



PERCHERON
MAKING LIVES BETTER

PERCHERON ESG REPORT 2025

TABLE OF CONTENTS

Section 1

Letter from the CEO

3

Section 2

About Percheron

4

Section 3

ESG At A Glance

7

Section 4

ESG Across Percheron

9

Section 5

2025 ESG Goals and Progress

10

Section 6

Environmental Stewardship

13

Section 7

Social Responsibility

17

Section 8

Governance & Ethics

21

Section 9

Stakeholder Engagement

22

Section 10

ESG in Action

24

Section 11

Communication and Engagement

27

Section 12

Looking Ahead to 2026

28

Section 13

2025 ESG & Sustainability KPI Dashboard...

31

Section 14

Appendix

34



Section 1.

LETTER FROM THE CEO

When we published our first ESG report, our objective was simple: to provide a clear and candid view of how Percheron approaches environmental, social, and governance matters across the business. One year later, we have meaningful progress to share and important lessons that continue to shape our approach.

This report reflects the work of employees across the company who continue to find better ways to operate, serve clients, support one another, and strengthen the communities where we live and work. ESG and sustainability are not side initiatives; they are embedded in the decisions we make each day and grounded in the values that have long guided Percheron.

Throughout 2025, we built on the foundation established in our first report. We improved data collection, expanded employee participation, strengthened reporting practices, and continued looking for practical ways to improve performance across all three pillars.

The results show clear forward movement. Office waste declined year over year, more locations participated in utility reporting, and recycling efforts continued across our footprint. While more work remains, these improvements provide a stronger understanding of our current performance and help sharpen our priorities for the future.

Safety remained central to our operations throughout 2025. The discipline our employees bring to planning work, identifying risk, and protecting one another continues to drive

strong performance. We do not measure safety for its own sake. We measure it because every person who comes to work deserves to return home safely.

Volunteerism also continued to grow. Employees contributed time and energy to organizations and causes they care about, supporting communities through both company-sponsored efforts and individual initiative. That level of engagement reflects a culture of service and a genuine commitment to leave things better than we found them.

As the company grows, so do the expectations that come with it. Sound governance, ethical decision-making, data protection, and transparency are not boxes to check. They are essential to maintaining the trust our employees, clients, and partners place in us.

We are proud of the progress reflected in this report, but we do not view it as a finish line. Some goals were achieved, some were exceeded, and some remain in progress. Presenting the full picture is the best way to reflect where we are and where we need to improve.

To our employees: thank you. Your professionalism and commitment to doing this work the right way keep the company moving and make a genuine difference for the people and communities we serve.

And to our clients, partners, and stakeholders — we're grateful for your continued support and glad to be doing this work alongside you.

Sincerely



Trent Oglesby
Chief Executive Officer



Section 2.

PERCHERON OVERVIEW

Company Overview

Percheron LLC is a fully integrated energy services firm supporting energy and infrastructure development nationwide. With more than four decades of experience, Percheron delivers engineering, survey, aerial, land, land administration, environmental, and title services on a single platform, supporting complex projects from feasibility to completion.

Headquartered in Katy, Texas, Percheron was established in 2012 through the merger of four firms, resulting in a scalable model designed to provide clients with comprehensive project support through a single provider.

As infrastructure and energy transition needs grow, Percheron remains committed to excellence, responsible growth, and delivering lasting value to clients, employees, communities, and stakeholders.

Our Services

Percheron's business model is organized around three interconnected service categories: Shared Services, Technical Services, and Land Services. Together, these capabilities support markets such as upstream, midstream, renewable energy, utilities, transportation, and petrochemical.

By integrating multiple disciplines under one management structure, Percheron helps clients reduce project complexity, improve coordination, and enhance project delivery. This approach streamlines communication, increases accountability, and creates efficiencies throughout the project lifecycle.

Supporting this integrated model is Percheron's proprietary GRID technology platform, which enhances project tracking, document management, collaboration, and reporting. The platform provides both employees and clients with enhanced visibility into project progress while helping improve consistency and efficiency across the company.



Percheron At A Glance

41

Year History

22

offices

934

employees

nationwide

footprint

Percheron Core Values



Safety Brings US Home



Stronger Together



Humbly Confident



Continuous Improvement



Do What You Say



Contagiously Positive



Leave It Better Than You Found It

Percheron Services



Engineering



Land



Survey



Environmental



Title



Land Administration



GIS



Aerial Services

Our Core Values

Percheron's culture is built on seven core values that guide decision-making, shape behavior, and influence how daily work is performed.

Safety Brings Us Home reminds us that every employee deserves to return home safely at the end of each day.

Stronger Together reflects the belief that collaboration and mutual support produce better outcomes for employees, clients, and communities.

Humbly Confident encourages continuous learning while maintaining confidence in our experience and expertise.

Continuous Improvement challenges us to seek better ways of working and to embrace innovation throughout the organization.

Do What You Say reinforces accountability, integrity, and follow-through in every commitment we make.

Contagiously Positive promotes a solutions-oriented mindset and encourages employees to bring energy and optimism to their work.

Leave It Better Than You Found It reflects our commitment to stewardship, service, and creating lasting value for future generations.

These values are more than guiding principles. They influence how projects are executed, how employees engage with one another, and how Percheron approaches its responsibilities to clients, stakeholders, and communities.

ESG and Business Strategy

Environmental, Social, and Governance principles are closely aligned with Percheron's business strategy and core values. ESG is not a separate reporting exercise. It is part of how the company operates, manages risk, supports employees, serves clients, and pursues long-term growth.

Environmental stewardship supports responsible project execution and thoughtful land management. Social responsibility strengthens safety performance, employee engagement, workforce development, and community involvement. Governance provides the structure, accountability, and transparency necessary to support ethical business practices and maintain stakeholder trust.

As client expectations continue to evolve, ESG considerations increasingly influence project development, contractor selection, reporting requirements, and long-term business relationships. Percheron's integrated approach positions the company to respond to these expectations while continuing to deliver safe, reliable, and efficient services.

By aligning ESG principles with daily operations, Percheron continues building a business that creates value for clients, employees, communities, and future generations while remaining grounded in the core values that have guided the company for decades.

Section 3.

ESG AT A GLANCE

Our Commitment

ESG principles are embedded in how Percheron operates. Grounded in our core values, they shape day-to-day decisions and guide how we manage work across the business.

- We prioritize safety, support our people, and maintain a strong standard of quality.
- We integrate ESG into operations, project execution, employee engagement, and leadership accountability.
- We focus on practical improvements, measurable results, and transparent communication with employees, clients, and stakeholders.

ESG Highlights

Category	Key Highlight(s)
Environmental	Expanded digital workflows and reporting visibility, continued mileage reduction initiatives, and improved Scope 2 data participation across offices.
Social	More than 1,639 volunteer hours contributed, continued TRIR performance below industry averages, expanded employee engagement and development initiatives.
Governance	ESG Policy and Manual integrated into operations, strengthened cybersecurity monitoring and reporting practices, improved ESG reporting cadence and accountability.

Material ESG Topics

Through engagement with employees, clients, leadership, and industry stakeholders, Percheron has identified the following topics as the most relevant to our business and long-term success:

Environmental	Social	Governance
Greenhouse gas emissions	Employee health and safety	Ethical business practices
Energy consumption	Workforce development	Data privacy and cybersecurity
Waste reduction and recycling	Employee engagement	Regulatory compliance
Responsible land stewardship	Community investment and volunteerism	Transparency and accountability

ESG Governance Structure

Oversight of ESG activities is coordinated through Percheron's ESG & Sustainability Committee. The committee includes representatives from across the organization and helps identify priorities, coordinate initiatives, monitor progress, and support annual reporting.

The committee's work is assisted by ESG Ambassadors who help raise awareness, encourage participation, and support local activities within offices and business units. Together, these groups help keep ESG connected to operational priorities, employee engagement, and long-term business sustainability.

Reporting Scope and Methodology

Unless noted, report metrics reflect 2025 calendar year performance across Percheron’s operations and reporting offices. Data was collected via internal systems, departmental reports, employee tracking, and third-party platforms as needed.

As ESG reporting continues to mature, some environmental and operational metrics are still being developed or are only partially reported across offices. Improving data consistency and visibility remains a priority. To strengthen accuracy, we conduct periodic internal reviews, cross-check figures across departments, and, where feasible, use third-party sources to validate select metrics. Ongoing improvements to data controls and documentation continue to strengthen confidence in our reporting.

ESG Development Snapshot

In 2025, we continued to formalize ESG practices and improve operational consistency across the organization.

The ESG Policy and Manual introduced in 2024 continued to be integrated into operational processes, employee awareness efforts, and governance discussions. Data tracking processes improved through increased reporting participation and more consistent collection methods across offices and departments. Internal ESG communication efforts also expanded through lunch-and-learn presentations, regular newsletter contributions, and Ambassador support activities.

Some areas remain in development. Expanding environmental data coverage, improving consistency across offices, and strengthening long-term metric validation remain ongoing priorities. We continue working toward more complete environmental data coverage and stronger metric validation across all offices. Significant progress is expected in 2026 as reporting participation expands and data controls advance.

This reflects our broader ESG approach: establish a practical baseline, improve visibility over time, and remain accountable for measurable progress.

Goal	Metric
ESG Policy and Manual operational integration	Achieved
Expanded ESG reporting participation	Achieved
Improve environmental data coverage and consistency	In Progress

Framework Alignment

Percheron uses the Sustainability Accounting Standards Board Framework for Professional and Commercial Services to guide disclosures, reporting structure, and metric selection. This alignment ensures consistent reporting and keeps disclosed information relevant to clients, stakeholders, and operational priorities.

Our approach remains rooted in operational practicality. We do not follow frameworks for their own sake, but to ensure our reporting reflects actual performance and supports better decision making.

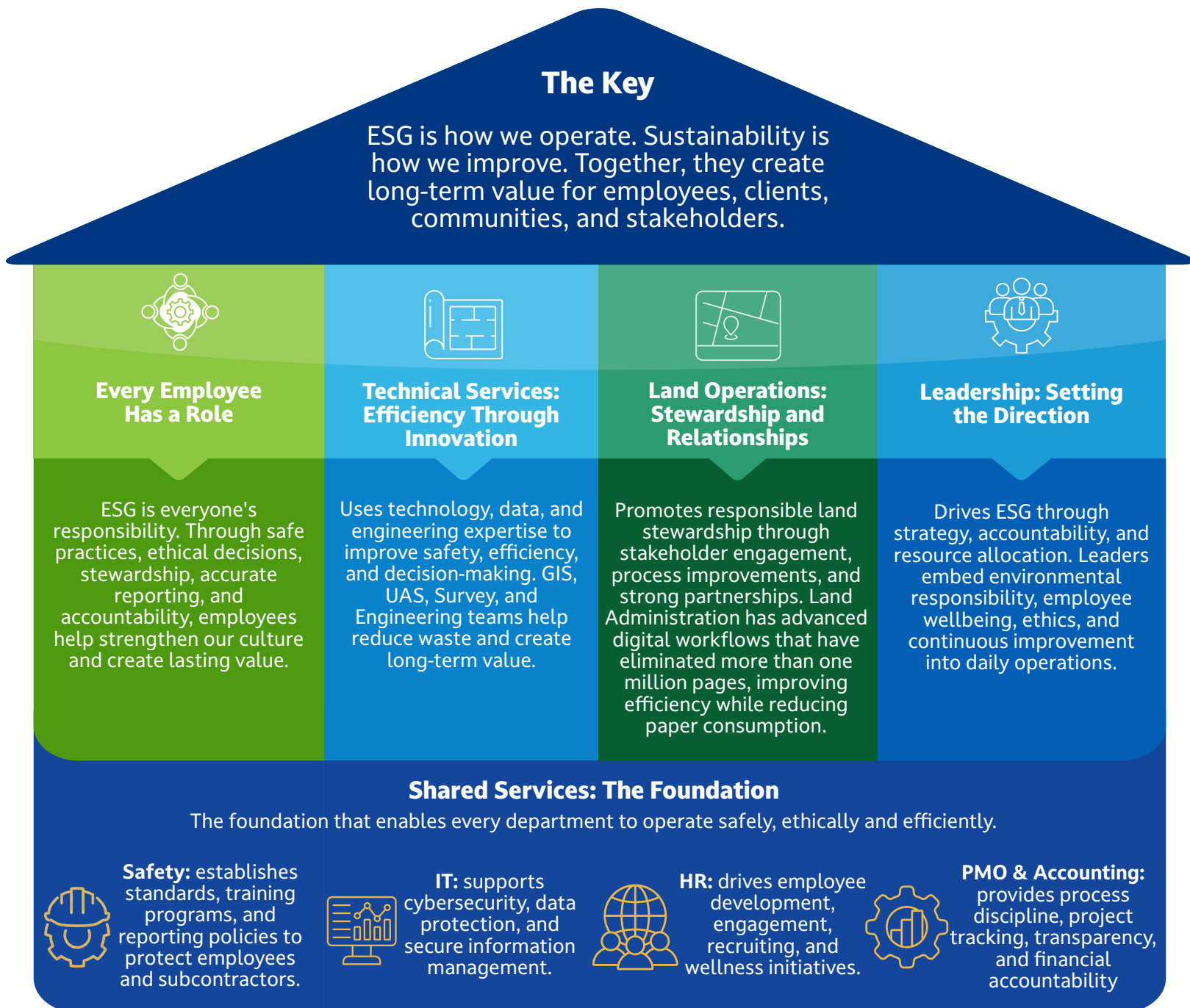
- SASB (Professional & Commercial Services) Version 2023-12

Section 4.

ESG ACROSS PERCHERON

ESG and sustainability are embedded in how Percheron operates. They are reflected in the decisions we make, the services we provide, the way we support one another, and the standards we uphold across the business.

Every function contributes to environmental stewardship, social responsibility, and strong governance through daily work. The examples below show how ESG is translated into action across the organization.



2025 ESG GOALS AND PROGRESS

Percheron's key ESG priorities for 2025 focused on four areas that support stronger reporting, operational efficiency, and long-term sustainability performance. These priorities included improving emissions tracking, expanding utility and recycling data collection, monitoring mileage and digital workflow impacts, and strengthening volunteer reporting. Together, these focus areas reflect Percheron's practical approach to ESG progress by improving data visibility, supporting more consistent measurement across offices, and building a stronger foundation for year-over-year analysis and accountability.

These efforts strengthened baseline reporting and positioned the company for more accurate year-over-year analysis moving forward.

2025 ESG Progress Priorities

Key areas of progress reporting in 2025



**Emissions
Tracking**



**Utility &
Recycling Data**



**Mileage &
Digital
Workflow**



**Volunteer
Reporting**

Goal	Status	Component
Reduce paper usage by 10%	Not Achieved	E
Maintain or improve electronic recycling by 5%	Future Focus	E
Reduce employee mileage	Future Focus	E
Increasing ESG data reporting across offices	Achieved	E
Improve Scope 2 data coverage	Achieved	E
Maintain TRIR $\leq$ 0.24	Achieved	S
Increase volunteer hours to 1,245	Achieved	S
Host > 8 Gives Back events	Achieved	S
Implement a mentorship program	Achieved	S
Full ESG policy alignment across employees	Achieved	G
100% Cybersecurity training participation	Achieved	G
Launch stakeholder survey	Achieved	G
100% vendor compliance participation		G
Increase stakeholder engagement rate	Achieved	G

Progress Against 2024 Commitments

Percheron's first ESG report established a foundation for measuring and communicating environmental, social, and governance performance. The focus was on establishing baseline data, improving visibility into key metrics, and building the governance structures needed to support long-term progress.

Throughout 2025, the company continued advancing these commitments through expanded reporting participation, stronger governance practices, increased employee engagement, and improved data collection processes.

Commitment: Improve ESG Data Quality and Reporting

Status: Achieved

Progress: Reporting participation increased across offices and operational groups. Scope 2 reporting coverage reached 59% of offices, exceeding the company's 2025 goal of 50% participation. Improvements in data collection and reporting processes strengthened visibility into environmental performance and established a more reliable baseline for future reporting.

Commitment: Increase in Volunteer Engagement

Status: Achieved

Progress: Employees contributed 1,639 volunteer hours during 2025 through a combination of company-sponsored and self-reported volunteer activities. Participation continued to expand across offices and reflected growing engagement in community support, disaster response, education initiatives, and environmental stewardship.

Commitment: Strengthen Governance Practices

Status: Achieved

Progress: The ESG Policy and Manual introduced in 2024 continued to be integrated into operational processes and employee awareness efforts. Committee oversight expanded internal communications, cybersecurity monitoring, and improved reporting accountability strengthened governance maturity across the organization.

Commitment: Expand Environmental Data Visibility

Status: In Progress

Progress: Participation in environmental reporting improved throughout the year, particularly in Scope 2 emissions reporting. While data quality and coverage continue improving, expanding participation across all offices and strengthening validation processes remain ongoing priorities.



ENVIRONMENTAL

ENVIRONMENTAL STEWARDSHIP



Environmental stewardship at Percheron begins with recognizing that our work affects land, resources, and communities. As a company supporting energy and infrastructure advancement across the United States, we are committed to operating thoughtfully, improving over time, and minimizing unnecessary impacts wherever practical.

Our approach is practical and grounded in continuous improvement. We focus on actions that strengthen reporting, reduce waste, improve efficiency, and support informed decision-making in planning, routing, permitting, and field operations.

Environmental performance is supported across the organization. Land Administration advances digital workflows and document management. Land and Right-of-Way teams work with landowners and stakeholders to balance project needs with responsible stewardship. Technical Services contributes through GIS, UAS, engineering, and field practices that help improve planning, reduce unnecessary activity, and strengthen project outcomes.

Shared Services provides the systems, oversight, and accountability that support these efforts. From environmental data collection and reporting to process standardization and technology investments, these functions help ensure environmental performance remains part of everyday operations rather than a standalone initiative.

Throughout 2025, Percheron continued strengthening its environmental reporting processes while expanding the quality and consistency of available data. Waste generation declined from 7.9 metric tons in 2024 to 6.5 metric tons in 2025, while electronics and battery recycling efforts diverted an estimated 432 pounds of material from landfill. Scope 2 reporting coverage expanded to 59% of offices, exceeding the company's goal and providing a stronger foundation for future energy management efforts.

While progress was made, opportunities remain. Employee mileage increased modestly as project activity expanded during the year. Despite this increase, mileage per employee has remained relatively stable since 2021 and remains significantly below historical levels. Future efforts will focus on improving emissions data quality, expanding reporting coverage, and identifying additional opportunities to improve operational efficiency without compromising service delivery.

Environmental stewardship is ultimately about making informed decisions, improving over time, and respecting the communities and landscapes where we work. These efforts reflect our commitment to leave things better than we found them.

Progress Against 2025 Environmental Goals

Following the publication of our first ESG & Sustainability report, Percheron identified six environmental priorities for 2025. These objectives focused on improving the quality and consistency of environmental data, reducing waste, increasing reporting participation, and better understanding the environmental impacts associated with our operations. Together,

they represent practical steps toward stronger environmental performance and more informed decision making.

- Reduce paper usage by an additional 10%
- Maintain or improve electronic recycling efforts by 5%
- Maintain or improve paper recycling efforts by 5%
- Decrease employee mileage
- Increase ESG reporting participation across offices
- Improve Scope 2 emissions data coverage

Waste and Recycling

Waste generation decreased from 7.9 metric tons in 2024 to 6.5 metric tons in 2025, a 17.7% year-over-year reduction. This improvement reflects continued attention to responsible resource management, recycling practices, and operational efficiency across offices.

We continued to transition business processes to digital platforms throughout the year. Electronic document management, digital project collaboration tools, and paperless workflows remained key components of reducing administrative waste and improving operational efficiency across all departments.

In addition, Percheron recycled an estimated 432 pounds of batteries and electronic waste during 2025. These materials were diverted from disposal streams through office collection programs and recycling initiatives. We did not achieve our goal of increasing electronics recycling. The transition away from a third-party recycling vendor and implementation of an internally managed process created inconsistencies in collection and tracking. While 432 pounds of electronic waste and batteries were responsibly recycled during the year, performance declined slightly from 2024 levels. In 2026, we will focus on standardizing collection procedures, improving tracking controls, and increasing employee awareness to restore year-over-year growth in recycling participation.

Mileage and Travel Efficiency

Employee mileage remains an important operational indicator given the field-based nature of many Percheron services. During 2025, employee mileage increased approximately 3.9% compared to the previous year as project activity and business demand expanded.

While mileage increased modestly, the long-term trend continues to demonstrate improved efficiency. Employee mileage remains approximately 56% below the 2018 baseline and has remained relatively stable since 2021 despite continued growth in employee count and business activity. Increased field activity and project demands resulted in a 3.9% increase in mileage per employee. This increase highlights the operational realities of a growing business. Future efforts will continue to focus on route optimization, remote collaboration tools, GIS-enabled planning, and continued evaluation of travel-efficiency opportunities.

These results reflect increased use of remote coordination, GIS technologies, digital workflows, and aerial data collection, as well as improved project planning processes that reduce unnecessary travel when practical.

Emissions and Energy Use

Scope 1 emissions primarily reflect fuel consumption associated with company-operated vehicles and field activities. Changes in Scope 1 emissions during 2025 reflect a combination of project activity, workforce growth, and improved reporting visibility.

Scope 2 emissions reflect purchased electricity used to support office operations. Reporting participation continued improving throughout 2025 as additional offices contributed utility consumption data. A total of 68% of offices are reporting utility-level data, and 23% of offices have utilities included in their leases.

A total of 59% of reporting offices provided Scope 2 purchased electricity data during the reporting period, exceeding the company's 50% participation goal. This milestone represents one of the most significant environmental reporting improvements achieved during the year and provides a substantially stronger foundation for future energy management and emissions analysis.

Environmental Data Maturity

Improving environmental data quality remained a significant focus area throughout 2025. While participation and consistency improved, several environmental metrics continue to evolve as data-collection processes expand.

Future efforts will focus on increasing reporting participation across all offices, improving validation procedures, and evaluating additional environmental metrics that support meaningful performance measurements.

SOCIAL



Section 7.

SOCIAL RESPONSIBILITY



Percheron's social impact is driven by the people who make up the organization. Whether supporting a client project, mentoring a colleague, volunteering in the community, or reinforcing a culture of safety, employees shape how the company creates value beyond project delivery. Safety is central to our social commitments. In 2025, Percheron maintained a Total Recordable Incident Rate (TRIR) of 0.11, outperforming company targets and remaining well below industry benchmarks. This performance reflects sustained focus on training, communication, accountability, and employee engagement.

Employee development also remained a priority. Lunch and Learn sessions, professional development opportunities, internship growth, and mentorship programming helped employees build skills, strengthen relationships, and broaden their understanding of the business. Internal communications reinforced company values and helped promote engagement across offices and departments.

Community engagement continued to expand in 2025 as employees contributed time, resources, and expertise to causes that matter in the communities where they live and work. Volunteer efforts supported youth programs, education initiatives, environmental stewardship, community events, veteran organizations, charitable nonprofits, and disaster response across multiple regions.

Participation increased as awareness of volunteer opportunities improved and reporting became more consistent. Internal communications, volunteer spotlights, and committee-led initiatives helped recognize employee contributions and encourage broader involvement across the company.

Community involvement extended beyond volunteer hours. Through Percheron Gives Back and other charitable initiatives, employees and company leadership continued supporting individuals and organizations facing unexpected challenges. Additional efforts included school supply drives, fundraising activities, educational outreach, Earth Day initiatives, local volunteer projects, and employee-led charitable efforts that reflected the interests and passions of employees throughout the organization.

Together, these efforts show that social responsibility at Percheron is not limited to programs or policies. It is reflected in how employees support one another, invest in their development, engage with their communities, and contribute to a culture built on safety, accountability, and service.

Safety & Wellbeing

Safety remained a leading operational priority throughout 2025. Percheron maintained a Total Recordable Incident Rate (TRIR) of 0.11, outperforming the company's target of 0.24 and remaining below industry benchmarks.

This performance reflects continued emphasis on proactive safety planning, accountability, training, communication, and employee participation throughout all levels of the organization. Safety programs continued emphasizing hazard awareness, near-miss reporting, safe work planning, and employee empowerment through stop-work authority. Regular safety communications, operational reviews, and training initiatives reinforced the company's commitment to the core value Safety Brings Us Home.

Community Engagement and Volunteerism

Volunteer participation continued expanding throughout 2025. Employees contributed 1,639 volunteer hours through both company-sponsored initiatives and self-reported volunteer efforts. Participation increased as visibility into volunteer opportunities improved and reporting processes became more consistent across offices.

Company-supported initiatives included disaster response, community improvement projects, charitable fundraising, food drives, educational support, environmental stewardship programs, and local volunteer events coordinated throughout the year.

The ESG Ambassador Program and expanded internal communications also helped increase awareness of volunteer opportunities and encouraged broader participation across the organization.

Employee Development

Employee development continued supporting long-term organizational success through training, leadership development, mentorship opportunities, and knowledge-sharing initiatives.

Mentorship and professional development remained a focus throughout 2025, with the launch of Percheron's formal mentorship program. Designed to support employee retention, knowledge transfer, and career development, the program paired employees with experienced professionals who could provide guidance, answer job-specific questions, and help navigate career growth within the organization. The program was launched with 61 mentors and 10 mentees representing multiple business units across the company. Participation was strongest within the Title and Operations teams, which accounted for 32 and 19 mentors, respectively, with additional representation from Engineering, Environmental, Survey, HSE, IT, and Human Resources. Participants meet quarterly and were provided with foundational training and resources focused on effective mentorship, professional growth, and becoming successful contributors within the organization. While still in its early stages, the program reflects Percheron's commitment to developing employees, strengthening internal connections, and supporting long-term retention through shared experience and continuous learning.

Throughout 2025, employees participated in technical training, operational workshops, safety programs, and professional development opportunities designed to strengthen capabilities and support career growth.

The company also expanded internal education efforts through an ESG Lunch and Learn session, employee communications, and increased visibility into ESG-related topics affecting operations

and clients.

Employee Engagement

Percheron continued fostering engagement through employee recognition programs, volunteer initiatives, company-sponsored events, and opportunities for employees to contribute ideas and feedback.

As reporting and measurement capabilities improve, additional employee engagement metrics will be incorporated into future reporting periods.

Employee engagement is best reflected through participation. During 2025, employees contributed 1,639 volunteer hours, participated in company-sponsored events across multiple offices, supported charitable initiatives, and increasingly reported volunteer efforts occurring within their local communities. Self-reported volunteer participation more than doubled compared to the prior year, demonstrating growing awareness of community engagement opportunities and stronger visibility into employee contributions outside the workplace. ESG communications and Ambassador outreach helped connect employees with opportunities to support causes that align with both personal interests and company values.

An aerial photograph of a landscape. In the upper half, a river winds through a forested area. Below the river, there are large, flat, light-brown fields, possibly agricultural or undeveloped land. To the right, a golf course is visible with its characteristic green fairways and a small pond. The lower half of the image shows more forested land with a network of roads or paths. The overall color palette is dominated by browns, greens, and blues.

GOVERNANCE & ETHICS

Section 8.

GOVERNANCE & ETHICS



Percheron's governance approach emphasizes accountability, ethical operations, operational consistency, and responsible leadership. Governance provides the structure that supports decision-making, risk management, and transparency with employees, clients, and stakeholders.

In 2025, we continued integrating the ESG Policy and Manual introduced in 2024 into operational processes, onboarding, annual training, and leadership discussions. Governance efforts remained focused on compliance, data integrity, cybersecurity, operational accountability, and continuous improvement.

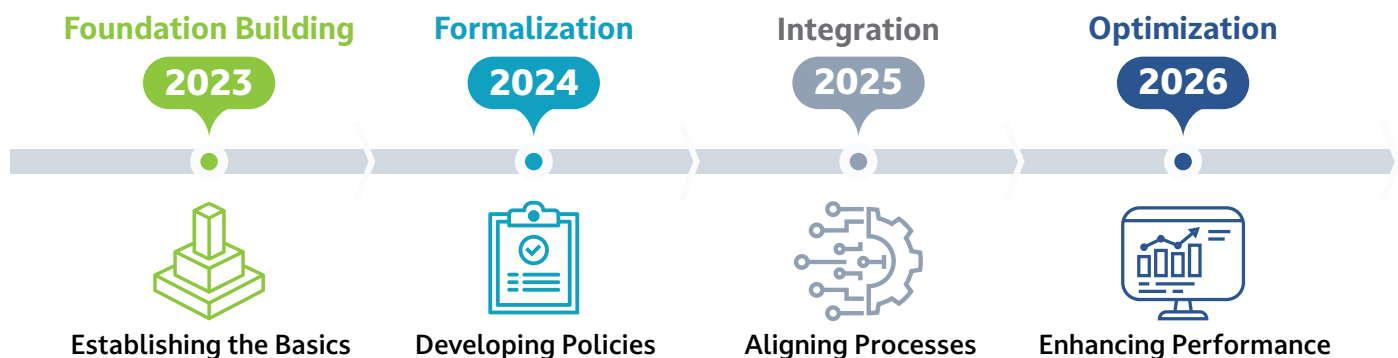
Cybersecurity and data protection remained key governance priorities as operational systems and digital collaboration continued to expand. Security monitoring tracked suspicious network activity, login attempts, and email threats throughout the year. No material data breaches or customer privacy incidents occurred during the reporting period.

Governance oversight also strengthened through expanded ESG reporting, improved data collection, and greater visibility into environmental and social metrics. Leadership regularly reviewed operational performance, safety, reporting consistency, and compliance to support transparency and accountability.

Stakeholder engagement also advanced through employee surveys, Ambassador participation, internal communications, and greater cross-department collaboration. Together, these efforts expanded feedback channels and improved awareness of ESG priorities and operational performance.

As reporting practices mature, Percheron remains focused on strengthening governance systems that support operational discipline, responsible growth, and long-term business sustainability.

GOVERNANCE MATURITY SNAPSHOT



STAKEHOLDER ENGAGEMENT

Building Better Outcomes Through Engagement

Stakeholder engagement is an important part of how Percheron operates. The projects we support affect a wide range of people and organizations, including employees, clients, landowners, contractors, regulators, community organizations, and investors. Building strong relationships with these groups helps us better understand expectations, identify risks early, and make better decisions.

Meaningful engagement requires more than communication. It requires listening, responding to feedback, and being willing to consider different perspectives. Whether discussing project execution with a client, gathering employee input, or working with landowners during development, engagement helps strengthen outcomes for everyone involved.

Our Stakeholders

The stakeholders who influence and are influenced by our business continue to shape our ESG priorities and operational focus.

Employees inform workplace initiatives related to safety, development, engagement, and culture.

Clients increasingly seek transparency around safety, environmental stewardship, governance practices, and operational excellence. Their expectations continue to influence how we collect, manage, and report ESG-related information.

Landowners and community members provide important perspectives on responsible development, environmental considerations, and local impacts. Their feedback often helps improve project planning and communication.

Vendors and contractors contribute to the safe and successful execution of projects. Through qualification programs, safety platforms, and ongoing collaboration, we work to maintain shared expectations for performance, compliance, and accountability.

Investors and leadership help guide long-term strategy, governance priorities, risk management, and responsible growth.

Listening and Responding

Stakeholder engagement occurs through a variety of formal and informal channels throughout the year.

Employees provide feedback through leadership discussions, team meetings, training sessions, surveys, and daily collaboration. Clients engage through project reviews, business development discussions, proposal processes, and performance evaluations. Landowners, regulators, and community stakeholders engage through direct communication, meetings, site visits, and project-specific outreach.

This feedback helps identify opportunities for improvement and supports informed decision-making across the organization. It also helps ensure ESG priorities remain connected to operational realities rather than existing solely as reporting objectives.

Stakeholder-Informed Progress

Several initiatives highlighted throughout this report were influenced by stakeholder engagement and feedback.

Client requests for greater transparency contributed to continued development of ESG reporting and performance metrics.

Employee feedback supported expanded ESG communications, including Lunch and Learn programs, ESG Pulse updates, volunteer spotlights, and the launch of the ESG Ambassador Program.

Ongoing collaboration with landowners, agencies, and communities continued to strengthen project planning efforts and support responsible development practices.

The continued growth of volunteerism and community engagement reflects employee interest in supporting causes that strengthen local communities and align with company values.

Looking Forward

As stakeholder expectations continue to evolve, so will our approach to engagement. We remain committed to open communication, transparency, and collaboration across all areas of our business.

Future efforts will focus on strengthening feedback mechanisms, improving ESG reporting and communications, increasing employee participation, and continuing to align stakeholder priorities with company strategy.

By listening, learning, and responding, we strengthen relationships, improve performance, and create long-term value for employees, clients, communities, and stakeholders alike.

Section 10.

ESG IN ACTION

While metrics help measure performance, the true impact of ESG is reflected in employees' actions across the organization. From improving safety and reducing waste to supporting local communities and strengthening governance practices, ESG comes to life through the decisions made every day by Team Percheron.

Environmental Stewardship in Action

Environmental responsibility often begins with small operational improvements that create lasting impact. Throughout 2025, employees continued reducing paper consumption through digital workflows, electronic document management, and process improvements across multiple business units.

The company also expanded its efforts to responsibly manage waste through paper, electronics, and battery recycling programs. Approximately 432 pounds of electronic waste and batteries were diverted from landfills during the year, helping reduce environmental impacts while supporting responsible disposal practices.

Advancements in emissions reporting also improved visibility to environmental performance. Scope 2 reporting expanded to more than 59% of reporting offices, exceeding the company's annual reporting goal and establishing a stronger foundation for future emissions management efforts.

SPOTLIGHT: Restoration Success on Pennsylvania State Game Lands

As part of our commitment to environmental stewardship and responsible land management, Percheron employees participated in Expand Energy's "Expand for Good" volunteer event on Pennsylvania State Game Lands. Team members worked alongside representatives from the Pennsylvania Game Commission and Expand's land team to remove tree tubes, fencing, and stakes from restoration areas located along the Northern Trunkline. The trees and shrubs at these sites were originally planted as part of reclamation efforts following pipeline construction. Years later, the vegetation has matured and become established, eliminating the need for protective structures.

The removal of these materials marked an important milestone in the restoration process and provided visible evidence that the habitat recovery efforts achieved their intended outcome. By supporting post-construction land stewardship activities, employees helped return the area to a more natural condition while reinforcing our commitment to responsible infrastructure development. The event reflects the principle of leaving it better than we found it and demonstrates how long-term environmental success extends beyond project completion.



Safety In Action

Safety remains one of the clearest examples of ESG in practice at Percheron.

Throughout 2025, employees continued demonstrating a commitment to proactive safety planning, hazard awareness, near-miss reporting, and personal accountability. These efforts contributed to a Total Recordable Incident Rate of 0.11, outperforming both company targets and industry benchmarks.

Safety is supported through training, communication, safe work planning, stop-work authority, and a culture that empowers employees to speak up and protect one another. The results reflect the collective commitment of employees who live the value Safety Brings Us Home every day.

SPOTLIGHT: Looking out for others

While leaving lunch on Monday, August 18, 2025, the group of Percheron employees noticed a woman honking her horn from a parked vehicle. At first, it seemed insignificant, but they quickly realized she was signaling for help. When they approached, they learned she was trapped inside her car—unable to start it, unlock the doors, or roll down the windows due to a malfunction with her key fob. In the summer heat, her situation could have quickly turned life-threatening.

Percheron employees immediately responded—checking on her condition, staying by her side ready to help, ensuring she was able to call 911, and remaining with her until EMS arrived to safely get her out of the vehicle. Their quick thinking, willingness to get involved, and calm support made a tremendous difference.

This moment serves as a reminder that making a positive impact does not always happen through organized volunteer events or formal programs. Sometimes it is as simple as paying attention, stepping forward, and helping someone in need. The actions of these employees reflected the care, awareness, and commitment to others that continue to shape our culture and the communities where we live and work.

Community Impact in Action

Employees contributed 1,639 volunteer hours throughout 2025, supporting causes that included education, environmental stewardship, disaster relief, youth development, veterans' services, and community assistance programs.

Volunteer efforts occurred through both company-sponsored initiatives and employee-led activities, demonstrating the many ways employees support the communities where they live and work. These contributions extended from local food banks and school programs to regional charitable events and nonprofit organizations.

The Percheron Gives Back Fund continued providing support during times of need, reinforcing the company's commitment to employees and communities alike.

SPOTLIGHT: Galveston Beach Clean Up

Percheron employees participated in the Texas General Land Office's Adopt-A-Beach Program in Galveston, Texas, contributing 36.5 volunteer hours to help remove litter and debris from the Texas coastline. The event provided employees with an opportunity to support environmental stewardship, helping protect coastal habitats, wildlife, and public spaces enjoyed by local communities.

The cleanup reflects our commitment to leaving it better than we found it. Through hands-on volunteer efforts like this, employees continue to demonstrate how environmental responsibility extends beyond project work and into communities and natural resources that support us daily.



Education and Awareness in Action

Building a culture of ESG starts with understanding how individual actions contribute to broader company goals.

In 2025, Percheron delivered a companywide ESG & Sustainability Lunch and Learn focused on practical ESG examples across the organization. The session highlighted how Land Operations, Technical Services, Shared Services, and Leadership each contribute to environmental stewardship, social responsibility, and strong governance.

The program helped connect ESG concepts to everyday work and reinforced the role every employee plays in supporting responsible business practices.

Governance in Action

Strong governance often happens behind the scenes, but its impact can be seen throughout the organization.

During 2025, Percheron continued implementing its ESG Policy and Manual, strengthening data collection processes, improving reporting consistency, and expanding communication efforts through ESG Pulse updates, HR Stables articles, and committee activities. The ESG & Sustainability Committee and newly launched Ambassador Program helped increase engagement across the company while supporting transparency, accountability, and continuous improvement.

Living Our Values

The examples throughout this report share a common theme: ESG is most effective when it aligns with the values that define our culture.

Whether improving safety performance, supporting communities, strengthening governance practices, reducing environmental impacts, or helping a coworker be successful, employees continue demonstrating what it means to be Stronger Together, Do What You Say, and Leave It Better Than You Found It.

These actions may vary across departments and locations, but together they reflect how ESG becomes part of everyday operations and contributes to long-term success.

COMMUNICATION AND ENGAGEMENT

Clear communication and employee engagement remained key priorities in 2025 as Percheron strengthened ESG awareness and participation across the organization.

The company increased ESG communication through recurring newsletters, internal updates, educational initiatives, and companywide discussions on sustainability, safety, governance, and community engagement.

The ESG Ambassador program increased visibility into ESG activities across offices and encouraged employee participation and feedback. Ambassadors supported communication, shared operational updates, and connected employees with volunteer and engagement opportunities.

Percheron also continued improving transparency through external blog posts, sustainability reporting, and stakeholder communications. These efforts provided clearer insight into operational performance and ESG progress, explained their operational relevance, and connected sustainability topics directly to day-to-day business activities. Together, they reinforced the company's belief that ESG is embedded in operational processes and long-term business strategy.

Section 12.

LOOKING AHEAD TO 2026

Although 2025 delivered significant progress, several initiatives remain under development. Continued improvement in data quality, reporting consistency, employee engagement, and environmental performance will remain priorities as Percheron works to further integrate ESG considerations into business operations.

Environmental Priorities

In 2026, environmental efforts will focus on improving the quality, consistency, and completeness of reporting while identifying practical opportunities to reduce operational impacts. Priorities include expanding utility data collection across all offices, improving emissions reporting coverage, strengthening recycling and waste tracking processes, and evaluating the feasibility of future Scope 3 emissions reporting.

The company will continue leveraging technology, digital workflows, GIS tools, remote coordination, and operational planning improvements to support efficiency and responsible resource management. These efforts will help establish a more complete understanding of environmental performance and create stronger benchmarks for future goal setting.

Goal	Metric	Target
Increase Scope 2 Reporting	% of offices reporting	80%
Increase Electronics Recycling	# Lbs. electronics recycled	450 lbs
Advance Environmental Reporting	% of Offices Reporting Scope 2	90%
Evaluate Scope 3 feasibility	Completion of Scope 3 materiality and data availability coverage	Complete Assessment by Q4

Social Priorities

Our people remain the driving force behind Percheron's success. In 2026, we will continue investing in employee development, mentorship, volunteerism, recognition, and community engagement initiatives that strengthen both our culture and the communities where we operate.

Key priorities include expanding participation in the ESG Ambassador Program, increasing volunteer engagement across offices, enhancing visibility into community impact efforts, and further developing mentorship and professional development opportunities. We also intend to strengthen employee feedback mechanisms better to understand engagement, trust, and organizational needs.

Goal	Metric	Target
Maintain Safety Culture	Total recordable Incident Rate (TRIR)	≤ 0.24
Increase Volunteer Participation	Volunteer Hours	1,800 hours
Recruit at least one Ambassador per quarter	No. of Ambassadors	4
Expand Mentorship participation	Number of employees participating	80
Publish quarterly volunteer recognition and one Volunteer of the Year award	Recognition Events	3 Quarterly, 1 annual
Expanding Community Impact	# Percheron Gives Back Events	≥ 8 events

Governance Priorities

Goal	Metric	Target
Complete internal annual ESG trust and engagement survey	Participation Rate	50%
Implement quarterly ESG metric verification reviews	Completion Rate	100%
Strengthen ESG Oversight and Accountability	# formal updates provided to leadership	4
Strengthen contractor and vendor compliance	% critical vendors reviewed through ISN	100%

Strong governance will remain essential as reporting expectations and stakeholder interests continue to evolve. In 2026, we will focus on improving ESG data verification, strengthening reporting controls, increasing transparency, and enhancing accountability across the organization.

Contractor and vendor oversight continued to advance during the year through a risk-based compliance approach. High-risk contractors whose work presented elevated safety exposure are required to maintain compliance through ISNetwork (ISN), where safety performance, training, insurance, and regulatory requirements are reviewed. Lower-risk vendors are managed through standard procurement and compliance processes appropriate to the services provided. This approach focuses resources on the areas of greatest operational risk while maintaining accountability across the supply chain.

Additional priorities include continued cybersecurity investments, refinement of governance documentation, expanded leadership oversight of ESG metrics, and implementation of more standardized reporting processes. These improvements will help ensure that information reported to employees, clients, and stakeholders remains accurate, consistent, and meaningful.

Building on the Momentum

The work completed during 2025 demonstrated that ESG and sustainability are most effective when integrated into daily operations rather than managed as standalone initiatives. Every

department contributes through the decisions they make, the relationships they build, the data they report, and the commitments they uphold.

Looking ahead, our objective is straightforward: continue improving, continue learning, and continue building a company that creates lasting value for employees, clients, communities, and stakeholders.

We remain committed to operating responsibly, measuring what matters, and leaving things better than we found them. The progress achieved in 2025 provides a strong foundation for the work ahead, and we look forward to continuing that journey together.

2025 ESG & SUSTAINABILITY KPI DASHBOARD

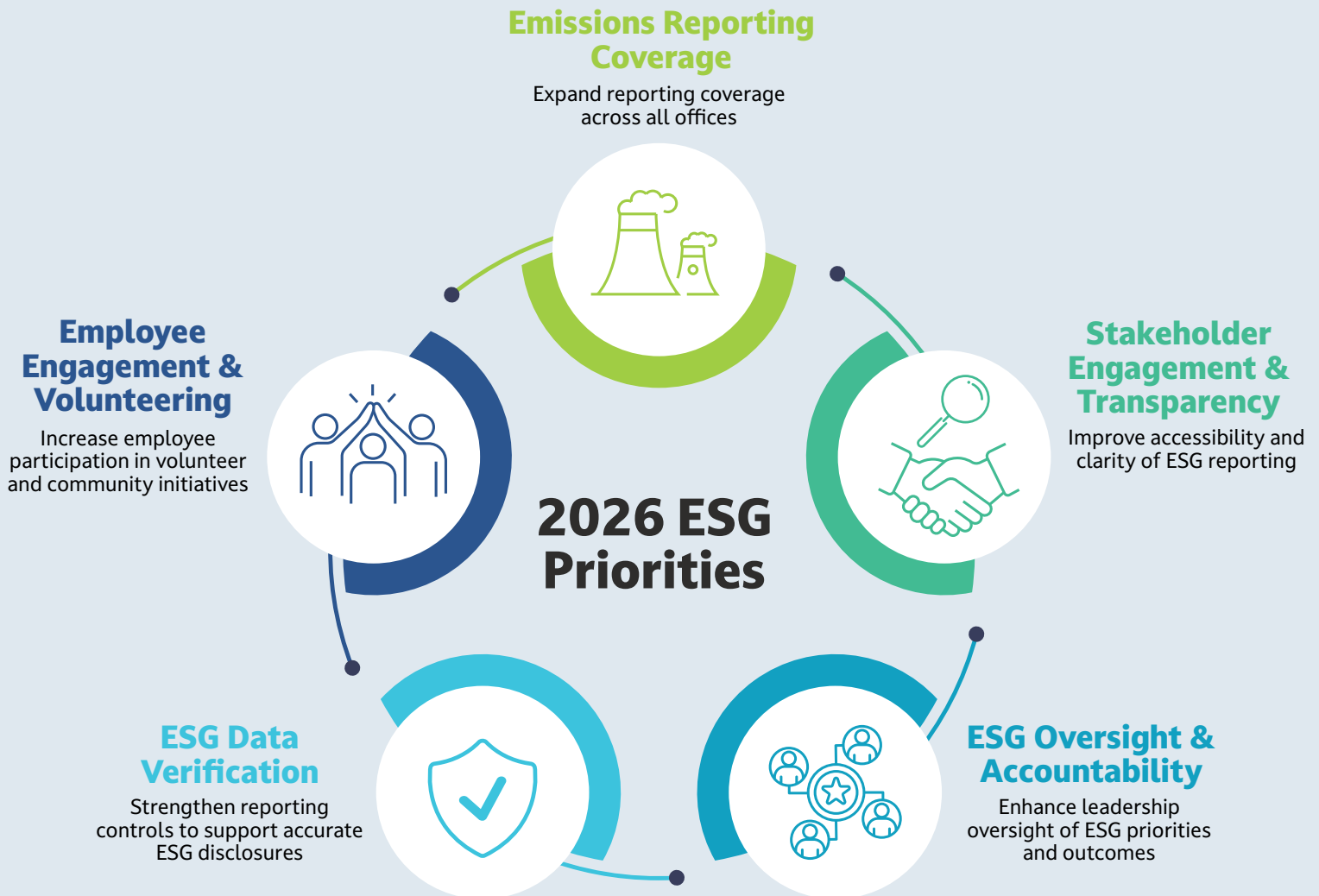
This dashboard provides a consolidated view of Percheron's key Environmental, Social, and Governance performance indicators. The metrics establish a stronger baseline for future reporting while highlighting areas of progress and opportunities for continued improvement.

Category	KPI	2024	2025	Change	Status
Environmental	Total Waste Generated (mT)	7.9	6.5	-17.70%	✓
Environmental	Electronics & Battery Recycling (lbs)	439	432	-1.60%	●
Environmental	Mileage per Employee	5,803	6,041	+3.9%	→
Environmental	Scope 1 Emissions Reporting	520.91	469.36	Improved	✓
Environmental	Scope 2 Reporting Coverage	54.16%	59%	+9.10%	✓
Social	Volunteer Hours	1132	1639	+44.80%	✓
Social	Community Orgs Supported	23	Ongoing	Maintained	✓
Social	Scholarship Programs	17	Ongoing	Maintained	✓
Social	TRIR	0.24	0.11	-54.20%	✓
Social	Employee Development	Expanded	Expanded	Growth	✓
Governance	ESG Policy Implementation	Implemented	Maintained	Ongoing	✓
Governance	Cybersecurity threats blocked	498,576	462,544	Tracked	✓
Governance	Cybersecurity Controls	Enhanced	Enhanced	Improved	✓
Governance	High Risk Vendor Compliance		Enhanced	Improved	✓
Governance	ESG Communications	Committee	Enhanced	Increased	✓
Governance	ESG Reporting Framework	Baseline	Enhanced	Increase	✓

Status Key

- ✓ Exceeded or Achieved Goal
- Progress Made, Continue Improvement
- Future Focus Area

2026 FOCUS AREAS





APPENDIX

APPENDIX A

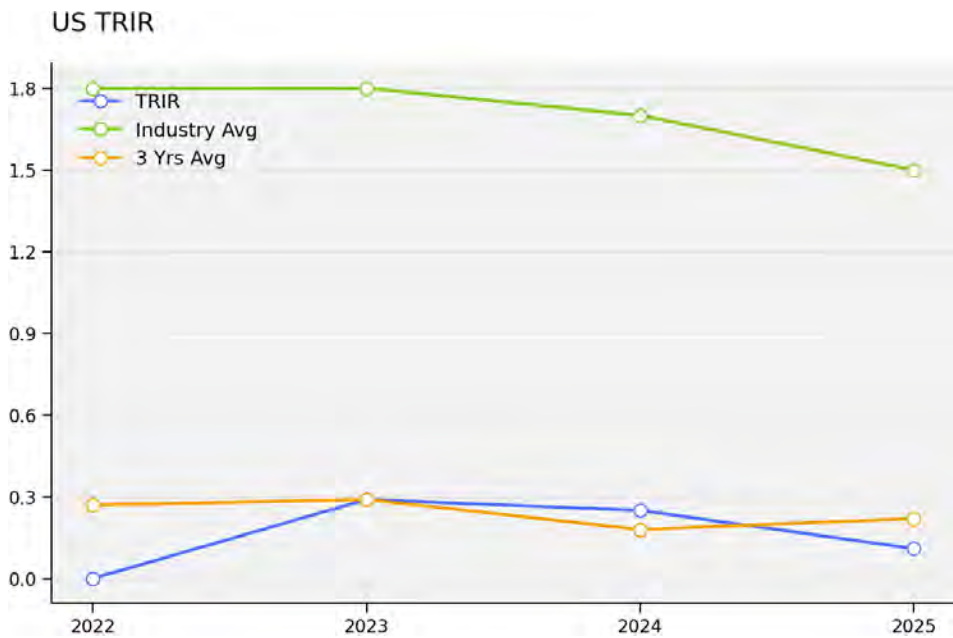
SASB: Professional & Commercial Services						
Sustainability Disclosure Topics & Accounting Metrics						
Data Security						
Number of data breaches			0			
Percentage involving customers' confidential business information or personally identifiable information			0			
Number of customers affected			0			
Number of individuals affected			0			
Rate of Voluntary Turnover for employees			15%			
Rate of Involuntary Turnover for employees			16%			
Professional Integrity						
Total monetary losses as a result of legal proceedings associated with professional integrity			\$0			
Activity Metrics						
Full Time Employees			934			
Part Time Employees			39			
Contract Employees			11			
Employee hours worked						
Employee hours worked; percentage billable						
Workforce Diversity & Engagement						
Gender Representation	Male	Female	NA			
Executive Management	6	2	0			
Non-Executive Management	89	46	0			
Non-contingent Employees	499	329	2			
Contingent Employees	2	9	0			
Racial/Ethnic Group Representation of US Employees, per EEOC's EEO-1 Job Classification Guide	Asian	Black or African American	Hispanic or Latino	White	Other	NA
Executive Management	1	0	0	7	0	0
Non-Executive Management	2	1	9	122	1	0
Non-contingent Employees	14	34	92	664	12	14
Contingent Employees	11	0	0	0	0	0

14.1 Data

Safety

Safety performance remained a consistent operational priority throughout 2025. Percheron's Total Recordable Incident Rate (TRIR) continued to perform below industry benchmarks, reflecting a proactive safety culture supported by training, accountability, communication, and employee engagement across all levels of the organization.

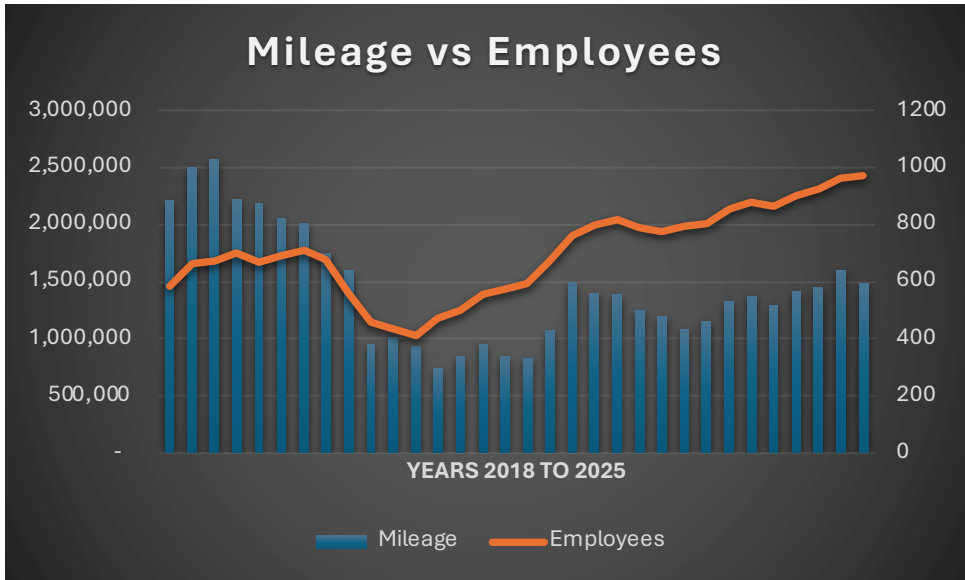
While annual fluctuations can happen alongside operational growth and project activity, the long-term trend demonstrated sustained focus on incident prevention and safe work execution. Safety performance continues to be reinforced through regular training, reporting visibility, employee participation, and operational oversight.



Mileage

Mileage remains an important operational and environmental indicator across our field-based services. Historically, total mileage has closely aligned with project activity and workforce growth. This has decoupled due to operational practices evolving through increased use of remote coordination, digital workflows, GIS technologies, and improved project planning and management.

As business activities expanded throughout 2025, Percheron continued integrating operational efficiencies designed to reduce unnecessary travel and improve coordination across offices and project teams. While total mileage reflects the scale of operations and continued growth of the business, mileage intensity per employee has remained stable compared to historical trends. This reflects both operational demand and continued efforts to improve efficiency, reduce unnecessary travel, and support lower impact project execution when practical.



Scope 1 Emissions

Scope 1 Emissions are primarily associated with fuel consumption from company-operated vehicles and field activities. As project activity expanded and operational reporting processes improved, Percheron continued refining emissions tracking methodologies to strengthen visibility into direct operation impacts.

Changes in Scope 1 during the reporting period reflect a combination of operational activity, workforce growth, and broader reporting participation across the organization. Improvements in data collection continue strengthening baseline accuracy and supporting future evaluation of usage trends, operational efficiencies, and emission reduction opportunities.

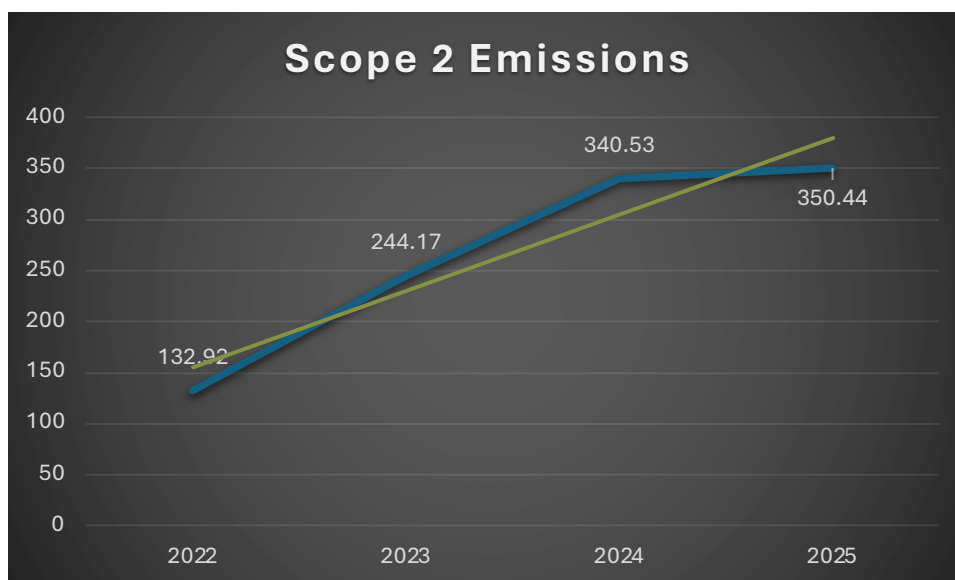
Percheron continues to focus on improving the consistency and completeness of environmental reporting while supporting responsible operational growth.



Scope 2 Emissions

Scope 2 emissions reflect purchased electricity used to support office operations across Percheron locations. Throughout 2025, reporting visibility into electricity consumption continued improving as participation expanded across offices and operational groups.

Changes in Scope 2 reflect a combination of business growth, expanded reporting participation, and improved access to utility consumption data. Increased reporting coverage provides a more complete representation of operational energy use and establishes a stronger baseline for future tracking and efficiency planning.



Improving reporting consistency across all offices remains an ongoing focus area as Percheron continues strengthening environmental data collection processes and visibility into operational energy use.

Data Security and Privacy

Percheron continued strengthening cybersecurity monitoring and threat prevention capabilities throughout 2025 as digital risks across the industry continued evolving. Security systems actively monitor network activity, suspicious login attempts, and email-based threats to protect employees, clients, and operational information.

The volume of blocked activity reflects continuous monitoring efforts and ongoing investment in cybersecurity infrastructure, employee awareness, and proactive risk management practices designed to support a secure operating environment.

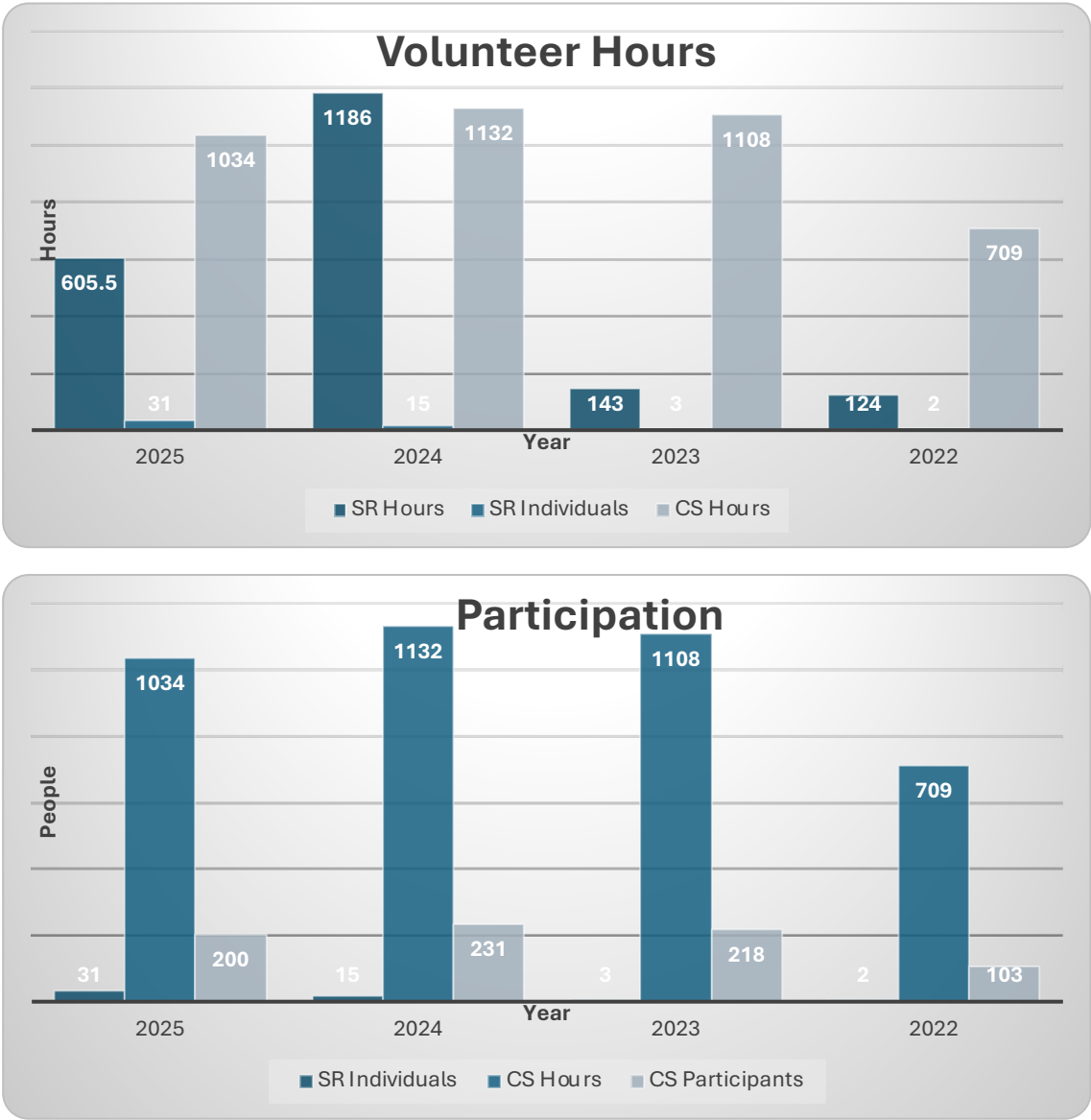
Cybersecurity and data protection remain key governance priorities as operational systems, reporting capabilities, and digital collaborations continue expanding across the organization.

Total over the last 365 days:	
Suspicious Network Activity Blocked	124
Email Spam/Threats Blocked	462,544

Volunteerism and Community Engagement

Community engagement continued to expand across Percheron offices through employee-led volunteerism, charitable initiatives, and local partnerships. Employees contributed volunteer hours across company-supported efforts focused on disaster response, education, environmental stewardship, and community support.

Participation in volunteer programs continued reflecting growing employee engagement and reinforced our commitment to supporting communities where employees live and work. Volunteer tracking and self-reporting processes improved throughout the year, providing greater insight into participation trends and community impact.



These graphs reflect participation across both self-reported (SR) volunteer efforts and company-sponsored (CS) efforts. Self-reported participation continued to increase as employees became more engaged in tracking volunteer efforts occurring within their local communities. Company sponsored events remained highly active, reflecting continued organizational support for volunteerism, fundraising, and community engagement activities across Percheron offices.

In 2025, employees contributed 605.5 self-reported volunteer hours alongside 1,034 hours through company-sponsored initiatives. Participation visibility also continued improving, with

31 employees participating in self-reported efforts and 200 participants in company sponsored events. The increase in participation and reporting consistency reflects growing engagement and continued emphasis on community involvement as part of the culture.

Recycling and Waste Reduction

Responsible management of retired technology assets helps protect sensitive information, extend equipment life where practical, and reduce waste through recycling and proper disposal practices. During 2025, Percheron transitioned away from a third-party electronics recycling vendor and brought management of waste disposal in-house. While this change affected the consistency of recycling data collection during the year, the company continued to prioritize responsible handling of retired technology assets. An estimated 432 pounds were diverted from landfill through recycling efforts. Percheron continues to evaluate opportunities to strengthen tracking and reporting processes to improve visibility into future electronic-waste recycling activities.

Lifecycle Process



IT Asset Lifecycle Management and Electronics Recycling Process



PERCHERON

1904 West Grand Parkway N., Suite 200
Katy, TX 77449
832-300-6400

www.percheronllc.com

© 2026 Percheron Professional Services, LLC,
all rights reserved.