



ENVIRONMENTAL, SOCIAL & GOVERNANCE PROGRESS

2025 Sustainability & Impact Report



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ABOUT US

BranchPattern is a sustainability and building science engineering firm dedicated to Improving Life Through Better Built Environments®. We help clients reduce carbon, improve performance, and create healthier places for people to live, learn, work, and gather.



LETTER FROM THE PRESID

From the President & CEO



At BranchPattern, our purpose has remained constant since our founding—Improving Life through Better Built Environments®. What continues to evolve is how we translate that purpose into meaningful outcomes for our clients, communities, and our people.



Rick Maniktala
President & CEO

As a building science and engineering firm, our primary contribution to Environmental, Social, and Governance (ESG) outcomes comes through helping clients reduce operational carbon, improve building performance, and create healthier, higher-performing indoor environments across their portfolios.

As BranchPattern begins annual public ESG reporting, this report offers an opportunity to reflect on our progress from 2023 through 2025 and the direction our work continues to take today.

Since 2017, we have advanced a clear 2030 Vision—one grounded in a simple but powerful idea: shifting the focus of our industry to place people first. Through a human-centered approach to design and delivery, we have worked to optimize both human experience and environmental stewardship—demonstrating that high-performance buildings are ultimately about the people they serve and the communities they impact.

That vision has shaped how we think, how we design, and how we measure success.

As we reflect on our progress, we are also entering a new phase, one that builds on the foundation of our 2030 commitments while preparing BranchPattern for the next wave of transformative growth. The systems, partnerships, and capabilities we have developed are enabling us to extend our impact further—across larger portfolios, more complex challenges, and broader communities.

Our approach to ESG performance reflects this same evolution.

What began as an effort to track and transparently communicate our internal performance has matured into a more integrated strategy—one that connects how we operate as a firm, how we deliver for our clients, and how we influence the built environment at scale. ESG is not a separate initiative; it is embedded in how we create long-term value.

Our four core values, Genuine, Progressive, Advocate, and Positive, continue to guide this work.

We are Genuine in how we report, sharing both progress and areas where we must improve.

We are Progressive in setting ambitious goals and advancing industry-leading approaches to performance and design.

We are Advocates—for people, for communities, and for the environments that sustain them.

And we are Positive, creating an environment where people feel respected, supported, and valued through the assumption of positive intent.

Over this reporting cycle, we have refined how we measure and manage impact by strengthening our data, aligning with established frameworks, and better connecting our internal practices to the outcomes we help create for the people who experience the spaces we influence every day. We view this report as part of an ongoing process rather than a final or static representation of performance.

As a consultancy, our reach extends far beyond our own operations. The work we do influences buildings, campuses, and portfolios across the country. With that influence comes both an opportunity and a responsibility—to lead with clarity, to deliver with integrity, and to continue raising the standard for what human-centered, high-performance environments can achieve.

Looking ahead, we are focused on carrying forward the intent of our 2030 Vision while defining what comes next. The challenges facing our industry—and the expectations of the people we serve—continue to evolve. Our commitment is to remain adaptive, purpose-led, and grounded in a belief that better environments begin with a deep understanding of human experience.

As we move into this next chapter, we will continue to measure what matters, expand our influence, and stay grounded in what has always defined us—Improving Life Through Better Built Environments®.

This report reflects not only our operational footprint, but also the impact we strive to have through the work we do with our clients.

On behalf of our team, thank you to our clients, partners, and employee-owners for being part of this journey, and for helping shape what comes next for BranchPattern.

Rick Maniktala
President & CEO

At a Glance

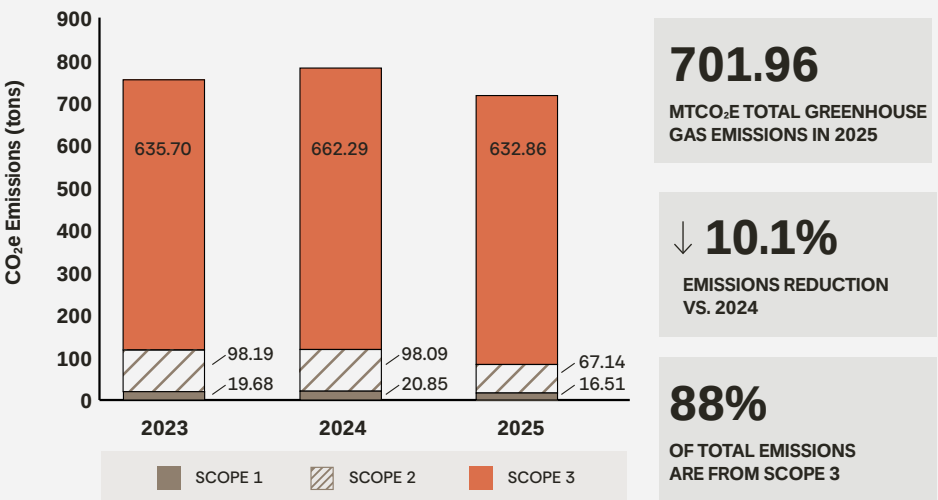
Improving Life Through Better Built Environments®

BranchPattern measures success through the interconnected outcomes of People, Planet, and Prosperity. As a sustainability and building science engineering firm, our greatest impact extends beyond our own operations through the buildings, portfolios, and communities we influence every day. This snapshot highlights key performance indicators from 2023-2025 and demonstrates how we are creating value through both our internal operations and our client work.

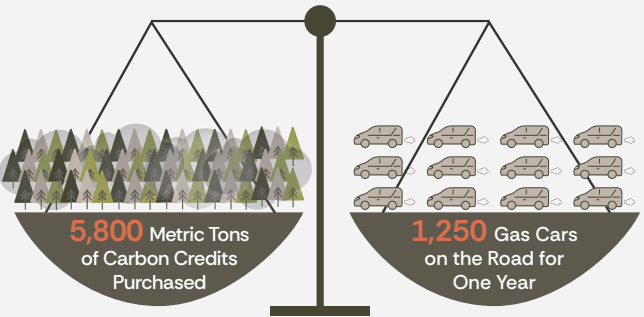
Planet

Our impact extends beyond our own footprint. Through our client work, we help organizations reduce carbon, improve building performance, and advance healthier, more resilient places.

SCOPE 1, 2 + 3 EMISSIONS / TREND



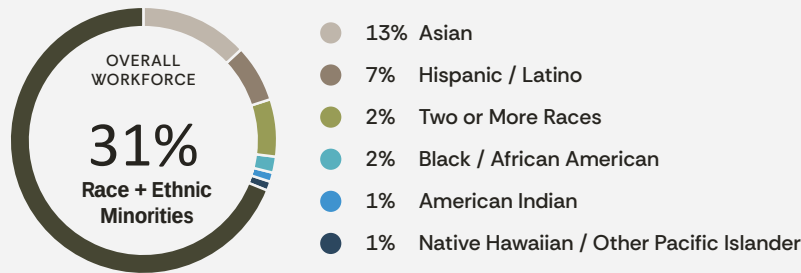
NET-ZERO EMISSIONS SINCE 2022



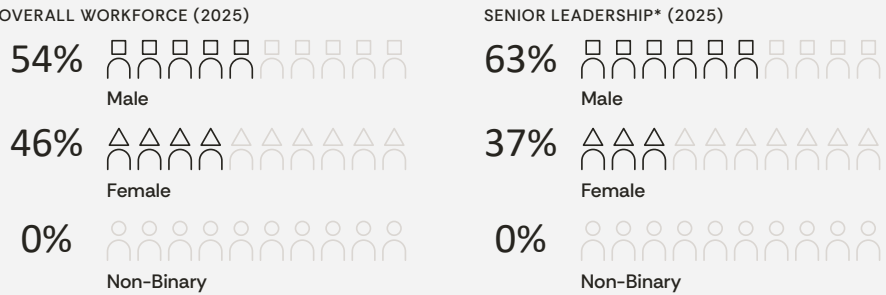
People

Improving life starts with people. We invest in the health, growth, belonging, and well-being of our employees while supporting the communities where we live and work.

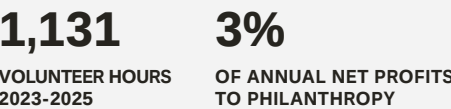
RACIAL & ETHNIC DIVERSITY



GENDER DIVERSITY



STEWARDSHIP



EMPLOYEE EXPERIENCE



Prosperity

Sustainability creates long-term value. We believe better environmental and social outcomes can strengthen client performance, reduce risk, attract and retain talented people, and create more resilient organizations and communities.

SUSTAINABILITY COMMITMENTS



INDUSTRY COMMITMENTS



WORKPLACE RECOGNITION

Recognized nationally for workplace culture, sustained people-centered growth and organizational health.



1 of 514

INC. BEST WORKPLACES

1 of 10

INC. BEST WORKPLACES EDITOR'S LIST

1 of 30

INC. PROSPEROUS & THRIVING WORKPLACES

EMBODIED CARBON BENCHMARK PARTICIPATION

Building on our 2023 Benchmark initiative, the **Embodied Carbon in U.S. Industrial Real Estate - Version 2** was released in 2025 and, leverages a more robust dataset featuring contributions from 10 industry-leading partners and 94 projects that have completed Whole Building Life Cycle Assessments (WBLCA's).



People. Planet. Prosperity.

We measure our progress across the triple bottom line because lasting impact requires all three. Our operational commitments hold us accountable to the same principles we bring to our clients, while our work across the built environment gives us an opportunity to multiply that impact.

About This Report

This is our first public report and a baseline for annual reporting. This environmental, social, and governance (ESG) report summarizes three years of ESG performance (2023-2025) as BranchPattern transitions to an annual public-facing ESG reporting cycle beginning in 2026. Quantitative metrics and environmental data reflect performance through December 31, 2025. Because this report is being published in 2026, selected sections also highlight significant organizational developments, initiatives, and achievements that have occurred since the close of the reporting period to provide additional context on our ongoing ESG journey. We reference the GRI (Global Reporting Initiative) Standards to guide transparency, alignment with global sustainability expectations, and continuous improvement. Our commitments inform our approach to emissions measurement, reduction, and accountability.

Refer to the Appendix for reporting assumptions and disclosures.

REPORTING PERIOD

January 1, 2023 - December 31, 2025

PUBLICATION DATE

October 2026

PERFORMANCE METRICS

Reported through FY2025

ADDITIONAL UPDATES

Selected sections include organizational developments and achievements occurring through publication.

Our Triple Bottom Line Approach

At the time of publication, BranchPattern’s sustainability strategy is guided by the belief that long-term success requires balanced outcomes for Planet, People and Prosperity.

Planet: Reducing environmental impact through high-performance buildings, carbon reduction, resource stewardship, and regenerative practices.

People: Creating healthy, resilient, equitable environments that enhance quality of life and support human potential.

Prosperity: Supporting durable economic outcomes for clients, communities, employees, and owners through informed decision-making and long-term value creation.

This triple-bottom-line lens informs both the services we provide and the way we operate our business.

Materiality Assessment

In 2024, BranchPattern’s Principals and Officers completed a double materiality assessment to identify the ESG topics most relevant to our business and stakeholders. Through two surveys, participants evaluated both the impact of BranchPattern’s activities on people, society, and the environment and the significance of ESG topics to the firm’s operations, strategy, and long-term success. The top five topics identified through the assessment were:

1. Climate Change and Carbon Emissions
2. Resource Management (Water, Energy, Materials)
3. Waste Management and Recycling
4. Biodiversity and Ecosystem Protection
5. Employee Health & Safety

These priorities help guide decision-making, resource allocation, and strategic planning across the firm.

Aligning Frameworks

The **United Nations’ 17 Sustainable Development Goals (SDGs)** are a shared blueprint and call for action adopted by all United Nations’ (UN) Member States to achieve a future of peace and prosperity for the planet and its inhabitants. We use selected SDGs as a lens for where our work most directly contributes.

We believe the SDGs with the strongest connection to BranchPattern activities are:

3 GOOD HEALTH AND WELL-BEING	As we help clients globally to attain Fitwel and WELL certifications, the health and wealth being of their building’s occupants enhances.	5 GENDER EQUALITY	We strive for a gender-inclusive workplace through Teacher, our internal women’s group, targeted hiring, and advancing women into leadership roles.	6 CLEAN WATER AND SANITATION	We advise clients on sustainable and sanitary water management systems. We also work to ensure safe and accessible water to all occupants within our client’s buildings.
7 AFFORDABLE AND CLEAN ENERGY	Our teams assess energy usage and cost, recommend energy reduction methods, design energy efficient solutions and advise on the incorporation of sustainable energy in the built environment.	8 DECENT WORK AND ECONOMIC GROWTH	As a place of employment, we directly contribute to inclusive and sustainable economic growth. We also strive to provide productive employment and decent work opportunities.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	We embody this SDG by helping to build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
11 SUSTAINABLE CITIES AND COMMUNITIES	BranchPattern’s inception was a premeditative call to action for this SDG. Our company is built on making cities and human settlements inclusive, safe, resilient and sustainable.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	We provide life cycle assessments for client projects to encourage responsible consumption and production of building materials and for the buildings themselves.	13 CLIMATE ACTION	We advance carbon reduction through our operations and client work, helping move the built environment toward carbon neutrality and mitigate climate change and its impacts.



Why Sustainability Matters to Our Business

Sustainability is not a parallel initiative at BranchPattern. It is integrated into how we create value for clients, develop our people, and grow our firm.

Client Expectations

Our clients increasingly face expectations related to decarbonization, resilience, occupant well-being, energy cost management, and regulatory compliance. By applying these principles within our own operations, we strengthen our ability to advise clients navigating similar challenges.

Recruiting & Retention

Our sustainability commitments also support recruitment and retention by helping attract professionals who want their work to contribute to meaningful outcomes.

Operational Value

Internally, these efforts improve operational performance, inform risk management decisions, and reinforce a culture of stewardship that aligns with our purpose and values.

Business Performance

As expectations continue to evolve across the built environment industry, we believe sustainability leadership is both a business responsibility and a competitive advantage.

Measuring Social Impact & Transparency

Sustainability at BranchPattern extends beyond environmental performance to include workforce well-being, equity, and organizational transparency. Certain metrics throughout this report are presented using the JUST framework. The following guide explains how those results should be interpreted.

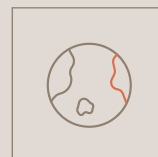
How to Read Our **Just**Metrics

The JUST framework evaluates organizational performance against defined social equity metrics. Results are disclosed alongside baseline context to provide transparency into both strengths and areas for improvement.

JUST compares our policies and workforce data against established baselines so readers can better understand performance relative to broader population benchmarks.

1

THE BASELINE



JUST evaluates organizational performance against a defined baseline (“X”), typically based on U.S. population demographics.

2

OUR MEASUREMENT



For six categories of indicators, we then compare our policies and operations against those baselines, rather than just industry norms.

3

THE GAPS



Because professional services fields (including AEC) have historically lower levels of diversity than the general population, relying solely on industry comparisons can obscure gaps.

4

OUR TRANSPARENCY



We present our data alongside both population-level context and industry realities—so readers can understand not just where we perform well, but where meaningful gaps remain.

The Goals

These goals are informed by our participation in other voluntary disclosure programs and commitments, our company mission, vision, and values.

Operational Commitments

Internally, BranchPattern has established goals and operating practices that align with leading ESG frameworks while reflecting our day-to-day work as a multidisciplinary engineering and consulting firm. In addition to objectives guided by GRI, we are working toward alignment with key LEED v5 O+M policy areas, including Site Management, Grid Harmonization, and Indoor Air Quality Performance—areas that directly relate to how we operate our offices and manage energy use.

We also incorporate Fitwel strategies to support employee health and well-being, focusing on indoor environmental quality, access to health-promoting resources, and overall workplace experience. In parallel, we look to the JUST Label framework to guide our efforts around diversity, equity, inclusion, transparency, and ethical practices, reinforcing a culture of accountability across the organization.

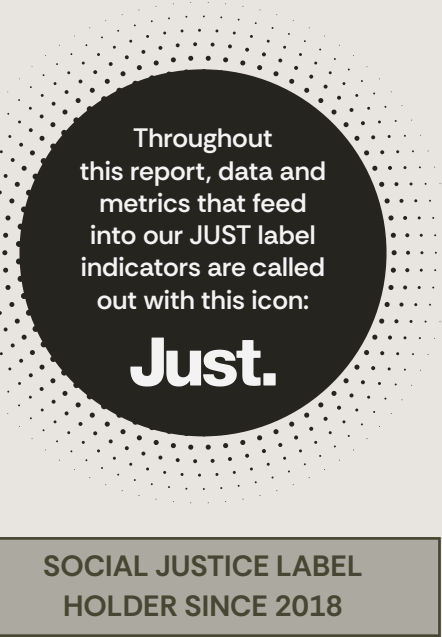
As an employee-owned firm, we view shared ownership as a core part of our internal ESG strategy. We are working toward 100% ESOP ownership by 2030, reinforcing long-term alignment, transparency, and shared success across our team.

The Social Justice Label

BranchPattern participates in the ILFI JUST program to improve transparency and equity across six categories: diversity, equity, employee health, benefits, stewardship, and purchasing. Since first becoming certified in 2018, we have improved standing across multiple indicators and continue to integrate JUST metrics into policies throughout this report. In 2025, we were honored to participate with other firms utilizing the new JUST 3.0 framework in a publication by Living Future titled “[Fostering Equity & Wellness: The Path to a Thriving Workplace Culture](#)”.

The JUST label is a voluntary disclosure framework organized across six categories and 21 indicators. Each indicator is scored on Levels 1–4 using a tiered structure, where Level 1 begins with policy and Levels 2–4 require policy, data, and supporting documentation. We include this crosswalk and supporting context to make our gaps and priorities visible and reduce any risk of overstating progress. Where our JUST score indicates opportunity for improvement (Levels 2–3), we disclose the gap and identify the policy, measurement, or program change planned for the next reporting cycle.

For the most up-to-date JUST Label results, visit the [Living Future Institute website](#).



The Goals (continued)

Infuencing Positive Client Outcomes

- Integrating sustainability principles into all client work.
- Setting project-specific goals using the DIVE process
- Delivering on the AIA 2030 Commitment
- Meeting MEP 2040 requirements (low-GWP refrigerants & EPD requests)
- Expanding human-centered design impact to 500,000 daily occupants by 2030
- Maintaining EcoVadis alignment to support client-driven sustainability expectations



The Climate Pledge (TCP)

BranchPattern joined The Climate Pledge in 2024, committing to net-zero carbon by 2040, and internally targeting 2030. We continue to reduce emissions through efficiency, renewable energy, improved data accuracy, and responsible offsets, while annually reporting progress in alignment with the Paris Agreement.



By joining The Climate Pledge, we are reinforcing our commitment to sustainability and are excited to join a community that will share knowledge, ideas, and best practices.

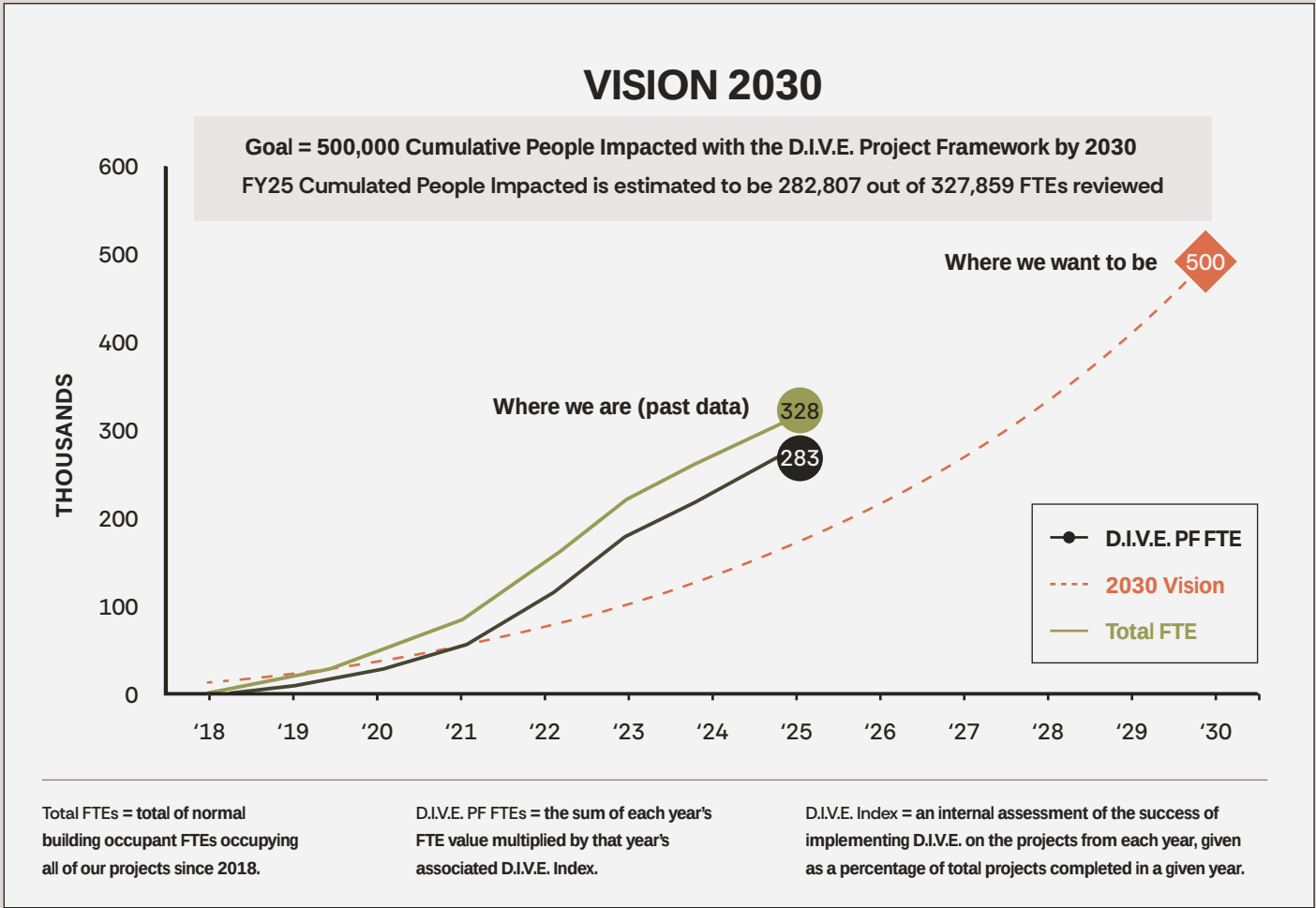
2030 VISION

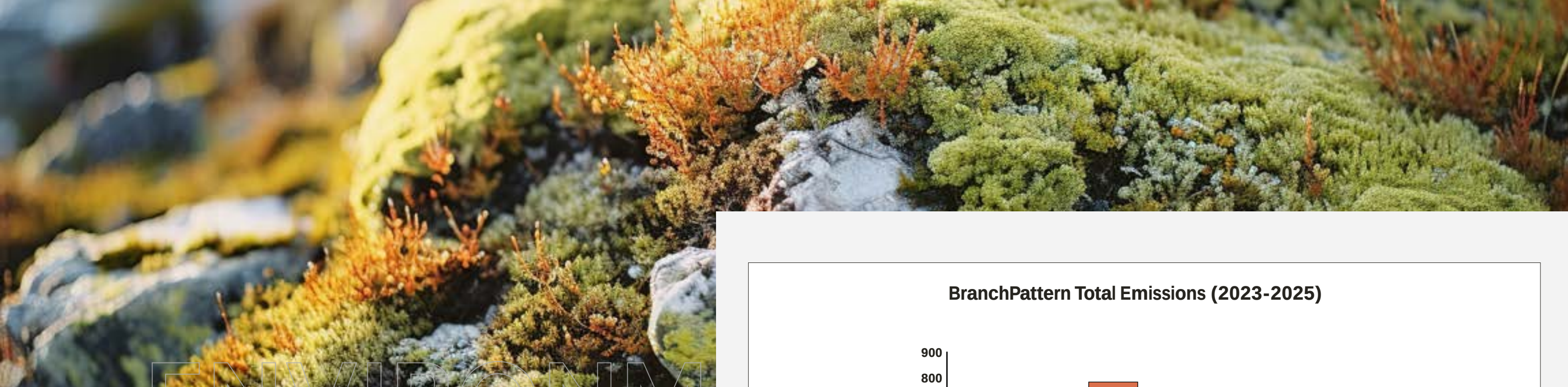
Our 2030 vision seeks to lead a movement that shifts the focus of our industry to place people first, optimizing a balance between human experience and environmental stewardship. As a trusted ally, we will impact 500,000 occupants per day by 2030 with our human-centered design approach.

To track our progress in reaching this goal, starting in 2018 we began using the FTEs associated with the projects completed each year to calculate a cumulative total of 'people served' daily FTEs from 2018 to the year in question. To be conservative relative to the impacts of our D.I.V.E. project framework, we have excluded transient occupants and accounted for the time needed for BranchPattern employees to fully adopt the framework as a mindset and proficiently employ it day-to-day.

We have accounted for the impacts of this "ramp up time" by estimating a D.I.V.E. index for each year (from 0 to 1.0) that essentially represented the percentage of FTEs fully impacted by the D.I.V.E. project framework for that year. This was estimated primarily through engagement with project PMs. The D.I.V.E.

project framework FTE is determined by multiplying the total 'people served' daily FTEs for a given year by the D.I.V.E. index for that same year. The cumulative total (since 2018) is determined by adding this value to the previous year's cumulative total. Note that by 2022, the D.I.V.E. index had essentially become 1.0. In the image below, the grey line represents the cumulative total of normal building occupant FTEs and the black line represents the sum of each year's total normal building occupant FTEs multiplied by the D.I.V.E. Index for that year.





ENVIRONMENTAL

In 2021, BranchPattern began accounting related to corporate carbon emissions, calculations based on assumptions aligned with the Greenhouse Gas (GHG) Protocol using the Equity Share Approach. Recognizing the importance of accurately tracking our own emissions, we implemented processes to improve data accuracy starting in 2025, reflecting evolutions in the industry. These calculation methodology changes are reflected here retroactively, covering 2023-2025 reporting years.

SCOPES IN PLAIN ENGLISH

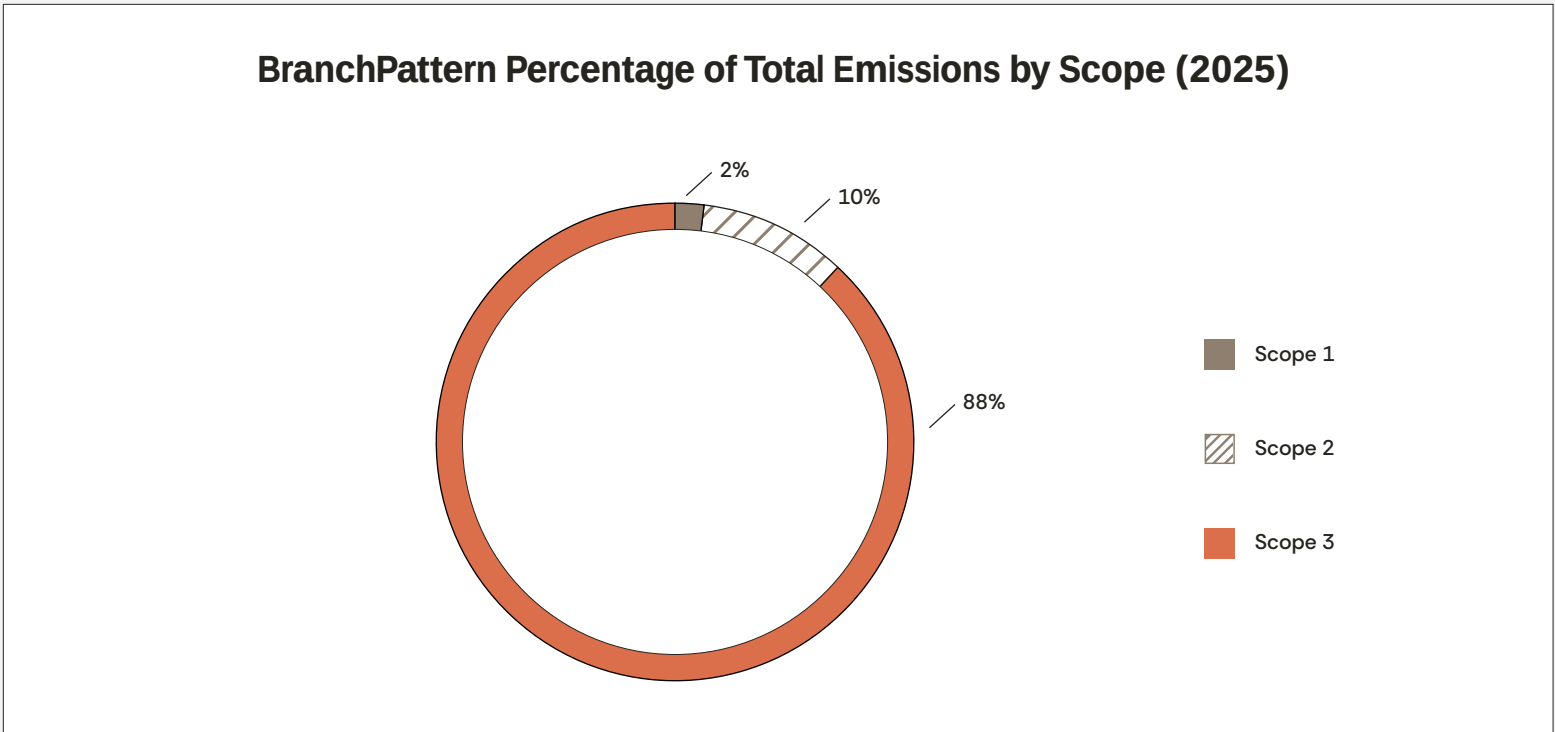
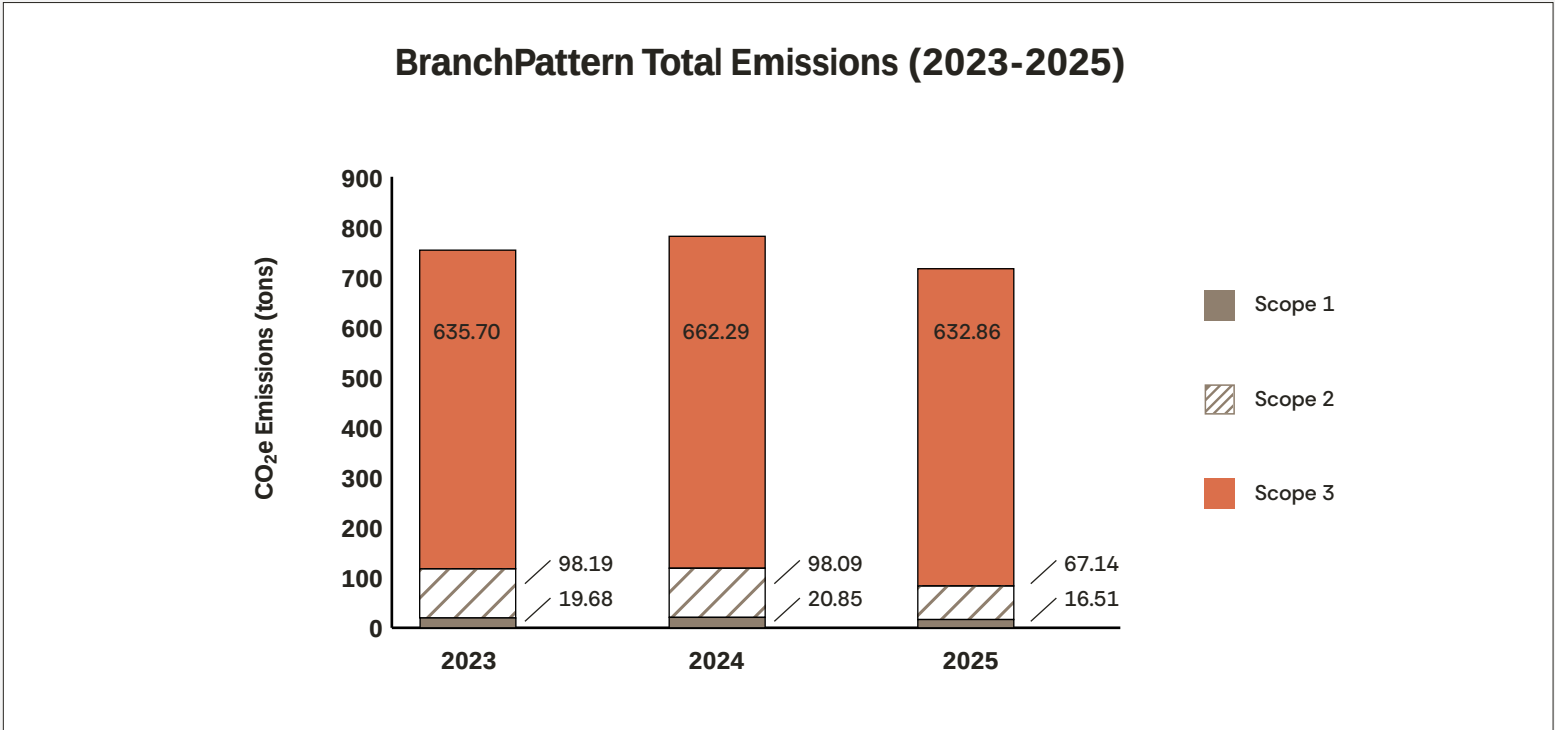
Scope 1 = fuels/refrigerants we directly control

Scope 2 = purchased electricity

Scope 3 = value-chain emissions such as travel, commuting, purchased goods, leased assets.

Scope Calculations

We recognize that reporting our scope emissions allows us to identify risks and improvement opportunities associated with direct and indirect business activities contributing to greenhouse gas (GHG) emissions. Calculating emissions data also improves operational transparency for our firm's leaders to understand the business process across the value chain. Knowing our largest contributors of emissions provides us with the opportunity to find new solutions and drive innovation within BranchPattern to lower our corporate environmental impact. All emissions are measured in Metric Tons of CO₂ equivalent (MT CO₂e).



SCOPE 1

Stationary Combustion

Stationary combustion emissions originate from boilers, heaters, furnaces, kilns, ovens, fares, thermal oxidizers, dryers, and any other equipment or machinery that combusts carbon bearing fuels or waste stream materials at owned/operated facilities.

BranchPattern's Scope 1 emissions come from the use of natural gas in company owned and operated facilities as well as fugitive emissions (refrigerant leakage from equipment). Using utility bill data and calculated estimations to fill in any gaps in data, our Scope 1 emissions were calculated to be:

REPORTING YEAR	Scope 1 - CO ₂ equivalent (CO ₂ e) emissions
2023	19.68 tons
2024	20.85 tons
2025	16.51 tons

SCOPE 2

Purchased Electricity

BranchPattern's Scope 2 emissions originate from the use of purchased energy that result from the organization's activities but are emitted from sources owned by other entities (utility companies).

All BranchPattern offices produce Scope 2 emissions from purchased electricity energy usage. Using utility bill data, our Scope 2 emissions were calculated to be:

REPORTING YEAR	Scope 2 - CO ₂ equivalent (CO ₂ e) emissions
2023	98.19 tons
2024	98.09 tons
2025	67.14 tons

SCOPE 3

Various Sources

The first year BranchPattern completed Scope 3 emissions calculations (2022), only two categories were included (Business Travel & Employee Commuting). Business Travel was grouped into one category, but starting in 2023, this category has been expanded, and other Scope 3 categories have been incorporated. Categories shown below are as described by GHG Protocols.

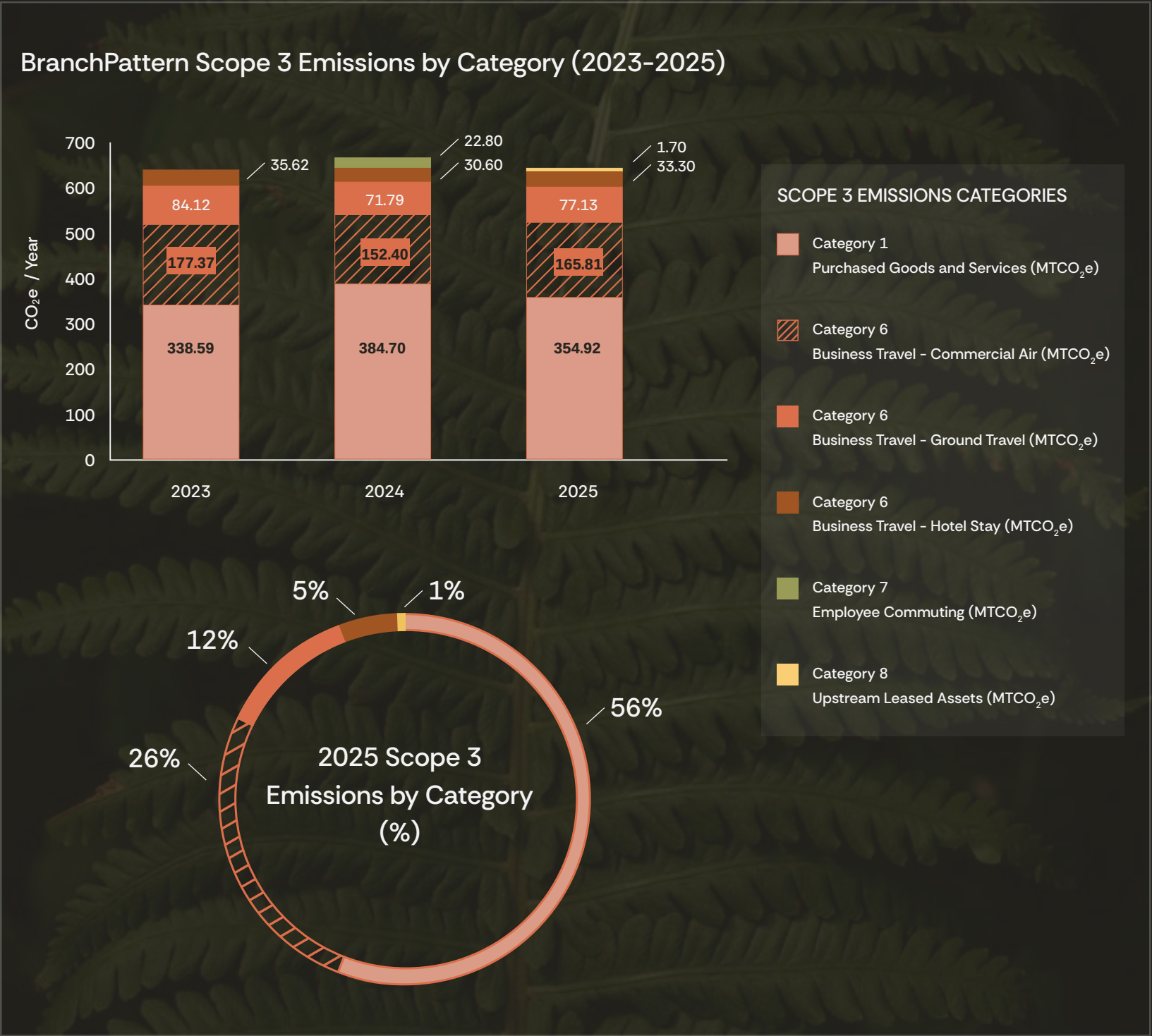


TABLE 1

Annual Scope 3 CO₂ Equivalent (CO₂e) Emissions by Category (MTCO₂e)

REPORTING YEAR	CATEGORY 1 Purchased Goods and Services (MTCO ₂ e)	CATEGORY 5 Waste Generated in Operations (MTCO ₂ e)	CATEGORY 6 Business Travel Commercial Air Travel (MTCO ₂ e)	CATEGORY 6 Business Travel Ground Travel (MTCO ₂ e)	CATEGORY 6 Business Travel Hotel Stay (MTCO ₂ e)	CATEGORY 7 Employee Commuting (MTCO ₂ e)	CATEGORY 8 Upstream Leased Assets (MTCO ₂ e)
2023	338.59	Unavailable	177.37	84.12	35.62	Unavailable	N/A
2024	384.70	Unavailable	152.40	71.79	30.60	22.80	N/A
2025	354.92	Unavailable	165.81	77.13	33.30	Unavailable	1.70

* REFER TO THE CATEGORY DESCRIPTIONS BELOW FOR DETAILS ON INCLUDED EMISSION SOURCES, METHODOLOGY, AND REPORTING CONSIDERATIONS

CATEGORY 1

PURCHASED GOODS AND SERVICES

This category includes the upstream cradle-to-gate greenhouse gas emissions associated with purchased goods and services not otherwise reported in other upstream Scope 3 categories. Beginning in 2023, BranchPattern calculated Category 1 emissions using a spend-based method consistent with the GHG Protocol, applying economic input-output emission factors to net annual spend by product and service type. Purchase categories were mapped to representative NAICS sectors and multiplied by corresponding emission factors expressed in kg CO₂e per dollar spent.

Our Category 1 emissions are driven primarily by professional dues, memberships, and training, followed by professional services and consulting, and software, IT, and telecommunications services. Additional contributors include office supplies and equipment, printing and marketing materials, insurance and administrative services, and internal events and office functions.

This category reflects the service-oriented nature of BranchPattern’s business model: a substantial share of emissions arises from externally purchased professional services, software platforms, memberships, and training-related expenditures rather than from physical materials alone. As our data systems mature, we will continue refining line-item inclusion rules, factor selection, and supplier-specific opportunities to improve accuracy over time.

CATEGORY 5

WASTE GENERATED IN OPERATIONS

Disposal, recycling, and waste generated from our offices. This category is excluded from this report due to lack of tracking data to make estimates, but methods are being put in place to include it for future reporting cycles utilizing physical waste audits and with plans to demo new waste tracking technologies.

CATEGORY 6

BUSINESS TRAVEL

Business travel emissions come from the transportation of employees for business-related activities during the reporting year in vehicles not owned or operated by the reporting company.

Our overall travel emissions are expected to be higher in years we have National Meeting in Kansas City (even years). And while this is a difficult emission group to track, we recognize it is also our largest category of emissions contribution and is a focus for decreasing.

CATEGORY 7

EMPLOYEE COMMUTING

Employee daily commuting emissions come from the transportation of employees between their homes and their worksites during the reporting year in personal vehicles or other transportation mechanisms. The majority of BranchPattern employees still commute using standard internal combustion engine vehicles but our survey data also shows alternative transportation including buses, biking, walking, and increasingly, electric vehicles. Employee commuting emissions were measured in 2024 using employee survey data, providing an initial baseline for this category. Because only one year of data is currently available, meaningful trends cannot yet be assessed. BranchPattern will continue expanding data collection efforts to support future tracking and reporting.

CATEGORY 8

UPSTREAM LEASED ASSETS

Emissions associated with the operation of leased office spaces where BranchPattern does not own the building, but occupied and uses the space. These emissions primarily relate to consumption of electricity and natural gas in leased and coworking spaces where direct control over base building systems is limited. Emissions from upstream leased assets with utility meters paid entirely by BranchPattern are accounted for under our Scope 1 and 2 categories, whereas emissions estimated and reported under Scope 3 are for locations where separate metering isn’t available.

Our Offices

BranchPattern is headquartered in Kansas City, MO, with additional offices in Denver, CO; Orlando, FL; Omaha, NE; Lincoln, NE; Philadelphia, PA; Pittsburgh, PA; and Los Angeles, CA. We strive to make our employees feel comfortable when they go into work and to operate our buildings with environmental needs at the forefront. This includes policies, certifications, and other data tracking.

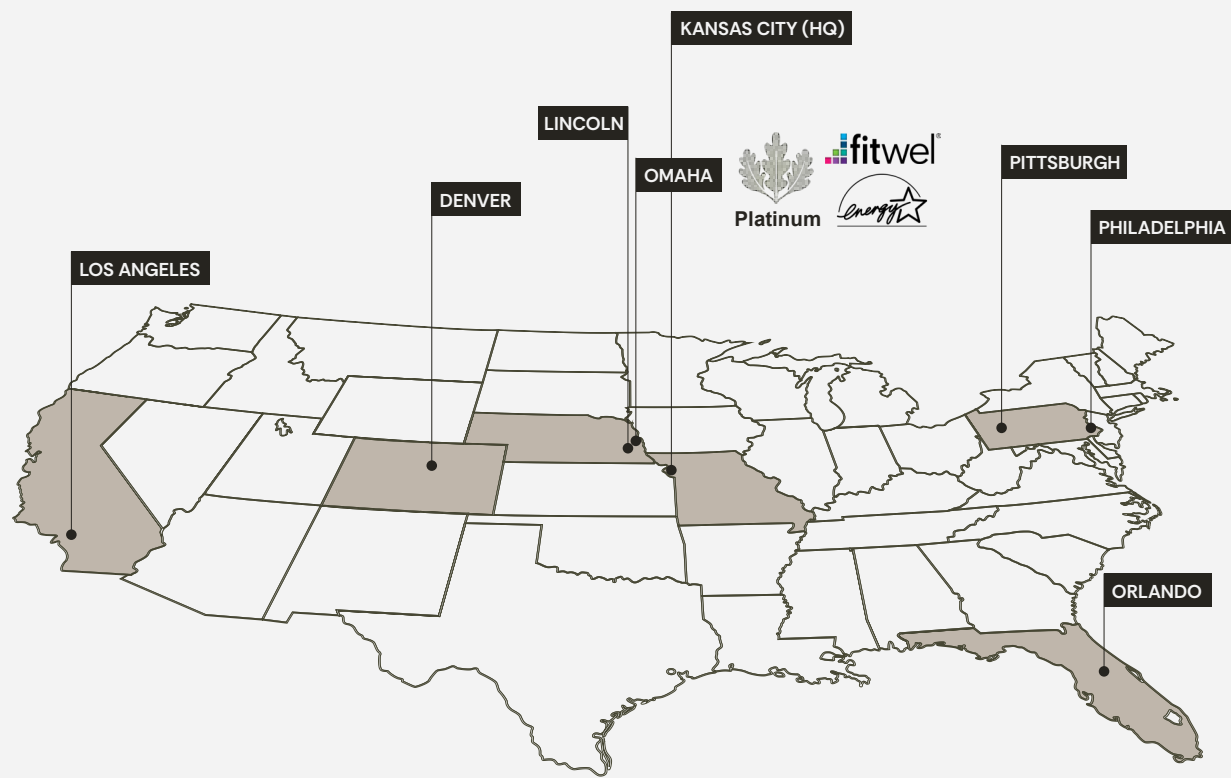


TABLE 2 - BRANCHPATTERN OFFICE CHARACTERISTIC SUMMARY AS OF DEC 2025

LOCATION	NATURAL GAS	GROSS AREA (FT²)	ENERGY METERS
DENVER	Yes	10,800	1 gas and 1 electric meter
KANSAS CITY	Yes	11,460	1 gas and 3 electric meters
LINCOLN	Yes	7,290	1 electric meter
OMAHA	No	5,976	1 electric meter
PITTSBURGH	No	2,165	1 gas and 1 electric meter

NOTE: Los Angeles office excluded from this table as there is no measurable / reportable data. Emissions are captured as part of Scope 3, Category 8.



Owned Offices

The Omaha office is a BranchPattern-owned facility and serves as a model for high-performance, low-carbon operations. The building includes a rooftop solar photovoltaic system sized at 27.16 kW and was designed with a long-term net zero energy goal. The office is fully electrified, includes Level 2 electric vehicle charging, and is benchmarked annually using ENERGY STAR Portfolio Manager and Arc PERFORM. The Omaha office has achieved LEED Platinum certification, Fitwel certification, and LEED v5 O+M Platinum certification, reflecting BranchPattern’s commitment to operational sustainability and occupant well-being.

The Kansas City office is BranchPattern’s headquarters and is an owned facility. Energy and water use are tracked through utility data and benchmarked annually. The office includes Level 2 electric vehicle charging and supports firm-wide collaboration, including hosting in-person National Meetings and other local community and industry events. Operational data from this facility contributes directly to Scope 1 and Scope 2 emissions reporting.

Leased Offices

The Denver office operates within a leased commercial space. BranchPattern tracks energy and water consumption for this location through available utility data and includes the office in Scope 2 and Scope 3 emissions calculations as applicable. The Denver office participates in firm-wide sustainability initiatives and benchmarking efforts where tenant-level data is available.

The Lincoln office transitioned to a leased coworking space (225 ft2 total) in January 2025. Prior to this transition, the Lincoln location operated as a BranchPattern-owned asset. As a coworking tenant, BranchPattern’s ability to directly influence building systems is limited; however, energy use associated with the office is accounted for through Scope 3 emissions under upstream leased assets where applicable.

The Pittsburgh office is a leased space where BranchPattern pays utility costs directly for natural gas and electricity, with each occupied floor separately metered. Water use is allocated on a pro-rata basis across the building, with the ground-floor restaurant accounting for 50% of total water consumption, the BranchPattern office comprising 25%, and an apartment unit—also leased by BranchPattern—representing the remaining 25%. This utility structure allows for more granular tracking of energy use and proportional accounting of water consumption within the firm’s emissions and resource reporting.

The Los Angeles office, established in 2025, is a leased desk space in the [Los Angeles Cleantech Incubator \(LACI\)](#). In 2026, BranchPattern expanded its footprint with offices in Orlando and Philadelphia, both located in leased coworking spaces. Due to the nature of coworking environments, BranchPattern does not have direct control over base building systems. Energy and water impacts associated with these offices are addressed through Scope 3 emissions accounting and firm-wide sustainability policies focused on space efficiency, remote work flexibility, and reduced operational footprint.



Our Offices as a Living Lab

Our Policies

As part of our Platinum certification through LEEDv5 O+M for the Omaha office in 2024, we had the opportunity to revise and revamp several policies related to ongoing sustainability in our own operations. A new set of comprehensive office policies was developed by cross-referencing existing JUST and Fitwel policies, enabling implementation at other BranchPattern facilities as needed.



BranchPattern – Omaha

Our Green Teams

Office Green Teams play a crucial role in promoting sustainable practices within the workplace. Their responsibilities include implementing waste diversion programs, encouraging resource efficiency, and educating other office staff. Additionally, they collaborate with office leadership to develop policies that reduce the company's environmental footprint. By fostering a culture of sustainability, Green Teams help ensure that the office operates in an environmentally friendly manner.

Our Certifications

As a company deeply invested in creating more sustainable and healthier structures in the built environment, it is important for the buildings our workforce occupies to reflect the company's goals. Our Omaha office was certified LEED Platinum on original construction in 2009 and has received annual ENERGY STAR certification scoring 92 (out of 100) in 2025. In 2022, the Omaha office also became the first Fitwel certification in Nebraska (1 Star). 2023 marked our acceptance into the LEEDv5 O+M Beta program to recertify the building for LEED Operations + Maintenance (existing buildings) – which resulted in the first Platinum LEEDv5 O+M certification in the U.S.

We also strive to benchmark energy, water, waste, transportation, and human experience in all of our offices using USGBC's Arc PERFORM platform and ENERGY STAR Portfolio Manager.



Our Progress: Annual Emissions Trends

The following table presents BranchPattern's annual greenhouse gas (GHG) emissions trends measured in metric tons of CO₂ equivalent (MTCO₂e). These values reflect Scope 1, Scope 2, and the currently tracked Scope 3 categories. Note, however, that as methodologies changed in 2023 the data shown should be considered a new baseline, as expanded Scope 3 coverage, updated emissions factor, and improved data collection processes limit direct comparability to earlier years (which is why that data is not included herein).

TABLE 3
Total Annual GHG Emissions by Year

YEAR	TOTAL EMISSIONS (MTCO ₂ e)	% CHANGE YOY	TOTAL EMISSIONS PER FTE / YEAR (MTCO ₂ e)	% CHANGE YOY	KEY DRIVERS OF CHANGE
2023	753.57	-	6.61	-	• New baseline year with expanded Scope 3 categories
2024	781.23	3.7%	6.79	2.8%	• Refinement of utility data and commuting data • Changes in office occupancy patterns • Variability in National Meeting travel emissions
2025	701.96	-10.1%	6.34	-6.7%	• Enhanced data quality due to improved systems • Implementation of LEEDv5 O+M-aligned policies • Early reduction efforts from energy efficiency projects

From 2023-2025, BranchPattern's emissions trends reflect improvements in data accuracy, small shifts in operational activity, and the early impacts of internal efficiency measures. As our tracking systems continue to mature, our emissions profile will increasingly reflect real-time operational performance rather than estimated values. This staged improvement aligns with expectations outlined in [EcoVadis Carbon Methodology](#), which emphasizes continuous refinement, target setting, and transparent reporting.

Growing Impact Through Carbon Offsets & Reforestation

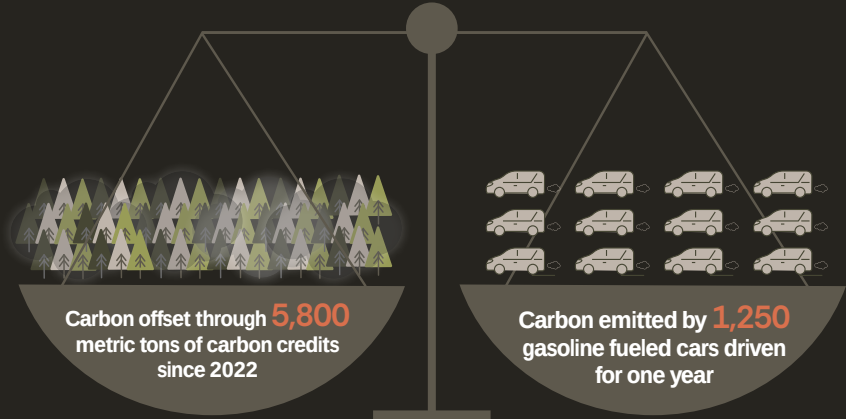
Since 2022, BranchPattern has offset more than 5,800 metric tons of carbon through carbon credit purchases from Arbor Day Carbon's [GreenTrees Reforestation Project](#) (ACR114).

Separately, in 2024, BranchPattern supported tree planting through Arbor Day Foundation programs to honor the passing of Ray Cederdahl. Ray was a valued member of our firm whose technical expertise and commitment to diversity, equity, and inclusion left a lasting impression on our work and people. In his memory, a planting of 1,200 trees per employee took place in partnership with Arbor Day as an employee

holiday gift and tangible expression of gratitude and remembrance.

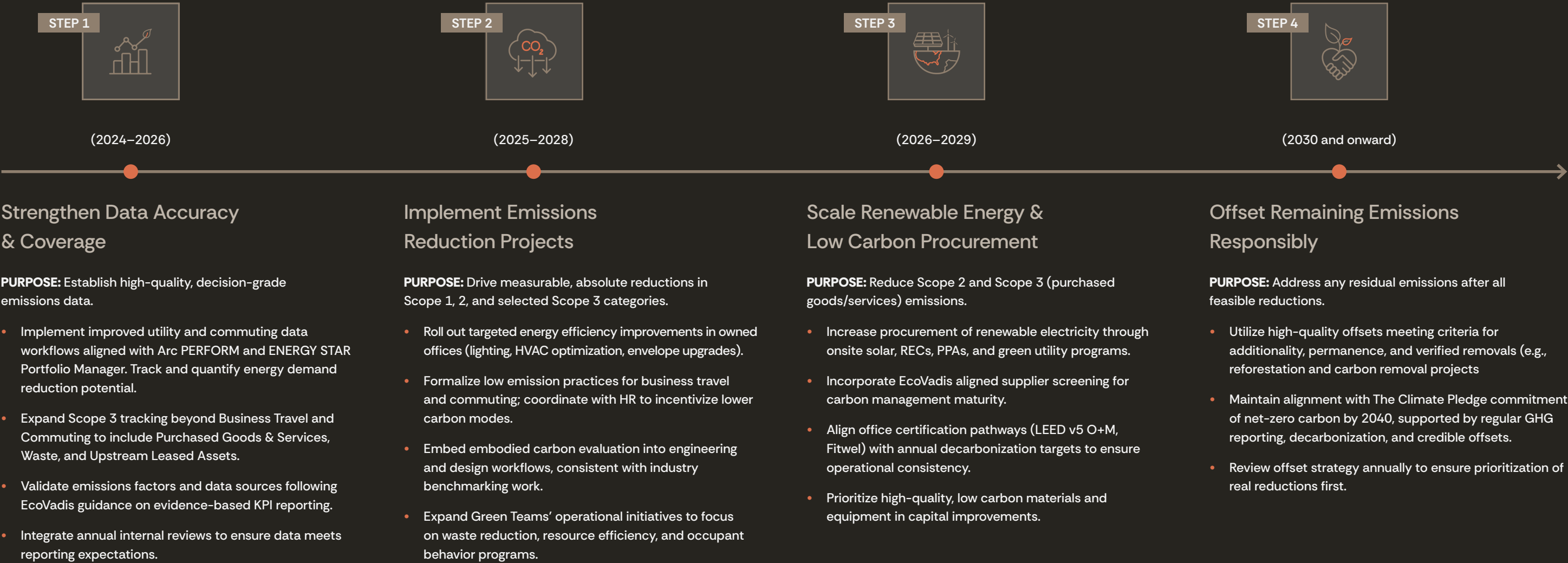
These trees were planted through Arbor Day Foundation programs and represent a direct, place based investment in reforestation alongside our broader, market based carbon mitigation strategy. Trees were planted in high-need, scientifically selected locations worldwide, focusing on critical reforestation sites, such as national forests, areas affected by natural disasters, and lands requiring restoration. These locations are prioritized for maximum ecological impact on climate, wildlife, and community. More information at [Arborday.org](#) and the [tree registry](#).

BRANCHPATTERN NET-ZERO EMISSIONS SINCE 2022



Our Roadmap to 2030: Four Step Pathway

A clear pathway to 2030 climate goals is essential to credible net zero planning. The following roadmap illustrates BranchPattern’s phased approach to data accuracy, emissions reduction, renewable energy procurement, and offset use.



Just. Client Impact Through Our Services

BranchPattern strives to invest only in positive products and services, contributing constructively to communities. The firm considers the entire life cycle of a product when making purchases, from investment to design, manufacture, sale, use, and reuse.

BranchPattern offers various products and services related to building systems, sustainability, and energy efficiency, all of which have positive social and environmental benefits. These include energy efficiency consulting, renewable energy systems design, indoor air quality assessments, commissioning and retro-commissioning services, and sustainability planning and certification. These offerings promote energy efficiency, reduce greenhouse gas emissions, improve indoor environmental quality, and demonstrate our ongoing commitment to sustainability and environmental stewardship.

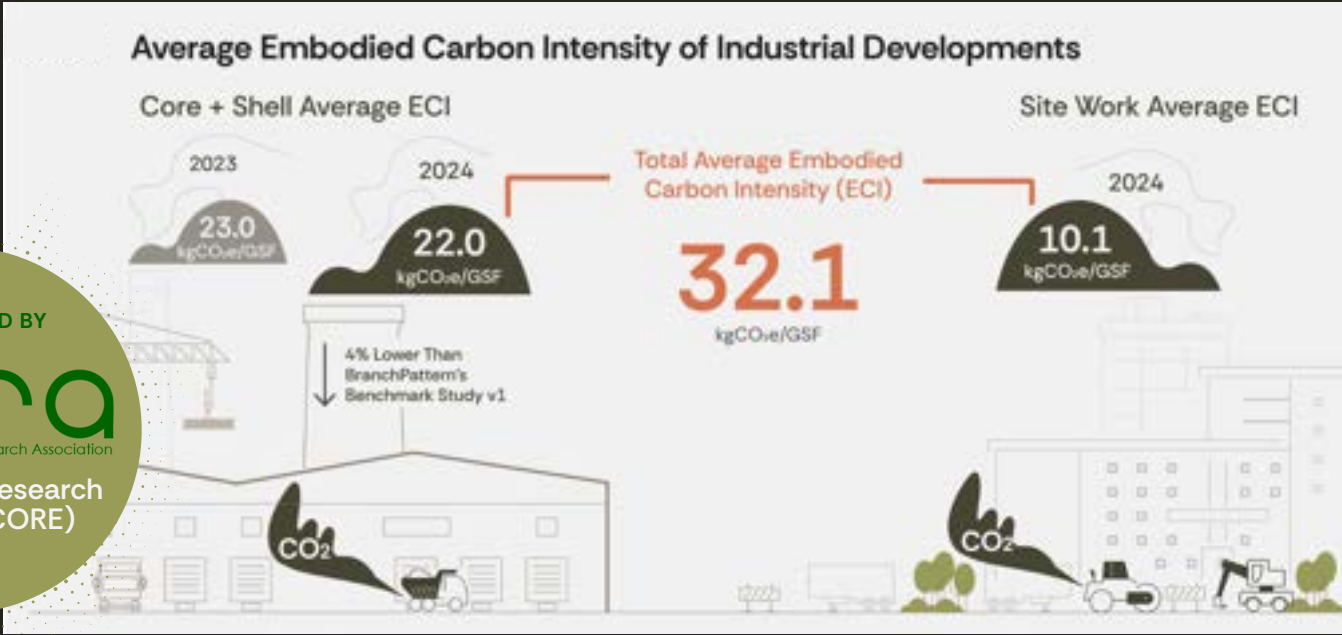


Embodied Carbon Industry Benchmarking

BranchPattern's Embodied Carbon Benchmarking initiative began in 2023 with the release of an initial whitepaper, which established a foundational methodology for evaluating the embodied carbon impacts of core & shell industrial real estate projects. This pioneering work established a benchmark for buildings that had not previously been studied in depth, with the assistance of our industry partners and clients.

Building on that foundation, [Embodied Carbon in U.S. Industrial Real Estate - Version 2](#) was released in 2025 and, leverages a more robust dataset featuring contributions

from 10 industry-leading partners and 94 projects that have completed Whole Building Life Cycle Assessments (WBLCAs). Version 2 expanded the dataset to include sitework and outlined strategies to align with evolving standards like ASHRAE 240P and the Science Based Targets initiative (SBTi). The updated analysis offers deeper insights into the carbon intensity of design & construction decisions and supports BranchPattern's commitment to transparency, advocacy, and continuous improvement in sustainable design to help our clients and the industry make informed decisions that align with their own climate goals.



CAUSE Partnership: Advancing Healthier School Environments

After contributing to the effort in 2025, BranchPattern has officially joined the Center for Advanced Design Research and Evaluation's (CADRE's) Coalition for the Advanced Understanding of School Environments (CAUSE) as an organizational partner. CAUSE brings together architecture firms, building consultants, academic partners, school districts, and CADRE to advance the continuous improvement of educational facilities.

BranchPattern's contributions include reviewing and authoring professional journal articles on indoor environmental quality (IEQ) in schools and verifying post-occupancy IEQ performance. BranchPattern also participated in a Washington, D.C., briefing and reception on the 2025 State of Our Schools Report, hosted by the Build America's School Infrastructure Coalition (BASIC). In addition, BranchPattern has served as

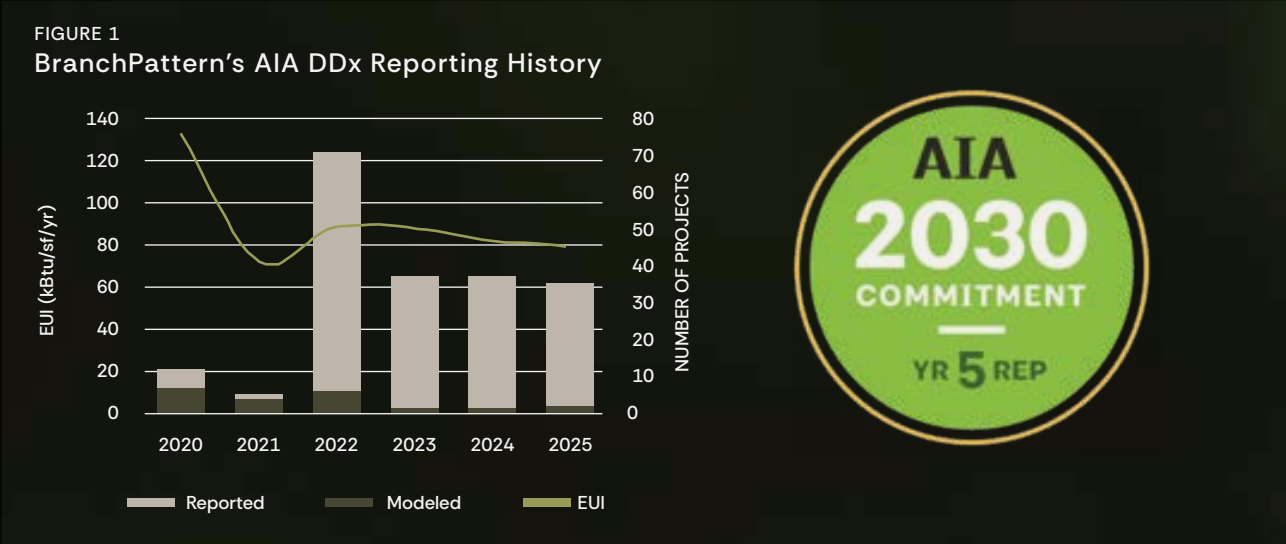
a reviewer of the CAUSE user guide, which provides evidence-based strategies for creating healthier and more inclusive learning environments. Beyond reviewing the guide, BranchPattern is authoring the forthcoming Building Outcomes chapter, focused on assessing building performance, operability, functionality, and IEQ outcomes.

Creating resilient, sustainable, healthy, and inclusive environments should be a priority for all facilities, especially PK-12 schools. School districts need practical tools and resources to verify that operations and occupancy align with design intent. Without them, these goals risk remaining aspirational. BranchPattern is proud to support this important work.

The AIA 2030 Commitment

The [AIA 2030 Commitment](#) is an actionable climate strategy that establishes clear standards and targets for achieving net-zero emissions in the built environment. Because buildings account for approximately 40% of global greenhouse gas emissions, architects, engineers, and building owners play a critical role in driving meaningful change. Participating firms advance toward carbon neutrality by integrating energy analysis into design decisions, validating strategies for energy savings, fostering a culture of sustainable design, and benchmarking performance over time.

Over the past five reporting years, as shown in Figure 1, BranchPattern has steadily increased the number of projects reported through the AIA Design Data Exchange (DDx). While many of these projects do not yet include energy models, we continue to develop more adaptable workflows to capture project performance data—particularly in cases where energy modeling is performed by others or falls outside our direct scope.



Looking ahead, BranchPattern aims to integrate building performance modeling (BPM) into 100% of new construction projects and 75% of significant retrofit projects where we provide engineering design services, with a focus on energy use, daylight, and thermal comfort.

Of about 650 active projects in 2025, 35 met the criteria for reporting. Of those, we predicted energy use for two. Project selection for reporting to DDx generally includes work completed in the prior calendar year and excludes studies, certifications, or engagements where our services cannot meaningfully influence energy outcomes.

Detailed project data is submitted to and tracked within the AIA DDx. The reported Energy Use Intensity (EUI) average metric we track internally (and reflected in Figure 1) reflects a gross square footage weighted average across all reported projects, rather than a simple average of individual project EUIs. This approach provides a more representative picture of portfolio level performance by appropriately weighting larger, higher impact projects within our reporting data set.

MEP 2040 Challenge

BranchPattern is a Supporting Organization for the [MEP 2040 Challenge](#), an intentional and voluntary pledge and collaboration among MEP design firms and their supporters in the building industry to radically reduce total carbon emissions associated with building systems through collective action. The highest impact actions MEP firms can do to reduce operational carbon and MEP embodied carbon across projects targeting zero by 2040 are:



REQUEST LOW-GWP
REFRIGERANTS



REQUEST ENVIRONMENTAL
PRODUCT DECLARATIONS
(EPDS) IN MEP SPECIFICATIONS



PARTICIPATE IN
QUARTERLY FORUMS

BranchPattern prioritizes specification of mechanical equipment with low-GWP refrigerants in all projects and has updated our template MEP specifications to request EPDs for equipment. And while many products do not yet have EPDs available, our team requests this information from manufacturers to increase awareness and demand for EPDs for MEP products, going forward.

In 2025, BranchPattern also participated as a signatory organization with other members of the [Green Commons Peer Networks](#) to advocate for advancing standards related to climate-safe refrigerants in the U.S. Signatories contributing to this letter influence a total of 500 Million GSF per year.

Our Greatest Impact Happens Through Influence

As a professional services firm, our direct operational footprint is relatively small compared to many industries. However, the projects we influence can shape environmental, social, and economic outcomes for decades.

By helping clients reduce energy use, improve occupant well-being, lower carbon emissions, and increase resilience, our impact extends beyond our own offices and into the communities where our projects are built and operated.

This concept, sometimes called a “multiplier effect,” is one reason BranchPattern prioritizes industry initiatives such as MEP 2040, the Embodied Carbon Benchmark Program, and Architecture 2030.

Delivering Impact Through Client Work

While operational sustainability remains important, the greatest opportunity for BranchPattern to create positive impact occurs through the projects we support across the built environment.

OUR CLIENT PARTNERS

We collaborate with the following partners to improve building performance and occupant outcomes.

OWNERS

DEVELOPERS

ARCHITECTS

HEALTHCARE SYSTEMS

SCHOOL DISTRICTS

DEVELOPERS

CONTRACTORS

COMMUNITY ORGANIZATIONS

OUR WORK

We provide multidisciplinary expertise that influences decisions beyond our own footprint.



PROJECT OUTCOMES

Our client work supports the following project outcomes.

Reduced energy consumption and operating costs

Improved indoor environmental quality and occupant wellness

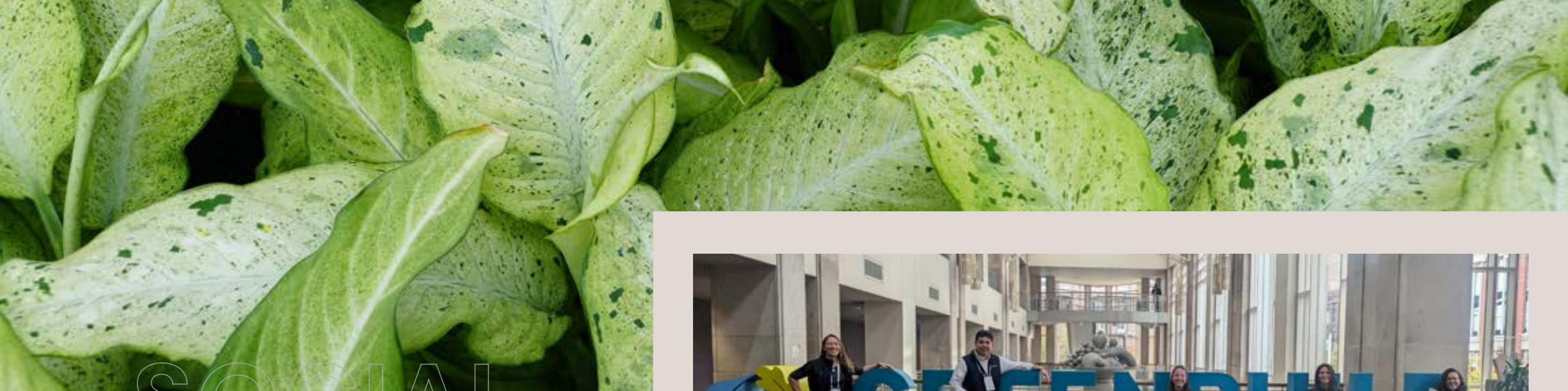
Lower embodied and operational carbon emissions

Increased resilience and climate preparedness

Enhanced building performance and asset value

Better educational, healthcare, and workplace outcomes

Our operational footprint represents one measure of impact. The influence we have through client projects represents another, often much larger, opportunity to create positive change.



SOCIAL

UNDERSTANDING OUR BASELINE

In alignment with the JUST 3.0 framework, our diversity metrics are evaluated against national baseline conditions rather than internal or industry-only comparisons. This approach reflects the intent of JUST to measure progress toward equitable representation relative to the broader population, while requiring transparent disclosure of gaps—not just achievements.

We intentionally present our performance in the context of national baselines to avoid overstating progress and to support a more transparent and accountable reporting approach.

Our People

BranchPattern hires, maintains, and develops an extraordinary group of engineers, building scientists, architects, and sustainability specialists. Stepping into our culture, our objective is to foster an understanding of the distinctive atmosphere in a passion- and ownership -focused workplace, enabling individuals to grasp its essence. We recognize that engaged and inspired employees are fostered through equitable treatment from their employers. By valuing the feedback and needs of our employees, we can ensure that they receive the top-tier benefits they deserve.

Our team consists of individuals from diverse personal and professional backgrounds, which allows us to continuously learn from each other and grow together to achieve a common goal.



Demographic / Diversity Trends

BranchPattern is committed to maintaining a fair, equitable workplace where all employees are treated with respect and evaluated based on their qualifications and contributions. Our non-discrimination policy applies across all aspects of employment, including hiring, training, compensation, promotions, benefits, and performance management. We pride ourselves on working to intentionally develop a diverse workforce. Our employees come from various racial, gender, religious, and socioeconomic backgrounds. We believe that this diversity has helped BranchPattern achieve the success we have, and that it will help us continue to grow in the future.

We monitor demographic trends within our workforce to understand representation, identify gaps, and ensure our policies and practices align with our organizational values and compliance obligations. These data inform our recruitment, retention, and professional development efforts and help us evaluate whether our employee experience is equitable across groups.

In alignment with the JUST 3.0 framework, our diversity metrics are evaluated against national baseline conditions rather than internal or industry-only comparisons. This approach reflects

the intent of JUST to measure progress toward equitable representation relative to the broader population, while requiring transparent disclosure of gaps—not just achievements.

BranchPattern partners with external organizations—including advocacy groups, universities, and community programs—to broaden access to careers in engineering and sustainable building systems. These partnerships support activities such as mentorship, outreach, speaking engagements, and research to understand and reduce barriers to entry in our field.

We also provide targeted development opportunities, including training, internal initiatives, and project-based leadership experiences that support advancement for employees across roles and backgrounds. Our aim is to ensure transparent processes and consistent expectations that create an environment where all employees can succeed.

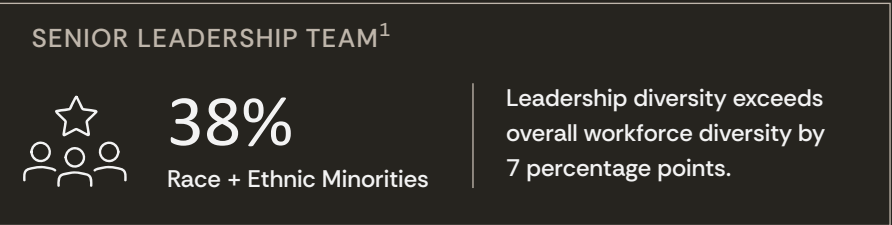
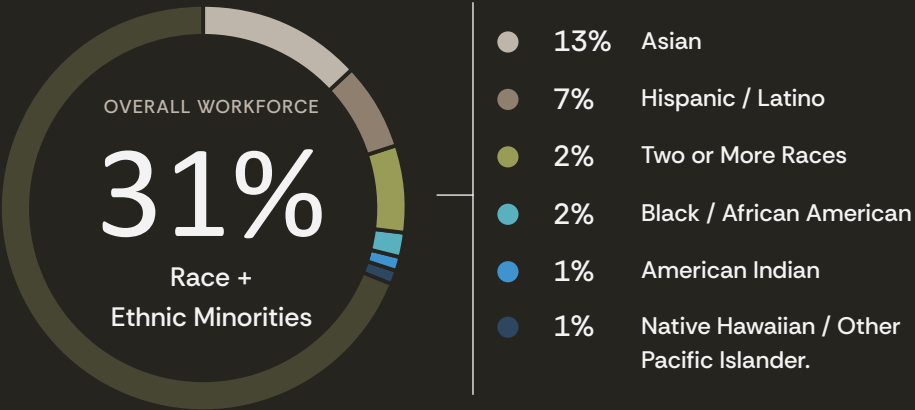
Data supporting our workforce demographics are reported in the following sections to help us track progress and guide action where representation is lacking or opportunities for improvement are identified.



Just. Racial & Ethnic Diversity

As of December 2025, BranchPattern employees are predominately white, with 69% of the company self-identifying as such. This is followed by 13% of employees identifying as Asian, 7% as Hispanic/Latino, 7% two or more races, 2% Black or African American, 1% American Indian, and 1% Native Hawaiian or Other Pacific Islander. BranchPattern’s racial and ethnic minorities consist of 31% of our overall workforce and 38% of our senior leadership team.*

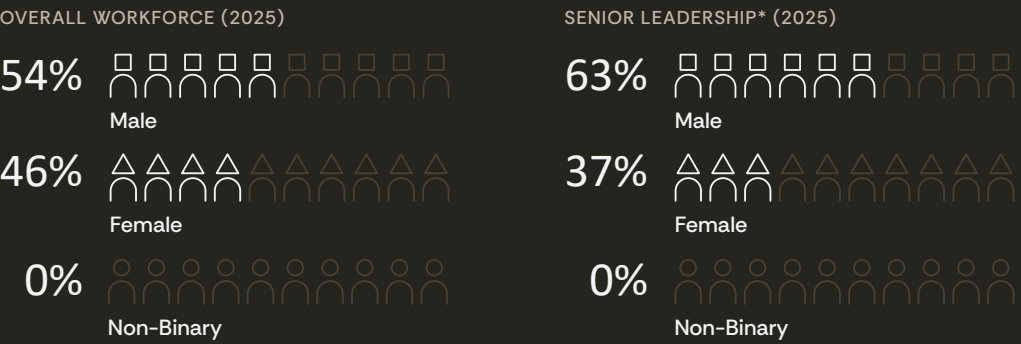
Our workforce composition is presented relative to national demographic context to align with JUST methodology. This ensures that progress is evaluated against a consistent external baseline rather than internal change alone.



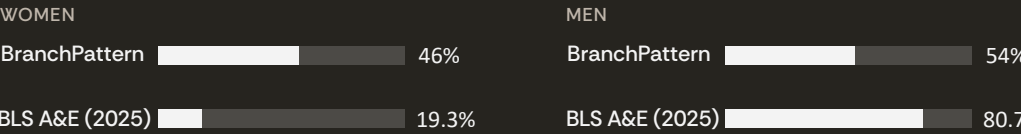
Just. Gender Diversity

BranchPattern strives for gender diversity and inclusiveness in our workforce and recognizes that the promotion of gender equality and diversity includes the rights of all people of all gender identities (i.e., cisgender, transgender, intersex, third gender, and all non-binary people).

JUST defines gender diversity inclusively and evaluates performance relative to overall workforce parity expectations, not just improvement over time.



GENDER INDUSTRY BENCHMARK COMPARISON²



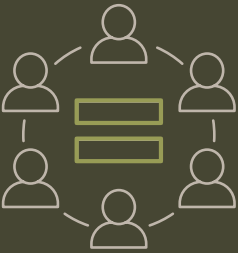
¹ NOTE: For reporting purposes, Senior Leadership includes Principals only.
² U.S. Bureau of Labor Statistics (2025). Architecture and Engineering Occupations workforce demographics: 19.3% women and 80.7% men.

Empowering Women: TeacHER Initiative

BranchPattern’s TeacHER group is an internal initiative to support the personal and professional development of female-identifying employees, while simultaneously addressing the unique challenges that women face in our industry.

Discussion forums and monthly meetings allow for BranchPattern’s women-employees to have intentional space within the workplace.

TeacHER continues to serve as an intentional, women-centered space for connection, development, and dialogue within the firm. The group has remained active and responsive to employee needs, with programming and discussion topics that blend professional development, confidence-building, and peer support. Topics include things like a “LinkedIn Glow-Up” discussion to help our employees strengthen their professional presence, promote themselves and BranchPattern, and understand LinkedIn as a tool for visibility and connection. TeacHER has matured from just a recurring women-centered discussion group into a meaningful employee development and culture-building initiative.



Just. Promoting Diversity, Equity, and Inclusion: IDEAL Initiative

Our commitment to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion is unwavering. We believe that this commitment is a key driver of our success and a critical component of our ESG strategy. We look forward to continuing our efforts in this area in the coming years and celebrated the creation of the IDEAL Initiative in 2024.



Employee Experience & Culture

BranchPattern recognizes the importance of working with non-profit organizations, racial equity advocacy organizations, educational institutions, and government agencies that serve and work closely with traditionally underrepresented or underserved populations. The company has developed several engagement and partnership strategies to collaborate with these organizations, as described throughout this report.

We are committed to creating a high-performance work environment characterized by high levels of employee engagement. Where actionable, employees will be consulted over key aspects of the management of their working life and their involvement and feedback will be taken on board and seen as a pre-requisite for the successful implementation of initiatives.

Fun Advisory Board (FAB) Teams

A good company culture is an essential aspect of any successful business and is a valuable benefit to employees. At BranchPattern, we want to cultivate a positive working environment where employees feel appreciated, respected, and motivated to do their best work. Our FAB team, comprised of representatives from each office, organizes annual holiday parties, quarterly team events, birthday celebrations, and office lunches to show our employees that we appreciate their hard work as well as create opportunities for community-building and bonding. From 2023-2025 the BranchPattern FAB teams organized over 200 events.



National Meeting

In even-numbered years, BranchPattern brings all employees together at our Kansas City headquarters for our in-person National Meeting, creating space for firm-wide connection, culture-building, and cross-disciplinary collaboration.

In odd-numbered years, we shift to a virtual format through our National Online Conference, which offers the same strategic updates, professional development sessions, and community-building opportunities in an accessible, lower-carbon format. The National Online Conference also allows a broader range of presenters and topics, supports greater schedule flexibility, and significantly reduces travel-related emissions—aligning with our ESG commitments while still fostering a strong, connected employee-owner community across all offices and remote locations.

Supporting Remote Workers

Since 2020, we’ve embraced a hybrid work model, with an increasing number of our employees working remotely. From 2023-2025, we expanded our workforce representation nationwide, hiring full-time remote employees in states including Arkansas, Florida, Mississippi, and Washington.

Remote work offers sustainability benefits such as reduced commute times and carbon emissions, but it also presents challenges to create intentional culture and mentorship. Moving forward, we aim to create more inclusive work experience for our growing remote workforce.

Conferences & Thought Leadership

BranchPattern maintains an active presence in local, regional, and national conferences focused on sustainability, building performance, indoor environmental quality, and decarbonization. Participation in these events strengthens our industry contributions, supports continuous learning, and ensures our teams remain engaged with emerging best practices and standards.

Our team members are frequent contributors to industry knowledge-sharing, delivering presentations, panel discussions, and educational workshops at conferences and professional events across the country. These engagements highlight BranchPattern’s expertise in areas including building performance modeling, electrification, human experiential design, decarbonization strategy, and research-driven building science. Their participation reinforces our commitment to advancing the industry and sharing evidence-based practices that improve outcomes for clients and communities.



Best Firms to Work For

BranchPattern’s recognition by Inc. Magazine represents an evolution from industry benchmarking to national, cross-industry validation of workplace culture. While earlier years focused on AEC-specific awards (e.g., Zweig Group), the Inc. recognition positions BranchPattern among the best workplaces in the U.S., regardless of industry. In 2025 we were recognized in multiple categories including:



INC. BEST WORKPLACES
(2025)



SELECTED NATIONALLY
FROM APPROXIMATELY 3,500
APPLICANTS.

INC. BEST WORKPLACES
EDITOR’S LIST (2025)



NATIONWIDE ON THE EDITOR’S
LIST FOR “WINNING AT
WORKPLACE CULTURE”

INC. PROSPEROUS & THRIVING
WORKPLACES (2025)



HIGHLIGHTED FOR SUSTAINED
PEOPLE-CENTRIC GROWTH AND
ORGANIZATIONAL HEALTH



Employee Experience

BranchPattern is committed to fostering a workplace where employees feel supported, respected, and empowered to do their best work. Results from our 2025 employee engagement survey highlight both the strengths of our employee experience and opportunities to continue building an exceptional workplace.

2025
Employee Engagement
Survey Highlights

RESPONSE RATE
who participated in the survey

83%

OVERALL ENGAGEMENT SCORE
demonstrating strong participation
and meaningful insights

83.7 / 100

EMPLOYEE EXPERIENCE STRENGTHS

Top-Rated Areas of the Employee Experience

92% FEEL THEY HAVE WORKPLACE FLEXIBILITY

92% FEEL THEY HAVE THE TOOLS AND RESOURCES
NEEDED TO PERFORM EFFECTIVELY

90% FEEL ACCEPTED BY THEIR IMMEDIATE COWORKERS

90% EXPERIENCE CARE & SUPPORT FROM THEIR MANAGER

90% FEEL THEY WORK IN AN ENVIRONMENT WHERE PEOPLE
TREAT ONE ANOTHER WITH RESPEC

WHAT THIS MEANS

These results reflect the collaborative, people-centered culture that continues to be a cornerstone of our organization.

OPPORTUNITIES FOR GROWTH

Areas Guiding Our 2026 People Strategy

63% UNDERSTAND HOW THEY FIT INTO
BRANCHPATTERN'S LONG-TERM PLANS

64% FEEL INVOLVED IN DECISIONS THAT AFFECT
THEIR WORK

66% FEEL THEIR CONTRIBUTIONS ARE RECOGNIZED

WHY IT MATTERS

These insights are helping shape our people strategy for 2026 and beyond, with a focus on strengthening communication, expanding career development opportunities, enhancing recognition programs and creating greater transparency around organizational and individual growth.



Just. **Employee Health & Well-Being**

At BranchPattern, we are committed to fostering a healthy, supportive, and high-performing workplace. Our approach to employee health and well-being is rooted in our belief that people thrive when they are supported physically, mentally, and socially. Through intentional policies, benefits, and workplace design, we aim to enhance employee well-being, strengthen engagement and morale, support sustainable performance, and make BranchPattern an exceptional place to work.

We engage employees as partners in their own well-being by providing flexibility, access to resources, and programs that make healthy choices easier and more accessible. This commitment is supported through organizational investment, inclusive policies, and a culture that values balance, autonomy, and care for the whole person.

Benefits for our Team

BranchPattern is committed to attracting, supporting, and retaining exceptional employees. We believe that equitable, competitive, and thoughtfully designed benefits are essential to employee well-being, engagement, and long-term success. Our benefits are informed by employee feedback and are designed to support health, balance, financial security, and professional growth.

HEALTH & WELL-BEING BENEFITS

- Employer-paid health, dental, and vision insurance for eligible employees
- Wellness and lifestyle spending reimbursements for proactive care and fitness
- Employee Assistance Program (EAP) and mental health support

WORK-LIFE BALANCE BENEFITS

- Owner Time Off (OTO) for vacation, illness, and personal needs
- Paid holidays, birthday leave, and volunteer time
- Flexible work schedules and remote or hybrid work options where applicable
- Paid parental leave, bereavement leave, and family-supportive policies

FINANCIAL SECURITY & GROWTH BENEFITS

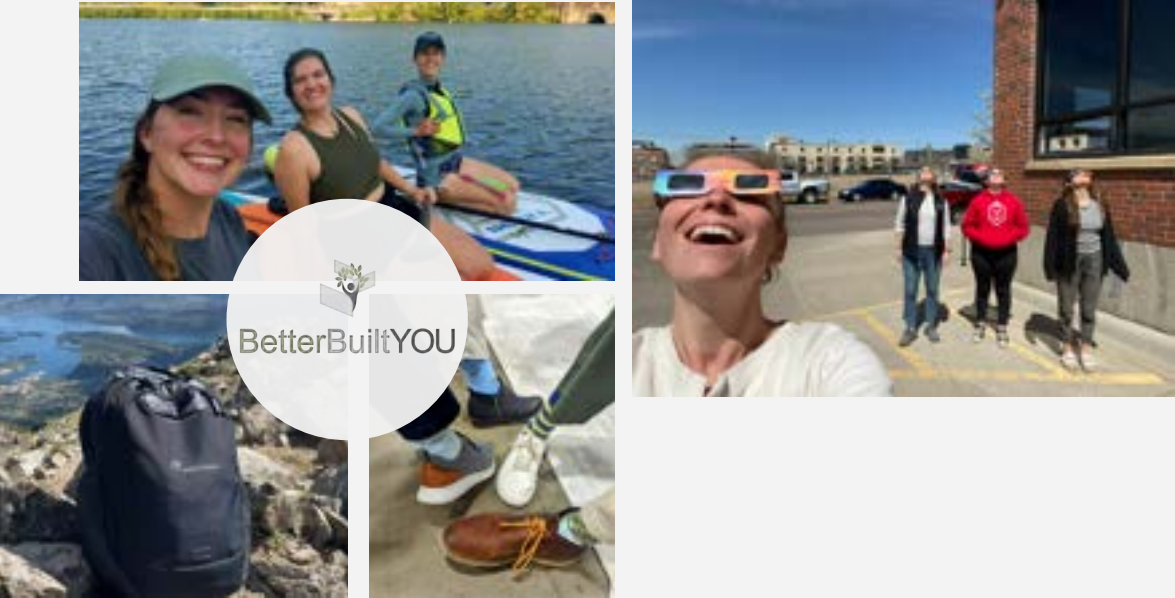
- 401(k) retirement plan with company matching
- Employee Stock Ownership Plan (ESOP) participation
- Tuition assistance, professional certification reimbursement, and continuing education support



BranchPattern regularly reviews its benefits offerings to ensure they remain competitive, equitable, and aligned with both employee needs and the firm’s long-term goals.

Better Built You

Better Built YOU is BranchPattern’s wellness program designed to support employee health, balance, and personal growth through education, engagement, and proactive lifestyle support. The program encourages healthy habits through monthly challenges and reimbursable wellness activities, helping employees invest in physical, mental, and creative well-being while fostering a culture of sustainable performance.



Mental Health

BranchPattern recognizes mental health as essential to employee well-being and sustainable performance. We support employees through mental health coverage, an Employee Assistance Program (EAP), flexible work arrangements, Owner Time Off (OTO), and a workplace culture that prioritizes psychological safety, balance, and connection. Our offices and policies support focus, flexibility, and restoration through quiet spaces, collaboration areas, and inclusive accommodations.



Physical Health

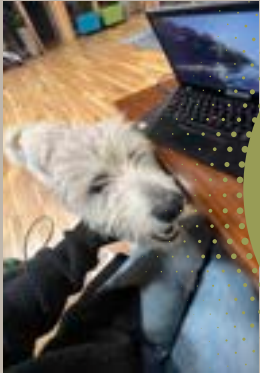
BranchPattern supports physical health through flexible schedules, movement-friendly work practices, and wellness benefits that encourage activity, nourishment, and recovery throughout the workday. Employees have access to sit/stand desks, kitchen and break spaces, bicycle storage, and a tobacco-free workplace, along with wellness reimbursements and periodic fitness or movement opportunities offered through the Wellness Program and Better Built YOU.



Pets Across Our Workspaces

In 2024, our commitment to recognizing the needs of our employees, whether in the office or working from home, earned BranchPattern the Pet Friendly Workplace™ Certification. This achievement reflects our dedication to ensuring that our team members and their pets feel supported and valued in all work environments.

Being a certified Pet Friendly Workplace reflects BranchPattern's commitment to supporting employee mental health and overall well-being. The presence of pets in the workplace has been shown to reduce stress, increase feelings of comfort, and foster stronger social connections among team members. By creating an environment where employees can bring their pets to work, we promote a more relaxed, inclusive, and engaging culture that supports both emotional wellness and a positive employee experience.



The Paw-fessional Team





Just. Stewardship

BranchPattern's approach to stewardship is rooted in structured community engagement and measurable giving. We view volunteerism and charitable support as part of our responsibility as an employee-owned firm operating within local communities. To support this commitment, we established a firm-wide Stewardship Committee in 2020 to coordinate volunteer efforts and track progress toward charitable giving goals.

The Stewardship Committee includes representatives from each office and is responsible for planning quarterly volunteer and giving initiatives that reflect local community needs. Since launching its first programs in 2021, the committee has helped standardize participation across offices while allowing flexibility to support regionally relevant organizations and causes.

BranchPattern focuses its community support on organizations that address basic needs and access to opportunity, including services for children, older adults, and underserved populations. Our contributions take several forms, including employee volunteer time, direct charitable donations, and pro-bono professional services.

CHARITABLE GIVING TARGETS

3%

OF ANNUAL NET PROFITS
TO PHILANTHROPY

1%

MINIMUM DIRECTED TO
LOCAL ORGANIZATIONS

These commitments help ensure our community engagement efforts are consistent, intentional, and aligned with our broader ESG strategy.



Community Engagement/Volunteering

Our structured Community Engagement approach allows BranchPattern to track participation, support employee involvement, and maintain consistency across the firm while responding to local community priorities. Across the 2023–2025 reporting period, BranchPattern employees participated in a wide range of volunteer activities that support community well-being and local resilience.



WHERE OUR GIVING GOES

ENABLED BY

Stewardship Committee
Coordinates national initiatives and office-specific opportunities aligned with local needs

Paid Philanthropic Time Off
Employees can dedicate time annually to volunteer activities

Office-Wide Volunteer Days
Integrate community engagement into regular business operations

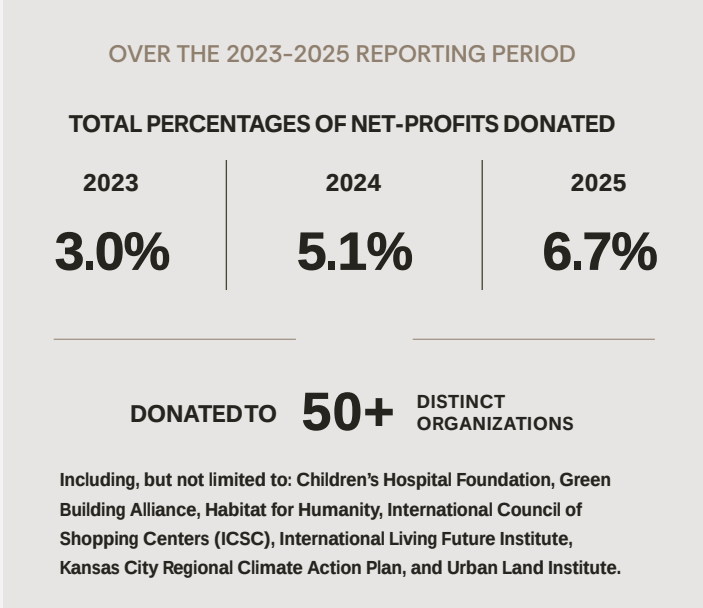
National Meeting Stewardship Activities
Firm-Wide gatherings include volunteer opportunities to contribute collectively



Charitable Giving

BranchPattern is committed to corporate responsibility by being actively involved in charitable giving of fnances to worthy causes both within and outside of the local communities. We believe it's an important way to enrich the lives of people who give as well as the lives of benefciaries.

As an organization, we are committed to donating at a minimum of 3% of our net profits to 501(c)(3) organizations benefiting education, equity, and the planet, each year.



FEATURE STORY

Courage Classic Bicycle Tour with Prologis

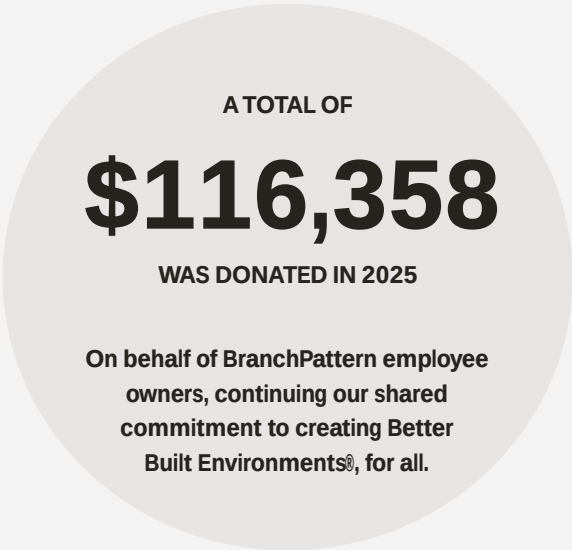
As part of our commitment to advancing community health and climate action, BranchPattern team members joined Prologis in the 2024 Courage Classic Bicycle Tour, a multi-day ride supporting Children's Hospital Colorado. The event exemplifies how partnerships can extend beyond project delivery to create meaningful social impact—bringing together colleagues, clients, and industry peers around a shared purpose. Through participation and fundraising, our teams contributed to critical pediatric care while promoting active transportation, wellness, and low-carbon mobility. This collaboration reflects our broader ESG approach: leveraging relationships and shared values to amplify positive outcomes for people, communities, and the environment.



EMPLOYEE DIRECTED-GIVING IN 2025

In 2025, BranchPattern contributed to causes chosen by employees through a frm-sponsored \$50 donation for every team member.

Organizations were selected to focus on the areas of women's rights, housing insecurity, and immigrant support – locally, to each BranchPattern office.



OMAHA

- Bellevue Food Pantry
- Foodbank of Lincoln
- Open Door Mission
- Women's Center for Advancement



KANSAS CITY

- Harvesters Community Food Network
- River of Refuge
- Sun fower House



PITTSBURGH

- Greater Pittsburgh Food Bank
- Light of Life Rescue Mission
- Mary's Place



DENVER

- The Gathering Place
- Hope House
- Project Angel Heart



NATIONALLY
(FOR REMOTE EMPLOYEES)

- National Network to End Domestic Violence
- No Kid Hungry
- Salvation Army



GOVERNANCE

Strong governance is foundational to BranchPattern's ability to scale exceptional human, environmental, and financial performance. As an employee-owned firm operating at portfolio scale, our governance model is intentionally designed to create clarity, accountability, and alignment - so that complex work remains simple, repeatable, and effective. Governance at BranchPattern is not about control; it is about enabling empowered teams, disciplined decision-making, and long-term stewardship that allows our people and our clients to succeed together.

Our Leadership Team

BranchPattern seeks to have direct relationship to the communities that we serve and embrace the accountability that comes when senior leadership and stakeholders resides in the communities impacted. We want our leaders to be personally connected to and vested in the communities in which they operate.

Our leadership structure is intentionally designed to keep decision-making close to the communities and portfolios we serve. By ensuring that senior leaders live and work near the offices and markets they support, BranchPattern maintains accountability, responsiveness, and deep local understanding—while operating within a unified national strategy.

Board of Directors

The BranchPattern board is committed to operating the business with integrity and adopting governance policies that promote the thoughtful representation of our stakeholders' interests.

At the time of publication, BranchPattern's Board is comprised of leaders with a strong dedication to the firm and long-term involvement and investment.

MEMBERS INCLUDE:



Ravi Maniktala
Chairman of the Board



Rick Maniktala
CEO / President
-
CEO / President



Nate Maniktala
Senior Vice President
-
Executive Vice President



Pete Jefferson
Secretary
-
Senior Vice President



Debbie Swanson
Assistant Secretary

Principals

Our Principals are senior leaders and employee-owners responsible for driving BranchPattern's mission, focusing on strategic leadership, technical expertise & oversight, client and business development, mentorship, coaching, and innovation.

Our leadership team has grown substantially in recent years. In 2023, Sarah Gudeman and Kristy Walson were hired and promoted to Principals. In 2024, Carrie Nakamoto was elevated to Principal. In 2025 and 2026, respectively, Tony Maser and Jeff Teel were promoted to Principal.



Abhinav Pandey
Vice President



Anand Parthasarathy
Vice President



Carrie Nakamoto
Vice President



Jeff Teel
Vice President



Kristy Walson
Vice President



Sarah Gudeman
Vice President



Tony Maser
Vice President





Ethical Standards

We are committed to running our business with the highest standards and in compliance with applicable laws, rules, and regulations. Our board sets a precedent for upholding these principles and all employees are expected to comply with our standards. The BranchPattern Handbook includes all company policies, business ethics and codes of conduct. It is available as a resource and tool for employees to promote ethical conduct and compliance with the law.

Just. Our Commitment to Equity

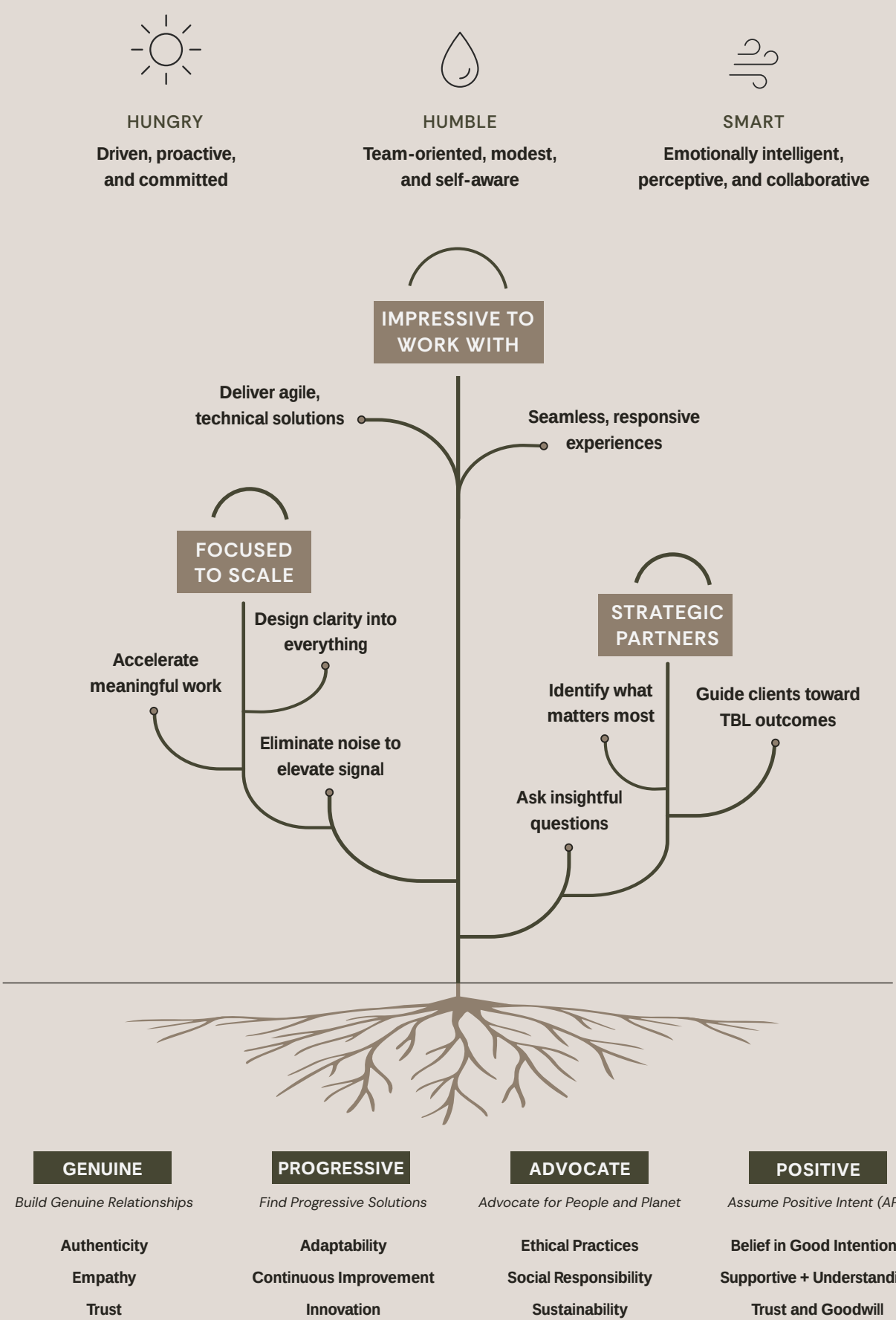
 EMPLOYMENT TRANSPARENCY BranchPattern maintains clear employment classifications, so employees understand their status and benefits eligibility. All employment is at-will, meaning either the employee or BranchPattern may terminate the employment relationship at any time, consistent with applicable law.	 PAY EQUITY As an employee-owned company, we are committed to pay-scale equity. Our compensation framework is designed to address salary and benefits equity while recognizing differences in role, responsibility, and experience. To limit disparities, we maintain a maximum compensation ratio of 1:15 between the lowest- and highest-paid full-time employees.	 EMPLOYMENT RIGHTS BranchPattern supports freedom of association and respects employees' rights to organize, participate in collective bargaining, or choose not to do so. We are committed to fair working conditions, equitable pay, and access to benefits, and we encourage employees to raise concerns or advocate for their rights without fear of retaliation.	 LIVING WAGE COMMITMENT The firm is also committed to paying a living wage for all employees. Living wage thresholds are assessed annually using the MIT Living Wage Calculator to reflect local cost-of-living conditions and ensure compensation meets community-specific standards.	 GENDER PAY EQUITY Finally, BranchPattern strives for gender pay equity by compensating employees performing the same or substantially similar work on the same pay scale. Periodic reviews are conducted to identify and correct any gender-based pay disparities.
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Our Values

Our culture is grounded in a shared sense of purpose and a clear set of values that shape how we hire, work, lead, and serve others. At BranchPattern, our values fall into three categories: permission-to-play values, core values, and aspirational values.

These values shape not only how we work internally, but also how we represent BranchPattern in our communities and throughout the industry.



PERMISSION-TO-PLAY VALUES

The essential, non-negotiable behaviors expected of every employee. These values represent the baseline for being part of the team and are used throughout our recruiting process. To receive an offer, candidates must demonstrate that they are Hungry, Humble, and Smart.

ASPIRATIONAL VALUES

The behaviors and outcomes we continue to grow toward. They set the bar for leadership and future impact. At BranchPattern, these include being Focused to Scale, Impressive to Work With, and Strategic Partners to our clients.

These are the values that define the behaviors and outcomes BranchPattern strives for. They guide our growth, set the bar for leadership, and differentiate our impact for portfolio owners.

CORE VALUES

Core values define BranchPattern's culture and identity. They go beyond baseline expectations and reflect the principles that guide our decisions, shape our vision, and distinguish how we work.



Employee Owners and the ESOP

BranchPattern's employee ownership model is a core governance mechanism that aligns incentives, accountability, and long-term decision-making. As an ESOP-governed firm, we structure ownership to reward stewardship, collaboration, and sustained performance—creating a workforce that thinks and acts like long-term partners to our clients and to each other.

The foundation of our company structure is the Employee Stock Ownership Plan (ESOP). Our ESOP is an employee benefit plan that gives workers ownership interest in the company; this interest takes the form of shares of stock.

There are many different ownership types out there, but we believe an ESOP best aligns with the vision of the firm to be in perpetual existence, transferring ownership overtime from the individual owners to the ESOP Trust. The ability to contribute to the ESOP trust is based on the firm's profitability, with the Board assigning a percentage of eligible wages to be contributed to the ESOP in BranchPattern shares and cash bonuses. ESOP Contributions 2023-2025 included:

YEAR	ESOP CONTRIBUTIONS
2023	12.5% of eligible wages
2024	10% of eligible wages
2025	5% of eligible wages

At BranchPattern, the ESOP structure means employees are not simply workers, but owners with a direct stake in the firm's long-term success. This shared ownership model fosters engagement, accountability, and long-term thinking by aligning employee interests with the firm's financial health, operational performance, and future trajectory.

OUR ESOP BUILDS LONG-TERM VALUE



SHARED STEWARDSHIP



LONG-TERM FOCUS



STRONGER TOGETHER



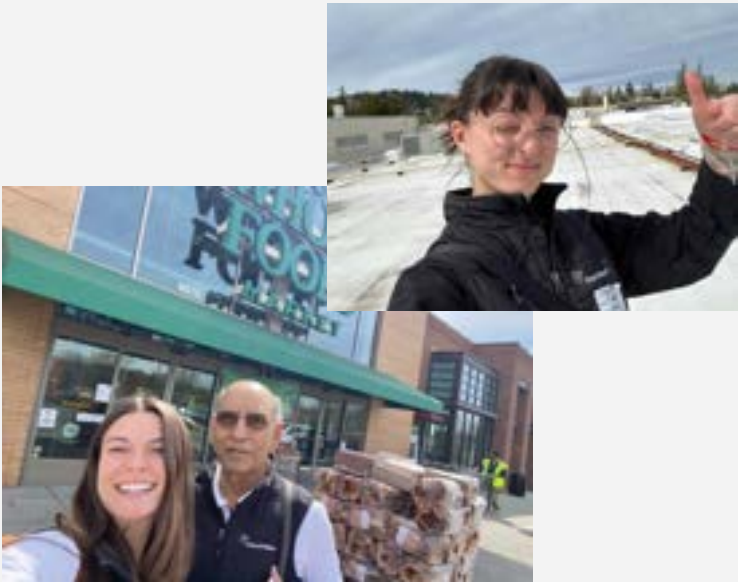
INVESTING IN OUR FUTURE



The company’s goal is to become 100% ESOP-owned by 2030, further strengthening employee influence and aligning all interests toward sustainable, long-term growth.

Socially Responsible Investing (SRI)

BranchPattern’s approach to socially responsible investing includes providing employees access to ESG-aligned retirement investment options and governing its employee-owned ESOP in a manner that supports long-term, sustainable value creation aligned with the firm’s mission.



Advocacy

BranchPattern is committed to advocating for policy changes that enhance equity and sustainability in the built environment. We collaborate with government agencies and advocacy organizations to develop and promote policies that specifically cater to the needs of underserved populations.

OUR ADVOCACY APPROACH



ENGAGE POLICYMAKERS

We actively engage with local, state, and federal policymakers to advance policies that support sustainability and address the needs of underserved communities.



RESEARCH & ANALYSIS

We conduct research and analysis to identify best practices, evaluate policy opportunities, and develop evidence-based recommendations that support equitable and sustainable outcomes.



EXPERT TESTIMONY

Our research findings inform recommendations and expert testimony that help policymakers understand the benefits of sustainable building practices.



BUILD COALITIONS

We build partnerships and coalitions with organizations that share our vision for a sustainable and equitable built environment. Together, we amplify our impact and advance policy change.



AMPLIFY IMPACT

By combining research, technical expertise, and collaboration, we advocate for policies and initiatives that advance equitable and sustainable outcomes in the built environment.

Our advocacy efforts are intentionally focused on policies and initiatives that align with our purpose, values, and ability to drive meaningful impact at scale. By prioritizing signal over noise, we engage where our technical expertise, portfolio perspective, and collaborative approach can most effectively advance equitable and sustainable outcomes in the built environment.

STRONGER TOGETHER

We partner with mission-aligned organizations that ensure our advocacy efforts positively impact all community members and align with our purpose of Improving Life Through Better Built Environments®.



NON-PROFIT ORGANIZATIONS



RACIAL EQUITY ADVOCACY GROUPS



EDUCATIONAL INSTITUTIONS



GOVERNMENT AGENCIES



LOOKING FORWARD

The purpose of this report is not simply to measure performance. It is to improve it.

As BranchPattern advances toward its environmental commitments, strengthens its culture, and expands its influence through client work, we will continue to refine our metrics, increase transparency, and focus on actions that generate meaningful outcomes for people, planet, and prosperity.

We recognize that sustainability is a journey rather than a destination. Each year, we intend to build on this foundation, improve our understanding of impact, and increase the value we create for our clients, our employees, our communities, and future generations.

REPORTING DISCLOSURES

About this Report

This report is an effort to share our ESG performance openly and in good faith. While BranchPattern has been tracking and reporting internally on sustainability and corporate responsibility since 2020, this is our first time publishing that information externally. As a result, we expect our approach, data quality, and level of detail will continue to evolve over time.

The information in this report is provided for general informational purposes only. It is not intended to serve as legal, financial, or investment advice, nor should it be interpreted as creating any binding commitments. We have made a thoughtful effort to ensure the information is accurate and complete, but some data—particularly for indirect emissions such as Scope 3—relies on estimates, assumptions, and industry emission factors, all of which carry a degree of uncertainty and may be updated as better data becomes available.

This report also includes forward-looking statements related to our goals, priorities, and future performance. These reflect our current thinking and expectations as of the date of publication, but they are inherently subject to change as our business evolves and as methodologies, regulations, and available data continue to develop. We do not routinely update these statements outside of our normal reporting cycle.

We view this report as part of an ongoing process rather than a final or static representation of performance. As we continue to refine our methodology and expand our data collection, we expect that future reports may include updates or restatements of previously reported figures.

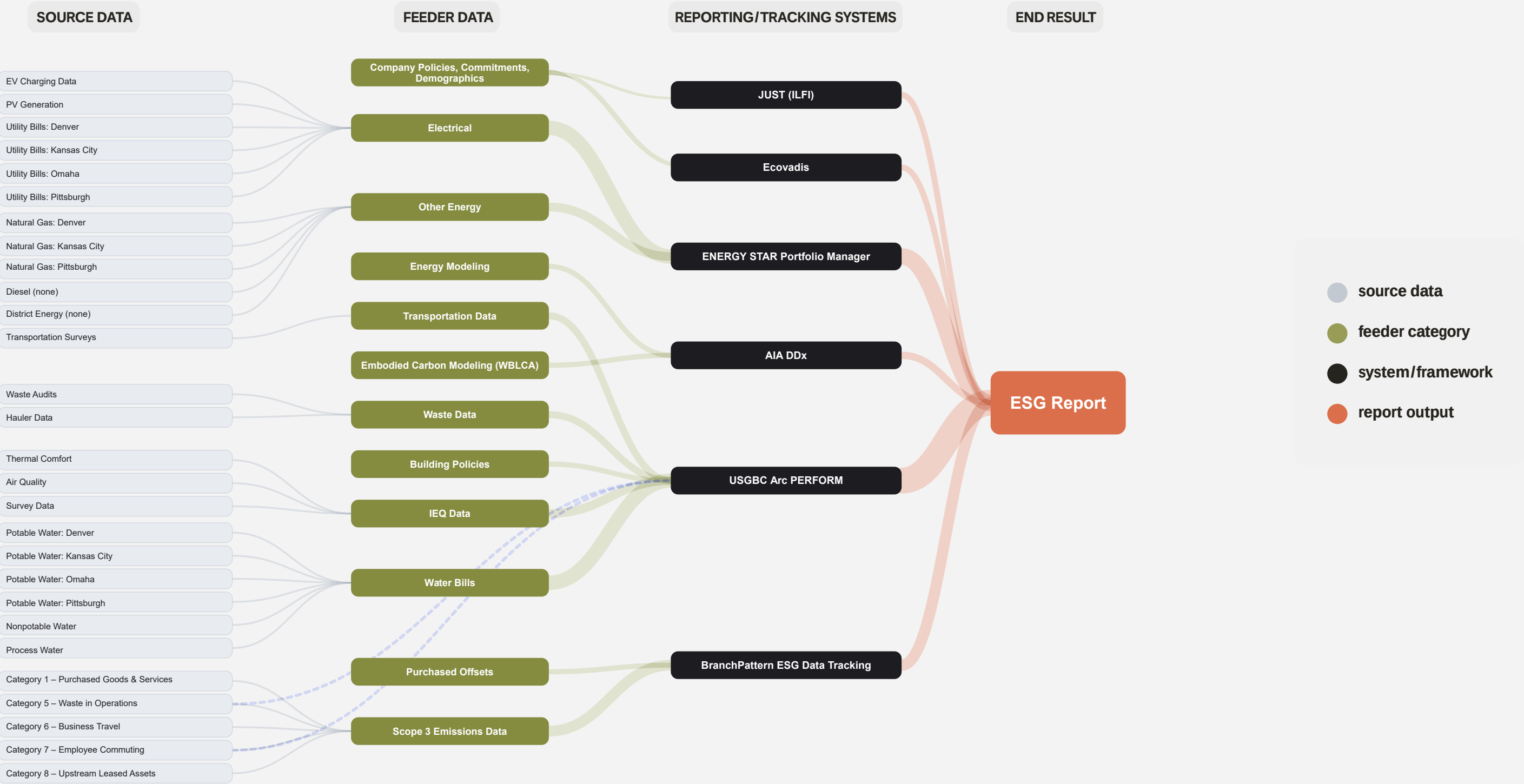
Case studies and examples included in this report are intended to illustrate our work and approach; individual perspectives or quotations do not necessarily represent the views of the organization as a whole. BranchPattern is not responsible for decisions made based on the information presented in this report.



REPORTING DISCLOSURES

Supporting Data: BranchPattern ESG Reporting Data Flow

Feeder data → data categories → reporting / tracking systems → ESG Report



ACRONYMS & DEFINITIONS

AEC - Architecture, Engineering, and Construction

AIA - American Institute of Architects

AR - Assessment Report

ASHRAE - American Society of Heating, Refrigerating and Air-Conditioning Engineers

BASIC - Build America’s School Infrastructure Coalition

BLS - U.S. Bureau of Labor Statistics

BPM - Building Performance Modeling

CADRE - Center for Advanced Design Research and Evaluation

Carbon Footprint Reduction – the amount of greenhouse gas emissions created by the activities of an entity, such as a business, organization, or individual.

Carbon Neutrality – Achieving carbon neutrality means balancing the amount of carbon dioxide (CO2) emitted with an equivalent amount of CO2 removal or offsetting. It typically focuses on CO2 emissions only and often includes purchasing carbon offsets to compensate for emissions that cannot be eliminated.

CAUSE - Coalition for the Advanced Understanding of School Environments

CO₂ - Carbon Dioxide

CO₂e - Carbon Dioxide Equivalent

CH₄ - Methane

CH₄e - Methane Equivalent

CSR - Corporate Social Responsibility: Self-regulated actions that a business can take in order to be more socially accountable to its stakeholders and the public in general, through transparent and ethical behavior.

CSR Assessment – an evaluation in an evaluation of how well a company has integrated the principles of CSR into their business. An assessment program is a first step into an ongoing monitoring process.

DDx - Design Data Exchange

EAP - Employee Assistance Program

EPD - Environmental Product Declaration

ESG - Environmental, Social and Governance: Today, ESG ratings are used to evaluate a company based on its environmental, social, and governance practices, to provide transparency for investors, customers, and the industry as a whole.

ESOP - Employee Stock Ownership Plan

branchpattern.com

EUI - Energy Use Intensity

Equity Share Approach - A financial strategy involving the distribution of equity, such as shares of stock, to align interests among stakeholders and often used to incentivize employees or partners.

FAB - Fun Advisory Board

Fitwel - A building certification system focused on supporting occupant health, well-being, and productivity through evidence-based design and operational strategies.

FTE - Full-Time Equivalent

GHG - Atmospheric gases that trap heat and contribute to climate change. Common greenhouse gases include carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O).

GHG Protocol: Greenhouse Gas Protocol is a corporate accounting and reporting standard developed by the WRI and WBCSD.

GRI Standards - Global Reporting Initiative

GSF - Gross Square Feet

GWP - Global Warming Potential

IEQ - Indoor Environmental Quality

ILFI - International Living Future Institute

JUST - JUST Label / Social Justice Label framework

kg CO₂e - Kilograms of Carbon Dioxide Equivalent

LACI - Los Angeles Cleantech Incubator

Materiality - In the context of this report, materiality refers to the process of identifying and prioritizing the environmental, social, and governance (ESG) topics that are most significant to BranchPattern’s operations and most relevant to our stakeholders. Topics are evaluated based on both their impact on the organization (e.g., risk, performance, or strategic importance) and the organization’s impact on the environment and society, ensuring focus on the issues that meaningfully influence decision-making and long-term value.

MIT Living Wage Calculator - A Massachusetts Institute of Technology tool that estimates the local hourly wage a full-time worker needs to cover basic family expenses in specific U.S. communities without public or private assistance.

MTCO₂e - Metric Tons of Carbon Dioxide Equivalent

NAICS - North American Industry Classification System

Net Zero Carbon – Achieving net zero carbon means reducing carbon emissions to the lowest possible level and offsetting any remaining emissions to achieve a balance. It encompasses all GHG emissions, not just CO₂, and prioritizes reducing emissions through changes in operations and technology, using offsets only as a last resort.

NOx - Nitrogen Oxides

N₂O - Nitrous Oxide

OTO - Owner Time Off

PPA - Power Purchase Agreement

RECs - Renewable Energy Certificates

SBTi - Science Based Targets initiative

SO₂ - Sulfur Dioxide

Social Responsibility – Social responsibility in business means not only working to maximize shareholder value, but also acting in a manner that is beneficial to society.

SRI - Socially Responsible Investing

Supplier Code of Conduct – created for the purpose of ensuring that a company’s suppliers are working in responsible and environmental-friendly conditions.

Supplier Evaluation – refers to the process of evaluating and approving potential suppliers by quantitative and qualitative assessment.

Sustainability Reporting – enables organizations to consider their impacts on a wide range of sustainability issues. This enables them to be more transparent about the risks and opportunities they face.

SDG - Sustainable Development Goals: The SDGs were established in 2015 by the United Nations General Assembly and are a compilation of 17 agreements made by 193 countries to work toward achieving in order to “transform the world by 2030.”

TCP – The Climate Pledge

TBL - Triple Bottom Line; A framework that evaluates performance across People, Planet, and Prosperity.

UN - United Nations

WBCSD - World Business Council for Sustainable Development

WBLCA - Whole Building Life Cycle Assessment

WRI - World Resources Institute

YOY - Year over Year

