipping our team with advanced capabilities

FIGURE 3: Employee Professional Development Training



in industrial data infrastructure, batch operations, and real-time system integration. This investment highlights Trinity's commitment to building the technical strength of our India-based teams and advancing digital innovation across our global workforce.

We believe that fostering a culture of continuous learning and career advancement is critical to our long-term success. Through inclusive, high-quality training opportunities around the world, Trinity is building a resilient, future-ready workforce equipped to deliver high-impact EHS and engineering solutions in a rapidly changing world.

Annual Performance Feedback

We are committed to fostering a culture of transparency, professional development, and merit-based advancement. Our performance management program emphasizes ongoing feedback and structured evaluations, ensuring every employee receives the support and recognition needed to thrive. We set a company-wide target for all managers and supervisors to conduct performance reviews with each of their direct reports at least once annually. This standard applies to approximately 90% of our global workforce.

In 2024, all pillars formalized the performance review process and 74% of eligible employees participated in formal reviews. These reviews are tailored to highlight individual strengths, identify development areas, and align personal goals with broader business objectives.

Mentoring Program

Trinity's mentoring program continues to be a cornerstone of our employee development and engagement strategy. Sponsored by the WIL's Committee, the program opens to all employees across all business pillars with at least six months of tenure. The program is designed to cultivate leadership skills, support career advancement, and promote inclusive culture, and connection across the organization.

In 2024, it supported:

- ▶ **90 mentees and 55 mentors**, with 41 one-on-one pairs and 14 mentor circles
- ▶ **Inclusive participation**, with more than 30% of participants identifying as male
- ▶ **High engagement**, with 90% of pairs meeting at least monthly

Participants reported the program was instrumental in enhancing leadership skills, technical growth, and creating authentic, cross-functional relationships

Promotion Review Board

Trinity has established its career advancement process by formally implementing a Promotion Review Board. This structured process uses clearly defined role-specific criteria to guide all promotion decisions, ensuring consistency, fairness, and transparency across the organization. Candidates are nominated based on objective performance indicators, leadership behaviors, and qualifications aligned with their role or level. The review board evaluates nominations across all pillars to reduce bias, uphold standards, and ensure that promotions are both merit-based and aligned with organizational needs.

In 2024, Trinity promoted more than 200 employees to the next grade level, reflecting our strong commitment to recognizing and advancing internal talent. This structured approach to career progression offers employees greater clarity on advancement opportunities, fosters fairness and consistency across the organization, and reinforces our dedication to cultivating talent from within.

Together, our professional development, performance feedback, mentoring, and promotion review programs play a vital role in building an inclusive, high-performing culture – one that values achievement, supports professional development, and empowers individuals to grow throughout their careers.



OUR BUSINESS

Driving Innovation Across Diverse Sectors

As a leader in EHS consulting and technology-driven solutions, Trinity continues to advance innovation across all four of our business pillars, **Environmental Consulting, Water & Ecology, Built Environments**, and **Life Sciences**. Our teams integrate automation and data-driven strategies into nearly every facet of client engagement to enhance environmental performance, strengthen ESG outcomes, and support the transition to a more sustainable, low-carbon economy.

Whether optimizing industrial processes, digitizing compliance workflows, automating environmental monitoring, or enhancing building performance, we leverage emerging technologies to deliver smarter, faster, and more scalable solutions. These innovations allow clients to better align operations with sustainability objectives while improving cost-efficiency and regulatory compliance.

Our diversified industry portfolio demonstrates both legacy strength and strategic expansion. Since 2019, we've significantly increased our presence in high-growth sectors such as power, education, high-tech manufacturing, and sustainable construction, while maintaining deep expertise in traditional industries including oil and gas, mining, and chemicals.

- ▶ Pharmaceutical & Healthcare remains our largest industry sector by revenue, representing 15.3% in 2024. While this reflects a proportional decline from 2023, actual revenue in this sector remained stable due to overall company growth. This consistency underscores our long-standing leadership in supporting life sciences clients through cleanroom automation, process engineering, and product lifecycle optimization.

- ▶ Mining has emerged as a core growth sector, supported by automated permitting platforms and digital biodiversity monitoring. These tools help clients balance resource development with environmental stewardship and stakeholder expectations.
- ▶ Innovation in Action:
 - High-Tech and Data Centers: We deploy real-time automation tools to monitor energy use, emissions, and regulatory compliance, helping clients align with decarbonization goals.
 - Hydropower and Ecology: In our Water & Ecology pillar, Trinity uses automated water quality and habitat monitoring systems that deliver continuous, real-time data—improving ecological insights and ensuring compliance across marine and freshwater ecosystems.
 - Public Sector and Education: Growth in these sectors reflects our ability to provide digital compliance solutions and sustainability planning that align with evolving regulatory frameworks and climate objectives.



- In the Built Environment, Trinity employs commissioning software such as CxAlloy to automate system testing and reporting, enabling facilities to achieve energy efficiency and indoor air quality targets with precision and speed.
- Our Life Sciences teams are accelerating product development by integrating automation across cleanroom design and regulatory compliance, ensuring robust quality and safety while supporting faster time to market

Our evolving revenue distribution reflects a shift toward **technology-enabled consulting** that supports a resource-efficient, low-carbon economy. As shown by increased engagement in government, high-tech, mining, and renewable energy sectors, clients are seeking integrated solutions that combine regulatory expertise with operational innovation.

By embedding automation and digital tools into our core consulting practices, Trinity enhances not only project delivery but also long-term value creation—for our clients, their communities, and the planet.

FIGURE 4: Industry Sectors We Serve

	2019	2020	2021	2022	2023	2024
Pharmaceutical/Healthcare	19.0%	19.2%	19.8%	19.8%	17.0%	17.0%
Mining	5.9%	5.0%	7.4%	7.5%	11.4%	11.4%
Building/Construction	0.0%	4.1%	3.9%	7.2%	8.9%	8.9%
Chemical	11.9%	14.0%	12.4%	9.3%	8.7%	8.7%
Oil and Gas	12.1%	7.8%	7.4%	7.0%	7.3%	7.3%
Gov/Municipality/Education	3.0%	3.7%	3.3%	4.1%	5.9%	5.9%
Power	3.6%	2.9%	2.8%	4.7%	5.4%	5.4%
General Manufacturing	8.7%	7.6%	7.2%	6.2%	5.4%	5.4%
Professional Services	3.4%	7.0%	5.4%	7.1%	5.3%	5.3%
Building Materials	7.3%	6.0%	6.9%	5.7%	4.8%	4.8%
Telecommunications/High-tech	3.3%	3.0%	3.7%	4.8%	4.1%	4.1%
Petroleum Refining	8.5%	6.7%	4.9%	4.0%	3.9%	3.9%
Miscellaneous	4.3%	3.9%	3.9%	3.4%	2.9%	2.9%
Food and Beverages	4.3%	3.5%	3.9%	3.1%	2.7%	2.7%
Retail/Commercial	0.0%	1.8%	2.5%	2.2%	2.5%	2.5%
Portland Cement	2.4%	1.7%	2.5%	2.2%	2.2%	2.2%
Pulp and Paper	1.7%	1.6%	1.6%	1.3%	1.2%	1.2%
Agriculture	0.9%	0.5%	0.5%	0.4%	0.4%	0.4%

Environmental Consulting

From Trinity's earliest days as a software-driven company to our current role as a global leader in environmental consulting, we have continually evolved to meet the changing needs of industry, regulators, and society. Our Environmental Consulting pillar encompasses a broad range of services, including greenhouse gas (GHG) emissions mitigation, life cycle assessments (LCAs), and the development of sustainability strategies and ESG metrics. We serve clients in diverse sectors – ranging from

oil and gas, chemicals, and manufacturing to construction, government, and extractives – with a commitment to helping them reduce their environmental footprint while maintaining regulatory compliance and business resilience.

As environmental challenges become more complex and data-intensive, we are advancing our solutions through automation, digitalization, and intelligent monitoring.

Enhancing Emissions Monitoring at U.S. Energy Facilities

To comply with newly adopted statewide emissions regulations, a U.S. energy provider engaged Trinity Consultants to design and implement a robust fence line monitoring system at one of its petroleum refineries. The system integrated advanced open-path, point-source, and meteorological sensors to deliver continuous, real-time emissions monitoring across the site.

Trinity developed a customized monitoring strategy tailored to the facility's operational needs and regulatory requirements. The solution included technical guidance on system selection, emissions data integration, and ongoing performance verification. With a proactive quality assurance approach and field-proven expertise, Trinity ensured the system operated with high reliability, minimal downtime, and full audit readiness—exceeding compliance expectations. This project reflects the growing role of environmental technology in supporting emissions transparency, operational resilience, and regulatory alignment for industrial clients.



Today, our consulting teams seamlessly integrate advanced monitoring systems, digital platforms, and configurable environmental software solutions to:

- ▶ Optimize operational performance
- ▶ Automate and streamline environmental reporting processes
- ▶ Reduce environmental and compliance risks
- ▶ Enable smarter, data-driven decision-making
- ▶ Support credible ESG disclosures and transparency

This transition toward technology-enabled consulting reflects a deep commitment to supporting sustainable outcomes at scale, especially as industries prepare for increasing scrutiny under climate and ESG regulations.

Digital Transformation of Global EHSS & Risk Management Systems

Two global organizations partnered with Trinity Consultants to standardize and digitize their environmental, health, safety, and sustainability (EHSS) and supply chain risk management systems. Faced with decentralized operations and inconsistent processes, both companies sought a centralized digital platform to enable global visibility, improve compliance, and drive informed decision-making.

Trinity's Digital Solutions team led the configuration and phased deployment of the CorityOne platform—a comprehensive EHSS software solution. Through collaborative planning, global training sessions, and API-based integrations with enterprise systems, Trinity enabled the clients to consolidate their EHSS programs into unified, data-driven ecosystems.

The result was a seamless global rollout that empowered EHSS and risk management teams with enhanced trend analysis, real-time reporting, and actionable insights. Post-implementation, both clients have expanded the platform's use, reinforcing a culture of compliance and continuous improvement.



Water & Ecology

Trinity's **Water & Ecology (WE)** pillar continues to grow its impact and capabilities by applying scientific excellence to assess, protect, and manage the environmental impacts of our clients' projects. We serve a diverse client base that includes local governments and companies operating in mining, hydroelectric, wind energy, and infrastructure development, including ports, bridges, and roadways. Our WE services span a wide range of technical areas:

- ▶ Environmental assessments and ecological monitoring
- ▶ Fish and wildlife population studies
- ▶ Water quality evaluations
- ▶ Aquatic and terrestrial habitat analysis
- ▶ Water resource engineering and modeling

These services are delivered globally by our regional teams in the U.S., Canada, United Kingdom, Ireland, and Australia, who collaborate across projects to ensure environmental integrity in both local and global ecosystems.

At the end of 2023, Trinity welcomed **Westland Resources** and **Soundview Consultants**, two respected U.S.-based ecology and environmental consulting firms, into the Water & Ecology group. Through smooth business integration in 2024, the newly acquired groups joined our WE and EC teams globally to further enhance our services. Their addition represents a significant expansion of our ecological capabilities and geographic reach within the United States.

Based in the American Southwest, **Westland Resources** brings deep technical expertise in ecological science, **archaeological preservation**, and environmental permitting. Their work supports the **protection of cultural heritage sites**, including prehistoric and historic archaeological resources that may be impacted by land development or infrastructure projects. Westland's team of archaeologists, biologists, and environmental planners specialize in:

- ▶ Archaeological surveys and site documentation
- ▶ Cultural resource compliance for NEPA, NHPA Section 106, and state-level historic preservation acts
- ▶ Mitigation strategies that preserve archaeological integrity while enabling responsible development



This expertise enhances Trinity's ability to deliver integrated solutions that address both ecological sustainability and cultural stewardship.

Soundview Consultants strengthens Trinity's presence in the Pacific Northwest with a focus on wetland delineations, habitat restoration, critical area assessments, and shoreline permitting. Their scientific and regulatory knowledge supports responsible development while safeguarding sensitive ecosystems.

Together, Westland and Soundview reinforce Trinity's mission to deliver science-informed, compliance-ready solutions across land, water, and cultural resources.

Through the expanded diverse expertise, Trinity's WE pillar helps clients meet regulatory obligations, minimize environmental impact, and contribute positively to **biodiversity conservation** and **cultural heritage protection**.

Satellite-Enabled Buoy Monitoring for Offshore Water Quality

To support a client requiring offshore water quality monitoring over 100 kilometers from the Australian coastline, Trinity's **Vision Environment's** specialists and marine operations team developed a remote, autonomous data collection solution that combined custom-engineered buoys, satellite communications, and advanced field logistics.

Innovative Technology in Challenging Conditions

Operating well beyond cellular range, the project required Trinity to design and deploy three custom-built monitoring buoys equipped with satellite-linked data loggers. Leveraging a network of cross-linked Low Earth Orbit (LEO) satellites, the system enables real-time data transmission from virtually anywhere on Earth—a significant achievement in remote environmental monitoring. To ensure durability in harsh ocean conditions, the buoys were engineered with multiple waterproof barriers and polymer-encapsulated electronics to resist saltwater intrusion, moisture buildup, and mechanical damage. This level of technical robustness is essential to maintaining uninterrupted operation over extended deployment periods.

Marine Expertise and In-Field Commitment

Trinity's in-house coxswains and environmental specialists conducted multiple offshore excursions to deploy the equipment, verify positioning, and conduct ongoing maintenance. These site visits are critical to ensuring data integrity, recovering performance anomalies, and extending buoy life spans in dynamic marine environments. The success of this project demonstrates Trinity's ability to combine engineering innovation, marine safety, and environmental science to solve complex monitoring challenges in remote and ecologically sensitive settings.



Science-Based Stewardship for Sustainable Mining Operations

In Canada's mining sector, balancing resource development with environmental protection is critical. **Minnow Environmental**, part of Trinity Consultants, delivers science-based solutions that help mining clients meet stringent regulatory obligations while protecting sensitive ecosystems. Through long-term partnerships, Minnow has become a trusted expert in environmental effects monitoring (EEM) and predictive modeling for aquatic systems.

Supporting Responsible Mining in the Arctic

At an Arctic mine site, Minnow led the development and execution of a comprehensive Environmental Effects Monitoring (EEM) program under the Canadian Metal and Diamond Mining Effluent Regulations. This multiyear effort included field data collection, aquatic assessments, and reporting that aligned with both regulatory and Indigenous engagement expectations. Minnow's work not only ensured compliance but also empowered the client to improve their stewardship of cold-region aquatic ecosystems.

Advancing Aquatic Science with Predictive Analytics

For another major Canadian mining client in British Columbia, Minnow developed a data-driven monitoring and modeling strategy to address issues such as selenium bioaccumulation and habitat changes. By integrating machine learning and AI with benthic invertebrate monitoring, the team was able to differentiate natural variability from mining-related impacts. This insight supports adaptive management strategies, improves transparency with regulators and Indigenous partners, and enhances environmental decision-making across multiple mine sites.

These projects reflect Minnow's deep expertise in aquatic science, regulatory strategy, and innovative environmental monitoring—strengthening trust among government agencies, First Nations communities, and third-party review panels.



Built Environment

The Built Environment pillar champions the design, construction, and operation of structures that are not only functional and adaptable, but also deeply rooted in sustainability. Our mission is to support client visions and objectives through environmentally responsible solutions and globally recognized certifications that shape a more resilient future.

We bring together a collective of specialized brands – WorkingBuildings, CxAlloy, Cerami, Longman Lindsey, Valcoustics, and Jaffe Holden – uniting industry-leading expertise in commissioning, acoustics engineering, AV/IT and security systems, site assessment, and sustainability consulting. Our teams partner with architects, engineers, construction managers, building owners, and end-users to create forward-thinking high-performance spaces globally.

Engineering Sustainable, Quiet, High-Performance Civic Facilities

Trinity Consultants, through its acoustical consulting team at **Valcoustics**, played a key role in the development of one of North America's most advanced forensic service facilities: the Forensic Services and Coroner's Complex in Ontario. The 550,000-square-foot facility consolidates the Office of the Chief Coroner, the Ontario Forensic Pathology Service, and the Centre of Forensic Sciences into a single state-of-the-art campus.

As Lead Acoustical Engineer on the compliance team, Trinity provided comprehensive services across a wide variety of specialized spaces—including autopsy rooms, laboratories, courtrooms, interview rooms, libraries, and open office areas. The team addressed interior acoustics, noise and vibration control for mechanical systems, and privacy-enhancing acoustic design for sensitive environments. A strong client partnership and design strategy helped prevent the recurrence of acoustical deficiencies present in legacy facilities.

The completed facility is designed to the highest standards of environmental performance, achieving LEED Gold certification and meeting current industry benchmarks for energy efficiency, sustainability, and occupant well-being.



Our project portfolio spans government agencies, commercial developers, healthcare systems, data centers, higher education institutions, and world-renowned performing arts centers. In these high-impact settings, our teams bring exceptional technical capabilities to create immersive and high-performance spaces – particularly where acoustics, technology, and environmental quality must converge flawlessly.

Sustainability Through Design, Certification and Technology

All companies under the Built Environment pillar are engaged in enabling clients to pursue and achieve leading sustainability certifications, including **LEED®**, **BREEAM®**, **WELL™**, and **Fitwel®**, through:

Designing Healthier, Quieter Healing Environments in Urban Communities

In the heart of Brooklyn's Park Slope neighborhood, the 400,000-square-foot Center for Community Health at New York-Presbyterian Brooklyn Methodist Hospital brings comprehensive care under one roof. To support this transformational healthcare facility, Cerami, part of Trinity Consultants, provided integrated acoustical, vibration, and audiovisual (AV) design services that prioritized both patient comfort and community well-being.

The project team conducted detailed acoustic and vibration analyses for sensitive areas—including MRI suites, operating rooms, and patient care spaces—to ensure noise mitigation, speech privacy, and precise equipment performance. The facility includes 12 advanced operating rooms, a comprehensive cancer center, an expanded orthopedic institute, and specialized procedure rooms such as endoscopy and bronchoscopy. Additionally, Trinity designed AV systems for conference and training spaces to enhance staff communication and ongoing education.

By proactively addressing both construction-related and long-term environmental noise and vibration, Trinity helped create a quiet, focused, and healing environment—aligning with sustainable building practices and the hospital's mission to serve patients and the surrounding community with excellence.



- ▶ Acoustic and technology design solutions that foster equitable and connected spaces
- ▶ Comprehensive building commissioning services that ensure energy efficiency, occupant well-being, and optimized performance
- ▶ Indoor air quality enhancements and operational strategies aligned with long-term sustainability objectives

CxAlloy, the flagship innovation brand within the Built Environment group, is specialized in digital solutions to address the complexities and inefficiencies often encountered in modern building commissioning. The team has developed proprietary digital platforms that streamline project execution from construction through facility operations. These tools are designed to support data-driven decision-making, improve stakeholder communication, and reduce lifecycle costs – aligning with broader sustainability goals in the built environment.

- ▶ **CxAlloy Total Quality (TQ)** – A purpose-built software platform that transforms the traditional commissioning process. It digitizes workflow coordination and ensures all functional testing and quality assurance documentation are standardized, centralized, and accessible in real time.
- ▶ **CxAlloy Facility Maintenance (FM)** – A maintenance-focused tool for efficient issue tracking, work order management, and reporting. The system extends the value of commissioning into post-occupancy operations. This platform provides facility managers with robust tools for proactive maintenance, ongoing issue resolution, and long-term asset management.

By the end of 2024, more than 600 corporates and over **100,000 users** worldwide had adopted CxAlloy systems, demonstrating their impact and effectiveness in enabling scalable, high-performance building management. These platforms exemplify Trinity's commitment to innovation at the intersection of technology, performance, and environmental responsibility – empowering clients to meet today's demands while preparing for tomorrow's challenges.



Life Sciences

Trinity's Life Sciences Pillar helps clients bring life-saving drugs and vaccines to market safely, serving pharmaceutical and biopharma companies, healthcare providers, pharmacies, and laboratories operating under Good Manufacturing Practice (GMP) standards. Our expertise spans toxicology, industrial hygiene, EHS, process engineering, automation, cleanroom design, compliance with United States Pharmacopeia (USP) and Food and Drug Administration (FDA) programs, and Commissioning, Qualification, and Validation (CQV) processes. These capabilities help improve global health, well-being, and quality of life.

Automation

Our automation expertise, driven by Aztec Technologies and Advent Engineering, transforms life sciences operations by digitizing data management, enhancing compliance, and enabling real-time decision-making. Solutions like the Manual Data Entry Software (MDES) streamline processes, integrate seamlessly with analytical tools, and provide robust audit trails to meet 21 CFR Part 11 requirements.

Our AI-driven Plant Metrics platform connects diverse plant systems, harmonizes data, and uses advanced analytics to uncover performance drivers, predict events, and detect anomalies. Together, these technologies empower clients to replace outdated, manual processes with agile, intelligent systems that improve efficiency, transparency, and operational control.

Commitment to Sustainability

We promote responsible production in the pharmaceutical industry by contributing to bioprocess equipment standards for single-use applications. This approach eliminates the need for ultra-pure water and steam for multi-use sterilization, saving significant energy and water resources.

Our newest acquisition, Safety Partners, provides innovative solutions that enhance laboratory safety while also promoting sustainable practices and maintaining laboratory efficiency. We offer a range of tailored solutions to our laboratory clients that integrate simple yet impactful changes that empower employees to achieve the company's sustainability goals without impeding their work objectives.



Our support includes:

- ▶ Guidance on sustainability program development and hands-on implementation
- ▶ Organizational assessments to develop and document sustainable laboratory strategies related to waste reduction, energy conservation, green procurement, and recycling and reuse

- ▶ Employee education and training
- ▶ Access to sustainability resources
- ▶ Assistance with green business certifications

We are committed to helping organizations prioritize the safety and well-being of their employees, while actively contributing to a more sustainable future.

Protecting Indoor Air Quality in Critical Healthcare Facilities

When a military hospital initiated a major boiler replacement project, it required precise airflow analysis to ensure that emissions from the new combustion equipment would not be entrained into the hospital's air intake systems. Trinity EC project team, with its Advent Engineering support, delivered advanced Computational Fluid Dynamics (CFD) modeling and technical consulting to meet these critical needs.

Given the hospital's complex layout and the absence of detailed site documentation, Trinity conducted a comprehensive site assessment and developed a nearfield CFD model to simulate seasonal airflow and emission dispersion patterns. Initial modeling revealed potential air quality concerns from the original boiler stack design. In response, Trinity collaborated with the project team to revise stack height and placement, rerunning simulations to ensure the updated configuration would prevent emissions recirculation and meet regulatory thresholds.

This responsive, technically rigorous process safeguarded air quality for patients and healthcare staff, ensured full regulatory compliance, and supported the hospital's operational continuity during infrastructure upgrades.



Enabling Digital Compliance and Efficiency in Life Sciences Manufacturing

A leading biotechnology company partnered with **Aztec Technologies**, part of Trinity Consultants, to modernize and optimize its data management and manufacturing operations. The company had deployed the **AVEVA PI data historian system** but lacked internal resources to fully maintain and leverage it. Aztec delivered **24/7 Managed Services**, ensuring platform uptime, regulatory compliance, and audit readiness.

To further support operational excellence, Aztec also designed and implemented a custom **Manual Data Entry Software (MDES)** solution. This digital tool enabled **real-time data entry, automated audit trails**, and alignment with **life sciences industry standards**. Together, these services helped the client reduce system turnaround times, increase data transparency, and confidently scale their digital transformation strategy.

Key outcomes included:

- ▶ Around-the-clock monitoring and system support
- ▶ Standardized change control processes with QA oversight
- ▶ Reduced cost and risk versus full-time internal staffing
- ▶ Enhanced data visibility and operational compliance
- ▶ Long-term support for continued PI system expansion

This digital-first approach transformed the client's manufacturing operations, advancing both efficiency and regulatory integrity.



Empowering EHS Professionals Through Specialized Training

Since its inception, Trinity has been committed to providing professional education to our clients and colleagues in the EHS field. In 2024, we delivered more than 300 open-registration training courses and numerous customized, on-site programs tailored to the specific needs of organizations seeking a more effective return on their investment in workforce development. Our courses are designed to help industrial environmental personnel build the knowledge and confidence needed to meet their compliance obligations and sustainability objectives. Our training programs span a wide range of technical and regulatory topics, including:

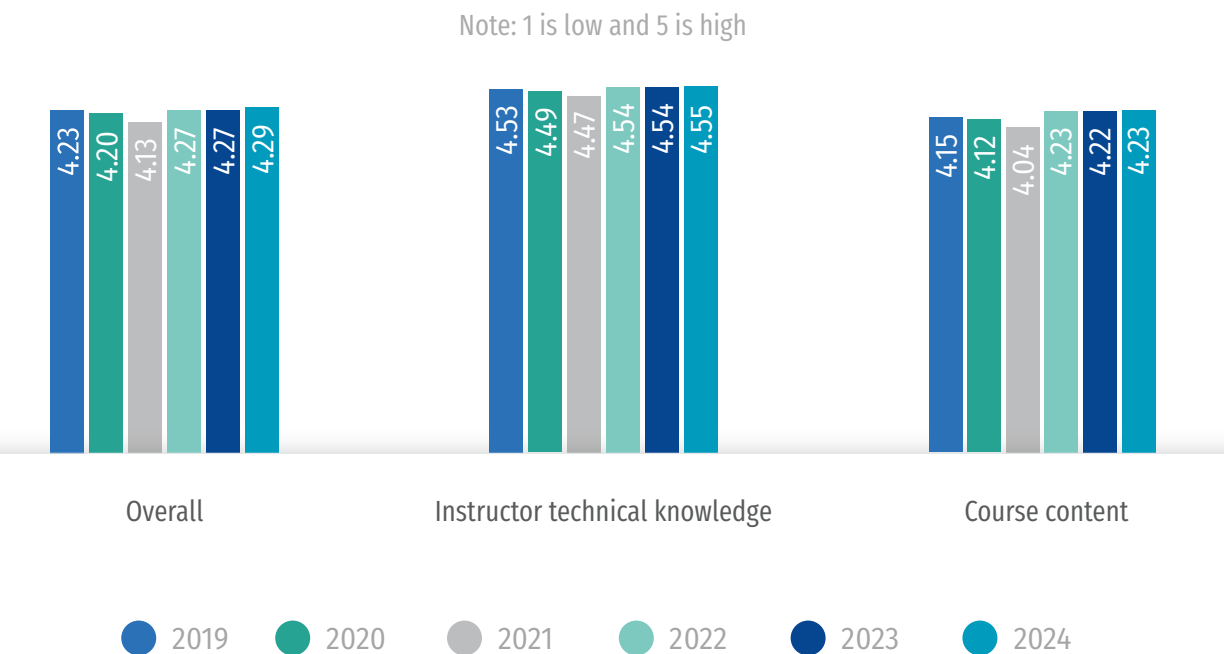
- ▶ Environmental compliance and regulatory reporting
- ▶ Air pollutants and greenhouse gas (GHG) emissions quantification and management
- ▶ Sustainability program design, implementation, and ESG disclosure

- ▶ Environmental impact assessments, air dispersion modeling, permitting, and monitoring
- ▶ Chemical process safety management and OSHA regulatory compliance
- ▶ Industrial hygiene, exposure risk assessment, and toxicology principles

In 2024, Trinity Consultants provided training to more than **10,000 professionals**, equipping participants across industries with regulatory knowledge, technical skills, and best practices through our robust curriculum of environmental and EHS-focused courses.

To ensure our training maintains the highest standards, we continuously measure client satisfaction. Based on post-training evaluations, our programs achieved an **overall quality rating of 4.29 out of 5**, reflecting a consistent upward trend since 2021.

FIGURE 5: Client Training Satisfaction Scores



Notably, **2024 marked our highest client satisfaction scores since 2019** in all three measured categories:

- ▶ **Instructor Technical Knowledge:** 4.55
- ▶ **Course Content:** 4.23
- ▶ **Overall Satisfaction:** 4.29

These scores demonstrate the continued excellence of our instructors, the relevance of our course content, and our strong commitment to delivering high-quality professional education.

Delivered in virtual, in-person, and on-site formats, Trinity's training offerings are designed to meet clients where they are—whether they are new to the field or seeking advanced expertise. Our programs continue to evolve with changing regulations, scientific advances, and emerging best practices to help clients remain compliant, informed, and resilient.

A hallmark of our training portfolio is our flagship course, **“Control of Potent Compounds in Pharmaceutical Laboratories,”** offered through our SafeBridge business unit. This specialized training equips professionals in pharmaceutical R&D and testing labs with the knowledge to assess and manage occupational exposure risks associated with potent chemical compounds. The course covers containment strategies, exposure control methodologies, and risk-based decision-making, supporting safe, compliant lab operations.



Featured Course: Introduction to Environmental Regulations (Multimedia)



As part of our commitment to environmental stewardship and regulatory awareness, we are pleased to highlight our Introduction to Environmental Regulations (Multimedia) course.

Backed by decades of technical expertise, Trinity Consultants delivers this three-day course that offers a practical overview of key U.S. environmental laws, including air quality (Clean Air Act, permitting, hazardous air pollutants), water quality (Clean Water Act, NPDES, stormwater, SPCC), waste management (hazardous waste, used oil, underground storage tanks), and reporting requirements under EPCRA and TSCA. Course topics include but are not limited to:

- ▶ Understanding major environmental statutes and regulatory frameworks
- ▶ Navigating air and water permitting and compliance requirements
- ▶ Managing hazardous and universal wastes effectively
- ▶ Reporting obligations under community right-to-know and toxic substance regulations
- ▶ Developing strategies for maintaining ongoing environmental compliance
- ▶ Participants also benefit from compliance strategies, interactive sessions, and a real-world multimedia exercise to apply their knowledge.



The course material covered almost everything pertinent to my role as an Environmental Specialist.

The instructor knew what he was talking about and delivered the course exceptionally.

The instructor was very engaging. I'm not sure there's a lot of people who could speak about things like Tier II reporting with such passion.

The small size of the class allowed each of us to ask more questions.



OUR COMMUNITY

At Trinity Consultants, we recognize that our business activities extend beyond the workplace and into the communities we serve. Our projects, services, and partnerships influence local economies and strengthen our relationships with individuals, families, and organizations. In addition to our mission of delivering intelligent solutions to support our clients and stakeholders, we embrace a broader social mission—to uplift and empower the communities where our employees live and work.

Our technical expertise and community engagement efforts contribute to the vitality of local businesses, schools, and nonprofit organizations. Through participation in environmental, social, and educational initiatives, we help advance local sustainability goals and support meaningful community development.

In 2024, Trinity offices across the globe actively supported charitable causes through sponsorships, donations, and employee-led fundraising efforts. These contributions were often matched by corporate giving, amplifying local impact. Collectively, Trinity contributed approximately \$140,000 to nonprofit organizations and community programs around the world, reflecting our ongoing commitment to social responsibility and shared prosperity.

Local Impact & Global Reach

Across Trinity's global offices, our teams continue to give back to their communities through charitable giving, environmental stewardship, education outreach, and volunteerism. These efforts reflect not only our commitment to corporate responsibility but also the passion and initiative of our employees. The following highlights showcase how Trinity team members in different regions have contributed to the well-being of their local communities, demonstrating that meaningful impact begins at the local level, even as we operate on a global scale.

Trinity's AWN team in Ireland proudly sponsored St Columbans SYC, a local amateur Dublin football club with a €1000 contribution, supporting youth development and community engagement through sport. Additionally, AWN supported an employee's volunteer participation in the Engineers Without Borders summit in Malaysia, demonstrating how our people dedicated their time and expertise to improve lives and the environment in communities near and far.



Dr. Felicity Melville at Toolooa State High School

2024 marked the 5th year that Trinity Australia's Vision Environment team supported the Great Barrier Reef Marine Monitoring Program, a national initiative led by the Australian Institutes of Marine Science. This long-term, collaborative project spans the east coast of Queensland, with industry, scientific bodies and other organizations to collect diverse data to help protect the UNESCO World Heritage-listed site.

Trinity's impact also reached into the classroom. Dr. Felicity Melville visited students at Toolooa State High School, sharing insights on STEM career paths and providing a hands-on experience exploring marine life under the microscope. Her outreach exemplifies our commitment to inspiring the next generation of environmental scientists.



Oakland and Sacramento, CA team members at Petaluma community garden

Due to our background as an environmental consulting firm, Earth Day has always been a special occasion each year at Trinity, and 2024 was no exception. From Hampshire to Austin and Sacramento, our team members participated in local clean-up and recycling events in line with our values and mission.

Specifically, 16 members of Trinity's Oakland and Sacramento offices teamed to help a locally run community garden in Petaluma, CA with their yearly project of dispersing woodchips and mulch. There was a large pile of mulch shoveled into wheel barrels and dispersed into the garden soil.

Earth Day was also celebrated by our ECOSA team members. In April 2024, they took part in their annual charity beach clean in support of Surfers Against Sewage at Hordle Cliff in Lymington, Hampshire. 15 members of the team collected approximately 308 lbs of litter across a 1.5-mile stretch of coastline, filling 14 bags of waste. This initiative forms part of ECOSA's ongoing commitment to environmental stewardship and community engagement, offering a meaningful way to support local coastal areas while promoting team wellbeing and time outdoors.

Our Austin, TX offices took sustainability to a new level when consolidating their two locations in 2024. Instead of discarding or selling extra office furniture and supplies, the team donated the items to multiple non-profit organizations for a total contribution of nearly \$10,000.



ECOSA team members at Hordle Cliff, UK



Atlanta team members collaborated for "The Sandwich Project"

In September 2024, 23 members of our Atlanta teams collaborated to assemble 500 deli sandwiches for The Sandwich Project, of which Senior Consultant Elaine Strauss is a member of the Board leadership team.

Many Trinity employees actively lend their athletic talents to charitable causes within their communities:

- ▶ **Trinity Ireland** contributed €1,000 to the Drive for a Difference Golf Classic, supporting the St. Joseph's Foundation, which empowers individuals with disabilities to live fulfilling, self-directed lives.
- ▶ In September 2024, 11 members of the **UK-based ECOSA team** completed a sponsored 20-kilometer charity walk along the scenic Itchen Navigation Trail in Winchester. Embracing their ecological spirit, participants donned animal-themed costumes—raising awareness and £975 in support of therapies such as hydrotherapy, physiotherapy, and speech and language services for Elodie, a young child living with a rare genetic condition known as SWAN (Syndrome Without A Name).
- ▶ **Trinity Built Environment's New York office** raised \$7,325 from 26 donors for the NY Architects' Regatta, with five team members (and one client) taking to the water to compete in the race.
- ▶ On land, the **New York team** also supported multiple causes:
 - One employee joined Cheer New York, a nonprofit cheerleading team that raises funds for local charities

- Seven employees participated in Cycle for Survival, raising \$2,000 for Memorial Sloan Kettering Cancer Center
- Two team members joined American Cancer Society's Relay for Life in Northport

In 2024, Trinity Canada contributed \$17,500 CAD to local food banks throughout the year, along with amounts totaling nearly \$9,000 CAD to environmental and restoration organizations such as Redd Fish Restoration Society, Erosion and Sediment Association, Clean Energy BC, and the Pacific Salmon Foundation. These contributions reflect Trinity's commitment to environmental health, biodiversity, and community resilience.



ECOSA team members on Empowering Elodie walk in Winchester, UK

For three years, the Trinity Canada Water and Ecology teams have been providing complementary work with Mattagami First Nation in Northeastern Ontario to develop a Mattagami Lake Fisheries Plan. The MLFP program is multifaceted and is critically informed by community interests and designed to serve community values. The plan's intent is to be built with the community, for the community. Since 2023, meaningful efforts have been made to build capacity within the community so that the plan can also be fully deployed by community members. The initiative has had four main objectives.

- ▶ Upholding the sustainability of fish populations in Mattagami Lake that offer cultural, recreational, and economic benefits to the local communities.
- ▶ Supporting the Mattagami First Nation Walleye Hatchery in understanding their influence on the walleye population in Mattagami Lake by conducting a novel “determination of natal origin” study.
- ▶ Supporting the community's interests to engage in stewardship of Mattagami Lake fisheries by providing educational opportunities for local community members and youth through information sessions and hosting a youth science fair and developing and delivering educational programs for the local elementary school. To further promote engagement in local community members in stewardship of Mattagami Lake fisheries, an enhanced, structured



Knowledge sharing activity at the Mary Jane Naveau Memorial School for Mattagami Lake Guardians Day

engagement framework has been initiated in 2024. The first Mattagami Lake Week was hosted in the community of Mattagami, with support from project partners (Minnow, IAMGOLD, MNR), community members, and Chief and Council.

- ▶ Promoting and enhancing stewardship of the Mattagami Lake fisheries through braiding of Indigenous knowledge and Western science (bridging knowledge systems). Actively engaging members of the Mattagami First Nation and other stakeholders through participation in knowledge sharing opportunities and by supporting key community initiatives, including the Meals on Wheels program. Following the 2023 fish population monitoring program, an estimated 30-40 lbs of cleaned, de-boned fillets were provided to the program and distributed to the community's elders, and an additional 20 fillets were provided to visiting community members.



Future Mattagami Lake Guardians at the Mattagami Fish Hatchery on Lake Guardians Day

For our commitment to community engagement and relationship building, the teams received direct commendation from the Fisheries and Oceans Canada for our work with Mattagami First Nation in 2023. In 2025, plans continue towards building and growing the relationship with Mattagami First Nation.



OUR PLANET

As a company dedicated to solving complex environmental challenges, Trinity recognizes that our greatest impact lies in the services we provide. We are proud to serve as a trusted partner in helping clients achieve their climate and sustainability objectives, while also minimizing our own carbon footprint as part of our commitment to environmental stewardship.

In 2024, we continued to advance our climate reporting by expanding our Scope 3 emissions inventory to include purchased products and services, aligning more closely with industry best practices. At the same time, we experienced strong growth in supporting “climate beneficial clients and projects,” reflecting our increasing role in helping organizations achieve their sustainability goals. We remain focused on reducing our own emissions and waste while empowering our clients to do the same, amplifying our collective impact on a more sustainable future.

Enabling Impact Through Client Services

Climate-Beneficial Revenue Performance

Trinity tracks annual revenue associated with climate-beneficial clients and projects, underscoring our strategic alignment with clients' sustainability and climate-related objectives. Between 2019 and 2024, Trinity experienced significant growth in revenue from services delivered to climate-beneficial industries and projects. Total revenue increased substantially from approximately \$7.16 million in 2019 to \$38.04 million in 2024, as illustrated in the accompanying bar chart.

In addition to directly supporting projects that deliver measurable climate mitigation outcomes, such as renewable energy development, carbon capture, and low-carbon infrastructure, Trinity also includes revenue from services that indirectly contribute to climate-positive outcomes.

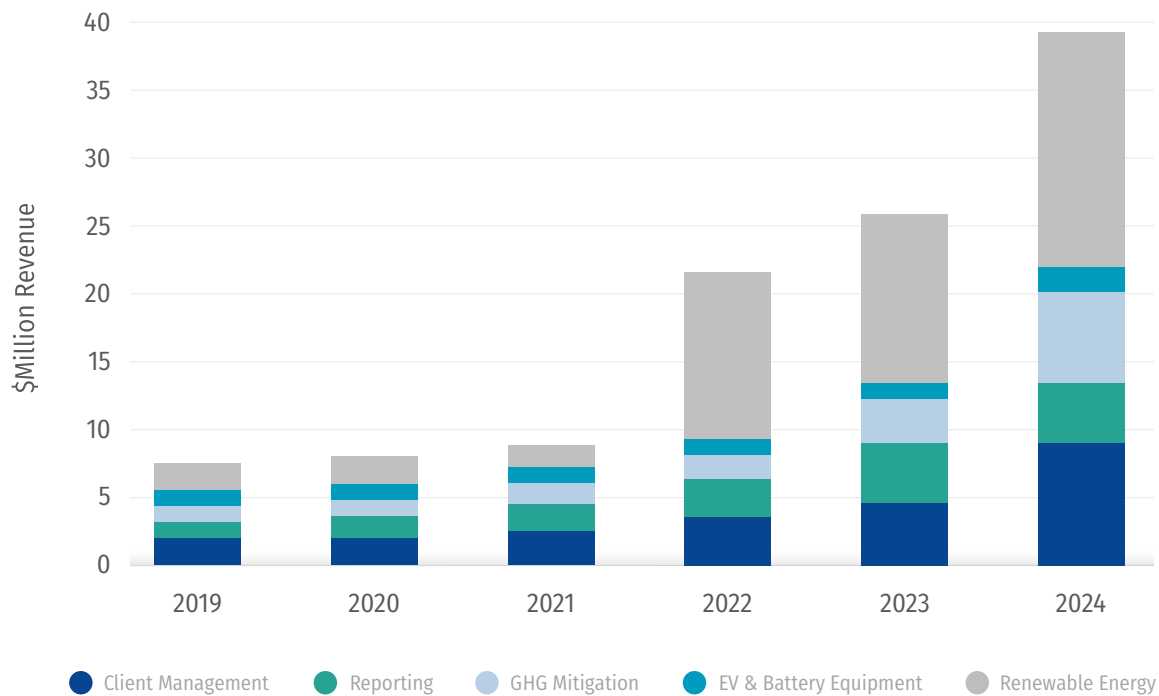
These include consulting engagements that assist clients in meeting environmental and regulatory compliance requirements related to air emissions, energy efficiency, refrigerant management, and other operational areas that support broader sustainability objectives.

By ensuring compliance, environmental integrity, and operational readiness, our work enables clients to advance technologies, facilities, and programs that ultimately contribute to lower carbon footprints and improved environmental performance. We include these clients and projects to recognize the enabling role Trinity plays in our clients' transition to a more sustainable and climate-resilient future.

The climate-beneficial industries and projects reflected in the bar chart are organized into the following five categories:

Category	Climate-Beneficial Industries & Projects
Renewable Energy	Hydropower, solar, wind, biomass energy, biodiesel, ethanol, biogas, biochar, renewable natural gas (RNG) from waste management, bio-based synthetics, nuclear energy
Carbon Mitigation	Greenhouse gas (GHG) emission reductions through improvement of manufacturing and building energy efficiency, carbon capture, utilization, and storage (CCUS), waste recycling, circular economy processes, and direct air capture and injection, refrigerant phase-out
EV & Battery Equipment	Electric vehicle (EV) manufacturing, lithium extraction and processing, battery manufacturing and recycling, energy storage solutions, charging infrastructure
Climate Management	Regulatory and voluntary initiatives such as climate risk assessments, decarbonization strategies, sustainability program design and implementation; quantification, monitoring, and reporting of climate programs; documentation and verification of climate goals
Reporting & DGS	Greenhouse gas (GHG) emissions and sustainability disclosures for regulatory and voluntary frameworks; Digital Solutions (DGS) for emissions and ESG reporting, including needs assessments, platform selection, design, configuration, implementation, deployment, and ongoing user support

FIGURE 6: Revenue of Climate Beneficial Clients & Projects



Key highlights for the growth of the climate beneficial industries and projects include:

- **Renewable and Clean Energy** – Trinity’s revenue from renewable and clean energy projects significantly increased from \$2.14 million in 2019 to approximately \$17.53 million in 2024. This growth accelerated notably from 2022 onward, driven primarily by strategic acquisitions of firms specializing in ecological consulting services for hydropower, solar, and wind power-generation projects. Additionally, heightened client activity in biomass fuels and RNG derived from waste management facilities contributed substantially to this robust performance in 2024.
- **Total Climate-Beneficial Revenue** – Overall, Trinity’s total revenue from climate-beneficial industries and projects grew dramatically from \$7 million in 2019 to \$39 million in 2024. Recent acquisitions since 2022, particularly those focused on hydropower and solar sectors, significantly contributed to this increase.

Even excluding acquisitions, revenue from Trinity’s organically served EHS consulting clients rose impressively to \$26.71 million in 2024, representing a substantial growth of approximately 275% over the 2019 baseline.

- **Carbon Mitigation Projects** – Since 2019, Trinity has supported clients across industries in implementing energy efficiency, decarbonization, and process modernization initiatives aligned with climate mitigation goals. Our portfolio of climate beneficial projects has expanded significantly – particularly in building sustainability, where two strategic acquisitions since 2022 have bolstered our capabilities and increased associated revenue. These additions contributed to a notable rise in green building consulting services, further embedding sustainability into the built environment. In addition, substantial growth was also seen in 2024 for carbon capture, utilization, and storage (CCUS) and circular economy initiatives, spurred by robust financial incentives from agencies such as the U.S. Department of Energy.



Together, these advancements fueled a 570% increase in revenue from climate beneficial projects since 2019, reflecting our expanding role in enabling low-carbon solutions.

- **Climate Management Services** – Beyond renewable energy, Trinity's EHS consulting practice has notably expanded its climate management and sustainability services. Revenue from this category rose from \$2.19 million in 2019 to \$8.82 million in 2024, driven primarily by intensified client initiatives in climate resilience, risk assessments, decarbonization strategies, and heightened ESG regulatory expectations from financial institutions and global reporting frameworks.
- **GHG & Sustainability Reporting** – The growing number of corporate climate commitments and regulatory reporting obligations has driven steady revenue growth in Trinity's GHG accounting and sustainability reporting services. Many clients have adopted DGS systems to meet their expanding reporting needs, contributing to a 271% increase in revenue in this category since 2019.

- **EV and Battery Equipment** – Revenue from EV and battery equipment services emerged distinctly as a growth category, reflecting increasing demand from clients in the automotive sector—including recognized manufacturers such as Tesla and Lucid Motors. Many additional clients are embedding EV and battery solutions within broader sustainability projects, indicating significant future growth potential in this area.

In 2024, Trinity expanded its impact through services delivered to climate-beneficial clients and projects, generating approximately \$39 million in total revenue. The distribution of revenue across project categories highlights our diversified portfolio and strategic focus areas as shown in the following charts.

FIGURE 7: 2024 Climate Beneficial Clients & Projects

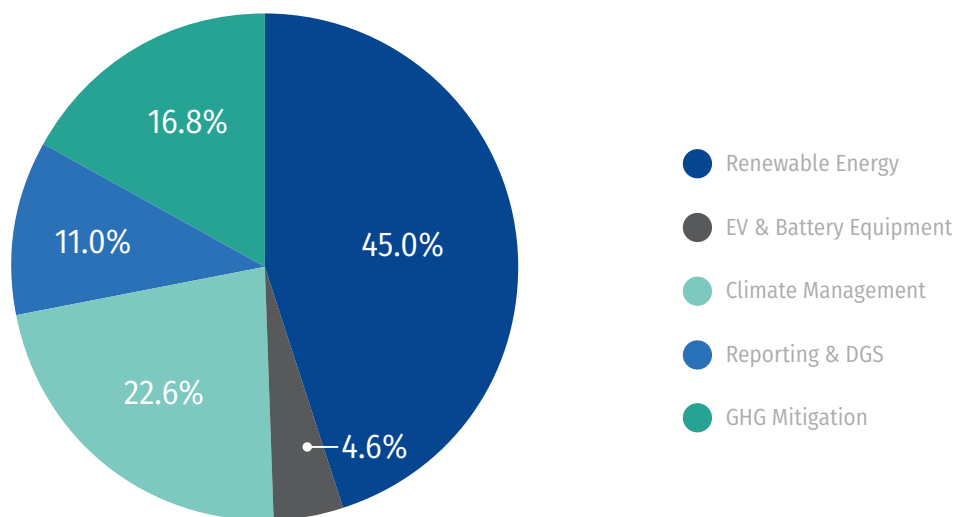
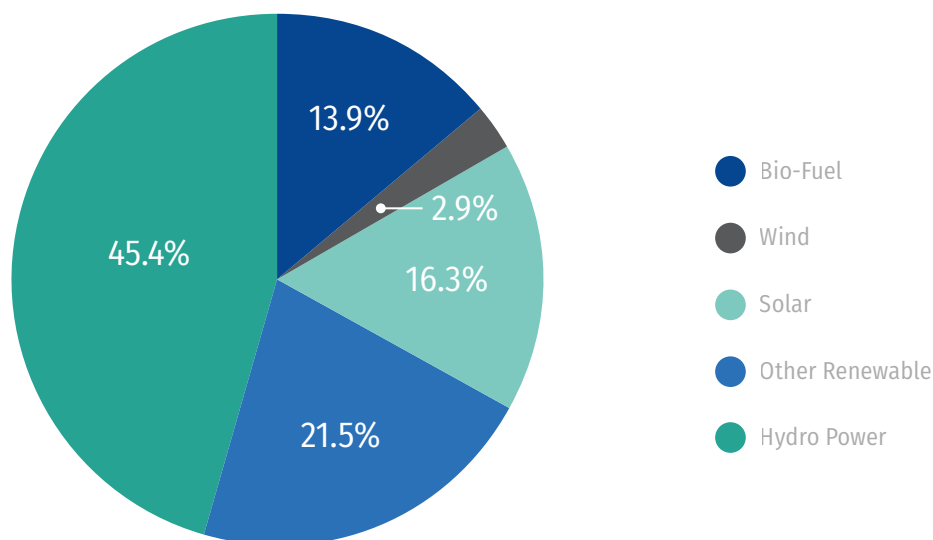


FIGURE 8: 2024 Renewable Energy Clients & Projects



Supporting UNSDG

Through these diverse projects, Trinity has actively supported our clients in achieving their ambitious climate and sustainability objectives. Our consulting expertise and innovative solutions have directly enabled progress toward several of the United Nations Sustainable Development Goals (SDGs), specifically:



SDG 7 – Affordable and Clean Energy: Promoting renewable energy development and clean-energy transition.



SDG 9 – Industry, Innovation, and Infrastructure: Facilitating sustainable infrastructure, technological innovation, and resilient industrial processes.



SDG 11 – Sustainable Cities and Communities: Supporting sustainable urban planning, energy efficiency enhancements, and infrastructure improvements for public facilities, including libraries, hospitals, and museums; and providing specialized services in cultural heritage conservation to strengthen community resilience and preserve historical resources.



SDG 12 – Responsible Consumption and Production: Supporting the development of circular economy practices, waste reduction initiatives, recycling programs, and sustainable resource management. Conducting **Life Cycle Assessments (LCAs)** and producing **Environmental Product Declarations (EPDs)**, enabling informed decision-making and greater transparency around product environmental impacts.



SDG 13 – Climate Action: Providing comprehensive climate management, GHG emissions reduction, carbon mitigation, and strategic climate resilience solutions.



SDG 14 – Life Below Water: Supporting ecological assessments, compliance, and environmental stewardship in hydropower projects and activities affecting marine and freshwater ecosystems.



SDG 15 – Life on Land: Delivering ecological consulting and permitting services that protect biodiversity, habitats, and terrestrial ecosystems, particularly within renewable energy and mining projects.



SDG 17 – Partnerships for the Goals: Engaging closely with clients, industry groups, communities, and regulators to advance collaborative and impactful sustainability initiatives.



These efforts demonstrate Trinity's strategic role as an essential partner in advancing meaningful, measurable sustainability outcomes aligned with globally recognized SDG priorities, which are evident with the following selected projects.

Environmental Permitting for Commercial-Scale CCUS Projects in California

In 2024, two commercial-scale carbon capture and underground storage (CCUS) projects in Kern County, California reached a significant regulatory milestone with the issuance of Class VI underground injection control (UIC) permits by the U.S. Environmental Protection Agency (EPA). These permits, granted under the federal Safe Drinking Water Act, authorized the long-term geologic storage of carbon dioxide.

However, Class VI permits do not exempt project developers from compliance with other applicable federal, state, or local environmental regulations. In California, this includes the requirement for a detailed air quality impact assessment under the California Environmental Quality Act (CEQA), a key component of the broader environmental permitting process for CCUS infrastructure. Trinity supported both projects by delivering critical technical services to meet CEQA requirements, including:

- ▶ Identifying and estimating air emissions from equipment and processes associated with CO₂ capture, compression, and transport
- ▶ Evaluating and recommending applicable air pollution control technologies
- ▶ Conducting comprehensive air quality impact analyses in accordance with CEQA requirements for review by local and state agencies

Quantifying Climate Impacts Through Environmental Product Declarations (EPDs)

Trinity supported multiple Environmental Product Declaration (EPD) projects in 2024, including a major steel producer in North America, to quantify and disclose the life cycle environmental impacts of their products and materials. EPDs provide third-party verified, transparent data on GHG emissions and other environmental metrics across a product's life cycle – from raw material extraction through manufacturing, transportation, use, and end-of-life. By conducting (LCAs and preparing EPDs in accordance with ISO 14025 and relevant Product Category Rules (PCRs), Trinity enabled clients to:

- ▶ Measure and Disclose Product-Level GHG Emissions: Providing carbon footprint data that informs material selection, customer reporting, and low-carbon procurement
- ▶ Support Low-Carbon Product Innovation: Identifying emissions hotspots that inform design improvements, material substitutions, and process optimization
- ▶ Enable Market Differentiation and Green Building Credits: Supplying verified EPDs to meet requirements for LEED, Envision, BREEAM, and public infrastructure procurement
- ▶ Advance Scope 3 Transparency and Climate Targets: Supporting downstream customers and value chains with product-specific emissions data that feeds into Scope 3 accounting and SBTi-aligned strategies



Digitizing Global Sustainability Reporting Across 120+ Facilities

Trinity led a comprehensive digital transformation to centralize and enhance sustainability data management and reporting for a multinational industrial organization. The project focused on strengthening data integrity, audit readiness, and alignment with emerging global disclosure standards, including the EU Corporate Sustainability Reporting Directive (CSRD) and the IFRS Sustainability Disclosure Standards.

Leveraging the Enablon platform, Trinity managed the end-to-end design and deployment of tailored software modules to support the client's sustainability and air quality reporting requirements. The project involved close collaboration with cross-functional teams across IT, EHS, and Finance to ensure full integration with internal governance structures and technical protocols. The initiative enabled the organization to:

- ▶ Implement a centralized, scalable platform for sustainability data collection and reporting
- ▶ Enhance data quality, traceability, and auditability of GHG emissions
- ▶ Prepare for evolving regulatory requirements, including CSRD and IFRS compliance
- ▶ Streamline environmental data governance and improve the efficiency of reporting processes

Our Greenhouse Gas Emissions

Since 2019, Trinity has been quantifying its GHG emissions to better understand our corporate carbon footprint and to support our clients' climate strategies, particularly as part of their supply chain emissions assessments. Our GHG inventory includes both direct (Scope 1) and indirect (Scope 2 and 3) emissions associated with our business operations. This accounting provides critical insights into our emissions hotspots and serves as the foundation for advancing carbon neutrality initiatives.

We have selected Reporting Year (RY) 2019 as the baseline year for our global GHG emissions reduction program. In alignment with best practices and to maintain reporting integrity, this year's report retrospectively recalculates (reinstates) Scope 1 and Scope 2 emissions for RY 2019 to incorporate emissions from companies acquired in subsequent years. By integrating these emissions into the baseline, we present a more accurate and comprehensive view of our environmental impact, allowing for transparent year-over-year comparisons and more meaningful tracking of absolute emission reductions.

As part of our commitment to improving the completeness of our GHG disclosures, this report also introduces emissions from Scope 3, Category 1: Purchased Goods and Services (PG&S), in accordance with GRI 305-3. This category was not previously included, as it is not addressed by the U.S. EPA's Simplified GHG Calculator. While past assessments primarily focused on purchased "goods," Trinity's operations also involve substantial procurement of professional "services" to support both internal operations and client projects. These service-related activities represent a significant portion of our Scope 3 emissions. Including them in this year's inventory enhances the accuracy of our overall carbon footprint and strengthens our ability to make informed, sustainability-driven procurement and planning decisions.

Highlights

Trinity remains steadfast in our commitment to reducing our environmental footprint while supporting sustainable growth.

- ▶ Targets¹:
 - 50% reduction in Scope 1 & Scope 2 emissions intensity by 2030²
 - 40% reduction in office space by 2030
 - 25% renewable energy to offset Scope 1 & Scope 2 emissions for the 50% reduction by 2030, as needed
 - 25% decrease in Scope 3 emission intensity without project reimbursable by 2025
 - 25% decrease in employee commuting emissions intensity by 2025
- ▶ Key achievements since 2019:
 - Absolute Scope 1 and 2 GHG emissions remained below the 2019 baseline with emissions from all acquisitions reinstated under Trinity's total Scope 1 & 2 emissions
 - 42% decrease in Scope 1 & Scope 2 emissions intensity
 - 37% decrease in total emissions intensity, excluding project-reimbursables
 - 29% decrease in total emissions intensity including project-reimbursables
 - 43% reduction in office space per employee, meeting the 2030 target of 200 ft²/FTE
 - 64% less employee commuting emissions, per employee
 - 36% reduction in spending-based Scope 3 PG&S emissions intensity per million-dollar net revenue



¹ Compared to RY2019 baseline year, per employee (Full Time Equivalent, or FTE).

² Includes all per-FTE Scope 1 direct emissions (natural gas heating, company vehicle fuel use, and refrigerants) and location-based Scope 2 emissions (from purchased electricity at our offices)

Quantification & Reporting Methodology

GHG emissions are quantified in accordance with internationally recognized protocols and methodologies, leveraging emission factors integrated into a GHG emissions calculation tools and databases developed by the United States Environmental Protection Agency (U.S. EPA). The following standards and resources form the foundation of our calculations:

- ▶ The Greenhouse Gas Protocol
 - Corporate Accounting and Reporting Standard (WRI/WBCSD, Revised Edition, March 2004)
 - Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WRI/WBCSD, September 2011)
- ▶ U.S. EPA Tools & Emission Factors
 - Simplified GHG Emissions Calculator
 - GHG Emission Factors Hub (annually updated)
 - U.S. Environmentally Extended Input-Output (USEEIO) Model v2.0

To ensure accuracy and relevance, our GHG emissions calculations incorporate regionally tailored data and supply-chain-specific factors, aligning with the Greenhouse Gas Protocol's hierarchy of preferred methodologies. Wherever possible, we prioritize localized emission factors and sector-specific benchmarks to reflect operational realities across Scopes 1, 2, and 3.

- ▶ Scope 1 (Direct Emissions): Calculated using company-specific data for office energy consumption of natural gas and fleet fuel usage, verified against meter readings and fuel purchase records
- ▶ Scope 2 (Purchased Electricity): For offices outside the U.S., emissions are calculated using national or best-available local grid emission factors to ensure regional accuracy
- ▶ Scope 3 (Purchased Goods & Services): Emissions not covered by the U.S. EPA calculator are derived from USEEIO v2.0 sectoral factors, supplemented by legacy data where appropriate to maintain consistency

This approach ensures alignment with global GHG accounting standards while adapting to region- and activity-specific variables for robust, transparent reporting.

Scope 1 & Scope 2 Carbon Activities

Trinity quantifies and reports Scope 1 and Scope 2 GHG emissions in accordance with the GHG Protocol Corporate Standard and consistent with disclosure requirements under the CDP Climate Change Questionnaire. The operational control approach is applied to define our organizational boundary, covering all operations under Trinity's direct management.

- ▶ Scope 1 – Direct emissions from sources owned or controlled by Trinity
 - Natural Gas Use – Estimated from utility data for shared office buildings, prorated to Trinity's leased space where applicable
 - Fleet Vehicles – Calculated using fuel consumption and mileage data submitted by local offices
 - Refrigerant Loss – Based on refrigerant type and service records for HVAC systems; updated to incorporate average leak rates by HVAC equipment type
- ▶ Scope 2 – Indirect emissions from purchased electricity consumption in leased offices
 - Electricity usage:
 - Direct data from utility bills paid by Trinity or provided by office managers
 - Where unavailable, regional average electricity intensity values for commercial buildings are applied
 - Emission Factors - Location-based factors aligned with regional electricity grids (e.g., U.S. EPA eGrid subregions and international equivalents).

The office-related energy consumption and refrigerant loss are estimated based on office leasing records from accounting. The annual activity data for Scope 1 and Scope 2 sources under Trinity's operational control are summarized in the following table:

FIGURE 9: Scope 1 & 2 Source Activity Data for Trinity Controlled Operations

	2019	2020	2021	2022	2023	2024
Total Employee (FTE)	843	888	1,013	1,365	1511	1903
Global Leasing Space (ft ²)	286,042	277,864	241,384	314,227	312,650	366,401
Global Leasing Space Intensity (ft ² /FTE)	339	313	238	230	207	192
No. of fleet Vehicles and Boats	10	12	16	35	43	80
Natural Gas Usage (kWh)	405,470	405,470	482,610	618,026	649,167	962,259
Electricity Usage (KWh)	4,276,533	4,154,266	3,608,864	4,421,204	4,320,124	4,710,963
Electricity used from renewable sources (KWh)*	748,393	822,545	725,382	950,559	924,507	989,302

* Estimated based on average renewable energy produced in US.



To support our clients’ supply chain decarbonization and net-zero goals, Trinity has quantified its absolute **Scope 1 and Scope 2 GHG emissions** from all entities under our operational control as of the end of 2024. In line with best practices and **CDP Climate Change Questionnaire** guidance, we have **retrospectively recalculated emissions back to our baseline year of 2019** to include all acquired entities.

Absolute emissions represent the total GHG output from our operations, independent of business growth, restructuring, or acquisition activities. By incorporating the emissions of companies acquired since 2019, we provide a more **comprehensive and transparent view of Trinity’s climate impact** over time. This methodology ensures consistency in year-over-year reporting and meets the expectations of our clients, many of whom require Scope 1 and Scope 2 absolute emissions data from their suppliers as part of their net-zero and science-based targets.

The table below presents the annual activity data used to calculate Trinity’s Scope 1 and Scope 2 emissions across all entities included in our operational boundary.

Scope 3 Carbon Activities

In addition to reporting our Scope 1 and Scope 2 GHG emissions, Trinity has adopted a phased approach to Scope 3 emissions reporting, aligned with the GHG Protocol Corporate Value Chain (Scope 3) Standard. Our strategy focuses on identifying and disclosing the Scope 3 categories that are most material to our environmental impact and overall carbon footprint, while continuing to build the infrastructure needed for comprehensive reporting.

Since 2019, we have systematically mapped our business activities against the 15 categories defined in the GRI Scope 3 reporting guidance. This ongoing materiality assessment guides our prioritization of indirect emissions across the value chain and supports transparent, meaningful disclosure. As we strengthen our data collection and analytical capabilities, we plan to expand our Scope 3 reporting to provide a more complete picture of our climate impact. To support our internal climate strategy and respond to stakeholder expectations. The following emission sources are currently tracked and reported:

FIGURE 10: Scope 1 & 2 Source Activity Data for All Entities

	2019	2020	2021	2022	2023	2024
Total Employee (FTE)	1739	1740	1788	1873	1992	2013
Global Leasing Space (ft²)	413,905	410,000	400,000	390,000	386,853	378,343
No. of fleet Vehicles and Boats	52	54	58	72	73	83
Natural Gas Usage (kWh)	993,615	984,241	960,235	972,069	983,902	962,259
Electricity Usage (KWh)	6,444,488	5,155,590	3,608,864	4,421,204	4,975,658	4,866,209

- ▶ Office waste
 - Office leasing records from accounting
 - Office waste recycling programs provided by office managers in survey responses
 - Office employee attendance level for adjustment of office waste generated
- ▶ Employee commute data
 - Employee commute mode (vehicle types, transit, walk, bike, etc.)
 - Activity level such as number of days and daily commute distances
 - Changes of commute mode and activity level for hybrid work arrangement
 - Remote worker computer energy usage data have been added as GHG emissions per GRI 305-3 for other indirect sources
- ▶ Business travel related fuel consumption data
 - All travel reimbursable by clients are considered project related travel
 - All other travels are considered as overhead travels
 - Fuel consumption by all travel mode
- ▶ Purchased goods and services (PG&S) (Not covered by the US EPA GHG calculator)
 - Activity data are collected and categorized based on accounting general-ledger (GL) data and identified reasonable spending-based emission factors to each relevant GL item
 - Emissions from IT equipment & services are estimated based on purchasing records and primary supplier data, including Dell's published product carbon footprint (PCF)
 - The PG&S items are grouped into logical categories with associated spending-based emission factors derived from USEEIO sectoral factors and supplier specific PCF data where available

FIGURE 11: Scope 3 Source Activity Data for Trinity Controlled Operations

	2019	2020	2021	2022	2023	2024
Office domestic non-hazardous waste (MT)	269	35	76	131	137	168
Employee commute – Office usage level adjusted from 2019 baseline year	100%	13%	33%	44%	47%	49%
Gross Revenue (GR) (Million USD)	197	208	250	316	420	462
Business travel expense (% of GR)	1.98%	1.10%	1.00%	1.93%	1.75%	1.90%
Project travel % of total business travel	62%	81%	83%	73%	71%	59%
Project PG&S excluding travel (% of GR)	3.58%	3.09%	3.79%	4.51%	4.69%	4.86%
Overhead PG&S excluding travel (% of GR)	3.74%	3.12%	3.59%	3.56%	4.08%	4.00%

Our Emissions and Progress

This report summarizes Trinity’s GHG emissions from 2019 to 2024, highlighting key trends, performance metrics, and progress toward sustainability targets. The Scope 1, 2, and 3 emissions summarized below cover Trinity’s operations and acquired entities, with particular attention to emission intensity metrics that provide meaningful insights relative to business growth.

FIGURE 12: GHG emissions from 2019 to 2024 (MT CO2e/year)

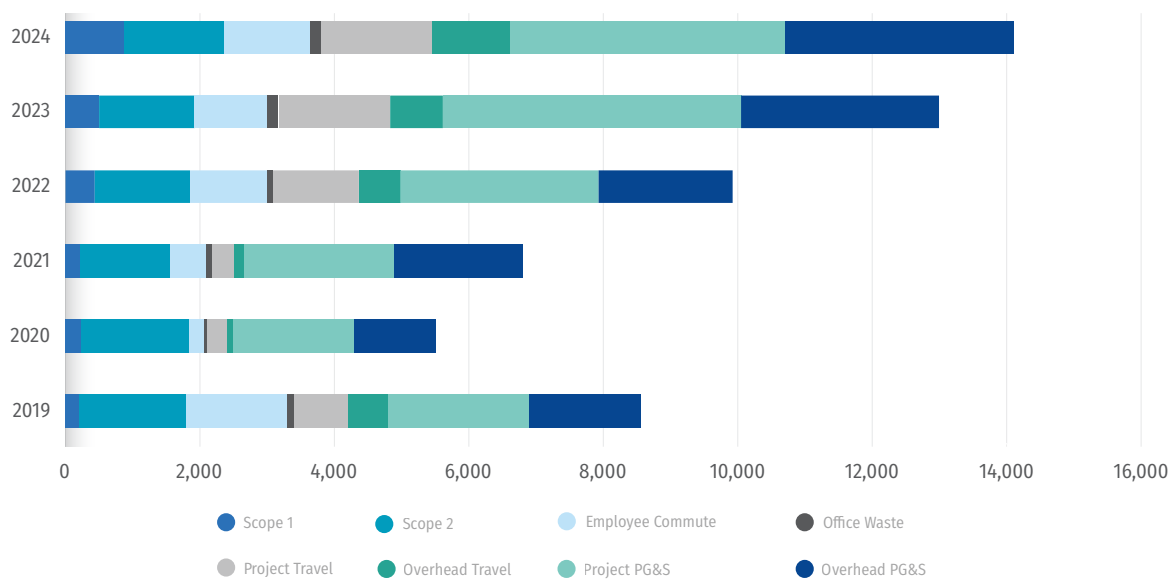


FIGURE 13: 2024 GHG Emissions

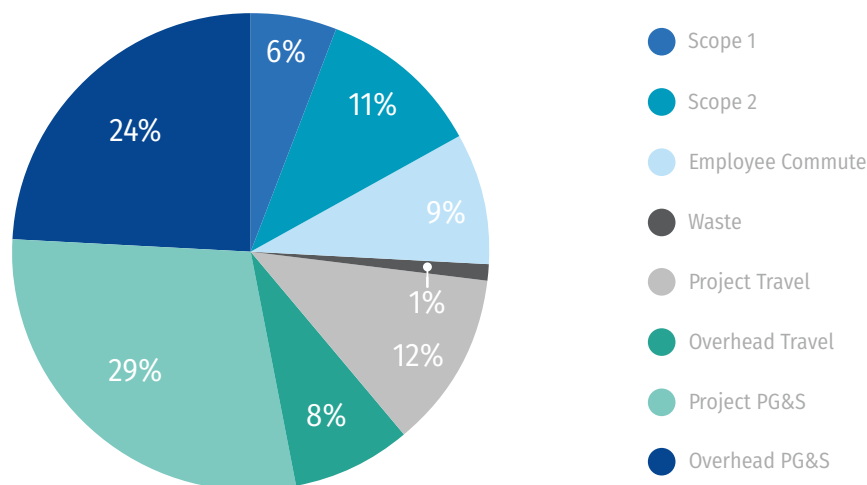


FIGURE 14: GHG Emissions Overview (MT CO₂e/year)

	2019	2020	2021	2022	2023	2024
Scope 1	195	204	214	420	467	845
Stationary Combustion (NG)	97	94	82	106	111	173
Mobile Sources	65	78	104	278	320	625
Refrigeration / AC Equipment Use	33	32	28	36	36	47
Scope 2 (Location-Based)	1628	1582	1374	1422	1437	1545
Scope 3 (Total)	6933	3761	5161	8070	11112	11695
Employee Commuting	1571	220	629	1130	1128	1265
Office Waste	165	23	44	75	94	108
Business Travel – Project	800	330	369	1318	1636	1695
Business Travel – OH	600	109	107	602	832	1171
Project PG&S	2131	1854	2331	2965	4458	4131
Overhead PG&S	1667	1226	1681	1980	2964	3325
Scope 1 & 2 total	1823	1786	1588	1842	1904	2390
Scope 1, 2, 3 Total	8757	5547	6749	9912	13016	14085
Scope 1, 2, 3 No Project Reimbursable	5826	3364	4048	5628	6922	8259

The reinstated Scope 1 & 2 GHG emissions, encompassing all entities within the Trinity corporate family since 2019, are summarized as follows.

FIGURE 15: Reinstated Scope 1 & 2 Emissions from All Entities (MT CO2e/year)

	2019	2020	2021	2022	2023	2024
Scope 1 (Total)	617	630	655	754	763	845
Stationary Combustion (NG)	179	177	173	175	177	173
Mobile Sources	399	414	445	542	550	625
Refrigeration/AC	39	38	37	36	36	47
Scope 2 (Location-Based)	2102	1735	1291	1465	1619	1583
Scope 1 & 2 total	2719	2365	1946	2218	2382	2428

The reinstated total Scope 1 and Scope 2 emissions across all entities decreased by 11% compared to the 2019 baseline. This overall reduction was driven by a 25% decline in Scope 2 emissions, which offset a 37% increase in Scope 1 emissions—primarily attributable to mobile sources. Emissions from mobile sources (fleet vehicles and transportation) rose by 57% since 2019, reflecting the expansion of field-based operations, particularly in ecological survey and archaeological service projects. As a result, mobile sources now account for 74% of total Scope 1 emissions.

The following diagram shows the Scope 1 and 2 total GHG emissions controlled by Trinity vs. emissions from all entities as reinstated since 2019.

Since 2019, Trinity's rapid business growth has been accompanied by corresponding increases in GHG emissions. To strengthen the effectiveness of our climate strategy, we apply carbon intensity metrics that offer meaningful insights into emission trends relative to business expansion. The carbon intensities presented in this report are based on Scope 1, Scope 2, and relevant Scope 3 GHG emissions from operations under Trinity's control. These emissions are normalized using two key business indicators: annual full-time equivalent (FTE) employee counts and net revenue, both of which are reported in Trinity's audited financial statements. This approach supports transparent, comparable performance tracking over time, while aligning our emissions analysis with operational and financial growth.

FIGURE 16: Trinity Controlled vs. All Entities' Scope 1+2 Emissions (MT CO₂e/year)

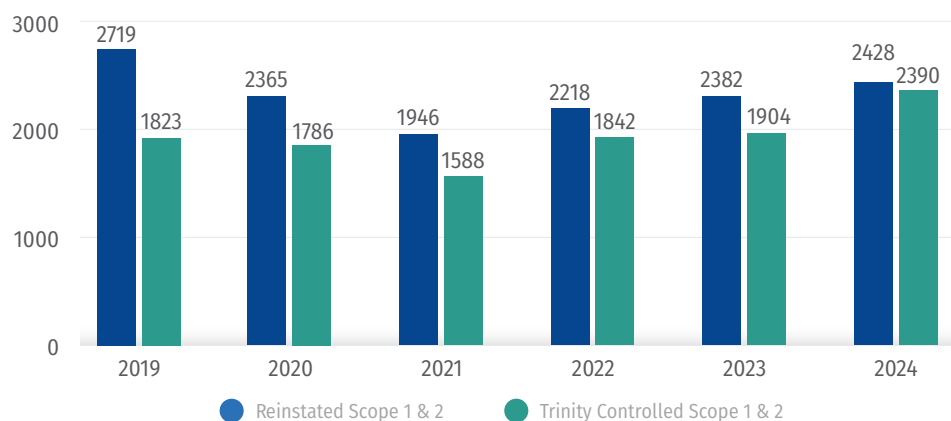


FIGURE 17: Carbon Intensity (MT CO₂e/FTE)

	2019	2020	2021	2022	2023	2024
Scope 1&2 intensity	2.16	2.01	1.57	1.35	1.26	1.26
Scope 3 total with project reimbursable	8.22	4.24	5.09	5.91	7.35	6.14
Scope 3 without project reimbursable	4.75	1.78	2.43	2.77	3.32	3.08
Project reimbursed travel	0.95	0.37	0.36	0.97	1.08	0.89
Overhead travel	0.71	0.12	0.11	0.44	0.55	0.62
Employee commute	1.86	0.25	0.62	0.83	0.75	0.66
Project PG&S (no travel)	2.53	2.09	2.30	2.17	2.95	2.17
Overhead PG&S (no travel)	1.98	1.38	1.66	1.45	1.96	1.75
Scope 1, 2, 3 total emission intensity	10.38	6.25	6.66	7.26	8.61	7.40
Scope 1, 2, 3 without project reimbursable	6.91	3.79	4.00	4.12	4.58	4.34

We have made measurable progress toward our 2030 GHG intensity reduction goals, particularly in Scope 1 and 2 emissions and non-reimbursable Scope 3 categories as shown in the chart. In 2024, we achieved a Scope 1 and 2 GHG intensity of 1.26 MT CO₂e/FTE, a 42% reduction from the 2019 baseline (2.16), outperforming the 2025 interim target of 1.49 and placing the company within reach of the 2030 target of 1.09. For Scope 3 emissions, we set target for non-reimbursable activities. The 2024 intensity for Scope 3 emissions from non-reimbursable sources was 3.08 MT CO₂e/FTE, a 35% reduction from the 2019 baseline (4.75). This performance is ahead of the 2025 target of 3.49, and progresses steadily toward the 2030 target of 2.70. In 2024, the spending-based carbon intensity from PG&S accounted for 64% of Trinity's total Scope 3 carbon intensity. This represents a 13% reduction in PG&S intensity per unit of revenue compared to the 2019 baseline.

FIGURE 18: Carbon Intensity Reduction Target (MT CO₂e/FTE)

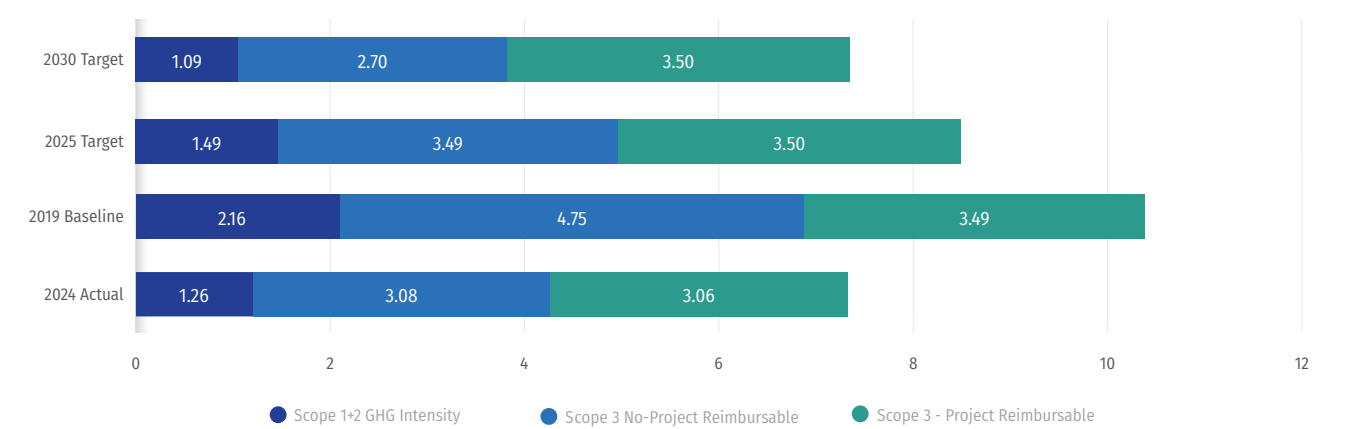
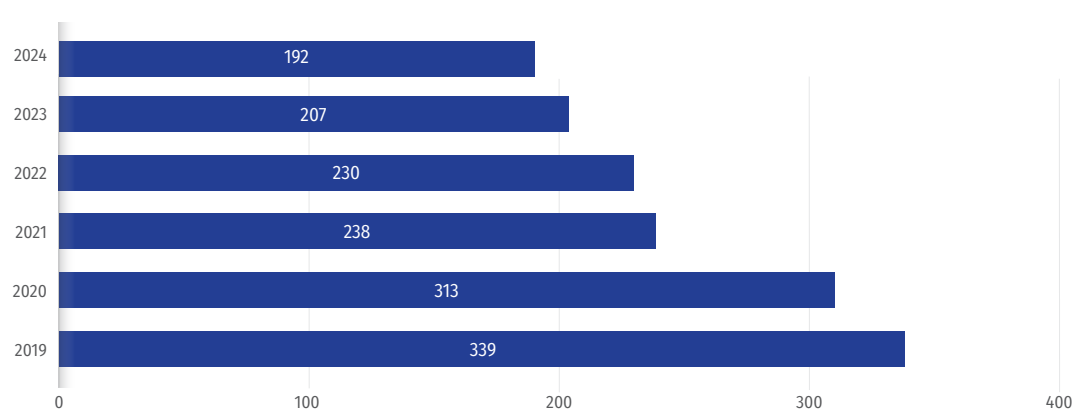


FIGURE 19: Office Space Per Employee (ft²/FTE)



When excluding emissions from project-reimbursable activities, the 2024 Scope 3 intensity by revenue was 19.9 metric tons CO₂e per million dollars of revenue, compared to 32.25 metric tons CO₂e per million dollars in 2019. These reimbursable activities – such as subcontracted services, materials – and travel, are controlled by our clients and therefore excluded from Trinity's internal climate strategies. The reduction in non-reimbursable intensity reflects improvements in sustainable procurement and increased operational efficiency relative to revenue growth.

FIGURE 20: Intensity by Revenue (MT CO₂e/\$Million)

	2019	2020	2021	2022	2023	2024
Scope 1&2 intensity	10.18	9.27	6.94	6.47	5.07	5.79
Scope 3 Total intensity	38.70	19.52	22.56	28.36	29.58	28.32
Scope 3 PG&S Intensity	21.20	15.98	17.54	17.38	19.76	18.06
Scope 3 No Project Reimbursable	22.34	8.19	10.75	13.30	13.36	14.21
Scope 1, 2, 3 No Project Reimbursable	32.52	17.46	17.70	19.78	18.43	20.00
Scope 1, 2, 3 Total with Project Reimbursable	48.88	28.79	29.50	34.83	34.65	34.11

Environmental Management

Trinity is committed to minimizing the environmental impact of our office-based operations through practical, scalable actions. While our environmental footprint is relatively modest compared to asset-heavy industries, we continue to embed sustainability into our office management, procurement practices, and employee behaviors. This section highlights our ongoing efforts to reduce energy use, waste, and resource consumption across our global office network, aligned with our broader ESG and climate objectives.

Our Offices

Trinity primarily operates in leased commercial office spaces and data centers for information storage and archiving. When negotiating new leases or renewals, we prioritize properties that incorporate sustainable building features such as natural lighting, energy-efficient HVAC and lighting

systems, on-site renewable energy, and building-wide recycling programs. Preference is given to properties with recognized environmental certifications such as LEED, BREEAM, or ENERGY STAR®.

We also consider building amenities that support lower-impact commuting options, such as proximity to public transit, availability of bicycle racks and showers, and access to EV charging stations. To support employee health, well-being, and productivity, we favor office environments constructed with low-VOC materials and sustainable furnishings that promote good indoor air quality.

For sustainable procurement programs, we continue to engage with our office suppliers to make environmentally responsible procurement decisions. Environmental criteria and green certifications such as ENERGY STAR are explicitly

considered when purchasing computers, appliances, services, and other equipment. As part of our sustainable IT strategy, most employees are equipped with Dell Outlet refurbished laptops, reducing lifecycle emissions and electronic waste. For paper products, we prioritize options with recycled content or credible sustainability certifications such as the Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC).

We also seek non-toxic and environmentally friendly products for daily office use, including Green Seal-certified cleaning supplies, low-toxicity office markers and adhesives, and eco-labeled office supplies. Trinity applies similar sustainability considerations when selecting materials for event booths, printed collateral, and promotional items, aiming to reduce waste and improve reusability.

Our Waste

Trinity maintains a proactive approach to waste minimization across our offices. We encourage the reuse or donation of used office equipment and furniture. Paper consumption is actively managed by promoting digital workflows and double-sided printing only for all documents, when printing is necessary. We have also transitioned a significant portion of marketing and training materials to digital formats to reduce production of course binders.

Where waste cannot be avoided, about 70% of our offices participate in local recycling programs, and employees are encouraged to properly separate paper, plastics, metals, and glass in accordance with building capabilities.

For Electronic Waste Management, Trinity is committed to responsible e-waste management. Expired computers are returned to the corporate IT department for secure data removal and disposal through an e-waste collection service managed by the Dallas office building. We also promote reuse of electronic devices and toner cartridges whenever feasible.

Office managers across our global locations are responsible for identifying reuse, recycling, or certified disposal options for electronic waste generated at their sites, in line with local regulations and Trinity's sustainability standards.

Our Water

Although water consumption is not a material environmental impact for Trinity due to the nature of our office-based operations, we recognize the importance of responsible water use as part of our commitment to environmental stewardship.

Across our leased office spaces, we encourage all employees to adopt conscientious water practices. These include promptly reporting leaks or plumbing issues to building management, turning off taps when not in use, and avoiding unnecessary water consumption in kitchens, and restroom use.

Where feasible, we advocate for the use of water-efficient appliances and fixtures—such as low-flow faucets, toilets, and dishwashers—particularly during office renovations or facility upgrades. Our facilities team works closely with landlords and property managers to assess opportunities for improved water efficiency in shared building systems.

We also support awareness-raising among employees by sharing practical tips through internal communications and encouraging participation in local water conservation initiatives. In regions experiencing water stress or drought, we take extra care to align our practices with local water use guidelines.

While our direct water footprint remains minimal, we view water stewardship as a fundamental principle in our broader sustainability journey and strive to lead by example within our operational control.



OUR GOVERNANCE

At Trinity, strong governance remains the foundation of our business. Our commitment to ethical conduct, professional integrity, and quality service continues to guide every aspect of our work. We uphold these principles across our relationships—with clients, suppliers, communities, and one another—and continuously strengthen our operations through well-defined governance structures, policies, and practices.

We are resolute in complying with applicable laws and regulations and hold ourselves accountable to the highest ethical standards. We safeguard client and employee data with diligence and transparency. We also engage our suppliers to advance human rights and environmental responsibility across our value chain – reinforcing the values that define Trinity’s culture.

Business Ethics

At Trinity, strong corporate governance is foundational to how we operate. Our commitment to ethics, integrity, and accountability is reflected in two cornerstone resources that guide employee behavior and organizational practices across our global operations: the Code of Business Conduct and the newly published U.S. Employee Handbook.

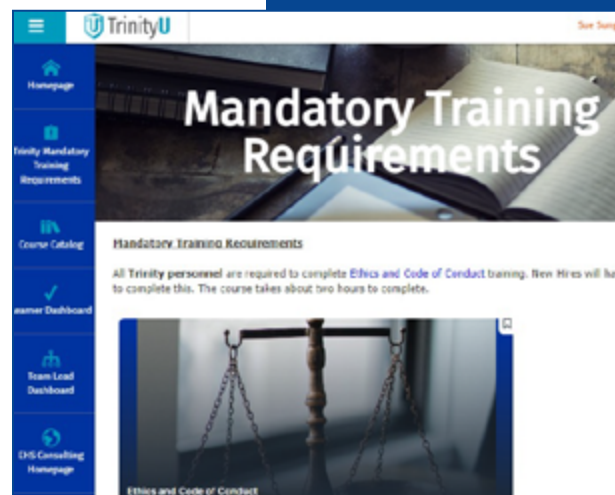
Code of Business Conduct

Trinity's Code of Business Conduct (CBC) defines the ethical principles and legal responsibilities expected of all employees, officers, and directors. Serving as a roadmap to more than 20 corporate policies governing professional conduct administered by our HR department, the CBC reflects the highest standards of ethical behavior while respecting applicable laws, customs, and regulations across our global operations.

In 2024, we continued to advance our ethics and compliance program through the following actions:

- ▶ Updating and enhancing existing policies and procedures to address gaps and support our expanding business operations
- ▶ Developing new ethics-related policies in response to evolving legal requirements
- ▶ Conducting risk assessments and launching new programs to address emerging issues, including AI ethics

To comply with the July 1, 2024, implementation of California Labor Code Section 6401.9, Trinity developed a formal Workplace Violence Prevention Program (WVPP). Initially created for our California offices, the WVPP has since been adopted as a global corporate policy, reinforcing our commitment to employee safety, legal compliance, and a respectful workplace culture worldwide.



To promote accountability and reinforce compliance with key corporate policies—such as the Anti-Bribery and Anti-Corruption Policy, Labor and Human Rights Policy, and Data Privacy Protection Policy—senior responsible managers are required to formally acknowledge these policies each year. As part of this process, they confirm their understanding of the requirements and attest to zero known incidents of non-compliance within their areas of responsibility.

All Trinity employees are required to complete *Code of Conduct* and policy compliance training upon hire and annually thereafter. These trainings cover essential topics such as business ethics, harassment prevention, equal employment opportunity, pay equity, workplace health and safety, and data privacy. Training is delivered through our e-learning platform, *TrinityU*. In late 2023, the HR Department launched the first annual mandatory policy training cycle through TrinityU, resulting in a significant increase in completion rates—from 56% to 94% by mid-2024.

The CBC commits Trinity to thorough investigation and appropriate response to reported violations. To ensure the privacy of employees reporting any violations, we offer employees the ability to report violations anonymously via the Trinity Ethics Hotline, hosted by an independent third-party provider, EthicsPoint by NAVEX. This resource is available to all employees globally and supports compliance with legal requirements in jurisdictions such as the UK as well as meeting expectations from many of our clients.



Launch of the U.S. Employee Handbook

In 2024, Trinity launched its first formal U.S. Employee Handbook under the leadership of our new HR Director. This significant initiative consolidated over 80 previously dispersed internal policies, guidelines, and memos into a single, accessible document. The handbook complements the CBC by offering operational clarity on employment practices, benefits, safety, and conduct expectations for U.S.-based employees – with the ethics and governance related contents applicable to employees globally.

Key features of the Handbook include:

- ▶ Guidance on business ethics, data privacy, and workplace conduct
- ▶ Policies promoting inclusive culture
- ▶ Clear articulation of employee benefits, leave programs, and professional development support
- ▶ IT and data protection practices aligned with evolving cybersecurity needs
- ▶ Workplace safety, violence prevention, and emergency protocols
- ▶ Environmentally responsible behaviors, such as recycling
- ▶ Promotion of community engagement through charitable giving

The handbook also references the CBC – reinforcing Trinity's integrated approach to governance, ethics, and employee engagement.

Together, these two resources demonstrate our continued commitment to operational excellence, ethical integrity, and a supportive workplace culture. They also form the foundation for training, compliance, and performance expectations across our organization.

Quality Management and Operational Integrity

Integral to our governance framework is the ISO 9001 Quality Management System (QMS). As of 2024, six of our offices have achieved ISO 9001:2015 certification, starting with our headquarters in Dallas, Texas, and expanding to our offices in Australia, China, Ireland, and the UK.

Our headquarters' ISO 9001 QMS has been continuously certified since 2002 and fully encompasses all Environmental Consulting offices and operations across North America. Certificates for our international offices are managed by dedicated local QMS teams tailored to their specific service offerings. These management systems ensure we consistently deliver services of the highest quality, effectively meeting client expectations and regulatory requirements.

The ISO 9001 certifications underscore Trinity's commitment to risk-based planning, continual improvement, compliance with regulatory and statutory obligations, and client satisfaction. Each QMS governs Trinity's decision-making processes, data integrity practices, document control, compliance monitoring, and supplier and subcontractor management. Collectively, these systems reinforce ethical business conduct, transparency, and accountability.

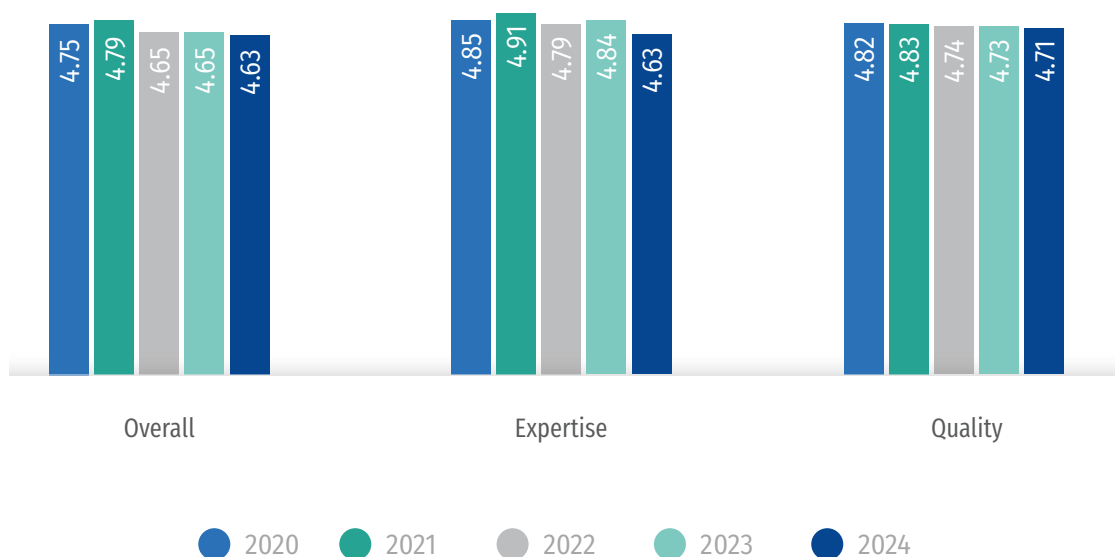


Client Satisfaction

As part of our longstanding commitment to quality improvement, Trinity has conducted regular client satisfaction surveys since the 1990s. Clients consistently report high levels of satisfaction with our overall performance, technical expertise, and service quality. In 2024, we received no complaints related to professional conduct or business ethics, either through direct communication or via our annual client survey.

In November 2024, our annual client survey continually yielded an impressive overall satisfaction score of 4.63 out of 5, with more than 96.5% of respondents indicating they were satisfied or very satisfied with Trinity's services. Client feedback from the survey highlighted the exceptional quality and impact of our consulting services across all business operations:

FIGURE 21: Client Satisfaction Survey Scores



We would not be an organization without Trinity's support. It has been an incredible partnership, and I look forward to continuing to work with the team in 2025.

Trinity consultants are experts and leaders in their field. Appreciate working with them!

The service they provide is outstanding! I couldn't be happier with everything they've been for us over the years!

Trinity's services are exceeding expectations in every aspect. No areas of improvement are noted.

Me and my team love working with Trinity.

Incredible caliber of knowledge and service to my organization of multiple sites in multiple states.

Trinity is an outstanding consulting firm. In knowledge and professionalism, few are rivals to be found.

Overall good customer service. Very quick on returning emails and working together on pulling information.

When it comes to air consulting, I'd prefer no one else.

Awards and Recognitions for Technical Excellence

Our awards and recognitions reinforce the exceptional quality and expertise of Trinity's consulting team, underscoring our role in shaping global best practices. Two of these distinctions shared in this report affirm our unwavering dedication to technical excellence and innovation and serve as benchmarks for our continued growth and future achievements.



Harold Lowrance Recognition by both ILTA and API

In early 2025, Trinity's Harold Laurence was honored with two awards, the **International Liquid Terminals Association Distinguished Service Award** and the **American Petroleum Institute Citation of Service** for his technical expertise and long-standing dedication to regulatory compliance in tank emissions management. These awards reflect years of professional contribution to environmental standards development, as well as his work educating hundreds of environmental professionals across the terminals industry and regulatory agencies. Harold's recognition reinforces Trinity's commitment to regulatory excellence, client advocacy, and thought leadership within the energy and industrial sectors.

National and Provincial Honors for Trinity's Office in Hangzhou, China

In 2024, Trinity's Sanjie Environmental Engineering Consulting (Hangzhou) Co., Ltd. was recognized by national and provincial authorities for its excellence in technological innovation, product development, and high-quality growth. The company was awarded the following prestigious honors:

- ▶ **National High-Tech Enterprise**
- ▶ **Zhejiang Provincial Innovative Small Medium Enterprise (SME)**
- ▶ **Zhejiang Provincial Specialized and Emerging SME**

The company has achieved and renewed the National High-Tech Enterprise recognition every 3-year since 2018. This achievement highlights our continued leadership in technological innovation, core independent intellectual property, and the effective transformation of scientific and technological achievements. The certification underscores the company's sustained growth and innovation capabilities, reflecting industry-leading performance across multiple dimensions. This recognition affirms our strategic commitment to advancing high-value environmental solutions through innovation and expertise.



Financial Governance

Strong financial governance remains a cornerstone of Trinity's long-term success. In May 2024, we proudly celebrated our 50th anniversary – an important milestone that underscores the strength of our leadership and our commitment to sustained growth. We are focused not only on delivering short-term results but also on building a company that will thrive for the next 50 years and beyond.

Our financial strategy is shaped and executed by an experienced Executive Operating Committee, guided by our Board of Directors and supported by an exceptional team of managers and consultants. While Trinity is a privately held company, we maintain a high standard of financial accountability and transparency for our private equity fund investors.

We prepare **annual audited financial statements**, which are reviewed by an independent third-party accounting firm and shared with investors. In addition, we host **monthly financial update calls** with investors and board members, providing timely insights into performance and strategy. These updates are supplemented with monthly financial summary reports posted on our SharePoint-based Knowledge Management System (KMS). In 2024, internal financial and strategic updates were delivered by business pillar presidents during dedicated conference calls, which also covered key initiatives in marketing, HR, quality management, knowledge and learning management, safety, and sustainability.

As acquisitions continue to be a key component of our growth strategy, we uphold robust due diligence and integration protocols. Each acquisition is evaluated for financial, legal, environmental, and operational performance to ensure strategic fit and long-term value creation. Our disciplined governance process is essential to maintaining Trinity's financial strength and integrity as we expand.

Together, these structures reflect our commitment to sound financial management, ethical leadership, and transparent communication with our investors, employees, and key stakeholders.



Information Security & Technology Use

As Trinity continues to expand its global operations and digital capabilities, safeguarding data, upholding privacy, and ensuring responsible use of technology have become central to our governance strategy. In an increasingly complex cybersecurity and regulatory environment, we are committed to maintaining robust controls that protect sensitive information, support compliance, and enable innovation.

Our programs address not only IT system security and data privacy but also emerging priorities such as responsible AI governance, cloud platform oversight, and record lifecycle management. These efforts reflect our proactive approach to digital risk and our responsibility to clients, employees, and stakeholders who entrust us with their data.

IT Data Security

As part of our ISO/IEC 27001-certified Information Security Management System (ISMS), Trinity monitors a set of key performance indicators (KPIs) to ensure continuous improvement in cybersecurity governance, threat prevention, employee awareness, and system resilience. These metrics are reviewed quarterly and support compliance, risk reduction, and performance accountability across the organization.

In Q4 2024, Trinity achieved the following results:

- ▶ Cyber Security Intrusions: 0 (target: <10)
- ▶ Data Breaches Involving Client or Company Data: 0 (target: 0)
- ▶ Prevented Security Incidents: 31 (target: <200) – reflecting effective real-time monitoring and automated threat defense systems
- ▶ Phishing Simulation Click Rate: 10% (target: <5%) – While above target, this result has triggered additional targeted training in 2025 to reduce user susceptibility
- ▶ Devices in Reduced Functionality Mode (CrowdStrike): 1.77% (target: <1%) – IT continues to address system compliance and update lag to reduce this metric
- ▶ Annual Cybersecurity Awareness Training Completion Rate: 97% (target: 95%) – Exceeding target, indicating strong employee engagement in cybersecurity protocols
- ▶ Annual Employee Satisfaction with IT Support: 1.61 (target: <3.0) on a 1–5 scale, where lower scores indicate higher satisfaction

These results demonstrate strong overall cybersecurity performance and high engagement with awareness and training programs. The zero intrusion and zero breach status continues Trinity's track record of effective defense, while the increased phishing click rate and endpoint protection metrics have informed our 2025 cybersecurity improvement plan.

In addition to real-time monitoring and employee testing, Trinity leverages CrowdStrike for advanced threat detection and response, with multi-factor authentication (MFA) and strict access controls in place across critical systems. Our IT Data Security program aligns with ISO/IEC 27001 control domains and is continuously refined through quarterly risk reviews, employee feedback, and evolving regulatory guidance.

Cloud and Third-Party Technology Use

As part of Trinity's ongoing digital modernization and commitment to secure, scalable systems, we continue to enhance our governance over cloud-based platforms and third-party technology providers.

In early 2024, we launched a major initiative to upgrade our enterprise resource planning (ERP) system from the legacy Deltek Vision platform to the cloud-based Deltek Vantagepoint. This multi-phase migration involved extensive planning, system configuration, and data reorganization. The project was led by a dedicated 20-person taskforce under the direction of our newly appointed Director of Business Systems, working in close collaboration with the software provider and internal stakeholders.

Throughout 2024, the team focused on data integrity, process mapping, security protocols, and end-user testing to prepare for a seamless transition. Although the complete system switchover is scheduled for May 2025, significant progress was made during the reporting year, laying the foundation for enhanced performance, data security, and cross-functional integration.

This ERP modernization is part of Trinity's broader digital governance program, which includes:

- ▶ **Vendor risk assessments** for all critical third-party IT providers
- ▶ Clearly defined **service-level agreements (SLAs)** and data privacy terms for SaaS tools
- ▶ Secure access protocols and multi-factor authentication across cloud platforms
- ▶ Ongoing **monitoring and management of data retention** and access rights within new systems
- ▶ System-level controls aligned with our **ISO/IEC 27001-certified Information Security Management System (ISMS)**

As Trinity continues to adopt cloud-native and AI-enabled solutions, we remain focused on ensuring that all third-party technologies meet our security, privacy, and ethical standards. In addition to modernizing our internal systems—such as the transition to the Deltek Vantagepoint ERP platform—we also deliver **cloud-based software-as-a-service (SaaS) solutions** to clients. These services are hosted on secure and scalable platforms, including **Microsoft Azure** and equivalent cloud environments that support global compliance, uptime, and data protection requirements.



Our approach includes rigorous **vendor risk assessments**, alignment with ISO/IEC 27001 controls, and the use of **multi-layered security architectures** to safeguard data throughout its lifecycle. Whether as a user or provider of cloud-based tools, Trinity applies the same high standards for data governance, cybersecurity, and responsible technology use—ensuring trust, continuity, and compliance across all aspects of our digital operations.

Responsible Use of AI Technologies

As AI becomes more integrated into our workflows, Trinity is taking proactive steps to establish **responsible AI governance**. In 2024, we began assessing AI technology applications with the following guiding principles in our digital and IT risk management programs:

- ▶ Ethical and transparent use of AI systems
- ▶ Avoidance of bias in algorithmic decision-making
- ▶ Internal guidance on generative AI, with emphasis on human oversight
- ▶ Alignment with international frameworks such as the **UNESCO AI Ethics Guidelines**, **OECD AI Principles**, and the emerging **ISO/IEC 42001 standard** for AI management systems

Building on this foundation, we initiated the development of a **formal AI Ethics and Governance Policy** in 2025. These principles will continue to evolve in parallel with Trinity's use of AI tools—both in internal workflows and in the delivery of consulting services to clients—ensuring that innovation is balanced with accountability, security, and ethical responsibility.

Data Privacy

As data privacy regulations continue to evolve worldwide, Trinity remains committed to safeguarding personal information and ensuring compliance across all jurisdictions in which we operate. Our **Data Privacy Protection Program (DPPP)** is designed to uphold international standards and regional requirements, supporting our clients, employees, and business operations with integrity and transparency.

Trinity's DPPP incorporates the requirements of major data protection laws, including:

- ▶ EU General Data Protection Regulation (GDPR) and UK GDPR
- ▶ California Consumer Privacy Act (CCPA) and California Privacy Rights Act (CPRA)

- ▶ Canada's Personal Information Protection and Electronic Documents Act (PIPEDA)
- ▶ Australia Privacy Act 1988 (as amended)
- ▶ China's Personal Information Protection Law (PIPL)
- ▶ India's Digital Personal Data Protection Act (DPDP Act)
- ▶ Singapore's Personal Data Protection Act (PDPA)

Since 2024, we expanded the program to ensure alignment with these jurisdiction-specific requirements, with a focus on cross-border data transfers, lawful data processing, consent management, and retention practices.

To reinforce accountability, Trinity conducts an **annual management acknowledgment** process that requires formal confirmation of compliance with the DPPP and applicable data privacy laws. DPPP awareness training is provided to all employees covered by applicable rules. These measures help ensure that Trinity maintains a culture of data protection and ethical data stewardship across our global footprint.

Looking ahead, we continue to monitor regulatory developments and adapt our privacy program to address emerging standards, including guidance on AI-related data use, digital consent, and enhanced individual rights.

Record Retention

Trinity maintains a formal Record Retention Policy as part of our broader corporate governance and risk management framework. This policy applies to all categories of records across the company, including employee records, client documentation, financial and legal materials, operational files, and IT system data. It ensures consistency in how we manage information across our global offices and business units. The policy establishes:

- ▶ Defined retention periods based on applicable legal, regulatory, and business requirements
- ▶ Departmental responsibilities for classifying, storing, and managing records
- ▶ Secure storage protocols, both digital and physical, to maintain confidentiality and integrity
- ▶ Procedures for systematic archiving and secure disposal, to minimize data risk and support operational efficiency

By maintaining a structured and enforceable record retention process, Trinity ensures that information critical to our business operations, compliance obligations, and corporate accountability is properly managed throughout its lifecycle.



This policy also supports internal transparency, enables audit readiness, and strengthens our ability to respond to legal inquiries, client expectations, and evolving data governance risks. It reflects our ongoing commitment to integrity, operational excellence, and responsible information management.

Sustainable Procurement

Trinity recognizes that supply chains can account for the majority of a company's environmental and social footprint, including over 50% of our total carbon emissions, and potential exposure to risks such as human rights violations and environmental harm. In response, we are committed to using our purchasing power and broader sourcing decisions to drive positive impact across our value chain, beginning with our direct suppliers.

Supplier Due Diligence

Trinity's sustainable procurement efforts are guided by a risk-based approach that prioritizes supplier due diligence where we have direct purchasing authority and operational influence. Based on our spending records, over 90% of our purchased goods and services (PG&S) are tied to business operations in North America, and a significant portion of that spending is related to client-directed purchases. In these cases, goods and services are procured under the direction of the client, leaving Trinity with limited discretion to apply sustainability criteria during the sourcing process.

For internal expenditures, the largest procurement categories include:

- ▶ **Office leases** – Covering rent, utilities, and miscellaneous services such as cleaning and facility management
- ▶ **Professional consulting services** – Including legal liability management, accounting and auditing, employee benefit administration, and marketing program support
- ▶ **Software, subscriptions, and licensing** – Including enterprise resource planning systems, cloud-based platforms, business software, and cybersecurity tools

These categories primarily involve established, often global, vendors selected for their specialized expertise, regulatory alignment, or technical compatibility. Many of these providers—such as insurance firms, software companies, and professional services organizations—publish their own ESG, CSR, or governance reports. As such, Trinity does not conduct separate sustainability assessments for these suppliers but instead reviews their public disclosures as part of our supplier due diligence process.

Based on an internal review of our general ledger and purchasing records, we estimate that **only 10% of our combined Scope 3 PG&S and office lease expenditures** fall within categories where Trinity has meaningful control or discretion to apply our sustainable procurement policy. The remaining 90% are either dictated by client-specific requirements or limited by the specialized nature of services and long-term lease agreements. This analysis helps define the realistic scope of our sustainable procurement influence and reinforces our focus on targeted, high-impact areas. These include:

- ▶ Requiring new or smaller vendors, particularly those in non-service-based categories, to acknowledge Trinity's **Supplier Code of Business Conduct**
- ▶ Reviewing suppliers' public ESG or ethics policies where available
- ▶ Monitoring for compliance with ethical labor practices, legal standing, and reputational risk, as appropriate

We continue to refine our due diligence processes by integrating sustainability considerations where relevant and feasible, while recognizing the need for **proportionality based on spend category, geographic location, and risk exposure**.

This approach reflects Trinity's commitment to practical and responsible procurement, ensuring compliance and integrity while aligning with the broader goals of sustainable and ethical sourcing.

Supplier Sustainability

Building on this risk-based foundation, Trinity remains committed to embedding sustainability, ethics, and accountability into how we source goods and services. While our core sustainable procurement program structure remained consistent throughout 2024, we have continued to refine implementation and promote supplier practices that align with our environmental and social values.

Our sustainable procurement program is guided by two foundational documents:

- ▶ **Sustainable Procurement Policy & Plan** – This document outlines Trinity’s commitment to responsible sourcing, emphasizing environmental stewardship, social responsibility, ethical business conduct, innovation, supply chain transparency, and stakeholder engagement. It also provides operational guidance for Trinity staff involved in procurement activities—defining roles, compliance requirements, and recordkeeping responsibilities. Supporting tools such as checklists and training modules help staff consistently apply the policy across departments and regions.
- ▶ **Supplier Code of Business Conduct** – This summary document outlines Trinity’s expectations for ethical, legal, and socially responsible conduct by all suppliers and contractors. It prohibits unethical practices such as bribery, forced or child labor, discrimination, and anti-competitive behavior. Suppliers are expected to maintain policies or internal controls to prevent such risks and to conduct business with integrity.

In 2024, acknowledgment requests for the Supplier Code were sent to new vendors and suppliers without publicly disclosed ESG or CSR programs. Established suppliers with robust sustainability reporting—such as Lenovo, Microsoft, and Dell—were not asked to submit acknowledgments, as Trinity independently reviews their public disclosures for alignment with our standards.

This risk-based engagement model allows us to focus attention on suppliers where we may provide positive impacts while maintaining appropriate oversight across our

broader supply base. It reflects our ongoing commitment to practical, scalable, and values-driven procurement practices that support compliance, transparency, and long-term supply chain responsibility.

Supplier Inclusive and Environmental Considerations

Trinity also recognizes the importance of promoting inclusive and environmentally responsible supply chains. As part of our sustainable procurement program, we seek opportunities to engage small, diverse, and locally based businesses—including those owned by women, minorities, veterans, and other historically underrepresented groups. While not all procurement categories lend themselves to these partnerships, we encourage consideration of diverse suppliers in competitive bids and monitor supplier diversity through internal tracking mechanisms.

We also encourage, where feasible, the procurement of goods and services that demonstrate positive environmental attributes, such as:

- ▶ Products with recycled or responsibly sourced content
- ▶ Energy-efficient equipment and technologies
- ▶ Low-emission or environmentally certified products (e.g., ENERGY STAR, EPEAT)
- ▶ Vendors who incorporate climate-friendly practices into their operations

While we acknowledge that our influence is limited in certain categories—such as client-directed purchases or specialized consulting services, we continue to educate internal stakeholders on sustainable options and prioritize responsible purchasing where we have discretion.

Together with our due diligence and supplier engagement efforts, these practices reinforce Trinity’s broader commitment to environmental stewardship, equitable opportunity, and ethical business conduct throughout our value chain.

Strategic Business Acquisition for Sustainable Sourcing

In addition to traditional procurement practices, Trinity recognizes that strategic acquisitions represent an important mechanism for advancing our sustainability objectives across the value chain. While not conventional supplier transactions, acquisitions are nonetheless a form of long-term resource commitment, and when approached thoughtfully, they contribute to our sustainable sourcing and business growth strategy.

In recent years, Trinity has acquired businesses that expand our capabilities in key sustainability-focused areas, including:

- ▶ Environmental consulting and permitting
- ▶ Ecological and water resource management
- ▶ Cultural heritage and archaeological preservation
- ▶ Land use and biodiversity services

These acquisitions have strengthened our ability to support clients in meeting their environmental compliance, conservation, and community engagement goals while also reinforcing Trinity's own contributions to climate resilience and social responsibility.

As part of our acquisition due diligence process, we evaluate:

- ▶ Environmental compliance history and permitting standing
- ▶ Employee health and safety incidents
- ▶ Labor practices and employee retention
- ▶ Business ethics, data governance, and legal integrity
- ▶ Alignment with Trinity's values and Code of Business Conduct

This integrated review ensures that new acquisitions do not introduce reputational, regulatory, or sustainability risks, and that they align with our long-term commitments to ethical conduct, environmental stewardship, and inclusive growth.

By applying the same principles of transparency, risk screening, and sustainability alignment to our acquisition strategy as we do to our supplier relationships, Trinity extends its sustainable procurement philosophy beyond goods and services to include how we grow, diversify, and strengthen our business. This approach reinforces our dedication to responsible investment and positions us to deliver meaningful environmental and social impact through both operational and strategic pathways.





LOOKING FORWARD

As we chart the path ahead, Trinity remains focused on strengthening our business for long-term resilience and sustainable growth. In this section, members of our executive leadership team share forward-looking perspectives from their areas of oversight – finance and business continuity, human capital development, marketing innovation, and strategic acquisitions.

These insights reflect our commitment to investing in people, systems, and partnerships that empower us to meet the evolving needs of our clients, drive positive environmental outcomes, and scale impact globally. Whether through advancing digital infrastructure, modernizing workforce policies, transforming go-to-market strategies, or expanding our presence in sustainability-critical markets, our leaders are united in their vision to shape a more agile, inclusive, and forward-thinking organization equipped to lead in a changing world.

A Vision for Business Continuity and Financial Resilience

As Trinity Consultants continues to grow and evolve, we remain focused on building a resilient business model that ensures long-term sustainability, adaptability, and value creation. Financial stewardship is at the core of our ability to deliver on our commitments—to our clients, employees, partners, and the communities we serve.

Our financial strategy balances disciplined investment with agile decision-making. In 2024, we prioritized operational efficiency, digital transformation, and scalable systems that strengthen our ability to respond to a rapidly changing global environment. By enhancing forecasting capabilities, maintaining a healthy capital structure, and applying rigorous financial controls, we have fortified Trinity's foundation for enduring success.

In addition to traditional financial oversight, our office also leads Trinity's business systems and enterprise technology. We are actively modernizing our platforms—streamlining workflows, enhancing cybersecurity, and integrating data systems—to support our consulting teams and enable informed, real-time decision-making. These digital initiatives are essential to improving operational continuity, minimizing risk, and maximizing the value of our services.

Looking ahead, we will continue to embed resilience into every aspect of our financial and operational planning. Whether through strategic acquisitions, sustainable procurement practices, or investments in systems that enable smarter growth, we are committed to ensuring that Trinity is well-positioned to navigate uncertainty and seize new opportunities in the years to come.

*Dave Larsen
Chief Financial Officer*



Empowering People Through Growth and Transformation

Joining Trinity Consultants in 2023 during a time of extraordinary expansion – doubling our workforce from 1,000 in 2021 to over 2,000 by the end of 2024 – has been both a rewarding and challenging journey. As we grew across geographies, disciplines, and business lines, our top priority remained clear: to ensure our people remained at the heart of every strategic decision.

My vision for HR is to enable sustainable business transformation while continuously enhancing the employee experience at every level of the organization. This includes building scalable HR systems, strengthening our global talent infrastructure, and fostering a culture of inclusion, development, and well-being.

As we continue to grow, I am proud of the progress we've made—such as delivering Trinity's first unified U.S. employee handbook, streamlining over 80 policies into one comprehensive guide. This is just one example of how we are aligning our people operations with the evolving needs of our workforce while ensuring consistency, transparency, and compliance.

Looking forward, we remain committed to supporting the company's sustainable growth by aligning talent strategies with long-term business goals, ensuring the right skills and leadership are in place for the future. Through fostering an engaged, inclusive culture and driving continuous learning, HR boosts innovation, retention, and adaptability. By building workforce resilience and integrating responsible practices, HR helps secure the company's competitive edge for years to come.



*Rancie Bernal
Managing Director, Human Resources*



Marketing for Impact and Sustainable Growth

As Trinity continues to evolve in a dynamic global landscape, marketing plays a critical role in amplifying our mission, demonstrating our technical leadership, and reinforcing our commitment to sustainability. Since joining in 2024, I've led a global team dedicated to communicating the breadth and depth of Trinity's expertise to clients worldwide. By delivering clear, accurate, and compelling content that reflects our broad portfolio of services, we connect organizations with the right consultants at the right time to address complex regulatory, environmental, and operational challenges.

Through integrated brand awareness, targeted go-to-market initiatives, strategic events, training programs, and external communications, we strengthen client relationships and ensure that our solutions are visible, relevant, and impactful.

Our marketing approach is grounded in quality, adaptability, and innovation, which are principles that align directly with Trinity's vision for sustainable growth. We continuously invest in new technologies, tools, and data-driven insights to anticipate market needs and respond with agility. This commitment not only enables more effective client engagement but also supports our role as a trusted partner in advancing environmental responsibility and regulatory compliance worldwide. By fostering awareness, sharing knowledge, and promoting collaboration, marketing plays a vital role in positioning Trinity Consultants for long-term success in a rapidly evolving global landscape.

*Leslie Bodnar
Managing Director, Marketing*



Expanding Sustainable Impact Through Strategic Acquisitions

At Trinity, strategic acquisitions are key to strengthening our capabilities, expanding our global footprint, and accelerating our sustainability objectives. I lead our corporate development efforts to identify and welcome like-minded consulting businesses into the Trinity family – organizations that share our values and demonstrate a strong commitment to sustainability-related services and practices.

In 2024, our Corporate Development team has successfully led the integration of several firms whose expertise deepens our impact across sectors and geographies. Among these, the acquisitions of Westland Resources and Soundview Consultants stand out for significantly expanding our Water and Ecology pillar in the U.S. – particularly in ecological and archaeological services that align closely with sustainability goals. These additions have not only broadened our scientific capabilities in terrestrial and aquatic systems but also strengthened our presence in life-on-land and cultural heritage protection work. Their integration into the Trinity platform has accelerated collaboration, innovation, and client reach across both public and private markets.

Building on this momentum, Trinity's acquisitions in early 2025 include Zanjero, a provider of integrated water resources planning services, including water efficiency and conservation strategies, renewable power analysis, and carbon reduction consulting. We also welcomed Safety Partners, a company specializing in laboratory safety solutions that promote sustainability by reducing energy use, water consumption, and lab waste.

Looking ahead, sustainability will continue to be an important driver of Trinity's growth and service line expansion into the future. We will continue to target businesses that enhance Trinity's commitment to sustainability services as well as sustainable business practices.

*Russell Iorio
Managing Director, Corporate Development*

APPENDIX A - ESG PERFORMANCE METRICS

ESG Program	KPI	Target	RY 2024
EHS & Sustainability (EHS&S) Services	No. of professionals trained by Trinity for EHS & Sustainability development to enable clients to minimize EHS&S impact	> 8,000 Annually	10,648
	Education course quality survey score (paid courses)	> 4.0	4.29
	Growth of climate beneficial Projects from previous year by revenue	>10%	57%
Corporate Environment & Sustainability	Reduction of Scope 1 & 2 emissions intensity (MT CO2e/FTE) – Target calculated based on 2019 baseline emissions	< 1.59	1.26
	Absolute Scope 1 & 2 GHG Emissions target based on 2019 baseline (CO2e MT/year)	2,719	2,428
	Reduction of Scope 3 emissions intensity (MT CO2e/FTE) – Target calculated based on 2019 baseline employee commute & non-project related reimbursable activities	< 3.67	3.08
	Office space reduction for carbon footprint reduction (ft2/FTE)	< 249	192
Workforce Health & Safety	Total Recordable Injury Rate (TRIR) based on US OSHA definition for offices (Global / US)	0.7	0.40 / 0.31
	OSHA Fatal/Reportable Incident No. (Global / US)	0	0 / 0
	Days Away / Restricted Job Transfer Rate (Global / US)	0.4	0.30 / 0.23
	Experience Modification Rate (EMR) (US)	<0.7	0.63

ESG Program	KPI	Target	RY 2024
Professional Integrity & Business Ethics	Number of governance issues result in negative impact of business:	0	0
	· Conflict of interest		
	· Intentional billing fraudulences		
	· FCPA incidents		
	Product and service quality by client satisfaction survey	> 4.5	4.65
	HR Training for professional conducts (exclude recent acquisitions)	100%	94%
	Whistleblower program to support zero tolerance for ethics and conduct violations	0	1 Resolved
Information Security	No. of reported data protection incidents resulted in loss of contracts	0	0
	No. of customers affected by data breach incident	0	0
	Data Security – ISO 27001 Required Training (completion rate)	100%	97%
Reputation & Stakeholder Engagement	No. of formal ESG records or information requested from clients, investors, or external organizations	NA	>150
	No. of business opportunities lost or declined due to ESG-related contractual requirements	NA	0
	No. of client engagements flagged for ESG political sensitive or reputational risk	NA	1
Employee Engagement	Annual employee satisfaction survey, scored on a 5-point system with 1 as strongly agreed and 5 as strongly disagreed.	< 2.5	2.06
	Voluntary turnover rate	< 15%	12.8%
	% completion of performance feedback for eligible employees	> 80%	79%

APPENDIX B - SASB DISCLOSURES

In support of our ESG reporting metrics requested by external investors, we disclose the additional quantitative and qualitative information aligned to the Sustainability Accounting Standards Board (SASB) and the guidance for the professional and commercial services industry. In addition, we added metrics for the engineering and construction services industry to demonstrate our commitment in growing our business in ways that can have positive impacts on climate change. We aligned to SASB because of its industry-specific and materiality-focused approach. We report on the topics that SASB has identified as material for our industry sector in the following table.

Code	SASB Metrics	2024 Reporting
Activity Metrics – All Company under Professional & Commercial Services Standard		
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	At the end of our fiscal 2024, we employed 2,042 persons, of whom approximately 1,300 were employed in the United States. These are all full or part time employees. As a professional consulting company, none of our global offices was covered by collective bargaining agreements or by specific labor agreements.
SV-PS-000.B	Employee hours worked; percentage billable	Based on 2024 financial report to external investors: ▶ Employee hours worked: 3,962,973 ▶ Percentage billable: 59.6%
Data Security		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Our cybersecurity program is aligned with industry standards, including ISO 27001, and is overseen by the Director of Information Technology (IT). In 2024, we engaged a specialized firm to conduct a gap assessment of our information security practices as part of our preparation for ISO 27001 certification. Throughout 2024, we developed and implemented Trinity's Information Security Management System (ISMS) to meet the requirements of the ISO/IEC 27001:2022 Standard, achieving certification in early 2024. A key component of the ISMS is the risk assessment of our data security protocols. Based on the findings, we expanded our data security training and introduced ongoing phishing testing programs to further strengthen our defenses.

Code	SASB Metrics	2024 Reporting
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Trinity is deeply committed, both culturally and operationally, to safeguarding the privacy and data of all individuals and organizations we engage with. We have established comprehensive policies and implemented robust programs to protect the personal data of our internal and external stakeholders, critical business information, and all client-provided data. These programs ensure compliance with data protection laws, regulatory record retention requirements, and customer-specific data handling protocols. Our enterprise-wide data privacy protection program continuously monitors the evolving global landscape of privacy regulations. With a compliance-driven and trust-centered approach, we incorporate privacy by design and adhere to best practices to create products and services that not only meet but exceed business and client expectations. Trinity's public Privacy Statement outlines our methods for collecting, handling, storing, and protecting personal information as part of our commitment to responsible data stewardship.
SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	0 - There were zero data breach incidents in 2024.

Code	SASB Metrics	2024 Reporting
Workforce Diversity & Engagement		
SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Trinity Consultants is committed to fostering a diverse and inclusive workforce across all levels of the organization. However, due to confidentiality restrictions imposed by certain government clients, some diversity-related disclosures have been anonymized or generalized to protect contractual obligations. • Gender metrics reflect our global employee base, while racial and ethnic data are limited to our U.S. workforce, which accounts for approximately 70% of our total global headcount. • Senior leadership includes our most senior positions: C-suite executives, presidents, and managing directors. For further narrative context, refer to the Our People section of the 2024 Corporate Sustainability Report. The following aggregated metrics are provided with respect for client confidentiality: • % Female – Board of Directors: 20% • % Female – Executive Operating Committee: 56% • % Female – Senior Management: 29% • % Racial/Ethnic – Executive Operating Committee (U.S. only): 22% • % Racial/Ethnic – Senior Management (U.S. only): 29% • % Global Female Employees: 42% U.S. Workforce Racial/Ethnic Representation (based on EEO-1 data): • White: 74.4% • Hispanic or Latino: 7.2% • Asian: 11.9% • Black or African American: 2.4% • Two or more races: 2.4% • Other: 0.3% <i>Note: Some additional demographic data has been withheld in accordance with confidentiality agreements and client-specific requirements. Trinity continues to monitor evolving disclosure expectations while honoring its contractual obligations.</i>
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Based on employee termination records by the end of 2024: (1) Voluntary turnover rate: 12.8% (2) involuntary turnover rate: 3.8%

Code	SASB Metrics	2024 Reporting
SV-PS-330a.3	Employee engagement as a percentage	Trinity has conducted voluntary employee surveys for our core environmental consulting teams since the early 2000s. In 2024, we expanded this effort by launching our first corporate-wide employee survey, led by the HR department. Of the 1,367 eligible employees, 69% participated in the survey. Notably, 76% of respondents indicated they would recommend Trinity Consultants as a great place to work to a friend or colleague – demonstrating a strong level of employee engagement and satisfaction across our growing organization. Trinity launched its Employee Shareholder Program in 2007, coinciding with our first external capitalization. This voluntary, opt-in program has become a meaningful indicator of employee engagement and alignment with long-term business goals. By the end of 2024, 499 employees across the company were active shareholders—reflecting widespread participation and commitment among our workforce.
Profession Integrity		
SV-PS-510a.1	Description of approach to ensuring professional integrity	Trinity has established a robust framework to uphold professional integrity across our global operations. Our approach is grounded in more than 20 individual employee policies, all of which are summarized in our Code of Business Conduct (CBC) manual in 2023. To further integrate and communicate these policies, HR Department published the comprehensive Employee Handbook in 2024. This handbook reinforces our commitment to ethical behavior, professional responsibility, and regulatory compliance. To embed a strong culture of integrity: • All employees are required to complete annual Code of Conduct training, enforced starting in 2024. • Our ESG Oversight Committee, comprised of senior leaders, actively champions ethical conduct and oversees ongoing improvements in ethics and compliance programming. • Our programs are structured to prevent ethical issues before they arise, detect them when they do, resolve them efficiently, and capture lessons learned to avoid future recurrence. • We have implemented a third-party managed whistleblower program, providing a confidential and accessible platform for employees to report misconduct, concerns, or policy violations without fear of retaliation. These efforts demonstrate our ongoing commitment to high standards of professional conduct, stakeholder trust, and operational accountability.
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	0 - Trinity has not incurred any monetary losses during 2024 as a result of material legal proceedings associated with professional integrity.

Code	SASB Metrics	2024 Reporting
Activity Metrics – Engineering and Construction Standard (selected applicable metrics)		
IF-EN-000.A	Number of active engineering and construction related projects	Trinity's Built Environment (BE) Division is involved in engineering design and planning for buildings to achieve the special sustainability and technology functions. In 2024, approximately 2,200 projects were supported by the team.
IF-EN-000.B	Number of commissioned projects	The BE team is typically involved in projects that are near commission. Therefore, the number of commissioned projects is the same as the total projects (i.e., ~2,200 projects).
IF-EN-000.C	Total Backlog	\$48.5M
Workforce Health and Safety		
IF-EN-320a.1	(1) Total recordable incident rate (TRIR) (2) fatality rate for (a) direct employees and (b) contract employees	We are dedicated to safeguarding our people and cultivating a culture of care that prioritizes the well-being of our employees, contractors, and business partners. Our goal is to achieve zero employee injuries and illnesses while ensuring that we operate and deliver our services responsibly and sustainably. As highlighted in the Workforce Health and Safety section of our CSR report, our TRIR was 0.40 in 2024. Additionally, we are proud to report that there were no fatal incidents in our company 50-year history.
Climate Impacts of Business Mix		
IF-EN-410b.1(1)	Amount of backlog for hydrocarbon construction related projects	\$15.62M Backlog represents the revenue we expect to generate from work completed by our consulting teams, as well as projected projects for the upcoming year. This metric includes all projects related to the development of fossil fuel energy production, particularly those where we provide support for construction permitting. These projects cover three key industry sectors: fossil fuel electricity generation, oil and gas (O&G), and refineries. The majority of the electricity generation and O&G projects focus on natural gas production activities, which account for approximately 70% of our total backlog.
IF-EN-410b.1(2)	Amount of backlog for renewable energy projects (All)	\$17.53M Backlog represents revenue we expect to realize for work completed by our consulting groups and expected projects projected for the upcoming year. For this metrics, we include all projects supporting the clients with hydropower, wind, solar, renewable, alternative fuel, and low carbon fuel production.

Code	SASB Metrics	2024 Reporting
IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	None. Trinity is only involved in planning and permitting. All projects performed by Trinity are paid in full.
IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	\$20.51M Within this category, our backlog amounted to more than \$20M USD in 2024, driven by projects supporting clients in decarbonization strategies, low-carbon fuel initiatives, disclosure and ESG reporting, environmental management, green building design, disaster resilience and recovery, and other related services. In addition, Trinity also supported companies in electric vehicle production, battery storage, and clean energy equipment manufacturing. These projects reflect our ongoing commitment to helping clients achieve their sustainability and clean energy goals.
IF-EN-410a.1	Number of (1) commissioned projects certified to a 3rd party multi-attribute sustainability standard and (2) active projects seeking such certification	4 certified by 3rd party in 2024 200+ projects involved in sustainability standard certification / verification Our BE division consistently collaborates with clients to advance their sustainability goals, helping them meet third-party sustainability standards and achieve certifications such as LEED, BREEAM, and WELL. The division employs a team of highly specialized engineers with extensive experience in supporting initiatives focused on building energy efficiency, water conservation, and other sustainability programs. In 2024, the BE division executed more than 200 projects that were prepared for third-party certifications, with all projects actively pursuing additional certifications to further enhance their sustainability credentials.
IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Trinity's BE division provides a range of services aimed at helping clients reduce their GHG emissions, including energy savings performance, renewable energy system design and construction, and green building design and construction. These projects begin in the design phase, where our team collaborates closely with architectural firms to ensure that the specialized building functions are implemented effectively during construction. In 2024, the BE division delivered more than 100 projects focused on these sustainability-driven services, contributing to our clients' efforts in reducing their environmental impact.

[CONTACT US](#)

info@trinityconsultants.com

[LEARN MORE](#)

trinityconsultants.com