

# 2018 Corporate Social Responsibility Report

Issued December 2019

*IMPROVING THE QUALITY OF THE ENVIRONMENT IN WHICH WE LIVE, ONE PROJECT AT A TIME®*

openness

balance

challenge

prudence



EA Engineering, Science,  
and Technology, Inc., PBC

## COVER PHOTO ATTRIBUTION

*About the Photo: Early spring in the Chugach Mountains near Nelchina, Alaska taken by Sean Arnold, EA Anchorage.*

*About the Photographer: Sean is a scientist in EA's Anchorage, Alaska office where he supports multi-media sampling, analysis, and reporting for soil, water, and groundwater; and data validation. Sean joined EA in 2017 after graduating from Coker College in South Carolina with a degree in Chemistry. Sean resides in Wasilla, Alaska where he and his wife, and their three dogs, spend the summers traveling around the state. He also enjoys taking advantage of the Alaskan outdoors while hiking and fly fishing.*



## SUSTAINABLE BUSINESS PRACTICES

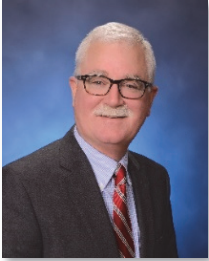


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## A MESSAGE TO OUR STAKEHOLDERS



Ian MacFarlane  
President and  
Chief Executive Officer

The year 2018 was an important one for EA—notably it marked the 10<sup>th</sup> anniversary of EA’s investment in our future through sustainability and Corporate Social Responsibility (CSR) commitments. In the past decade, we have learned a great deal about operationalizing our CSR commitments, and have worked diligently to lead by example in our market space.

Recognizing our 10-year milestone, we developed a communication campaign celebrating “A Decade of Commitment” and communicated the information internally through company-wide emails and presentations. The distribution offered an opportunity to reflect on our journey from initial benchmarking in the late 1990s to operationalizing CSR in the early to mid-2000s, and ultimately to our reorganization into a 100% employee-owned Public Benefit Corporation (PBC) in late 2014. Since 2014, our momentum has only accelerated with increased employee engagement, philanthropic activities aligned with our PBC goals, and leading client services and engagement.



Michael Battle  
Executive Vice President and  
Chief Operating Officer

As you review this latest annual report, it is humbling to think of the efforts that we’ve undertaken to transform to where we are today. Some of our key achievements in the past 10 years have included:



Brian Lesinski  
Senior Vice President and  
Director, Corporate Social  
Responsibility

- ✔ 2009–2018: Continued reduction of our carbon footprint associated with EA operations, including commitment to offset 100% indirect emissions (i.e., Scope 2 emissions) associated with purchased energy.
- ✔ 2011: Issued first Corporate Sustainability Report, which eventually became an annual reporting effort to conform with industry best practice; current reports serve as both an annual CSR Report and PBC Statement. Current reports are prepared in accordance with Global Reporting Initiative Standards: Core option.
- ✔ 2012: Issued first Carbon Footprint Report establishing a baseline of the environmental impact of EA operations and activities.
- ✔ 2014: Company reorganized into a 100% employee-owned PBC; established EA’s three PBC pillars and supporting commitments.
- ✔ 2014, 2016, and 2018: Recognition by EcoVadis of our CSR activities resulting in a Gold rating by this leading global supply chain assessor in 2018; EA’s assessments in 2014 and 2016 resulted in a Silver rating!
- ✔ 2015: Establishment of Paid Volunteer Time (PVT) and philanthropic commitment to Water For People.
- ✔ 2016–2018: Commitment to Pillars 2 and 3 philanthropic pursuits through employees’ use of PVT and support of Water For People continues to grow annually. In 2017, EA fielded its first Race Across America ultra-cycling team in support of Water For People organizational awareness and fundraising.

It truly is an exciting time to be at EA, and we’re looking forward to our next 10 years!

# TEN YEARS OF SUSTAINABLE COMMITMENTS





# 2018 HIGHLIGHTS AND RECOGNITION



## CORPORATE GOALS AND RECOGNITION



EA's Fair Market Valuation per Share Increased 16.6%.



Expanded Mid-Atlantic footprint with office in Virginia Beach, Virginia.

**EnviTreat**

Finalized strategic acquisition of EnviTreat.



Reduced Net Carbon Footprint by 16% organization-wide.

"The Company as a Living System: Enterprise Design for a Sustainable, Equitable Economy," published by *Fifty by Fifty*.



"ESOP Plus Benefit Corporation: Ownership Culture with Benefit Accountability," published by *BerkleyHaas*.

## CORPORATE AWARDS AND RANKINGS



Earned 2018 National Safety Council Occupational Excellence Achievement Award



Won Environmental Business Journal® Business Achievement Award for advancing techniques used to evaluate impacts of emerging contaminants.



Maintained "Top" rankings in Engineering News Record (ENR) 2018 Top 500 Design Firms, Top 200 Environmental Firms, and Top 30 All Environmental Firms listings.



## CORPORATE SOCIAL RESPONSIBILITY



EA's CSR Program rated Gold by EcoVadis, placing EA in the top 1% of more than 30,000 companies in 150 countries that were assessed.

For the 21st consecutive year, EA employees generously supported The Children's Home Holiday Giving Program.



Implemented mandatory multi-factor authentication to improve cyber security.



Certified 100% Employee Owned; early adopter of new certification advocating employee-owned companies.

## PUBLIC BENEFIT STATEMENT

In accordance with Delaware Code Title 8, Subchapter XV<sup>1</sup> and as a Delaware-registered PBC, EA is required to report on the promotion of our public benefits at least biennially to our stakeholders. This annual CSR Report meets the requirements of Delaware Code Title 8, Subchapter XV by reporting EA's objectives and standards adopted by EA to support the achievement of our public benefits. Progress toward each objective is discussed with accompanying details relative to actions undertaken during the 2018 reporting year.

EA has elected to utilize a third-party voluntary standard, the Global Reporting Initiative (GRI) Standards<sup>2</sup>, to report on the promotion of our public benefits. This is EA's fourth integrated PBC Statement/GRI-based CSR Report.

## GLOBAL REPORTING INITIATIVE FRAMEWORK

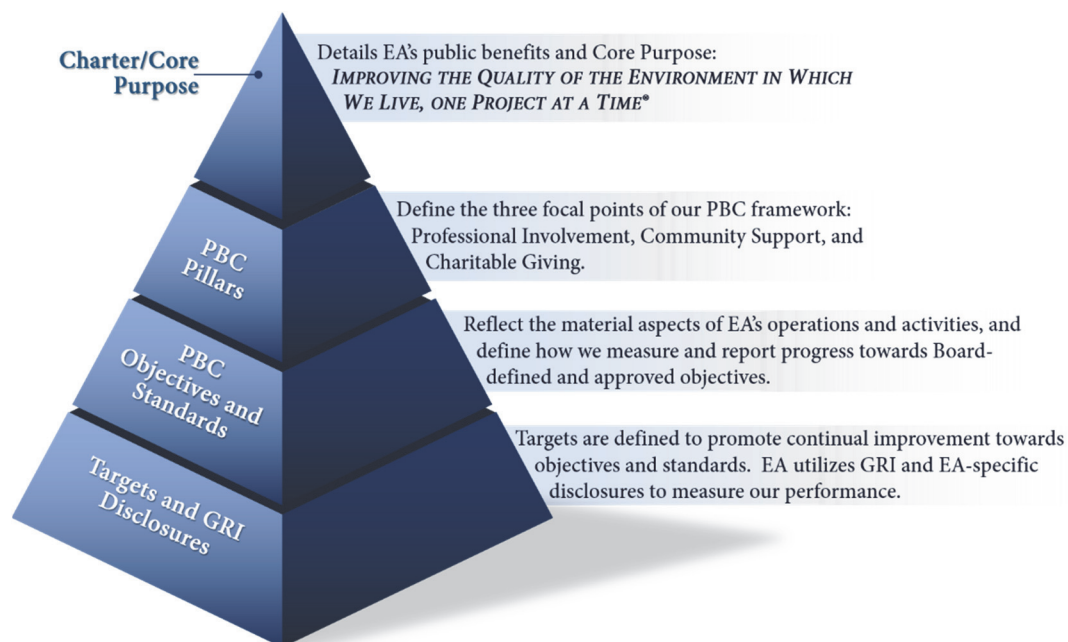
GRI is an internationally recognized sustainability reporting methodology. ***This PBC Statement/CSR Report has been prepared in accordance with the GRI Standards: Core option.***

This report contains GRI disclosures, as well as EA-specific performance measures, based on material topics and associated disclosures that fall into Standard-Specific Disclosure categories:

- ☸ GRI 200: Economic Standards—Disclosures related to EA's economic impact
- ☸ GRI 300: Environmental Standards—Disclosures associated with EA's company-wide operations, both internal and external (i.e., direct client/project work)
- ☸ GRI 400: Social Standards—Disclosures related to EA's societal impacts
- ☸ Distinctive EA topics not specifically covered by the GRI Standards.

EA's PBC hierarchy (to the right) defines the interrelationships of each framework level and the resultant outputs used for reporting.

A full list of EA's General Disclosures and Standard-Specific Disclosures with a crosswalk to associated report sections is provided as **APPENDIX A: GRI STANDARDS INDEX**.



<sup>1</sup> Delaware Code Title 8 Corporations, Chapter 1. General Corporation Law; Subchapter XV. Public Benefit Corporations. §§361 to 368.

<sup>2</sup> GRI Sustainability Reporting Standards: <https://www.globalreporting.org/standards> (published 2016).

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# WHO WE ARE AND WHAT WE DO

## AN INTRODUCTION TO EA

Headquartered in Hunt Valley, Maryland, EA Engineering, Science, and Technology, Inc., PBC (EA) provides consulting, engineering, and technology solutions to a wide range of public and private sector clients. EA had an average headcount of 498 employees (511 full-time equivalents [FTE]) working through a network of 26 commercial offices across the United States, as well as Alaska, Hawaii, and Guam during the reporting period (calendar year [CY] 2018). In business since 1973, EA has earned a reputation for outstanding technical expertise, responsive service, and judicious use of client resources.

As a 100% employee-owned company, the economic power generated by EA is fully dedicated to growing the company, developing exceptional client service and quality, and building the retirement benefits of its employees. EA’s gross revenue for CY 2018 was more than \$140 million (M); the company had approximately \$47M in labor expenses (i.e., salary and wages). EA’s consolidated financial statements do not include any entities (e.g., subsidiaries, etc.) other than EA.

EA is a Delaware-registered Public Benefit Corporation (PBC), a class of for-profit corporations producing tangible public benefits while operating in a socially responsible and sustainable manner. Additional details on EA’s PBC structure can be found in the *PBC FRAMEWORK AND CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAM* section (page 8) of this report.

- 511 FTE Employees
- 26 Commercial Offices
- NELAC-Certified Ecotoxicology Laboratory  
National Environmental Laboratory Accreditation Conference Institute
- \$140M Gross Revenue
- Approximately 1,780 Projects Executed\*
- Over 575 Clients Supported\*

\* Projects and clients with activity (i.e., costs, effort, or revenue) in 2018



at a  
Glance

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Established 1973  
100% ESOP, Public Benefit Corporation





ENR - Environmental News Record



ENR - Environmental News Record



ENR - Environmental News Record

IMPROVING THE QUALITY OF THE ENVIRONMENT IN WHICH WE LIVE, ONE PROJECT AT A TIME®





EA's 100% employee-owned PBC governance structure was conceived and implemented in 2014 to enhance EA's long-term sustainability, positioning EA as a "first-mover" among major national environmental companies. By putting the company at the forefront of an emerging and dynamic market shift toward a socially responsible and sustainable business model, the PBC model further advances EA's distinctive culture and mission, while enhancing the value created for its employees, clients, communities, and the environment. EA's PBC status is in alignment with the company's environmental mission, our employees' interest in supporting their communities, and EA's commitment to CSR.

## COMPANY PROFILE

EA provides environmental compliance, natural resources, infrastructure engineering, information technology, and environmental, health and safety (EHS) and management solutions to a wide range of clients in both the public (e.g., federal and state/local government agencies) and private sectors. EA has sustained an outstanding reputation for our expertise, responsive service, and judicious use of client resources. We offer interdisciplinary project teams experienced across regulatory, political, geographic, and technical frameworks, aligned with our well-established and integrated quality and safety programs and financial management system.

With origins in the water resources industry, EA has maintained a National Environmental Laboratory Accreditation Conference (NELAC)-accredited in-house ecotoxicology and biology laboratory since 1981. The Ecotoxicology Laboratory, located in Hunt Valley, Maryland, has conducted more than 37,000 toxicity tests for a diverse client base since its inception. The laboratory offers a full complement of aquatic and terrestrial toxicity tests that can be performed in either the Hunt Valley laboratory facility or onsite. Combined with NELAC accreditation, the laboratory is certified in Kansas, Texas, Utah, Virginia, and West Virginia, and is a formally recognized toxicology laboratory in numerous states that do not have formal certification programs. EA also maintains smaller biological laboratories in Deerfield, Illinois and Lincoln, Nebraska and, in 2018, completed acquisition of EnviTreat—an Arkansas-based laboratory focused on custom treatability testing services.

## ENVITREAT ACQUISITION

In late 2018, EA completed its strategic acquisition of Arkansas-based EnviTreat, a best-in-class laboratory testing and consulting company with a 22-year track record of delivering custom treatability testing and data evaluation to assess and optimize the function and performance of wastewater treatment systems. The acquisition strengthens EA's wastewater capabilities and extends the company's testing capabilities beyond ecotoxicology.



*"Becoming part of EA is a great opportunity for EnviTreat. It enables us to build on our long-standing reputation of excellence by delivering extraordinary value to our existing clients and affording us the opportunity to expand into the environmental remediation market. As we share many attributes of EA's culture, such as its scientific excellence and client service focus, I am confident that the business is set for a successful and exciting future under the scientific expertise and business acumen of EA."*

**Dr. James Young, EnviTreat Founder, Fayetteville, AR**

While EA is predominantly a United States-based services provider, we work wherever client needs require. In 2018, we supported projects across the United States and its territories as well as performed work internationally.

## GOVERNANCE STRUCTURE AND COMMITTEES

EA's Board of Directors (Board) is responsible for overseeing management of the company including economic, environmental, and social disclosures. The seven-member Board meets on a quarterly basis to discuss EA's financial performance, business strategy, risk management, compliance, ownership, and PBC initiatives. EA has a designated Director of CSR who reports to EA's President/Chief Executive Officer (CEO) and communicates with the PBC Committee and Board.

The Director of CSR provides technical direction and oversight for EA's reporting on CSR initiatives and programs, in alignment with EA's PBC Charter.

EA's Board-designated PBC Committee is responsible for ensuring that public benefits of EA's company charter are achieved. The PBC Committee includes four EA Board Members as well as three additional corporate officers tasked to set strategy and serve as a sounding board for future initiatives. The PBC Committee meets bi-monthly and reports to the Board.

In 2018, EA's Board of Directors and Corporate Officers consisted of 29 individuals; diversity demographics are shown below.

EA's 2018 BOARD OF DIRECTORS AND CORPORATE OFFICERS DIVERSITY DEMOGRAPHICS			
AGE	0%	13.8%	86.2%
	UNDER 30	AGED 30 – 50	OVER 50
GENDER	86.2% MALE		13.8% FEMALE
DIVERSITY	0% MINORITY MALE		0% MINORITY FEMALE

## RISK MANAGEMENT

As a company focused on improving the quality of the environment, we actively utilize tenets of the Precautionary Principle<sup>3</sup> in our service delivery through risk assessment, modeling, testing,

<sup>3</sup> United Nations (UN) Declaration, *The Rio Declaration on Environment and Development* of 1992, Principal 15: "In order to protect the environment, the precautionary approach shall be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation."



and analysis. This commitment ensures that EA and our employees consistently complete all work in compliance with applicable federal, state, and municipal regulations; comply with all internal risk management processes; and support the company's ability to live up to our Core Purpose—*IMPROVING THE QUALITY OF THE ENVIRONMENT IN WHICH WE LIVE, ONE PROJECT AT A TIME®*—and achieve our public benefits.

As a services provider, EA does not develop or manufacture products. *OUR PRODUCT IS AN INFORMED CLIENT* achieved through provision of high-quality professional consulting, engineering, and technology services. Specific examples of EA's use of precautionary approaches include supporting clients with development of guidance for sustainability concerns (inset below) such as climate resiliency, analytical emerging contaminants research, pollution prevention assessments to reduce and minimize waste or attain zero waste, EHS auditing, and staff technical leadership and contributions to industry organizations developing regulations.

## EA Hosts THIN LAYER PLACEMENT WORKSHOP FOR USACE



EA's Sam Whitin and Amy Hunt (Warwick) lead participants through TLP workshop materials.

Through a collaborative effort with the US Army Corps of Engineers (USACE), EA conducted a 2-day workshop to explore the technical aspects of thin layer placement (TLP) of sediment for wetland restoration and to improve coastal resiliency, specifically related to engineering and implementation factors. TLP involves the application of a thin layer of dredge material in deteriorating natural areas resulting in increased plant cover, improved surface stability, and higher surface elevations protecting the area against rising sea levels. With its beneficial reuse of dredged material, TLP has been proven successful across the country in the restoration of coastal wetlands.

The workshop was designed to support creation of guidance materials by USACE's Engineer Research and Development Center that support the successful application of TLP techniques to achieve ecological and coastal resiliency goals for a variety of potential projects across varying geographies. Workshop attendees evaluated technical factors and documented considerations, solutions, and unmet needs.

USACE incorporated information gathered from the workshop into their working draft guidance manual. EA expects a final draft version of the manual to be released for comment in early 2020.

## SIGNIFICANT CHANGES AND RESTATEMENT OF INFORMATION

There were no significant changes to the previous year's reporting.

## HEALTH AND SAFETY (H&S)

Every EA employee is involved in our Safety Management System (SMS)—the safety of our employees, joint venture partners, subcontractors, clients, and communities continues to be our priority. Our SMS is led by our Corporate H&S Director and supported by a network of Regional H&S Coordinators. Each office has at least one designated H&S Coordinator responsible for disseminating general safety information, assisting with annual reporting, and communicating lessons learned. These coordinators facilitate our safety culture, directly involving workers in driving the improvement of occupational H&S in the workplace. Elements of EA's SMS are illustrated below:



*EA'S EXPERIENCE MODIFICATION RATE (EMR) HAS REMAINED BELOW THE INDUSTRY BENCHMARK OF 1.0 FOR THE PAST 13 YEARS.* Further, EA maintains an annual Occupational Safety and Health Administration (OSHA) Recordable Incident Rate (RIR) well below the industry average of 2.9<sup>4</sup> for our primary North American Industry Classification System (NAICS) Code of 562910 (Environmental Remediation Services, Less than 750 Employees) as reported by the Bureau of Labor Statistics (BLS).

EA's safety statistics and National Safety Council awards reflect our continued commitment to EA's safety culture. This commitment is emphasized during monthly calls between EA's Corporate H&S Director, senior management representatives, and EA's network of 30 regional/office H&S Coordinators. These joint management-worker safety calls involve more than 49 EA employees, representing approximately 10% of EA's CY 2018 workforce with approximately half of those involved participating on any given call.

<sup>4</sup> Based on 2018 data available on OSHA RIR from the BLS.

In CY 2018, EA had no lost time incidents during execution of more than 1,000,000 hours worked and our EMR improved to the lowest in company history, 0.67. Detailed safety statistics for 2018 are provided below.

EA'S SAFETY STATISTICS FOR 4-YEAR PERIOD					
YEAR	HOURS WORKED	EMR	OSHA RIR	NUMBER OF LOST TIME INCIDENTS	INCIDENT RATE
2018	1,062,015	0.67	0.38	0	0.00
2017	1,072,638	0.78	1.31	0	0.00
2016	1,055,170	0.74	0.95	1	0.19
2015	1,008,144	0.78	0.79	1	0.20

## GOVERNANCE AND SAFETY CULTURE

Maintaining an outstanding safety culture takes time, dedication, and commitment. EA's leadership invests and is actively involved in continually improving our SMS. EA's Corporate H&S Director reports directly to EA's President/CEO and oversees our SMS and associated OSHA programs and reporting requirements, including medical monitoring and training; incident and accident reports; review of design documents and work plans for H&S impacts; and development and implementation of H&S plans for specific programs, contracts, and projects. Near misses are valued as opportunities for improvement and all meetings, both internal and external, start with a weekly safety/quality/core values reflection. At the end of each CY, EA's Corporate H&S Director reviews safety indicators to identify trends to improve our SMS through lessons learned and corrective actions, as needed. The information is also used to identify areas where additional safety training or refreshers may need to be implemented.

## TYPICAL AND SPECIALIZED SAFETY TRAINING



In 2018, EA personnel completed more than 2,500 hours of H&S training to maintain safety credentials, meet project and client-specific safety requirements, and ensure understanding of state-of-the-industry safety considerations. Training completed included:

- ⚙️ OSHA 40-Hour Hazardous Waste Operations and Emergency Response (HAZWOPER) Training and annual 8-Hour Refreshers
- ⚙️ OSHA 30-Hour and 10-Hour Construction Safety
- ⚙️ OSHA 8-Hour Supervisor Training
- ⚙️ Confined Space Entry
- ⚙️ CPR/First Aid and Bloodborne Pathogens
- ⚙️ Marine/Boat Safety.

EA staff also require specialized training to support client needs, ranging from radiation safety training at nuclear power facilities; Maintenance-of-Way and Roadway Worker Protection training for railroad clients; and Mine Safety and Health Administration training for work in the mining and aggregate industry sectors.

## THIRD-PARTY SAFETY AND COMPLIANCE REVIEWS

We continue to experience an increased reliance by our clients on third-party supplier management services (e.g., ISNetworld, BROWZ, etc.). EA is an active member of several supplier management programs that require annual reporting and continual improvement in SMS performance. Over the reporting period, EA maintained compliant and/or top quartile performance ratings for all supplier management programs in which we participate<sup>5</sup>.



## SAFETY PERFORMANCE RECOGNITION

In 2018, the National Safety Council ([www.nsc.org](http://www.nsc.org)) again recognized EA with an Occupational Excellence Achievement Award for low lost time injury rate (based on 2017 CY safety data). Based on self-reported data, member companies are eligible for the award if their lost workday case incident is less than or equal to 50% of the BLS' rating for their primary NAICS code for the previous CY and there were zero fatalities.



<sup>5</sup> For more information on the supplier management programs in which EA participates, visit: <https://www.browz.com/en/>, <https://www.isnetworld.com>, and <https://www.avetta.com>.

## PBC FRAMEWORK AND CSR PROGRAM

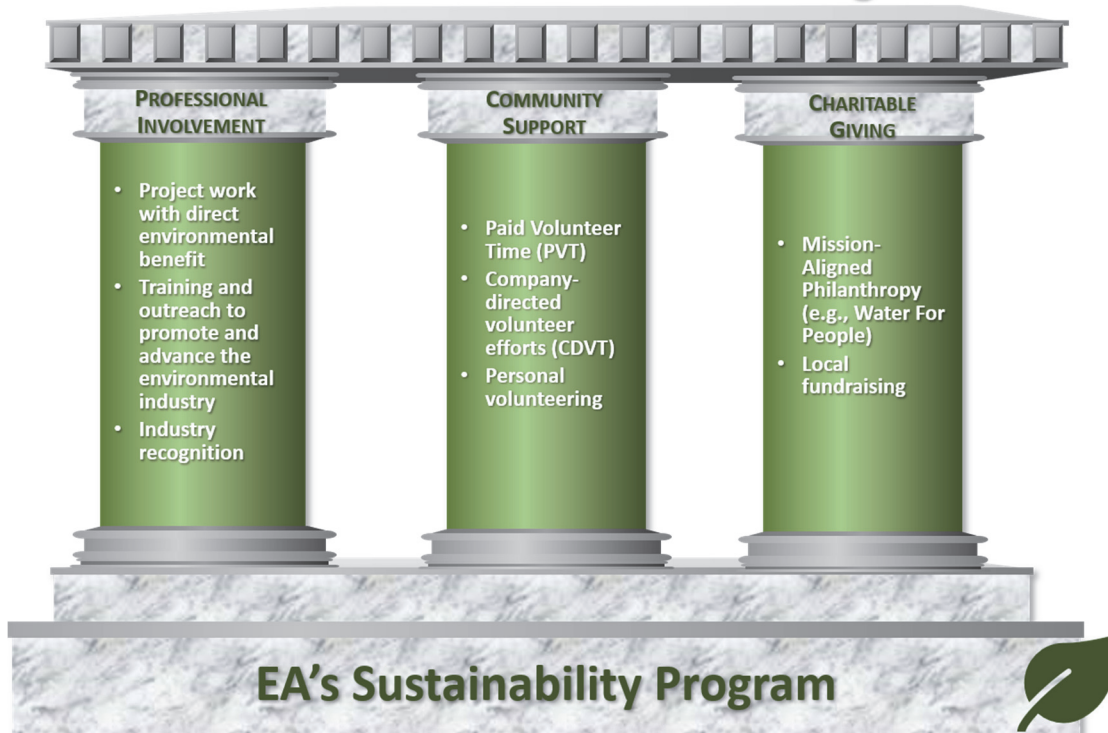
EA is a Delaware PBC, a class of corporation designed to enable for-profit corporations to produce tangible public benefits while operating in a responsible and sustainable manner. PBCs follow a social enterprise model that strives to balance the interests of stakeholders (e.g., shareholders, employee-owners, clients, communities, the general public, etc.) with the company’s pecuniary interests.

This “balance” results in the promotion and achievement of public benefits, explicitly stated in EA’s Company Charter (inset box, right). Building on our sustainability foundation, EA’s PBC Framework and associated CSR Program establish public benefits that we strive to promote through day-to-day client project work, as well as by encouraging employees to support communities where we live and work in an environmentally responsible manner. As a PBC, EA is differentiated from our peers as a “first-mover” among national environmental consultancies as a 100% employee-owned PBC. *EA IS THE LARGEST 100% EMPLOYEE-OWNED PBC IN THE ENVIRONMENTAL SPACE.*

**From EA’s Company Charter:**  
 “...the specific public benefits to be promoted by the Corporation are to (i) reduce human and ecological risks associated with environmental degradation and natural resources impairment, and (ii) improve air, water, soil, and sediment quality. The Corporation will achieve these specific public benefits by focusing exclusively on the delivery of professional environmental services; and by encouraging its employees to support the communities in which we live and the clients that we serve in an environmentally responsible manner.”

Our PBC framework and CSR Program are realized through three pillars built on—and firmly supported by—the foundation of our long-standing sustainability program.

### EA’s PBC Framework and CSR Program

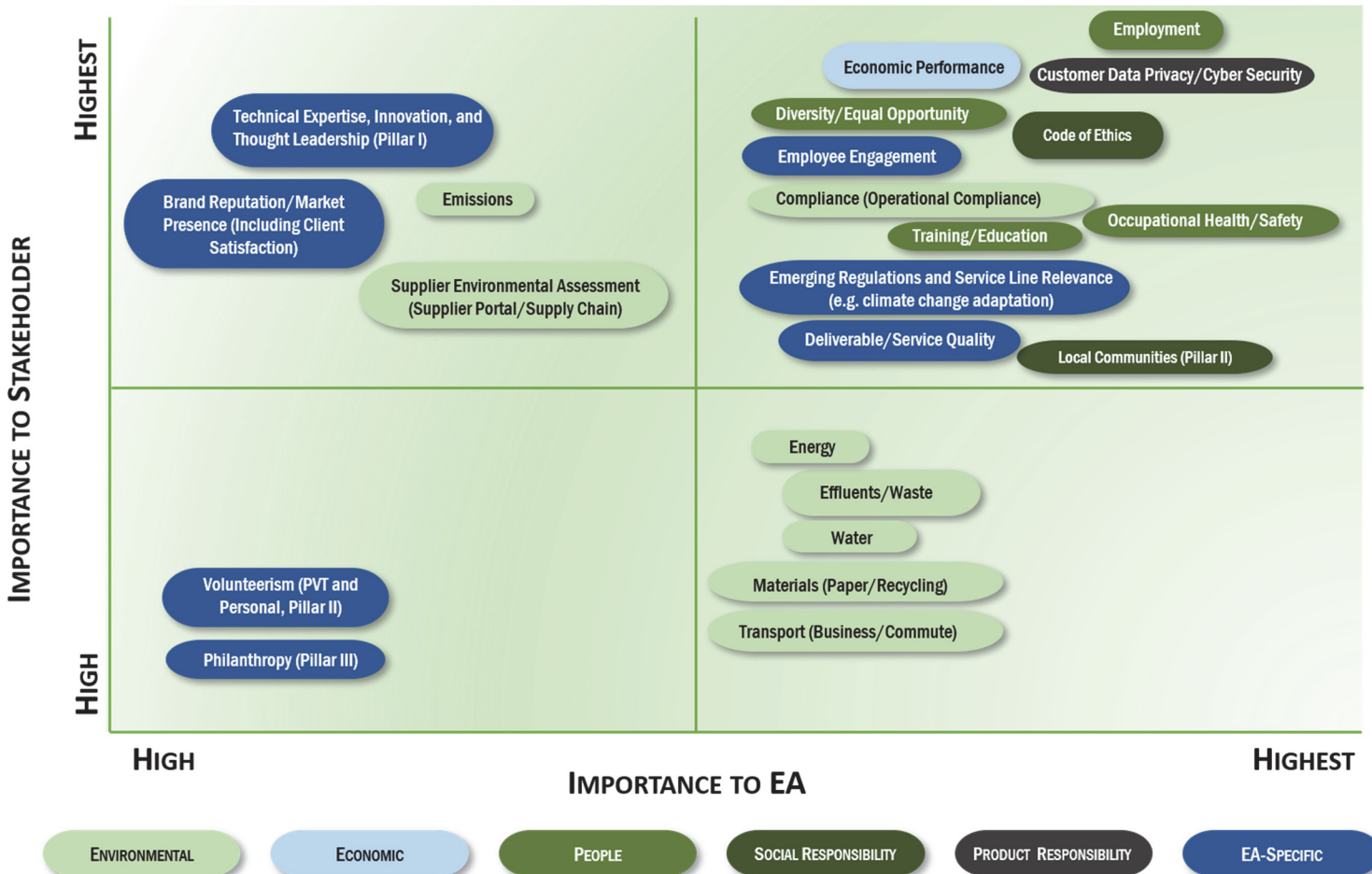


**PBC REPORTING AND OVERVIEW OF ASSESSMENT STANDARD**


*This CSR Report has been prepared in accordance with the GRI Standards: Core option. A full list of EA’s General Disclosures and Standard-Specific Disclosures with a crosswalk to associated report sections is provided as APPENDIX A: GRI STANDARDS INDEX.*

**2018 MATERIALITY REVIEW**

EA’s 2017 Materiality Matrix is illustrated below. The matrix illustrates material aspects first identified in February 2017 as being of material importance to both EA and its stakeholders. The matrix helps to visually define aspects of EA’s operations and activities that are important to stakeholders and EA’s internal priority (i.e., impact on or importance).



In line with acceptable industry practice, EA evaluated materiality periodically throughout the calendar year as changing or emerging new trends were identified through various channels that impacted internal operations or client needs. In 2018, several Material Aspects were identified as having increased significance during the reporting year:

- 
**Customer Privacy/Cyber Security**—With a rise in the prevalence of Ransomware and phishing scams impacting multiple EA clients, EA implemented mandatory multi-factor authentication to improve cyber security related to the access of EA resources (e.g., email, client files, etc.) from outside of EA’s commercial offices. EA also implemented Sophos



Intercept-x, a more robust Endpoint Protection solution for all EA computers and servers. Additionally, EA's Information Technology Department increased communication directed at employees designed to reinforce cyber security vigilance. Based on these trends, *Customer Data Privacy/Cyber Security* moved to the upper right quadrant of EA's 2017 Materiality Matrix to represent this increased significance.

- Procurement Practices**—In April 2018, EA hired a consultant to assist in performing a gap analysis of EA's Purchasing System which, is responsible for the procurement of goods and services totaling more than \$70M annually. Results of the gap analysis were invaluable in confirming our existing processes are compliant with federal guidelines, as well as establishing goals toward improving internal purchasing process and documentation standards. In 2019, EA plans to roll out a number of improvements based on the gap analysis, including a new Federal Purchasing Manual and training for employees. Procurement Practices are captured on EA's 2017 Materiality Matrix as *Supplier Environmental Assessment* in the upper left quadrant. As noted in previous reports, EA is already evaluating supplier CSR data as part of our procurement process.

EA is planning for a detailed materiality reassessment in early 2020.

### THIRD-PARTY EVALUATION OF CSR PROGRAM – ECOVADIS

In an effort to continually improve our performance and meet buyer requirements, EA participates in periodic third-party CSR reviews by EcoVadis (<http://www.ecovadis.com>). EcoVadis operates a collaborative platform providing Supplier Sustainability Ratings for global supply chains assessing the environmental, economic, and social performance of suppliers using a CSR assessment methodology built on international CSR standards including GRI, the UN Global Compact, and ISO 26000.

EA completed a full reassessment of our CSR Program in July 2018—our third biennial assessment since 2014. Assessed across 39 criteria organized into 4 categories that address environmental, labor, fair business/ethics, and supplier practices, EA earned a “Gold” rating; an increase from our 2014 and 2016 scores of “Silver.” A Gold score equates to an “advanced” CSR program meaning EA has “a structured and proactive CSR approach, engagement/policies and tangible actions on major issues with detailed implementation information, and significant CSR reporting on actions and performance indicators” according to EcoVadis.

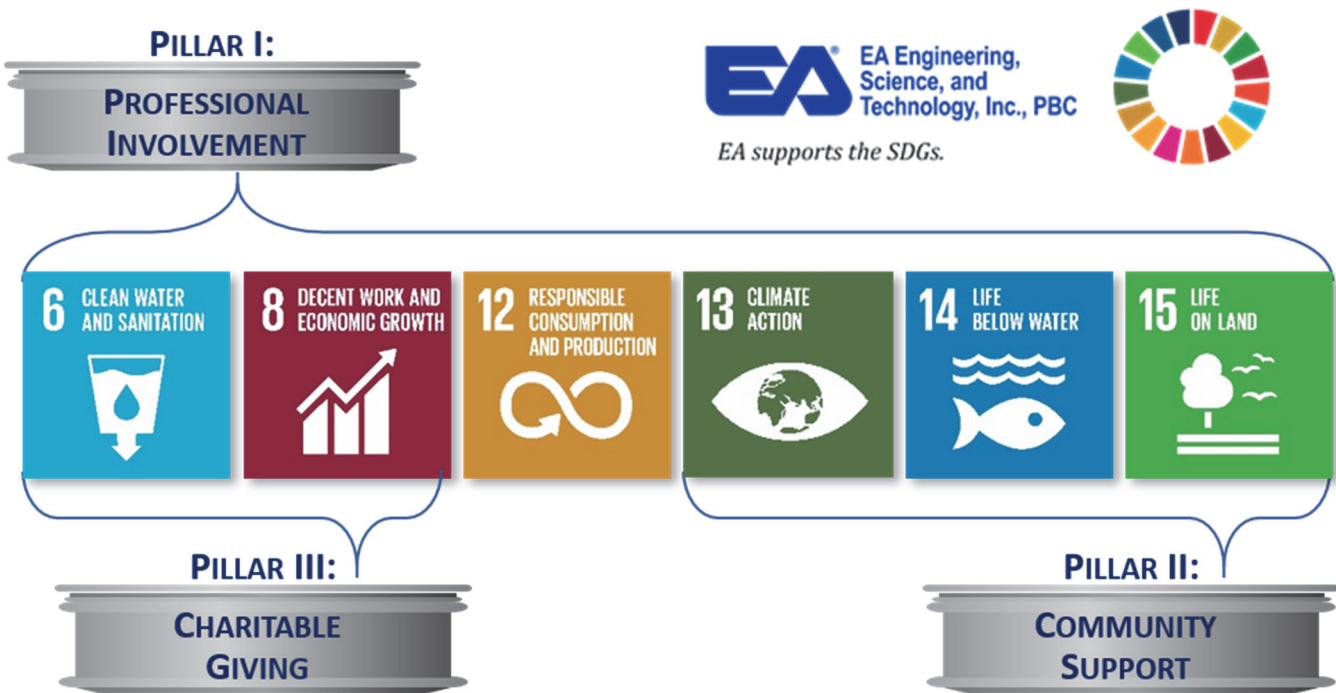


EA's rating increase was driven in part by a commitment to transition from biannual to annual CSR and Carbon Footprint reporting in 2017 in accordance with GRI Standards: Core option, an emphasis on supply chain benchmarking and interactions, and a lack of external records/reports (e.g., notices of violation, regulatory fines, etc.) tracked by third-party stakeholder compliance databases. ***EA's 2018 score places the company in the Top 1% of the more than 30,000 companies assessed globally by EcoVadis across all categories.***

## SUSTAINABLE DEVELOPMENT GOALS

Since 2016, EA has made a voluntary commitment to align our environmental, social, and governance (ESG) goals with the UN Global Compact Sustainable Development Goals (SDGs) developed under Agenda 2030. Through our existing commitments, EA supports a number of the 17 SDGs identified as the world’s most recognized ESG measures with respect to mitigating human health and environmental risks, supporting sustainable development, upholding human rights and anti-child labor standards, improving diversity, and ending poverty.

Our materiality dialogue has enabled us to integrate our commitments to the SDGs into our PBC reporting, CSR targets, and GRI Standards disclosures. While EA’s existing commitments align with 13 of the 17 SDGs developed under Agenda 2030, we have chosen to prioritize our focus on the 6 SDGs, below, which we are best suited to impact through our supply chain interactions and day-to-day operations as part of our *PBC FRAMEWORK AND CSR PROGRAM* (page 8).



## EA'S EXISTING COMMITMENTS ALIGNING WITH UN GLOBAL COMPACT SDGs

### 6 CLEAN WATER AND SANITATION



Founded to help clients navigate the Clean Water Act, EA works to improve water quality in the United States by remaining focused on environmental services. Globally, EA's commitment to clean water and sanitation is realized through our ongoing partnership with Water For People. In 2018, EA's workplace giving and fundraising initiatives raised more than \$50,000. In the first 3 years of our partnership, EA raised \$154,000 in support of Water For People's Everyone Forever goal. We have set a fundraising goal of \$55,000 for 2019.

### 8 DECENT WORK AND ECONOMIC GROWTH



A commitment to Decent Work and Economic Growth is vital to EA as a 100% employee-owned PBC. Sustained economic growth, illustrated by our continued profitability and increased fair market value for ESOP shares, is a top priority for our employee stakeholders. By maintaining strong economic footing—resulting from key contract wins, profitable execution of work, and employee engagement—EA and our employee-owners are positioned for continued economic success.

### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



By supporting our clients with Best Management Practices for waste reduction, recycling, and beneficial reuse applications, EA implements Responsible Consumption and Production as part of our day-to-day project execution. Internally, EA maintains company-wide recycling programs, has in-place Environmentally Preferred Purchasing (EPP) guidance, and conducts supply chain reviews with vendors to promote minimization of solid waste. In 2019, EA intends to conduct a Waste Management Audit of our Hunt Valley, Maryland headquarters to identify areas for improvement while evaluating the potential to obtain TRUE Zero Certification, which requires a facility to maintain 90% solid waste diversion through a combination of practices.

### 13 CLIMATE ACTION



EA has been committed to transparent reporting of our company-wide carbon footprint for nearly a decade and has worked to consistently improve those aspects of our operations that are within our control to lower emissions (e.g., shipping, purchased electricity). In 2018, EA established a Leased Energy Working Group to analyze potential ways to further decrease or offset Scope 2 emissions associated with EA's purchased electricity. EA also worked to offset emissions associated with solid waste through improved recycling and composting programs.

### 14 LIFE BELOW WATER



Our operations are guided by Sustainable Business Practices that promote initiatives to sustainably procure, manage, and use consumables (e.g., EPP guidance); minimize solid waste (e.g., recycling and compost programs); and decrease our carbon footprint to limit our day-to-day activities' impacts on aquatic and terrestrial ecosystems. As a 100% environmental PBC, our day-to-day operations and how we approach work for clients include the integration of industry leading tools and techniques that ensure projects are executed in a green and sustainable manner while maintaining environmental quality, achieving client goals, and meeting quality and budget expectations.

### 15 LIFE ON LAND



Beyond project work, EA's Paid Volunteer Time (PVT) benefit encourages employees to be active in their communities through mission-aligned volunteer activities. Often, these activities are in support of local or regional environmental seeking to restore the environment through cleanups, tree plantings, invasive plant removals, and beach grass and submerged aquatic vegetation plantings.

Additional SDGs associated with EA's materiality assessment and reporting are mapped to applicable-GRI Standards and disclosures in the crosswalk provided below. EA addresses SDGs and GRI disclosures throughout this CSR Report and separately through our 2018 Carbon Footprint Report (available at [www.eaest.com](http://www.eaest.com)).

SDG	ASSOCIATED EA MATERIALITY ASPECT(S)	RELATED GRI STANDARDS
<b>3 Good Health and Well-Being</b>	<ul style="list-style-type: none"> <li>Occupational Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>403: Occupational Health &amp; Safety</li> </ul>
<b>4 Quality Education</b>	<ul style="list-style-type: none"> <li>Training/Education</li> <li>Employee Engagement</li> </ul>	<ul style="list-style-type: none"> <li>404: Training and Education</li> <li>EA Specific Materiality Topic</li> </ul>
<b>5 Gender Equality</b>	<ul style="list-style-type: none"> <li>Employment</li> <li>Diversity/Equal Opportunity</li> </ul>	<ul style="list-style-type: none"> <li>401: Employment</li> <li>405: Diversity and Equal Opportunity</li> </ul>
<b>6 Clean Water and Sanitation</b>	<ul style="list-style-type: none"> <li>Emerging Regulations &amp; Service Line Relevance</li> <li>Water</li> <li>Effluents/Waste</li> <li>Community Support (Pillar II) and Charitable Giving (Pillar III)</li> </ul>	<ul style="list-style-type: none"> <li>EA Specific Materiality Topic</li> <li>303: Water</li> <li>306: Effluents and Waste</li> <li>413: Local Communities</li> </ul>
<b>7 Affordable and Clean Energy</b>	<ul style="list-style-type: none"> <li>Energy</li> </ul>	<ul style="list-style-type: none"> <li>302: Energy</li> </ul>
<b>8 Decent Work and Economic Growth</b>	<ul style="list-style-type: none"> <li>Economic Performance</li> <li>Supplier Environmental Assessment</li> <li>Employment</li> <li>Diversity/Equal Opportunity</li> <li>Brand Reputation/Market Presence and Deliverable/Service Quality</li> </ul>	<ul style="list-style-type: none"> <li>201: Economic Standards</li> <li>308: Supplier Environmental Assessment</li> <li>401: Employment</li> <li>405: Diversity and Equal Opportunity</li> <li>EA Specific Materiality Topics</li> </ul>
<b>9 Industry, Innovation, and Infrastructure</b>	<ul style="list-style-type: none"> <li>Brand Reputation/Market Presence</li> <li>Technical Expertise, Innovation, &amp; Thought Leadership as part of Professional Involvement (Pillar I)</li> <li>Emerging Regulations &amp; Service Line Relevance</li> </ul>	<ul style="list-style-type: none"> <li>EA Specific Materiality Topics</li> </ul>
<b>10 Reduced Inequalities</b>	<ul style="list-style-type: none"> <li>Employment</li> <li>Diversity/Equal Opportunity</li> <li>Community Support (Pillar II) and Charitable Giving (Pillar III)</li> </ul>	<ul style="list-style-type: none"> <li>401: Employment</li> <li>405: Diversity and Equal Opportunity</li> <li>413: Local Communities</li> </ul>
<b>11 Sustainable Cities and Communities</b>	<ul style="list-style-type: none"> <li>Emissions and Transport (Business/Commute)</li> <li>Compliance (Operational Compliance)</li> <li>Community Support (Pillar II) and Charitable Giving (Pillar III)</li> </ul>	<ul style="list-style-type: none"> <li>305: Emissions</li> <li>307: Environmental Compliance</li> <li>413: Local Communities</li> </ul>
<b>12 Responsible Consumption and Production</b>	<ul style="list-style-type: none"> <li>Materials (Paper/Recycling)</li> <li>Energy</li> <li>Water</li> <li>Emissions and Transport (Business/Commute)</li> <li>Effluents/Waste</li> <li>Compliance (Operational Compliance)</li> </ul>	<ul style="list-style-type: none"> <li>301: Materials</li> <li>302: Energy</li> <li>303: Water</li> <li>305: Emissions</li> <li>306: Effluents and Waste</li> <li>307: Environmental Compliance</li> </ul>
<b>13 Climate Action</b>	<ul style="list-style-type: none"> <li>Emerging Regulations &amp; Service Line Relevance</li> <li>Emissions</li> </ul>	<ul style="list-style-type: none"> <li>EA Specific Materiality Topic</li> <li>305: Emissions</li> </ul>
<b>14 Life Below Water</b>	Addressed throughout EA's day-to-day operations as Professional Involvement (Pillar I) and Community Support (Pillar II)	Addressed by multiple topics and disclosures throughout GRI Standards.
<b>15 Life On Land</b>	Addressed throughout EA's day-to-day operations as Professional Involvement (Pillar I) and Community Support (Pillar II)	Addressed by multiple topics and disclosures throughout GRI Standards.



Companies are better able to translate their commitment to SDGs into overall performance, reporting, and business strategies by establishing targets and objectives. EA is committed to continuing to support SDGs through evaluation of our supply chain and operations, and will work toward incorporating SDG-specific targets and objectives into future reporting to more specifically measure our impacts.

## SPECIFIC PUBLIC BENEFITS OF EA'S CSR PROGRAM

### PBC REPORTING REQUIREMENTS

PBC entities operate in a transparent manner, and are required to report to stakeholders about their specific public benefits. EA's specific public benefits are realized through our PBC Pillars (*PBC FRAMEWORK AND CSR PROGRAM*, page 8). We track and report PBC performance through a combination of EA-specific and GRI disclosures. EA annually develops and reviews PBC objectives and targets designed to track the specific public benefits articulated by our Company Charter. Annual reporting allows us to better monitor and document our Material Aspects, processes, and, where necessary, identify areas for improvement and move quickly toward performance improvement.

EA has not established specific numeric (e.g., percentage or volume) targets for all identified objectives; rather, targets are developed and/or modified in part through materiality analysis; stakeholder engagement; and, as needed, during reporting years. Progress toward each target is discussed below with details relative to actions undertaken in 2018.

### FORMAL ALIGNMENT AND COMMUNICATION OF 100% EMPLOYEE-OWNED, PUBLIC BENEFIT STATUS

#### CONTINUOUS OBJECTIVE

EA has committed to supporting the growth of benefit corporations and improving employee-owned business awareness in the United States. EA has continued its academic partnership with independent academic researcher, Nancy Kurland, Ph.D. Dr. Kurland's paper "ESOP Plus Benefit Corporation: Ownership Culture with Benefit Accountability" was published in the June 2018 issue of California Management Review's BerkeleyHaas journal<sup>6</sup>. The paper, using EA as a case study, examined the potential advantages that corporations reap when a hybrid organization structure (i.e., benefit corporation paired with Employee Stock Ownership Plan [ESOP]) is employed.



Additionally, EA senior leadership continued to be active participants in organizations such as The ESOP Association, Academy of Management, etc. where involvement can be leveraged to effectively communicate and advocate for the employee-owned and PBC communities. To that end, EA began working with **Fifty by Fifty**, a project with the goal of accelerating employee-ownership in the United States in hopes of growing the number of employee-owners to 50M by the year 2050. In August, the project published "EA Engineering: Aligning Mission and Corporate Structure"<sup>7</sup>—the article examined EA's time as a publicly traded company to trace the transition to ESOP and PBC.

<sup>6</sup> Kurland, N. 2018. ESOP Plus Benefit Corporation: Ownership Culture with Benefit Accountability. California Management Review, 60(4), 51–73. <https://doi.org/10.1177/0008125618778853>.

<sup>7</sup> Kelly, M. 2018. EA Engineering: Aligning Mission and Corporate Structure. Fifty by Fifty. <https://medium.com/fifty-by-fifty/ea-engineering-aligning-mission-and-corporate-structure-dd66321df10b>.

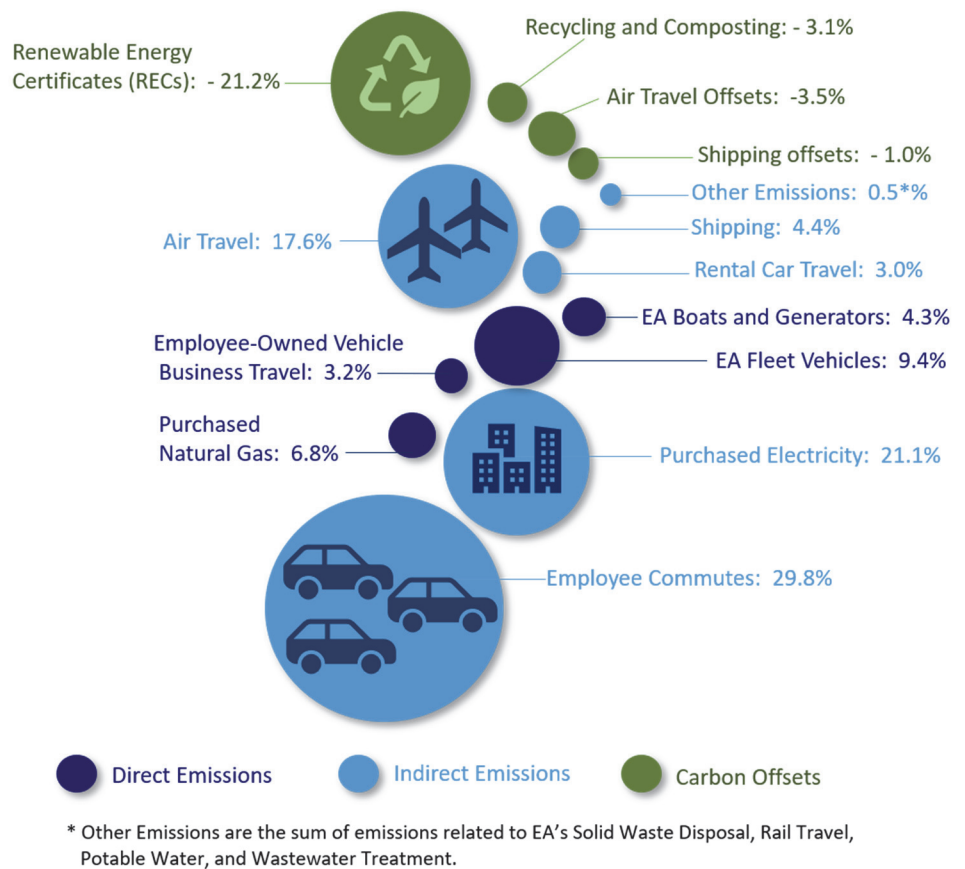
ASSESS THE ENVIRONMENTAL IMPACT OF OUR OPERATIONS AND ACTIVITIES

CONTINUOUS OBJECTIVE

**2018 Carbon Footprint Reporting**—Since 2008, EA has been assessing the environmental impacts associated with our day-to-day operations and activities through transparent, publicly available sustainability reporting. Our Carbon Footprint Report (available at [www.eaest.com](http://www.eaest.com)) assesses and discloses our greenhouse gas (GHG) emissions, mitigation efforts, and offset strategies. EA’s Carbon Footprint Reports are prepared in accordance with GHG Protocol Initiative Corporate Standards, developed and published by the World Resources Institute (WRI) and the World Business Council for Sustainable Development. This method is the most widely used international accounting tool for governments and businesses to identify, quantify, and manage GHG emissions.

EA generated an estimated total of 4,379.6 metric tons of carbon dioxide equivalents (MTCO<sub>2</sub>e) from its operations in CY 2018. **Approximately 28.6% was offset, resulting in net emissions from operations of 3,127.2 MTCO<sub>2</sub>e.**

Emissions associated with EA employee commutes continued to be the largest single source of GHG, contributing 1,303 MTCO<sub>2</sub>e (29.8%). Purchased electricity generated an estimated 923.7 MTCO<sub>2</sub>e (21.1%) while emissions associated with EA’s business travel contributed 771.3 MTCO<sub>2</sub>e (17.6%). EA’s top three sources for emissions—Employee Commutes, Purchased Electricity, and Air Travel—have consistently been our top emissions sources since CY 2016. Normalized by total labor hours worked, EA’s 2018 carbon footprint was 6.1 metric tons per FTE—a 15% decrease from 7.2 metric tons per FTE based on 2017 net emissions.



**Overall Footprint Trend**—EA has taken an active, 3-tiered approach to emissions management:

- ✔ Operational footprint reductions including office recycling and composting programs;
- ✔ Process improvements (e.g., carbon neutral shipping, environmentally preferred office material purchasing, and travel reduction programs such as rideshare emphasis); and
- ✔ Voluntary purchase of offsets through recognized third-party programs.



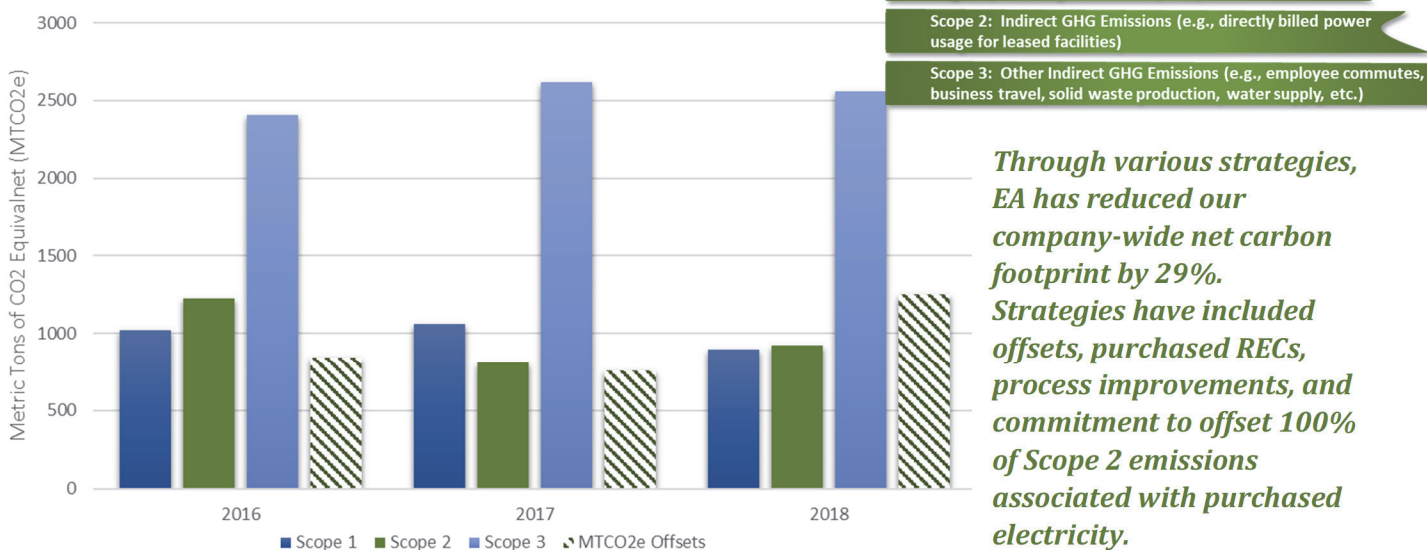
Since first beginning to track the company's carbon footprint in 2009, EA has increased net reductions (through offsets, purchased RECs, etc.) of total emissions created by our day-to-day operations from 7% to nearly 29% in 2018.

In 2018, 21% of EA's gross calculated emissions were associated with Scope 2 emissions, or indirect emissions traced to energy generation and consumption—historically, this is EA's second largest emission contributor. WRI estimates that nearly 40% of global GHG emissions can be traced to energy generation. To reduce these emissions, organizations typically turn to energy conservation, efficiency upgrades, and supply switches to low-carbon electricity, whether through onsite installations or through changing (via contracts and electricity suppliers) the energy products purchased.

Recognizing this large component of our footprint and available options, EA commissioned an internal Leased Energy Working Group to evaluate our Scope 2 footprint and develop recommendations to mitigate Scope 2 impacts. The group launched in June 2018, and completed activities in December 2018, delivering an analysis of all EA leased office spaces and energy purchasing options to EA's PBC Committee. Recommendations evaluated ranged from analysis of local, low-carbon or renewable energy providers to efficiency upgrades and the evaluation of potential Purchase Power Agreements (PPAs). Based on the geographic extent of EA offices and the temporal nature of leased space, it was determined that PPAs or individual local programs were not feasible enterprise-wide.

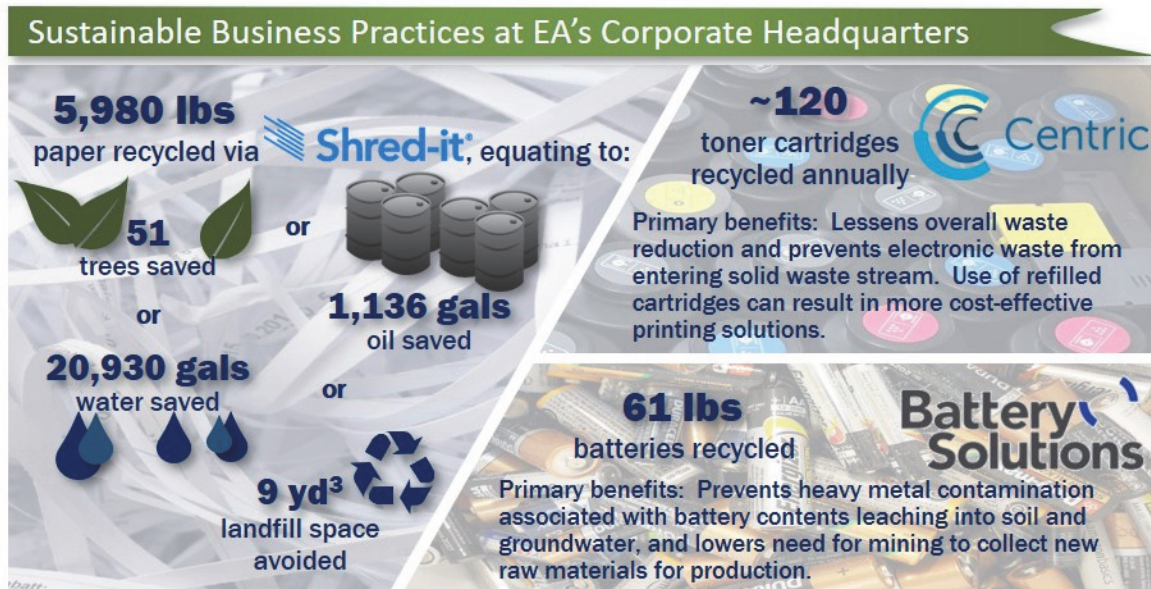
The Leased Energy Working Group identified that EA was already utilizing renewable energy sources from nearly a quarter of our portfolio of office leases—the largest through local wind energy utilization in our Lewisville, Texas office. Based on the evaluation, EA committed to offset 100% of our Scope 2 emissions through the purchase of Renewable Energy Certificates (RECs). For comparison, EA's prior REC purchases offset approximately 64% of EA's Scope 2 emissions. EA's carbon emissions versus total offsets (sum of purchased offsets and operational reductions such as recycling, composting, and participation in United Parcel Service's [UPS] carbon neutral shipping program) for CYs 2016, 2017, and 2018 are illustrated below.

EA's 3-Year Emissions and Offset Trend



**Waste Generation and Disposition**—With changes in the recycling industry impacting what can readily be recycled by solid waste management companies, it is increasingly important for corporations to improve their solid waste diversion efforts. In 2018, EA’s solid waste diversion rate improved to 44.8% up from 32.4% in 2017 due to improved recycling and increased composting efforts.

In addition to standard recycling and composting, EA’s offices also recycle various other materials consumed as part of ongoing business operations (e.g., e-Waste, batteries, spent toner cartridges, packaging, etc.).



Both toner cartridge and battery recycling reduce landfill waste and conserve natural resources associated with manufacturing new materials. Additionally, through reduction of new manufacturing, recycling supports reduced carbon emissions and saves energy.




EA plans to conduct a waste audit of its Corporate headquarters location in Hunt Valley, Maryland as part of an effort designed to evaluate baseline conformance to TRUE Zero Certification. The audit will evaluate EA headquarters’ solid waste diversion efforts, identify primary waste streams, and make recommendations for improvement.

**Geographic Footprint Changes**—In 2018, the following changes were made to EA’s nationwide presence:

- Virginia Beach, Virginia**—EA’s new office in the Virginia Beach area strengthens the company’s partnerships with its existing clients in Virginia and North Carolina. Those programs often require the environmental expertise for which EA is known, in areas such as sediment testing and management; permit consultations; climate change adaptation and coastal resiliency; and site investigations and cleanups.





 **Fayetteville, Arkansas**—EA’s expansion into Arkansas was a result of the strategic acquisition of EnviTreat, a best-in-class laboratory testing and consulting company with a 22-year track record of delivering custom treatability testing to assess and optimize the function and performance of wastewater treatment systems. With the acquisition of EnviTreat, EA expands its reach into the dynamic and growing wastewater treatment market, and establishes a platform of specialized services with significant growth potential.

## EA EXPANDS MID-ATLANTIC FOOTPRINT WITH OFFICE IN VIRGINIA BEACH, VA



**Mike Battle, PG, ENV-SP**  
Chief Operating Officer

*Establishing this office is a logical step in our business strategy. It comes on the heels of a series of major contract wins for EA. Hampton Roads is a vibrant region currently in the midst of an infrastructure boom. The Virginia Port Authority is deepening and widening its channels and, in concert with that, the Virginia Department of Transportation continues its efforts to ease congestion and improve transportation efficiency through a comprehensive infrastructure improvement program. Often these programs require the environmental expertise for which EA is known, in areas such as sediment testing and management, permit consultations, climate change adaptation, and site investigations and clean-ups.*

## PROMOTE EMPLOYEE ENGAGEMENT

### CONTINUOUS OBJECTIVE

**Gallup Q12**—As previously discussed in past reports, EA continues to participate in Gallup polls as a means to assess employee engagement. EA’s “Q12 mean” (i.e., average score) across the 12 engagement questions that are presented as part of the Gallup Q12 survey rose to 3.39 (on a scale of 1 to 5) to push the company into the 50<sup>th</sup> percentile and achieve EA’s midpoint goal for 2018 survey improvement. Results documented that job satisfaction responses rose from 3.98 to 4.04, potentially tied to EA’s efforts to initiate more routine employee check-ins and revamp the company’s annual performance appraisal system. Further, EA’s overall engagement index ratio (which is generally calculated by dividing the number of engaged survey respondents by the number of actively disengaged respondents) also rose from 4.3 to 5.1, which is nearly twice as high as Gallup’s engagement measure for the U.S. workforce in general (2.6). EA noted multiple areas that require continued improvement, including recognition.

**Team Dynamics and Personality Surveys**—In addition to the Gallup Q12 survey, in 2018, EA employees were asked to participate in invited research including a personality traits survey conducted by researchers from the State University of New York at Buffalo (SUNY Buffalo). The personality traits survey sought to build on previous surveys and research related to aspects of Servant Leadership. The personality survey analyzed the primary personality dimensions referred to as OCEAN (i.e., Openness, Conscientiousness, Extroversion, Agreeableness, and Neuroticism) as well as Servant Leadership, Collectivism, and Stakeholder Orientation. EA’s highest collective scores were found in Justice Perceptions, Leader-Follower Relationships, and Job Satisfaction.

With respect to Servant Leadership training and implementation at EA, the SUNY Buffalo researchers found that, “When led by a servant leader, subordinates report having higher levels of job satisfaction, work engagement, perceptions of fairness, and stakeholder orientation. These individuals also report higher levels of humility within their workgroup, and less relationship conflict with team members. Finally, followers report better quality working relationships with servant leaders.” Personality results were provided to individual personnel, if requested.



**NOTE:** It’s important to note that no one at EA had access to information related to which employees opted to voluntarily respond to any of the surveys or specific responses. The only information provided to EA by Gallup and SUNY Buffalo researchers was aggregated and anonymized analyses completed by researchers.

**Active Employee Participation and Engagement**—All full-time employees meet with their supervisors to complete mid-year check-ins and annual performance appraisals. Mid-year check-ins, first implemented in 2016 based on employee feedback, are designed to encourage open communication between employees and their supervisors related to job performance, expectations, and general observations related to work product and engagement.

In addition to maintaining engagement through communication, employees are encouraged to be active as part of internal committees, working groups, or technical teams that work to further EA’s public benefits and engage employees in company- or industry-wide initiatives related to professional development, sustainability, and charitable giving. At any given time during the year, approximately 20–25% of EA employees participated in these groups, which include:

- ⊗ EA Sustainers
- ⊗ Water For People Champions
- ⊗ Sustainability Tools Working Group
- ⊗ Leased Energy Working Group
- ⊗ EPP Working Group
- ⊗ Regional H&S Coordinators
- ⊗ Carbon Footprint Working Group
- ⊗ Zero Waste Working Group

IN 2019

In 2019, EA’s Zero Waste Working Group (initiated in mid-2018) will be tasked with assessing EA’s current waste diversion activities (e.g., recycling, composting, etc.). The Zero Waste Working Group will function as a subgroup to the Sustainability Tools Working Group to review the Green Business Certification Inc.’s TRUE Zero Waste<sup>8</sup> program and complete a benchmark study of our headquarters building in Hunt Valley, Maryland to evaluate EA’s conformance with TRUE Zero Waste certification requirements. The group will also evaluate the business case for personnel to complete TRUE Advisor certification.

**Annual CSR Program Awards**—EA established its annual CSR Program Awards in 2016 to recognize employees’ commitments on both an individual and office-wide level for initiatives supporting EA’s PBC Framework pillars. CSR Program Award winners were selected based on peer nominations submitted to the PBC Committee for consideration. Awards announced in 2018 are summarized on the following page.

<sup>8</sup> <https://true.gbci.org/>

- ✔ **Overall Contributions by a Large Group/Office**—EA's Syracuse, New York office was recognized for CSR efforts across all pillars including support of Science, Technology, Engineering, and Math (STEM) activities in the community, multiple PVT events, and participation in their second Western New York Tough Mudder® benefiting Water For People.
- ✔ **Overall Contributions by a Small Group/Office**—Bill Brooks and Ali Barton (both in Hunt Valley, Maryland) were recognized for organization of a PVT shoreline planting in partnership with the National Aquarium and Baltimore County Department of Environmental Protection & Sustainability.
- ✔ **Individual Contribution, Professional Involvement (Pillar I)**—Rick Hanoski was recognized for advancement of EA within the munitions industry, including his involvement with the National Association of Ordnance Contractors (NAOC) where he previously served as President and is currently a member of the Board of Directors.
- ✔ **Individual Contribution, Community Support (Pillar II)**—Payal Shah was recognized for her work in EA's Seattle, Washington office to organize and champion office-wide PVT events in the local community.
- ✔ **Individual Contribution, Charitable Giving (Pillar III)**—Lisa Sollers and Elizabeth Eyer were recognized for a water-motif pottery sale and raffle that raised approximately \$800 for Water For People.



## SUSTAIN SAFETY CULTURE

OBJECTIVE FULLY MET



The safety of our employees, joint venture partners, subcontractors, vendors, clients, and communities continues to be our highest priority. EA's safety culture is demonstrated by our Safety Management System, consistently low EMR, low incident rate, and zero lost time incidents. In 2018, EA achieved its lowest EMR in 15 years—0.67—and was once again recognized by the

## CELEBRATING CONTINUOUS IMPROVEMENTS IN SAFETY



At EA, safety will always be our number one priority on all job sites. This commitment to safety is illustrated by our 2018 Experience Modification Rate of 0.67—our lowest in 15 years. In the last decade, EA's hours worked have steadily increased from approximately three-quarters of a million to over one million hours annually. As a result of our growth, we have implemented expanded requirements such as a client-driven random drug testing program; increased 30-hour OSHA Construction Safety training; and development of project-specific programs that address unique hazards including rail, unexploded ordnance, boating, and abandoned mine safety training. We take the safety of our employees and our subcontractors very seriously, and ensure that EA's commitment to continuous improvement is carried over into our Safety Management System as we identify new client requirements and expand our service lines.

Pete Garger, CIH, CSP, Director of Health & Safety; Hunt Valley, MD

National Safety Council with an Occupational Safety Excellence Achievement Award for low lost time injury rate. Refer to *HEALTH AND SAFETY* (page 5) for additional details.

**SET PERFORMANCE BENCHMARKS**

**OBJECTIVES MET**

This section presents information related to EA’s progress toward individual PBC objectives and targets related to corporate-level performance benchmarks.



**Environmental Compliance, and Anti-Corruption and Anti-Competitive Behavior—**

EA did not receive any fines or non-monetary sanctions for non-compliance with environmental laws and/or regulations, and had no incidents of corruption or anti-competitive behavior in 2018.

**Code of Business Ethics—**EA’s Legal Department oversees preparation and distribution of the company’s Code of Business Ethics and Employee Conduct Policy certification. EA’s formal goal for employee completion of this training, which includes Annual Anti-Kickback Certification and Annual Ethics & Policy Certification, is 100%. In 2018, 99.8% of EA employees completed the training on-line.



**TUITION REIMBURSEMENT**

3-year trend of Tuition Reimbursement expenditures for EA employees.

2016	2017	2018
\$148K	\$307K	\$280K

**Professional Development and Training Investments—**

EA supports our employees’ professional development (PROFDEVEL) through tuition reimbursement for classroom, on-line, and other continuing education training programs. EA’s expenditures toward PROFDEVEL opportunities reinforce our core ideology and our commitment to employee engagement. We consider these costs an investment in our employees’ and the company’s future as they support engagement, employee retention, and position EA as an industry leader.

**Training per Employee Annually and Percentage of Hours of Paid Training per Employee—**

In 2018, nearly 89% of employees pursued PROFDEVEL opportunities. Personnel are encouraged to participate in training to ensure industry standard of care for professional services, expand their knowledge base, and develop/maintain subject matter expertise. In addition to offering in-house training to address H&S, business ethics, project management, bid development, and a variety of supervisory and management topics and technical areas, EA offers 100% reimbursement for employee participation in external training programs required to achieve and maintain professional competency, licensure, and/or certification for full-time employees.



**% OF HOURS OF PAID TRAINING AND TRAINING PER EMPLOYEE ANNUALLY**

EA continued its growth trend for Professional Development use expressed as a percentage per employee, based on internal time-keeping systems. EA’s 3-year trend for percentage of hours of paid training and hours of training per employee are illustrated below compared to the company’s targets.

% TARGET	RESULTS	Percentage calculated as Total Labor Cost of PROFDEVEL / Total Labor Cost.
1.5%	2018 - 2.0% 2017 - 1.9% 2016 - 1.8%	
HRS TARGET	RESULTS	
32 hrs	2018 - 42 hrs 2017 - 34 hrs 2016 - 38 hrs	EA employees utilized a total of 20,772 PROFDEVEL hours in 2018.

**Workforce Demographics, Diversity, and Turnover**—EA maintains commercial offices across the continental United States as well as in Alaska, Hawaii, and Guam, with much of the workforce located in EA’s Mid-Atlantic and Northeast area offices. As a 100% employee-owned ESOP, none of EA’s workforce, which is comprised of 94% full-time employees, is represented by a union or associated collective bargaining agreement.



**TURNOVER RATE**

TARGET	RESULTS
≤12%	2018 - 9.2% 2017 - 8.5% 2016 - 10.1%

EA continues to maintain a turnover rate lower than its target of 12% or lower, and remains well below the company’s 2014 turnover benchmark of 14%. Additionally, there have been no discernable demographic trends in voluntary turnover at EA. EA’s turnover continues to be lower than the 2018 reported Architecture & Engineering (A/E) industry average of 12.8%<sup>9</sup>.



One reason for EA’s low turnover rate is its increased focus on employee wellness and balance. Wellness programs at EA include telecommuting and alternative work schedules; preventive wellness services; monthly fitness club membership fee reimbursements; and paid volunteer time.

The percentage of EA’s total workforce represented by minorities increased to approximately 12% in 2018, with minority male representation increasing from 5.8% in 2017 to 6.6% in 2018. Minority female representation remained consistent at 5.2% while overall female representation dropped slightly from 41% in 2017 to 40.2% in 2018.

**WORKING TO IMPROVE DIVERSITY, EQUITY, AND INCLUSION**

“Recognizing the importance of diversity, we have partnered with LocalJobNetwork to leverage their directory of local community and diversity organizations to aid in sourcing candidates for job openings at EA. LocalJobNetwork’s working relationship with more than 15,000 community organizations will enable EA hiring announcements to reach more women, minorities, individuals with disabilities, LGBTQ, and veterans through targeted outreach.”



Michele Bailey, Senior Vice President and Director of Human Resources  
Hunt Valley, MD



EA will add a Diversity, Equity, and Inclusion (DEI) Working Group in 2019 to identify ways to expand opportunities for women and minorities for internal advancement and increase diversity company-wide through hiring. Additionally, EA’s Board of Directors will complete “Accelerating Diversity and Inclusion” training in 2019.

**Supply Chain Interactions**—EA seeks supply chain business partners with financial stability that share our focus on providing technical quality, competitive pricing, superior service in today’s marketplace, and SBPs. We routinely work with a wide variety of subcontractors and suppliers to

<sup>9</sup> Deltek® Clarity. Architecture & Engineering Industry Study, 39<sup>th</sup> Annual Comprehensive Report. 2018.

augment or complement our services and products. We continue to expand our network of diverse business partners and look for new companies to help meet business and client needs.

In 2016, EA began categorizing annual supply chain expenditures into general “spend categories” that allow us to evaluate areas with the largest potential impacts/opportunities based on percentage expended annually. EA’s spend categories are defined as:

- ⚙️ **Employee Benefits and Incentives**—Employee benefits, including health benefits; excludes salaries. Professional licenses, conferences, job/equipment training, stock plan contributions, and bonuses.
- ⚙️ **Project Operations, Equipment, and Materials**—Spending related directly to client engagements, including subcontractors, project-related equipment and materials, project transportation costs, lodging and meals directly associated with projects, etc.
- ⚙️ **Corporate Administration, Operations, and Facilities**—Non-project-related spending for meals, office administration, office building costs (rent, utilities, etc.), marketing, legal fees, and other indirect, corporate-related expenditures.
- ⚙️ **Transportation**—Vehicle and boat acquisition, maintenance, and depreciation costs; air and rail travel; rental cars; expensed employee mileage and rideshare costs; subcontractor transportation costs; etc. are also included. Transportation costs that are directly chargeable to projects are included in Project Operations, Equipment, and Materials.
- ⚙️ **H&S**—H&S training, pre-employment testing, and H&S supplies, as well as medical monitoring/screening programs. Labor hours and travel costs associated with H&S personnel providing oversight on projects are captured under Project Operations, Equipment, and Materials.
- ⚙️ **Indirect Equipment and Materials**—Includes all non-project-related equipment and materials (e.g., office supplies, computers, warehouse equipment, software, etc.).

EA’s 2018 supply chain spending, totaling more than \$88.5M, is illustrated below.



Percentages shown in orange are 2017 data for comparison.



Members of EA's Procurement, Safety, and CSR groups will continue to evaluate our teaming partners, suppliers, and vendors as part of a Supply Chain review. The group is developing internal Supplier Evaluation, Selection, and Performance Appraisal guidance that will be used during bid development and selection of subcontractors and service providers to improve our processes.

**Supplier Diversity and Sustainability**—As a small business under two NAICS codes: 541715 (Research and Development in the Physical, Engineering, and Life Sciences [except Nanotechnology and Biotechnology], less than 1,000 employees) and 562910 (Environmental Remediation Services, less than 750 employees), EA fully supports legislated socio-economic goals and those specified in many of our client contracts.

EA is committed to providing all categories of small businesses with the maximum practicable opportunity to support our procurement requirements and our Supplier Diversity Program is designed to champion these efforts. EA continually seeks to expand our network of diverse business partners and to look for new companies to help us meet our business and client needs. To that end, EA maintains an on-line portal for companies to register through our Supplier Diversity Program. This internal registry is one of the many strategic sourcing tools that EA uses to identify suitable diverse businesses. Diverse businesses are encouraged to register with EA's Supplier Diversity Program through the Program's webpage, through use of brochures, and through contact with EA representatives during outreach events.



EA's 2018 spend to subcontractors totaled more than \$55M. Of that, 66% went to more than 340 small and diverse business enterprises.

**Procurement**—As part of ongoing stakeholder engagement and materiality dialogue, we note the importance of upstream and downstream suppliers in the delivery of our services. While we manage supply chain risk through our own audits, programs, and training, we also seek partnerships with other companies, government agencies, and non-government organizations to address complex procurement issues that no one company can address alone. We believe this collaborative approach more effectively drives impact in our supply chain.

**Material Source and Usage**—EA has formalized Sustainable Business Practices (SBPs) that govern operational functions including document production, packing, and shipping; selection and ordering of marketing and promotional materials; and overall sustainable operations. EA's Environmentally Preferred Purchasing (EPP) Working Group, overseen by EA's Chief Financial Officer, assesses purchasing requirements and completes cost-benefit analyses in coordination with EA's operations when acquisition of new products and materials is required. Efforts are focused on aspects related to the purchasing life-cycle that can be controlled and/or influenced by the company—primarily electronics purchasing and shipping.

In 2018, EA did not undertake any new company-wide initiatives focused on material source and usage. Instead, we focused on communications related to existing programs (e.g., UPS carbon neutral shipping, MyOfficeProducts EPP supplies ordering, and sustainable paper purchases, etc.) to ensure consistent use, where applicable, across all EA offices.

## SUPPLY CHAIN INTERACTION: E-WASTE DISPOSAL AUDIT



*“As a Public Benefit Corporation, we consider it our duty to operate sustainably. One of the many ways we do that is by recycling our electronic waste once items have reached the end of their useful life. EA has been recycling our corporate e-Waste since 2009, and in 2016 we extended the program to enable employees to bring in personal e-Waste during an annual collection coinciding with Earth Day. Electronics contain toxic materials that need to be properly disposed of, and by auditing our e-Waste recycler’s facility we can ensure the electronics we turn over are disposed of in an environmentally responsible manner.”*

**Joe Haggerty, Director of Information Technology; Hunt Valley, MD**



*Left, an EZPC Recycling LLC employee demonstrates use of the SEM0101 utilized to destroy hard drives harvested from computers turned in as part of e-Waste. Below, EA’s 2018 e-Waste collection prior to transport to EZPC for destruction and recycling.*





## PILLAR I: PROFESSIONAL INVOLVEMENT

The best indicators of our public benefits to the environment and the communities in which we live and work are the direct results of the projects we complete for our clients every day. Additionally, our professional contributions in knowledge advancement, as well as efforts to train and educate members of the environmental industry, are key aspects of our efforts under this pillar. These efforts are central to our business and will continue to expand as EA grows.

EA has completed more than \$2 billion of client work since our founding in 1973, and has established a proven track record of innovation and quality demonstrated by our continued financial growth and performance. The following sections relate to Professional Involvement activities undertaken during 2018.

### PROJECT WORK WITH DIRECT ENVIRONMENTAL BENEFIT



#### QUANTIFY THE PUBLIC BENEFITS OF OUR PROJECTS

##### CONTINUOUS OBJECTIVE

The core purpose of our work and a central focus of PBC Pillar I is the direct environmental benefit of our project work—simply stated—it is what we do. We work every day to improve and maintain environmental quality and to help clients design, implement, and sustain leading programs and projects. EA has a decades-long history of using practicable and sound approaches, integrating emerging tools and techniques into the mainstream to provide our clients with the best value in addressing their environmental challenges.

Through our role in professional and trade organizations such as the Sustainable Remediation Forum (SURF), ASTM International and the Institute for Sustainable Infrastructure (ISI), EA has been instrumental in encouraging development, adoption, and documentation of quantitative green and sustainable remediation metrics, in addition to qualitative evaluation.

***Sustainability Tools Working Group***—In 2016, EA established a Sustainability Tools Working Group to define and develop interdisciplinary training and awareness for various life-cycle analysis/sustainability tools. The group is tasked with benchmarking existing and emerging tools, developing internal training, and preparing case studies of EA projects where tools have been applied. The group is primarily focused on two green remediation tools for analyzing sustainability “savings” that are possible when selecting project design options/alternatives.

-  **SiteWise™**—A spreadsheet-based program used to develop quantifiable metrics for green and sustainable remediation projects with a focus on site characterization, remedial investigation, and site remediation activities, SiteWise™ provides a remedial alternative comparison output that allows users to evaluate different alternatives with respect to the metrics identified above, in order to guide decision making toward a green and sustainable remedial outcome.
-  **Envision™**—A sustainable infrastructure rating system designed to provide a combination of Life-Cycle Analysis and environmental benefit assessments for sustainable infrastructure. Through 2018, eight EA employees have earned their Envision™

Sustainability Professional (ENV SP) credential. Several employees are working with the Sustainability Tools Working Group to evaluate potential projects that may benefit from analysis using Envision™.

In 2018, the group focused on development of an internal training module for SiteWise™ to be used as an introductory session for project managers and scientists interested in calculating green and sustainable remediation metrics as part of project execution or bid development. EA has implemented the use of SiteWise™ as the company's preferred method to develop green remediation metrics, and plans to release an advanced training module for SiteWise™ use in 2019.

EA also worked with the Maryland Environmental Service (MES) to complete an Envision™ checklist for a recently completed high-profile project—the Rocky Gap Water Treatment Facility. EA determined, based on completion of the checklist, that the project would likely achieve a Gold rating if MES opted to pursue Envision™ certification. MES will complete internal discussion in 2019 to determine if they wish to pursue certification for the project.



An internal “Envision™ Summit” has been scheduled for Summer 2019. The purpose of the Summit is to have EA's Envision™ Sustainability Professionals and other personnel collaborate on a path forward for promoting understanding and broader use of Envision™ within the company and with clients in order to further the use of Envision™ tools and processes.



Additionally, in 2019, EA will also expand the work group to evaluate the Green Business Certification Inc.'s TRUE Zero Waste<sup>10</sup> program, including benchmarking EA's conformance with TRUE Zero Waste certification requirements of our headquarters building in Hunt Valley, Maryland.

## QUANTIFYING THE PUBLIC BENEFITS OF THE WORK WE DO EVERY DAY

Quantitative analysis tools described above allow us to proactively evaluate and improve our understanding of life-cycle impacts in our project work and turn our focus toward efficiency and sustainability, where feasible. The following case studies provide details that quantify the public benefits associated with EA's everyday project work. The case studies have been selected to provide a snapshot of project benefits that cover each of EA's primary service lines and reflect the nationwide reach of our client work. Each case study also illustrates how EA's projects support our commitment to UN SDGs (*SUSTAINABLE DEVELOPMENT GOALS*, page 11).



NOTE: Metrics and statistics for remediation projects included in case studies were generated using SiteWise™. All other data (e.g., hours safely worked, project value, etc.) are based on project-specific data maintained as part of EA's established program and project management and quality processes including our enterprise resource planning system.

<sup>10</sup> <https://true.gbci.org/>.

# CLIMATE RESILIENCY OF THE SACHUEST POINT COASTAL LANDFILL (MIDDLETOWN, RI)



EA conducted an assessment of the vulnerability of Sachuest Point National Wildlife Refuge (NWR) Remediated Coastal Landfill to coastal storm events for the U.S. Fish and Wildlife Service (USFWS).

EA completed coastal engineering modeling to analyze landfill cap susceptibility, and assessed short- and long-term (50+ years) conceptual plans to support resiliency of the landfill.

The landfill is located within a Federal Emergency Management Agency-designated 100-year floodplain indicating there is a 1% chance of flooding in any given year based upon current conditions.

Client: USFWS

Primary EA Office: Warwick, RI

Supporting EA Office: Hunt Valley, MD

**15**  
acres

The unlined landfill sits within the 242-acre NWR, which is part of a Natural Heritage Area and Green Corridor. Landfill was utilized for municipal waste and construction debris.

**1951-1975**

Years operational

**2005**

Landfill contents capped in place



**~330,000**

Sachuest Point NWR visitors per year



Landfill's distance from Sachuest Bay, the Sakonnet River, and Gardiner Pond, respectively. Gardiner Pond serves as a drinking water supply reservoir.

Winds and storm surge have the potential to expose and transport materials and solid waste, and spread media contaminated with heavy metals, pesticides, and polychlorinated biphenyl (commonly known as PCB).

**Potential**

**Short-Term Protections**

May include: Beach Nourishment; Erosion Control; Vegetative Riprap Revetment; Vegetated Retaining Wall; Nearshore Rubble-Mound Breakwaters; and Seawalls.

**Long-Term Protections**

Complete removal of the landfill and restoration of the disturbed footprint.



**2012**



**2018**

Sea level rise projections for the area per the Rhode Island Coastal Resources Management Council:

**+2.5 ft by 2043**

**+4.8 ft by 2068**

**+7.7 ft by 2093**

The landfill's proximity to the ocean and a lack of protective structures make it vulnerable to damage from coastal storms, which was made apparent during Superstorm Sandy in October 2012 (above left, courtesy USFWS). On right, the area following repairs.



# STREET TREE INVENTORY CANOPY REVIEW AND RISK MODEL (PRINCE GEORGE'S COUNTY, MD)

**Tree Canopy Inventory**—Under a National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Discharge Permit, the County is required to manage stormwater through the reduction of impervious surfaces. EA is supporting the County with calculations of tree canopy over impervious service areas to apply associated stormwater pollutant reductions in accordance with best management practices.

Client: Prince George's County (Maryland) Dept. of Public Works and Transportation  
 Primary EA Office: Hunt Valley, MD

**Tree Assessment Risk Model**—EA developed a risk model to support county tree management efforts. Applied to an inventory completed by a certified arborist, the model will support risk reduction and costs associated with liability claims by allowing the County to prioritize maintenance and removal of intentionally planted trees on county property and right-of-way areas.

## Canopy Inventory

**20%** % reduction of untreated impervious surface required by NPDES permit.



**155,738** Individual trees included in datasets utilized to calculate total canopy cover.

**167** Species included in the inventory

**~262** Additional acres of canopy identified for inclusion in stormwater reduction compliance calculations.



Tree canopy offers total pollutant reductions of nitrogen, phosphorus, and sediment.



Tree canopy area prediction based on statistical analysis of exiting canopies with known tree diameter breast height.

## Risk Model

**2 geodatabases**

**12 models**



**176,167** Trees, intentionally planted in County rights-of-way, captured by inventory for Risk Model.



Developed to evaluate "consequence of failure" of trees as a result of environmental factors (e.g., storm damage) and associated impacts to traffic, pedestrian safety, and parked cars. Risk ratings allow the County to prioritize removal of trees that pose risks and identify trees that need to be monitored.

Likelihood of Failure	Consequence of Failure		
	Minor	Moderate	Major
Frequent	Medium	High	High
Likely	Low	Medium	High
Remote	Insignificant	Low	Medium

**2,700** Trees identified by Risk Model for immediate removal, following certified arborist verification.

**30%** Red Maple, most common tree in the inventory

**13%** Silver Maple and Bradford Pear, respectively, known for weakened branch connections

**12%**



# FORMER ZEPHYR REFINERY: FIRE SUPPRESSION DITCH SEDIMENT REMEDIATION (MUSKEGON, MI)



EA, in conjunction with Severson Environmental Services, provided remedial and restoration services to EPA and project partner, Michigan Department of Environmental Quality (MDEQ) to remove contaminated (lead and petroleum) sediments from the Former Zephyr Refinery Fire Suppression Ditch (and surrounding wetlands) area located within the Muskegon Lake Area of Concern. This project was completed under the Great Lakes Legacy Act to support removal of beneficial use impairments such as the loss of fish and wildlife habitat.

Client: USEPA Region 5  
 Primary EA Office: Brighton, MI  
 Supporting EA Offices: Lincoln, NE and Hunt Valley, MD



Project has been nominated for 2019 Western Dredging Association (WEDA) Environmental Excellence Award in the Environmental Dredging category.

**49,491**

Cubic yards (CY) of contaminated sediment removed

**38,272 CY**

From wetland areas

**11,219 CY**

From ditch



**60,975** Hours worked without health and safety incident

**0** Complaint calls to project hotline during construction as a result of thorough public outreach



## Total Acres Restored

- 1.6** Open water habitat
- 13.6** Monotypic submergent wetlands
- 1.5** Wetlands seeded with native plant mix



## Vegetation Planted

- 223** Trees
- 13,620** Live herbaceous plugs and bare-root native plants

Gallons of water treated during construction due to historically high water levels

**91.9M**

## PORT OF SEATTLE GREENHOUSE GAS REDUCTION STRATEGY (SEATTLE, WA)



EA is working with the Port of Seattle Maritime (POSM) Environmental and Sustainability group to develop a comprehensive Greenhouse Gas Emissions Reduction Strategy (GHGERS) to be utilized by the Port along with property managed by the Economic Development division. The GHGERS will serve as a roadmap for POSM environmental planning, actions, investment, and communications to take ambitious action to address climate change by reducing emissions.

Client: Port of Seattle  
 Primary EA Office: Seattle, WA  
 Supporting EA Office: Hunt Valley, MD

The strategy is being developed to help the Port achieve objectives set at part of its *Century Agenda*—a strategic 25-year plan that includes 17 objectives to position the region as a premiere cargo hub, support tourism, promote economic development, and be the most sustainable port in North America.



### Century Agenda GHG Reduction Goals

#### Scope 1 and 2 Emissions

- 15%** Below 2005 levels by 2020
- 50%** Below 2005 levels by 2030
- 100%** Carbon neutral or carbon negative by 2050

*Direct emissions that the Port has direct ability to impact through ownership or control of emission sources.*

#### Scope 3 Emissions

- 50%** Below 2007 levels by 2030
- 80%** Below 2007 levels by 2050

*Indirect emissions that the Port has the ability to influence, but does not directly control.*



### Northwest Ports Clean Air Strategy (NWPCAS)



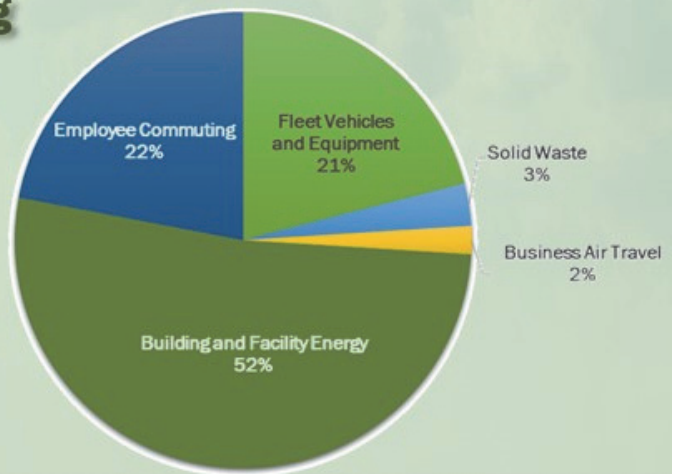
NWPCAS aligns the three ports' efforts to phase out port-related emissions this century, supporting cleaner air for local communities and aligning with the global response to mitigate climate change.

### Baseline and Benchmarking

In developing the GHGERS, EA together with subconsultant Cogent Environmental Consulting, LLC, developed an emissions baseline from existing data and literature values where Port-specific data were unavailable.

After calculating the reductions required for each source at the Port to meet the Commission-adopted reduction goals, and developing broad reduction strategies, EA completed a benchmarking exercise to compare and contrast the Port's goals and strategies with other Pacific Northwest communities, and ports of similar size around the globe.

The Port's baseline GHG emissions from port operations are illustrated to the right.



# INTEGRATED ENVIRONMENTAL AND SAFETY MANAGEMENT SYSTEM (HONOLULU, HI)



EA has been providing environmental consulting services to HDOT since 2006 and began assisting HDOT, Highways Division – Oahu District (HWY-0) with assessing, designing, implementing, and sustaining an ISO 14001-based Environmental Management System (EMS) in 2009. In 2017, EA completed a gap assessment and integration plan for enhancement of HWY-0’s Safety Management System (SMS) using ISO 45001 and Hawaii’s Occupational Safety and Health (HIOSH) Safety Program to further enhance HWY-0’s performance.

Client: Hawaii Department of Transportation (HDOT), Highways Division  
 Primary EA Office: Honolulu, HI

**12** As of 2018, EA has been continuously providing services to HDOT for 12 years.

**30** Number of different classroom training completed in 2018.

**250** Approximate number of HWY-0 employees trained yearly by EA



Projects in **4** districts (Oahu, Hawaii, Maui, and Kauai) on **6** islands at **38** separate HDOT facilities.



Under a long-term contract supporting HWY-0, EA’s team includes embedded EHS professionals who work daily to manage EHS risks across HWY-0’s EHS operations island-wide. HWY-0 is a leader within HDOT, having embraced ISO-based management system standards.

EA provides a range of EHS support including permit management (SWMP, Solid Waste, Wastewater Discharge, UST), program development (SWMP, SWPCP, ES&H compliance), miscellaneous environmental and safety training, regulatory compliance, and sustained management systems.

## Process



- Build cross function awareness, demonstrate top management commitment
- Emphasize existing common management elements already successfully in place
- Encourage each employee to view safety as a personal commitment
- Implement and communicate a refined Safety Assurance Process

**50%**

Since initiation of the SMS, HWY-0 has seen a 50% decline in incident rates (IR). Placing HWY-0s programs below benchmark national IR rates for other state and local government functions.

**3.6**

National IR

**2.49**

HWY-0 IR



## PROMOTING AND ADVANCING THE ENVIRONMENTAL INDUSTRY

EA, as a company, and our professionals have long recognized the need to do their part to advance the environmental profession in a manner that not only benefits the greater good of clients we serve, but also the industry of which we are a part. Pillar I (Professional Involvement) also emphasizes EA's technical contributions across our industry through our active participation, contributions, and leadership in the professional organizations shaping the regulatory environment and emerging issues with the potential to influence the future of our clients' operations, products, and services. The table to the right provides representative examples of industry participation (e.g., panel discussions, presentations, posters, etc.). Papers and presentations are shared internally through online webinars hosted by EA's registered education provider program—the EA Academy.

### Representative Examples of EA Papers and Poster/Platform Presentations at Industry Conferences in Calendar Year 2018

*Exploring Freshwater Species Sensitivity to Environmentally Persistent PFAS and PFAS Mixtures. Emerging Contaminants Summit (Westminster, Colorado).*

*Balancing Navigation Channel Maintenance and Remedial Design Goals: Rivers and Harbors Act Section 408 Considerations. Western Dredging Association 2018 Dredging Summit and Expo (Norfolk, VA).*

*New RCRA Hazardous Waste Management Rule and Ramifications/BMPs for Rail Industry. Railroad Environmental Conference (Champaign, Illinois).*

*Practical Solutions for Onsite System Design. AWWA Hawaii Section Western Pacific Subsection Water/Wastewater Conference (Tumon, Guam).*

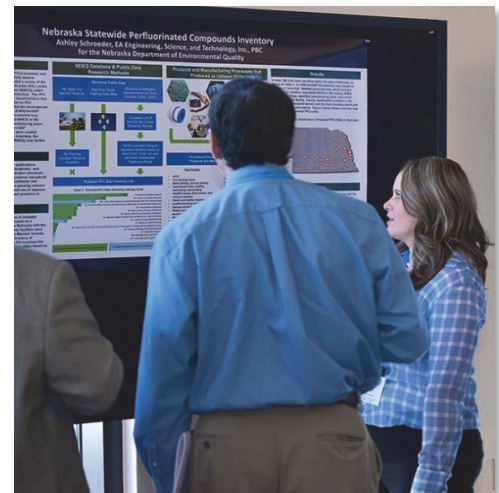
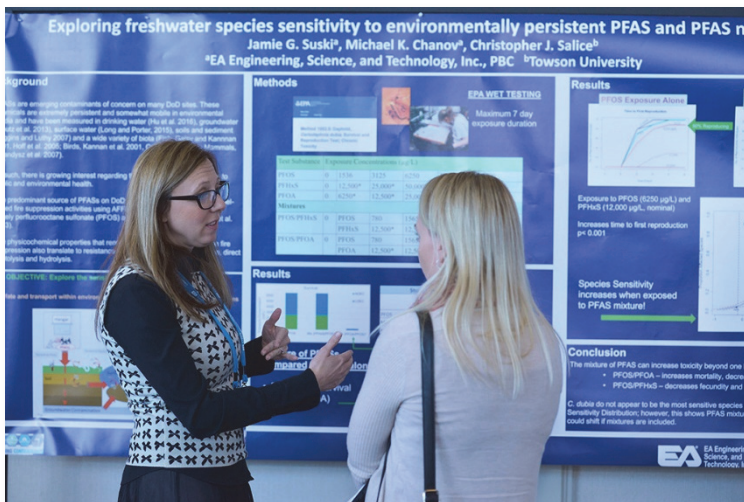
*Geologic Modeling and Digital Visualization of Complex Data Sets: A Contaminant Fate and Transport Fractured Bedrock Case Study. 11th International Conference on Remediation of Chlorinated and Recalcitrant Compounds (Palm Springs, California).*

*Navigating the Mentor Protégé Process including JVs and the new SBA All Small Program. National 8(a) Association 2018 Alaska Regional Conference (Anchorage, AK).*

*Energy & Air Pollution Reduction from Cogeneration at Johns Hopkins. Energy Utility & Environment Conference 2018 (San Diego, California).*

*Sustainable Remediation Combining Mobile Dual Phase Extraction with Concurrent Injection of a Carbon-Based Amendment. AEHS East Conference: Soils, Sediments, Water, and Energy (Amherst, Massachusetts).*

*The Ohio River Ecological Program: 49 Years of Collaboration. 2018 Ohio River Basin Consortium for Research and Education Symposium and ORBA Summit (Crestview Hills, Ohio).*



Above: (left) Jamie Suski (Hunt Valley, Maryland) and (right) Ashley Schroeder (Lincoln, Nebraska) interact with attendees while presenting technical posters during the Emerging Contaminants Summit in Colorado, March 2018.





IN 2019

As a stakeholder-centric company, EA values dialogue with our stakeholder community on a range of topics, including those related to CSR. Based on feedback collected as part of EA's annual Sustainable Business Operations checklist completed by individual offices, EA is establishing a Sustainability

Speaker Series featuring industry leaders who will join EA in office to educate and engage employees on a variety of CSR and sustainability topics. Various EA offices will host individual speakers or small panel discussions on topics such as solid waste management, supply chain mapping, sustainability, and global citizenship. The presentations will be simulcast and saved for viewing later through the EA Academy. We also see this series as an opportunity to engage with other PBCs and B-Corps, as well as our clients and teaming partners, by encouraging discussion of CSR/sustainability commitments, challenges, and accomplishments.

## TRAINING AND PROFESSIONAL DEVELOPMENT

EA strongly supports and invests in the professional development of our staff—we view professional development, including participation in trade shows and conferences, as a commitment to industry excellence and client service. Our involvement in such events ensures that issues facing the industry are addressed at conferences and provides our professionals with a forum to remain at the forefront of the environmental industry. We view such investments as a win-win for both our clients and our professionals.

As discussed in *SPECIFIC PUBLIC BENEFITS OF EA'S CSR PROGRAM* (Training per Employee Annually and Percentage of Hours of Paid Training per Employee, page 21), Professional Development time per employee (42 hours) exceeded EA's goal of 32 hours per annum in 2018 by 10 hours per employee.

## OUTREACH

EA personnel are encouraged to maintain active memberships as well as participate in and attend events sponsored by professional organizations (e.g., Southern Gas Association, National Association of Environmental Professionals, American Academy of Environmental Engineers, and Society of Environmental Toxicology and Chemistry [SETAC]); participate in advisory or advocacy groups (e.g., Air Quality Control Advisory Council, Water For People Leadership Council); and maintain subscriptions to and review material provided by relevant trade publications and newsletters (e.g., *Water Environment & Technology*, *The Military Engineer*, *Pipeline Technology Journal*, etc.) to keep current with market-related environmental changes. Individuals then pass along information through internal training and information distribution via company-wide email

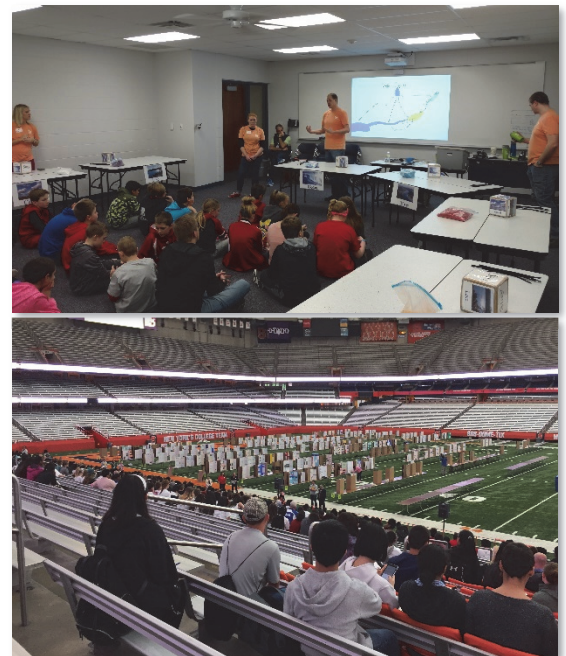
notifications, brown bag presentations, and webinars. We also make it a point to regularly meet with clients to discuss their changing needs and concerns related to services and regulatory requirements.

### EA INVOLVEMENT WITH NATIONAL AND INTERNATIONAL INDUSTRY ORGANIZATIONS



Additionally, EA staff organize and participate in annual activities that are focused on STEM-related outreach geared toward training programs for school-aged youth, soon-to-be college graduates, and adults. In 2018, EA offices and staff participated in the following activities:

- ✔ Society of American Military Engineers (SAME) Baltimore Post's Day with an Engineer (Hunt Valley and Abingdon, MD)
- ✔ Civic Works Baltimore's Center for Sustainable Careers mock interviews (Hunt Valley and Abingdon, MD)
- ✔ Earth Wellness Festival (Lincoln, NE; pictured top right)
- ✔ SUNY Environmental Science and Forestry's 2018 ESF Environmental Challenge (Syracuse, NY; pictured bottom right)
- ✔ EA staff were invited to participate as guest lecturers at Franklin & Marshall College as part of an advanced course examining business's role in both exacerbating and innovating to ameliorate an ecologically sustainable economy.
- ✔ EA's Warwick office annually participates in Massachusetts Bay Community College's STEM Mentor Program, which pairs engineering and science curriculum undergraduate students with mentors.



Beyond active membership in professional and technical associations, we encourage participation in committees and taking on key leadership/officer-level functions. Many of our personnel actively serve on boards or executive committees for regional, national, and international environmental and sustainability organizations. In 2018, several employees were recognized by outside organizations for their contributions:



Jason McNew, PE, CHMM (Abingdon, MD) was elected to serve a 2-year term as Treasurer of the Board of Trustees of the Sustainable Remediation Forum (SURF).



Laura Oakes, PE, BCEE (Hunt Valley, MD) was elected to serve a 1-year term as Vice President of the Board of Directors of the Chesapeake Water Environment Association (CWEA).



Melissa Smith, F.SAME, CSDP (Hunt Valley, MD) was named to a 2-year term as Vice Chair, Communications and Marketing for SAME's Academy of Fellows (AOF).

## FELLOWSHIPS AND SCHOLARSHIPS

**Jensen Fellowship**—EA has a more than decade-long commitment to promote scholarships and fellowships through our Jensen Fellowship, in collaboration with the Johns Hopkins University (JHU). Named in honor of EA's founder and chairman, Dr. Loren Jensen, the Jensen Fellowship supports professional Master's students through a scholarship (tuition grant and stipend) and 6-month, credit-bearing internship as a capstone for their graduate work. Once accepted to JHU's Department of Environmental Health and Engineering Master's program, candidates are selected for the Jensen Fellowship through a rigorous application and interview process.

During the reporting year, EA awarded two Jensen Fellows for the 2018-2019 academic year. The two graduate students will begin their 6-month internships at EA in June 2019. The goals of the fellowship are to provide an opportunity for interns to apply technical skills to real world projects and gain practical experience as a consultant in environmental science and engineering fields.



Jensen Fellows are typically rotated through three of EA's business units or departments over the course of their internship to allow them to experience a breadth of technical challenges associated with environmental consulting and engineering services.

**Additional Scholarships**—EA continued its commitment to SETAC's Jeff Black Scholarship Award in 2018 making a \$1,000 donation.

**PILLAR II: COMMUNITY SUPPORT**

PBC Pillar II is rooted in community support and the corporate and personal time EA staff invest in environmental philanthropy and volunteering commitments to various local events including stream cleanups, Earth Day events, and similar-mission aligned efforts.

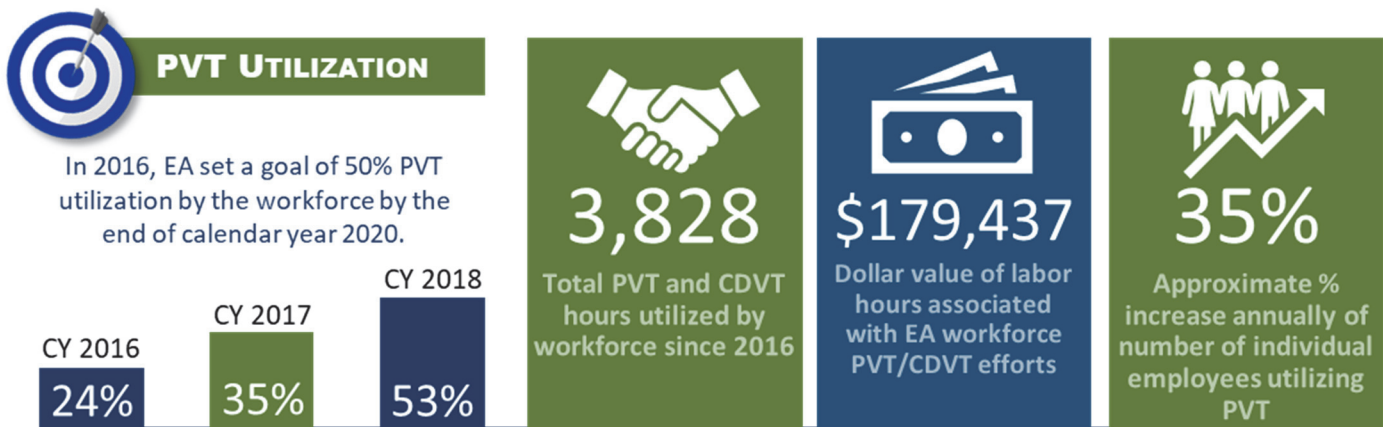
**PAID VOLUNTEER TIME (PVT)**

**50% PVT UTILIZATION BY CY 2020**

**OBJECTIVE MET 2 YEARS AHEAD OF SCHEDULE**

The reporting period marked the third year of EA’s PVT program, which provides all regular, full-time employees 8 benefit hours of PVT annually to support a mission-aligned volunteer activity of their choosing. In 2018, EA employees utilized 1,957 PVT or Company Directed Volunteer Time (CDVT)<sup>11</sup> hours.

**PAID VOLUNTEER TIME TRENDS (2016 – 2018)**



% of employees using some portion of allotted PVT hours during the calendar year

EA’s PBC Committee has established an objective of 50% utilization of PVT by EA’s workforce by the end of CY 2020. In 2018, 271 employees—53%—utilized all or a portion of their annual PVT hours. Benefiting organizations ranged from elementary schools; municipal Parks and Recreation departments; local nature centers and conservatories; and other nationally recognized organizations such as the U.S. Lighthouse Association, Trout Unlimited, and the Audubon Society.



<sup>11</sup> CDVT is considered to be hours spent performing company-directed volunteerism activities such as coordinating, planning, and managing EA company-sponsored events such as Day with an Engineer at the direction of an EA manager. CDVT may be associated with either mission-aligned or non-mission aligned events at the discretion of EA management.

A sampling of PVT events undertaken by EA’s nationwide offices during 2018 are highlighted on the following pages.



## 2018 VOLUNTEER ACTIVITIES

### KEEP LEWISVILLE BEAUTIFUL



**TEXAS:** EA’s Lewisville office supports multiple Keep Lewisville Beautiful (KLB) events, including the 2nd Annual Winter Waterway Cleanup in March 2018. The team, consisting of 12 EA volunteers and family members as well as KLB’s Executive Director, removed 45 large bags of trash and other miscellaneous debris from the banks of Timber Creek.

### ANNUAL ADOPT-A-STREAM CLEANUP

**NEBRASKA:** In May, personnel from EA’s Lincoln office completed their annual Spring clean-up along a ½-mile stretch of Salt Creek as part of the City of Lincoln’s Adopt-a-Stream Program. More than 20 employees collected over 20 bags of trash in this urban location.



### LAKESHORE CLEANUP



**NEW YORK:** In June, Oswego personnel conducted a lakeshore cleanup at Nine Mile Point Nuclear Station in coordination with Exelon’s Environmental Stewardship Program. This was EA’s first PVT event organized in coordination with a client.

Pictured left: Gary Prye and Sarah Nelson with cleanup debris.

### COMMUNITY GARDEN IMPROVEMENT

**WASHINGTON:** Seattle employees spent an afternoon at the Cascade P-Patch Community Garden in the South Lake Union neighborhood in August. EA personnel organized the volunteer effort to create an accessible garden space for residents and visitors, including those accessing the garden by means of wheelchairs, scooters, and walkers.

Pictured left: Hannah Dennis and Mark Blinstrub.





## 2018 VOLUNTEER ACTIVITIES (CONTINUED)

### MARYLAND ZOO CLEANUP AND MAINTENANCE

**MARYLAND:** In May and December, EA's Corporate Finance and Accounting department coordinated with the Maryland Zoo's Horticulture Department to stage a department volunteer outing. The group completed landscape maintenance to protect plants, improve soil health, and beautify the facility.

Pictured right (clockwise from top left): Rick Barron, Pam Murray, Jada Holley, and Adrian Hughes.



### DETROIT RIVER CLEANUP

**MICHIGAN:** EA Brighton employees, joined by friends and family, volunteered for the Detroit River Cleanup, a large-scale cleanup along the shores of the Lower Detroit River, organized by Friends of the Detroit River in April 2018.



### EARTH DAY LITTER CLEANUP

**NEW YORK:** Nine volunteers from the Syracuse office took part in a cleanup along the historic Erie Canal organized as part of the Onondaga County Resource Recovery Agency's annual Earth Day Litter Cleanup in April 2018. From discarded tires along the path to floaters in the canal, the EA team cleared just under a dozen garbage bags' worth of trash from the trail.

Pictured left: Megan Miller.



### INVERNESS PARK WETLAND PLANTING

**MARYLAND:** EA's Hunt Valley office joined National Aquarium and Baltimore County staff in early May for a wetland planting at Inverness Park. The group of nearly 30 EA'ers, along with other volunteers, planted 14,000 plugs of wetland grasses across 2,700 feet of shoreline during the living shoreline planting. Finally, Hunt Valley personnel conducted a flora and fauna survey for Irvine Nature Center to develop a species list for a parcel of land recently acquired by the Center.

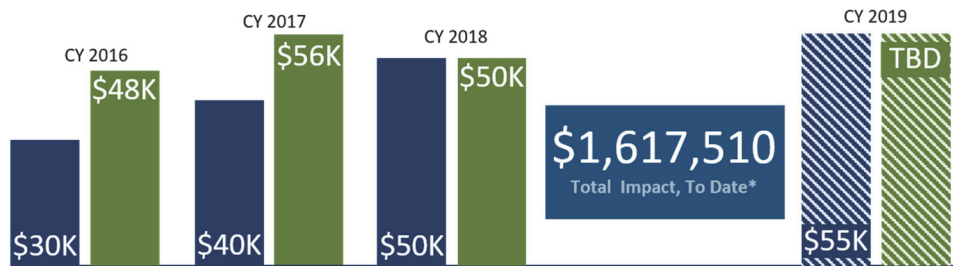
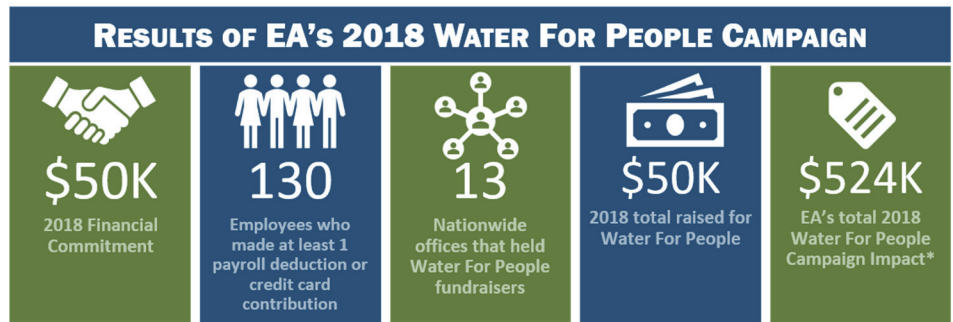
## PILLAR III: CHARITABLE GIVING

Pillar III, Charitable Giving, promotes the altruistic aspect of our public benefit mission through direct financial support, including a Workplace Giving Program, to support the focal point of our environmental philanthropy efforts—Water For People, as well as other select charities. Pillar III actively promotes a spirit of philanthropic investment and active participation in a variety of company-sponsored and localized office events supporting charitable organizations.

### 2018 WATER FOR PEOPLE CAMPAIGN

The CY marked the third year in our formal partnership with Water For People. With an increased financial commitment of \$50,000 (compared to \$40,000 in 2017, and \$30,000 in 2016), EA sought to improve participation in our Workplace Giving Program. Combined with company-wide fundraising, EA once again exceeded our planned financial commitment for the year.

Water For People continues to be the focal point of EA’s Charitable Giving pillar and EA continues to make significant contributions through staff donations and senior leadership commitments. While EA is not the largest Water For People partner from a headcount standpoint, our per capita contribution tops the list among the 15 companies represented on the Water For People Leadership Council.



EA's annual financial commitments (blue) versus Water For People campaign results (green); results rounded to nearest thousand.

\*Based on Water For People's Impact Calculator (<https://www.waterforpeople.org/our-impact/>)

### WATER FOR PEOPLE & A POTTER'S PASSION



*As a Peace Corps volunteer, I watched women and children spend hours carrying water and their wash to and from the local river daily. In villages where water was more readily available, there was more time for children to study and for women to create handcrafts to earn a little extra money for their families. This first-hand understanding of the importance of the Everyone Forever goal is why I support EA's commitment to Water For People. Creating the hand-made mugs, each invoking an artistic water motif, was a unique way for me to combine my love for pottery and support for Water For People. I'm thrilled we were able to raise \$800 to further their global work to provide improved access to clean water and sanitation for women and children.*

**Lisa Sollers, Engineer; Salt Lake City, UT**

IN 2019

While 2018 marked the final year of our initial 3-year partnership with Water For People, EA employee support of the cause has been so impactful that EA has extended our partnership into 2019, with a financial commitment of \$55,000 and plans to field another Race Across America ultra-cycling team for additional fundraising and to raise awareness of Water For People's Everyone | Forever goal.



## WATER FOR PEOPLE IMPACT TOUR 2018

In January, EA held a raffle to select an employee to participate in Water For People's 2018 Impact Tour to Peru or Malawi. Employees were eligible for the company-sponsored trip if they met one or more of three criteria during the previous calendar year's fundraising efforts:

- 💧 Elected a \$25/pay, payroll deduction during the 2017 Campaign month to continue through the year
- 💧 Were one of the Top 20 EA donors at the end of 2017
- 💧 Coordinated a Water For People fundraising event, approved by EA's Water For People Steering Committee, outside of EA's 2017 Water For People Campaign month.

With assistance from Water For People's Denver office, EA held the raffle and broadcast the selection live across EA's offices. The winner, Frank DeSantis (Syracuse, New York), opted to participate in the Malawi Impact Tour (pictured below). In 2019, EA will select another eligible employee for a Water For People Impact Tour. The 2019 raffle winner will have the opportunity to select between an Impact Tour in Rwanda or Bolivia.



EA supports Impact Tours as a way to provide personnel with the opportunity to observe first-hand the transformative affect that Water For People has in the countries they support. By sharing their experiences when they return through a company-wide webinar, EA's Impact Tour representatives like Frank support development of a better—and more personal—connection to Water For People's mission. Impact Tour experiences further energize EA awareness and the critical impact our fundraising efforts have on Water For People communities.



## CYCLING FOR WATER AND RACE ACROSS AMERICA (RAAM)

Following the success of EA’s initial RAAM participation in 2017, EA worked with ultra-cycling enthusiast employees to set up Cycling for Water. The organization, which received non-profit 501(c)(3) status from the Internal Revenue Service, was created to bring awareness and raise funds toward alleviating the worldwide lack of clean drinking water and sanitation crisis through endurance cycling activities.



Cycling for Water will field a 2019 RAAM team to include three EA riders and Water For People’s CEO, Eleanor Allen. Additionally, Cycling for Water hopes to source the majority of the 12-person volunteer crew from within EA. With a goal of \$100,000 (gross), funds raised by the organization will be donated to Water For People following the race.

## LOCAL IMPACTS

While Water For People is the focal point of our environmental philanthropy, we continue to support other worthwhile campaigns/initiatives at a local level. These events are championed by individual offices and vary in mission. Local campaigns are equally important to EA’s Charitable Giving pillar and ensure a commitment to communities where we live and serve. EA’s individual offices may support local organizations or community events; funding for these charitable events comes from the requesting office’s annual operating budget or through office fundraising campaigns.

In 2018, EA made monetary contributions (which include *In Memoria* donations) or participated in fundraising events in support of a number of organizations, including:





## 2018 LOCAL CHARITABLE GIVING

### HAVELOCK CHARITY RUN

**NEBRASKA:** Lincoln employees and family members participated in the 2018 Havelock Charity Run with registration proceeds benefiting local charities such as food banks and outreach services for youth education and wellness. The office fielded two teams to complete the 3K race; they placed 2nd and 3rd in the Corporate Division earning \$200 (in addition to donations included as part of entry fees).

Pictured left to right are Megan Lush, Caitlin James, Ashley Schroeder, Jason Mather, Jamie Peterson, Jamie Suing, Justin Otto, Caleb Schlautman, Gus Shy, Dale Schlautman. Not pictured is Dan Bigbee, who also participated with his infant twins.



### DETROIT RIVER KEEPERS



**MICHIGAN:** EA Brighton employees, joined by friends and family, volunteered for the Detroit River Clean-up, a large-scale cleanup along the shores of the Lower Detroit River, presented by Friends of the Detroit River. In addition to participating, EA sponsored this event, which involves accessing the river's many islands using small boats.

### MUDD VOLLEYBALL TOURNAMENT

**NEW MEXICO:** The EA Albuquerque office participated in the 24th Annual Mudd Volleyball Tournament for the Carrie Tingley Hospital Foundation. The event raised approximately \$500,000 for programs, equipment, and services for children in New Mexico with physical disabilities. Approximately half the Albuquerque office got down and dirty in the tournament raising money for a worthy cause.

Pictured left to right are (front) Kevin McKeage, Sharmin Sultana, Amanda Smith, Teri McMillan, Walt Migdal, Curtis Smith, and Allison Marley and (back) Tyler Curley, Jay Snyder, Elliott Andelman, Stephen Busby, and Bob Marley.



### MARYLAND CHILDREN'S HOME

**MARYLAND:** For the 22<sup>nd</sup> consecutive year, EA employees generously donated over \$1,500 in purchased clothes, toys, and other requested needs as well as an additional \$200 in gift cards to The Children's Home Holiday Giving Program.



## TARGETS FOR A SUSTAINABLE FUTURE

EA's PBC Committee established the following targets for 2019; they include standard internal EA reporting targets established to track annual progress across our PBC framework, as well as new targets developed in 2018 as a result of EA's continued PBC/CSR growth and improvement.

EA PBC OBJECTIVES AND TARGETS FOR CY 2019	
PBC OBJECTIVE AND ASSOCIATED PILLAR(S)	CY 2019 TARGETS
<b>Formal alignment and communication of 100% Employee-Owned, Delaware PBC (Overall)</b>	<ul style="list-style-type: none"> <li>• Performance measured through other key performance indicators and annual targets</li> <li>• Continued collaboration with academia regarding publications related to EA's business transformation including at least two presentations</li> </ul>
<b>Assess the environmental impact of our operations and activities (Overall)</b>	<ul style="list-style-type: none"> <li>• 2% reduction in total GHG emissions normalized per full-time equivalent</li> <li>• Measure and set reduction targets for business travel</li> </ul>
<b>Promote employee engagement (Overall)</b>	<ul style="list-style-type: none"> <li>• Gallup employee engagement index</li> <li>• Servant Leadership research surveys and training</li> <li>• 70% CSR employee (regular, full-time) participation through authoring of papers or platform/poster presentations; PVT or company-directed volunteer time use; or Water For People contribution through EA's giving campaign.</li> </ul>
<b>Sustain Safety Culture (Overall)</b>	<ul style="list-style-type: none"> <li>• Annual Total RIR and 3-year rolling average at or below current industry standard of 3.1 for NAICS 562910</li> <li>• Annual EMR <math>\leq</math> 1.0</li> <li>• Baseline for SMS performance audit and improvement targets based on external reviews</li> </ul>
<b>Set Performance Benchmarks (Overall)</b>	<ul style="list-style-type: none"> <li>• 100% employee completion of EA Code of Business Ethics training</li> <li>• No significant fines or non-monetary sanctions for non-compliance with laws or regulations</li> <li>• 32 hours of training per employee annually</li> <li>• Annual minimum of 1.5% total compensated time to PROFDEVEL expressed as total % of compensated hours</li> <li>• Turnover rate <math>\leq</math> 12%</li> <li>• EA Economic Value Generated</li> <li>• Benchmark and establish workforce diversity targets</li> <li>• Evaluate ISO certification associated with safety and quality standards</li> <li>• EcoVadis assessment every 2 years</li> <li>• Promote large account portfolio growth</li> </ul>
<b>Assess CSR perspectives within our own supply chain (Overall)</b>	<ul style="list-style-type: none"> <li>• Engage with top 20 suppliers (based on account volume) to discuss CSR perspectives</li> <li>• Evaluate EPP opportunities</li> </ul>
<b>Quantify the public benefits of our projects (Pillar I)</b>	<ul style="list-style-type: none"> <li>• Integrate Sustainability Tools into Project Management training</li> <li>• Continue to increase use of sustainability metrics for projects as part of Pillar I benefits review</li> </ul>
<b>Promote employee engagement (Overall)</b>	<ul style="list-style-type: none"> <li>• 50% of employees utilizing annual 8-hour PVT allotment by 2020</li> <li>• Annual increase in PVT usage based on 2016 PVT baseline (24%)</li> </ul>
<b>Focus on environmental philanthropy (Pillar III)</b>	<ul style="list-style-type: none"> <li>• Water For People annual commitment and Impact Calculator; \$55,000 financial commitment goal</li> <li>• Employee participation in Water For People projects</li> <li>• Total philanthropic contributions increase</li> </ul>

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# APPENDIX A: GRI STANDARDS INDEX

## APPENDIX A: GRI STANDARDS INDEX

DISCLOSURE		EA REPORT LOCATION	PAGE
<b>ORGANIZATIONAL PROFILE</b>			
102-1.	Name of the Organization	EA Engineering, Science, and Technology, Inc., PBC	
102-2.	Activities, Brands, Products, and Services	Company Profile	2
102-3.	Location of Headquarters	Hunt Valley, Maryland	
102-4.	Location of Operations	Who We Are and What We Do	1
102-5.	Ownership and Legal Form	EA at a Glance (graphic)	1
102-6.	Markets Served	Company Profile	2
102-7.	Scale of Organization	EA at a Glance (graphic)	1
102-8.	Information on Employees and Other Workers	Company Profile	2
102-9.	Supply Chain	Supply Chain Interactions	21
102-10.	Significant Changes to the Organization and its Supply Chain	Significant Changes and Restatement of Information	4
102-11.	Precautionary Principal Approach	Risk Management	3
102-12.	External Initiatives	Global Reporting Initiative and Third-Party Evaluation of CSR Program	10
102-13.	Membership of Associations	Outreach	34
<b>STRATEGY</b>			
102-14.	Statement from Senior Decision-Maker	A Message to Our Stakeholders	i
<b>ETHICS AND INTEGRITY</b>			
102-16.	Values, Principals, Standards, and Norms of Behavior	PBC Framework and CSR Program	8
<b>GOVERNANCE</b>			
102-18.	Governance Structure	Governance Structure and Committees	3
<b>STAKEHOLDER ENGAGEMENT</b>			
102-40.	List of Stakeholder Groups	<ul style="list-style-type: none"> <li>• Who We Are and What We Do</li> <li>• Materiality Assessment</li> <li>• Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• 1</li> <li>• 9</li> <li>• 24</li> </ul>
102-41.	Collective Bargaining Agreements	Workforce Demographics	22
102-42.	Identifying and Selecting Stakeholders	<ul style="list-style-type: none"> <li>• Materiality Assessment</li> <li>• Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• 9</li> <li>• 24</li> </ul>
102-43.	Approach to Stakeholder Engagement	A Message to Stakeholders	i
102-44.	Key Topics and Concerns Raised	Materiality Assessment	9

UNIVERSAL STANDARDS \ GENERAL DISCLOSURES

	DISCLOSURE	EA REPORT LOCATION	PAGE
	<b>REPORTING PRACTICE</b>		
<b>UNIVERSAL STANDARDS (CONT.)</b>	102-45. Entities Included in the Consolidated Financial Statements	Who We Are and What We Do	1
	102-45. Defining the Report Content and Topic Boundaries	Public Benefit Statement Global Reporting Initiative Framework	iv
	102-45. List of Material Topics	Materiality Assessment	9
	102-45. Restatement of Information	Significant Changes and Restatement of Information	4
	102-45. Changes in Reporting	Significant Changes and Restatement of Information	4
	102-45. Reporting Period	Calendar Year 2018	
	102-45. Date of Most Recent Report	June 2018 (Covering Calendar Year 2017)	
	102-45. Reporting Cycle	Annual	
	102-45. Contact Point for Questions Regarding the Report	Brian Lesinski, Senior Vice President Director Corporate Social Responsibility <a href="mailto:blesinski@eaest.com">blesinski@eaest.com</a>	
	102-45. Claims of Reporting in Accordance with the GRI Standards	This CSR Report has been prepared in accordance with the GRI Standards: Core option.	
	102-45. GRI Content Index	Appendix A: GRI Standards Index	
102-45. External Assurance	Not Applicable		
	<b>ECONOMIC PERFORMANCE</b>		
<b>ECONOMIC STANDARDS</b>	103-1. Explanation of the Material Topic and Its Boundaries	Economic Performance is material to EA as a 100% employee-owned company in that the company's economic stability has direct impacts on all employees.	
	103-2. Management Approach and Its Components	Who We Are and What We Do	1
	201-1. Direct Economic Value Generated and Distributed	<ul style="list-style-type: none"> <li>• Who We Are and What We Do</li> <li>• EA Performance Toward PBC Objectives and Targets</li> </ul>	<ul style="list-style-type: none"> <li>• 1</li> <li>• Throughout</li> </ul>
		<b>ANTI-CORRUPTION</b>	
103-1. Explanation of the Material Topic and Its Boundaries	Anti-Corruption is material to EA as a U.S. government contractor per Federal Acquisition Regulations and its Business Ethic Policies.		
103-2. Management Approach and Its Components	EA maintains in-place Risk Management programs. Additionally, EA employees are required to complete internal Code of Business Ethics Training annually.		
205-3. Confirmed Incidents of Corruption and Actions Taken	EA had no incidents of corruption in 2018.		
206-1. Legal Actions for Anti-Competitive Behavior, Anti-Trust, or Monopoly Practices	EA had no violations of anti-competitive behavior, anti-trust, or monopoly practices in 2018.		

	DISCLOSURE	EA REPORT LOCATION	PAGE	
ENVIRONMENTAL STANDARDS	<b>MATERIALS</b>			
	103-1.	Explanation of the Material Topic and Its Boundaries	EA's primary "products" are client deliverables (e.g., reports). As a result, EA considers consumption of paper and recycling of paper products a material aspect due to the volume of material used each year. Assess the Environmental Impact of Operations and Material Source and Usage	15
	103-2.	Management Approach and Its Components		
	301-1.	Material Used by Weight or Volume	2018 Carbon Footprint Report	Available Online
	301-2.	Recycled Input Materials Used		
	<b>ENERGY</b>			
	103-1.	Explanation of the Material Topic and Its Boundaries	EA considers energy, water, emissions, and waste to be material Environmental Standards due to their potential impacts to our carbon footprint. Materiality for these topics extends from daily office operations to our clients' projects in the field.	
	103-2.	Management Approach and Its Components	Material aspects related to consumption or production of energy, water, emissions, and waste are managed through application of office internal Sustainable Business Practices and industry best practices for reducing overall environmental impacts associated with project alternatives through life-cycle analysis tools.	
	302-1.	Energy Consumption within the Organization	2018 Carbon Footprint Report	Available Online
	302-4.	Reduction of Energy Consumption		
	<b>WATER</b>			
	103-1.	Explanation of the Material Topic and Its Boundaries	EA considers energy, water, emissions, and waste to be material Environmental Standards due to their potential impacts to our carbon footprint. Materiality for these topics extends from daily office operations to our clients' projects in the field.	
103-2.	Management Approach and Its Components	Material aspects related to consumption or production of energy, water, emissions, and waste are managed through application of office internal Sustainable Business Practices and industry best practices for reducing overall environmental impacts associated with project alternatives through life-cycle analysis tools.		
303-3.	Water Recycled and Reused	2018 Carbon Footprint Report	Available Online	

	DISCLOSURE	EA REPORT LOCATION	PAGE	
ENVIRONMENTAL STANDARDS (CONT.)	<b>EMISSIONS</b>			
	103-1.	Explanation of the Material Topic and Its Boundaries	EA considers energy, water, emissions, and waste to be material Environmental Standards due to their potential impacts to our carbon footprint. Materiality for these topics extends from daily office operations to our clients' projects in the field.	
	103-2.	Management Approach and Its Components	Material aspects related to consumption or production of energy, water, emissions, and waste are managed through application of office internal Sustainable Business Practices and industry best practices for reducing overall environmental impacts associated with project alternatives through life-cycle analysis tools.	
	305-1.	Direct (Scope 1) GHG Emissions	2018 Carbon Footprint Report	Available Online
	305-2.	Energy Indirect (Scope 2) GHG Emissions		
	305-3.	Other Indirect (Scope 3) GHG Emissions		
	305-4.	GHG Emissions Intensity		
	305-5.	Reduction of GHG Emissions		
	<b>EFFLUENTS AND WASTE</b>			
	103-1.	Explanation of the Material Topic and Its Boundaries	EA considers energy, water, emissions, and waste to be material Environmental Standards due to their potential impacts to our carbon footprint. Materiality for these topics extends from daily office operations to our clients' projects in the field.	
103-2.	Management Approach and Its Components	Material aspects related to consumption or production of energy, water, emissions, and waste are managed through application of office internal Sustainable Business Practices and industry best practices for reducing overall environmental impacts associated with project alternatives through life-cycle analysis tools.		
306-2.	Waste by Type and Disposal Method	Waste Generation and Disposition	17	
306-3.	Significant Spills	EA had no significant spills in 2018.		



	DISCLOSURE	EA REPORT LOCATION	PAGE
ENVIRONMENTAL STANDARDS (CONT.)	EMISSIONS		
	103-1. Explanation of the Material Topic and Its Boundaries	Non-compliance with environmental laws and regulations, and associated fines and sanctions, have the potential to severely negatively affect both EA's and our clients' economic performance if violations are identified by regulatory authorities. As a result, EA considers environmental compliance a material aspect.	
	103-2. Management Approach and Its Components	Per EA's risk management programs, EA project managers are responsible for managing their projects in a manner that ensures environmental compliance. We use precautionary principle tenants and approaches including risk reviews, field safety audits, quality assurance audits, legal reviews, and regularly scheduled, detailed project reviews to evaluate ongoing work, identify concerns as early as possible to prevent impacts, and implement corrective actions, when determined to be necessary.	
	307-1. Non-Compliance with Environmental Laws and Regulations	<ul style="list-style-type: none"> <li>EA Performance Toward 2017 PBC Objectives and Targets</li> <li>Environmental Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Throughout</li> <li>21</li> </ul>
	SUPPLIER ENVIRONMENTAL ASSESSMENT		
	103-1. Explanation of the Material Topic and Its Boundaries	Ensuring our suppliers share our commitment to sustainability is a material aspect to EA. Working with companies that share sustainability commitments lessens EA's overall impacts across all topic areas and standards.	
103-2. Management Approach and Its Components	Supplier Diversity and Sustainability	24	
308-1. New Suppliers That Were Screened Using Environmental Criteria	Procurement	24	
SOCIETAL STANDARDS	ECONOMIC PERFORMANCE		
	103-1. Explanation of the Material Topic and Its Boundaries	Talent management is a material aspect with respect to the EA's ability to successfully execute work, maintain existing institutional knowledge bases, and continue to grow our services/offerings. Loss of talent impacts economic performance through costs associated with new-hire searches and on-the-job training to orient new personnel.	
	103-2. Management Approach and Its Components	EA's desire is to be the preferred employer for socially conscious professionals focusing on recruiting, employee engagement, professional development and incentive programs.	
	401-1. New Employee Hires and Employee Turnover	Workforce Demographics, Diversity, and Turnover	22

	DISCLOSURE	EA REPORT LOCATION	PAGE
	<b>OCCUPATIONAL HEALTH AND SAFETY</b>		
	103-1. Explanation of the Material Topic and Its Boundaries	The safety of our employees, subcontracted partners, clients, and communities will always be our first priority.	
	103-2. Management Approach and Its Components	Health and Safety	5
	403-1. Workers Representation in Formal Joint Management-Worker Health and Safety Committees	Health and Safety	5
	403-2. Types of Injury and Rates of Industry, Occupational Diseases, Lost Days, and Absenteeism, and Number of Work-Related Fatalities	EA's Safety Statistics for 3-Year Period (table)	6
	<b>TRAINING AND EDUCATION</b>		
	103-1. Explanation of the Material Topic and Its Boundaries	Training and education opportunities for employees are inextricably linked to employee engagement and are, therefore, material in maintaining EA's workforce and preventing turnover.	
	103-2. Management Approach and Its Components	Overarching Human Resources and talent management programs including Training per Employee Annually and Percentage of Hours of Paid Training per Employee	21
	404-1. Average Hours of Training per Year per Employee	Training per Employee Annually and Percentage of Hours of Paid Training per Employee	21
	404-3. Percentage of Employees Receiving Regular Performance Reviews	Workforce Demographics, Diversity, and Turnover	22
	<b>DIVERSITY AND EQUAL OPPORTUNITY</b>		
	103-1. Explanation of the Material Topic and Its Boundaries	Recognizing the importance of a diverse workforce EA has identified Diversity and Equal Opportunity as a material topic with the potential to impact general employee engagement and turnover.	
	103-2. Management Approach and Its Components	Governance Structure and Committees	3
	405-1. Diversity of Governance Bodies and Employees	Workforce Demographics, Diversity, and Turnover	22
	<b>LOCAL COMMUNITIES</b>		
	103-1. Explanation of the Material Topic and Its Boundaries	EA's commitment to our local communities is the foundation of PBC Pillar II – Community Involvement	
	103-2. Management Approach and Its Components	Paid Volunteer Time	37
	413-1. Operations with Local Community Engagement, Impact Assessments, and Development Programs	Pillar II: Community Support	37

SOCIETAL STANDARDS (CONT.)