ISSUE 2026-1

FOUNDATION® RISK PARTNERS

THE SUSTAINABILITY AND RESILIENCY REPORT 2026

AFFIRMING OUR DEDICATION TO A BETTER WORLD

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This report sets forth how we endeavor to care for our employee communities by minimizing our environmental footprint, fostering a spirit of volunteerism in our staff and providing the space and opportunity to learn from each other in service to a better and brighter future.

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A MESSAGE FROM OUR CEO

We are pleased to present the next edition of our *Sustainability & Resiliency Report* to our Board of Directors, clients, Foundation Risk Partners colleagues, carrier partners, and all the communities we serve. This report is intended to provide transparency into our sustainability priorities, initiatives, and progress while reinforcing accountability across our organization.

At Foundation Risk Partners, we strive to be part of the solution. This report reflects our ongoing commitment to integrating sustainability and resilience into our business framework and decision-making processes. By openly sharing our efforts, we seek to foster continuous improvement and ensure our initiatives remain aligned with our values and long-term objectives.

As a leader in the insurance and employee benefits industry, we recognize the influence we carry and the responsibility that accompanies it. Our decisions have a direct impact on our colleagues, clients, and communities. Through thoughtful action and measured progress, we aim to serve as a responsible corporate partner and contribute meaningfully to a more resilient and sustainable future.

Charlie Lydecker
Chairman & CEO

ABOUT FOUNDATION RISK PARTNERS

Foundation Risk Partners (FRP) is a privately held, national insurance brokerage and consulting firm founded in 2017. Our firm brings together leading regional and specialty agencies under a unified platform to provide comprehensive, high-touch quality service to clients across the country.

With thousands of professionals licensed nationwide and offices across dozens of states, FRP operates at national scale while maintaining a culture rooted in collaboration, excellence, and community engagement. Our leadership team brings deep industry experience across brokerage, consulting, and risk disciplines, reinforcing FRP's commitment to high-quality client service and sustainable growth.

As a result, FRP is consistently recognized among the top U.S. insurance brokerages and continues to expand its capabilities to meet the evolving needs of employers and individuals nationwide. We are a rare combination of industry experience, leadership, and bold innovation. We embrace the success of each of our member agencies and further support them through the collective capabilities of our internal network. We invite you to experience the difference.

161 LOCATIONS
in 146 cities.

50 STATES
(licensed).

3,000+
insurance professionals.

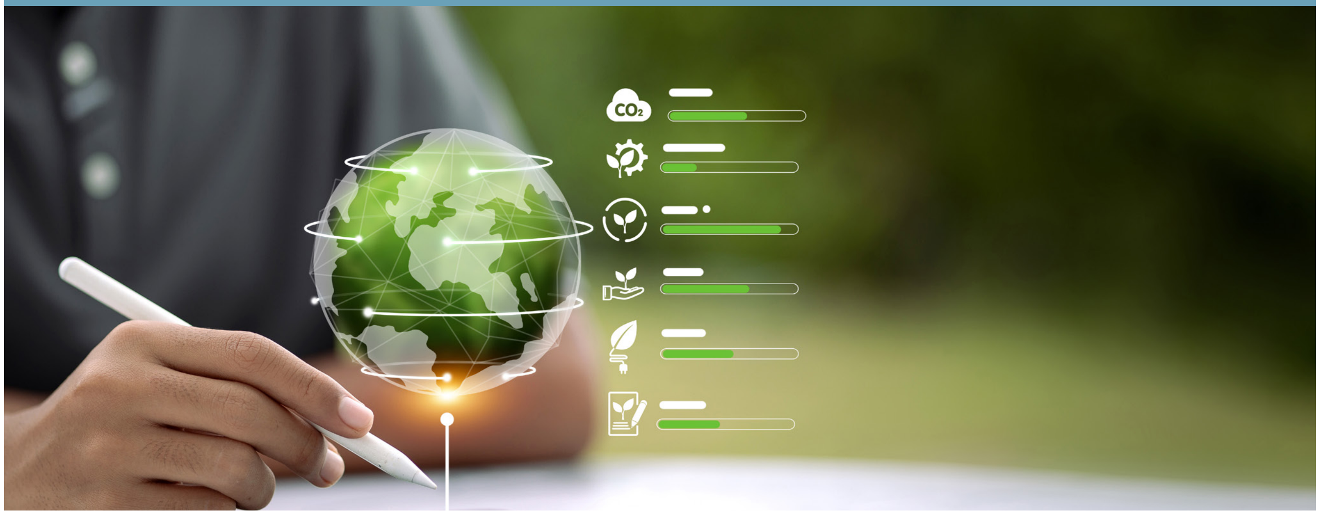
TOP 20
brokerage in nation.

THE FRP MISSION

Foundation Risk Partners was established with a clear purpose: to build a preeminent middle-market insurance brokerage and consultancy by developing partnerships with highly respected, growth-oriented agencies that complement a national team of professionals who are exceptional at analyzing risk exposure and delivering solutions that minimize potential loss. This mission continues to guide our strategic growth and the way we serve our clients and communities.

A defining element of our success is the deliberate embrace of technology and data-driven resources to enhance effectiveness across every aspect of our organization. Innovation is embedded in our operating model, enabling us to strengthen risk analysis, improve client outcomes, and scale our capabilities while maintaining a high-touch, client-focused approach. This commitment remains central to our mission and plays a critical role in setting the standard for excellence within the insurance industry.

Equally important to our success are our people. We invest meaningfully in the development of our team members and in cultivating an environment grounded in collaboration, continuous learning, and shared accountability. By empowering our professionals, we foster a culture of excellence that extends beyond our organization and into the communities we serve. Together, we are building a resilient, forward-looking enterprise rooted in partnership, innovation, and responsible growth.



OUR APPROACH TO SUSTAINABILITY & RESILIENCY

Foundation Risk Partners' approach to sustainability focuses on areas where we can deliver measurable, responsible impact aligned with our role as a professional services organization. While our direct environmental footprint is limited, we manage and reduce our impact where practicable through operational efficiency, responsible decision-making, and the integration of sustainability considerations into vendor selection and management. This commitment is reinforced through education and awareness initiatives that promote thoughtful resource use and embed sustainability into day-to-day operations.

Operational resiliency is a core pillar of our ESG strategy and long-term success. As early adopters of advanced analytics and artificial intelligence, we invest in technologies that enhance business continuity, data integrity, service reliability, and operational efficiency. Cross-functional committees support resiliency and governance by overseeing the ongoing development, integration, and protection of our infrastructure. Integrated sales and account management platforms further improve workflow efficiency, visibility, and portfolio discipline while helping safeguard critical systems during disruptions.

Collectively, these initiatives support responsible growth, strengthen organizational durability, and position Foundation Risk Partners to navigate a dynamic risk environment while maintaining a stable, supportive workplace.

Environmental impact is addressed through operational efficiency, not symbolism.

Resiliency and technology investment are central to governance and long-term value.

Cross-functional governance supports stability and **responsible growth**.

SUSTAINABILITY & RESILIENCY COMMITTEE

Foundation Risk Partners established the **Sustainability & Resiliency Committee** to advance a more sustainable and resilient operating environment across our organization. The Committee oversees the identification, evaluation, and monitoring of initiatives aligned with FRP's sustainability and resiliency objectives, including the promotion of environmental best practices across its agencies.

Governance and accountability are central to this framework. The FRP Board of Directors formally established the Committee and delegated oversight of sustainability related matters pursuant to its charter, ensuring alignment with the firm's broader enterprise risk management and governance practices.

The Committee operates with executive sponsorship and cross functional representation spanning legal, finance, operations, technology, facilities, human resources, and learning and development. This structure supports informed decision making, integrates sustainability and resiliency considerations across the organization, and strengthens FRP's ability to manage emerging risks, maintain operational continuity, and remain responsive to regulatory, market, and stakeholder expectations.

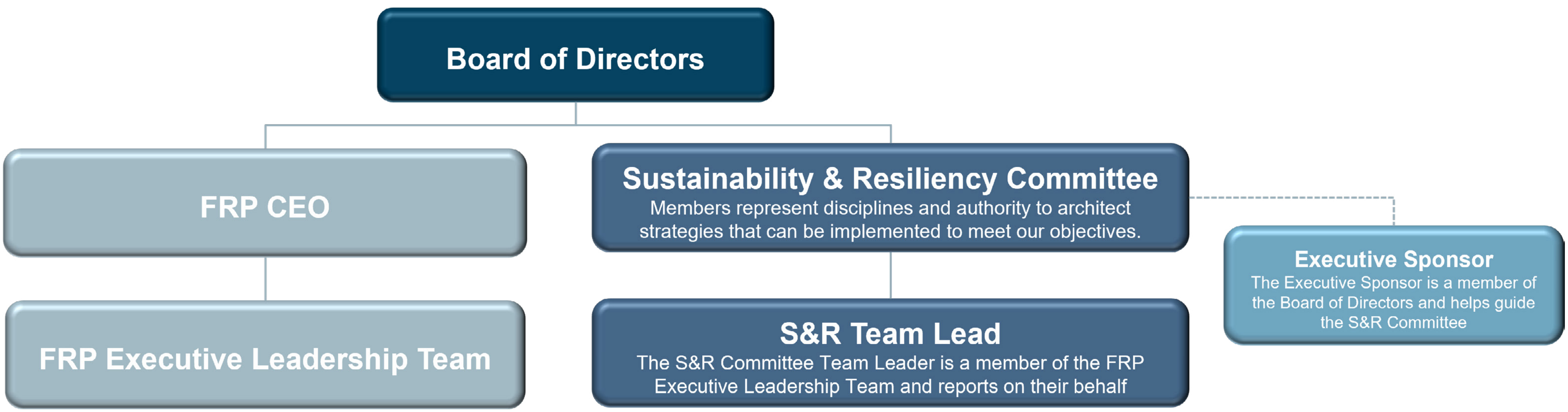
Formal governance and oversight reinforce alignment with enterprise risk management.

Cross-functional leadership integration ensures sustainability considerations across our firm.

Strategic focus on risk and continuity advance a disciplined approach to sustainability efforts.

COMMITTEE MEMBERS

- Scott Baron,
  Chief Information Security Officer
- Chris Bell,
  Chief Administrative Officer
- Teresa Brock,
  Director of Acquisition Accounting & Reporting
- Natalie Corbett,
  Chief People Officer
- Brian Feeley,
  Chief Marketing Officer
- Alexis Henley,
  VP of Project Management & Business Administration
- Paul LaRubbio,
  Sr. VP of Finance & Accounting
- Kim Powers,
  VP of Legal Services
- Paul Rice,
  Associate Legal Counsel
- Paul Tucker,
  Director of Facilities
- Michelle Young,
  Sr. VP of Learning & Development



OUR PEOPLE, OUR FOUNDATION

At Foundation Risk Partners, our people are central to our identity and our ability to serve clients. The commitment, expertise, and professionalism of our team members enable us to operate as a trusted extension of our clients' organizations and represent our most important asset and the foundation of long-term success.

This people-first philosophy is embedded in our leadership approach and supported by the long-term partnership of Partners Group, which shares our focus on sustainability, resiliency, and responsible value creation. As part of Warburg Pincus' 2025 sustainability data collection and year-end 2024 reporting cycle, Foundation Risk Partners participated in formal ESG data reporting aligned with widely recognized frameworks. This process strengthened governance discipline, supported internal benchmarking, and helped identify opportunities to further advance our sustainability and resiliency practices.

With more than 3,000 professionals supporting clients each day, we are committed to fostering a workplace culture that emphasizes engagement, development, and wellbeing. Our investment in people is reflected through a structured set of initiatives focused on learning and development, wellness and wellbeing, employee resource committees, and culture and community outreach. Together, these efforts support a strong, engaged, and resilient workforce that advances our mission today and positions Foundation Risk Partners for long-term success.

People are our most critical asset to sustain long-term success.

Our human capital strategy is aligned with **long-term value** and **ESG governance**.

Structured investment supports workforce resilience and engagement for a future-ready organization.

LEARNING FOUNDATIONS

Learning and development are central to Foundation Risk Partners' sustainability and resiliency strategy. Learning Foundations, our enterprise-wide learning ecosystem, provides a structured, competency-based framework that supports continuous skill development, leadership growth, and operational consistency across the organization. Actively supported by senior leadership, the program reflects our commitment to investing in people as the foundation of long-term performance and organizational strength.

Through a blended learning model and an integrated learning management system, Learning Foundations delivers accessible, role-specific development across all business lines while supporting compliance, performance visibility, and adaptability as business and regulatory requirements evolve. Signature programs, including the Sales Academy and Account Management Academy, reinforce service excellence, strengthen client outcomes, and promote consistency across regions and practices.

By prioritizing workforce development, shared expertise, and leadership capability, Learning Foundations strengthens FRP's operational resilience and positions the organization to navigate a complex and evolving insurance environment while delivering long-term value for clients and stakeholders.

LEARNING FOUNDATIONS

Learning is a core driver of sustainability and resiliency supporting continuous development.

Structured programs strengthen performance and **improve client outcomes**.

Technology enables **accountability and adaptability** to build a resilient workforce.

HEALTH & WELLBEING

Supporting the health and wellbeing of our team members is a core priority at Foundation Risk Partners and a key pillar of our sustainability and resiliency strategy. Through Healthy Foundations, our enterprise-wide wellness initiative, we promote physical, mental, and financial wellbeing to strengthen workforce engagement, resilience, and long-term performance.

Healthy Foundations emphasizes preventive care, education, and accessibility. Ongoing wellness programming and targeted preventive care initiatives encourage informed health decisions and proactive use of care, contributing to a healthier and more engaged workforce. These efforts are reinforced through a suite of digital wellness tools, benefits advocacy resources, and financial wellbeing support designed to meet employees where they are.

To further expand access to care, FRP also provides convenient onsite clinical services at its headquarters, supporting preventive and primary care needs. Together, these initiatives reflect a comprehensive, integrated approach to employee wellbeing. One that supports individual health while reinforcing organizational stability, productivity, and long-term sustainability.

Healthy Foundations
An FRP Wellness Initiative

The health and wellbeing of our team members is crucial to FRP's sustainability strategy.

Preventive care and employee education continue to be primary areas of focus.

Accessible tools and resources support a healthier workforce.

WOMEN'S EMPLOYEE RESOURCE COMMITTEE

Foundation Risk Partners is committed to fostering an inclusive, supportive, and empowering workplace through employee-driven resource committees that strengthen connection, professional development, and belonging. These committees provide structured opportunities for dialogue, peer support, and insight into the evolving needs of our workforce, reinforcing an inclusive organizational culture.

The Power Collective, FRP's women-focused employee resource committee, supports the advancement and development of women across the organization. Guided by a mission centered on mutual support, diversity advocacy, and professional growth, the committee plays an important role in cultivating leadership capability, representation, and engagement within FRP and the broader insurance industry.

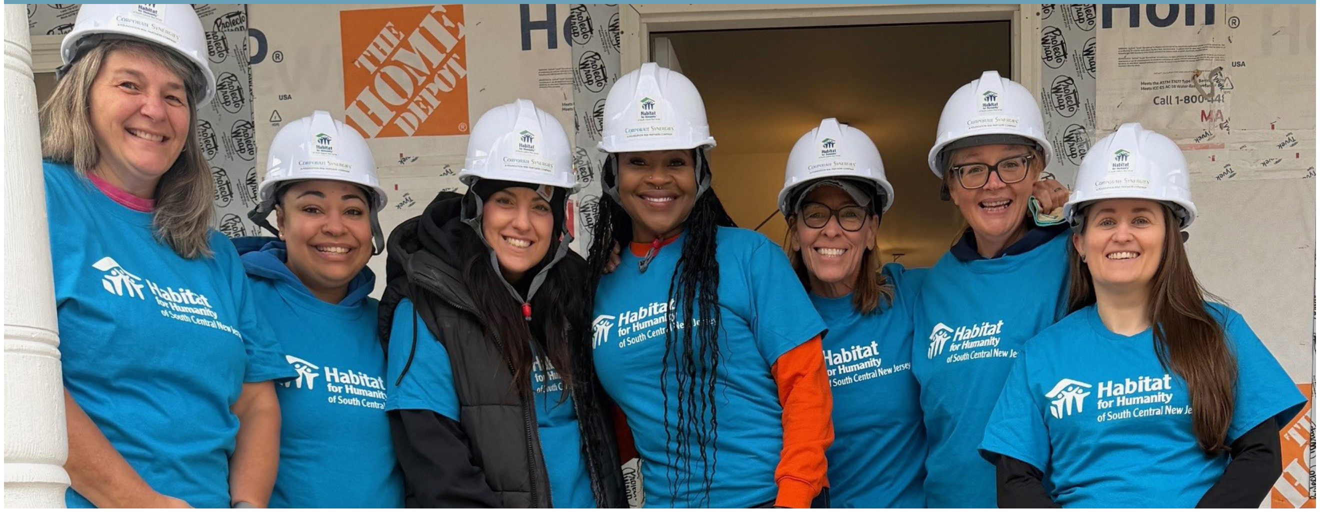
Through leadership programming, professional development initiatives, and a nationwide Ambassador Program, The Power Collective extends its impact across FRP's national footprint. Together, these efforts reinforce FRP's commitment to inclusion, talent development, and community. Supporting a workplace where diverse perspectives are valued and future leaders are empowered to succeed.

THE POWER COLLECTIVE

Employee resource committees **strengthen inclusion and engagement**.

The Power Collective advances women's **growth and representation**.

Local engagement **reinforces national impact**.



CULTURE & COMMUNITY OUTREACH

Foundation Risk Partners is committed to responsible corporate citizenship through structured, employee-supported community outreach delivered under the We Care framework and the CARES program. These initiatives promote meaningful engagement that aligns with our values, strengthens local communities, and reinforces a culture of connection, purpose, and service across the organization.

The CARES program operates through two complementary pillars. CARES Forward focuses on supporting nonprofit organizations and local communities, with an emphasis on health, wellness, and essential needs. CARES Comfort supports FRP colleagues through internal initiatives that promote emotional wellbeing, team connection, and recognition. Together, these pillars are designed to advance community impact while strengthening employee engagement and organizational resilience.

Participation is encouraged through a formal volunteer time-off policy that enables eligible employees to support approved nonprofit organizations in a manner responsive to local needs and business priorities. Through We Care and CARES, FRP fosters a sustained culture of service that supports positive community outcomes while reinforcing long-term organizational sustainability.

FRP CARES
FOUNDATION RISK PARTNERS

FRP CARES FOUNDATION

In 2026, FRP introduces a 501(c)(3) charitable foundation.

FRP CARES Foundation is Foundation Risk Partners' charitable organization **dedicated to supporting both FRP teammates and the communities they serve**. Through financial assistance programs for employees facing unexpected hardships and community-focused initiatives that support health, wellness, disaster relief, and essential needs, FRP CARES embodies the company's commitment to **compassion, service, and making a meaningful difference** where it matters most.

WORKFORCE ENGAGEMENT & CULTURE FRAMEWORK

Foundation Risk Partners approaches workforce engagement as a continuous process of learning, evaluation, and disciplined execution. Our focus is on cultivating a respectful, high-performing workplace supported by practices that align with our core values and long-term strategic objectives as a growing national organization.

FRP fosters a team environment that reflects a range of backgrounds and perspectives, supported by ongoing reviews of training programs, policies, and internal processes designed to promote fairness, accountability, and opportunity. Required training reinforces consistent standards across the organization, while paid volunteerism is encouraged to strengthen community connection and broaden employee perspective.

To support long-term workforce sustainability, FRP is advancing mentorship initiatives that expand career exposure and professional development opportunities across roles and regions. Thoughtful leadership selection remains a core element of organizational development, ensuring diverse viewpoints that strengthen decision-making, governance, and operational resilience.

These efforts are reinforced by the governance principles of FRP's equity partner, Partners Group, whose emphasis on broad perspective, rigorous debate, and informed decision-making aligns with FRP's partnership-driven culture. Together, these initiatives form an integral component of FRP's broader sustainability, governance, and human capital strategy.

Workforce engagement and culture are treated as ongoing strategic priorities.

Policies, training and development **support fairness and sustainability**.

Inclusive leadership strengthens our governance and resilience.

BUSINESS CONTINUITY & RISK MANAGEMENT

Foundation Risk Partners maintains a comprehensive business continuity and enterprise risk management framework designed to support operational resilience, service continuity, and long-term sustainability. Our operating model is intentionally structured to ensure consistent client service during periods of disruption, including environmental events, workforce challenges, third-party dependencies, and broader market volatility.

FRP's cloud-first technology strategy strengthens availability, scalability, and resilience while reducing reliance on physical infrastructure. Core business platforms are hosted in secure, geographically redundant environments, enabling continuity during localized disruptions and climate-related events. A diversified Agency Management System strategy further mitigates concentration risk by reducing dependency on a single vendor as the organization grows and evolves.

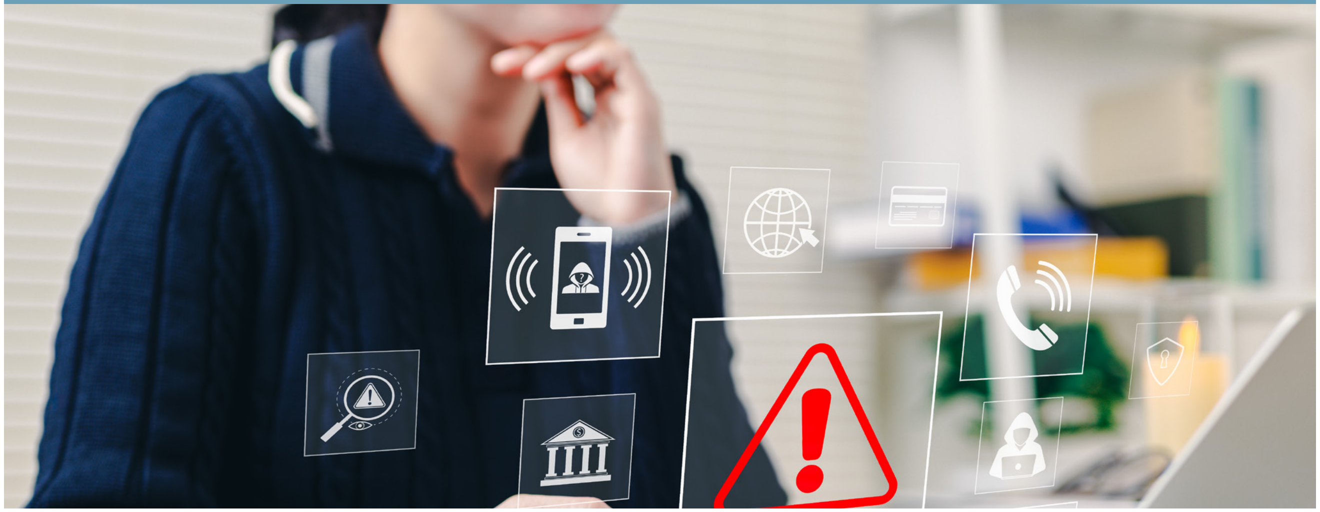
Risk governance, compliance, and information stewardship are embedded within this framework. Regular reviews by legal and privacy leadership support adherence to applicable regulations, including HIPAA, while required training and secure data-handling practices reinforce accountability across the organization.

Operational resilience is further supported by a collaborative, team-based service model built on cross-training and shared responsibility. Multiple professionals support each client relationship, enabling uninterrupted service during periods of employee transition or absence. Together, these practices position FRP to manage uncertainty, adapt to change, and deliver consistent value while supporting long-term organizational durability.

Resilience is embedded in FRP's operating model and structured to support **uninterrupted client service**.

Technology architecture reduces concentration and infrastructure risk.

Governance and people-centric design strengthen continuity to deliver **consistent client outcomes**.



CYBERSECURITY & PHISHING AWARENESS

Foundation Risk Partners manages cybersecurity risk through a comprehensive, enterprise-wide program designed to protect information assets, support operational continuity, and strengthen organizational resilience. Cybersecurity governance is embedded at the highest levels of the organization and is overseen by a dedicated Enterprise Cyber Security team led by the Chief Information Security Officer.

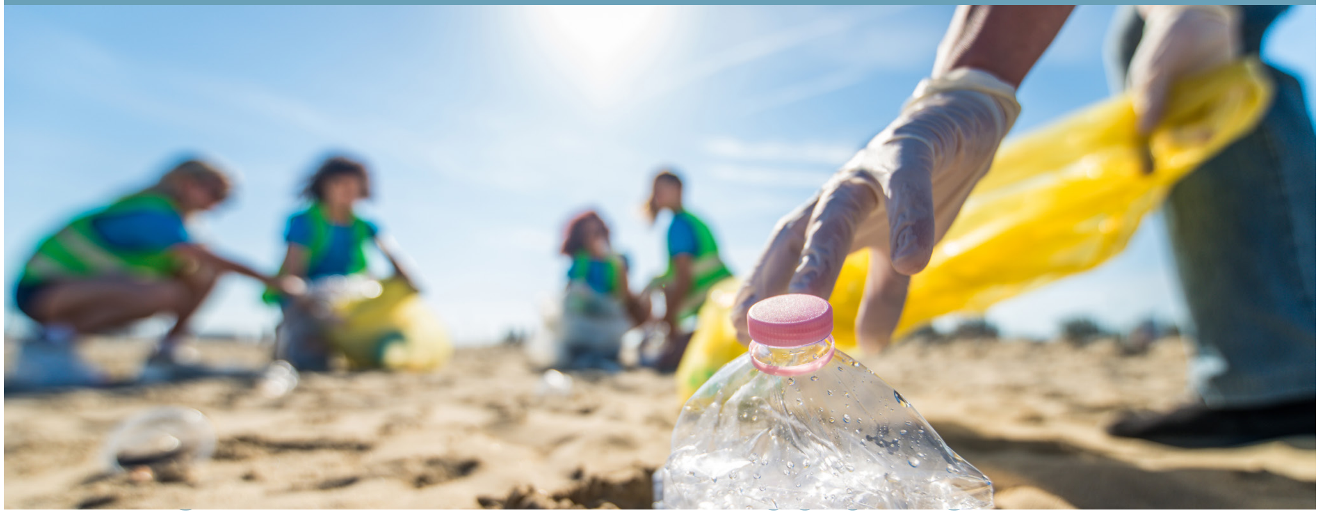
FRP's cybersecurity framework is aligned with the National Institute of Standards and Technology (NIST) Cybersecurity Framework and NIST 800-53. Policies, standards, and controls are reviewed annually and approved through formal governance processes to ensure alignment with evolving risks, regulatory expectations, and business needs. Periodic independent assessments support transparency, maturity evaluation, and continuous improvement.

Operationally, FRP maintains continuous monitoring of its technology environment and manages potential security events through a 24x7x365 Security Operations Center. These capabilities enable timely detection, investigation, and response while maintaining a consistent security baseline across systems and endpoints. Workforce awareness is reinforced through mandatory annual cybersecurity training, supported by ongoing education and communication initiatives delivered through FRP's Learning Foundations platform.

Cybersecurity governance is enterprise-wide and leadership-led.

Security controls align with recognized industry frameworks.

Technology and workforce readiness **reinforce resilience**.



ENVIRONMENTAL AWARENESS & ACTIVITY

Foundation Risk Partners approaches environmental sustainability through practical, organization-appropriate actions that emphasize awareness, responsible resource use, and operational efficiency. As a professional services organization, our focus is on initiatives where measurable impact can be achieved through behavioral change and day-to-day operational decisions.

An internal sustainability committee supports these efforts by identifying opportunities to reduce environmental impact across FRP's national footprint and by gathering insights from agencies to better understand existing practices and regional considerations. To promote consistency and engagement, FRP has developed internal awareness initiatives that encourage reduced waste, energy-conscious behaviors, responsible paper use, and water conservation.

These efforts are designed to support incremental improvement rather than prescriptive mandates, allowing flexibility across locations while reinforcing shared accountability. Through focused awareness, employee participation, and responsible resource management, FRP integrates environmental considerations into its broader sustainability and resiliency strategy while supporting long-term operational resilience.

Environmental sustainability is approached through practical, measurable actions.

Employee engagement supports incremental environmental impact.

Governance and awareness drive consistency rather than policy-heavy mandates.

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