



Designing Sustainable & Inclusive Environments

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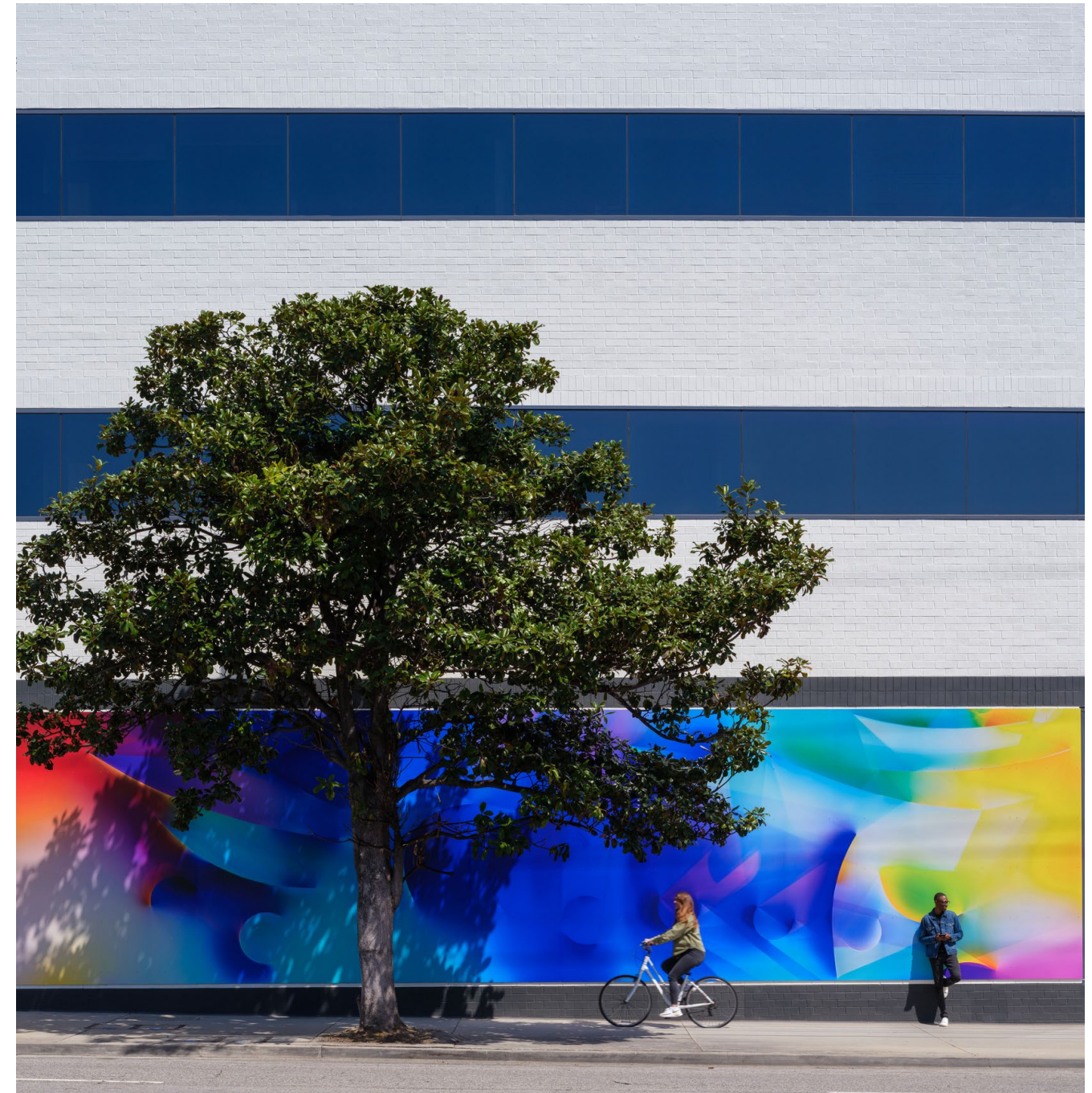
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Message from the CEO



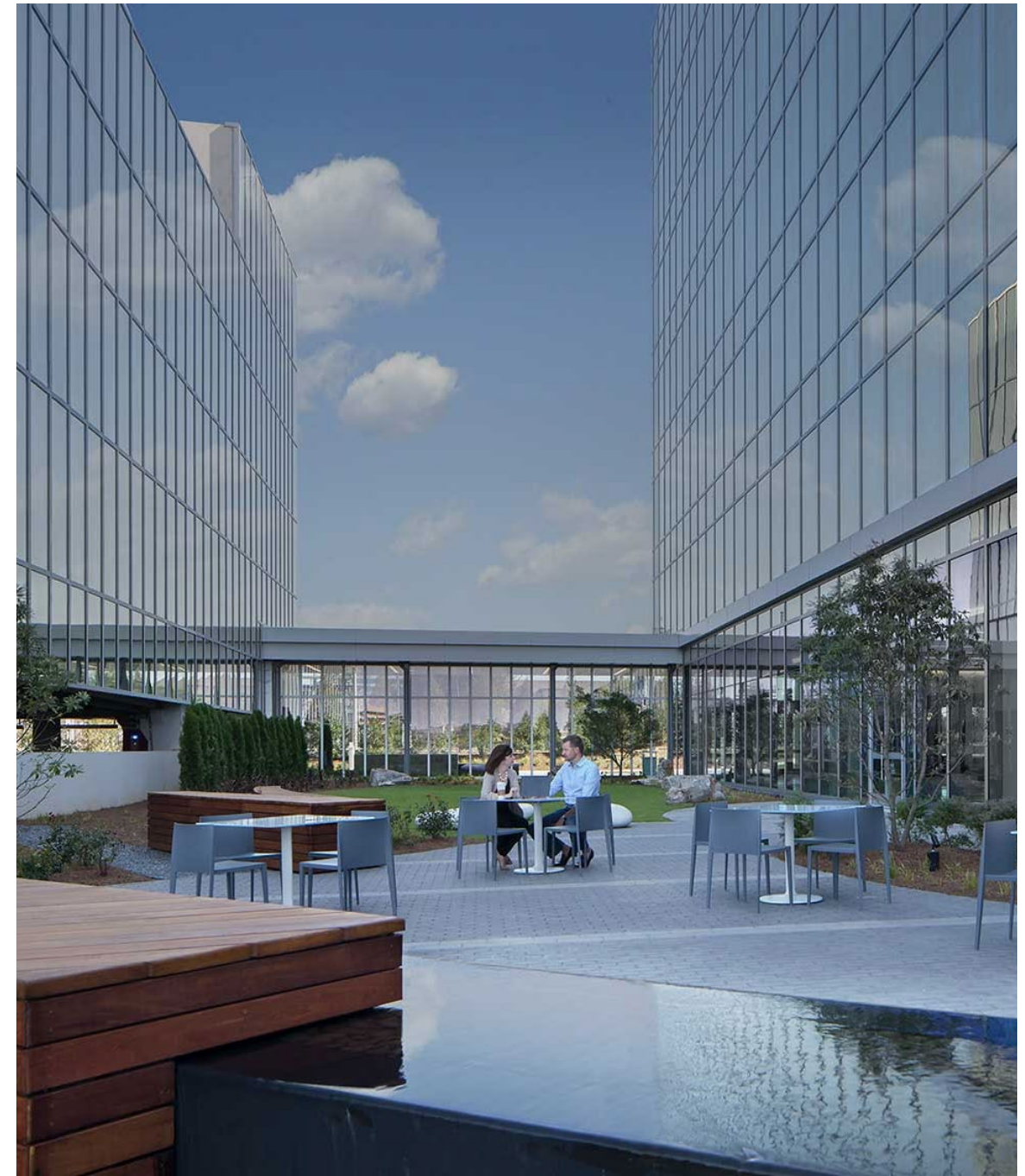
As we share our 2026 ESG Report, I am proud of the progress we have made and the continued momentum behind our commitment to responsible and innovative design. Ware Malcomb has always focused on creating long-term value, and our ESG efforts strengthen how we deliver sustainable and resilient solutions for our clients and communities.

This past year, we advanced our sustainability work by beginning to measure our Greenhouse Gas emissions and signing the AIA Materials Pledge. These steps help us better understand our impact and guide the actions we take to support a healthier built environment. We also continued to prioritize the wellbeing of our people and strengthen our culture of empowerment and inclusion, supported by longstanding partnerships across the communities we serve.

Leading with integrity and transparency remains central to who we are. As we refine how we measure our impact and set future goals, we remain committed to operating responsibly, supporting our communities, and designing a built environment that is healthier and more sustainable for all.



Ken Wink
CEO



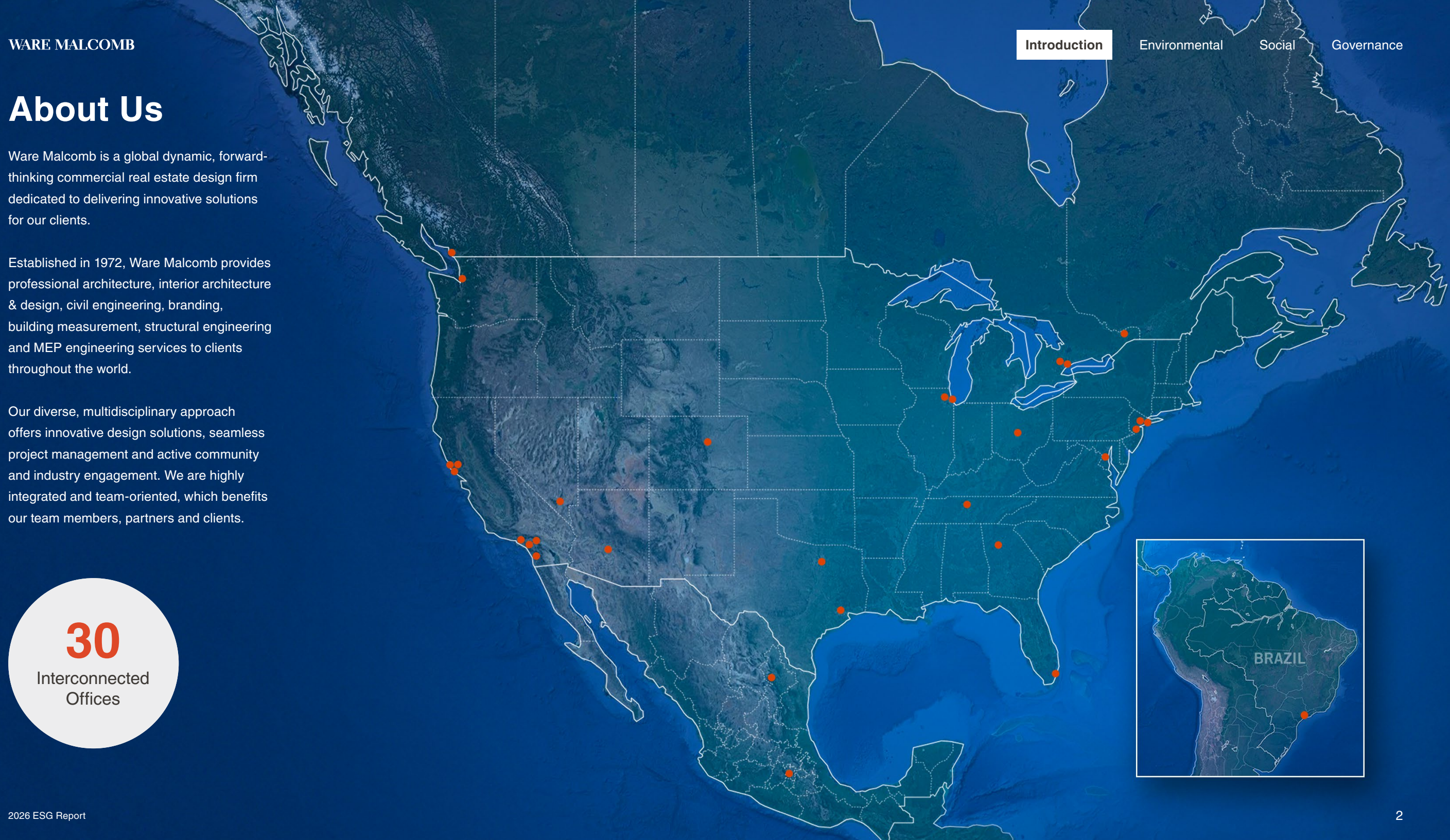
About Us

Ware Malcomb is a global dynamic, forward-thinking commercial real estate design firm dedicated to delivering innovative solutions for our clients.

Established in 1972, Ware Malcomb provides professional architecture, interior architecture & design, civil engineering, branding, building measurement, structural engineering and MEP engineering services to clients throughout the world.

Our diverse, multidisciplinary approach offers innovative design solutions, seamless project management and active community and industry engagement. We are highly integrated and team-oriented, which benefits our team members, partners and clients.

30
Interconnected
Offices



Mission →

Ware Malcomb is the best commercial real estate design firm.
 We exist to pursue creative solutions to complex real estate challenges.
 We are innovative thought leaders that deliver long term real estate value.
 We support our communities through corporate philanthropy.
 We empower our diverse team by creating a growth oriented, ethical and successful business practice.
 Ware Malcomb is a leadership academy.
 We are committed to a shared vision.

We are One Team.



Vision →


Our company vision encompasses our commitment to innovation, growth, sustainability and community engagement. We are driven by the following core elements:

- We will bring innovation to the Commercial Real Estate industry by leveraging technology.
- We will grow our company to provide the best opportunities for our team members to thrive.
- We will continuously prepare for our next generation of leaders.
- We will be in every strategic market, providing services and product types to maximize our market share.
- We will raise awareness of our profession through broader community outreach to attract future professionals.
- We will create a more sustainable built environment.
- Our Legacy will inspire our Future.




Values →


Our values form the foundation of everything we do. They guide us in our pursuit of excellence and shape our vision for the future.




Design
 Deliver creativity to help our clients succeed.



People
 Cultivate a culture of growth and collaboration.

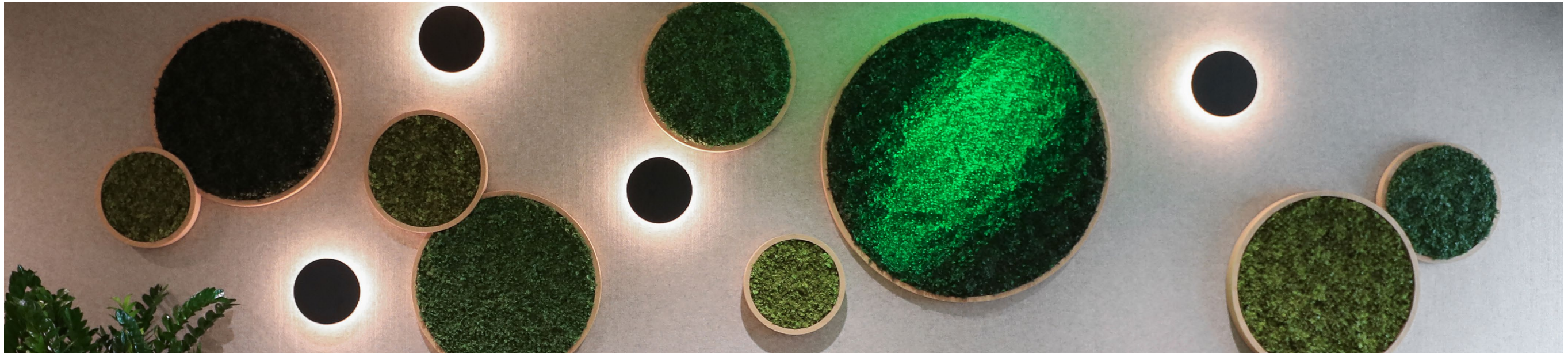


Community
 Strengthen the community around us.



Innovation
 Evolve everything we do.

Our ESG Approach



Our Commitment to ESG

We believe collaboration is essential to creating a more sustainable world. As designers, we help drive positive change by partnering with our team members, clients, and communities to deliver sustainable, resilient design solutions. We also continue to integrate responsible practices into our own operations.

Our commitment includes environmental stewardship, the wellbeing of our people, and the health of our local communities. It also reflects our dedication to a culture of empowerment, diversity, inclusion, and strong ethical standards.

We prioritize designs that support environmental performance, health, resilience, and community impact. At the same time, we work to reduce our own footprint, improve internal processes, foster an inclusive culture, and operate responsibly. Through this approach, we help shape a sustainable and resilient built environment while delivering high-performing projects that support long-term value for our clients.

Ware Malcomb’s ESG Framework

Our ESG framework guides how we evaluate our impact, support inclusive communities, and uphold strong governance practices. It focuses on the areas most important to our firm, our clients, and the projects we deliver.

We have established an ESG governance structure that provides oversight and aligns ESG priorities across the organization. Our ESG Committee, supported by executive leadership, helps guide our strategy, monitor progress, and integrate ESG considerations into decision-making.

We engage with our stakeholders to understand the ESG topics most important to them and ensure our approach reflects their needs. We also use performance indicators to track our environmental, social, and governance progress. These insights help us identify improvements, set meaningful goals, and communicate our efforts transparently as we strengthen our commitment to responsible business practices.

We participate in the EcoVadis survey and have been awarded a Commitment Badge in recognition of our sustainability achievement.



ESG Performance Highlights

GHG Emissions

Established our initial Greenhouse Gas (GHG) emissions baseline, enabling us to improve data quality, set measurable reduction goals, and integrate climate considerations more deeply into our business operations.

AIA Materials Pledge

Expanded use of healthier, lower embodied carbon materials through improved data collection and tracking aligned with the AIA Materials Pledge.

MEP Team

Increased in-house capabilities to provide energy models and energy audits through the addition of our Mechanical, Electrical, and Plumbing engineering team.

Energy Efficiency

Invested in new evaluation tools and processes to equip our experts with the tools to maximize energy efficiency in projects.

LEED Projects

Worked with our clients to develop innovative projects that pursue sustainability certifications. Ware Malcomb has delivered 128 LEED, WELL, Green Globes and Phius certified projects encompassing over 57,000,000 sf.



75+ Professionals

Maintained a team of more than 75+ professionals with sustainability accreditations.

Policy

Created our first ESG policy, framework and strategy.

Cybersecurity

Robust policy and systems in place.

Employee Survey

Introduced our first formal Employee Engagement Survey, with participation exceeding 85 percent. Analysis identified six core drivers of engagement, and results placed Ware Malcomb above the global benchmark in every category.

Culture

Recognized by Newsweek in 2026 as one of America's Greatest Midsize Workplaces for Culture, Belonging & Community and for Women, based on independent analysis of publicly available ESG and workforce data.

WM Evolve

Expanded WM Evolve, our continuous improvement program powered by ideas from every level of the firm.

Gender Balance

Moving toward gender balance with 55% males and 45% females across Ware Malcomb, and 58% males and 42% females across leadership positions.

Technology

Expanded our Digital Transformation group to explore and adapt future technology and processes into our designs.

Vendor Diversity

Launched a diverse vendor and consultant program.

170+ Trainings

Hosted 12 companywide "Ware Malcomb University" virtual training sessions, with a WMU On-Demand Library of 170+ recorded sessions, maintaining an average weekly participation of 40% of team members.

Leaders

Provided industry leading training through our formal leadership development program to 174 leaders.

\$250K+ Raised

Organized and led companywide and regional community engagement campaigns that raised over \$250,000 in 2025. Efforts supported organizations such as United Way and included hands-on initiatives ranging from homebuilding projects in Tijuana, Mexico, to providing more than 1,000 backpacks with school supplies to students in Denver, Colorado.



Environmental

- Sustainability and Resilience in Design
- The AIA 2030 Commitment
- Sustainability in Our Work
- Environmental Management



Sustainability and Resilience in Design

Sustainability is a key component of our services at Ware Malcomb. From the initial design processes to materials selection through contract documents, we strive to prioritize environmental stewardship, resource efficiency and resilience. We firmly believe that by innovating with sustainability in mind, we can create buildings, spaces and sites that are not only highly effective and functional but also environmentally friendly, resilient and adaptable to an unpredictable climate.

Sustainability Integration

01 Planning and Site Selection

Futureproofing sustainable sites with resiliency and infrastructure considerations.

02 Conceptual Design

Innovating with sustainability in mind to minimize resource consumption and embodied carbon.

03 Final Design

Optimizing operational efficiency and performance.

04 Construction

Reducing environmental impact and waste.

05 Occupancy

Creating sustainable, healthy and productive spaces.

The AIA 2030 Commitment

In February 2023, we signed the American Institute of Architects (AIA) 2030 Commitment, joining our industry peers, in working toward the 2030 energy reduction targets as an intentional part of our design process.

This commitment reflects an important step in our sustainability journey and reinforces our responsibility to advance sustainable design across the AEC industry. It guides our efforts to integrate energy performance and environmental responsibility into our work.

Achieving net-zero energy goals requires collaboration, innovation, and a multidisciplinary approach. As we move forward, we will continue to strengthen our expertise, provide our teams with the tools they need to design energy-efficient buildings and interiors, and work closely with clients and partners to pursue solutions that reduce environmental impact and support meaningful GHG emissions reductions.

We report between 80-100 projects each year with the current criteria of ground-up projects that completed contract documents in the reporting year. As we advance the reporting process, we will begin to expand reporting to include expansion and interiors projects and track projects through the phases of design.

The AIA A&D Materials Pledge

In June 2025, we signed the AIA A&D Materials Pledge. We're committed to healthier and more responsible material selection practices across our work. This includes prioritizing products that protect human health, reduce exposure to hazardous substances, and consider impacts across the full material life cycle. The pledge also reinforces our focus on social responsibility by favoring manufacturers that uphold human rights, provide safe and fair working conditions, and support their communities.

We further support ecosystem and climate health by selecting materials that help protect natural systems improve air and water quality, and reduce embodied carbon. These practices align with industry-wide climate action and resilience goals.

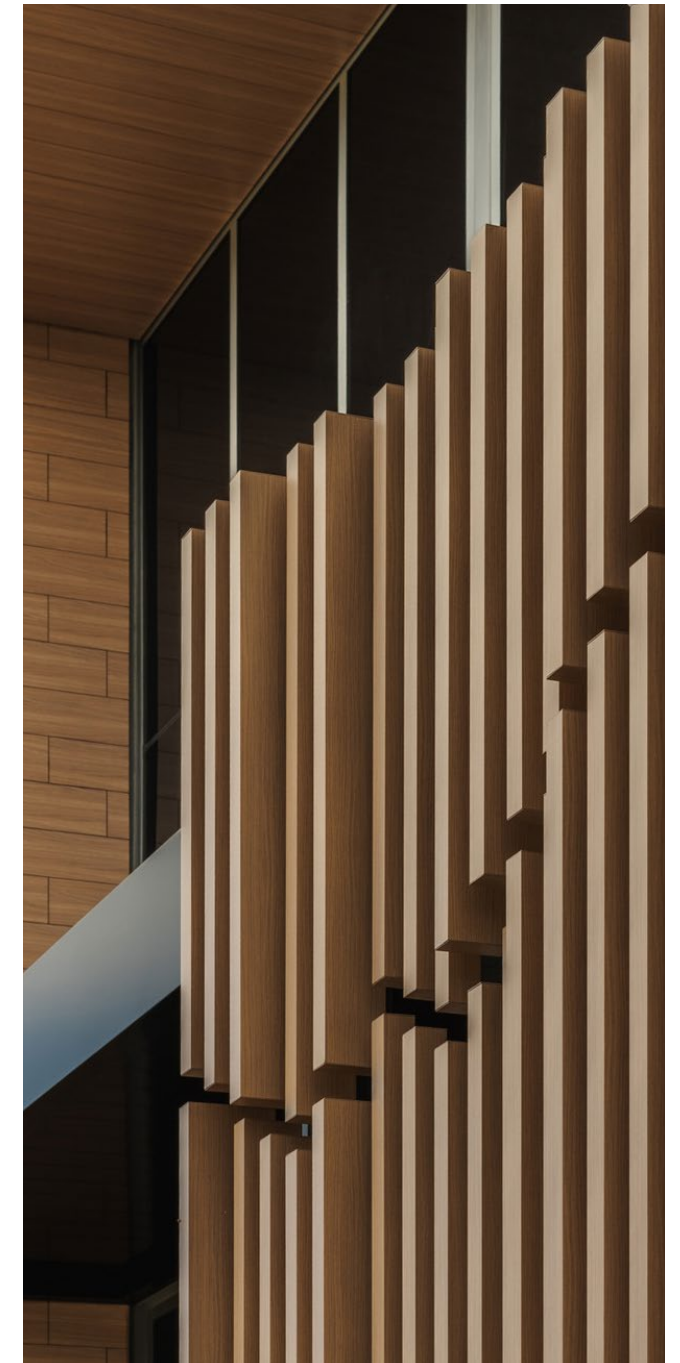
The pledge also guides us toward circular design by encouraging building reuse, adaptability, disassembly, and material recovery. This approach reduces waste, extends material life, and supports long-term environmental stewardship.

We completed the firm-wide questionnaire for reporting year 2025 and will move towards firm-wide and project specific reporting with the 2026 reporting year.

US Green Building Council (USGBC) Members

As proud members of the U.S. Green Building Council, we align ourselves with one of the leading organizations advancing sustainability in the built environment. USGBC membership connects us to best practices in sustainable design, including strategies that reduce environmental impact, improve building performance, and support occupant health and wellbeing. It also provides access to education, research, and industry collaboration that help us continuously strengthen our approach to sustainable design and operations.

USGBC is the organization behind LEED, the world's most widely used green building rating system. By participating in this community, we deepen our commitment to high performance, resilient, and environmentally responsible design and reinforce our role in contributing to a more sustainable and healthy built environment.



Sustainability in Our Work

We provide optimized design and value-conscious, environmentally responsible options to enhance projects in healthy and economical ways. Our team of LEED®, WELL™, EDGE®, and Fitwel® accredited professionals offers expertise in green design practices to meet project goals and local jurisdiction requirements.

We incorporate strategies that support corporate and project sustainability targets and align with multiple green certification systems including:

- Optimized envelope design
- High-efficiency HVAC systems
- Distributed green infrastructure and water reclamation
- Material and products with reduced life-cycle impacts
- Optimized lighting layouts with enhanced controls
- Water/energy efficient fixtures and equipment
- Biophilic design
- Enhanced indoor air quality approaches
- Multi-use spaces that adapt to new technology

Our design solutions help result in healthier buildings, improved work environments and sites, reduced operating costs and natural resource conservation.

57M

square feet of certified projects

75+

LEED, WELL, & Fitwel accredited professionals

128+

LEED projects





Enhancing our Capabilities

Life Cycle Assessment (LCA) - We continue to strengthen our ability to deliver effective energy and sustainability services by evaluating and implementing new tools and processes. To support our client's efforts to produce project LCAs, we created an automated workflow that exports bill-of-materials data directly from Revit models. We are exploring the use of Autodesk's new integrated tools to be able to produce LCAs internally.

Energy Modeling - The addition of an MEP engineering team in 2025 increased our capacity to provide energy modeling for ground up projects and energy audits for existing buildings. As we integrate these services, we are better positioned to support progress toward the AIA 2030 Commitment and help clients achieve high efficiency at the lowest cost.

Advanced Civil Engineering Practices - Within our civil engineering services, we continue to design projects that respond thoughtfully to the local environment and community needs. Opportunities such as enhanced stormwater management, multiuse outdoor spaces, and native planting strategies allow us to improve site resilience, reduce water use, and contribute to community wellbeing.

Sustainable Materials Selection - Following the AIA A&D Materials Pledge, we expanded our efforts to incorporate healthier and lower embodied carbon materials into our interiors work. We have developed a survey for product vendors to request the sustainability characteristics of the materials we are considering. This provides us with the most recent data to make informed decisions. We can aggregate the survey data to better capture material attributes firm-wide.

Our Design Interiors team created standardized sustainable materials palettes and continues to refine our materials library to prioritize products with strong environmental and human health attributes. The characteristics we look for include materials with Environmental Product Declarations (EPDs), Health Product Declarations (HPDs), Declare Labels, and Cradle to Cradle certifications, helping our project teams make informed, responsible selections that support healthier and lower impact built environments.

PROJECT HIGHLIGHT

7 Van Buren

Oak Park, Illinois

Ware Malcomb provided architectural and interior design services for this Net-Zero, 44-unit multifamily apartment building in Oak Park, Illinois. Due to the community’s historic nature, much of Oak Park’s housing supply is not sustainable, lacks accessibility for older residents and is often expensive.

The new building is comprised of five wood frame stories over one story precast podium with parking and lobby space. This project sets a new benchmark for future developments, targeting significantly lower carbon footprints, and using an estimated 42% less energy than comparable buildings. It features advanced construction techniques including a high-performance envelope, thermal bridging mitigation and optimized HVAC systems to achieve zero-energy standards.

Power production is provided by a unique solar panel array that doubles as a shade structure over the roof deck featuring stunning views of downtown Chicago and Oak Park. The solar panels create a dynamic rooftop environment, blending energy production and education with an attractive amenity. Twenty percent of the building’s units will be reserved for individuals earning at or below 50% of the area’s median income, while the remaining 80% will be rented at prevailing market rates. This mixed-income concept, coupled with the building’s



NetZero design, is part of the developer’s commitment to developing economically diverse and sustainable housing for the region.

This project was selected as the winner of the 2025 Phius Passive Projects Design Competition, and upon final completion will achieve Phius ZERO.

Key Info & Stats

- Net-Zero
- 2025 Winner - Phius Passive Projects Design Competition
- Phius Certified (2025)
- Air Tightness (per enclosure area) - 0.052 CFM50/ft²
- 42% less energy usage than comparable structures



42% less energy usage than comparable structures

PROJECT HIGHLIGHT

5525 Countryside Drive

Brampton, Ontario, Canada

Ware Malcomb provided architectural design services for North America’s first mass timber industrial warehouse for a global leader in logistics real estate. With the goal of achieving Net Zero emissions by 2040, the team prioritized reducing the environmental impact of this 246,000 square foot distribution warehouse facility.

From the outset, the team explored sustainable alternatives to traditional steel construction and ultimately selected a mass timber superstructure.

The building was created with 40-foot Glulam columns, 55-foot and 60-foot Glulam beams and 250,000 square foot of 3-ply cross-laminated timber resulting in a 47% decrease in embodied carbon emissions as compared to a conventional steel skeleton structure. The perimeter steel support framing was maintained utilizing innovative carbon-reducing SIN-Beam technology.

One key goal of the project was to learn from sustainable best practices and share those lessons across their company. In addition to the mass timber structure, the project features electric heat pumps for air conditioning, EV chargers, low emissions paints and sealers, warm mix asphalt, and a solar ready design. The facility is also pursuing LEED Silver certification.

By centering sustainability from the start, 5525 Countryside Drive sets a new benchmark for environmentally responsible industrial design across North America.

Key Info & Stats

- 47% decrease in embodied carbon emissions, the equivalent of:
 - 226 homes’ electricity use for one year
 - 50,341 trash bags of waste recycled
 - 19,230 tree seedlings grown over 10 years
- 63 metric ton carbon emission reduction thanks to the use of SIN-Beam technology
- 1,163 metric tons of CO2 offset by using mass timber
- 250,000 SF 3-ply cross-laminated timber
- 12 EV charging stations
- Pursuing LEED Silver
- 200-400 Potential new jobs created



47% Decrease in Embodied Carbon

PROJECT HIGHLIGHT

Amicus Therapeutics

Princeton, New Jersey

Ware Malcomb provided environmentally conscious architecture, interior design and furniture selection services for the biotechnology company Amicus Therapeutics' new two-story, 27,000 square foot office in Princeton, New Jersey. The sophisticated, contemporary design of the new workplace was guided by the company's core values of environmental stewardship and the wellbeing of their employees, their patients and the environment.

To support Amicus Therapeutics' sustainability goals, Ware Malcomb implemented a holistic approach to reducing energy use, water consumption and embodied carbon throughout the office. The workplace is designed to maximize daylight, incorporate advanced daylight dimming controls and use all LED lighting to enhance energy performance. In the bathrooms, low-flow fixtures reduce water use and the MEP design features a cutting-edge fossil fuel free DOS/VRF heating and cooling system. All finishes were carefully evaluated for sustainable characteristics, with preference given to products with transparency documentation (EPDs, HPDs) or certifications such as PFAS-free, Cradle to Cradle, and Greenguard. The design includes carbon-neutral and carbon-negative carpet tiles and responsibly sourced engineered hardwood flooring with a Declare Red List Free label.

The new space reflects our client's commitment to occupant wellbeing. Early emphasis on neurodiverse design led to a variety of work settings and meticulous attention to acoustics thoughtfully addressed with carpet, acoustical ceiling tiles and sound masking systems to support focus and comfort. Biophilic elements, such as planters and preserved moss green walls add natural texture and complement the building's abundant natural light and neutral color palate. Sound-scaping systems in communal areas draw from nearby Lake Carnegie, connecting the office to the local nature. The terraces on the fifth floor offer access to the outdoors, encouraging healthier lifestyles and restorative spaces. Gathering spaces and pantries highlight healthy snack options and strategically placed waste and recycling pods to encourage movement and mindful consumption.

Through thoughtful interventions, Amicus Therapeutics' new office fosters dynamic interactions, supports a healthier workplace and emphasizes the company's dedication to improving the lives of their patients and employees.

Key Info & Stats

- Wellness & neurodiverse informed design
- Sound masking systems inspired by local nature
- Biophilic design throughout
- Daylight maximized
- Healthy snacks and mindful consumption emphasized



PROJECT HIGHLIGHT

TruFru

Oak Park, Illinois

Ware Malcomb provided architectural, interior design, and branding services for TruFru’s new 20,000 square foot workplace. The design focuses on creating an adaptive, activity-based environment that embodies Tru Fru’s innovative brand and culture: vibrant, social, nature-inspired, and flexible.

Natural light and biophilic elements are interwoven with the wellness-centered design to soften and enliven the space. Visitors are greeted by vibrant TruFru-branded welcome signage made of living green moss. The pantry and open office areas feature an abundant variety of greenery, from cacti to tropical plants, with planters used to create natural boundaries. At the base of the central connecting stairs is an inviting pantry inspired by retro ice cream shops, which encourages employees to get up from their desks for opportunities to recharge and connect. The food offerings feature TruFru’s own products, with a focus on healthy snacks based on whole ingredients and balanced diets.

The workplace is designed to feel fun and energetic, incorporating playful details, custom signage, art installations, experiential moments, and adaptable furniture layouts that promote flexibility and engagement. The space includes a cafe, TikTok studio, test kitchen, wellness room, and multiple collaboration



zones each thoughtfully designed to support daily operations, creative content production, and marketing initiatives. The new office seamlessly fosters creativity, collaboration, and a strong sense of communal identity, all while centering the wellness of the TruFru team.

Key Info & Stats

- Experience-driven design
- Greenery softens and naturalizes the space
- Delight, positivity & connection drive both internal culture and consumer experience
- Nature-inspired materials reinforce brand’s essence



Environmental Management

Our Environmental Management Approach

01 Measure our Impact

Utilize performance indicators to measure our office impacts on energy, water and waste.

02 Monitor our Performance

Implement the necessary processes and actions to quantify and monitor our impact across all our offices.

03 Specify Recommendations

Evaluate effective initiatives and specify environmental management recommendations for our offices.

04 Build Capacity & Foster Continuing Education

Build upon our sustainability education and training programs to help our people become better stewards of the environment.

05 Set Performance Goals

Set gradual, achievable goals to reduce our carbon footprint and resource consumption.

We are committed to not only delivering exceptional environmentally sustainable design solutions but also managing our internal environmental footprint. We have begun to implement various environmental management initiatives focused on energy efficiency, water conservation and waste reduction. Our overarching goal is to operate in a way that minimizes resource consumption and the associated GHG emissions.

Our immediate priority is to improve our ability to measure and quantify our impact. By developing measurement, monitoring and evaluation systems, we will more accurately understand our resource consumption, waste generation and GHG emissions. By establishing a baseline, we can set targets, track our progress and make informed decisions to minimize our resource consumption over the next few years. To further solidify our commitment and build momentum, we will also explore the potential for our offices to pursue sustainability certifications.

Over the long term, our focus on environmental management will gradually expand to encompass additional aspects and indicators. We will explore opportunities for renewable energy integration in our offices, identify how to promote more sustainable transportation options and evaluate how to prioritize vendors and consultants who share our commitment to environmental sustainability as part of a formal sustainable procurement program.



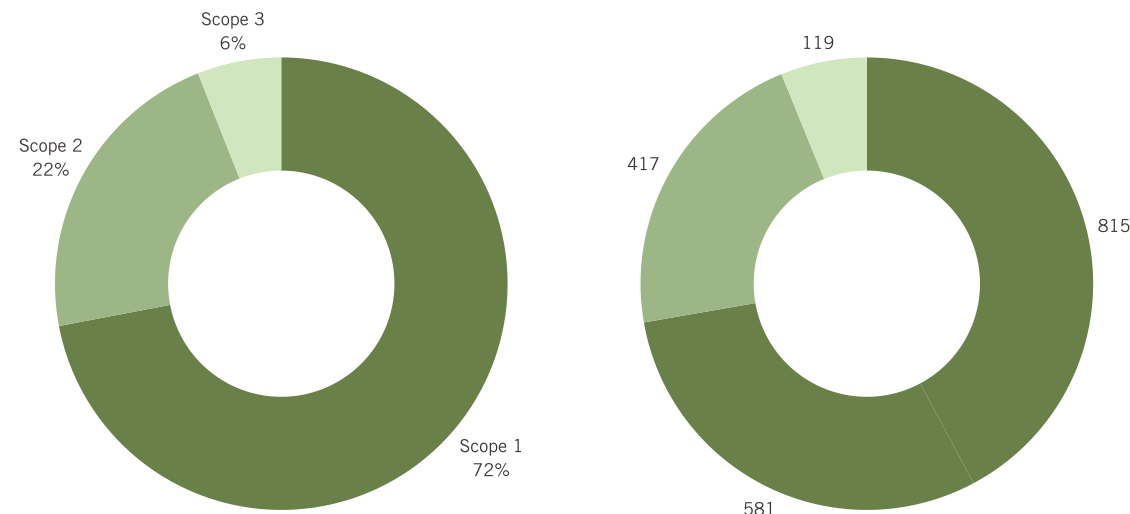
Promoting environmental responsibility to safeguard our precious natural resources.



GHG Emissions Results

The results of the updated GHG calculations are as follows:

Emissions Category	Total Emissions
Scope 1 - Direct Emissions (Direct fuel use)	119 MT CO ₂ e
Scope 2 - Location Based Electricity	498 MT CO ₂ e
Scope 2 - Market Based Electricity	417 MT CO ₂ e
Scope 3 - Category 6 - Business travel	581 MT CO ₂ e
Scope 3 - Category 7 - Employee commuting	815 MT CO ₂ e
Total (Location-based)	2,013 MT CO₂e
Total (Market-based)	1,932 MT CO₂e



Breakdown of MT CO₂e Emissions by Scope & Activity

Completing our initial GHG emissions inventory allows us to better understand our environmental impact and begin identifying opportunities to reduce emissions across our operations and influence our broader value chain. This first-year baseline provides a consistent foundation for tracking progress over time and supporting our role in a lower-carbon built environment.

GHG Calculation Methodology

Emissions were calculated in alignment with the Greenhouse Gas Protocol using EPA emission factors for fuel, electricity, business travel, and employee commuting. Results were converted into metric tons of carbon dioxide equivalent (MT CO₂e), a standard unit that expresses the global warming potential of different greenhouse gases in a single comparable measure. This approach ensures transparency, accuracy, and a consistent methodology for future reporting.

Office Resource Consumption

We are strengthening our approach to natural resource stewardship by beginning to assess our water consumption and exploring waste reduction strategies, including in-office food recycling and composting. We continue to promote responsible waste management through education, improved recycling practices, and an emphasis on reusable materials firmwide.

Office Environmental Management Recommendations

We created firmwide environmental management guidelines to support consistent, practical sustainability practices across all offices, including recommendations for reducing energy use, conserving water, and minimizing waste. These resources, available on our intranet, were informed by office sustainability surveys that helped us assess current practices and identify opportunities for improvement. We will update the guidelines annually based on new survey insights, ensuring they reflect evolving best practices and continue to drive incremental, measurable improvement across the firm.

Education and Capacity Building

We encourage and empower our team members to attain the knowledge and skills to support our environmental management efforts. We implemented several sustainability capacity building and education initiatives. Notable examples include the following:



Sustainability Training

We regularly conduct companywide sustainability training events to expand our knowledge base and stay informed about the latest best practices. These cover a wide range of environmental management aspects, including energy efficiency, embodied carbon reduction strategies and sustainable materials.



Our Offices in Action: Sustainability Initiatives

Our office Sustainability Champions coordinate events in each office to enhance awareness of sustainable ideas and concepts. Each office participated in an Earth Day activity appropriate to the office size and location. Activities ranged from potting plants to add natural elements to the work areas to planting trees as part of a community enhancement effort. Additional initiatives include sustainable focused lunch-and-learns, increasing awareness of food choice environmental impacts and personal carbon footprint calculations.



Industry Partnerships

We partner with our consultants and vendors to expand our sustainable educational offerings. Examples include inviting sustainability consultants to speak to our teams about industry trends and upcoming changes to certification systems such as LEED v5. We also encourage all product and material presentations to incorporate a discussion of sustainable characteristics. Through these events and others, we explore innovative ways to manage carbon and enhance sustainability in our projects.

Our offices across the firm continue to lead by example on how to implement effective sustainability initiatives across Ware Malcomb.



Eco-Friendly Planting

To encourage more eco-friendly practices, several offices created their own terrariums using air plants. These low-maintenance plants offer a sustainable alternative to spruce up the workplace, since they do not require any soil, and only minimal water.



Sustainable Cooking

The Monterrey, Mexico office addressed food waste and its impact on the environment with a vegan potluck, featuring plant-based versions of traditional Mexican dishes to encourage a more conscious effort in their food consumption habits.



Waste Management

To celebrate Earth Day, our Newark office made herb planters using leftover Styrofoam containers, filling them with parsley, chives, lavender, and other leafy greens.



Educational Impact

Our Irvine team went to a local elementary school to read environmentally themed books and lead activities that encourage children to think strategically about how their actions influence their environment.



Environmental Conservation

Since 2021, the Oak Brook team has supported environmental conservation by participating in the DuPage County Adopt-a-Trail program, helping maintain clean and accessible community trails through regular clean-up efforts.



Sustainable Transportation

Our Mexico City leaders have implemented an initiative that promotes carpooling, walking, and biking. Exclusive parking stalls are introduced for carpoolers of at least two people and gas reimbursements are provided for carpoolers and those using shared ride services.



Social

- People, Community and Belonging
- Health, Safety and Wellness
- Talent and People Development
- Community Engagement

People, Community and Belonging



Initiatives

- DEI Program
- Cross-functional Steering Team
- Executive leadership oversight
- Ongoing education and training
- Community partnerships and educational outreach focused on awareness, respect, and inclusive leadership practices
- Supplier Diversity Program

We foster an inclusive culture, where team members feel respected, supported, and empowered to contribute their unique perspectives and grow their careers.

Our approach focuses on creating equitable access to opportunity, encouraging collaboration across teams and disciplines, and supporting leadership practices that strengthen engagement and trust. Inclusive teams drive innovation, improve decision-making, and contribute to stronger outcomes for our clients and communities.

Beyond our firm, we extend this commitment through partnerships and outreach efforts that support

education, workforce development, and access to careers in the built environment. By working collaboratively with our partners and communities, we aim to make a positive and lasting impact.

In 2026, Newsweek recognized Ware Malcomb as one of America’s Greatest Midsize Workplaces for both Culture, Belonging & Community and Women.

Equal Employment Opportunity

Ware Malcomb is committed to providing Equal Employment Opportunity (EEO) for all team members and applicants. Our commitment applies to every aspect of employment, including advertising, recruiting, hiring, training, evaluation, promotion, transfer, work assignments, accommodation and leave requests, compensation, benefits, corrective actions, layoffs, terminations, and participation in company activities or programs.

We also maintain affirmative action programs to support equal employment opportunity for individuals with disabilities and protected veterans, further strengthening our commitment to fair and inclusive employment practices.

As part of our efforts to promote equitable and consistent hiring, our Talent Acquisition team introduced Metaview, a tool that provides a standardized interview transcript to help reduce unconscious bias and support more equitable and consistent evaluation processes.

Independent Workplace Recognition

In 2026, Newsweek recognized Ware Malcomb as one of America’s Greatest Midsize Workplaces for both Culture, Belonging & Community and Women. These recognitions were derived from an independent analysis of publicly available ESG disclosures, EEO-1 data, and workforce sentiment indicators, reinforcing the impact of our DEI strategy and people-focused programs.



Program

Our DEI program drives our strategic priorities to enhance DEI both within our organization and in the communities we serve. We have established a companywide DEI Committee, which oversees and guides the implementation of our DEI initiatives. This committee includes Executive leadership.

To support an inclusive culture across the firm, Ware Malcomb facilitates ongoing communication, events, and initiatives that encourage awareness, dialogue, and connection among team members. Throughout the year, we recognize cultural and heritage moments through internal communications that invite team members to share perspectives and experiences, helping foster understanding and mutual respect across our organization.

In addition, our committees organize activities and events that celebrate inclusion and leadership, including our annual WM Heritage celebration and the WMU Women's Leadership Panel held in recognition of Women's History Month. These efforts are designed to strengthen engagement, elevate diverse voices, and reinforce a culture where individuals feel valued and supported.

We also regularly review our policies, programs, and practices to ensure they support access to opportunity, professional growth, and a respectful workplace.

Through the collaborative efforts of our subcommittees and the leadership of our DEI Steering Team, we're moving toward gender balance with 55% males and 45% females across our employee base, and a 58% male – 42% female representation in our leadership positions.

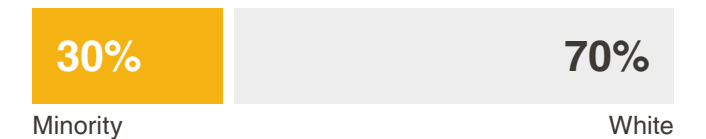
Metrics

2025 Workforce Representation Snapshot

All Staff



Leadership



Encouraging Continuous Education and Training

Our commitment to an inclusive culture is supported by ongoing education and training that reinforce respectful workplace behaviors and inclusive leadership practices. We believe continuous learning plays an important role in strengthening awareness, accountability, and positive engagement across our teams.

Through these programs, we provide practical resources that help team members contribute to a work environment where individuals feel respected, supported, and able to do their best work. As part of this effort, we conducted companywide training on harassment and bullying prevention to help maintain a workplace that is respectful, inclusive, and free from inappropriate behavior.

Driving Meaningful Change through Effective Outreach

We are committed to building strong and enduring partnerships with organizations and nonprofits that exemplify dedication and commitment to DEI. Through these collaborations, we strive to identify and focus on the communities facing the most significant challenges, ensuring that our outreach efforts have a meaningful impact where it matters the most.

Ware Malcomb team members are committed to educational outreach about the design industry for youth and college students from underserved communities. Eleven offices were involved in a variety of programs including mentoring, internships, career days and office open houses. Through these efforts, team members

partner with city governments, nonprofit organizations, industry organizations, school districts and universities.

Our outreach efforts are tracked through our WM Impact Tracker, which enables us to monitor key metrics, assess outcomes, and identify areas for continuous improvement.

Work environments where individuals feel respected, supported, and able to do their best work.



We are very proud of the relationship we have built with the Commercial Real Estate Women (CREW) Network. Since its establishment in 1989, CREW has provided a valuable platform for women in the commercial real estate industry to exchange best practices, foster new connections and advance their professional growth.

Our involvement with CREW includes:

- National Sponsor for CREW Network
- Local sponsor for CREW events and chapters
- 12+ CREW Members across WM
- Several WM leaders have served on CREW Chapter Committees and Boards
- Currently focus on increasing CREW membership and involvement

Together, we strive to empower our team members and promote the meaningful impact of CREW within our company.



Awareness & Communications

To encourage engagement across the firm, we regularly communicate our DEI efforts, share progress, and create opportunities for connection through companywide and office-based activities that promote sense of belonging. These efforts are designed to foster awareness, dialogue, and shared learning across teams and locations.

Examples include:

- **WM Heritage Celebration** – A companywide event focused on learning from one another and recognizing the diverse cultural backgrounds and experiences within our teams.
- **Heritage Month Blog Posts** – Series of internal blog posts recognizing the contributions and influence architects, designers and engineers from diverse backgrounds throughout history.
- **Women’s Leadership Panel** – An annual panel of featuring women leaders sharing insights and experiences through the companywide WMU learning platform.

Employee Engagement Survey

In 2025, Ware Malcomb conducted a comprehensive, company-wide Employee Engagement Survey, achieving an impressive participation rate of 85%. This strong response provided meaningful insights into team member engagement and overall organizational well-being. Key findings and corresponding action

plans were shared during the year-end companywide call, reinforcing our commitment to transparency and continuous improvement. Moving forward, Ware Malcomb will conduct regular engagement surveys to benchmark progress and ensure we are fostering a supportive workplace for all team members.



Partnering with Diverse Businesses

Ware Malcomb is committed to working with the most qualified vendors and consultants. Central to this commitment is our dedication to building lasting partnerships with diverse business enterprises, expanding our reach in attracting top talent, vendors and consultants while contributing to sustainable economic development in underrepresented and disadvantaged communities. As part of our Supplier Diversity Program, we survey suppliers and vendors in our internal database on an annual basis to verify their business enterprise certifications. Firms that meet our supplier requirements and hold a valid certification are flagged in our ERP database as potential project partners. Moving forward, we will implement new initiatives and set performance goals to strengthen diversity across our supplier base.

Our future vision includes engaging our vendors and consultants more comprehensively to build mutually beneficial, long-lasting partnerships. We want to ensure that our partners can thrive in a constantly evolving economic and business environment, thereby stimulating innovation and improving the resilience of our supply chain. To achieve this, over the next few years we plan to develop other programs to expand and support this effort.

Health, Safety and Wellness

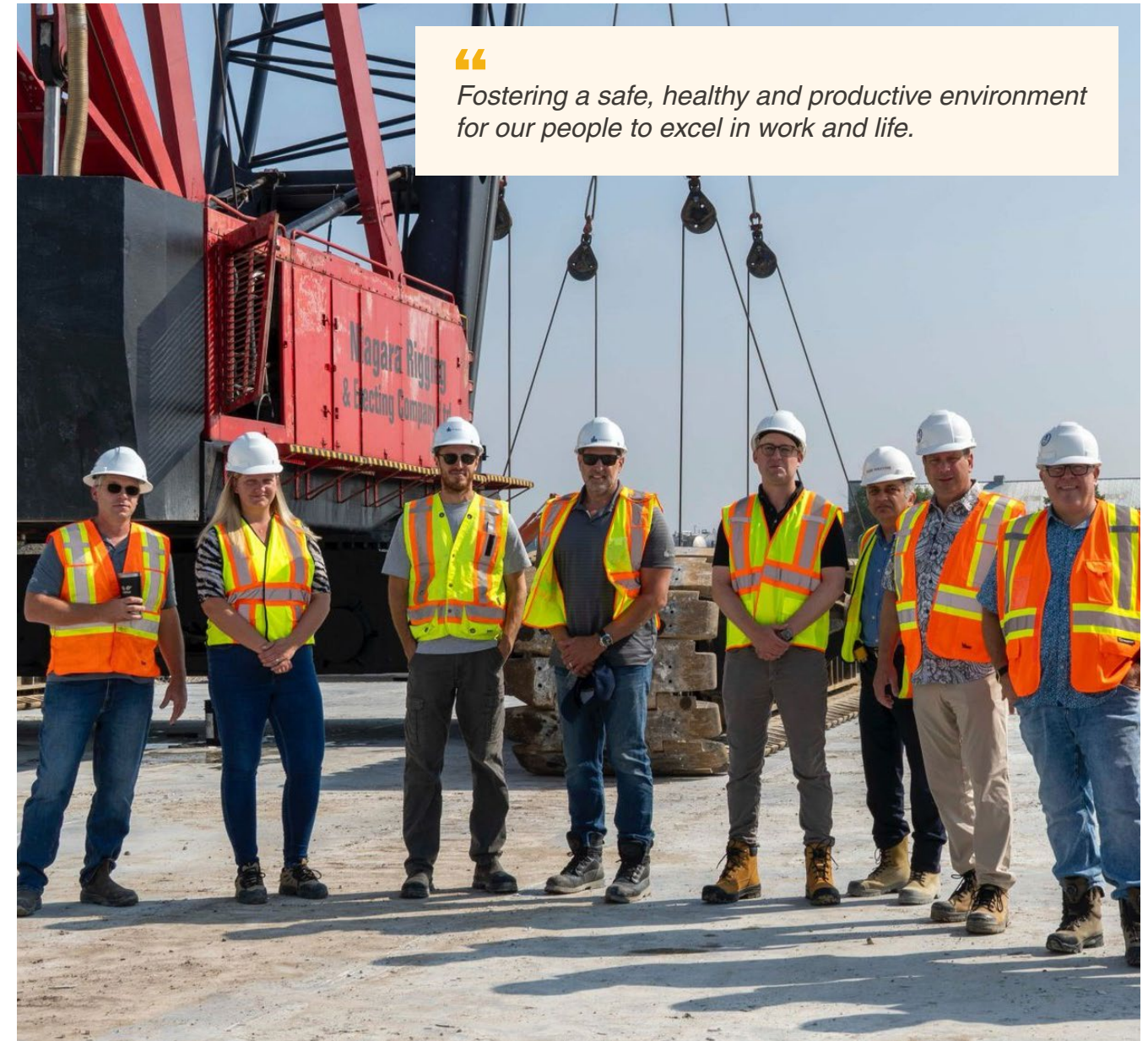
The health, safety and security of our team members, clients and the communities where we operate and complete projects is paramount at Ware Malcomb. By prioritizing health and safety, we create an environment that safeguards our professionals and enables them to contribute their best to every project. We recognize that our clients trust us to deliver exceptional designs and built environments, and part of that trust is built on our commitment to providing safe, healthy and secure spaces. We uphold the highest health and safety standards not only to meet regulatory requirements but also to ensure our clients and the communities where our projects are developed that their wellbeing and interests are safeguarded.

Team Member Handbook

Our commitment to health, safety and wellness is evident from the day new team members join Ware Malcomb in our Team Member Handbook. Every office has a written Injury Illness Prevention Program that specifies our office health and safety measures, as well as an emergency management and evacuation plan for our offices. We want to make sure our team members know how to respond to emergencies, evacuate the office if needed, contact clients and communicate with the Executive Team. General and specialized health and safety aspects are highlighted in our education and training initiatives, depending on the role and responsibilities of the team members.

OSHA Compliance

We adhere to the relevant and applicable guidelines issued by OSHA and other regulatory bodies. Our commitment to safety is reflected in our outstanding safety performance, as evidenced by the safety statistics we report to the US Department of Labor via the OSHA 300A summary form. We take great pride in maintaining a safe working environment for our team members and ensuring that our safety practices meet or exceed industry standards in the projects we complete for our clients. This year, we completed a training series focused on addressing key safety concerns on construction sites, such as the safe use and access of ladders by personnel. Going forward, we remain strongly committed to following stringent safety protocols and continuously evaluating and improving our safety measures to maintain a workplace that protects the wellbeing of our team members.



“
Fostering a safe, healthy and productive environment for our people to excel in work and life.”

WM Active Pursuit of Wellness

**We Are Involved. We Are Active. We Are Engaged.
Together, we can make a difference.**



Wellness

As a people focused organization, Ware Malcomb fosters an environment where team members feel supported, connected, and empowered to thrive. We take a holistic approach to wellbeing that includes physical, mental, emotional, and financial health, integrating these elements into both personal and professional development.

WM Active is the foundation of our wellness initiatives and provides a wide range of activities that promote overall wellbeing. These include fitness-based events such as charity walks, team hikes, biking, and rafting, as well as wellness and financial literacy education sessions delivered through WMU. Our offices also host location specific wellness activities that strengthen team connection and support healthy habits.

To further encourage participation, we launched the WM Active app, which allows team members to engage in monthly wellness challenges and track personal goals. Local wellness leads across the firm help champion these initiatives and bring forward new ideas that support the health of our teams.

As part of our commitment to mental and emotional wellbeing, we offer an international Employee Assistance Program (EAP) for team members and their households in the United States, Mexico, and Canada. Through our insurance provider, individuals have access to confidential support, including counseling services, 24/7 in-the-moment assistance, and resources related to daily life, legal matters, financial guidance, and identity protection. Each May, we also host a Mental Health Awareness Month WMU session focused on selfcare, resilience, and the tools available through the EAP and our broader wellness programs.

Together, these offerings reinforce our commitment to creating a workplace that prioritizes health, encourages connection, and supports the overall wellbeing of every team member.

Designing Safe, Healthy and Productive Spaces

Our commitment to health, safety and wellness extends beyond our internal processes to encompass the design services we provide our clients. By incorporating these principles into our projects, we ensure we meet the functional and aesthetic requirements of our clients but also contribute to the overall wellbeing of the people who will inhabit and interact with the spaces we design.



Our focus on wellness translates into our design services by incorporating wellbeing into our projects.

For over 50 years, we have been at the forefront of designing spaces that prioritize safety, efficiency and wellbeing. Our team comprises accredited professionals in WELL and Fitwel, working collaboratively with clients to create environments that promote health and optimize performance. By developing healthier buildings, we can create enhanced work environments that boost productivity, employee satisfaction, engagement and foster creativity and innovation.

We currently offer the following services to assist our clients with implementing easily applicable strategies and achieve the following certifications:



WELL Building Standard Strategies

Our focus is on optimizing occupant health, increasing employee productivity and improving the overall quality of life in the built environment through WELL certification strategies.



Fitwel Aligned Options

We offer strategies to improve the health of employees, visitors, or residents within a facility and its surrounding community, aligning with Fitwel certification goals.



Talent and People Development

At Ware Malcomb, our team members are at the heart of everything we do. We are proud to have an exceptional group of professionals who share a commitment to outstanding design and client service. We value intelligence, creativity, positivity, dedication, and an entrepreneurial spirit—and we attract individuals who embody these characteristics and help set us apart. Through a wide range of learning and professional development programs, we support the growth of our people and align their aspirations with the long-term success of our firm.



At Ware Malcomb, it's all about our People.



Learning New Skills and Enhancing our Strengths



We have implemented various initiatives to create a dynamic learning culture, starting with our social intranet platform, known as The Hub. Serving as a comprehensive information center, The Hub is designed to provide easy access to learning resources and key information about Ware Malcomb. Now with a new AI search feature, our team members can conveniently access various learning materials, while The Hub also serves as a platform of collaboration, enabling our team members to connect, share insights and interact with one another.



WMU is the foundation of our learning and development initiatives. Since its launch in 2020, WMU has offered regular learning and training sessions, covering various topics to help our team members acquire new skills, broaden their knowledge base and advance their professional development. We see an average participation of 43% of team members, reflecting their enthusiasm for continuous learning. As part of our commitment to accessible learning, our extensive WMU On-Demand library is readily available through The Hub, currently providing a collection of over 170 sessions.



At Ware Malcomb, we believe that understanding and developing individual talents helps our team members grow and succeed. As part of our commitment to professional development, every team member receives a copy of StrengthsFinder 2.0 and a personalized CliftonStrengths report identifying their Top Five Strengths. Team members also have access to webinars and learning resources that help them apply their strengths in meaningful ways and continue building their capabilities throughout their careers.



Grounded in our belief that mentorship is a catalyst for both personal growth and professional advancement, Ware Malcomb launched its companywide Mentorship Program in 2012. Since its inception, the program has connected more than 1,500 team members with experienced leaders across the firm for meaningful, one-on-one guidance and support. Today, the program engages more than 35% of our team members annually, fostering cross-disciplinary connection, strengthening leadership capabilities, and reinforcing our culture of continuous learning and development.



At Ware Malcomb, we view leaders as ambassadors of our culture. We are very proud of our leadership development initiatives that help us develop and empower our next generation of leaders. We provide our team members with the tools, resources and guidance they need to excel in their roles, grow their careers and embody the values and principles that define Ware Malcomb.



WM Emerging Leaders Program (ELP) is an annual cohort learning program that identifies high performing and high potential team members and enhances their leadership skills through education, engagement and professional and personal development. A rotating group of WM leaders engage learners through personal development assessments, group activities and panel discussions. In 2025, 92% of participants agreed or strongly agreed that the six-month Emerging Leaders Program delivered meaningful value to their professional growth.



WM Cultivate

WM Cultivate is a full day dedicated Leadership Development program held twice a year. This intensive training program is designed specifically for new leaders. We address the core principles and values that define Ware Malcomb, encompassing all aspects of our company’s culture. Within the last five years, over 220 leaders have attended WM Cultivate, with 52 newly hired or promoted leaders attending WM Cultivate in 2025. Our goal is to provide our leaders with the knowledge and tools they need to effectively serve as ambassadors of our values and culture. The training is comprehensive and provides practical guidance on various aspects of leadership.



WM Advance

WM Advance is a highly anticipated tri-annual event where our senior leaders come together for an immersive day of learning and collaboration. On average, these events provide a platform for an average of over 110 leaders from across all of our offices to build connections with one another, fostering a sense of unity and synergy within the organization. Through presentations and interactive sessions, participants are inspired and motivated to contribute their best to drive the long-term growth and success of Ware Malcomb. Our WM Advance leadership meetings provide invaluable opportunities to unify our leaders around the strategic priorities of the company, as well as create opportunities for professional development, and serve as an important mechanism that fosters a strong, connected leadership team at Ware Malcomb.



“
We believe that discovering and developing unique talents enables our team members to be more successful.”

Encouraging Professional Development through Licenses and Certifications

We support and incentivize our team members to actively pursue their licensure and professional certification as part of their professional development efforts.

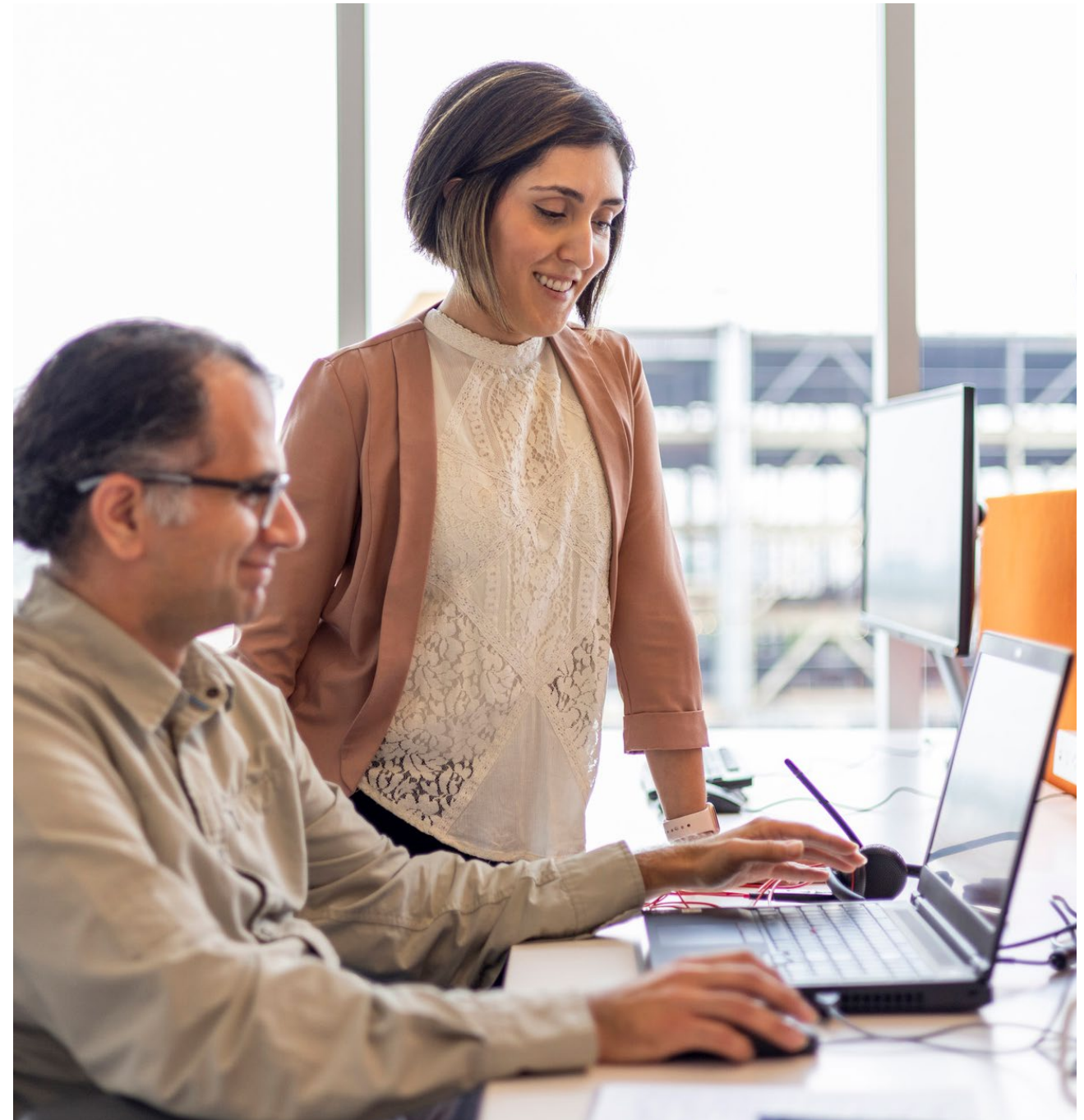
Our reimbursement policy encompasses license and certification exams, renewals, and related fees, ensuring that our team members are empowered to advance in their respective fields. Starting in 2025, Ware Malcomb introduced a financial incentive for those earning specific licenses or credentials for their first time, in addition to covering exam expenses and initial registration fees for those licenses.

Our comprehensive reimbursement program covers 100% of the cost of exams taken and passed such as the ARE, PE, NCIDQ, CCIDC, ARIDO, LEED and WELL, among others.

We also offer support for the Architectural Experience Program (AXP). To aid in preparation, we coordinate study groups and provide access to relevant resources, ensuring that our team members have the necessary tools to succeed in their licensure and certification exams.

AIA Continued Education Provider

In 2024, Ware Malcomb became an approved AIA Continuing Education Provider. The CE Provider status allows us to play a critical role in the ongoing education of architects by receiving CEU credits for our training presentations. We are building a library of technical, on-demand courses that will enable staff to earn credits toward their architectural license renewals at their convenience.



Community Engagement

We care deeply about our local communities and strive to make a positive impact. Through our philanthropic arm, WM Community, we encourage our team members to get involved in their local communities and charitable organizations, as well as the design and commercial real estate industries. Our team members participate in pro bono projects, provide free and at-cost design services, volunteer hours to numerous charitable organizations and raise funds for nonprofits.

We take great pride in our sponsorship and active participation in various organizations that help us serve important causes, such as joining the fight against hunger, contributing to research to fight cancer and improving the lives of children in underserved communities, among many others.

This year we launched the WM Impact Tracker, a companywide tool that captures the collective contributions of WM Community and WM Active initiatives across all offices. Each location designates a Community Impact Champion who logs activities and helps celebrate the many ways our WMOneTeam gives back.





We are proud to partner with organizations that create lasting community impact:

United Way

Our partnership with United Way, established in 1999, offers team members a meaningful way to support families and individuals in need. More than **150 team members** participate annually, and together we have raised **over \$1,025,000** to strengthen communities across North America.

Over 1M raised in North America for United Way.

Susan G. Komen Breast Cancer Foundation

Since 2012, our Irvine team has supported Susan G. Komen through annual fundraising efforts focused on early detection, patient support, and critical research. To date, we have contributed **over \$158,000** to advance breast cancer awareness and care.

Pack to School

For more than a decade, our Denver team has partnered with the Denver Boys & Girls Club on Pack to School, providing backpacks and school supplies to students across the region. Since 2013, this initiative has raised **\$240,000** and delivered **8,400 backpacks** to students preparing for a new school year.

Baja Challenge

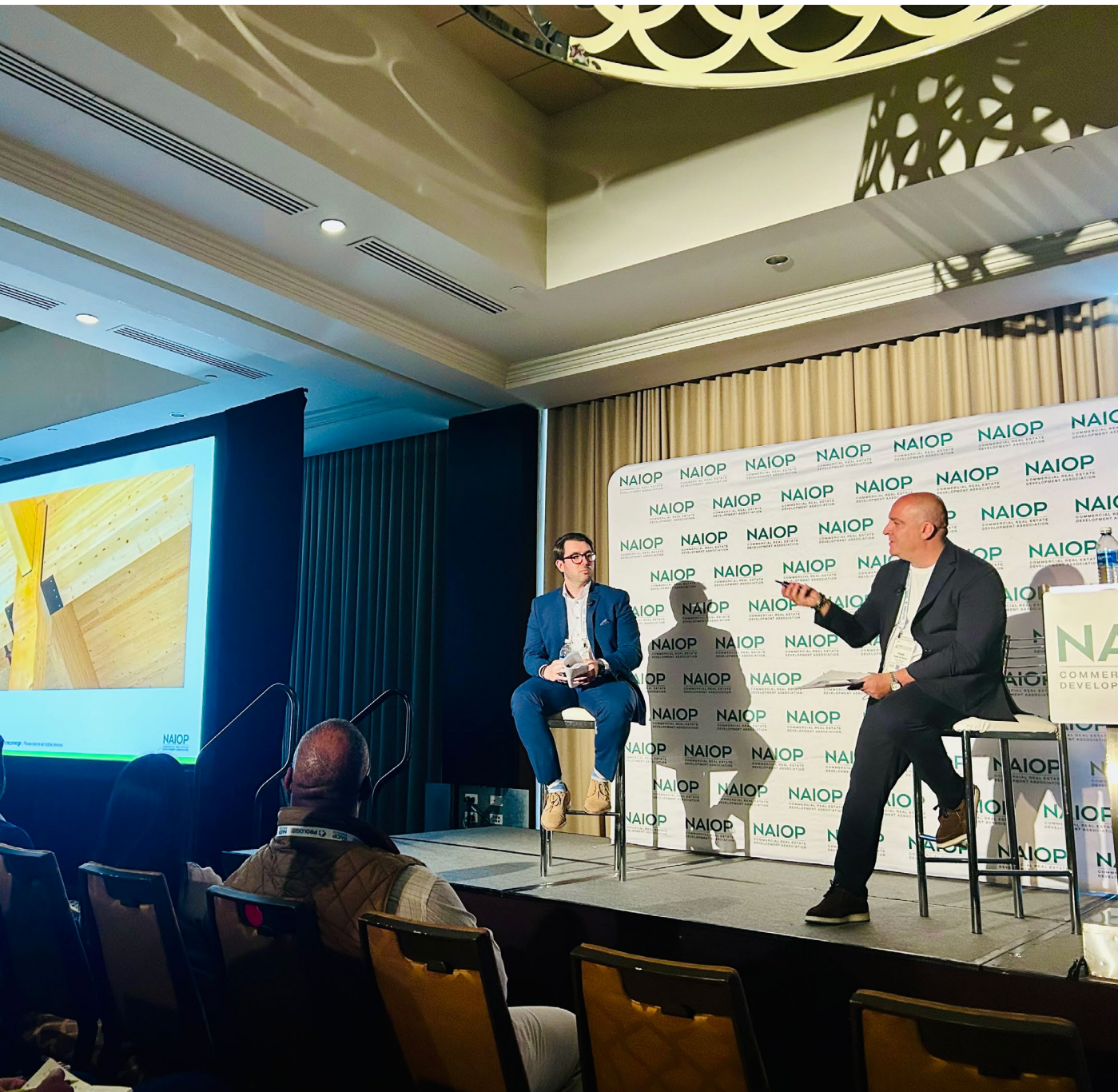
Since 2001, our San Diego team has participated in the Baja Challenge, working with Project Mercy and the local real estate and construction community to build homes for families in Tijuana, Mexico. Through this effort, we have helped construct more than **20 homes**, improving quality of life for deserving families.

We Care

Seven of our offices volunteer annually with the Boys & Girls Club for the We Care event, creating holiday craft stations that support **hundreds of children and families** each year. Our teams join other design firms to host activities ranging from snow globe making to candy reindeer crafts, helping create memorable experiences during the holiday season.

These efforts represent only a portion of the organizations and initiatives we are honored to support. Through WM Community, our team members continue to demonstrate what it means to serve with purpose and strengthen the communities that sustain us.

“
At Ware Malcomb, we are committed to making a difference in our local communities.
”



Supporting the Next Generation of Industry Professionals

Empowering the next generation to shape a brighter future

As part of our community engagement efforts, we encourage our team members to get involved and contribute to the continual growth and advancement of the design and commercial real estate industry. By investing in the development of youth and young professionals and actively engaging in industry organizations, we contribute to building a stronger workforce and AEC industry.

Supporting the development of young talent and coordinating educational outreach for underserved communities is a major focus point for us.

For more than 40 years, we have been offering scholarships and internships to deserving students based on both need and talent, providing them with invaluable opportunities to expand their academic and career pathways.

Additionally, our team members actively contribute to the industry’s growth by sharing their expertise as guest lecturers at various high schools and universities and partnering with nonprofits and local government agencies to host workplace mentorships, coordinate design challenges and participate in career exploration panels. Through these engagements, we cover a wide array of subjects and offer insights into broader professional development topics in commercial real estate. By sharing our knowledge and experiences, we aim to inspire and empower students, especially those from underserved communities, to pursue rewarding careers in the AEC industry.

We actively engage with various organizations within the commercial real estate and design sectors. This provides opportunities to connect, learn and collaborate. Our involvement in associations include:



We also actively participate in college career fairs, establishing meaningful connections with talented students and recruiting them for intern positions. Our leaders work closely with our dedicated recruiting team to foster relationships with colleges and universities, ensuring a strong talent pipeline for the future.

Also, we are engaged in these important ways:

WM Internship Program

Specialized program that invests in interns companywide, with the intention of developing interns into future full-time WM team members. Our WM Internship Program Committee ensures that interns gain the insight and opportunities they need to build successful and meaningful careers.

Orange County United Way’s Youth Career Connections

Work-based learning initiative that infuses classroom learning with real-world experiences by connecting underserved high school students directly with employers through internships.

CEO Leadership Alliance – Talent Leadership Advisory Board

Works across the Orange County High School and College systems to expose and interest youth in promising careers in the county.

Scholarships

Kent State University College of Architecture and Environmental Design (CAED) Class of 1980 Travel Abroad Scholarship – Developed by Ware Malcomb Chairman, Lawrence R. Armstrong, and a group of his classmates, this scholarship is awarded to second year CAED students on a need and talent basis who wish to participate in the college’s study abroad semester in Florence, Italy.

Kent State University Armstrong Family Scholarship – Developed by Ware Malcomb Chairman and Kent State University alumnus, Lawrence R. Armstrong, this need and talent scholarship is awarded to the Fourth Year College of Architecture and Environmental Design student who demonstrates their aptitude with an exceptional design portfolio and an industrious academic record.

University of Arizona Bill Ware & Bill Malcomb Endowment Scholarship – Established in 1979 by our founders and alumni of the University of Arizona, Bill Ware and Bill Malcomb, scholarships are awarded to School of Architecture students based upon their Capstone Project.

The WM Foundation offers scholarship opportunities to Ware Malcomb team member children and dependents, providing financial support for their continued education, academic advancement and the desire to make a difference in the world.





Governance

Governance

Corporate Governance

Ethics and Compliance

Anti-corruption and Bribery

Risk Management

ESG Governance

Responsible Supply Chain

Innovation

Cybersecurity

Governance

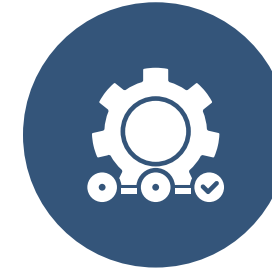
At Ware Malcomb, we foster an entrepreneurial spirit that empowers our employees to be creative and take initiative.

Effective governance provides the necessary structure for us to ensure that we operate responsibly and ethically. However, we understand that governance is not just about compliance, but also about proactively managing risks. By promoting responsible conduct and risk management across Ware Malcomb, we align our actions with our mission and values, and we work to consistently deliver high quality design solutions that meet the evolving needs of our clients. With a strong commitment to prudent governance, we are better equipped to address the challenges of an increasingly unpredictable economic environment, sustain our firm's long-term growth trajectory and strengthen our position as a trusted leader in the industry.



Corporate Governance

Aligning our governance policies and strategy for effective operations and compliance.



Sustainable Supply Chain

Working collaboratively with our vendors and consultants to develop an ethical, sustainable and resilient supply chain.



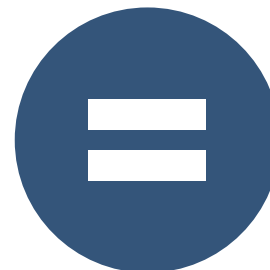
Risk Management

Implementing the processes and systems to proactively identify and address risks and emerging market trends.



Innovation and Continuous Improvement

Cultivating a culture of continuous improvement and empowering our people to take action and innovate.



Human Rights

Defending and upholding human rights is fundamental to our purpose of building a better working world.

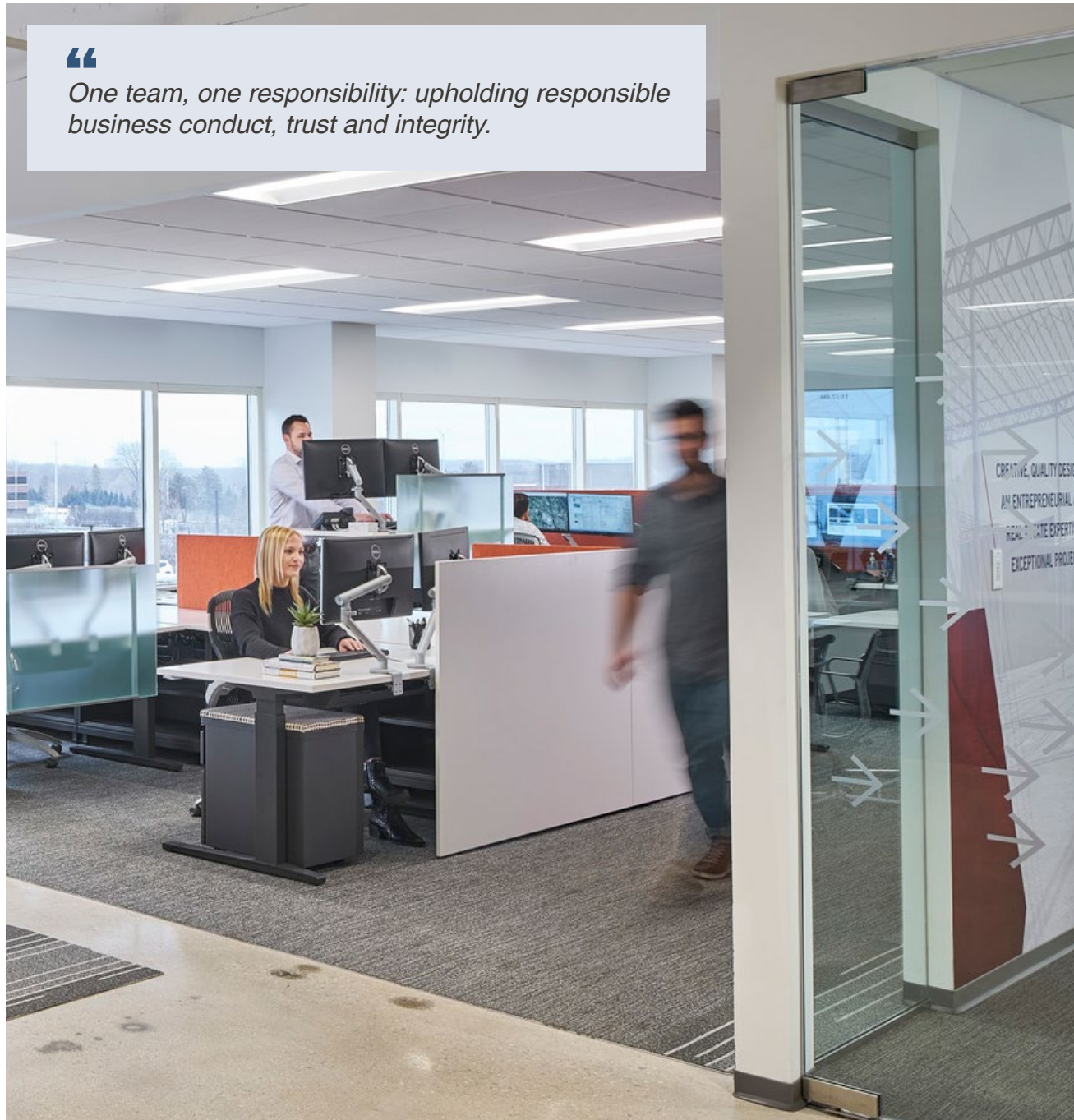


Policy Against Human Trafficking, Child Labor and Slavery

Committed to a work environment that is free from human trafficking and slavery, which includes forced labor and unlawful child labor.



One team, one responsibility: upholding responsible business conduct, trust and integrity.



Corporate Governance

Since our founding, we consider ourselves more than a group of individuals.

We embrace the principle of WM One Team, which extends beyond coordination and collaboration to emphasize our collective responsibility to act in the best interests of our clients, stakeholders and the community. By fostering both individual responsibility and collective accountability, we maintain a culture of trust, integrity and responsible behavior.

Team members that join Ware Malcomb are provided with equal opportunities to grow professionally and receive mentoring. We invest significant resources to train and educate our team members, emphasizing the importance of governance, ethical leadership and creating an environment where individuals can confidently make sound decisions aligned with our mission and values.

This ensures that our highest governing body, our Board of Directors, is always comprised of leaders that exemplify our core values and are deeply committed to our mission and vision. Our Board plays a critical role in providing strategic guidance, overseeing our operations and ensuring that we stay true to our organizational goals.

Strategic Planning

The Board is responsible for defining the strategic direction of Ware Malcomb and overseeing the development and implementation of our strategic

plan, which serves as the roadmap for our long-term growth and success. Our strategic planning process is conducted in an open, transparent, and equitable manner that reflects our commitment to inclusion and shared ownership.

Since 2011, we have engaged team members across the firm in our annual strategic planning process. Each office and team develops a strategic Mind Map aligned with our core values and focused on priorities that drive performance, innovation, and community impact. This highly inclusive exercise creates meaningful opportunities for team members at every level to contribute ideas, share unique perspectives, and help shape the future of the firm.

Access to leadership is a foundational principle at Ware Malcomb. We operate with a longstanding open door policy that encourages team members to engage leaders at all levels with ideas, feedback, and concerns. By fostering a culture of open communication, we reinforce an environment where every voice is respected and valued.

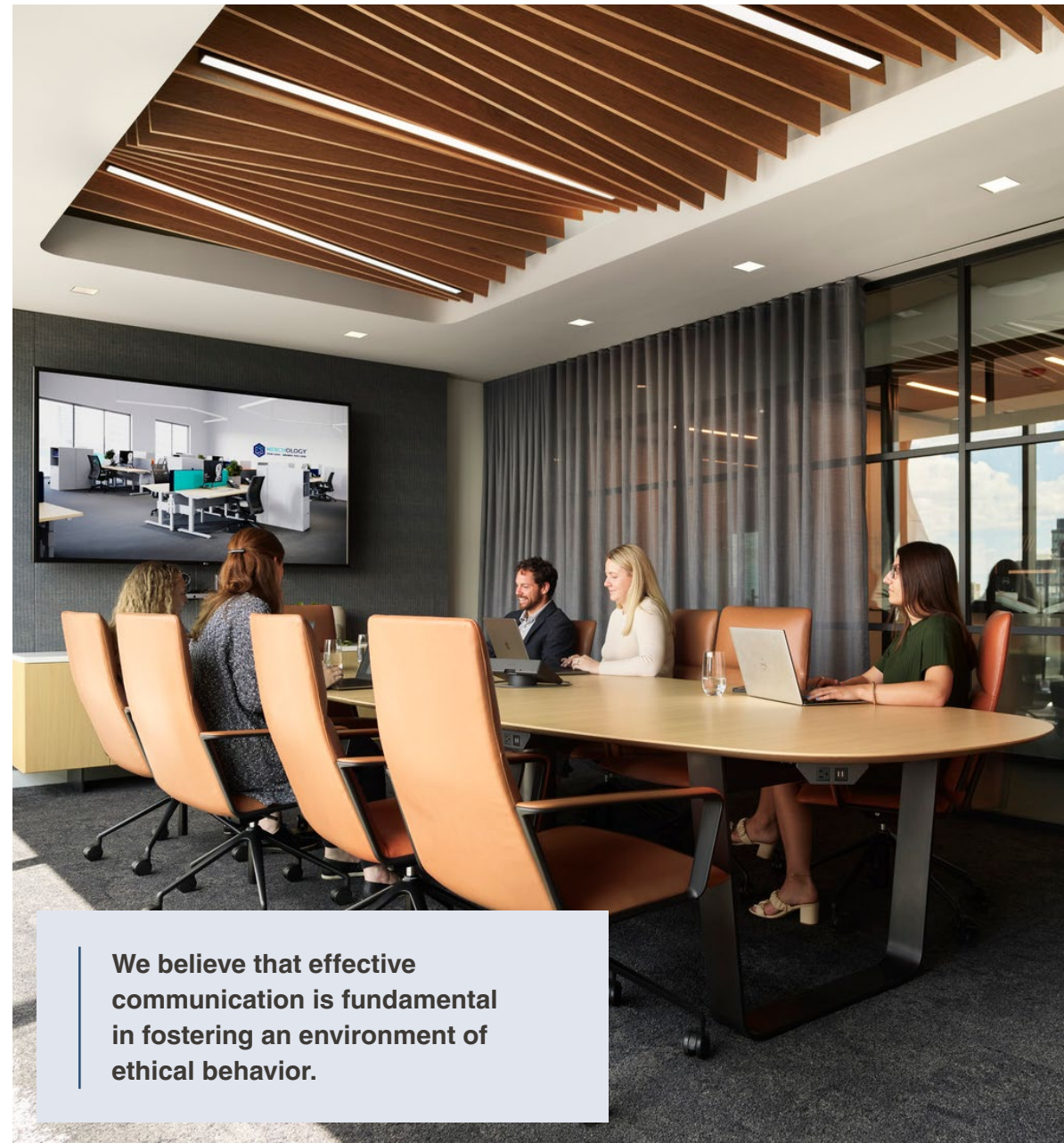
To further support transparency and accountability, we maintain a formal problem resolution process that allows team members to raise concerns related to any policy, practice, or decision in a structured and equitable manner. We strictly prohibit retaliation against any individual who raises a concern in good faith, ensuring that issues can be addressed promptly, fairly, and effectively.

Ethics and Compliance

We hold ourselves to the highest ethical standards and prioritize responsible decision making in our day to day activities. Our processes and actions are guided and supported by a comprehensive set of policies, guidelines and standards that are outlined in our Team Member Handbook. This handbook serves as a valuable resource for our team members, providing them with the necessary information on how to act ethically and responsibly in alignment with our mission and values.

Our policies and guidelines serve as a framework that balances our entrepreneurial spirit and our commitment to ethical behavior. They are designed to protect and enhance our reputation, establish a culture of accountability and facilitate effective collaboration with our clients. We make sure our team members fully understand the importance of their actions and the impact they have on our firm and our stakeholders. They are empowered to make choices that align with our values and uphold our commitment to ethical conduct.

We consistently emphasize the importance of ethical conduct to our team members through open dialogue, but also plan to expand our existing training programs and develop new education initiatives on ethics, compliance and responsible governance. By consistently focusing on addressing ethical behavior, we can create an environment where team members are supported in making the right choices and upholding our standards.



We believe that effective communication is fundamental in fostering an environment of ethical behavior.

Anti-Corruption and Bribery

Ware Malcomb is committed to maintaining an environment where corruption has no place.

Anti-corruption and bribery practices are highlighted in our Team Member Handbook, ensuring that our team members act with integrity and in the best interests of the firm and our clients.

We strictly prohibit any actions that may compromise our commitment to fair and ethical practices. For example, it is strictly forbidden for team members to misuse firm resources, confidential information, or their relationships with firm clients for personal gain or advantage. We also emphasize the importance of maintaining client satisfaction and fostering positive relationships among team members, discouraging any actions that could deliberately cause client dissatisfaction or conflict and disputes within Ware Malcomb.

To ensure that potential conflicts of interest are addressed appropriately, we encourage our team members to quickly report any situations where their personal interests may conflict with their duty to the firm. By discussing such situations with the appropriate leaders, the existence and extent of the potential conflict can be thoroughly evaluated, and steps can be taken to manage it quickly and efficiently if required.

Risk Management

At Ware Malcomb, risk management is an integral part of our operations.

We have implemented several measures to manage risks throughout our organization and consistently focus on proactively addressing risks and strengthening our risk management processes. We are committed to Quality Assurance / Quality Control as consistent part of our standard design process. We have a Quality Control team that implements a process to ensure consistent quality companywide. Those team members collaborate to proactively identify potential problems, discuss areas of concern with our clients and have solutions ready.

Key points of our quality assurance program include the following:

01 Ware Malcomb Detail Database

02 Peer Review

03 Quality Assurance and Coordination Reviews

04 Constructability Reviews with the Owner’s Construction Team

05 Ware Malcomb Zoning Ordinance and Design Guideline Review

Our Board of Directors is responsible for overseeing our risk management practices, providing valuable insights to appropriately identify, monitor and manage risks.

During our strategic planning process, we thoroughly assess and address risks to identify potential areas of vulnerability and opportunities for improvement. This enables us to proactively manage risks and better understand emerging trends in our industry. We also recognize the importance of addressing risks and emergencies in the projects we work on. We focus on implementing the appropriate project risk management safeguards and enhancing our capabilities in this area to ensure that our projects are executed smoothly and that we are prepared to handle emergencies.

In line with our commitment to continuous improvement, we have identified the need for a formal and centralized risk management policy. In response, we have developed a Professional Services Best Practices Policy, which provides comprehensive guidance on how we identify, monitor and manage risks across all levels and activities of Ware Malcomb.

Furthermore, we will also continue to explore opportunities to strengthen our risk management practices through certifications specifically related to risk management. We aim to identify certifications that will help us better understand and implement internationally recognized best practices in risk management.



Maintaining robust and resilient operations, delivering excellent service and effectively managing uncertainties and emergencies.





ESG Governance

We recognize the importance of governance in advancing our ESG program and initiatives. Our goal is to have sustainability, inclusivity and ethical conduct remain at the center of our business.

We implement several key measures to ensure robust governance for the successful management of our ESG framework and strategy.

We have established a dedicated ESG steering committee and appointed a sustainability lead executive. This committee and executive are responsible for overseeing and further developing our ESG framework and strategy. Our ESG committee is responsible for overseeing the implementation of initiatives within the Social pillar of our ESG framework. Their expertise and guidance contribute to the effective integration of ESG practices throughout our organization.

To solidify our commitment to ESG, we have developed an ESG policy that outlines our principles and expectations. This policy serves as a guiding framework for our efforts, providing a clear direction and setting the foundation for responsible business practices.

As part of our ongoing efforts, we are engaging our team members in initiatives such as our Office Sustainability Champions, Community Impact Champions, and companywide and regional philanthropy campaigns. These programs aim to raise awareness and drive implementation of our ESG strategy on a local level.

We will continually look for opportunities to enhance and expand our ESG program, identify new initiatives and best practices that align with our ESG goals. This includes exploring the possibility of incentivizing our team members to obtain formal sustainability certifications and engaging with external organizations and experts to ensure that we are at the forefront of sustainable design and operations.



Ensuring effective integration of ESG principles in our organization to drive sustainable success.

Responsible Supply Chain

We are committed to establishing a responsible supply chain that promotes and safeguards the basic rights of all individuals.

As a design firm operating primarily in North America, we do not perceive human rights as a material business risk. However, we acknowledge the importance of upholding international human rights principles throughout our operations and our supply chain.

In line with our commitment, we hold our vendors and consultants to the same high standards. We expect them to share our dedication to ethical and responsible business practices and actively take steps to mitigate human rights risks within our shared supply chains. By working together with our vendors, consultants and stakeholders, we can create resilient and ethical supply chains where human rights are respected at every stage.



By working together with our vendors, consultants and stakeholders, we can create resilient and ethical supply chains where human rights are respected at every stage.

Human Rights

At Ware Malcomb, we believe defending and upholding human rights is fundamental to our purpose of building a better working world. Our approach to respecting and upholding human rights is informed by the United Nations Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights.

In addition, Ware Malcomb seeks to proactively support and promote human rights for the wider benefit of the communities in which we operate and serve. As a professional services organization, we recognize the

role we play in the communities in which we operate. In every potential project we should consider not only whether we can perform an engagement, but whether we should perform that engagement.

We are also committed to a work environment that is free from human trafficking and slavery, which includes forced labor and unlawful child labor. WM will not tolerate or condone human trafficking or slavery in any part of our organization.

Ware Malcomb team members and its Suppliers with whom WM conducts business must not engage in any practice that constitutes trafficking in persons or slavery. These activities include engage in sex trafficking, fraud, or coercion to subject a person to involuntary servitude, or obtaining labor from a person by threats of serious harm to that person or another person.

Ware Malcomb will take appropriate disciplinary action for violations of this Policy, up to and including discharge of an employee or termination of a Supplier's services.



Innovation

As a design firm operating in a constantly evolving AEC industry, we recognize that staying at the forefront of innovation is essential.

We operate under a forward thinking mindset, continuously envisioning how we can develop innovative solutions. We leverage the latest technological advancements and state of the art tools to enhance our practice and deliver exceptional end user experiences.

To ensure that innovation remains a top priority, we have reinforced it as one of our core values. As such, innovation influences how we approach projects, collaborate with clients and challenge ourselves to think critically. This way we also foster a creative environment that encourages curiosity, exploration and the freedom to think ahead and push the conventional norms.

Our commitment to innovation, however, goes beyond specifying our vision and a set of aspirations. We consistently evaluate new technologies, methodologies, and best practices, building upon our internal innovation initiatives we have finetuned over the last 10 years. Our Continuous Improvement Program WM Evolve and our Digital Transformation Team help us deliver exceptional design solutions that not only meet the needs of today but anticipate the demands of tomorrow, creating spaces that empower and enrich quality of life. We also actively seek partnerships with technology experts and industry peers to help us to stay informed about the latest advancements.

Continuous Improvement Program WM Evolve

WM Evolve is Ware Malcomb’s continuous improvement program, designed to encourage idea-sharing and innovation across all areas of the firm. Launched in 2009, the program reflects our long-standing commitment to learning, adaptability, and evolving how we work.

WM Evolve supports a culture where team members at all levels are encouraged to contribute ideas that improve processes, enhance efficiency, and strengthen client experiences. By providing a structured platform for idea generation and collaboration, the program helps connect individual insights to firmwide strategic priorities.

Key Goals of WM Evolve include:

- Fostering a culture of innovation, creativity, and collaboration.
- Engaging team members by recognizing and amplifying their ideas.
- Identifying new and improved ways to enhance our business operations, and client experiences.
- Strengthening Ware Malcomb’s reputation for innovation and design excellence.
- Aligning ideas with firmwide strategic priorities.

Since its inception, WM Evolve has generated more than **1,000** ideas submitted by team members across the firm. These contributions have helped make Ware Malcomb a more agile, efficient, and forward-thinking organization. By empowering people to share ideas and continuously improve how we operate, WM Evolve plays an important role in supporting long-term success.



Digital Transformation (Dx) Team

Our Digital Transformation Team focuses on turning design and project data into actionable intelligence that improves efficiency, reduces liability and supports better decisions across the full project lifecycle.

Our Dx Team is comprised of innovators, builders and programmers who are redefining what is possible in Architecture, Engineering and Construction by building technological tools that make design smarter, construction faster and collaboration effortless. Q4 of 2025 marked the successful delivery of **21 tools**. Most of the tools were automation focused that delivered improved project documentation, streamlined project set up and optimized master planning processes. We have also created bespoke technological solutions for our clients that align with their project goals in the form of project intelligence platforms.

Moving forward, the Dx Team will continue to leverage the power of data, connectivity and automation to tackle challenges in new ways. We will continue to utilize API-driven integrations to optimize workflows and reduce manual effort or rework. We will weave AI into our processes in a safe and responsible manner as a means of enhancing human creative contribution.

Cybersecurity

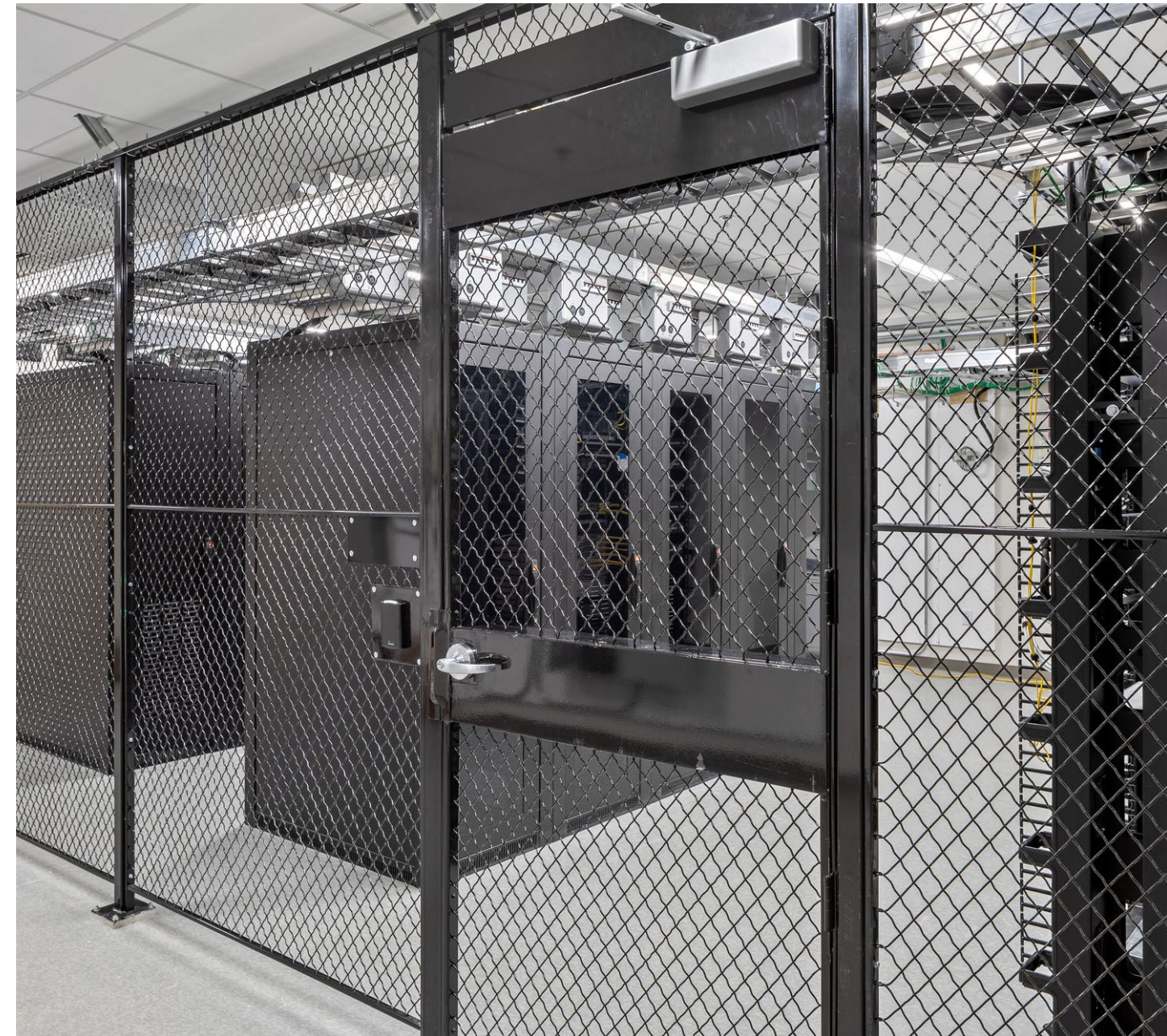
We recognize the critical importance of managing cybersecurity risks and protecting the security, availability, and integrity of our information technology systems. Safeguarding sensitive information is essential to maintaining the trust of our clients, team members, and partners.

Ware Malcomb maintains firmwide cybersecurity policies, systems, and risk management protocols aligned with the NIST Cybersecurity Framework (CSF) 2.0, a widely recognized standard for managing and reducing cybersecurity risk. These policies and expectations are outlined in our Team Member Handbook and are reviewed and updated regularly to reflect evolving industry best practices and regulatory requirements.

100% of our team members completed cybersecurity training.

Cybersecurity awareness is a shared responsibility across our organization. In 2025, 100% of team members completed required annual cybersecurity training focused on phishing prevention, scam awareness, and responsible technology use. We also encourage prompt reporting of suspicious activity or potential vulnerabilities to strengthen our ability to identify and address risks proactively.

Through structured governance, training, and continuous monitoring, we support resilient operations and responsible data stewardship across all offices.





WARE MALCOMB

- ARCHITECTURE
- INTERIORS
- BRANDING
- CIVIL ENGINEERING
- MEP / STRUCTURAL ENGINEERING
- BUILDING MEASUREMENT