A Clear Career Path

Purpose

as follows:

acquisitions

to SSOE

our leadership

redeem shares

within SSOE

external sale offers

Our Career Progression Levels – and

To support growth strategy

(in revenue, profit, and value)

• Encourage reinvestment in SSOE

• Position the stock as attractive for

• Provide broad ownership of SSOE

• Position the stock as attractive to

• Reflect individual level of contribution

• Present clear guidelines for ownership

To promote long-term viability

• Maintain Company's ability to

• Facilitate transfer of ownership

• Promote objective review of

To attract and retain superior leadership

• Promote and reward growth

At SSOE, we believe in creating a clear path to building your career with us. This path encourages you to reach milestones throughout your career and grow to the next level in your work engagements and responsibilities. associated ownership opportunities – were Although each developed to support our Company goals, person might take a slightly different path, SSOE's Career Progression Levels will help our superior leaders reach the top.

> Throughout vour career, vou will be given the opportunity to work on different projects and receive training to deepen and extend your skills. Performance reviews and career development plans will help you understand how to reach the next Career Progression Level. Promotions are granted through SSOE's regular performance

We firmly believe that our workforce is the key to our success...and we hope to help you make it all the way to the top!

system.

\$\$500

••• 88 **550e** ••••

Locations

Albany, OH

Alliance, OH

Atlanta, GA

Birmingham, AL

Chandler, AZ

Cincinnati, OH

Columbus, OH

Hamburg, Germany

Huntsville, AL

Irvine, CA

Kalamazoo, MI

León, Mexico

Lima, OH

Midland, MI

Monterrey, Mexico

Mumbai, India

Nashville, TN

Omaha, NE

Penang, Malaysia

Portland, OR

Raleigh-Durham, NC

Santa Clara, CA

St. Paul, MN

Sao Paulo, Brazil

Shanghai, China

Singapore

St. Paul, MN

Toledo, OH

Troy, MI

Washington, DC

About this Brochure • • •

The positions in this Career Progression Level chart represent a substantial, but not all-inclusive list of classifications in the Company at the time of this publication. This brochure does not constitute an agreement of any kind. Other agreements such as employment agreements, stock purchase agreements, and non-solicitation agreements, will present additional details of these programs.

SSOE reserves the right to modify classifications or amend any part of the program at any time.

How does career progression work at SSOE?



• • • Growing your career at SSOF...

World-class people, delivering worldclass projects for world-class clients.

We are the Global Project Delivery company that others aspire to imitate:

- Safety-always culture.
- Continuous efficiency improvements / innovation.
- Prominence in our markets.
- Career growth opportunities.
- Employee prosperity.
- Diversity of thought.
- Growth in strategic areas.
- Selectivity with flexibility.
- Adding the greatest client value and environmental sustainability.

\$\$500

How does Career Progression work at SSOE? ***

Career Progression Level	What skills do I need to demonstrate to reach this level? Proficient in all skills relative to senior position Proven to be an effective leader and driver of the business May include Principal-in-Charge (PIC) leadership or strategic role	How is my compensation impacted? Exempt salary Full Time Incentive component	Technical Principal Architect Principal Engineer	Marketing / Business Development Principal Account Executive Principal Director	Administrative / Managerial			Can I purchase SSOE shares?
Principal					Chief Executive Officer (CEO) Chief Financial Officer (CFO) Chief Operating Officer (COO) Chief Strategy Officer (CSO) Principal Business Leader Principal Construction Manager Principal Department Manager (PM/Tech)	Principal Director Principal Division Manager Principal General Manager Principal Operations Manager Principal Project Manager Principal Project Director Principal SBU Manager	4-year Non-Solicitation Agreement 1-year Employment Agreement	Required minimum purchase Maximums established
Senior Associate	Demonstrates technical leadership and expertise and holds accountability for: • project management • business development/marketing • client management • administrative management	Exempt salary Reg Full Time (RFT) or Reg Part Time (RPT) Incentive component (RFT) Spot awards	Architect 6 Engineer 6 Master Architect Master Engineer Sr. Healthcare Planner Sr. Interior Designer	Director Business Leader Department Manager Sr. Account Executive	Assistant Controller Business Leader Controller Department Manager (Admin/PM/Tech) Director Division Manager	Program Manager Project Director Purchasing Manager Section Manager Sr. Construction Manager Sr. Project Manager Sr. Systems Administrator	1-year Non-Solicitation Agreement upon purchase of shares No Employment Agreements (Board exceptions permitted)	May be offered shares (RFT) Purchase is not mandatory Maximums established
Associate	Demonstrates technical expertise (usually in a specialization) Demonstrates developed skills in: • project management • business development/marketing • client management • administrative management	Exempt STOT,* Technical positions Exempt salary, Administrative Reg Full Time (RFT) or Reg Part Time (RPT) Incentive component (RFT) Spot awards	Architect 4-5 Engineer 4-5 Designer 6 (Arch/Eng) ESH Specialist 5 Healthcare Planner Interior Designer 4 Process/Packaging Specialist Project Controller 3	Account Executive	BIM/CAD Technical Leader Construction Manager Enterprise Applications Administrator Helpdesk Leader Project Manager Safety Manager Site Manager	Sr. Construction Administrator Sr. Database & Web Administrator Sr. Purchasing Agent Sr. Recruitment Leader Sr. Safety Engineer Sr. Systems Coordinator Systems Administrator 2 Sr. Systems Administrator	No Non-Solicitation or Employment Agreements	Not offered shares
Staff, Level 2	Demonstrates technical competence Initial development of skills in: • project management • business development/marketing • client management • administrative management	Exempt STOT* Full Time or Part Time Spot awards	Architect 2-3 BIM Project Specialist Designer 5 (Arch/Eng) Engineer 2-3 ESH Specialist 4 Interior Designer 3 Project Controller 2 Technical Specialist	PR Specialist Sr. Marketing Coordinator	Assistant Project Manager Benefits Coordinator BIM/CAD Technical Specialist Computer Technical 2 Construction Administrator Construction Coordinator Database & Web Administrator Enterprise Application Analyst Helpdesk Leader HR Generalist HR Specialist	Purchasing Agent Recruitment Specialist Safety Coordinator Safety Engineer Sr. Database & Web Programmer Sr. HR Generalist Sr. Staff Accountant Staff Accountant Supervisor, Billing & Accounts Receivable Systems Administrator 1 Training Specialist	No Non-Solicitation or Employment Agreements	Not offered shares
Staff, Level 1	Entry Level Skills Basic Level Skills	Non-exempt hourly Full Time or Part Time Spot awards	Architect 1 Designers 1-2-3-4 EHS Specialist 1 Engineer 1 Interior Designer 1-2 Project Controller 1 Project Technology Coordinator SBU Technology Coordinator	Marketing Assistant Marketing Coordinator	Accounting Clerk Administrative Assistant Administrative Support Clerk BIM/CAD Technical Coordinator BIM/CAD Technician Building Facilities Technician Computer Technician 1 Database & Web Programmer Document Controls Clerk Human Resources Assistant	Payroll Specialist Project Accounting Coordinator Project Management Assistant Purchasing Assistant Purchasing Coordinator Receptionist Sr. Building Facilities Tech Shop Drawing Coordinator Travel & Event Coordinator	No Non-Solicitation or Employment Agreements	Not offered shares
		* Straight time overtime						

This Career Progression pertains to SSOE, Inc. and its affiliated companies

