

2022

PUBLIC BENEFIT STATEMENT AND  
CORPORATE SOCIAL RESPONSIBILITY REPORT



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

*ISSUED DECEMBER 2023*

# TABLE OF CONTENTS

Table of Contents .....i

Connecting with Our Stakeholders: Embracing Corporate Responsibility..... ii

2022 at a Glance .....iii

Public Benefit Corporation Statement.....iv

Global Reporting Framework & Value Reporting Foundation .....iv

Significant Changes & Restatements of Information..... v

Who We Are & What We Do.....1

Occupational Health & Safety .....4

PBC Framework & CSR Program .....7

PBC Reporting & Overview of Standards .....8

Sustainable Development Goals .....9

EA's Public Benefits & Reporting Disclosures.....11

Pillar I: Professional Development .....24

Pillar II: Community Support.....32

Pillar III: Charitable Giving .....33

Targets for a Sustainable Future .....37

Appendix A | GRI Content Index .....38

Appendix B | SASB Disclosures Index .....43

## COLLABORATIVE ANALYSIS THOUGHTFULLY APPLIED

EA is a 100% employee-owned public benefit corporation that provides environmental, compliance, natural resources, and infrastructure engineering and management solutions to a wide range of public and private sector clients. EA has earned an outstanding reputation for technical expertise, responsive service, and judicious use of client resources.

Environmental Baseline  
Survey data collection on  
Wake Island.

# CONNECTING WITH OUR STAKEHOLDERS: EMBRACING CORPORATE RESPONSIBILITY



Brian Lesinski, CPEA, EMS-LA  
Senior Vice President and  
Director, Corporate Social Responsibility

*"Working together as a team is an empowerment of an individual. You need to have the mind to do that and thrive on it. Very little of what we do in this company could be completed by a single individual."* Dr. Loren Jensen (1937–2022), Founder

The onset of 2022 brought sadness with the loss of EA's founder, Dr. Loren Jensen. Loren's contributions and impact on the environmental industry and his EA family and friends were well recognized by his peers, and we've pledged to continue his vision of *improving the quality of the environment in which we live, one project at a time*®.

This Public Benefit Corporation (PBC) Statement and Corporate Social Responsibility (CSR) Report delivers on EA's commitment to utilization of the Global Reporting Initiative's (GRI) new Universal Standards, the most significant update since 2016 when GRI first issued reporting standards. This framework delivers the highest level of transparency of organizational impacts and benefits for companies reporting on the economy, environment, and people. This report also includes Sustainable Accounting Standards Board (SASB) disclosures, further capturing our Environmental, Social, and Governance (ESG) commitments by reporting on sustainability- and financial-related risks and opportunities associated with our industry.

EA's ongoing commitment to scale our impact and empower positive change is demonstrated by our continued alignment with the United Nations Sustainable Development Goals (UN SDGs). As in prior years, we actively monitored internal operations and client services which directly align with many of the UN SDGs. In 2022, we continued progress toward SDG 10 (Reduced Inequalities) and SDG 5 (Gender Equality) promoting social, economic, and political inclusion and equal opportunities for all. EA accomplished this through an employee-

driven Diversity, Equity, and Inclusion (DEI) program focused on improving our workplace culture as well as expanding DEI training and thought leadership.

EA continued its growth and client success in 2022, recording our highest annual company revenue in our 49-year history. Net and gross revenues increased by 20% and 39%, respectively, when compared to 2021 results. Operationally, we continued our focus on SDG 12 (Responsible Consumption and Production) by reducing waste, increasing resource efficiency, and promoting circular economy practices. Within our supply chain, EA continues to meet or exceed our small and disadvantaged business program goals annually—more than 35% of EA's direct spend went to small and diverse business enterprise partners. We also saw continued growth and expansion of our ESG and Climate Advisory service offerings, while cross-connecting these markets and services with our ongoing digital transformation efforts.

In closing, as we reflect on the milestones and progress made in 2022, we carry with us the enduring legacy of our founder, Dr. Jensen, whose vision continues to inspire us as we make meaningful contributions to the environment, economy, and society. Embarking on our 50<sup>th</sup> anniversary in 2023, we do so with excitement and anticipation—celebrating a milestone that not only represents half a century of dedication and innovation, but also marks the beginning of a new chapter.

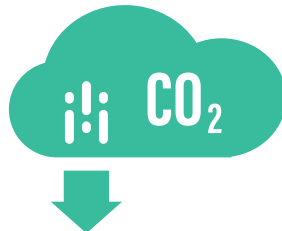


# EA'S SUSTAINABILITY LEGACY & STRATEGY

As a 100% employee-owned PBC, EA is in the business of *improving the quality of the environment in which we live, one project at a time®*. We're continuously evaluating environmental, social, and governance (ESG) factors through our corporate governance structure through our PBC Committee.

Through our PBC Pillars, EA is working to deliver benefits through industry contribution, environmental action, volunteerism, and philanthropy.

## WHAT IS EA DOING TO DECARBONIZE?



### Reporting

Annually publishing a carbon footprint report on our progress addressing Scope 1, 2, and 3 emissions and continually improving our operational footprint through our EA Sustainers program.

### Approaching Zero

Setting realistic and achievable targets for reduction within our ability to influence in accordance with EA's PBC and Corporate Social Responsibility commitments. Operational reductions include:

- Business travel considerations,
- Supply chain evaluation,
- 100% offset of Scope 2 Leased Energy emissions, and
- Maximization of Solid Waste Diversion.

# INCREASING SOCIAL VALUE & IMPACT



## Partnering with Diverse Businesses

Partnering with small and diverse business entities who deliver social value through local investment positively impacting clients, communities, and society as a whole.

## Client Account Management Targets

Integrating decarbonization, resilience, and social value principles and objectives into our client management process and work we pursue.

## Measuring Impacts

Measuring impacts such as carbon footprint, climate resilience, and social value on projects and programs using life-cycle assessment tools.

# ADVANCING DIVERSITY, EQUITY & INCLUSION



## Diversity

Ensuring our operations and project teams are inclusive and encourage authentic individualism to empower diversity and better support our clients and communities.

## Social Equity

Integrating a comprehensive DEI program that promotes social equity through internal training, recruitment, mentorship, community outreach, and charitable giving.

## Philanthropy

Financially committed to promoting awareness to inequitable access to clean water and sanitation through support of Water For People at a corporate level.

Regional support to local community charitable endeavors at the discretion of EA's individual offices.

# 2022 AT A GLANCE

## ENHANCING OUR GOVERNANCE TO DELIVER ON ESG COMMITMENTS



## Addressing Risk

Adopting an enterprise framework for evaluating ESG risks for potential projects.

## Accountability & Advocacy

Driving leadership accountability through our 100% employee-owned PBC framework that is focused on delivering public benefits while optimizing growth to our employee owners monitored through tracking and reporting.

## Transparency

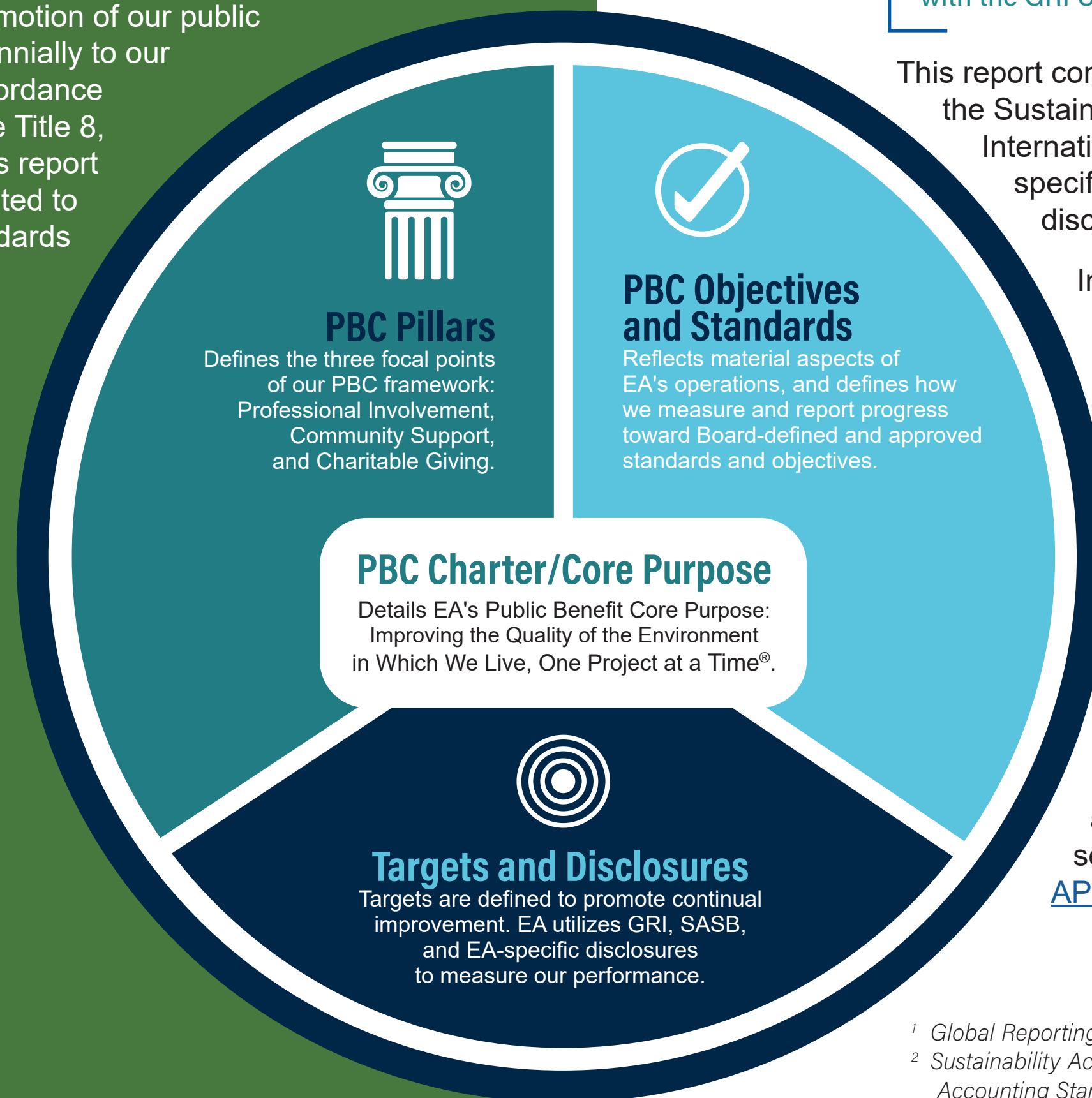
Tracking and reporting on ESG performance aligned with leading industry benchmarks (i.e., GRI, SASB, and UN SDGs).

Annual Carbon Footprint and comprehensive PBC Statement/CSR Report publically released.



# PUBLIC BENEFIT CORPORATION STATEMENT

As a Delaware-registered PBC, EA is required to report on the promotion of our public benefits at least biennially to our stockholders in accordance with Delaware Code Title 8, Subchapter XV. This report conveys details related to objectives and standards adopted to support the achievement of our public benefits, and is EA's 6th integrated PBC Statement/CSR Report.



## GLOBAL REPORTING FRAMEWORK & VALUE REPORTING FOUNDATION

EA's PBC Statement/CSR Report follows the third-party voluntary sustainability reporting standard, the Global Reporting Initiative (GRI): Universal Standards<sup>1</sup>; GRI is an internationally recognized sustainability reporting methodology. GRI Standards focus on the economic, environmental, and social impacts of operations in relation to sustainable development, which is of interest to a broad range of stakeholders, including investors.

EA Engineering, Science, and Technology, Inc., PBC (EA) has reported in accordance with the GRI Universal Standards for the period 01 January – 31 December 2022.

This report contains GRI disclosures, sustainability accounting standards from the Sustainability Accounting Standards Board (SASB)—now part of the International Financial Reporting Standards (IFRS) Foundation—and EA-specific performance measures, based on material aspects and associated disclosures.

In addition to the GRI: Universal Standards framework, EA has voluntarily opted to incorporate Sustainability Disclosure Topics and Accounting Metrics from SASB's Professional & Commercial Services Industry Standard<sup>2</sup>. SASB ([www.sasb.org](http://www.sasb.org)) and GRI provide complementary standards for ESG, and sustainability information designed to fulfill different purposes and based on different approaches to materiality. SASB Standards evaluate ESG issues expected to have a financially material impact and are focused on the perspectives of investors and providers of financial capital. While outside investment is not a material concern for EA as a 100% Employee Stock Ownership Plan (ESOP) firm, SASB disclosures provide a more holistic and balanced view of ESG-related considerations.

A full list of EA's General Disclosures, Material Topic Disclosures, and Industry Standards with a crosswalk to associated report sections is provided as [APPENDIX A: GRI CONTENT INDEX](#) and [APPENDIX B: SASB DISCLOSURES INDEX](#).

<sup>1</sup> Global Reporting Initiative (GRI). 2021. GRI Standards. <https://www.globalreporting.org/>.

<sup>2</sup> Sustainability Accounting Standards Board (SASB). October 2018. Professional & Commercial Services Sustainability Accounting Standard. <https://www.sasb.org/standards/>.

Annual volunteer lakeshore cleanup in Oswego, New York organized by EA employees.





*Inspecting translocated plants that provide habitat for Mariana eight-spot butterfly (*Hypolimnas octocula marianensis*) as part of a preservation project in Guam.*

# SIGNIFICANT CHANGES & RESTATEMENTS OF INFORMATION

During development of EA’s 2022 Carbon Footprint Report, EA identified errors in data utilized to calculate EA’s 2021 Scope 3 emissions. Errors resulted in underreporting of emissions associated with Scope 3, Category 1 Purchased Goods and Services and Scope 3, Category 3 Fuel and Energy-Related Activities significantly changing EA’s overall emissions total for the year. Additionally, emissions associated with shipping and product transport (associated with Scope 3, Categories 4 and 9 Upstream/Downstream Transportation and Distribution) were double counted.

Errors were corrected and updated data were presented in the final **2022 Carbon Footprint Report** published in September 2023.



# WHO WE ARE & WHAT WE DO

## INTRODUCTION TO EA

EA Engineering, Science, and Technology, Inc., PBC (EA) is a 100% employee-owned, Public Benefit Corporation (PBC) providing professional engineering and environmental services to a range of clients, including government agencies and private sector companies. As a PBC under Delaware law, EA is legally obligated to consider the impact of our business decisions on the environment, society, and other stakeholders in addition to employee-owners. Further, EA must report on our social and environmental performance to our stakeholders, and EA chooses to make our report publicly available to the broader community. EA's dedication to social responsibility and environmental stewardship is a core part of our mission and values, as we aim to create positive impacts on society and the environment through our day-to-day business operations.

569  
Full-Time  
Employees

\$257M  
Gross Revenue

27  
Commercial  
Offices<sup>1</sup>

1,888  
Projects Executed<sup>2</sup>

601  
Clients Supported<sup>2</sup>

17.5  
Months of  
Revenue Backlog<sup>3</sup>

10.2%  
Voluntary  
Turnover Rate

2,448  
Hours of  
Volunteerism

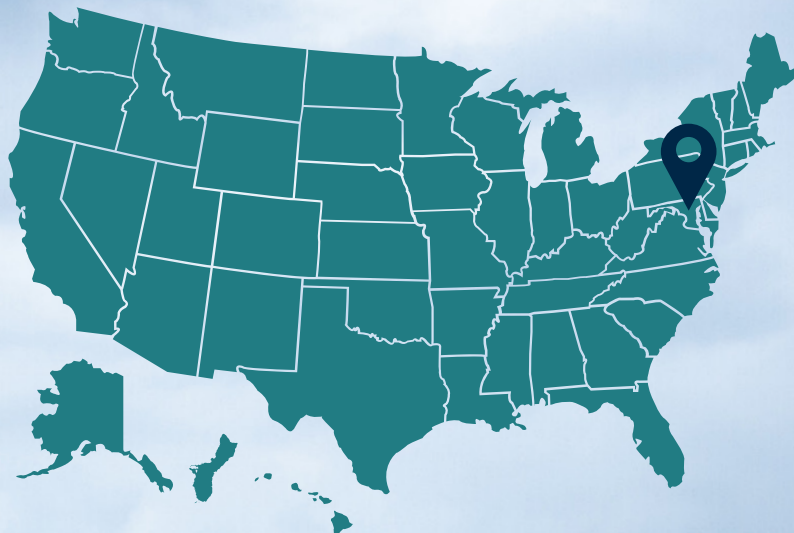
\$50K  
Raised for  
Water For People

0.66  
Experience  
Modification Rate

100%  
Completion of End-User  
Cybersecurity Training

0  
Data Breaches

<sup>1</sup> Expanded footprint with opening of Omaha, Nebraska office  
<sup>2</sup> Based on clients with activity (i.e., costs, effort, or revenue) during reporting year  
<sup>3</sup> Value of contractually funded awards for which work has not yet been performed



EA is headquartered in  
Hunt Valley, Maryland.

## COMPANY PROFILE

EA is committed to providing environmental, engineering, compliance, natural resources, and infrastructure services that benefit the public and promote sustainability. By putting the company at the forefront of an emerging and dynamic market shift toward a socially responsible and sustainable business model, EA's employee-ownership, benefit corporation model (in place since December 2014) advances our distinctive culture and mission, while enhancing the value created for our employee-owners, clients, communities, and the environment.

A predominantly United States-based services provider, EA performs wherever our clients need us. In 2022, we supported projects in all 50 states; the District of Columbia; U.S. territories of Guam, Puerto Rico, and the Virgin Islands; as well as internationally in 10 countries in Asia, Europe, North America, and South America. Our professionals provide interdisciplinary expertise across regulatory, political, geographic, and technical frameworks, aligned with our well-established and integrated quality and safety programs and financial management system. We integrate engineering, science, and technology to develop innovative solutions and strategies that address environmental concerns and enhance programs across EA's primary service lines and strategic initiatives.

## 2022 INDUSTRY RANKINGS

We are proud to present our *ENR* and Environment Analyst rankings for 2022. With continued growth and purpose, we will continue to excel and it is rewarding to be recognized by these industry rankers.

### *Engineering News-Record (ENR)*

# #131

Top 500  
Design  
Firms

# #75

Top 200  
Environmental  
Firms

# #15

Top 30 All-  
Environmental  
Firms

### *Environment Analyst*

# #31

Top 100  
Environmental  
and Sustainability  
Consultancy



*Field reconnaissance and data collection to evaluate feasibility of removing a dam near West Greenwich, Rhode Island.*



Conducting groundwater sampling at a Superfund site in Texas.

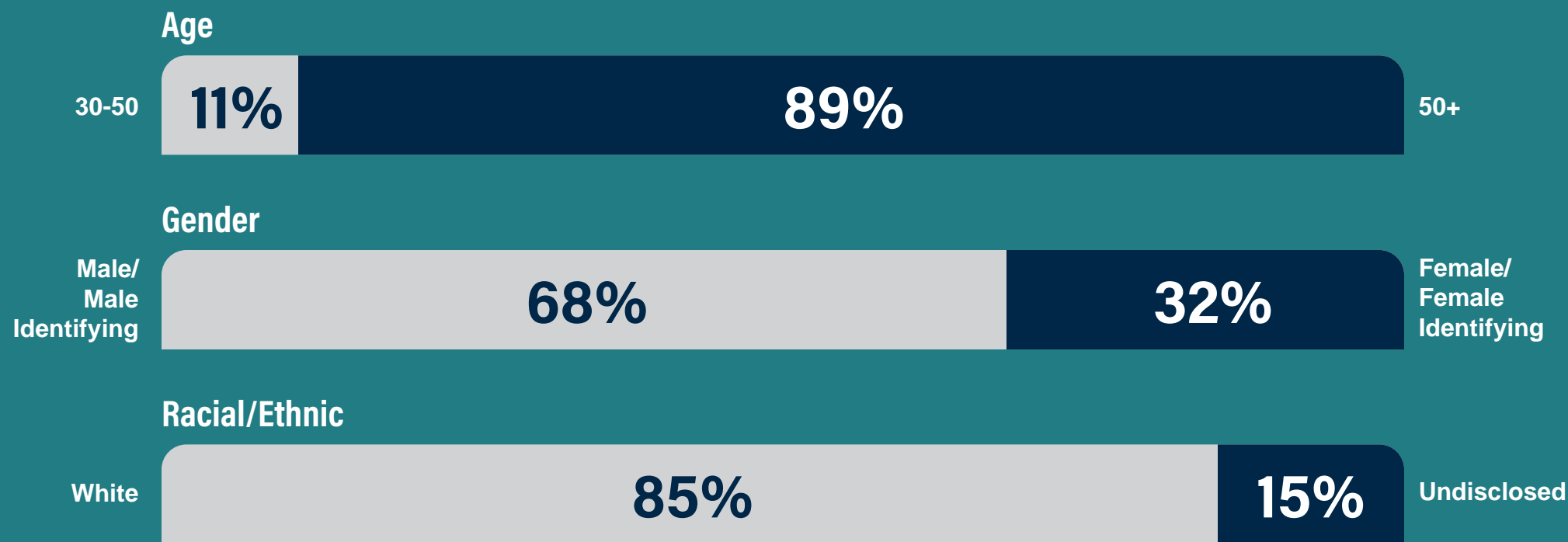
## GOVERNANCE STRUCTURE & COMMITTEES

EA's Board of Directors (Board) is responsible for overseeing management of the company including ESG disclosures. The Board meets on a quarterly basis to discuss EA's financial performance, business strategy, risk management, compliance, employee ownership, and PBC initiatives. EA has a designated Director of CSR who reports to EA's President/Chief Executive Officer and communicates with the Board. The Director of CSR provides oversight for EA's reporting on CSR initiatives and programs, in alignment with EA's PBC Charter.

EA's PBC Committee is responsible for ensuring that public benefits of EA's company charter are achieved. The PBC Committee includes four EA Board Members and three additional corporate officers tasked with setting strategies and serving as a sounding board for implementation of future initiatives. The PBC Committee meets bi-monthly and reports to the Board quarterly.

## 2022 Governance Demographics

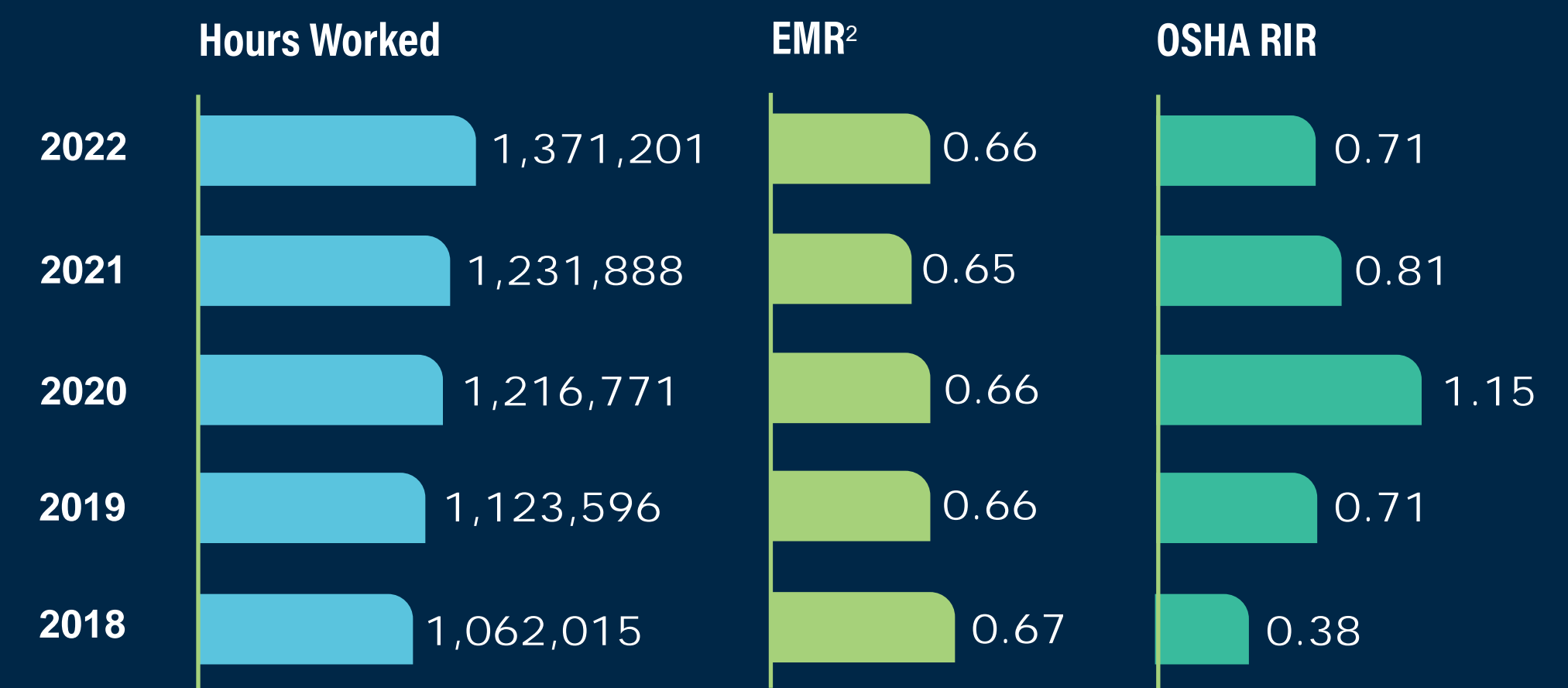
As of 31 December 2022, EA's Board of Directors and Corporate Officers consisted of 48 individuals.



# OCCUPATIONAL HEALTH & SAFETY

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 overseen by our Corporate Health and Safety (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 H&S information, assisting with annual reporting, communicating lessons learned, and coordinating training and testing programs. These coordinators directly facilitate our safety culture by involving employees in driving the improvement of occupational H&S at EA.

EA maintains an annual Occupational Safety and Health Administration (OSHA) Recordable Incident Rate (RIR) below the industry average of 1.5<sup>1</sup> for our primary North American Industry Classification System (NAICS) Code of 562910 (Environmental Remediation Services, Less than 1,000 Employees) as reported by the Bureau of Labor Statistics (BLS). A summary of the company's safety statistics for the past 5 years is provided below.



<sup>1</sup> Based on 2020 data available on OSHA RIR from the BLS.  
<sup>2</sup> Experience Modification Rate

# ELEMENTS OF EA'S SAFETY MANAGEMENT SYSTEM (SMS)

EA's safety statistics and National Safety Council awards reflect our steadfast commitment to a safe work culture. This commitment is emphasized during monthly calls between EA's Corporate H&S Director, senior management representatives, and EA's network of regional/office H&S Coordinators.

EA's SMS is informed by ISO 45001:2018, the industry standard for establishing and maintaining an occupational health and safety management system focused on continual improvement.



## SAFETY CULTURE CONSULTATION & COMMUNICATION

Maintaining an effective 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/Chief Executive Officer and oversees our SMS and associated OSHA programs and reporting requirements, including medical monitoring and training; incident reports; review of design documents and work plans for H&S impacts; and implementation of HASPs for specific programs, contracts, and projects.

# 30

Regional/Office  
Health & Safety  
Coordinators

# 100%

Workforce  
Covered by  
EA's SMS

Hazard identification and risk assessments for project safety begin during the proposal development phase with H&S personnel evaluating potential scopes of work to identify concerns and unique safety requirements that will need to be addressed during the project planning phase with development of Job Hazard Analyses and Site-Specific HASPs.

At EA, incident and near miss lessons learned are shared during quarterly Program Management calls for individual contracts and monthly H&S meetings led by EA's H&S Director, as well as through news posts shared company-wide through EA's employee intranet site. At the end of each calendar year (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.



ON AVERAGE,  
EA'S FIELD  
& SAFETY  
EMPLOYEES\*  
COMPLETED  
**16.0**  
Hours  
OF HEALTH  
& SAFETY  
TRAINING IN  
2022.

*\* Employees whose primary responsibilities are execution of project work in field environments or who are dedicated safety personnel.*

OCCUPATIONAL HEALTH & SAFETY TRAINING

EA personnel completed more than 4,766 hours of H&S training in 2022 to acquire needed skills and information, earn and maintain safety credentials, and meet project and client-specific safety requirements. EA staff regularly complete specialized training to support industry-specific needs, ranging from munitions awareness for work on/around operational and former military training ranges; radiation safety at nuclear power facilities; Maintenance-of-Way and Roadway Worker Protection for work proximal to railways; Swift Water River Rescue for sampling activities to be completed on swift waterways; Bear Awareness and Safety for work in remote field locations with bear populations; and Mine Safety and Health Administration training for mining and aggregate industries. Additionally, Cardiopulmonary Resuscitation (CPR)/First Aid and Bloodborne Pathogens training is available to all EA employees who are interested.

In 2022, EA established a corporate account with the national office of the American Red Cross. To facilitate improved coordination of CPR/First Aid training, offices now have access to a corporate account manager responsible for supporting scheduling of needed training at EA offices. This enhancement allows office safety coordinators to more efficiently hold group training in-office. The support received through this contract has both improved timely re-training for critical field personnel required to maintain First Aid/CPR certification, and allowed a larger number of EA staff to be certified from the gold standard organization.

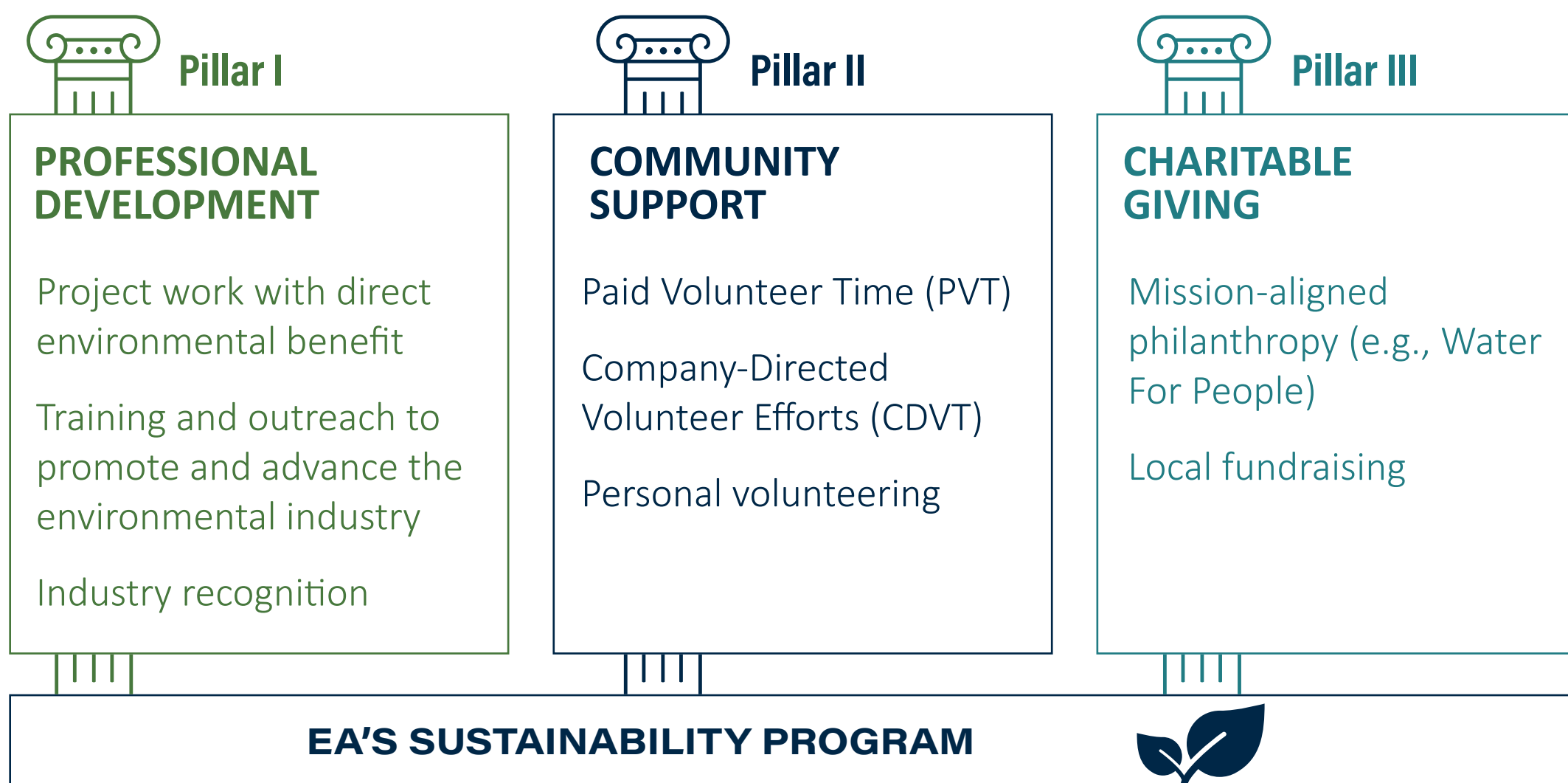


## PBC FRAMEWORK & CSR PROGRAM

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 pecuniary interests of shareholders with the interests of other stakeholders (e.g., employees, clients, and communities).

This “balance” results in the promotion and achievement of public benefits, explicitly stated in EA’s Company Charter. 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. *In fact, EA is the largest 100% employee-owned PBC in the environmental consulting, professional services space.*

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.



## 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.”

Electrofishing volunteer event with Trout Unlimited at Big River Management Area in Rhode Island.

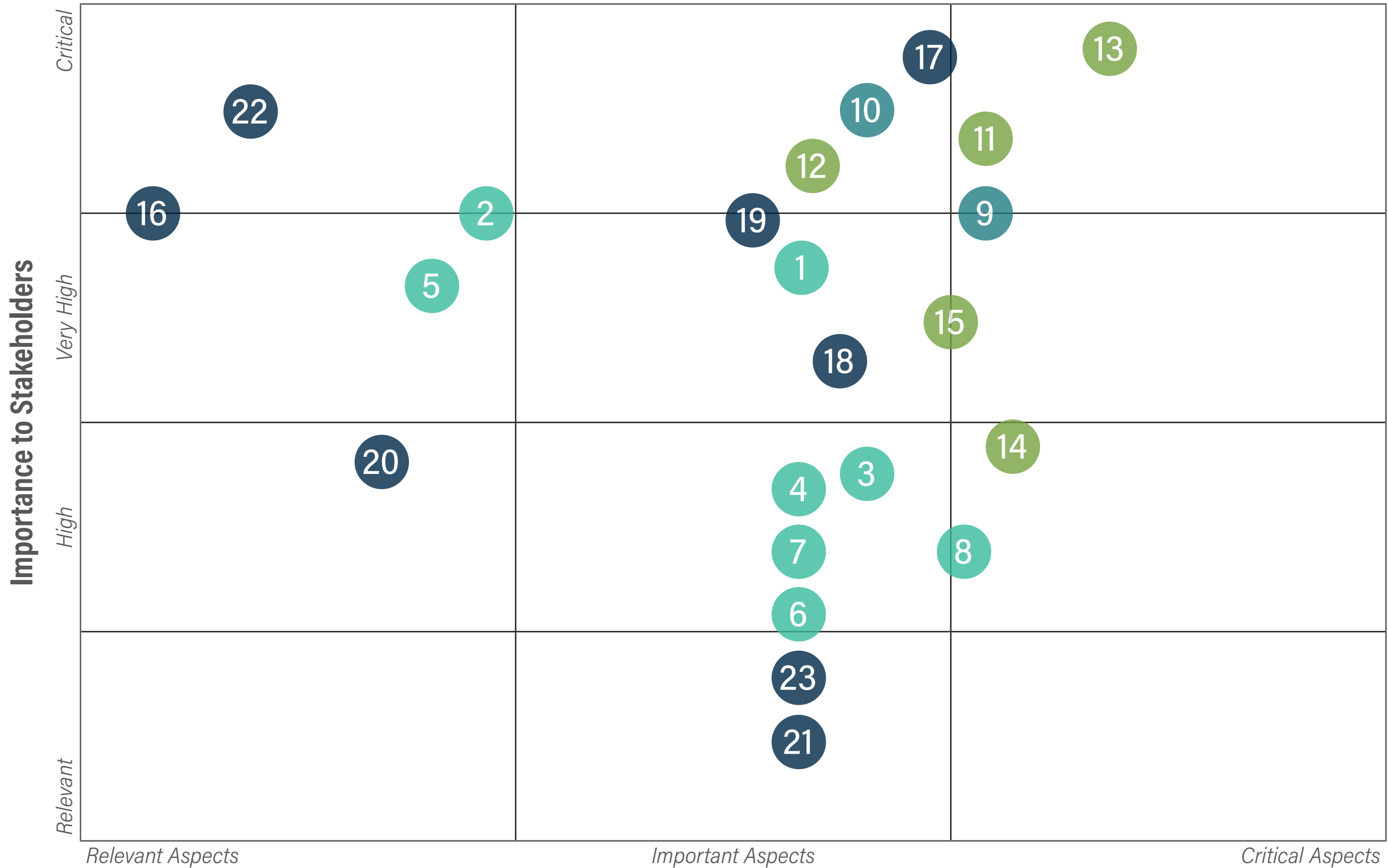
# PBC REPORTING & OVERVIEW OF STANDARDS

## MATERIAL ASPECTS

EA routinely monitors material aspects through our PBC/ CSR governance structure and reporting processes to annually update our Materiality Matrix. This annual review process enables continuous improvement through materiality monitoring to identify emerging trends with potential to impact internal operations or external stakeholders. Review of material aspects in 2022 did not result in the addition of new disclosures or material changes to EA's existing disclosures.

EA's first Materiality Assessment was completed in 2017 and a formal reassessment was conducted in 2020. Another formal, comprehensive update to EA's Materiality Assessment will be completed in 2023. At that time, EA intends to include updated benchmarking across multiple client sectors, client interviews, and a company-wide Materiality Assessment Input survey to improve equitable input from all employees regardless of position or tenure.

# MATERIALITY MATRIX



## Importance to EA's Business Operations

### Environmental Standards

- 1 Compliance (Operational Compliance)
- 2 Emissions
- 3 Energy
- 4 Materials (Paper/Recycling)
- 5 Supplier Environmental Assessment (Supplier Portal/Supply Chain)
- 6 Transport (Business/Commute)
- 7 Waste
- 8 Water

### Economic Standards

- 9 Anti-Corruption/Anti-Competitive Behavior
- 10 Economic Performance
- Social Standards**
- 11 Customer Data Privacy/Cyber Security
- 12 Diversity/Equal Opportunity
- 13 Employment and Occupational Health and Safety
- 14 Local Communities (Pillar III)
- 15 Training/Education

### EA-Specific Standards

- 16 Brand Reputation/Market Presence/Client Satisfaction
- 17 Deliverable/Service Quality
- 18 Emerging Regulations/Service Line Relevance (e.g., climate change adaptation)
- 19 Employee Engagement
- 20 Institutional Animal Care and Use
- 21 Philanthropy (Pillar III)
- 22 Technical Expertise, Innovation, and Thought Leadership (Pillar I)
- 23 Volunteerism (Pillar II)

◀ Sample collection at the public safety training facility in Central Maryland.

# SUSTAINABLE DEVELOPMENT GOALS

Since 2016, EA has voluntarily committed to align our ESG goals with the UN Global Compact SDGs developed under Agenda 2030\*. The SDGs are considered 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. While EA’s existing commitments align with the majority of the SDGs developed under Agenda 2030, we have chosen to prioritize our focus on the six SDGs that we are best suited to influence through our supply chain interactions and day-to-day operations as part of our **PBC Framework & CSR Program** (page 7).



Many of our existing objectives and targets embody aspects of SDG targets, and we strive to consistently operate in a manner that directly supports Agenda 2030 through annual financial commitments to Water For People (SDG 6), Employee Stock Ownership Plan (ESOP) advocacy (SDG 8), solid waste diversion efforts (SDG 12), emissions reductions and offset purchases (SDG 13), and sustainable remediation (SDGs 14 and 15). As part of our continual improvement and review of sustainable development commitment opportunities, EA continues to explore opportunities to purposely satisfy SDG goal and target requirements, as applicable to EA’s operations.

\* United Nations (UN). 2015. Sustainable Development Goals and the 2030 Agenda for Sustainable Development. <https://sdgs.un.org/goals>.



UN SDG	GRI DISCLOSURES	SASB ACCOUNTING STANDARDS
3 GOOD HEALTH AND WELL-BEING	403: Occupational Health & Safety	No related SASB Accounting Standard for Professional & Commercial Services.
4 QUALITY EDUCATION	404: Training & Education	
5 GENDER EQUALITY	401: Employment 405: Diversity & Equal Opportunity	Workforce Diversity & Engagement
6 CLEAN WATER AND SANITATION	303: Water & Effluents 306: Waste 413: Local Communities	No related SASB Accounting Standard for Professional & Commercial Services.
8 DECENT WORK AND ECONOMIC GROWTH	201: Economic Standards 308: Supplier Assessment 401: Employment 405: Diversity & Equal Opportunity	Workforce Diversity & Engagement
10 REDUCED INEQUALITIES	401: Employment 404: Training & Education 405: Diversity & Equal Opportunity	
11 SUSTAINABLE CITIES AND COMMUNITIES	305: Emissions 413: Local Communities	
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	301: Materials 302: Energy 303: Water & Effluents 305: Emissions 306: Waste	No related SASB Accounting Standard for Professional & Commercial Services.
13 CLIMATE ACTION	305: Emissions	
14 LIFE BELOW WATER	Natural resources impacts tangentially addressed by multiple GRI disclosures.	
15 LIFE ON LAND	Natural resources impacts tangentially addressed by multiple GRI disclosures.	Data Security
NO RELATED SDG	418: Customer Privacy	
	2-27: Compliance with Laws & Regulations	Professional Integrity

# UN SDG | GRI DISCLOSURES | SASB STANDARDS CROSSWALK

Additional SDGs associated with EA’s materiality assessment and reporting are mapped to applicable GRI disclosures in the crosswalk shown to the left. EA addresses SDGs as well as GRI disclosures and SASB Standards throughout this CSR Report, and separately through our **2022 Carbon Footprint Report**.

# 2022 PBC/ESOP ADVOCACY

As an employee-owned PBC, EA is committed to championing the growth of benefit corporations and improve employee-owned business awareness. We accomplish this through partnerships with independent academic researchers that allow EA to take part in development of thought leadership publications that document the benefits of our unique ownership structure.



## PAPER

Mission alignment in the hybrid organization: the role of indirect support activities and an activity ecosystem, Nancy Kurland. Social Enterprise Journal. 18 March 2022.

[www.emerald.com/insight/content/doi/10.1108/SEJ-08-2021-0067/full/html](http://www.emerald.com/insight/content/doi/10.1108/SEJ-08-2021-0067/full/html)



## BLOG INTERVIEW

Is Private Equity about to Co-opt Employee Ownership? What the launch of Ownership Works means to the employee-ownership movement. Marjorie Kelly & Karen Kahn, Fifty by Fifty. 18 May 2022.

[www.fiftybyfifty.org/2022/05/ian-macfarlane-can-we-call-this-employee-ownership/](http://www.fiftybyfifty.org/2022/05/ian-macfarlane-can-we-call-this-employee-ownership/)

## EA'S PUBLIC BENEFITS & REPORTING DISCLOSURES

### ENVIRONMENTAL IMPACTS OF OPERATIONS & ACTIVITIES

EA annually develops and/or reviews PBC objectives and targets designed to track the specific public benefits articulated by our Company Charter, and further tracks and reports PBC performance through a combination of EA-specific, GRI, and SASB disclosures. Annual reporting allows us to better monitor and document Material Aspects across our value chain; processes; and, where necessary, identify areas for improvement and move quickly toward performance improvement. Progress toward each target is discussed in this section with details relative to actions completed during the 2022 reporting year.

### LEADING PBC & ESOP BRAND RECOGNITION

As an established ESOP, EA advocates for the employee-ownership structure through participation with The ESOP Association and as part of industry involvement with researchers who are studying the impacts of ESOP structure, benefit corporations, and/or servant leadership on company culture, financial performance, and employee engagement.

*Shoreline monitoring to support discussions on nature-based solutions for climate resilience in Hawaii.*



## GREENHOUSE GAS EMISSIONS

Since 2008, EA has assessed the environmental impacts of our day-to-day operations and activities through transparent, publicly available sustainability reporting. In general, EA has taken a “reduction first” approach to greenhouse gas (GHG) emissions management that includes operational footprint reductions and process improvements paired with the purchase of voluntary offsets and Renewable Energy Certificates through recognized third-party programs.

Our Carbon Footprint Report assesses and discloses our GHG emissions, mitigation efforts, and offset strategies. EA’s Carbon Footprint Reports are prepared in accordance with GHG Protocol Initiative Corporate Standards<sup>1</sup>, developed and published by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). This method is the most widely used international accounting tool for governments and businesses to identify, quantify, and manage GHG emissions. Since 2019, EA has calculated our emissions using the U.S. Environmental Protection Agency’s (EPA’s) Center for Corporate Climate Leadership Simplified GHG Emissions Calculator (SGEC)<sup>2</sup>—a spreadsheet-based tool for calculating GHG emissions.

<sup>1</sup> World Business Council for Sustainable Development and World Resources Institute. 2004. *The GHG Protocol: A Corporate Accounting and Reporting Standard. Revised Edition. March.* <https://ghgprotocol.org/sites/default/files/standards/ghg-protocol-revised.pdf>

<sup>2</sup> <https://www.epa.gov/climateleadership/center-corporate-climate-leadership-simplified-ghg-emissions-calculator>

*EA's 2022 gross total operational carbon footprint was estimated at approximately 24,825 metric tons of carbon dioxide equivalents (MTCO<sub>2e</sub>) of GHG emissions.*

*EA offset approximately 4% (949 MTCO<sub>2e</sub>) of these emissions resulting in net emissions from operations of 23,876 MTCO<sub>2e</sub>.*

# Top 3

Emissions Sources (MTCO<sub>2e</sub>)



18,085.4

Purchased Goods  
& Services  
(Scope 3, Category 1)



3,008.5

Fuel & Energy-  
Related Activities  
(Scope 3, Category 4)



1,019.3

Employee Business Travel  
(Scope 3, Category 6)

# SCOPE 3 SUPPLY CHAIN EMISSIONS

Categorized by NAICS Codes and approximate % of subcontracted services.



16%

541620

Environmental Consulting Services



5%

541330

Engineering Services



78%

562910

Remediation Services



1%

541715

Research and Development in the Physical Engineering and Life Sciences, Except Nanotechnology and Biology

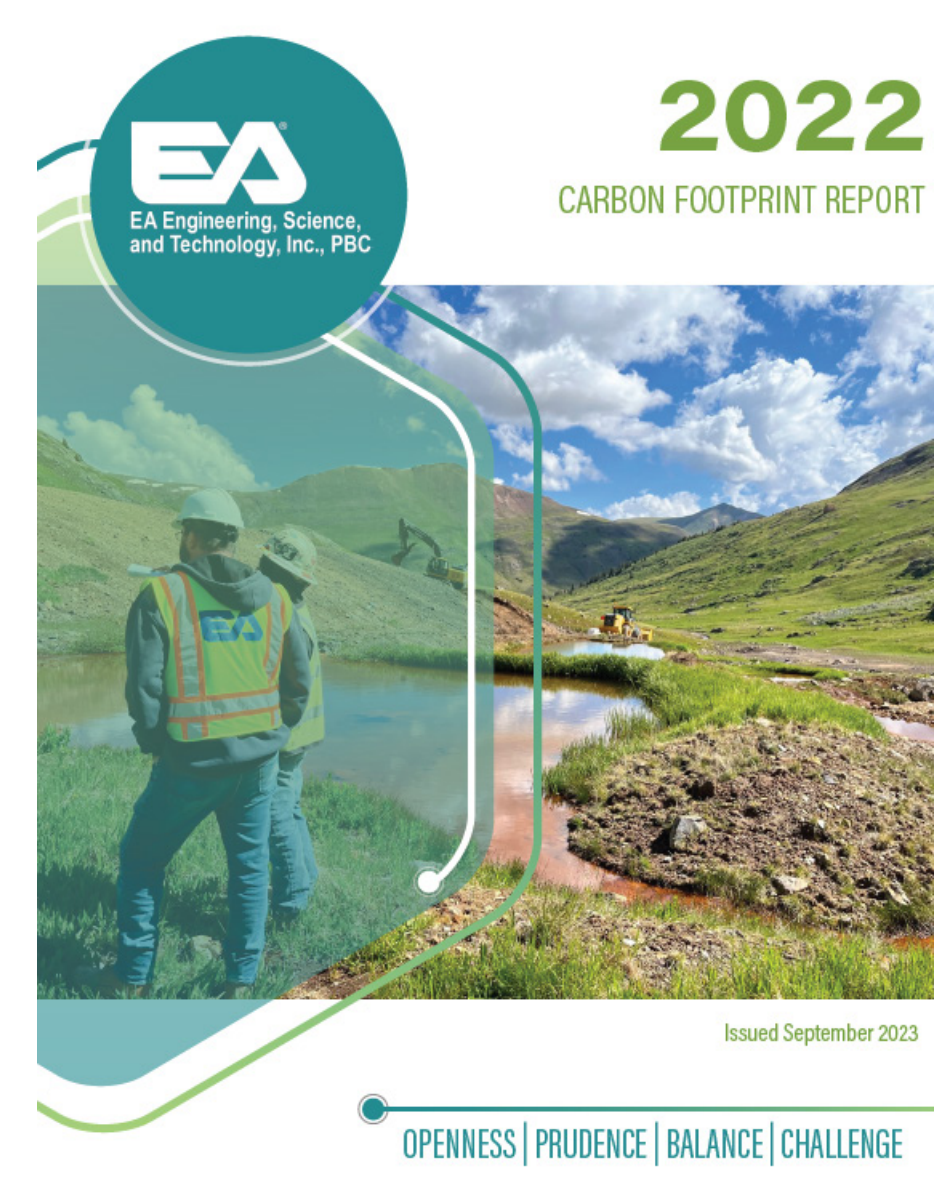
## 2022 Carbon Footprint Reporting

For the second year, EA's reporting included a full quantification of the company's Scope 3 value chain GHG emissions. Based on criteria outlined in the GHG Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard and the List of Corrections for Scope 3 Standard, EA has excluded categories 10, 11, 13, 14, and 15 from our value chain emissions calculations as they do not apply to our operations.

The complexities of Scope 3 reporting will result in year-over-year opportunities for improvement and refinement. During development of the 2022 Carbon Footprint Report, EA identified errors in the reporting of 2021 Scope 3 emissions data associated with Purchased Goods and Services and Fuel and Energy-Related Activities, which are EA's two highest emissions categories.

- A therms to kilowatt hours conversion error associated with natural gas usage in the Fuel & Energy-Related Activities category—the corrected conversion represented a minimal fluctuation (1.2%) of data between calendar years 2021 and 2022.
- Scope 3 emissions associated with the Purchased Goods & Services category—which are predominantly emissions that arise from EA's subcontractors—were significantly underreported by approximately 49% due to a data entry error. This error was compounded by an approximate 60% increase in EA's total spend on subcontracted services in 2022 compared to 2021.

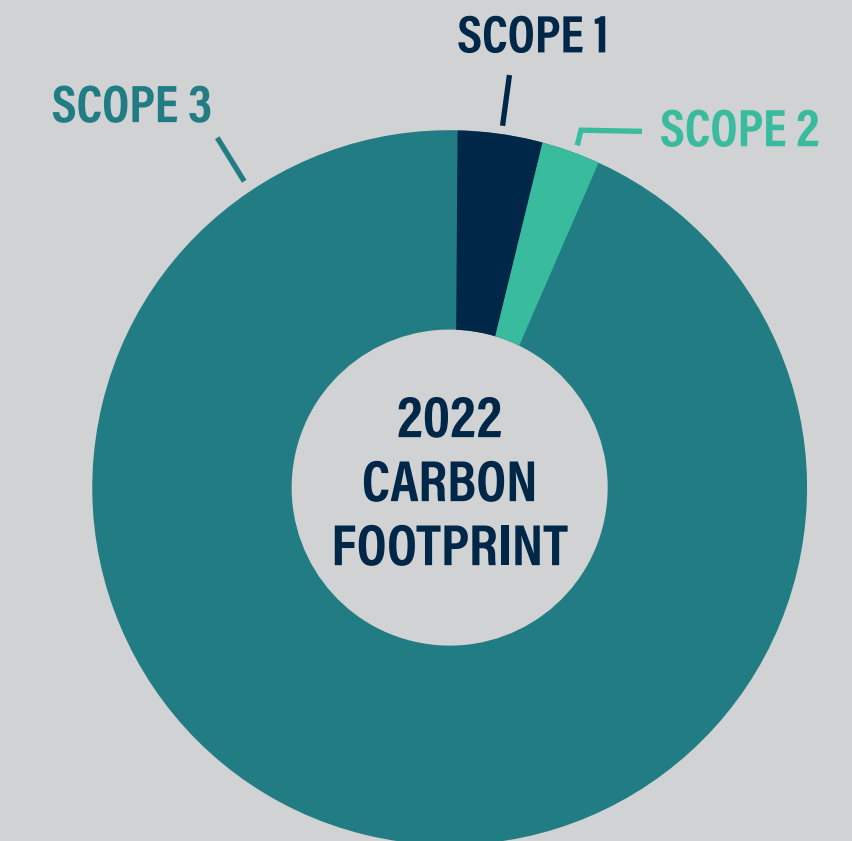
Additionally, to refine Scope 3 data, EA refined calculations using a new Supply Chain GHG emissions factor dataset based on North American Industry Classification System (NAICS) codes. Using the top four NAICS codes associated with EA's gross revenue, emissions calculations were updated to better align emissions with categories of services being provided. After correcting 2021 data and updating the methodology for estimated emissions for EA's subcontractors based on NAICS codes, EA's net emissions increased by approximately 57.9% for this category.



13

Public Benefits

## 2022 GROSS EMISSIONS BY SCOPE TYPE



### SCOPE 1

3.7%

Direct emissions resulting from EA's day-to-day business operations. Includes fleet vehicle and boat fuels, refrigerants, and fuel combustion related to heating of commercial office space.



### SCOPE 2

2.7%

Indirect emissions arising from leased energy purchases and utilization in EA's commercial offices. Does not include designated residential satellite offices or remote telework.



### SCOPE 3

93.6%

Other indirect emissions associated with EA's operations including Scope 3 Supply Chain emissions such as Purchased Goods and Services.

WASTE

Using concepts of circularity, organizations are seeking improved ways to reduce or eliminate resource losses such as waste generation. EA's waste reduction activities have been ongoing for nearly a decade with implementation of company-wide electronic timesheets following roll-out of an integrated business management software solution in 2013. Additionally, EA's financial management processes have been largely paperless since 2018 following a transition to electronic invoicing and expense report submittals that began in 2016. Currently, EA's waste diversion focus is on company-wide and office-specific solid waste diversion programs that include both standard single-stream recycling and composting as well as recycling of various other materials consumed as part of ongoing business operations (e.g., e-Waste, batteries, spent toner cartridges, plastic films, packaging, and expanded polystyrene foam [commonly referred to as EPS foam], etc.).



EA's work for Howard County on the Compost Facility at Alpha Ridge Landfill has been recognized with a Green/ Sustainability/Environmental Award from the Maryland Quality Initiative and an Engineering Excellence Honor Award from the American Council of Engineering Companies / Maryland.

LEARN MORE

In 2021, cybersecurity was escalated to a material aspect. Our primary objective is to safeguard both our own and our clients' data and systems against malicious threats through the maintenance of a secure and robust infrastructure.

## CUSTOMER DATA PRIVACY & CYBERSECURITY

EA Information Technology (IT) architecture is fully compliant with the U.S. Department of Defense's (DoD) Cybersecurity Maturity Model Certification (CMMC 2.0) program—including completion of the National Institute of Standards and Technology (NIST) 800-171 self-assessment questionnaire—as required by all contractors doing business with DoD to meet stringent security protocols.

The Architecture/Engineering (A/E) industry continues to see increasingly sophisticated cybersecurity threats that involve phishing, ransomware, and similar malicious functions. EA's IT Department maintains state-of-the-art firewalls with strict inbound and outbound traffic rules, employs multi-factor authentication procedures, and has implemented mandatory annual End-User Cybersecurity Training.

EA's cyber training is paired with random, periodic phishing "tests" that identify areas for improvement in training and cyber-related communications. Phishing tests determine EA's company-wide "phish-prone" score based on analysis of employees who responded to the phishing tests by entering network credentials representing a potential data breach. Since implementing the tests 2 years ago, EA's IT Department has increased the difficulty to match the complexity of real phishing schemes that have been seen in the industry. Test failures result in individual employees being required to complete additional cybersecurity training.

## PHISH-PRONE SCORE

**5.5%** 

Goal  
to keep EA's phish-prone score below  
the industry average as reported by  
KnowBe4 (EA's cyber training provider)



**26%**

April 2020  
Prior to Implementation of  
Mandated Cyber Training



**2.5%**

May 2022  
Test



**1.9%**

November 2022  
Test

## EMPLOYEE ENGAGEMENT

### Overall Engagement

EA utilizes Gallup and Servant Leadership polls completed as part of higher-education research activities to collect annual information on general professional experience and engagement. Survey data are collected and analyzed by Gallup or responsible researchers—individual responses are kept confidential, and EA receives only summary-level data and broad demographic average for evaluation. In 2022, all full-time employees were asked to respond to EA's 8th Annual Employee Engagement Survey by Gallup.

### 2022 Gallup Survey Results

*Covering CY 2021 employment perceptions.*

**4.0**

Engagement Mean  
*Compared to 3.98 in 2021*

**67<sup>th</sup>**

Percentile  
*of Gallup's benchmark  
engineering sub-industry*

**45%**

Respondents Engaged

### Culture Climate

Throughout the second quarter of 2022, EA employees were asked to respond to a 3-part survey focused on Servant Leadership and Team Inclusion Climate (e.g., culture) at EA. The survey was conducted by researchers from the University of New Orleans and State University of New York at Buffalo. The survey asked employees for input on their perceptions of seven Servant Leadership-championed behaviors including empowerment, mentoring, ethics, and creating value for the community.

### Servant Leadership & Team Inclusion Climate Survey Results

*Questions were scored on a scale of 1 (Strongly Disagree) to 7 (Strongly Agree), where 4 was considered a neutral perception.*

**70%**

Average Response  
Rate

**6.0**

Overall Highest Score  
*Ethical Behavior*

**4.3**

Lowest Score  
*DEI Program*

In 2023, to improve the perception of EA's DEI program, the DEI Committee will use employee feedback to select topics of interest for "Open Hours," and will incorporate first-person experiences into *DEI Reflections* (page 21) highlighting key DEI dates and observances.

# THE PALGRAVE HANDBOOK OF SERVANT LEADERSHIP

Palgrave MacMillian. 2023.

EA's President and CEO, Ian MacFarlane, contributed his thoughts on Servant Leadership to two chapters of the Palgrave Handbook.



#### CHAPTER 50

A CEO's Perspective on Servant Leadership Adoption: Part 1  
– Case Description by Ian D. MacFarlan

[https://econpapers.repec.org/bookchap/sprsprchp/978-3-031-01323-2\\_5f74.htm](https://econpapers.repec.org/bookchap/sprsprchp/978-3-031-01323-2_5f74.htm)



#### CHAPTER 65

A CEO's Perspective on Servant Leadership Adoption: Part 2 – Change by Ian D. MacFarlane

[https://econpapers.repec.org/bookchap/sprsprchp/978-3-031-01323-2\\_5f97.htm](https://econpapers.repec.org/bookchap/sprsprchp/978-3-031-01323-2_5f97.htm)

# CSR PROGRAM AWARDS

EA's annual CSR Program Awards recognize employees' commitments on both an individual and office-wide level for initiatives supporting EA's PBC Framework pillars. Awardees are selected by the PBC Committee based on nominations submitted by employees.

## CSR Program Award for Professional Involvement (Pillar I)

Nikki Peck (Syracuse, New York)  
Professional contributions to industry through her membership and Board involvement with the Sustainable Remediation Forum (SURF).

## CSR Program Award for Community Support (Pillar II)

Kritika Thapa (Syracuse, New York)  
Organization and participation in regional Science, Technology, Engineering, and Mathematics (STEM)-focused volunteerism including Day with an Engineer and Engineering in the Outdoors.

Rodney Verhoeff (Lincoln, Nebraska)  
Support of public outreach programs and internal mentorship to champion community support efforts in EA's Lincoln and Omaha offices.

## CSR Program Award for Charitable Giving (Pillar III)

Melanie Dina (Marlboro, New York)  
Continued commitment to her community through sustained volunteer and fundraising efforts at multiple organizations.

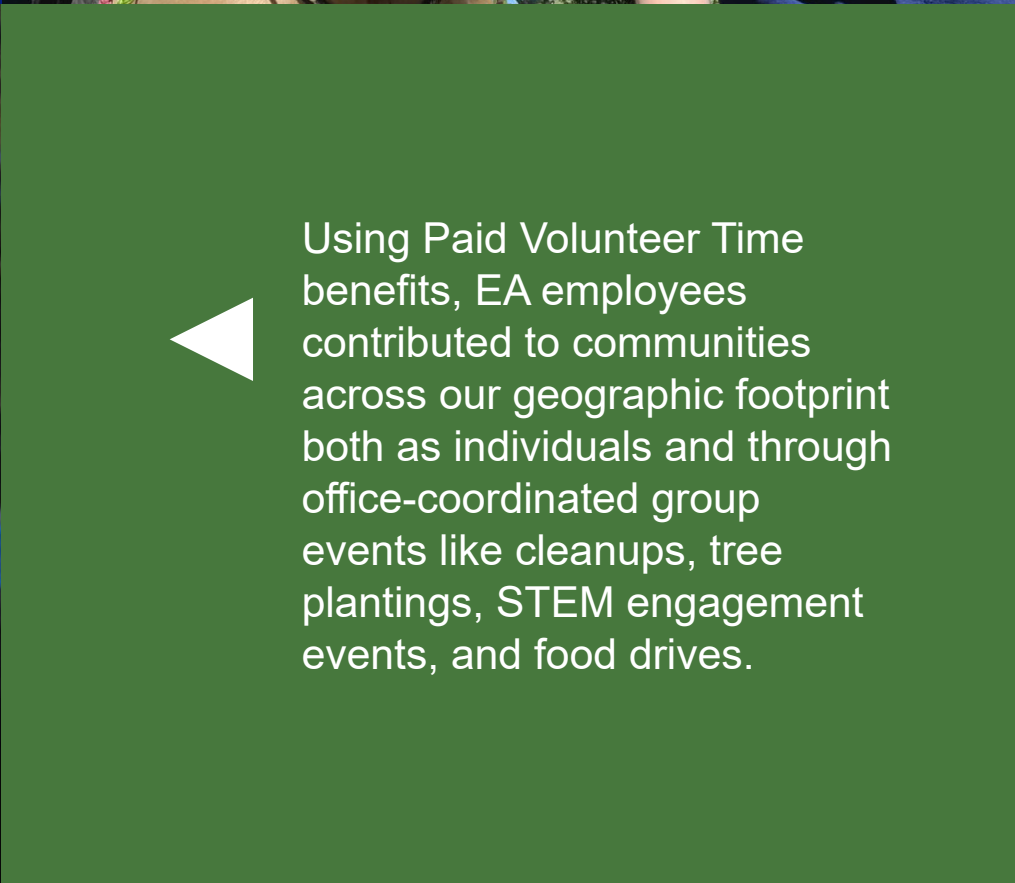
## CSR Program Award for Group or Office Activities

EA's Barrigada, Guam Office  
Year-over-year increase in Paid Volunteer Time use and initiation of multiple group events supporting island-wide cleanup activities during the year.

## DEI Champion Award

Sean Arnold (Anchorage, Alaska)  
Putting EA's DEI program into action to actively address inappropriate communications to colleagues from a subcontractor.

New in  
2022



Using Paid Volunteer Time benefits, EA employees contributed to communities across our geographic footprint both as individuals and through office-coordinated group events like cleanups, tree plantings, STEM engagement events, and food drives.



0

Legal proceedings associated with professional integrity violations



0

Incidents of corruption or anti-competitive behavior



0

Fines for non-compliance with environmental laws and/or regulations



84%

Employees who completed internal Business Ethics training

## PERFORMANCE BENCHMARKS

### Professional Integrity

EA's commitment to professional integrity, market reputation, and client satisfaction is foundational to our identity as a 100% employee-owned PBC. Our ethical culture is closely aligned with federal and state laws and regulations as well as considerations laid out by private sector clients. The cornerstone of our commitment to professional integrity is our comprehensive Code of Business Ethics and Employee Conduct Policy. The policy serves as the guiding framework defining principles and expectations to which all employees must adhere.

EA's Legal Department plays a pivotal role in overseeing the annual Code of Business Ethics and Employee Conduct Policy training process for all employees. The annual training includes Anti-Kickback and Ethics and Policy certifications, ensuring that our entire organization remains aligned with our ethical principles and values, and upholding our market reputation as a responsible and principled corporate citizen.

### Environmental Compliance

As an environmental professional services firm, EA and our employees foster a deep sense of responsibility towards our environmental impact—a commitment also shared by our clients who depend on EA to support their sustainability and environmental stewardship commitments through application of best management practices, adherence to environmental laws, and incorporation of sustainability considerations into project design.

All EA projects and programs have the potential to encounter environmental compliance concerns, and are managed in accordance with applicable and relevant regulations as well as client-specific requirements, industry standards of care, and EA's Quality Management Program. As with safety concerns, all employees have "Stop Work Authority" should environmental compliance concerns arise at any point during project execution.



# SAVVY SUPERVISOR

In a hybrid workplace, the roles of management and supervisors become more robust—and often more complicated. Supervisors must learn to effectively manage differently and more intentionally to accommodate altered work schedules and a unique mix of work in physical and remote offices. EA’s Socialization Committee determined that a focused workshop series could be an effective way to engage supervisors to discuss ideas, identify solutions, and coordinate lessons learned. In 2022, the Socialization Committee launched the Savvy Supervisor Workshop Series with the ultimate goal of bringing together EA supervisors to focus on important topics and develop a toolkit of best practices for managing employees.

The workshop’s first topic, Supervising Tips for the Hybrid Workplace, had nearly 100 attendees across three sessions. The second topic, Emotional Intelligence for Supervisors, was also well received, with nearly 80 attendees across two sessions. Future sessions are in development, and will likely focus on employee onboarding tips for supervisors.

## PROFESSIONAL DEVELOPMENT & EMPLOYEE TRAINING

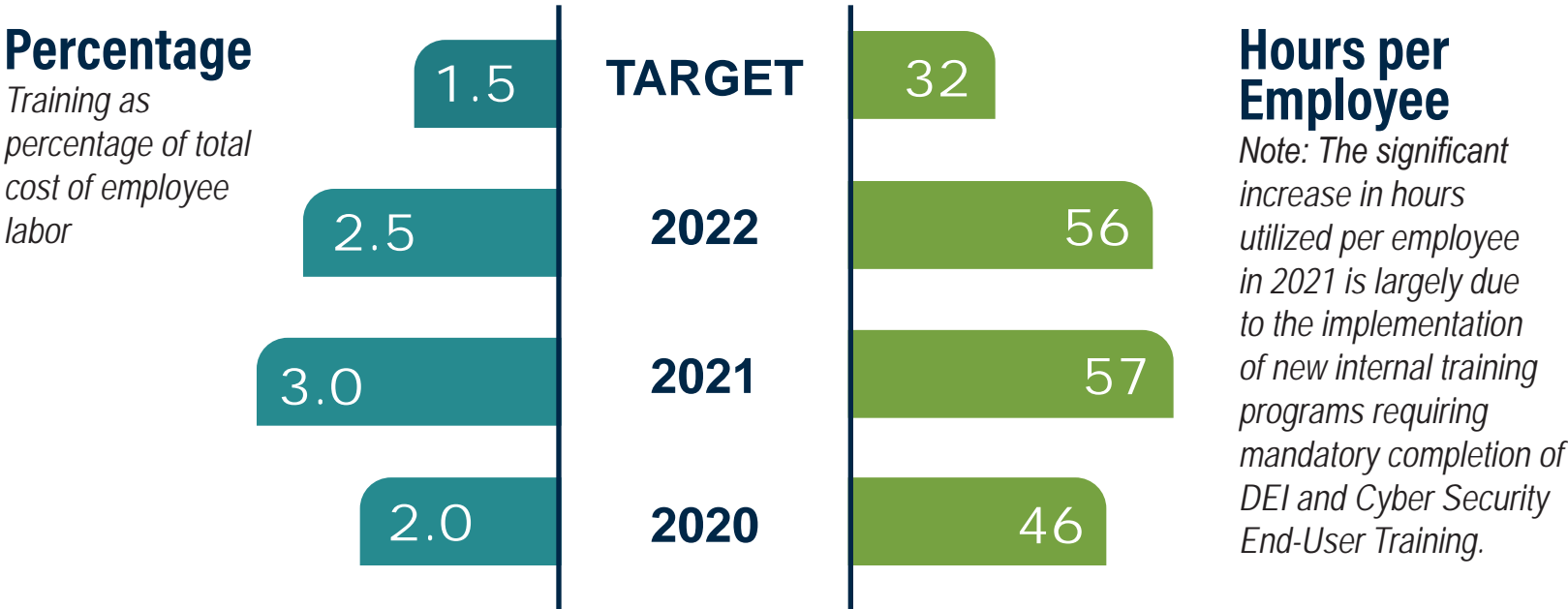
Professional development is an essential investment in our employees, promoting their personal and professional growth, overall engagement, and long-term retention at EA. Eligible employees can request tuition reimbursement for classroom and on-line continuing education programs. EA offers 100% reimbursement for external training programs required to achieve and maintain professional licensure and/or certification for full-time employees.

Investing in professional development not only enhances our employees' skills and knowledge, but also strengthens EA's PBC Pillar I contributions to the industry. Continual training ensures that our workforce stays updated on industry standards and regulations, empowers employees to pursue professional certifications, and fosters the development and maintenance of subject matter expertise.

Complementing external industry training, EA presents in-house training that covers a variety of supervisory and management topics including occupational H&S, business ethics, project management, cost development, and communications. Our in-house training initiatives are carefully curated to foster leadership capabilities and align with our commitment to employee and company growth.

## ANNUAL EMPLOYEE TRAINING

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 full-time equivalent employee are illustrated below compared to company targets.



36,874

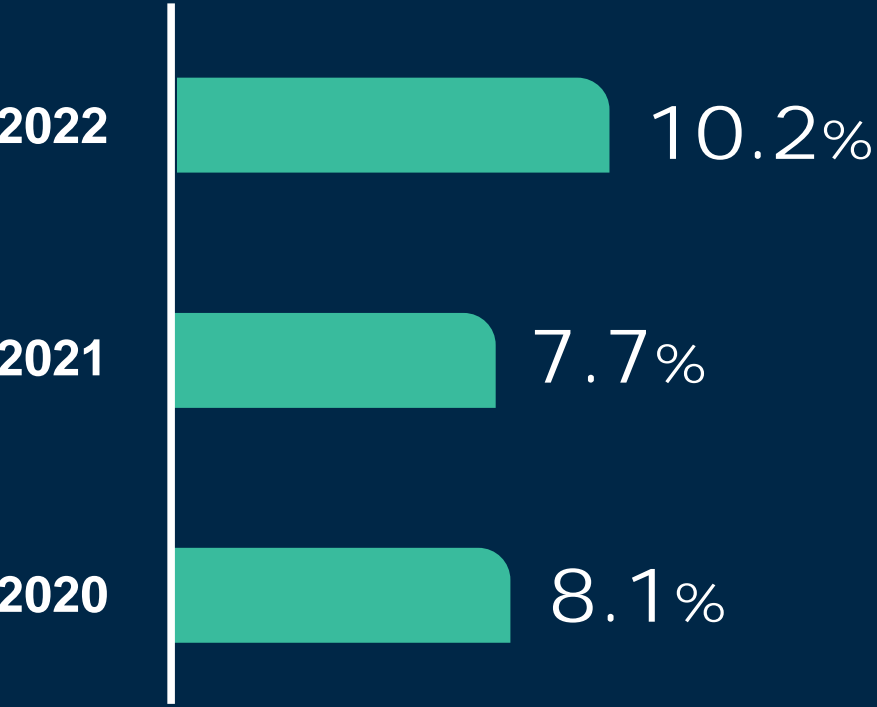
Number of professional development hours utilized by EA workforce in 2022

### Non-Labor Continuing Education Expenses

3-year trend of expenditures related to investing in continuing education of EA employees, includes tuition reimbursement and professional development labor expenses.

2022	\$440,000
2021	\$455,100
2020	\$366,100

# VOLUNTARY TURNOVER TRENDS



<12%

Turnover Target

100%

Retention after Parental Leave

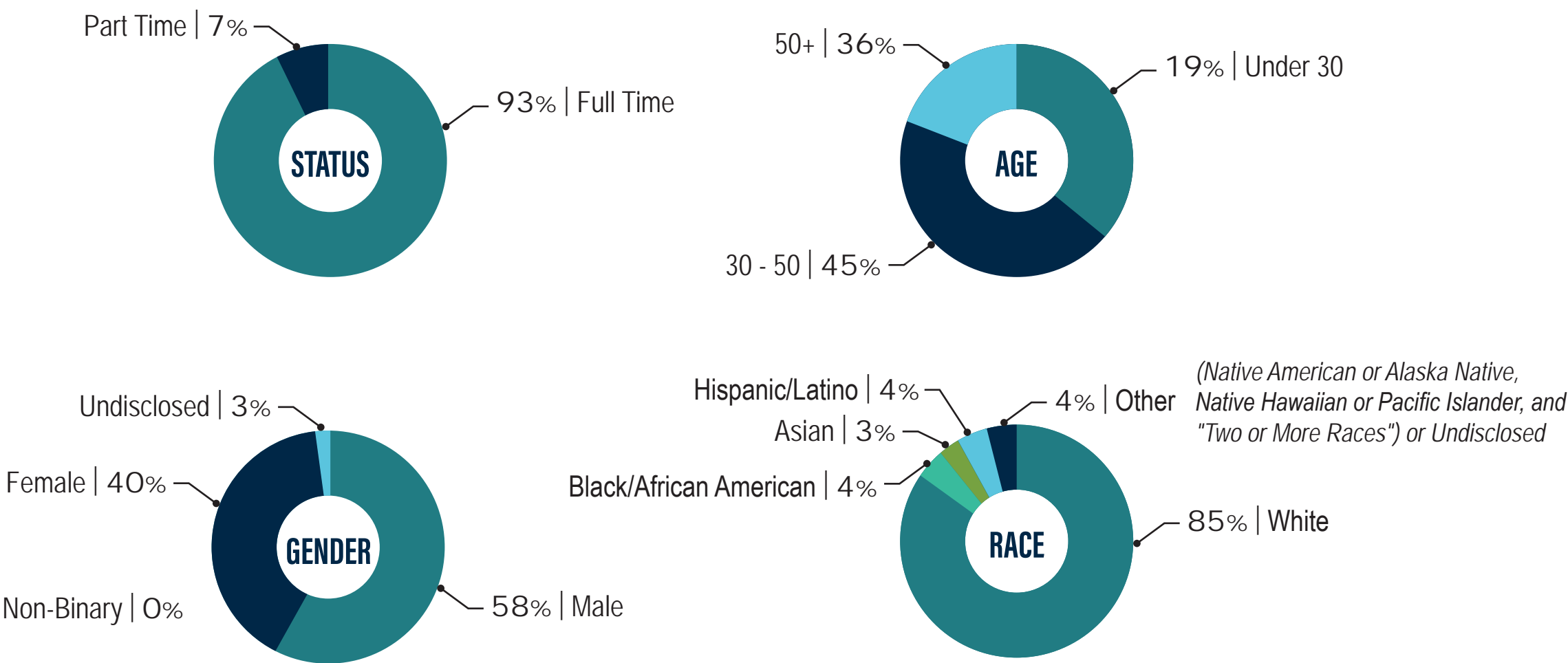
## WORKFORCE DEMOGRAPHICS & TURNOVER

EA maintains commercial offices across the continental United States as well as in Alaska, Hawaii, and Guam, with much of the workforce located in the Mid-Atlantic and Northeastern United States. As a result of changes following the COVID-19 pandemic, approximately 25% of EA’s personnel opted to shift to permanent work from home status.

While EA’s voluntary turnover rate remained below our 12% target, as a result of more competitive hiring practices within the A/E industry, the rate increased to 10.2% in 2022. This increase is consistent with trends reported within the A/E industry, and EA’s 2022 voluntary turnover rate remains below the reported industry average both for large firms (more than 250 employees) and engineering firms<sup>1</sup>.

EA’s demographics data are based on Equal Employment Opportunity (EEO) information voluntarily reported through EA’s pay system provider. EEO information was updated in 2022 to incorporate “Non-Binary” gender reporting. There were no significant changes in workforce demographics in 2022.

## 2022 WORKFORCE



<sup>1</sup> Deltek® Clarity. 2023. Architecture & Engineering Industry Study, 44th Annual Comprehensive Architecture & Engineering Industry Study.



94%

of EA's 2022 workforce took advantage of professional development offerings



90%

of EA's full-time workforce received a written performance evaluation in 2022



0%

of EA's workforce is represented by a union or associated collective bargaining agreement

# Together. For the Benefit of All.

DEI is essential to our core purpose. At EA, we continually strive to create and model a welcoming and inclusive culture—one that celebrates workforce diversity, encourages authentic individual expression, compensates equitably, and creates opportunity for all. As a team, we empower each other to share diverse ideas and perspectives, believe in our common purpose, and value our differences. The spirit of community drives a deep sense of pride, passion, and belonging that fosters trust and accountability. Our employees break down barriers to build enduring professional and personal relationships with each other, our clients, and our community.



EA DEI Committee planning summit held in November.

## DIVERSITY, EQUITY, & INCLUSION (DEI)

As the DEI Committee moved into its fourth year of activity, the team spent time on more extensive planning in 2022 with an Action Plan. Each subcommittee evaluated action items they intended to accomplish during the 2022 calendar year and longer-term, over the next 5 years. The Action Plan was developed to provide a framework for DEI activities including continuation of training opportunities—both mandatory Foundations DEI Training for new hires and a new training session, Comfort Zones, that would be optional. A review of existing EA policies was also undertaken as part of Action Plan development.

We continued to explore DEI topics in “Open Hour” sessions that included discussions on intergenerational workforces, homophily, and better identifying and addressing DEI challenges associated with fieldwork. During 2022, EA’s C-Suite executives took part in one-on-one leadership and DEI discussions with a member of Translator, EA’s DEI training provider. DEI considerations were incorporated into EA’s internal Project Manager training as well as annual employee engagement surveys from Gallup, where questions related to inclusion were incorporated. As part of creating a sustainable DEI program, the Committee finalized the committee governance document, updated the company’s DEI statement (*see box to the left*), and launched a DEI page on EA’s employee intranet site, *Inside EA*.

A major accomplishment in 2022 was the formation of the Communications Subcommittee, led by EA’s Communications Director, tasked with taking a more proactive and consistent approach to DEI communications. This subcommittee created the first Reflections email where an employee shares a personal story around a specific DEI topic to foster understanding through education and enhance inclusivity.

By 2023, the DEI Committee will have been in existence for 5 years. At that time, the Committee intends to evaluate what has been accomplished since inception, review the structure of the Committee, and determine what to continue or to change in order to incorporate lessons learned.

## 2022 DEI REFLECTIONS



## SUPPLY CHAIN & PROCUREMENT

### 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 internal Sustainable Business Practice guidance. EA's value chain is critical to our overall success as a company. We work with a wide variety of subcontractors and suppliers to augment or complement our offerings in order to successfully execute client work. Our supply chain expenditures are categorized into general "spend categories." Understanding the full scope of these categories allows us to evaluate areas with the largest potential financial, safety, and emissions impacts and opportunities given our anticipated supply chain needs.

### Supplier Diversity Associated with Project Operations

EA is committed to providing all categories of small businesses with the maximum practicable opportunity to support our procurement requirements and expand our network of diverse business partners to help us meet our clients' needs. As noted in the previous section, 80% of EA's total supply chain spend included procured goods and subcontracted services, and other direct expenses.

To encourage diverse business concerns to register with our Supplier Diversity Program, EA employs a proactive, multi-pronged communications strategy, which includes a detailed webpage (*see [Learn More link](#), bottom right*), the distribution of brochures, and participation at special events organized specifically for engaging with diverse suppliers. In addition to our Supplier Diversity Program Registry, other strategic sourcing tools used by EA to identify potential diverse subcontractors include participation in outreach activities, including procurement conferences and trade fairs, other existing company source lists, the U.S. government's System for Award Management (SAM), state and municipal government directories, minority associations' membership rosters, and contact with government and private industry supplier diversity professionals.

# SUPPLY CHAIN SPEND

# >\$184M



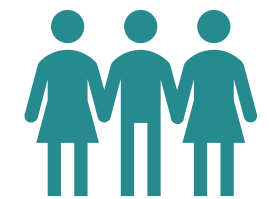
## 1.5%

Indirect equipment and materials



## 0.9%

Transportation and fuel



## 13%

Employee benefits and incentives



## 80%

Project operations, equipment, and materials



## 4.5%

Corporate admin, operations, and facilities



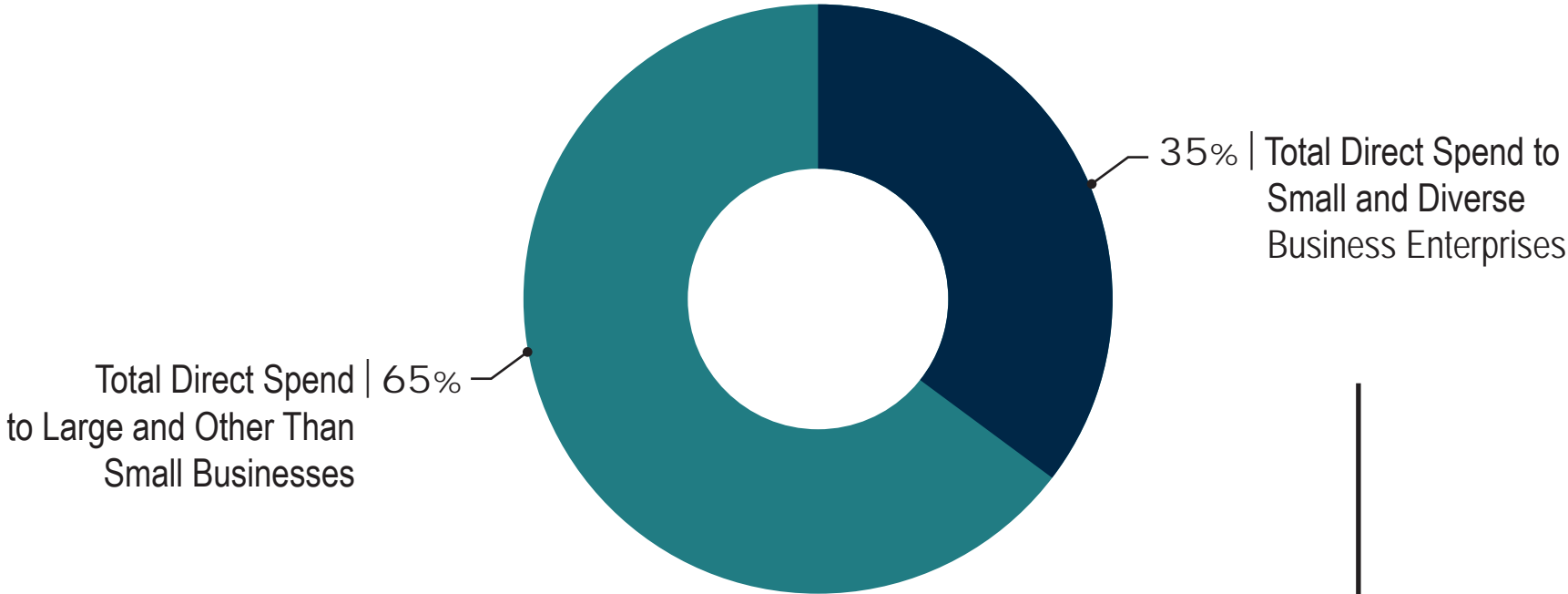
## 0.1%

Health and safety

EA's Supplier Diversity Program fully supports legislated socio-economic goals and those specified in many of our client contracts. We are committed to providing all categories of small businesses with the maximum opportunity to support our procurement requirements.

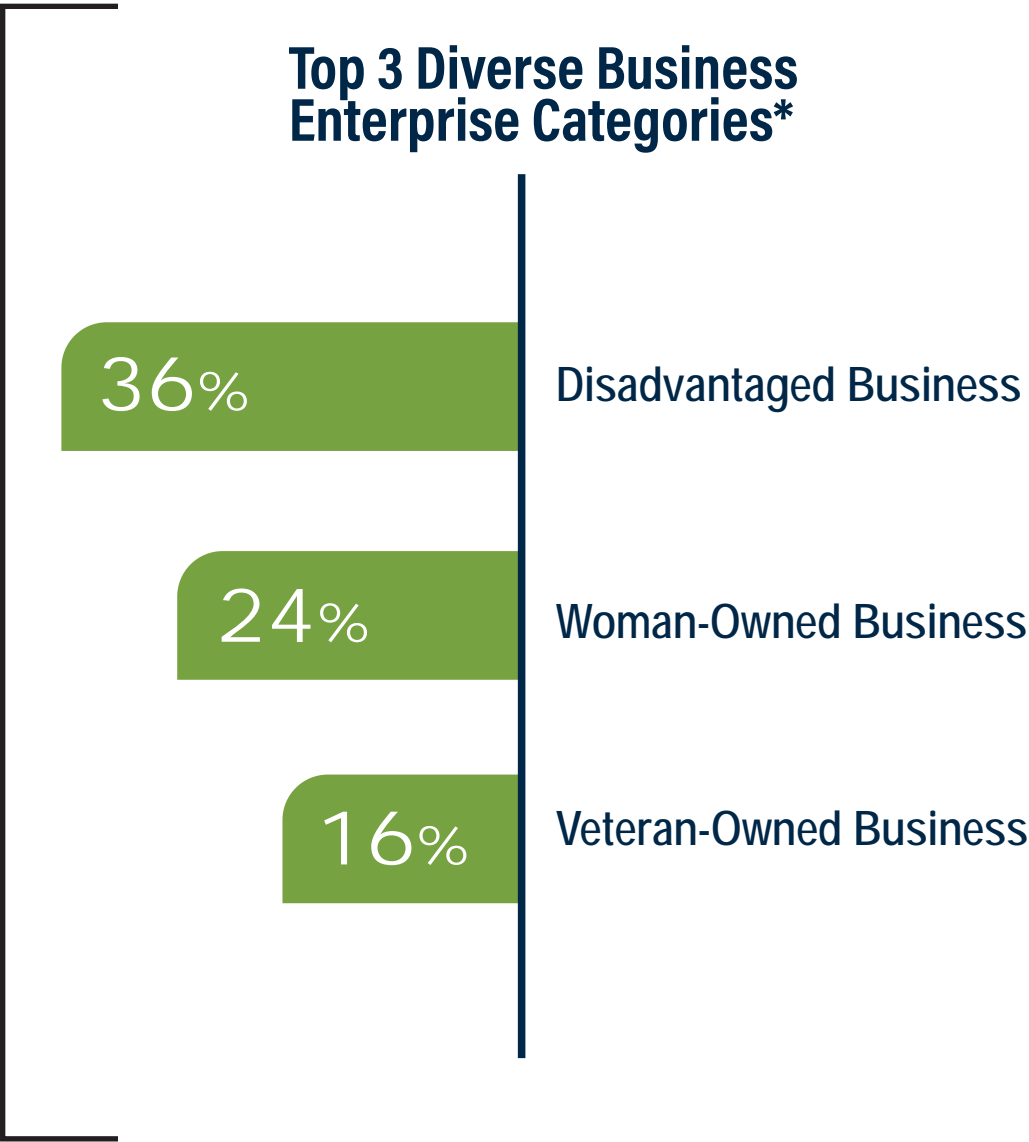
[LEARN MORE](#)

# DIRECT SPEND TO DIVERSE BUSINESSES



In 2022, EA allocated more than \$141M in direct spend to our subcontractors and suppliers. Of that, approximately \$49.4M was dedicated to project-related expenditures that were completed by a wide range of small businesses. These project partners include small businesses as well as disadvantaged, veteran-owned and service-disabled, woman-owned, and HubZone diverse business enterprises. The remaining portion of our direct spending for the year was channeled toward large businesses and other related entities, such as universities, and nonprofit organizations.

**\$29.2M**  
Total of Small Business Spend to Diverse Business Enterprises



EA participated in more than 20 small and diverse enterprise business outreach events in 2022.

## Sustainable 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-governmental 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.

In 2022, EA's PBC Committee approved standup of a formal Sustainable Supply Chain Work Group. Beginning in 2023, the work group will assist EA in the identification, organization, and deployment of a sustainable supply chain strategy. Comprised of a cross-organizational group of representatives from EA's Business Units and Service Lines, the work group will be led by EA's Corporate Procurement Department.

\*Based on federally required Electronic Subcontracting Reporting System (eSRS) submissions

## PILLAR I: PROFESSIONAL DEVELOPMENT

EA has completed more than \$3B 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 best indicators of our public benefits to the environment and the communities in which we live and work are the direct result of the projects we complete for our clients every day.

Professional contributions in knowledge advancement, as well as efforts to train and educate members of the environmental industry and public stakeholders, are key aspects of this pillar. These efforts are central to our business and will continue to expand as EA grows.

### DIRECT ENVIRONMENTAL BENEFIT OF PROJECTS

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.



*Hands-on GPS and drone equipment training for EA's Syracuse, New York personnel.*



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

EA utilizes quantitative analysis tools (e.g., SiteWise™ and Envision™) and processes (e.g., ecological and human health risk assessments, groundwater capture zone analysis, dispersion zone modeling, etc.) 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 9).

NOTE: Metrics and statistics for remediation projects included in case studies were generated using SiteWise™. Additional 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.



# FORMER ADIRONDACK STEEL SITE

State Superfund Site No. 401039



**Location:**  
Colonie,  
NY



**Client:**  
New York State  
Department  
of Environmental  
Conservation  
(NYSDEC)



**EA Offices:**  
Syracuse, NY;  
Warwick, RI; and  
Hunt Valley, MD

The former Adirondack Steel Casting Co. Inc. produced steel casting for various industrial customers. The site contained transformers associated with the steel mill that were the source of polychlorinated biphenyls (PCB) contamination at the site. PCBs were released to on-site soil through routine maintenance of transformers, poor handling of used fluids, and/or unauthorized scavenging. Following release to site soils, PCB contamination migrated into Gas House Creek and a drainageway located along an adjacent rail line. The property contains eight dilapidated, unoccupied buildings, foundation slabs of the original production buildings, deteriorating access roads, and emerging tree growth. The site itself is zoned “Industrial” and has been acquired by a private party who is actively developing the property. In addition, a composting facility has been constructed and is operational outside the remedial area in the western portion of the property.

NYSDEC conducted remediation activities at the 4.2-acre site in 2022, including removal of PCB-impacted soils and sediments from upland areas, Gas House Creek, and the drainageway. Hazardous and nonhazardous materials were disposed of off-site at permitted landfills. PCB-impacted soil and sediment have been remediated and the site will continue to be monitored during subsequent site management activities. The site was restored to allow for the current operator to expand operations of green renewable business. An environmental easement will be developed to control future land use and to ensure implementation of the Site Management Plan.



Before

After

20K

Tons of  
contaminated  
soil/sediment  
removed and  
disposed of  
off-site

70%

Reduction of  
GHGs by  
shipping 50%  
of impacted  
soil and  
sediment to a  
disposal facility  
by rail

## SUSTAINABILITY DESIGN & PUBLIC BENEFITS SUMMARY

### Resilient and Green Remediation

As part of the cleanup effort at the site, EA conducted a detailed climate resiliency assessment for NYSDEC to ensure the restored site and stream channels would be able to withstand future climate driven weather events. Restoration design included planting of native wetlands and riparian species. Stream channel capacity and stream bed armoring were designed to ensure resilience to future storms.

Re-use and recycling of materials on-site was implemented, including:

- Backfill material comprised of recycled concrete material instead of virgin material
- Re-use of sheet pile and HDPE bypass piping from other construction sites
- Re-use of large rock and rip rap removed from OU-2. Reduced need for virgin quarry material and saved space in landfills.
- Tree and vegetation debris generated from site preparation activities was recycled on-site at the composting/green renewable facility.



# DESTRUCTION AND REMOVAL EFFICIENCY (DRE) TESTING

for PFAS Incineration



Location:  
Multiple Sites



Client:  
Clean Harbors



EA Offices:  
Hunt Valley and  
Abingdon, MD, and  
Albuquerque, NM

EA is supporting Clean Harbors, the leading provider of hazardous waste treatment and disposal services in North America, with per- and polyfluoroalkyl substances (PFAS) destruction testing at multiple Resource Conservation and Recovery Act (RCRA) and Toxic Substances Control Act (TSCA)-permitted hazardous waste combustors in different states.

The U.S. EPA 2020 *Interim Guidance on the Destruction and Disposal of PFAS and Materials Containing PFAS* identified three readily available disposal technologies for PFAS-impacted materials: landfilling, deep well injection, and incineration. Of the three, only incineration is capable of destroying PFAS compounds.

Although promising in principle, prior to the 2020 timeframe, there was only very limited data on thermal treatment of PFAS in full scale systems. Specifically, DRE and air emissions were not well documented.

As PFAS that are determined to have adverse health and environmental effects are removed from production, safe and effective means of eliminating these "forever chemicals" from environmental media are needed. This testing confirms that high-temperature incineration can be used for this purpose.

LEARN MORE



Per- and polyfluoroalkyl substances, commonly known as PFAS, are a group of synthetic chemicals that have been linked to serious environmental and health concerns. Often referred to as "forever chemicals", PFAS pose a long-term threat due to their environmental persistence as they accumulate in water sources, soil, and plant and animal tissue.

Demonstrated  
**>99.9999%**  
destruction  
and removal of  
targeted PFAS  
in waste feed  
materials

## SUSTAINABILITY DESIGN & PUBLIC BENEFITS SUMMARY

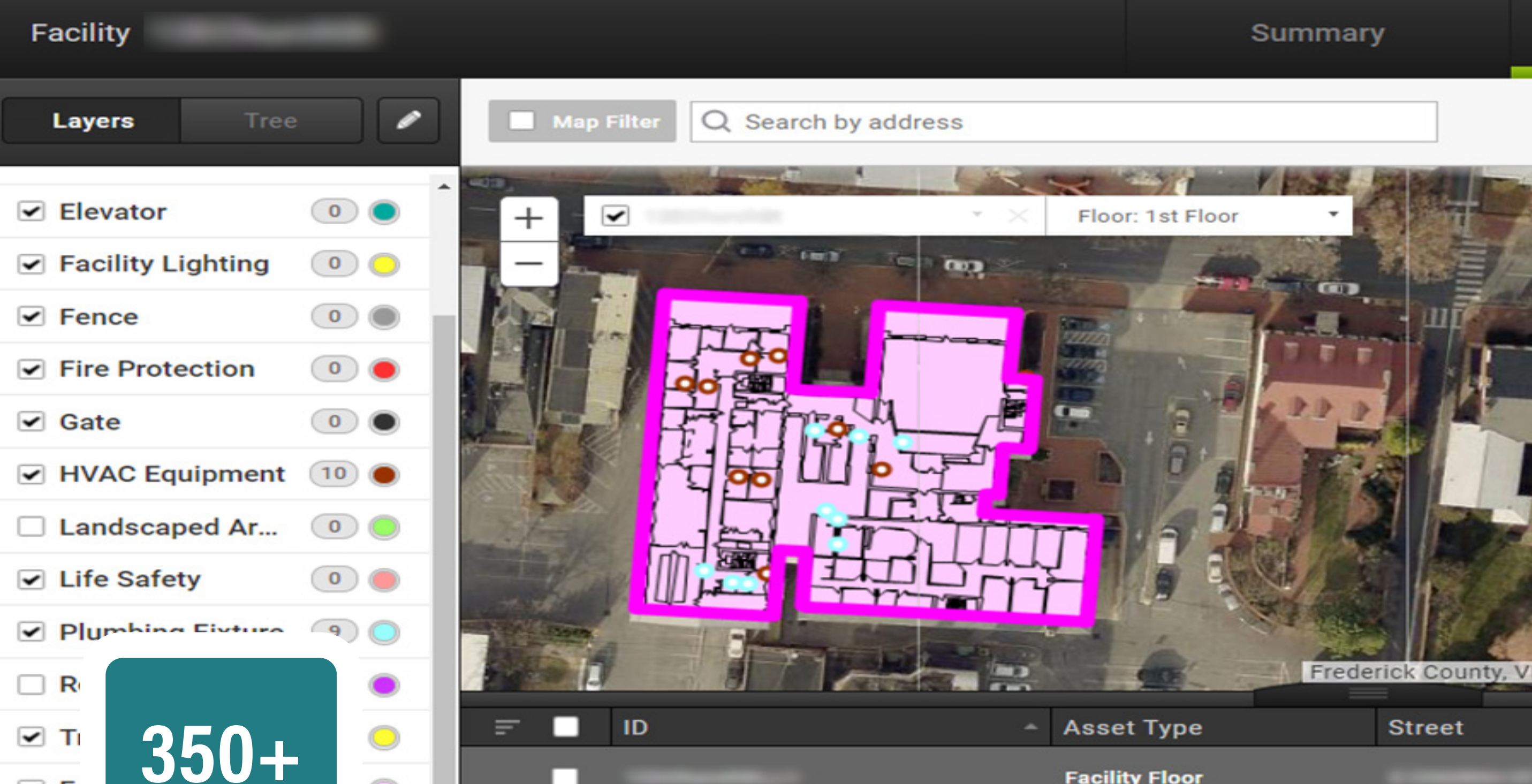
### Air Emissions Impacts

To support completion of research needed to develop these data, EA and Clean Harbors developed an incineration test program that included sampling process streams (e.g., liquid feed wastes, treatment chemicals, and process residuals with triplicate testing for baseline), PFAS spiking, and aqueous film-forming foam (AFFF) concentrate feed conditions. Stack gas sampling was completed in accordance with EPA methods. Analytical testing looked at 49 target PFAS analytes as well as Total Organic Precursor Assay and Total Organic Fluorine within the AFFF concentrate in the waste feed.

Ultimately, PFAS stack emission rates resulted in modeled ambient air impacts that were orders of magnitude lower than existing PFAS ambient air standards documented in any state regulations or implied by existing EPA toxicity data.

### Future Testing

Initial PFAS destruction testing, completed in 2021, was repeated by EA in 2022 to confirm results from the original tests. As a result of favorable test results, similar testing will be conducted at additional hazardous waste combustors in the United States. Data from the initial testing has been shared with U.S. EPA and the project provides vital information for the development of future regulatory and process guidance for disposal and treatment of PFAS-impacted materials.



**350+**  
Users

**270K**  
Infrastructure  
Assets

**43K**  
Tasks

## SUSTAINABILITY DESIGN & PUBLIC BENEFITS SUMMARY

### Planning

As Project Manager, EA's first task involved developing a clear and concise statement of objectives to serve as a high-level roadmap for the implementation. Our staff acted as the "pivot" point for the stakeholders involved in the Cartegraph implementation—providing an unbiased perspective, able to act as a neutral party to keep the project on schedule.

EA coordinated 13 virtual discovery meetings with more than 50 stakeholders to identify existing technology solutions that would provide critical asset information to the system, be replaced by Cartegraph functionality, or require integration. The resultant visioning document outlined the sometimes competing needs of County divisions and laid out a multi-year, multiphase implementation schedule.

### Training & Initial Results

Following initial implementation, in-house training was conducted to collect feedback that would inform configuration changes. Sessions were customized for each division's workflows and specific users to promote use acceptance. At the completion of the training, EA compiled the Visio Workflows into a Cartegraph Playbook to assist with onboarding new staff to verify that staff continue to use the system consistently and as intended.

Since the go-live date, more than 350 users have used the system to manage the county's various asset types, such as sewer laterals, water mains, fire hydrants, buildings, and playground equipment—including over 270,000 infrastructure assets.

## FREDERICK COUNTY ASSET MANAGEMENT SYSTEM IMPLEMENTATION

**Location:**  
Frederick County,  
MD

**Client:**  
Frederick County

**EA Offices:**  
Hunt Valley, MD

Founded in the 1700s, Frederick County spans approximately 670 square miles and is home to more than 250,000 residents. County government owns a wide range of assets, including parks, roads, water and sewer systems, and solid waste transfer stations and landfills. Operation and maintenance are decentralized across multiple divisions—Parks and Recreation, Public Works, Water and Sewer Utilities, etc.—each serving as a standalone unit.

With the goal of implementing a combined Enterprise Asset Management (EAM) and Computerized Maintenance Management System (CMMS), EA was selected to lead implementation and serve as a champion for the new system—Cartegraph. EA's responsibilities included requirements development, leading meetings, managing all documentation, workflow and integration management, building consensus, and data collection and migration planning.



# THERMAL IMAGERY EVALUATION OF COLD WATER FISHERIES

## Rapid Field Assessment of Streams and Wetlands



### Location:

Pine Creek, PA and  
Magalloway River, ME



### Client:

Trout Unlimited



### EA Offices:

Warwick, RI; Syracuse, NY;  
and Hunt Valley, MD

Drones support  
**+/-2 ft**  
Accuracy

**15**  
Temperature  
readings per  
minute

As part of a pilot project, EA scientists and drone pilots worked together to collect data along a privately owned section of Pine Creek in Pennsylvania. The goal was to study upwellings and spring seeps to aid in restoration decisions. A series of drone flights, ground-truthed by data loggers, were completed to identify target locations and study their influence on the channel. Upwellings in the area support an excellent on-site fishery of brook trout, brown trout, and rainbow trout and also thermally support downstream fisheries.

Additionally, to further test thermal drone mapping, EA's field team studied a larger and more remote area in northwestern Maine along the Magalloway River, where knowledge of the watershed's thermal dynamics was very limited. The site is a known wild native brook trout stronghold.

## SUSTAINABILITY DESIGN & PUBLIC BENEFITS SUMMARY

### Non-Intrusive Data Collection

Use of drones provides a non-intrusive and efficient means of collecting high-resolution data over large areas. The ability to survey stream channels from an aerial perspective allows for a comprehensive assessment of the entire system, including hard-to-reach or inaccessible areas. Comparatively, it would take numerous data loggers and manhours to accurately collect the same amount of data that a drone can collect in minutes.

In Maine, using a drone outfitted with a thermal camera, the team successfully located wetlands and other cold-water influences previously unknown—which would have taken years to identify with traditional ground surveys and logger deployments.

### Results

The combined success of these initial pilot studies confirmed the precision, accuracy, quality, and cost-saving efficiency of the use of drones equipped with thermal cameras as a rapid assessment tool in the development of restoration strategies. Lessons from these pilot projects helped refine the field data collection process, such as optimal flight elevation, speed, staff efficiency, and potential impacts of terrain and vegetation on control communication. EA is championing the use of this thermal technology in the fields of water quality, hydropower, remediation, nonpoint source pollution, fisheries science, and ecosystem restoration.

As an added benefit, the use of drones in these types of environments can eliminate some health and safety risks posed by conventional field study techniques in these difficult to reach areas.

[LEARN MORE](#)

PRESENTATION/PAPER TITLE OR FOCUS	CONFERENCE/PUBLICATION
Advancing the Use of Indirect Thermal Desorption/Thermal Oxidation Technology to Address Treatment of PFAS Associated with Solid Media, including Investigative-Derived Waste (IDW)	Northeast Conference on the Science of PFAS presented by the Northeast Waste Management Officials' Association
Developing Climate-Resilient Codes and Standards: Approach and Implications	2022 National Capital Region Water Resources Virtual Symposium presented by the American Water Resources Association National Capital Region
Safety Macarena: The Safety Professionals Guide to Simple Solutions to Common Ergonomic Issues in the Workplace	Board of Certified Safety Professionals' Annual Global Learning Summit
Big Dam on the Little River: Designing a Technical Fishway for the Papermill Pond Dam	Fish Passage 2022 presented by the Pacific Northwest National Laboratory
High Tech Trout: Using Drones and Water Data to Plan Conservation Projects	Trout Unlimited CX3 Conference
Improving Coastal Resilience in Point Hope, Alaska	8th Annual Young Coastal Scientists & Engineers Conference - Americas
Effective Lake and Pond Design, Maintenance, and Management	Illinois Lakes Management Association Annual Conference
Environmental Justice Considerations with Transition to Natural Gas and Renewables Energy	Energy Utility Environment Conference (EUEC) Annual Conference
Climate Changes Affecting Workplace Safety	2022 Chesapeake AIHA and ASSP Educational Seminar presented by The Johns Hopkins Bloomberg School of Public Health
<p>An Evaluation of Aquatic Receptor Sensitivities to Novel Fluorine-Free Firefighting Foam Versus Short Chain Per- and Polyfluoroalkyl Substances (PFAS) Aqueous Film-Forming Foam Products</p> <p>Ecotoxicity and Accumulation of Perfluorononanoic Acid (PFNA) in Fathead Minnows and an Approach to Developing Protective Thresholds in the Aquatic Environment through Species Sensitivity Distribution</p> <p>Why and How We Should Sample Biota at PFAS-Contaminated Sites in Support of Human and Ecological Risk Assessments</p> <p>Fluorine-Free Replacements: A Real World Vignette for Avoiding Regrettable Substitutions</p> <p>An Evaluation of Aquatic Sensitivities</p>	Society of Environmental Toxicology and Chemistry (SETAC) North America
<p>Hydrogeologic Mapping of Fluorescent Dye Transport Processes from TCE Source Area through Fractured Bedrock Aquifer</p> <p>High-Resolution Fractured Bedrock Characterization Using Advanced Technology Tools for TCE Source Area</p> <p>Site Assessment, Design Considerations, and Performance Results from a Colloidal Activated Carbon Barrier Application at a Large Chlorinated Plume in Texas</p>	Battelle's 12th International Conference on Remediation of Chlorinated Solvents and Recalcitrant Compounds
<p>Onsite Demonstration of Thermal Desorption Coupled with Thermal Oxidation Technology to Treat Solid PFAS-Impacted Soil Investigation-Derived Waste (ER21-5119)</p> <p>Multi-Taxa Ecotoxicity of Novel PFAS-Free Foam versus New Generation Short-Chain-PFAS AFFF Products: Aquatic and Terrestrial Species (ER20-1531)</p>	Strategic Environmental Research and Development Program - Environmental Security Technology Certification Program (SERDP-ESTCP) PFAS Conference

## INDUSTRY INNOVATION & THOUGHT LEADERSHIP

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 Development) also emphasizes EA's technical contributions across our industry through our active participation, feedback, 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. We also make it a point to regularly meet with clients to discuss their changing needs and concerns related to services and regulatory requirements.

Employees 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.

EA views participation in trade shows and conferences as both an extension of our employees' professional development and 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. The table to the left provides a representative sample of papers and presentations given by EA's professionals at industry events, both virtually and in-person.

EA and The Johns Hopkins University have finalized a formal agreement to work collaboratively on coastal and climate resilience research. This agreement is focused on knowledge development and exchange.

LEARN MORE





EA employees guide members of the Girl Scouts of Western New York through a hands-on STEM demonstration during a Day with an Engineer at Tiff Nature Preserve in Buffalo, New York.

## SUPPORTING THE FUTURE OF STEM

### Community STEM Events

Each year, EA staff organize and participate in activities that are focused on STEM-related outreach geared toward training programs for school-aged youth, soon-to-be college graduates, and adults.

- BEST Regional Robotics Competition
- Chicago Public Schools STEM Exhibition
- Johns Hopkins Geoscience Career Panel
- Loch Raven High School Mock Interviews
- MassBay Community College STEM Mentor Program
- Nebraska Academy of Sciences
- Park School Arctic Club GIS Analysis Support
- SAME Baltimore Post's Easy as Pii
- SAME Buffalo Post's Engineering in the Outdoors
- SAME Student Chapter at Morgan State University
- STEMpowered Girls and Super STEM Boys Camps as part of STARBASE Robins

### Internships and Scholarship Support

For more than a decade, EA has been committed to providing financial and experiential learning opportunities through our Jensen Fellowship, in collaboration with The Johns Hopkins University. Named in honor of EA's founder and former chairman, Dr. Loren Jensen, the fellowship supports students through a scholarship (tuition grant and stipend) and 6-month, credit-bearing internship as a capstone for their graduate work. The selected students, who are pursuing Master's degrees through The Johns Hopkins University's Department of Environmental Health and Engineering, are embedded within EA. The fellows gain practical experience as consultants in environmental science and engineering fields, and have the opportunity to apply technical skills and Master's program learnings to real world consulting projects.

In addition to the Jensen Fellowship, EA annually makes donations to a number of additional scholarships, university endowment funds, and environmental education organizations nationwide. In 2022, the following organizations benefited:

- Guam Society of Professional Engineers
- Puget Sound Engineering & Science
- Rutgers University Foundation
- SAME Guam Post
- Towson University Foundation
- University of Maryland Foundation
- University of Illinois Foundation

# Annual Volunteerism

Shown in hours, as reported through Paid Volunteer Time utilized by EA staff.



## PILLAR II: COMMUNITY SUPPORT

EA implemented its Paid Volunteer Time Program in January 2016 to provide benefit hours for volunteer efforts that focused on mission-aligned environmental organizations and STEM education and outreach initiatives. The program was originally designed to provide all regular, full-time employees with 8 benefit hours annually to support mission-aligned volunteer activities in their community.

Recognizing the need for volunteer support in communities struggling during COVID-19, the program was temporarily expanded in 2020 to allow use of volunteer hours for community support without the need for the activity to be mission-aligned. During that expansion, EA saw the importance of community volunteerism to our employees and evaluated the potential to permanently open program eligibility to those opportunities. As a direct result of employee feedback, in July 2022, EA's volunteer program was expanded to enable employees to use their time in support of community organizations (e.g., food and diaper banks, soup kitchens) in addition to mission-aligned volunteerism.

**62%**  
Employees utilized volunteer hours

**2,448**  
Hours of time donated to local communities

**\$147K**  
Value of employee compensation associated with volunteer labor hours

EA personnel volunteer to support maintenance and upkeep of the historic Thomas Point Shoal Lighthouse, located in the Chesapeake Bay.





## PILLAR III: CHARITABLE GIVING

EA's Charitable Giving pillar promotes altruistic aspects of our Public Benefit charter 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 identified by individual EA offices in their communities.

Pillar III promotes both philanthropic investment and active participation in support of charitable organizations.

◀ Employees in EA's Lewisville, Texas office kick-off annual holiday food drive for the North Texas Food Bank.



## 2022 WATER FOR PEOPLE FUNDRAISING

### Impact Tour

For the first time since 2019, Water For People resumed their annual Impact Tours that give participants the opportunity to visit Water For People projects around the globe and interact with local communities benefiting from the organization's work to end the global water crisis. In 2022, EA's Dortehea Hoyt (Denver) joined the Water For People Impact Tour in India after winning EA's internal Impact Tour Workplace Giving Raffle in 2020.



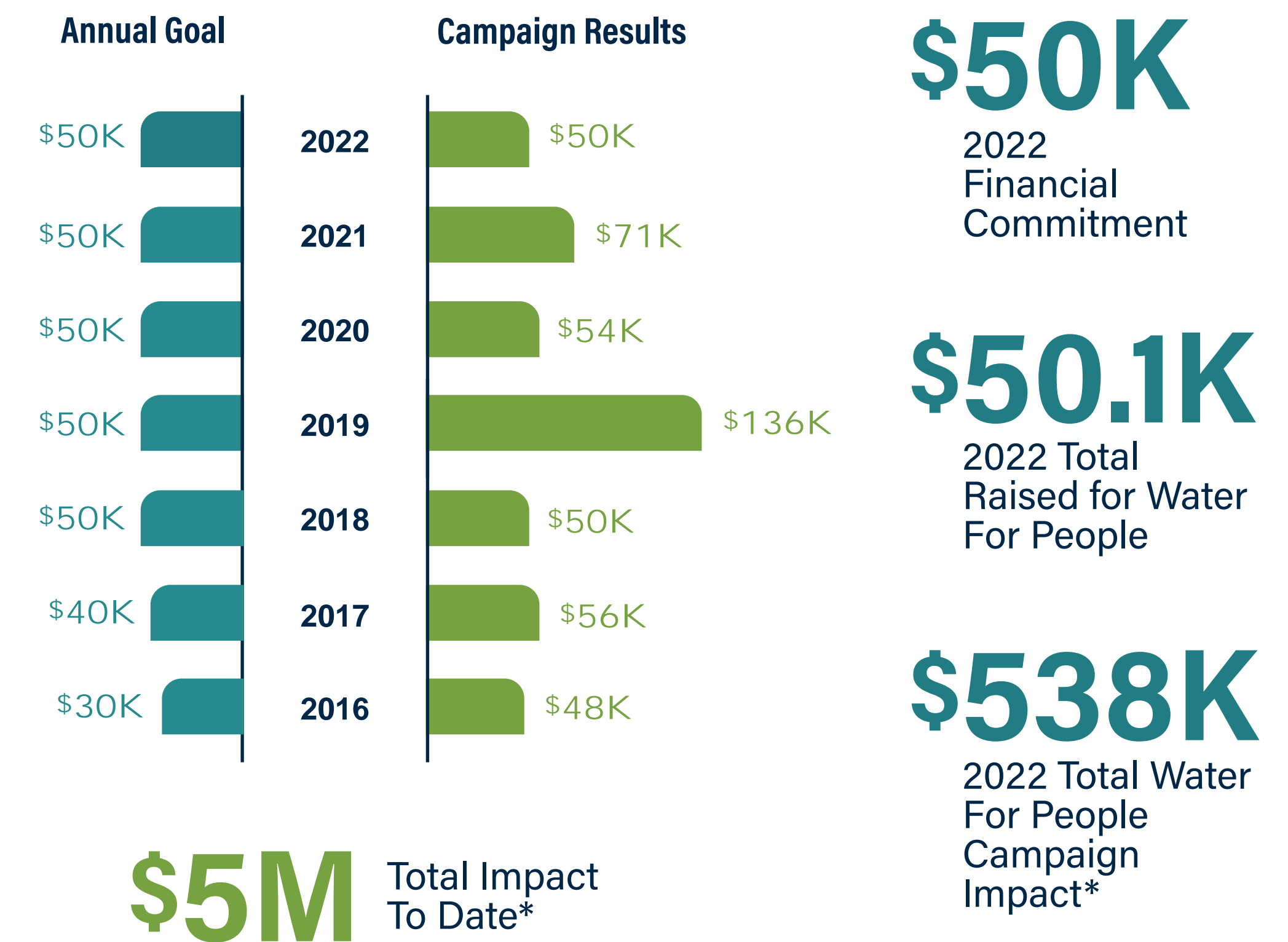
### Dortehea Hoyt

Senior Engineer  
Denver, CO

"Attending the Water For People Impact Tour in India was such a privilege. We went to the very southeast portion of India, where the Ganges River meets the Indian Ocean. The population is 10 times as dense as it is in Manhattan, and the need for clean water and sanitation is immense. Despite the scale of need in this part of the world, the Water For People team in India is undaunted. It was an honor to meet such a determined, resilient, and committed team. We visited four places in the Bengali region where Water For People has built collaborative teams to overcome social, political, and cultural challenges involved with supplying and maintaining water taps, and bathrooms, not to mention all of the necessary infrastructure. Seeing the challenges that the Water For People team face each day, their successful work, and the pride of the people in the communities that now have clean water and bathrooms has cemented in my mind what I already knew about Water For People—that they are such an impressive organization with a unique and successful formula to address the world water and sanitation crisis."

# IN SUPPORT OF CLEAN WATER AND SANITATION

EA's financial commitment (teal) 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/>), through 2022; Impact is calculated on actual donations and associated co-investments from local communities and governments.



## RACE ACROSS THE WEST

For the second year in a row the EA Cycling for Water team fielded a 2-rider team (Jeff Boltz, Hunt Valley and Walt Migdal, Albuquerque) to compete in the Race Across the West ultracycling event to raise money and awareness for Water For People. The Race Across the West is the second longest Race Across America qualifier—pitting riders against the epic American West landscape as they climb the Coastal Range, cross the desert, and scale the Rocky Mountains as part of a 930-mile race.



The riders were supported by an all-EA volunteer crew that included representatives from every EA Business Unit as well as representatives from Corporate departments. The EA/Cycling for Water team faced a challenging combination of extreme heat, mechanical failures, construction delays, and a vehicle breakdown, but were able to complete 900 miles in under 68 hours—just missing the mandatory cutoff time for the 2022 Race Across the West.

Riders:  
Jeff Boltz and  
Walt Migdal

Crew:  
Kevin Kowalk, Leader  
Frank Aquino  
Katleyn Cameron  
Chris Canonica  
Mark Gutberlet  
Amy Lambert  
Teri McMillan  
Noah Robinson



# \$16K

Raised for Water For People



# 930

Miles from Oceanside, CA to Durango, CO



# 2.25B

People worldwide without access to safe water



# 4

Days to complete the race

## LOCAL IMPACTS

While Water For People is the focal point of our environmental philanthropy, we continue to support a variety of charitable 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. Individual offices may support local organizations or community events; funding for these events comes from the requesting office's annual operating budget or through fundraising campaigns organized within those offices.

*Maryland employees support the Baltimore County Department of Recreation and Parks during an Earth Day Shoreline Cleanup.* ►



# TARGETS FOR A SUSTAINABLE FUTURE

## Short-Term Goals for Continuous Operational Improvement

EA’s PBC Committee has established the following short-term (i.e., the next 2 years) targets to drive continuous improvement across operations and activities company-wide. Targets represent progress across our PBC framework to achieve our public benefits, support SDGs, and evaluate operational and program improvements to improve ESG goals.

PBC OBJECTIVE & ASSOCIATED PILLAR	SHORT-TERM TARGETS
Formal alignment and communication of 100% Employee-Owned, Delaware PBC (Overall)	Continued collaboration with academia regarding publications related to EA’s business transformation and ESOP advocacy
Assess the environmental impact of our operations and activities (Overall)	Measure and set reduction targets for business travel  Identify a dedicated Procurement lead responsible for supporting development and implementation of a Sustainable Purchasing Program  Improve capture of NAICS codes for vendors and subcontractors to better categorize services and associated Scope 3 emissions
Promote employee engagement (Overall)	Gallup Employee Engagement and Servant Leadership surveys  Incorporation of DEI considerations into job posting and performance review language  60% CSR employee (regular, full-time) participation through authoring of papers or platforms/ posters, volunteerism, or Water For People contribution through EA’s Workplace Giving Program
Sustain safety culture (Overall)	Annual Total RIR and 3-year rolling average at/below annual industry benchmark for NAICS 562910  Annual Experience Modification Rate <1.0  Baseline for SMS performance audit and improvement targets based on external reviews
Set performance benchmarks (Overall)	100% employee completion of EA Code of Business Ethics training  No significant fines or non-monetary sanctions for regulatory non-compliance  Maintain appropriate CMMC level certification with 0 data breaches during reporting year  32 hours of training per employee annually; annual minimum of 1.5% total compensated time to Professional Development expressed as total % of hours  Total turnover rate <12%  Benchmark and establish workforce diversity targets  Complete EcoVadis assessment every 2 years
Assess CSR perspectives within supply chain (Overall)	Engage with top suppliers to discuss CSR perspectives  Evaluate opportunities to increase environmental and social procurement considerations, including improved engagement with minority-owned businesses, benefit corporations, and ESOPs  Develop and implement a Sustainable Procurement Policy
Quantify the public benefits of our projects (Pillar I)	Integrate Sustainability Tools into Project Management Training  Continue to increase use of sustainability metrics for projects as part of Pillar I benefits review
Encourage volunteerism through use of Paid Volunteer Time (Pillar II)	Annual increase in Paid Volunteer Time use based on 2016 baseline (24%)
Focus on environmental philanthropy (Pillar III)	Financial commitment of \$50,000 Water For People  Executive-level participation in Water For People Leadership Council  Employee participation in Water For People activities (e.g., Impact Tours, pro bono projects, etc)  Total philanthropic increase in contributions



Processing sediment core samples.

# APPENDIX A | GRI CONTENT INDEX

Statement of Use:

EA Engineering, Science, and Technology, Inc., PBC has reported in accordance with the GRI Standards for the period 1 January through 31 December 2022.

GRI Used:

GRI Universal Standards

Applicable GRI Sector Standard(s):

There are no applicable GRI Sector Standards for Professional and Commercial Services providers.

GRI General Disclosures

DISCLOSURE	DISCLOSURE RESPONSE AND/OR LOCATION WITHIN REPORT
ORGANIZATION AND REPORTING PRACTICES	
2-1. Organizational details	Who We Are & What We Do (page 1)
2-2. Entities included in organization’s sustainability reporting	EA’s sustainability reporting does not include additional entities.
2-3. Reporting period, frequency, and contact point	Both EA’s sustainability and financial reporting are completed by calendar year. This report covers 01 January through 31 December 2022.  Point of contact for EA’s annual PBC Statement/CSR Report is: Brian Lesinski, EMS-LA (Senior Vice President and Director, Corporate Social Responsibility).
2-4. Restatements of information	In 2022, EA updated internal methodologies for calculating our Scope 3 Supply Chain emissions and identified errors in data utilized in our 2021 Carbon Footprint Report. Additional information on these changes is presented in Significant Changes & Restatments of Information (page v).
2-5. External assurance	EA does not seek external assurance for its sustainability reporting.
ACTIVITIES AND WORKERS	
2-6. Activities, value chain, and other business relationships	EA provides professional services including environmental, engineering, compliance, natural resources, and infrastructure support as well as maintains three analytical laboratories (ecotoxicology, wastewater treatment, and aquatic biology). EA’s value chain is discussed in our <a href="#">2022 Carbon Footprint Report</a> .
2-7. Employees	EA’s full-time equivalency (FTE) by total labor hours for calendar year 2022 was 569. Workforce demographics are included in Workforce Demographics & Turnover (page 20).

DISCLOSURE	DISCLOSURE RESPONSE AND/OR LOCATION WITHIN REPORT
2-8. Workers who are not employees	In the event temporary staff augmentation is necessary, EA works with staffing agencies to fill short-term personnel needs. Under contract to EA, the staffing agency fills temporary roles with qualified personnel (approved by appropriate EA hiring managers); the temporary workers remain employees of their respective staffing agency and are paid by the agency. Employed and paid directly by the staffing agency under contract to EA, these personnel would be considered workers who are not employees. Generally, these types of temporary staff-augmentation positions have been required for highly specific, information technology roles.
GOVERNANCE	
2-9. Governance structure and composition	Governance Structure & Committees (page 3): EA is a 100% Employee Stock Ownership Plan (ESOP) Public Benefit Corporation (PBC). EA’s highest governance body is its Board of Directors. EA’s Board is currently comprised of five EA executives and three external members. The Board has two formal committees: the Audit Committee and the Compensation Committee.
2-10. Nomination and selection of the highest governance body	EA is 100% owned by its employee stock ownership plan, which is represented by an institutional trustee. As a private company, the specific process to identify and nominate Board members is confidential and proprietary.
2.11. Chair of the highest governance body	EA’s President and Chief Executive Officer is also Chairman of EA’s Board of Directors. To support management and prevent conflicts of interest, the Board is informed by EA’s PBC Committee—the management body primarily responsible for formalizing strategy and implementing EA’s PBC Charter. Collectively, the PBC Committee sets PBC objectives that reflect the material aspects of EA’s operations and activities, and outline the standards that define how we measure and report progress towards objectives. Conflicts of interest are mitigated by EA’s comprehensive risk management programs, which include Code of Business Ethics and Employee Conduct Policy, and annual affirmation training.
2-12. Role of the highest governance body in overseeing the management of impacts	As a PBC under Delaware Law, EA’s Board of Directors establishes the objectives to promote our public benefit, and the standards used to measure EA’s progress in reaching those objectives. EA’s Board receives a report from the PBC Committee and other related committees to oversee the management of EA’s impacts. EA has a PBC Committee of company leadership who provide guidance and direction for enterprise CSR efforts.

DISCLOSURE	DISCLOSURE RESPONSE AND/OR LOCATION WITHIN REPORT
2-13. Delegation of responsibility for managing impacts	The PBC Committee includes senior executives who are also Board members and who provide reports from the Committee at each regular meeting of the Board. The Committee leads the development and review of EA's annual reporting, including identification of EA's material topics and climate-related risks.
2-14. Role of the highest governance body in sustainability reporting	EA's Board of Directors oversees and monitors management's release of EA's CSR reporting, including both the annual PBC Statement/CSR Report and Carbon Footprint Report. EA's CSR report covers a wide range of ESG topics in accordance with GRI, IFIRS, and CDP.
2-15. Conflicts of interest	Conflicts of interest (COI) are mitigated at multiple levels of the organization ranging from Operations (project, profit center and business unit level) and Corporate engaging EA's General Counsel via numerous established committees including Risk, Quality, PBC, etc. Executive leadership meets regularly to review potential COIs as part of the standing Risk Committee agenda. Topics requiring further deliberation of coordination are escalated to the Board, as needed.
2-16. Communication of critical concerns	The Board's standing Risk-related agenda items, as well as reports from the Audit Committee, result in the communication of any critical concerns.
2-17. Collective knowledge of the highest governance body	As a PBC, the highest governance body involvement occurs at the executive level. EA's Executive Vice President and Chief Operating Officer works directly with EA's Senior Vice President and Director, CSR to maintain state of the industry knowledge on CSR initiatives. Members of EA's dedicated PBC Committee oversee and engage EA's work groups; participate in industry organizations; review and distribute educational material; and coordinate with subject matter experts to maintain an up-to-date understanding of key issues related to sustainable development as they pertain to EA's operations.
2-18. Evaluation of the performance of the highest governance body	<i>OMITTED, Confidentiality Constraints:</i> EA does not publicly disclose the performance evaluation process applicable to members of our Board and its committees.
2-19. Remuneration policies	<i>OMITTED, Confidentiality Constraints:</i> As a privately held company, EA's compensation policies are proprietary and confidential.
2-20. Process to determine remuneration	<i>OMITTED, Confidentiality Constraints:</i> As a privately held company, EA's compensation policies are proprietary and confidential.
2-21. Annual total compensation ratio	<i>OMITTED, Confidentiality Constraints:</i> As a privately held company, EA's compensation policies are proprietary and confidential.
STRATEGY, POLICY, AND PRACTICES	
2-22. Statement on sustainable development strategy	<p>EA's PBC Charter declares EA's focus on impact minimization within its own operations, as well as a focus on restoration and improvement of environmental quality in our services and communities and client services. EA maintains a number of internal climate-related and sustainability workgroups tasked with evaluating adoption of sustainable practices, such as energy efficiency, renewable energy utilization, waste reduction, and sustainable transportation.</p> <p>EA's PBC Committee meets no less than quarterly to review CSR targets including volunteerism, professional engagement, etc. and quarterly reporting on progress is provided to the Board for review.</p>

DISCLOSURE	DISCLOSURE RESPONSE AND/OR LOCATION WITHIN REPORT
2-23. Policy commitments	The PBC Committee is currently evaluating Science-Based Target initiative (SBTi) considerations applicable to EA's operations as well as participation in The Climate Pledge and is working with the Supply Chain Work Group to develop a Sustainable Procurement Policy and implement processes for improved supply chain evaluation.
2-24. Embedding policy commitments	EA's PBC Committee and existing governance structure promote embedding of policy commitment at all levels of the organization. EA's Purpose Realization Pyramid (page iv) encourages attainment of EA's altruistic CSR goals when our quality, service, and growth goals are achieved.
2-25. Processes to remediate negative impacts	EA's established governance and management systems define processes to identify, track, remedy and avoid negative impacts where possible. Systems are based on leading approaches (e.g., ISO standards) and emphasize proactive avoidance and responsive corrective action. EA's Quality Management System framework promotes a culture of plan-do-check-review.
2-26. Mechanisms for seeking advice and raising concerns	Mechanisms for review and concerns are at all levels including Board of Directors review and feedback through employee (stakeholder) feedback. Internal channels include Gallup and other directed surveys, performance reviews and check-ins; external channels include industry and advocacy organizations, external audits and reviews, and industry benchmarking.
2-27. Compliance with laws and regulations	Environmental Compliance (page 18)
2-28. Membership associations	Industry Innovation & Thought Leadership (page 30)
STAKEHOLDER ENGAGEMENT	
2-29. Approach to stakeholder engagement	Stakeholders are identified through EA's materiality approach detailed in Material Aspects (page 8). Stakeholder engagement occurs through various channels including direct interaction/ discussion, benchmarking from industry and sector organizations, client questionnaires and feedback, and published research. Additionally, EA's Chief Operating Officer and another management members, conduct quarterly, company-wide "All-Hands" presentations for EA's employee-stakeholders. These meetings provide updates on both financial (e.g., revenue, new awards, strategic growth, etc.) and social responsibility (e.g., volunteerism, employee recognition, etc.) topics.
2-30. Collective bargaining agreements	None of EA's workforce is represented by a union or associated collective bargaining agreement.

GRI Universal Standards | Material Topics Disclosures

DISCLOSURE	DISCLOSURE RESPONSE AND/OR LOCATION WITHIN REPORT
3-1. Process to determine material topics	In February 2017, EA completed its first formal Materiality Analysis with more than 20 participants representing all of EA's operating units and corporate departments. Stakeholders who have informed the process of determining EA's material topics include a subset of EA's management-level personnel; a selection of clients from private industry and municipal governments (via interviews between EA Program/Project Managers and client contacts), and federal agencies (via review of comments provided as part of EA's Contractor Performance Assessment System [CPARS] Ratings); and industry publications related to ESG trends in the U.S. and globally, with respect to how they may impact U.S. operations in the future.
3-2. List of material topics	Material Aspects (page 8): Review of material aspects in 2022 did not result in the addition of new disclosures or material changes to existing disclosures. With a formal reassessment planned for 2023, EA anticipates changes at that time.
3-3. Management of material topics	Using the 2017 Materiality Analysis as our baseline, EA reviews and updates based on industry needs annually through an informal review that includes evaluating client feedback provided throughout the year, changes in EA's operations and governance (e.g., launch of a DEI initiative or new strategic initiatives), and continuous review of evolving and emerging topics of concern (e.g., increased cybersecurity requirements, elevated importance of emissions reporting, etc.). Biennially, EA completes a formal materiality reassessment that includes a complete, detailed review of existing material aspects as well as aspects that are emerging in importance or should be evaluated for potential addition. This reassessment follows a standard material review process including client interviews, detailed benchmarking of industry trends, and management reviews.
ECONOMIC PERFORMANCE	
3-3. Management of material topics	EA provides professional services including environmental, engineering, compliance, natural resources, and infrastructure support as well as maintains three analytical laboratories (ecotoxicology, wastewater treatment, and aquatic biology). EA's value chain is discussed in our <a href="#">2022 Carbon Footprint Report</a> .
201-1. Direct economic value generated and distributed	Economic Performance is material to EA as a 100% employee-owned company in that the company's economic stability has a direct impact on all employees.
2-8. Workers who are not employees	Who We Are and What We Do (page 1)  Workforce Demographics & Turnover (page 20)
ANTI-CORRUPTION & ANTI-COMPETITIVE BEHAVIOR	
3-3. Management of material topics	As a U.S. federal government contractor, anti-corruption and anti-competitive behavior is managed as part of our legal adherence to Federal Acquisition Regulations, in-place Risk Management programs, and our Code of Business Ethics. Employees must review and complete ethics training annually.
205-3. Confirmed incidents of corruption and actions taken	EA had no incidents of corruption in 2022.
206-1. Legal actions for anti-competitive behavior, anti-trust, or monopoly practices	EA had no anti-competitive behavior, anti-trust, or monopoly violations in 2022.

DISCLOSURE	DISCLOSURE RESPONSE AND/OR LOCATION WITHIN REPORT
MATERIALS, ENERGY, AND WATER & EFFLUENTS	
3-3. Management of material topics	EA considers materials, energy, and water & effluents material given their impacts to EA's carbon footprint, as well as the footprint of our client's. Materiality for these topics extends from in-office operations for EA's commercial office network into execution of individual projects in the field where EA will work with project teams to implement greener alternatives when available and approved by clients. Internally, EA applies Sustainable Business Practices and general best management practices to limit consumption of paper, improve energy utilization, and limit excess water use.
301-1. Material used by weight/volume	Solid waste diversion and recycling rates are incorporated into EA's annual Carbon Footprint Report.
301-2. Recycled input materials used	Solid waste diversion and recycling rates are incorporated into EA's annual Carbon Footprint Report.
302-1. Energy consumption within the organization	Energy consumption is evaluated as part of EA's annual Carbon Footprint Report. EA utilizes actual utility data for EA's corporate headquarters location (Hunt Valley, Maryland) as well as office-specific utility data from several other EA commercial offices. Where office-specific data are not available, data are extrapolated using the headquarters-based data set and regional emissions factors.
302-4. Reduction of energy consumption	EA continually looks for opportunities to reduce energy consumption within its offices through increased use of natural light considerations during build-out, replacing high-energy lighting with LED lighting, and negotiating with property managers to right-size office space as leases come up for renewal.
303-5. Water consumption	Water consumption data are incorporated into EA's annual Carbon Footprint Report. The largest percentage of EA's water consumption is associated with our in-house ecotoxicology and wastewater treatment laboratories.
EMISSIONS	
3-3. Management of material topics	EA has been actively monitoring, reporting on, and working to improve company-wide emissions for nearly 15 years including publication of our annual Carbon Footprint Report which is publicly available; the report is developed and published by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI).
305-1. Direct (Scope 1) GHG emissions	EA's Carbon Footprint Report covers Scopes 1, 2, and 3 emissions, including a total Scope 3 emissions evaluation for EA's supply chain.
305-2. Energy indirect (Scope 2) GHG emissions	EA's Carbon Footprint Report covers Scopes 1, 2, and 3 emissions, including a total Scope 3 emissions evaluation for EA's supply chain.

DISCLOSURE	DISCLOSURE RESPONSE AND/OR LOCATION WITHIN REPORT
305-3. Other indirect (Scope 3) GHG emissions	EA's Carbon Footprint Report covers Scopes 1, 2, and 3 emissions, including a total Scope 3 emissions evaluation for EA's supply chain. EA's 2022 Carbon Footprint Report incorporates improved analysis of the Scope 3 Purchased Goods & Services category, EA's largest emissions source, which includes emissions associated with our subcontracted partners and direct project work.
305-5. Reduction of GHG emissions	EA takes an operations first reduction stance for GHG emissions. The company focuses on year-over-year emissions reductions through operational changes (e.g., waste reduction, offset purchases, etc.). EA's Carbon Footprint Work Group is in the process of establishing a Science-Based Target Initiatives (SBTi) program for emissions reductions at EA.
WASTE	
3-3. Management of material topics	EA considers waste material to EA operations as part of EA's overall carbon footprint, as well as the footprint of our clients. Waste reduction considerations include both in-office operations and field operations during direct project work.
306-1. Waste generation and significant waste-related impacts	EA applies Sustainable Business Practices and general best management practices to limit consumption of single-use materials, maximize recycling and solid waste, promote reuse, and generally improve solid waste diversion.
306-2. Management of significant waste-related impacts	Following completion of a waste audit at EA's headquarters space, EA's True Zero Work Group implemented more frequent communications focused on separation of recycling and compost materials with the goal of increasing compost diversion and decrease recycling contamination. The work group also identified an area for improvement related to expanded polystyrene (EPS) foam waste associated with corporate IT solutions. The group identified a local EPS recycler and implemented EPS drop-offs; more than 90% of foam associated with corporate IT purchases has been recycled since identifying the local vendor.
306-3 Waste generated	Waste and waste diversion data are incorporated into EA's annual Carbon Footprint Report.
306-4 Waste diverted from disposal	Waste and waste diversion data are incorporated into EA's annual Carbon Footprint Report.
SUPPLIER ENVIRONMENTAL ASSESSMENT	
3-3. Management of material topics	Ensuring suppliers (subcontractors and vendors) share EA's environmental commitments is a material aspect as working with companies that share sustainability commitments has the potential to lessen EA's overall impacts across all topic areas. In 2022, EA established a Supply Chain Work Group that has been tasked with identifying improved processes for evaluating EA's supply chain against a variety of ESG and occupational health and safety considerations. The work group will also evaluate the benefits and costs of purchasing a subscription program (i.e., ISNet, Avetta, Veriforce, EcoVadis) or software as a service (SaaS) to implement as an automated supplier management system.

DISCLOSURE	DISCLOSURE RESPONSE AND/OR LOCATION WITHIN REPORT
308-1. New suppliers that were screened using environmental criteria	Supply Chain and Procurement (page 22): In 2023, EA intends to implement an initial supply chain engagement activity overseen by the Supply Chain Work Group that will focus on suppliers and teaming partners that are in the Top 20–50 suppliers by total revenue volume for the last 3 calendar years as well as subcontractors that provide high risk services (e.g., munitions response support, underwater work, etc.). This engagement activity will be a combination of review of existing publicly-available material (e.g., CDP Climate Change Questionnaires, EcoVadis scorecards, carbon footprint reports/GHG analysis, and/or CSR/ sustainability reports) as well as development and distribution of a simple Microsoft Forms-based questionnaire that requests CSR, ESG, and climate-risk related information.
EMPLOYMENT	
3-3. Management of material topics	Talent management is integral to EA's ability to successfully execute work, maintain institutional knowledge, and continue to expand services, and clients want qualified staff who can address project needs. EA's desire is to maintain our status as an employer for socially conscious professionals by focusing on employee engagement, professional development, and incentive programs.
401-1. New employee hires and employee turnover	Workforce Demographics and Turnover (page 20)
OCCUPATIONAL HEALTH & SAFETY	
3-3. Management of material topics	The safety of our employees, subcontracted partners, clients, and communities will always be our priority. Refer to EA's Safety Management System (graphic, page 4) discussion for additional details.
403-1. Occupational health and safety management system	Safety Management System (graphic, page 4)
403-5. Worker training on occupational health and safety	Occupational Health & Safety Training (page 6)
403-8. Workers covered by an occupational health and safety management system	Safety Culture Consultation & Communication (page 5)
403-9. Work-related injuries	EMR and Safety Statistics for 3-Year Period (graphic, page 4)
TRAINING & EDUCATION	
3-3. Management of material topics	Training and education opportunities are inextricably linked to employee engagement and are material to maintaining EA's workforce and institutional knowledge as well as limiting voluntary turnover.

DISCLOSURE	DISCLOSURE RESPONSE AND/OR LOCATION WITHIN REPORT
404-1. Average hours of training per year per employee	Annual Employee Training (page 19)
404-3. Percentage of employees receiving regular performance and career development reviews	90% of EA’s full-time workforce received a performance evaluation in 2022.
DIVERSITY & EQUAL OPPORTUNITY	
3-3. Management of material topics	Recognizing the importance of a diverse workforce, EA established a DEI Committee responsible for advising on and advocating for DEI considerations to be thoroughly integrated within the culture and work of EA. DEI Committee members provide accountability across the company, reporting back to the Executive Leadership Team and Board about successes and shortcomings of DEI implementation across EA.
405-1. Diversity of governance bodies and employees	Governance Demographics (graphic, page 3) Workforce Demographics and Turnover (page 20)
LOCAL COMMUNITIES	
3-3. Management of material topics	EA’s impact to local communities in which we operate is managed as part of our PBC Framework. EA’s PBC Pillar II – Community Involvement was the impetus for launch of EA’s Paid Volunteer Time Program. The program encourages EA employees to volunteer in the communities in which they live and/or work through provision of benefit hours annually.
413-1. Operations with local community engagement, impact assessments, and development programs	Pillar II: Community Support (page 32)
CUSTOMER PRIVACY	
3-3. Management of material topics	Protection of data belonging to EA’s employees, clients, and other stakeholders is integral to our reputation. Cybersecurity considerations remain a material aspect for EA given continued increase in client cybersecurity requirements and sophistication of cyber-attacks targeting government consultants/contractors with the intent of leveraging those systems to access and impair critical government networks.
418-1. Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Data Privacy & Cybersecurity (page 15): EA had no substantiated complaints related to breaches of customer privacy or losses of customer data.

Conducting a wetland and rare plant survey in Virgin Islands National Park.



# APPENDIX B | SASB DISCLOSURES INDEX

ACCOUNTING METRIC	EA REPORT LOCATION
DATA SECURITY	
Description of approach to identify and address data security risks	Customer Data Privacy & Cybersecurity (page 15)
Description of policies and practices relating to collection, usage, and retention of customer information	
Number of data breaches, percentage involving customers' confidential business information or personally identifiable information, and number of customers affected	EA had no substantiated complaints concerning breaches of customer privacy or loss of customer data in 2022.
WORKFORCE DIVERSITY & ENGAGEMENT	
Percentage of gender and racial/ethnic group representation for executive management and all other employees	Governance Demographics (graphic, page 3) Workforce Demographics and Turnover (page 20)
Voluntary and involuntary turnover rate for employees	Total turnover for CY 2022 was 11.9%; voluntary turnover was 10.2%
Employee engagement as a percentage	Approximately 80% of EA's workforce responded to EA's annual Gallup Engagement Survey in 2022. Of responses received, 45% of EA's workforce identified as being engaged, 50% as not engaged, and 5% as actively disengaged.
PROFESSIONAL INTEGRITY	
Description of approach to ensuring professional integrity	Performance Benchmarks, Professional Integrity (page 18)
Total amount of monetary losses as a result of legal proceedings associated with professional integrity	EA experienced no monetary losses in 2022 related to legal proceedings associated with professional integrity violations.
ACTIVITY METRICS	
Number of employees by full-time and part-time, temporary, and contract	As of 31 December 2022, EA's FTE workforce was comprised of 569 full-time employees. EA's 2022 workforce was comprised of 7% part-time employees. Unexploded Ordnance Technicians supporting munitions-related projects on an as-needed basis are the predominant group of temporary employees at EA.
Employee hours worked; percentage billable	EA's workforce completed 1,371,201 hours in 2022. Average billability of professional and technical staff (excluding personnel in Overhead and General & Administrative departments) was approximately 58.5%.

Construction management at Ritchie Rubble Landfill in Upper Marlboro, Maryland.

