

MAKING OUR IMPACT

Why Corporate Social Responsibility Matters

2025 Annual Report



INAUGURAL REPORT SUMMARY

OUR VISION

To be relentless in our pursuit of excellence in the experiences we provide and the outcomes we achieve.

At MOI, we believe the spaces where people work should perform for people, for business, and for the communities they serve.

As expectations around sustainability, employee experience, and accountability continue to grow, Corporate Social Responsibility (CSR) is not a separate initiative at MOI. It is embedded in how we partner with clients and deliver projects.

OUR APPROACH

This report represents our next step toward building a more responsible, transparent, and impact-driven MOI.

Our approach to impact directly informs how we specify products, manage projects, support CSR goals, and deliver long-term value. By aligning our operations with responsible business practices, we help clients reduce risk, improve performance outcomes, and create workplaces that support both immediate project goals and long-term organizational priorities.

We recognize that our role in the built environment carries weight. The products we specify, the materials we install, the training we provide to our teams, and the relationships we build with clients and nonprofit partners all shape our legacy. With more than 300 employees, multiple facilities, and a deep project portfolio, MOI is uniquely positioned to drive meaningful and sustainable change within our industry.

This report reflects both what we have accomplished and where we are going - establishing baseline metrics, measuring progress, and continuously improving how we operate as a responsible partner to our clients, employees, and communities.

Our work is organized around four pillars that anchor our Corporate Social Responsibility strategy and commitment to people, planet, and progress. Impact isn't an add-on. It's built into how we deliver results.

OUR PILLARS



People



Planet



Community



Governance

CORPORATE SOCIAL RESPONSIBILITY PILLARS & IMPACT



PEOPLE

Build internal culture, foster inclusion, and amplify impact through recognition, empowerment, and shared purpose.



PLANET

Reduce environmental footprint, minimize waste and maximize efficiency, ensuring that our business contributes to a greener future.



COMMUNITY

Use company resources and employee time to strengthen local communities and expand community inside MOI.



GOVERNANCE

Uphold responsible business practices and empower employee ownership.

THIS TRANSLATES INTO...

Strong CSR performance correlates with **13% higher employee retention** and **20% greater productivity**.

(Gallup, 2022)

77% of consumers are more likely to purchase from companies committed to making the world a better place.

(Havas Group, 2023)

Through these pillars, we aim to create **measurable impact** for our employee-owners, our clients, and the communities where we live and work - **today and over the long term**.

MAKING OUR IMPACT

PEOPLE

CSR PILLAR

Build internal culture, foster inclusion, and amplify impact through recognition, empowerment, and shared purpose.



PEOPLE WORKPLACE ENGAGEMENT



WHY THIS MATTERS

Build internal culture, foster inclusion, and amplify impact through recognition, empowerment, and shared purpose.

Workforce Engagement By The Numbers:

50+

Connection Committee Events

65%

Of Employee Owners Participated
In Peer Nominations

15+

Employee Led Masterclasses Hosted

HOW WE MEASURE IMPACT

Build emotional connection to MOI's mission and strengthen culture.

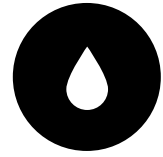
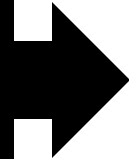
- » Increased retention rates year over year
- » Improvement of annual engagement survey results
- » Increased participation in Connection Committees
- » Established Think, Act, Respond like an Owner Award initiative
- » Continue and expand Masterclass offerings

OUR IMPACT GOALS

- » **Launch 12 new Masterclasses**
MOI Masterclass is a peer-led learning platform where employee-owners share expertise through live and virtual sessions, supporting continuous learning and knowledge sharing across MOI.
- » **Achieve 100% Think, Act, Respond like an Owner Award participation**
These peer-driven awards recognize employee-owners whose actions reflect ownership and alignment with our guiding principles, regardless of tenure or title.

Engaged employee-owners create stronger accountability, continuity, and consistency across project delivery.

Our 300+ diverse employee-owners are committed to making our lives more purposeful in and around the places we work, live, and stay.



Lives Saved From Blood Donations

60



Connection Committee Events

50+



Masterclasses Hosted by Team Members

15

MAKING OUR IMPACT



Chili Cook-Offs

3



Rounds of Trivia & Cornhole Tourneys

2



Of Smiles, Laughs, Sips, & Snacks

TONS

MAKING OUR IMPACT - PEOPLE

CONNECTION COMMITTEES

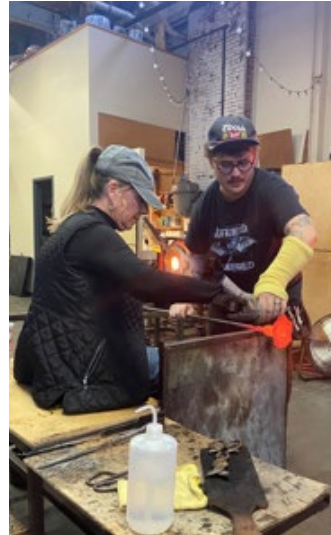
MOI's Connection Committees are employee-led groups that organize volunteer, social, and community engagement across our markets, creating opportunities for employees to give back, build relationships, and strengthen connections within our teams and communities.

3 MAIN OBJECTIVES

- » Organize one volunteer event each quarter
- » Collaborate with small and local businesses
- » Create inclusive holiday celebrations

EVENT HIGHLIGHTS

Adopt A Veteran Fundraiser
American Red Cross Blood Drive
Axe Throwing at Kraken Axes
Candle Making Class
Go Karting at LeMans Karting
Maryland Food Bank Food Drive
MillerKnoll's WeCare Event
Mini Golf at Puttery
Movie Trivia Event
Paint Your Pet at Plaza Artist
Pickleball Tournament
Pumpkin Carving Competition
Screen-printing Class at Visual Arts Center
Toys for Tots Volunteer Day
And many more!



MAKING OUR IMPACT - PEOPLE

THINK ACT RESPOND LIKE AN OWNER AWARDS



2025 Award Winners:
Alaa Saif, Michael Glidden, Melanie Robins

In 2025, MOI launched the Think, Act, Respond Like an Owner Awards, a peer-nominated recognition program celebrating employee-owners who exemplify our Guiding Principles through everyday actions.

Moving forward, the David Noel Ownership Award will be presented annually to the employee owner who receives the most peer nominations, honoring the legacy of MOI's former CEO and his enduring commitment to a culture rooted in ownership.

This ownership mindset reinforces accountability and responsiveness across our client projects.

2025 Think, Act, Respond Like an Owner Awards By The Numbers:

690

Total Nominations Submitted

191

Total Unique Nominations

65%

Of All Owners Nominated At Least Once

25

Owners Nominated in All 3 Categories



THINK LIKE AN OWNER

- » Align Decisions with Vision
- » Big Picture Focus
- » Commitment to One MOI
- » Embrace a Growth Mindset



ACT LIKE AN OWNER

- » Strive for Consistency
- » Cultivate Belonging
- » Listen Actively
- » Anticipate Needs
- » Set Each Other Up for Success



RESPOND LIKE AN OWNER

- » Respect Each Other
- » Timely Communication
- » Explain the Why
- » Prioritize the Long Game
- » Foster Trust
- » Be Solution-Focused

MASTERCLASS PROGRAM

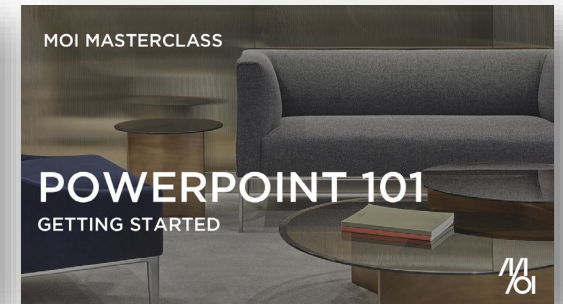
The purpose of the MOI Masterclass Program is to unlock and share the collective expertise of our employee-owners, creating opportunities to learn, teach, and grow together.

MOI Masterclass is a peer-led learning platform where employee-owners share knowledge through live, in-person and virtual sessions. All classes and materials are housed in our virtual Masterclass library, making learning accessible across locations and roles.

Strengthening internal expertise allows teams to solve problems faster and share knowledge across projects.

3 MAIN OBJECTIVES

- » Empower employee owners to lead and share knowledge
- » Build skills that strengthen individual performance and collective impact
- » Create a culture of continuous learning across MOI



15 CLASSES & COUNTING

Peer-led Classes Include:

- GSA 100
- GSA 200
- GSA 300
- GSA 400 (Parts 1 & 2)
- Microsoft Planner (Parts 1 & 2)
- Microsoft PowerPoint 101
- PMP Prep
- Time Management & Organizational Skills (1, 2 & 3)
- RePurpose Refresher
- Contracts 101
- AI Life Hacks

MAKING OUR IMPACT

PLANET

CSR PILLAR



Reduce environmental footprint, minimize waste and maximize efficiency, ensuring that our business contributes to a greener future.

PLANET ENVIRONMENTAL IMPACT



WHY THIS MATTERS

Reduce environmental footprint, minimize waste and maximize efficiency, ensuring that our business contributes to a greener future.

Environmental Impact By The Numbers:

77,162

Pounds of Furniture Diverted From Landfills

39,297

Pounds of Furniture Reused

7,720

Pounds of Materials Recycled

238,099

Pounds of Emissions Reduced

HOW WE MEASURE IMPACT

Reduce landfill waste, save on disposal fees, and differentiate MOI from competitors.

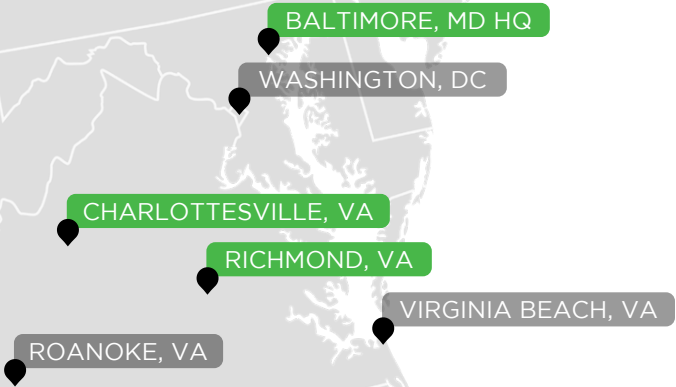
- » Greenhouse Gas (GHG) emissions reduction (% year over year)
- » Created annual Greenhouse Gas Emissions report
- » Diverted tons of waste from landfill through responsible showroom decommissions
- » Improved EcoVadis score
- » Created and maintained showroom standards for sustainable and efficient practices

OUR IMPACT GOALS

- » Improve EcoVadis to 20th percentile
EcoVadis is a global sustainability ratings platform that evaluates environmental, social, and ethical performance.
- » Divert 50+ tons for client rePurpose projects
The MillerKnoll rePurpose program diverts end-of-life office furniture from landfills through donation, recycling, and resale.
- » Continue and increase recycling efforts in all showroom locations
- » Modernize 5 more vehicles
- » Launch supplier sustainability questionnaire
- » Evaluate opportunities to enroll in other sustainable business practice programs

Sustainable practices reduce environmental risk and landfill impact while supporting sustainability reporting.

SUSTAINABLE DECOMMISSIONING



In 2024, MOI committed to a more sustainable approach to facility decommissioning, completing showroom projects in Baltimore, Charlottesville, and Richmond and consolidating three warehouse facilities into one.

This approach reflects our broader commitment to environmental stewardship and is a service we also offer to clients seeking to minimize waste and extend the lifecycle of their assets.

6,000

Pounds of Shelving Reused

7,720

Pounds of Materials Recycled

12,000

Pounds of Racking Diverted From Landfills

39,297

Pounds of Furniture Reused

77,162

Pounds of Furniture Diverted From Landfills

238,099

Pounds of Emissions Reduced

We partner with Installnet to implement the rePurpose program, an industry-leading resource for managing surplus corporate assets, including furniture, equipment, and supplies. The rePurpose program is a cost-effective, reliable, and efficient service that protects the environment and benefits the community.

RELOCATE

We move furniture within your organization to continue its useful life cycle in a new space.

RESELL

We assess your existing furniture and work with our vendor partners to obtain the highest value.

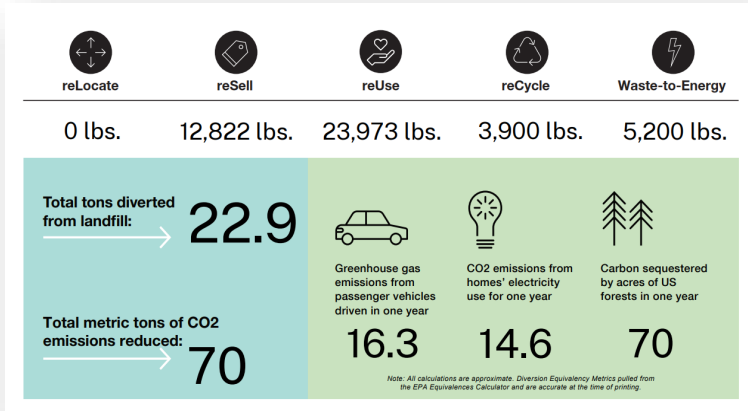
REUSE

We coordinate the donation of your furniture and equipment to non-profits

RECYCLE

We recycle your furniture and equipment to avoid landfill and maximize returns

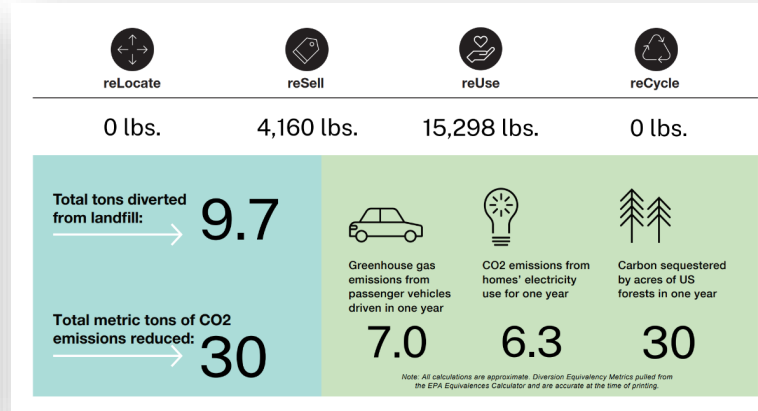
SUSTAINABLE DECOMMISSIONING DATA



BALTIMORE SHOWROOM RENOVATION IMPACT

Donation Recipients:

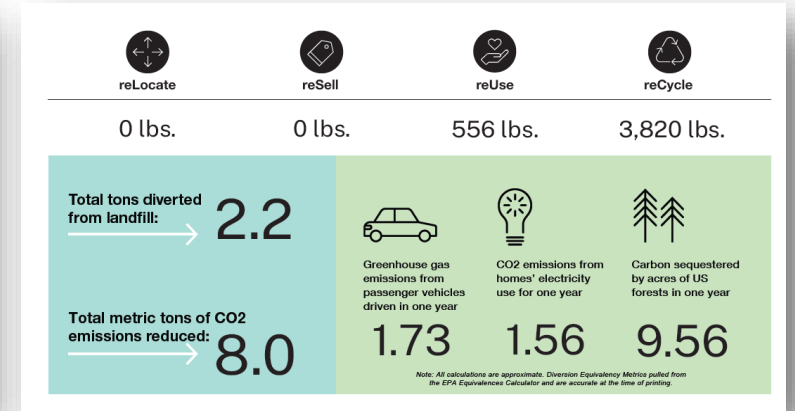
Baltimore Clayworks, Bridges Baltimore, Hope for All, Habitat for Humanity, Baltimore City Public Schools, Lineboro Volunteer Fire Department, Black Women Build Baltimore, Anne Arundel County Public Schools, Capital Camps



CHARLOTTESVILLE SHOWROOM RENOVATION IMPACT

Donation Recipients:

Vets on Track Foundation Inc., Roc Solid Foundation



RICHMOND SHOWROOM RENOVATION IMPACT

Donation Recipients:

People Places

SUSTAINABLE PRACTICES

EcoVadis is a leading global sustainability ratings platform that independently evaluates environmental, social, and ethical performance.

MOI achieved a **5% improvement** in its EcoVadis assessment, reflecting measurable progress in strengthening our sustainability management practices across four key themes: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement.

EcoVadis Performance Progress:

30TH → 25TH

Improved From 30th to 25th Percentile

TOP 25%

Of Companies Assessed



At MOI, sustainability is embedded in how we operate our showrooms, facilities, and digital infrastructure every day. We take a conscious approach to managing our spaces and resources, aligning our business practices with environmental responsibility while continuously reducing waste, improving efficiency, and supporting our communities.



Reducing Single-Use Materials

We are committed to eliminating single-use plastic packaging across all locations by prioritizing reusable and lower-impact alternatives.



Recycling & Responsible Waste Management

We encourage recycling of waste, electronics, and batteries across our locations and continuously work to improve diversion from landfills.



Energy Efficiency & Low-Impact Transportation

We evaluate energy use to improve efficiency, offer access to EV charging at or near our locations, and encourage alternative transportation options.



Accessible & Thoughtful Locations

Our locations are selected for accessibility via public transportation, supporting more sustainable commuting choices.



Flexible Work & Space Use

Work happens everywhere and we've designed our spaces and our schedules to support and optimize how we work, live, and stay.



Sustainable Digital Operations

MOI's website operates on 100% green hosting with self-healing servers to reduce energy use and improve reliability.

FLEET MODERNIZATION & EFFICIENCY

This estimated fleet efficiency snapshot highlights MOI's progress in modernizing our vehicle fleet to support more efficient, environmentally responsible operations.

Fleet modernization improves both environmental performance and operational reliability for client projects.

Vehicle Fleet By The Numbers:

38

Vehicles in Total, Focused on Vans & Box Trucks Optimized for Logistics

45%

Of Vehicles are Model 2018 or Newer

8

Vehicles (2024-2025) Meet the Newest Emissions Standards

20-30%

Reduction in CO2 Per Gallon Burned Due to Improved MPG and Emissions Controls

Up To 90%

Reduction in NOx Emissions From Newer International and Isuzu Models

VEHICLE TYPE	AVERAGE YEAR	ESTIMATED MILES PER GALLON	EMISSIONS IMPROVEMENT
Ford Transit Vans	2018-2020	15-20 MPG	~25% CO2 Reduction
Isuzu Box Trucks	2014-2024	9-13 MPG	~30% VOCs & NOx Reduction
International Trucks	2020-2025	8-11 MPG	~90% NOx Reduction

LOOKING AHEAD

- » Nearly half our fleet consists of vehicles from 2018 or newer, reflecting our commitment to fuel efficiency and reduced environmental impact.
- » By continuing to phase out older, high-emissions trucks, we are on track to reduce our fleet's carbon footprint by **over 25%** in the next two years.



BEE-ING THOUGHTFUL

Even small decisions, like gifting, reflect how we approach sustainability and local partnerships. At MOI, we prioritize thoughtful gifting that reduces environmental impact while supporting local communities and responsible partners.

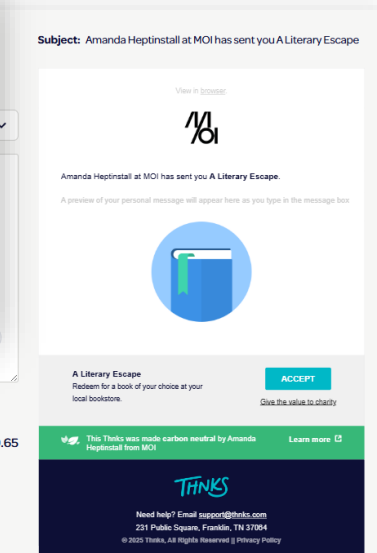
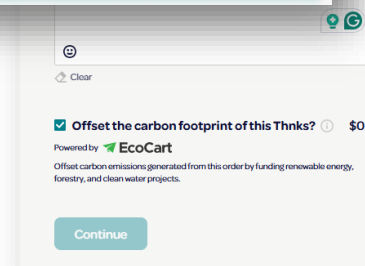
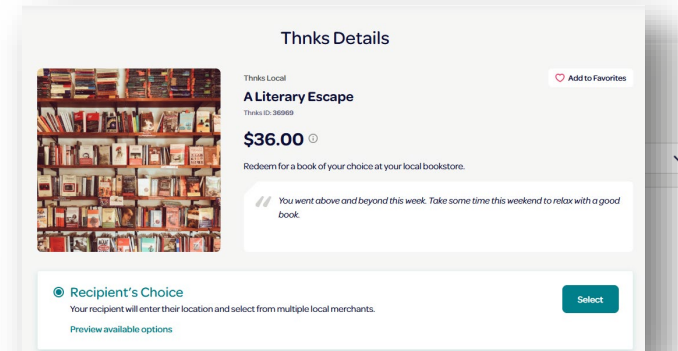
Together, this approach allows MOI to deliver meaningful, low-impact gifts that reflect our values and reinforce responsible business practices.

LOCAL, LOW-IMPACT GIFTING

- » Harvested within our region to reduce transportation-related emissions
- » Supports sustainable beekeeping and local biodiversity
- » Naturally low-resource production with no dedicated land use
- » Reinforces our commitment to small, local businesses

DIGITAL-FIRST, CARBON-CONSCIOUS GIFTING

- » Digital-first gestures reduce physical waste
- » Carbon footprint of digital gifts is offset through verified environmental projects
- » Reduces shipping, packaging, and physical waste
- » Enables local, thoughtful, flexible gifting with measurable impact



MAKING OUR IMPACT

COMMUNITY

CSR PILLAR

Use company resources and employee time to strengthen local communities and expand community inside MOI.



COMMUNITY EXTERNAL IMPACT



WHY THIS MATTERS

Use company resources and employee time to strengthen local communities and expand community inside MOI.

External Impact By The Numbers:

200+

Tracked Paid Volunteer Hours

25+

Nonprofits Supported Across All MOI Markets

\$38,500+

Tracked Charitable Donations in 2025

HOW WE MEASURE IMPACT

Strengthens community ties and boosts internal pride. Empowers employees to be changemakers and builds leadership skills.

- » CSR strategy created
- » Volunteer hours logged in ADP
- » Number of community partnerships tracked
- » Governance oversight in place
- » Year over year charitable spending tracked by our finance team
- » Showroom spaces utilized to support local community and nonprofit events

OUR IMPACT GOALS

- » Continue participation in Business Volunteers GIVE program
- » Create awareness and encourage greater use of volunteer time off (VTO) in order achieve goal of 1000 VTO hours in 2026
- » Research, define, and develop robust DEI strategy
- » Evaluate impact of spend for 2026 Report

These efforts support alignment with community engagement and reporting requirements.

VOLUNTEER INITIATIVES

At MOI, community means caring about our work, our colleagues, and our place in the world. Through volunteerism, we partner with organizations that support health and human services, expand educational opportunities, and protect the environment.

In 2025, we invested significant effort in developing formal processes to accurately track both paid volunteer hours and charitable giving, working closely with our HR and finance teams to ensure reliable, consistent data.

These systems create a clear foundation for measuring impact and benchmarking progress over time.

External Impact By The Numbers:

\$143,800+

Tracked Charitable Giving (2021-2025)

200+

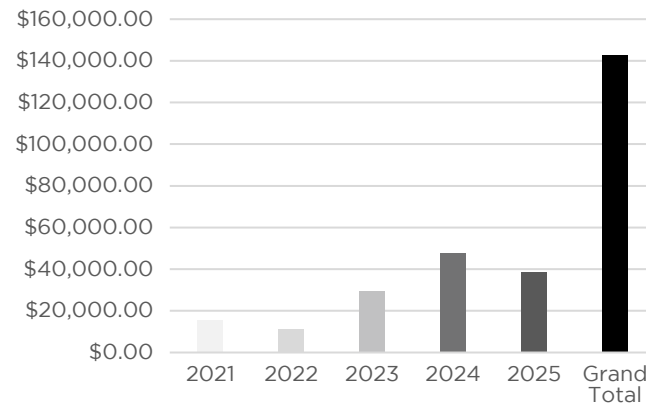
Tracked Paid Volunteer Hours

2

Sponsored Participants in GIVE Fellowship



ANNUAL CHARITABLE GIVING



COMMUNITY SPOTLIGHT

MOI sponsored the video production for Doors Open Baltimore and volunteered alongside the community to bring the event to life. Initiatives like this celebrate local stories, spark curiosity, and strengthen the connections that make Baltimore thrive.

Click the image to watch the full video.

VOLUNTEER INITIATIVES

The GIVE Fellowship is an eight-month leadership and service experience connecting rising professionals with nonprofit leaders to address complex community challenges across the Baltimore region.

Programs like GIVE strengthen leadership skills that employees bring back into their project teams and client relationships.

MOI PARTICIPATION

- » In 2025, MOI team members Sara Dechowitz and Sarah Ragosta completed the GIVE Fellowship, collaborating with regional leaders and nonprofit organizations to drive meaningful community impact through service and fundraising.
- » MOI has committed to continued participation, with another team member enrolled in the 2026 GIVE Fellowship.

NONPROFIT PARTNERS SUPPORTED

- » Click below to learn more about the nonprofits Sara(h) Squared supported this year.
- » [TEENS WITH TRAUMA](#)
- » [ORGANIZATION OF HOPE](#)



SEE YOUR IMPACT

What we do together creates real, measurable change.

This is what we've accomplished together as employee- owners and a glimpse of what's possible when we commit to clear goals, shared accountability, and a long-term vision centered on people, planet, and community.

HOW YOU CAN GET INVOLVED

- » Lead a Masterclass and share your expertise
- » Join a Connection Committee to support local engagement
- » Log volunteer hours in ADP to help track our collective impact
- » Nominate a peer for the Think, Act, Respond Like an Owner Awards at the next Owners Celebration
- » Share organizations that matter to you so we can explore ways to support them



ENVIRONMENTAL IMPACT

- » Energy efficiency & recycling implemented across all MOI locations
- » EcoVadis performance improvement of 5%, elevating MOI into the top 25% of companies assessed
- » Fleet modernization driving ~20-30% lower CO₂ per gallon and up to 90% reduction in NOx emissions
- » Strategic partnership with Installnet diverting tons of material from landfills



COMMUNITY & GIVING

- » \$75,000+ donated through financial and product support to 12 nonprofit partners
- » 200+ paid volunteer hours logged, making it easier for employees to give back
- » Employee leaders in action, participating in nonprofit leadership and development programs
- » Stronger Connection Committees, driving more local events and higher team participation



OWNERSHIP CULTURE

- » 15+ MOI Masterclasses led by employee-owners, sharing knowledge across the company
- » 690 peer nominations submitted, recognizing teammates who lead with accountability and impact
- » Think, Act, Respond Like an Owner Awards launched to celebrate ownership in action
- » Ongoing investment in growth, supporting continuing education, certifications, and leadership development

MAKING OUR IMPACT

GOVERNANCE

CSR PILLAR

Uphold responsible business practices and empower employee ownership.



GOVERNANCE ETHICS & TRANSPARENCY



WHY THIS MATTERS

Uphold responsible business practices and empower employee ownership.

Ethics & Transparency By The Numbers:

84%

Employee Participation in Gallup Engagement Survey

87TH

Percentile Gallup Industry Benchmark

91%

Client Satisfaction Rating

HOW WE MEASURE IMPACT

Establish accountability, transparency, and consistent governance practices across MOI.

- » Continue Making Our Impact annual reporting
- » Evaluate key performance indicators year over year
- » Expand emotional intelligence and ethics training for leadership
- » Define clear ownership and escalation paths throughout the project lifecycle
- » Track performance metrics to improve outcomes

OUR IMPACT GOALS

- » Integrate a vendor code of ethics into MOI's supplier database
- » Establish a formal review process for vendor sustainability performance
- » Launch a CSR advisory board with rotating employee representation
- » Hold quarterly reviews to assess metrics, progress, and upcoming initiatives
- » Measurable progress toward client experience and engagement goals

These efforts position MOI as a stable, ethical partner focused on long-term accountability.

WHAT'S NEXT IN 2026

Introducing FEEDback - a new way for MOI to connect, listen, and grow.

FEEDback is MOI's new employee and partner listening series - bringing people together over lunch to share honest feedback, spark ideas, and help shape what's next.

Tell us what's working, what could be better, and what you want to see in the future. When we listen better, we grow stronger together.



DIVERSITY, EQUITY & INCLUSION

An evolved approach to ethics and transparency.

A plan designed to strengthen MOI's commitment to diversity, equity, and inclusion through listening, measurement, and action.

KEY ACTIONS

- » Complete DEI training to support informed leadership
- » Conduct a voluntary internal audit (employees, partners, vendors)
- » Track and report community investment (donations + VTO)
- » Launch a recurring employee pulse survey
- » Execute a 12-week DEI engagement rollout plan
- » Launch FEEDback and publish actions
- » Embed DEI as an ongoing feedback-driven practice

HOW WE WILL MEASURE PROGRESS

DATA METRIC	EXAMPLE
Belonging	% of employees who feel safe sharing feedback
Bias Reduction	Pre/post survey results on unconscious bias awareness, EQ training data
Diversity Inputs	New hiring sources launched beyond referrals
Accessibility Leadership	MOI-designed spaces showcasing inclusive design principles
Vendor Equity	Spend % directed to small/local/diverse suppliers

MAKING OUR IMPACT

SHARE YOUR FEEDBACK

HELP SHAPE WHAT'S NEXT AT MOI



Click or scan to provide
your feedback!



INTERESTED IN COLLABORATING ON SUSTAINABILITY OR COMMUNITY INITIATIVES?
CONNECT WITH [SARA DECHOWITZ](#) TO START THE CONVERSATION