

**50**  
YEARS



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



# 2023 CORPORATE SOCIAL RESPONSIBILITY REPORT AND PUBLIC BENEFIT STATEMENT

ISSUED DECEMBER 2024

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



# COLLABORATIVE ANALYSIS THOUGHTFULLY APPLIED

EA is a 100 percent employee-owned public benefit corporation providing 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.

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# CONNECTING WITH OUR STAKEHOLDERS: EMBRACING CORPORATE RESPONSIBILITY

As we reflect on the past year, we are excited to present our 2023 Corporate Social Responsibility (CSR) Report, celebrating a significant milestone—our 50th anniversary. This year was not only a celebration of our history, but a powerful affirmation of our commitment to sustainability and social responsibility. Our journey is fueled by our drive to make tangible improvements to both the environment and communities we serve.

Transparency has always been at the heart of our corporate philosophy. In 2023, we continued to advance this commitment through voluntary adherence to leading reporting frameworks, including the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). These standards guide us in providing clear, accountable reporting to our employee-owners, clients, and the public. Additionally, we completed our inaugural CDP Climate Change questionnaire, marking a significant step toward setting meaningful, data-driven emissions goals.

## ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

We remain resolutely aligned with the United Nations Sustainable Development Goals (UN SDGs), integrating these goals into every facet of our operations. Whether advancing clean water initiatives, promoting renewable energy projects, or supporting climate resilience, we are actively contributing to global sustainability efforts. This report outlines our ongoing projects and initiatives that support these vital objectives.

## 50 YEARS OF EXCELLENCE AND INNOVATION

Celebrating 50 years of innovation, resilience, and leadership in environmental consulting is a milestone that honors the passion and commitment of our employees, teaming partners, and suppliers. From our beginnings in a Baltimore garage to our standing as a nationally recognized consultancy, our growth has been driven by our shared mission to deliver sustainable solutions to complex environmental challenges. In 2023, we invested in nearly 47,000 hours of employee training, and directed 39 percent of our direct project spend to small and diverse business enterprises as part of our Supplier Diversity Program.

## STRATEGIC C-SUITE SUCCESSION PLANNING

Recognizing the importance of leadership in achieving our vision, 2023 was heavily focused on strategic executive management succession planning. The new members of our executive team bring fresh perspectives and deep expertise, essential for steering EA toward the next phase of sustainable growth and innovation. This leadership transition, fully implemented in early 2024, positions us for long-term success and reinforces our commitment to forward-thinking strategy.

## COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

We take immense pride in our Diversity, Equity, and Inclusion (DEI) program, which has become an extension of our servant leadership philosophy. Our DEI Committee is focused on developing initiatives not just policies—a reflection of our belief that diverse perspectives drive innovation and better outcomes for clients and communities. This hard work was recognized in 2023 by Environmental Business International with a Business Achievement Award for Diversity and Inclusion. As we look ahead, we will continue expanding these efforts, ensuring that every employee feels valued and every perspective is heard.

## LOOKING AHEAD

As we celebrate our 50th anniversary, we are more inspired than ever by the opportunities ahead. Together, we will continue to champion public benefits and other sustainable practices while investing in our employee-owners and innovative environmental engineering solutions. As we embark on the next half-century, we remain focused on living our core values of Openness, Prudence, Balance, and Challenge, empowering our people to **IMPROVE THE QUALITY OF THE ENVIRONMENT IN WHICH WE LIVE, ONE PROJECT AT A TIME®**.



*"Our 50th anniversary is more than a celebration of our past—it's a springboard for the next 50 years of innovation and impact in environmental consulting. Looking ahead, we're more committed than ever to driving meaningful change, empowering our employee-owners, and partnering with communities to build a more resilient, sustainable world—one project at a time."*

**Brian Lesinski, Executive Vice President and Director, CSR**





# 2023 AT A GLANCE

## EA'S SUSTAINABILITY LEGACY AND STRATEGY

As a 100 percent employee-owned PBC, EA prioritizes environmental, social, and governance (ESG) considerations through a robust corporate-governance structure overseen by our PBC Committee. Guided by our PBC framework, we actively pursue opportunities to create positive change through industry advancement, environmental stewardship, volunteer efforts, and philanthropic initiatives.



### PEOPLE

- Servant Leadership** focused
- 1.4 million** labor hours
- 2,220 hours** of volunteerism
- \$48,000** raised for Water For People
- Released **new Human and Labor Rights Policy** as part of internal Code of Business Ethics
- 24 new** employee certifications during the calendar year (CY)



### PLANET

- EcoVadis Top Performer** (2024 Silver, based on 2023 assessment submission)
- Annual public disclosure of comprehensive **Carbon Footprint Report** using World Resources Institute (WRI) Standards
- 31.1 metric tons of carbon dioxide equivalent** (MTCO2e) per full-time equivalent employee
- Completed inaugural **CDP Climate Change Questionnaire** disclosure



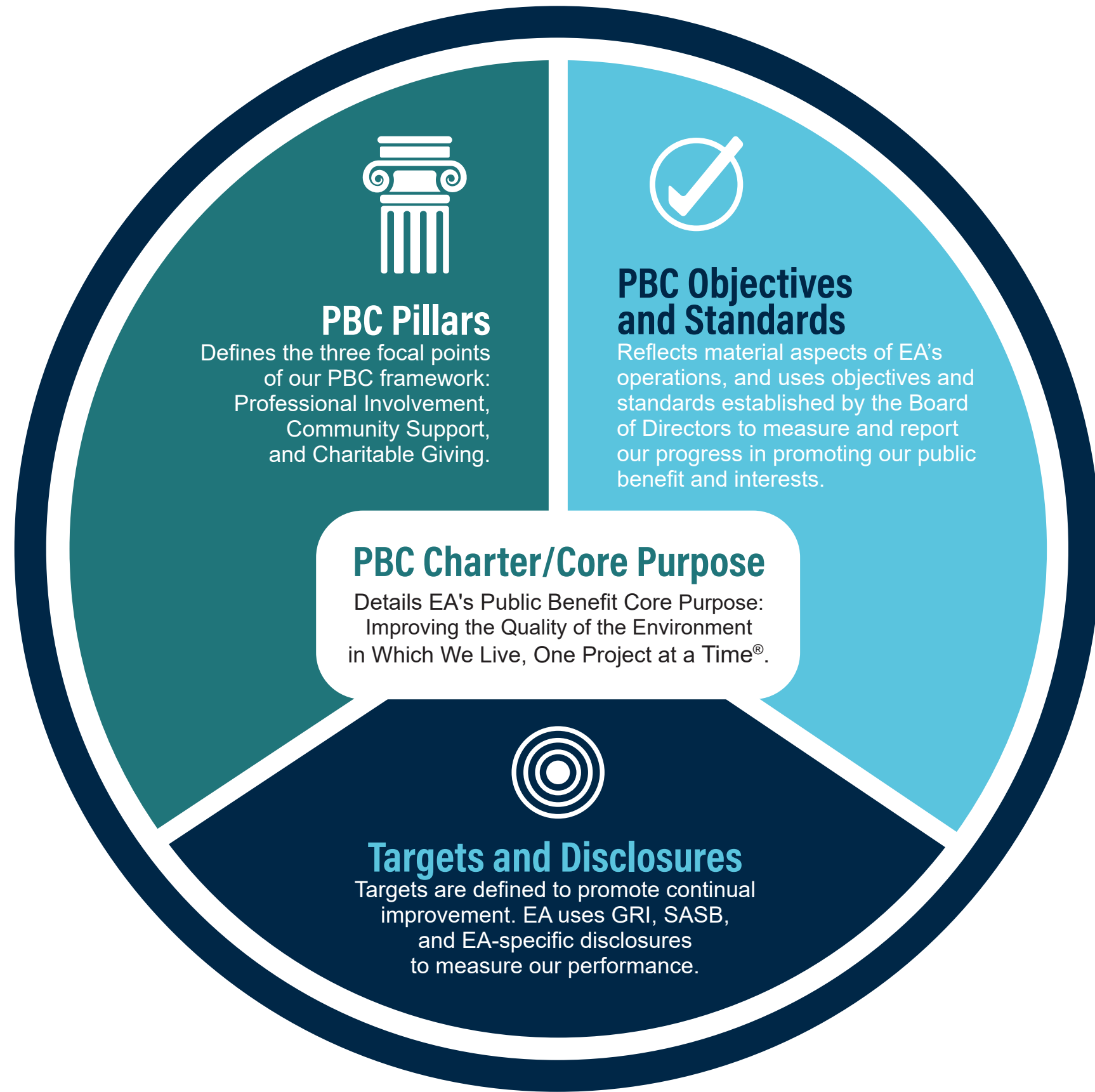
### PROFIT

- 100 percent Employee Owned, PBC** since 2014
- 13.9 percent increase** in employee-ownership (ESOP) share price valuation
- \$2 million increase** in research and development project awards, by contract value
- Achieved company profitability goal and fulfilled **2023 Performance Bonus Program**

# REPORTING FRAMEWORK

## 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 that have been adopted to support the achievement of our public benefits, and is EA's seventh integrated CSR Report/PBC Statement.



## REPORTING FRAMEWORKS

This report follows the GRI: Universal Standards,<sup>1</sup> an internationally-recognized voluntary sustainability reporting methodology. The 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 has reported in accordance with the GRI Universal Standards for the period 1 January – 31 December 2023.**

This report contains GRI disclosures, sustainability accounting standards from the 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 and Commercial Services Industry Standard.<sup>2</sup> SASB 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 percent employee-owned 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.

## SIGNIFICANT CHANGES AND RESTATEMENTS OF INFORMATION

There are no significant changes or restatements of information impacting EA's 2023 annual reporting.

<sup>1</sup> Global Reporting Initiative (GRI). 2024. GRI Standards. <https://www.globalreporting.org>  
<sup>2</sup> Sustainability Accounting Standards Board (SASB). December 2023. Professional and Commercial Services Sustainability Accounting Standard; Sustainable Industry Classification System® (SICCS®). Industry Standards, Version 2023-12. SV-PS. <https://www.sasb.org/standards>.



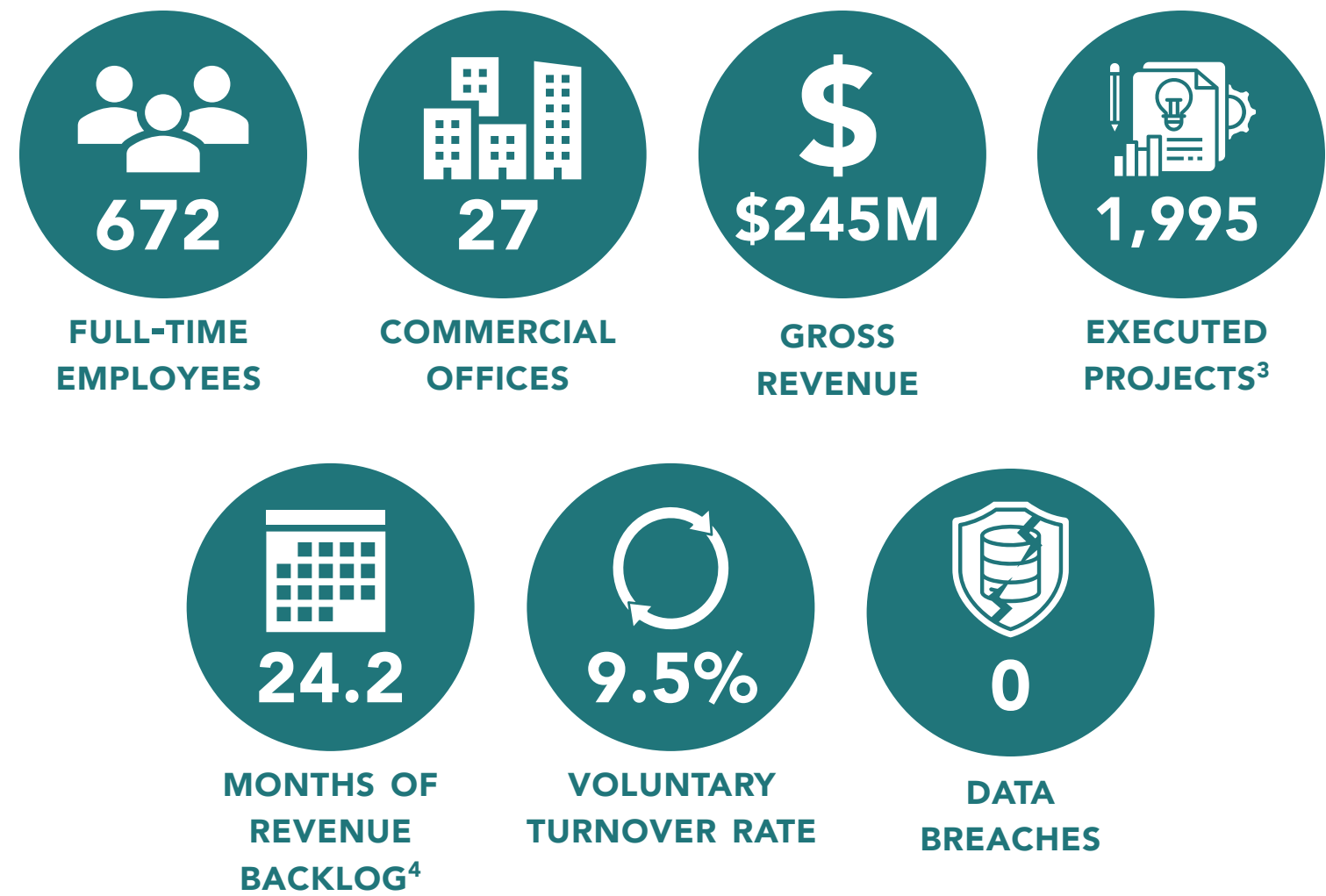


# INTRODUCTION AND GOVERNANCE

## WHO WE ARE AND WHAT WE DO

This CSR Report highlights our commitment to designing a more sustainable future with our employee-owners, clients, and the communities in which we live and work. As a 100 percent employee-owned PBC, we go beyond providing award winning environmental engineering and consulting solutions. Our PBC status obligates us to consider the environmental and social impacts of our decisions in addition to achieving our financial goals as a for-profit corporation.

This dedication to sustainability is built into our Core Purpose: **IMPROVING THE QUALITY OF THE ENVIRONMENTAL IN WHICH WE LIVE, ONE PROJECT AT A TIME®**. We collaborate with clients from government agencies and private industry to tackle environmental challenges and emerging issues to create positive impacts on society and the environment through our day-to-day business operations. Reporting on key disclosures and metrics from GRI and SASB, this report details the progress of our 2023 sustainable operations, contributing to a positive impact on the triple bottom line: *Planet, People, and Profit.*



<sup>3</sup> Based on clients with activity (i.e., costs, effort, or revenue) during reporting year.  
<sup>4</sup> Value of contractually funded awards for which work has not yet been performed.

## COMPANY PROFILE

EA is committed to providing environmental engineering, compliance, natural resources, infrastructure, and technology services that benefit the public and promote sustainability. By positioning the company at the forefront of a dynamic market shift towards a socially responsible and sustainable business model, EA's employee-ownership and benefit corporation model (established in December 2014) enhances our unique culture and mission. This approach also increases value for our employee-owners, clients, communities, and the environment.

A predominantly United States (U.S.)-based services provider, EA performs wherever our clients need us. In 2023, we supported projects across all 50 states, the District of Columbia, the U.S. territories of Guam and the Virgin Islands, as well as internationally in Canada, Mexico, and eight countries in Asia and Europe. Our personnel provide interdisciplinary expertise across regulatory, political, geographic, and technical frameworks, aligned with our well-established and integrated quality, safety, and financial management programs. We integrate engineering, science, and technology to develop innovative solutions that address environmental concerns and enhance programs across EA's primary market sectors, service lines, and strategic initiatives.

**#138** 2023 ENGINEERING NEWS-RECORD TOP 500 DESIGN FIRMS

**#31** 2023 ENVIRONMENT ANALYST TOP 100 ENVIRONMENTAL & SUSTAINABILITY CONSULTANCY FIRMS

# INTRODUCTION AND GOVERNANCE

## GOVERNANCE STRUCTURE AND 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 CSR initiatives. EA has an executive level Director of CSR who reports to EA's President and 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.

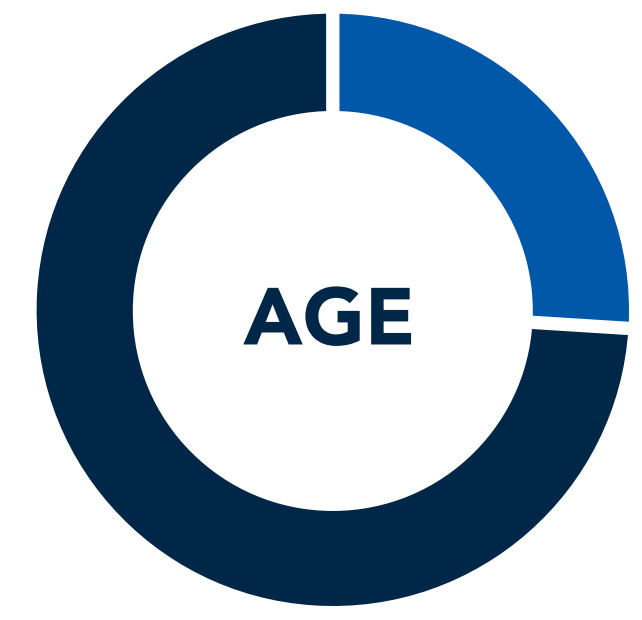
## STRATEGIC LEADERSHIP EVOLUTION: C-SUITE SUCCESSION PLANNING AND NEW ROLES FOR 2024

In 2023, EA completed its first major governance restructure in 19 years and unveiled the company's Strategic C-Suite Succession Plan. The Plan announced the appointments of a new Chief Operating Officer, Chief of Client Programs, Chief Financial Officer, Treasurer, and new General Counsel. The Plan also announced the creation of a new position—Chief Transformation Officer, a position that will focus on evolution and enhancement of internal functions, processes, and systems in support of EA's continued long-term sustainable growth. The strategy is seen as a milestone in the promotion of internal talent to critical executive management roles, underscoring a commitment to sustained excellence and continuity within EA's overall leadership. Personnel will transition into their new roles effective no later than January 2024.

[LEARN MORE](#)

As of 31 December 2023, EA's Board and corporate officers consisted of 55 individuals. EA's governance gender and racial/ethnic diversity representation demographics (illustrated on the right) are broken out by Executive Management and Non-Executive Management personnel. EA has defined Executive Management as Board members, corporate management leaders, and Executive Vice Presidents. Non-Executive Management represents all other Senior Vice Presidents and Vice Presidents. These demographics are also accounted for in EA's total workforce in *Workforce Demographics and Turnover* (page 23).

## 2023 GOVERNANCE DEMOGRAPHICS



- Under 30 – 0%
- 30-50 – 26%
- Over 50 – 74%



- Male – 71%
- Female – 29%



- Male – 69%
- Female – 29%
- Not Disclosed – 2%



- White – 86%
- Not Disclosed – 14%



- White – 91%
- Black/African American – 2%
- Not Disclosed – 7%





# COMMITMENT TO SAFETY

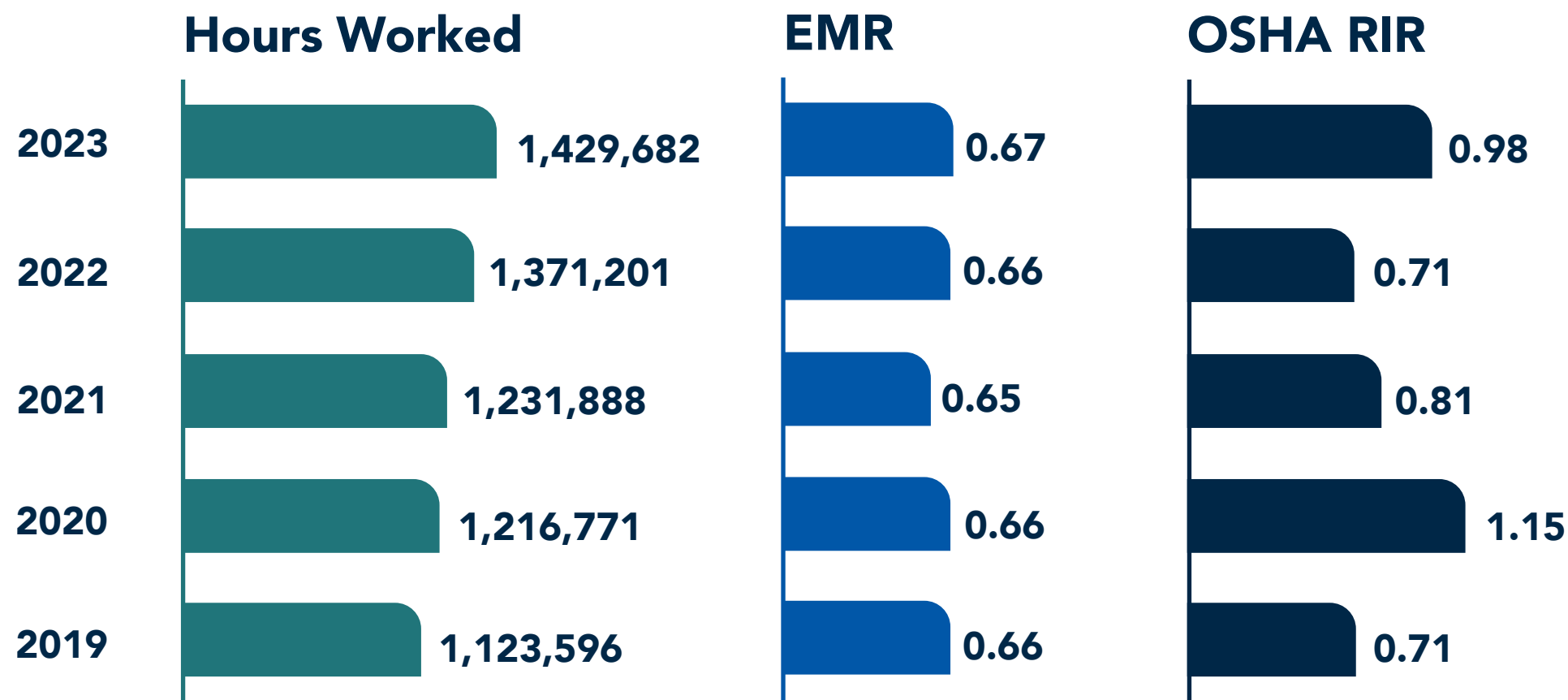
## OCCUPATIONAL HEALTH AND SAFETY

**EA's Safety Management System (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.**

Every EA employee is involved in our 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 Director, and dedicated Health and Safety Managers. Additional support is provided by EA's network of Regional Safety Coordinators and office Safety Coordinators who are responsible for disseminating general health and safety 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 health and safety at EA.

**All employees have Stop Work authority.**

EA maintains an annual Occupational Safety and Health Administration (OSHA) Recordable Incident Rate below the industry average of 1.9<sup>5</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. A summary of the company's safety statistics for the past 5 years is provided below.



<sup>5</sup> Based on 2022 data available on OSHA Recordable Incident Rate from the Bureau of Labor Statistics.

# COMMITMENT TO SAFETY

## SAFETY CULTURE CONSULTATION AND 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 Health and Safety Director is an officer of EA and reports directly to EA's President and Chief Executive Officer and oversees our SMS and associated OSHA programs and reporting requirements, including medical monitoring and training; incident reports; review of work plans for health and safety impacts; and implementation of Health and Safety Plans for specific programs, contracts, and projects.

Hazard identification and risk assessments for project safety begin during the proposal development phase with safety 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 Health and Safety Plans.

## ENHANCED SAFETY AND SURVEILLANCE: IMPROVING INCIDENT REPORTING

An overhaul of EA's intranet site (*Inside EA*) in 2023 included the addition of a Near Miss application within the intranet environment. The application—which is also accessible from the field via QR codes affixed to EA equipment—enables faster, partially automated reporting of near misses to increase tracking, speed reviews by safety personnel, and improve general analysis of trends.

At EA, incident and near miss lessons learned are shared during quarterly Program Management meetings for individual contracts and monthly safety meetings led by EA's Health and Safety Director, as well as through news posts shared company-wide through *Inside EA*. At the end of each CY, EA's Corporate Health and Safety 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.

## OCCUPATIONAL HEALTH AND SAFETY TRAINING

EA personnel completed more than 5,895 hours of health and safety training in 2023 to acquire needed skills and information, earn and maintain safety credentials, and meet project and client-specific safety requirements. Additionally, Cardiopulmonary Resuscitation (CPR)/First Aid and Bloodborne Pathogens training is available to all EA employees.



# 16.7 HOURS

**Number of health and safety training hours completed by EA's field and safety employees,\* on average, in 2023.**

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



# FRAMEWORKS AND STANDARDS

## PBC FRAMEWORK AND CSR PROGRAM

EA is a Delaware PBC, a class of corporation designed to enable for-profit corporations to produce tangible public benefits while operating in a responsible and sustainable manner. PBCs follow a social enterprise model that strives to balance the 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. EA's PBC Framework and associated CSR Program establishes 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 percent 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 PBC 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."**

# FRAMEWORKS AND STANDARDS

## PBC REPORTING AND OVERVIEW OF STANDARDS

EA routinely monitors material aspects through our PBC/CSR governance structure and reporting processes to annually update our Materiality Matrix. This annual review enables continuous improvement through materiality monitoring to identify emerging trends with potential to impact internal operations or external stakeholders.

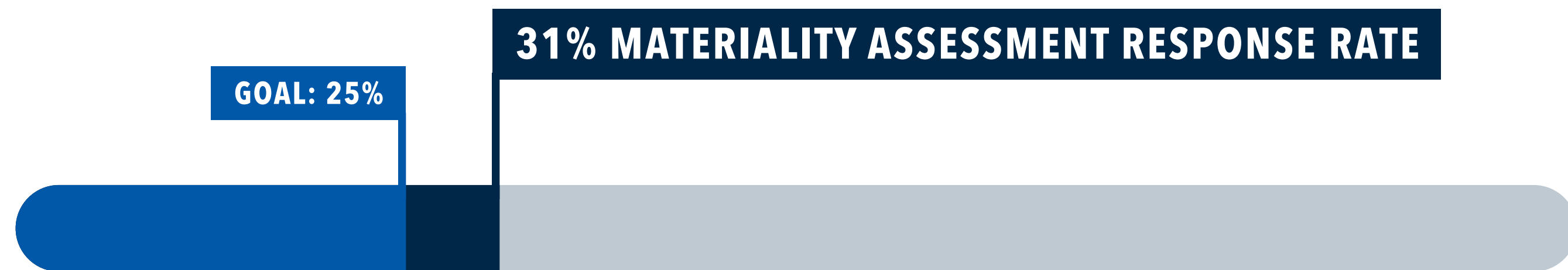


## 2023 MATERIALITY ASSESSMENT UPDATE

EA's first Materiality Assessment was completed in 2017 using benchmarked industry input (e.g., client performance ratings, client sustainability reports, industry organization trend analysis) and input from a cross-section of employees representing each of EA's operating units and corporate departments. Since that first assessment, EA has completed annual reviews of our materiality aspects to evaluate the need to update rankings based on client inputs, industry trends, and global factors (e.g., elevated cybersecurity concerns, supply chain resilience).

In 2023, EA completed a thorough update of our Materiality Assessment. As part of the 2023 update, to more equitably collect input for a broader range of employees, EA opened the Materiality Assessment review to all employees through a company-wide survey. The survey requested feedback on material aspects as streamlined into four categories: Environmental, Economic, Social, and Governance. Employees offered ranked feedback on each series of aspects based on the perceived order of importance to them as employee-owners and to other stakeholders with whom they interact (i.e., clients, teaming partners, subcontractors/vendors, and communities).

The resulting updated Materiality Matrix is presented on the following page.



This year marked EA's initial effort to gather materiality input from all employees. Moving forward, EA is dedicated to continuous improvement and will look to increase response rates by enhancing employee engagement prior to beginning future materiality assessment review activities.

### ADDITIONS TO 2023 MATERIALITY ASSESSMENT INFORMED BY COMPANY-WIDE EMPLOYEE INPUT INCLUDED:



**CLIMATE CHANGE AND RESILIENCY**



**POLICY COMMITMENTS**



**PROCUREMENT PRACTICES**

# MATERIALITY MATRIX

## MATERIAL TOPICS AND CATEGORIES

### CARBON FOOTPRINT/EMISSIONS

- Emissions (All Scopes)
- Energy
- Water and Effluents
- Waste (Generation and Management)

### ECONOMIC PERFORMANCE

- Employee-Ownership Engagement
- PBC and ESOP Advocacy

### PROFESSIONAL INVOLVEMENT

- Emerging Regulations and Service Line Relevance
- Technical Expertise, Innovation, and Thought Leadership
- Brand Reputation, Market Presence, and Client Satisfaction

### HUMAN CAPITAL

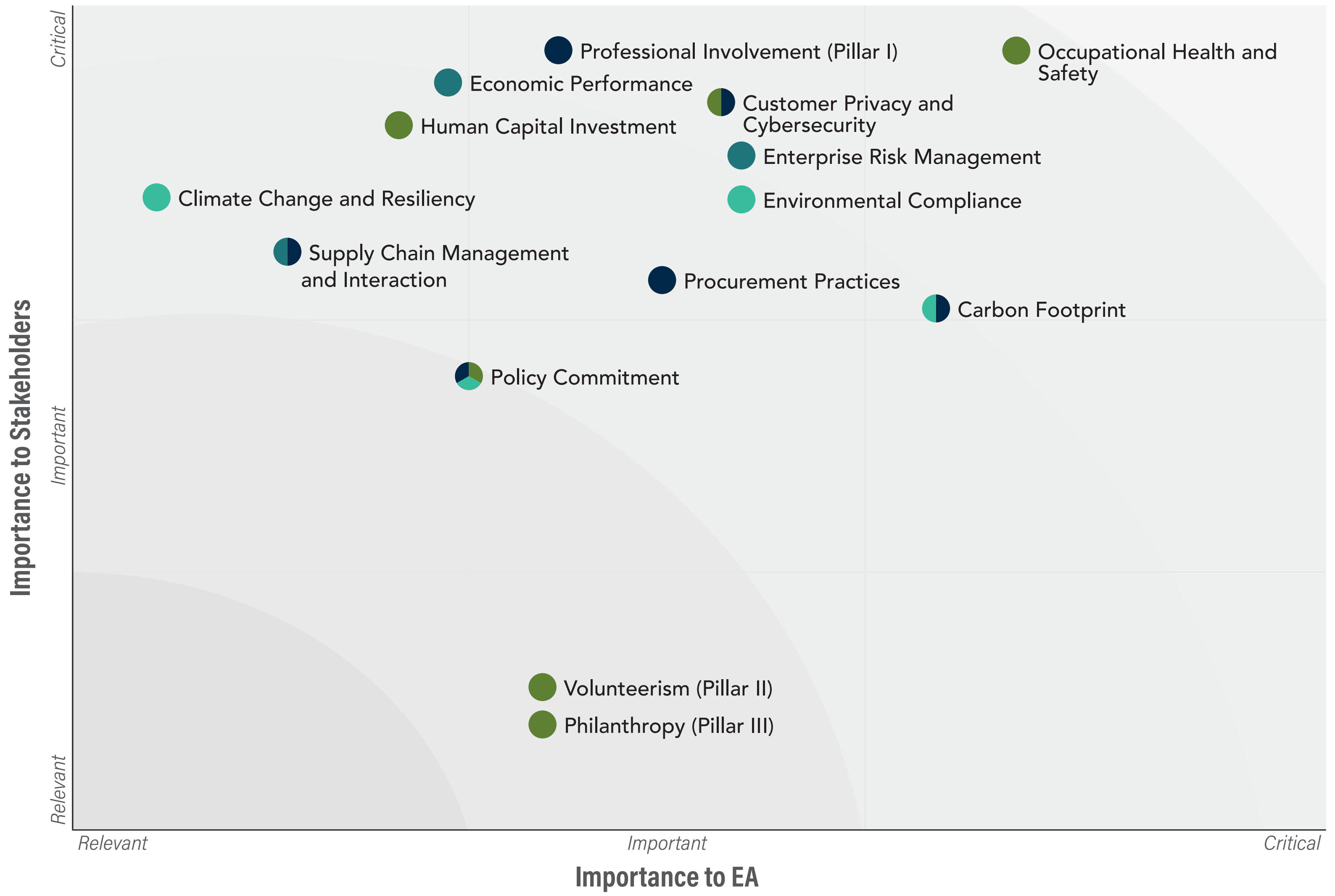
- Employment, Talent Acquisition, and Retention
- Training and Education (Professional Development)
- DEI and Equal Opportunity
- Demographics
- Human and Labor Rights

### ENTERPRISE RISK MANAGEMENT

- Anti-Corruption
- Anti-Competitive Behavior and Business Ethics

### POLICY COMMITMENTS

- CEO DEI Action Pledge
- United Nations Sustainable Development Goals
- TRUE Zero Waste
- Environmental Justice
- Human and Labor Rights
- Science Based Targets (Emissions Reductions)



### DISCLOSURE TOPIC CATEGORY KEY

- ENVIRONMENTAL
- ECONOMIC
- SOCIAL
- GOVERNANCE

# SDG ALIGNMENT

## SUSTAINABLE DEVELOPMENT GOALS

Since 2016, EA has proactively aligned our ESG objectives with select UN SDGs outlined in Agenda 2030<sup>6</sup>. The UN SDGs serve as a comprehensive framework for addressing global human health, environmental degradation, social equity, and economic development challenges. EA recognizes the importance of these benchmarks in guiding our efforts towards responsible business practices, and we have strategically focused our efforts on the six SDGs where our supply chain management and day-to-day operations have the most meaningful impact.

Many of our ongoing objectives and targets directly contribute to the achievement of specific SDG targets. For example, we actively support SDG 6 (Clean Water and Sanitation) through annual financial commitments to Water For People—expanding access to clean water and sanitation in underserved communities. Additionally, our advocacy for our employee ownership organization aligns with SDG 8 (Decent Work and Economic Growth)—promoting inclusive economic practices and employee empowerment.

EA is committed to minimizing our environmental footprint across our operations. Our efforts include robust solid waste diversion programs (SDG 12 - Responsible Consumption and Production), operational emissions reductions initiatives, and investments in carbon offset projects (SDG 13 - Climate Action). Furthermore, we prioritize sustainable remediation practices to protect and restore ecosystems, contributing to SDGs 14 and 15 (Life Below Water and Life on Land) as well as the public benefits outlined in our PBC Company Charter.

As part of our commitment to continual improvement, we are actively exploring opportunities to further align our operations with additional SDGs. We understand the importance of purposefully integrating sustainability principles into our business practices and remain dedicated to advancing the global agenda outlined in Agenda 2030.

<sup>6</sup> United Nations. 2015. Sustainable Development Goals and the 2030 Agenda for Sustainable Development. <https://sdgs.un.org/goals>.



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

**EA supports the SDGs**



## SUSTAINABLE DEVELOPMENT GOALS

### Professional Development

**6** CLEAN WATER AND SANITATION

**8** DECENT WORK AND ECONOMIC GROWTH

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION

**14** LIFE BELOW WATER

**15** LIFE ON LAND

### Charitable Giving

### Community Support



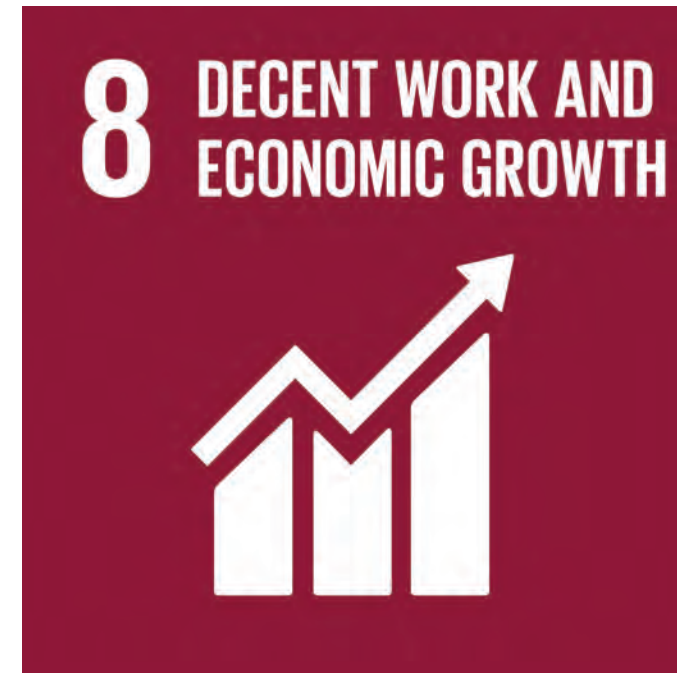
**SDG 6 - CLEAN WATER AND SANITATION**

**Target 6.1:** By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

**Target 6.3:** By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

**EA Impact:** Since 2016, EA has partnered with **Water For People** as the beneficiary of our Corporate Workplace Giving Program (*Pillar III: Charitable Giving*, page 36). Totalling more than \$586,000 to date, EA's financial commitments to Water For People provide support funding towards sustainable water infrastructure projects in underserved communities around the world. These projects provide access to clean and safe drinking water, improve public health, enhance quality of life, and promote social equity while addressing the global water crisis.

Additionally, by leveraging our technical expertise in the design of water and wastewater treatment infrastructure, EA is helping our clients improve and protect water quality across the United States. The implementation of advanced and more efficient treatment technologies helps our clients avoid potential releases to waterbodies and promote sustainable water management practices. Paired with our treatability laboratory services and research programs, this comprehensive approach ensures the safe treatment of wastewater while fostering sustainable water management practices.

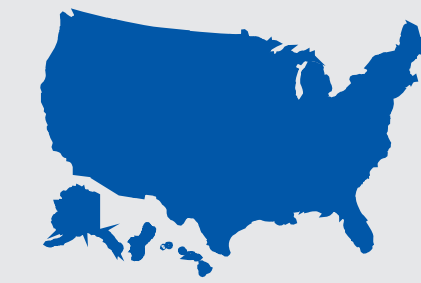


**SDG 8 - DECENT WORK AND ECONOMIC GROWTH**

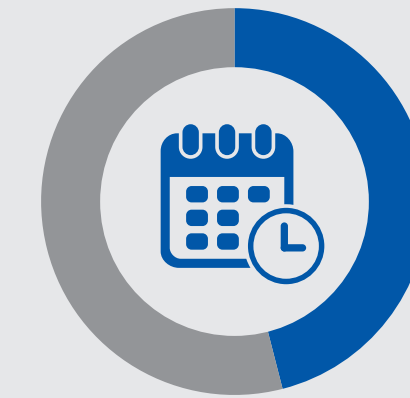
**Target 8.3:** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

**EA Impact:** As a registered PBC with a 100 percent employee-owned structure, EA's social and environmental mission is codified by our company charter and legal framework, ensuring a long-term commitment to creating decent work for our employee-owners and fostering economic growth that benefits both people and planet. Employee ownership, like that fostered by our ownership structure, is linked to improved worker retention and job security, and higher worker satisfaction—key drivers of economic growth. Additionally, the employee-owner model ensures profits are shared through stock ownership, creating a more equitable distribution of wealth and promoting long-term economic security for employee-owners. EA actively promotes the advancement of PBC and employee-owner structures within the Architecture/Engineering/Construction industry through collaboration with The ESOP Association and other small business-focused industry organizations (e.g., Small Environmental Business Action Coalition). These advocacy efforts aim to elevate small businesses while creating a broader shift towards for-profit businesses that prioritize both economic success and positive social impact, contributing to a more sustainable and equitable future for the sector.

**IMPACTS OF EMPLOYEE-OWNERSHIP**



**10.6K**  
EMPLOYEE-OWNERS  
IN THE UNITED STATES



**46%**  
LONGER TENURE THAN  
TRADITIONAL OWNERSHIP



**10%**  
OF EMPLOYEE-OWNERS  
REPORTED HIGHER  
JOB SATISFACTION,  
SUPPORTING LOWER  
VOLUNTARY TURNOVER

Source: The ESOP Association  
(<https://www.esopassociation.org/advocacy>)



**SDG 12 - RESPONSIBLE CONSUMPTION AND PRODUCTION**

**Target 13.1:** By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.

**EA Impact:** EA is committed to SDG 12 through both our internal waste management practices and the services we offer to clients. We have adopted comprehensive waste reduction strategies across our operations, emphasizing the prevention, reduction, recycling, and reuse of materials. Each EA office participates in local recycling programs, and several have implemented additional waste diversion initiatives such as composting and recycling for hard-to-process items like batteries, plastic bags and overwrap, expanded polystyrene (EPS) foam, and single-use plastic gloves. Our IT Department plays a crucial role by managing electronic waste (eWaste) recycling, safely disposing of over 2,000 pounds of eWaste annually from our Hunt Valley, Maryland office and coordinating with other offices as needed. In 2023, our Sacramento, Denver, and Seattle offices hosted eWaste recycling events, collecting more than 550 pounds of eWaste. These efforts are supported by EA's Zero Waste Working Group which is tasked with evaluating EA's solid waste diversion efforts, primarily at EA's headquarters office space, but may support other offices as new waste management ideas evolve and are implemented.

In addition to our internal practices, EA provides expert waste management engineering and design services to clients aiming to improve their recycling and composting infrastructure. Our comprehensive services include landfill siting, permitting, new cell and closure design, landfill gas compliance, food scrap composting, and recycling facility design. Over the past 5 years, we have delivered nearly \$30 million in solid waste-related services to municipal, state, and federal clients, helping them advance their waste management goals and support sustainable practices.



**SDG 13 - CLIMATE ACTION**

**Target 13.1:** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

**EA Impact:** Through climate risk assessment, infrastructure resilience planning, natural resource management, community-based adaptation, and climate impact mitigation, EA works to build climate-resilient communities, safeguard critical infrastructure, and protect natural ecosystems from adverse impacts of climate change. While Target 13.1 primarily focuses on adaptation, EA also contributes to climate change mitigation efforts through our professional environmental consulting services. By promoting energy efficiency, renewable energy deployment, greenhouse gas (GHG) emissions reduction, and sustainable land use practices, EA is helping clients mitigate climate change impacts and mitigate emissions within their portfolios.

**WELCOMING CHRIS ANDERSON, INAUGURAL DIRECTOR OF CLIMATE MITIGATION SERVICES**



In 2023, EA hired Chris Anderson, PhD to serve as the company's first Director of Climate Mitigation Services. Chris is responsible for coordinating, supporting, and driving further development of EA's nationwide climate change related portfolio of service offerings. His career spans more than 25 years and has focused on climate science, assessment, analytics, and modeling. He assists engineers, designers, natural resource managers, and city planners in selecting, translating, and using climate change projections within decision making and adaptation frameworks incorporating climate change uncertainty.

**LEARN MORE**





**SDG 14 - LIFE BELOW WATER**

**Target 14.2:** By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.

**EA Impact:** Leveraging our expertise in coastal environments, EA's Coastal Resilience service area directly focuses on providing solutions to coastal and riverine environments that address resilience and vulnerability challenges. Through our partnership with the U.S. Army Corps of Engineers' Engineer Research and Development Center (ERDC), we champion nature-based solutions that enhance coastal resilience while promoting healthy coastal ecosystems. This collaborative approach ensures that coastal and watershed development projects not only meet client and community needs, but also contribute to the long-term health and functionality of our watersheds, estuaries, and oceans.

With more than \$6.6 million in gross new awards related to coastal resilience services during the year, EA's impact towards Target 14.2 continues to expand with new work—largely for federal government clients—with project sites from North Carolina to Hawaii.



**SDG 15 - LIFE ON LAND**

**Target 15.5:** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

**EA Impact:** EA's scientists ensure stability in a dynamic regulatory environment with their extensive compliance experience. From small plot evaluations to complex linear projects, EA personnel use their expertise and leading tools to offer clients integrated terrestrial services and effective solutions for challenging land use issues.

Through habitat assessment and restoration; biodiversity monitoring and management; environmental assessments; regulatory compliance; conservation planning; and stakeholder collaboration, EA works to safeguard natural habitats, conserve biodiversity, and protect threatened species for current and future generations.

In 2023, EA executed approximately \$30 million in services that directly support Target 15.5. We are a leading small business for federal clients requiring investigation and remediation of Superfund Sites through the United States, and assist major Department of Defense installations to responsibly address climate impacts, natural resource protection, and emerging contaminant evaluations.



*At Marine Corps Base Hawaii, EA is partnered with USACE ERDC to design and implement nature-based solutions to support saltwater pond restoration.*

[LEARN MORE](#)

# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## ENVIRONMENTAL IMPACTS OF OPERATIONS AND ACTIVITIES

EA tracks and reports performance through a combination of EA-specific, GRI, and SASB disclosures. The objectives and targets outlined in this section have been crafted to assess operational impacts and gauge progress toward fulfilling the specific public benefits outlined in our PBC Company Charter. These objectives and targets undergo annual review by EA's governance bodies to ensure alignment with our overarching ESG and sustainability goals and commitments to global frameworks such as the UN SDGs. By monitoring these metrics as part of our annual reporting, we gain valuable operational insights into the material aspects within our value chain. This process enables us to promptly identify areas warranting focus and move quickly toward performance improvement.

## CHAMPION GROWTH AND RECOGNITION OF PBC AND EMPLOYEE-OWNERSHIP STRUCTURES

As a 100 percent employee-owned PBC, EA believes in the transformative power of these structures to drive positive change in company culture, financial performance, and employee engagement, and we are committed to championing the growth and recognition of benefit corporations and employee-owned business models.

To advance this commitment, we collaborate with thought leaders and researchers who study the impacts of these business models on various aspects of organizational success. Through our involvement, we aim to contribute to a growing body of knowledge that underscores the value of servant leadership, ethical business practices, and sustainable growth. Our advocacy efforts include participating in industry conferences, contributing to academic research, and sharing our experiences and insights through publications and speaking engagements. In contributing to these conversations, we strive to elevate the visibility and credibility of benefit corporations and employee-owned businesses, highlighting their role in fostering inclusive, resilient, and high-performing workplaces.

Through these initiatives, EA not only strengthens our own practices, but also supports a broader movement towards more equitable and sustainable business models. These efforts align with the UN SDGs, particularly those focused on Decent Work and Economic Growth (Goal 8); Industry Innovation and Infrastructure (Goal 9); and Reduced Inequalities (Goal 10). We are dedicated to inspiring other organizations to explore and adopt these approaches, with the hope that we have set a precedent that encourages for-profit companies to contribute to a more vibrant and responsible business community.



### ADVOCACY FOR EMPLOYEE OWNERSHIP: PETER NEY REAPPOINTED TO CHAIR THE ESOP ASSOCIATIONS'S PUBLIC POLICY COUNCIL

In 2023, Peter Ney, EA's Executive Vice President and Treasurer, was reappointed as Chair of The ESOP Association's Public Policy Council for a second 2-year term (ending 31 December 2024). Established in 2021 by The ESOP Association's Board of Directors, the Public Policy Council is a volunteer group of dedicated employee-ownership advocates. Their mission is to shape and guide The ESOP Association's public policy initiatives and advocacy efforts. The Council works to ensure that employee-owned organizations receive strong support through favorable legislative and regulatory environments, achieved by engaging continuously and strategically with Congress and other political entities.

[LEARN MORE](#)

# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## CUSTOMER DATA PRIVACY AND CYBERSECURITY

EA's Information Technology (IT) team safeguards both our own and our clients' data and systems against malicious threats through the maintenance of a secure and robust infrastructure. To do this, EA maintains IT architecture that is fully compliant with the U.S. Department of Defense's (DoD) Cybersecurity Maturity Model Certification program, and requires all employees to complete a comprehensive series of cybersecurity awareness training modules annually.



**INDUSTRY PHISH-PRONE GOAL: 7.5%**

**BASELINE PHISH-PRONE SCORE FOR 2023: 28%**

**2023 OVERALL PHISH-PRONE SCORE: 11%**

(average of four tests completed during the year)

Baseline results against an extremely challenging phishing test conducted early in the year prior to annual cybersecurity training with the purpose of sparking increased awareness. On average, EA maintains phish-prone scores within the industry average.



# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## PERFORMANCE BENCHMARKS

**Professional Integrity** — At EA, our commitment to professional integrity, market reputation, and client satisfaction is foundational to our identity as a 100 percent employee-owned PBC. Upholding professional standards is not only essential for building client trust and loyalty, but also for maintaining our licenses to operate in the industry. Our dedication to being principled corporate citizens enhances client trust and loyalty, and helps us attract and retain top talent in the industry.

Our ethical culture is closely aligned with federal and state laws and regulations, as well as the specific needs and expectations of our clients and employee owners. The cornerstone of our commitment to professional integrity is our comprehensive Code of Business Ethics and Employee Conduct Policy. This policy serves as a guiding framework that defines the principles and expectations for all employees, helping to ensure consistent and ethical behavior across the organization.

To reinforce these standards, our Legal Department oversees an annual training program that includes certifications in Anti-Kickback and Ethics Policies, ensuring that all employees are aware of our ethical guidelines and the importance of maintaining professional integrity.

**Environmental Compliance** — As an environmental professional services firm and PBC, EA and our employees embrace a deep sense of responsibility towards our environmental impact. This commitment is also shared by our clients who rely on EA to support their sustainability and environmental stewardship goals through the application of best management practices, strict adherence to environmental laws, and the incorporation of sustainability considerations—in accordance with EA's PBC Charter—into project design.

Recognizing that all EA projects and programs have the potential to encounter environmental compliance concerns, we ensure that every project is managed in strict accordance with applicable regulations, client-specific requirements, industry standards of care, and our own Quality Management Program. To safeguard compliance, every employee is empowered with Stop Work Authority which allows them to halt project activities if environmental compliance concerns arise at any stage of execution.

By fostering a proactive culture of compliance and responsibility, we not only meet but often exceed regulatory requirements, thereby enhancing our reputation as a trusted partner in environmental stewardship.



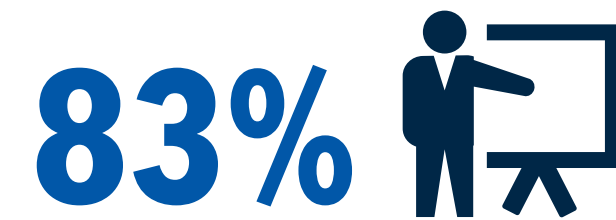
0  
Legal proceedings associated with professional integrity violations



0  
Incidents of corruption or anti-competitive behavior



0  
Fines for non-compliance with environmental laws and regulations



83%  
Employees who completed internal Business Ethics training

# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## GREENHOUSE GAS EMISSIONS TRACKING AND REDUCTION

Since 2008, EA has actively assessed the environmental impacts of our day-to-day operations through transparent and publicly accessible sustainability reporting. We have adopted a reduction first approach to managing GHG emissions, prioritizing operational footprint reductions and process improvements, complemented by the purchase of voluntary offsets and Renewable Energy Certificates from recognized third-party programs.

Our annual Carbon Footprint Report provides a comprehensive assessment and disclosure of our GHG emissions, mitigation efforts, and offset strategies. These reports are prepared in accordance with the GHG Protocol Initiative Corporate Standards,<sup>7</sup> developed and published by the WRI and the World Business Council for Sustainable Development. This widely used international accounting tool helps governments and businesses identify, quantify, and manage GHG emissions effectively.

Since 2019, we have used the U.S. Environmental Protection Agency (EPA) Center for Corporate Climate Leadership Simplified GHG Emissions Calculator<sup>8</sup> to calculate our emissions. This spreadsheet-based tool allows us to efficiently assess our GHG emissions and evaluate strategies for ongoing reduction.

**EA's 2023 gross operational carbon footprint was estimated at 22,591 MTCO<sub>2</sub>e of GHG emissions. EA offset approximately 6 percent (1,238 MTCO<sub>2</sub>e) of these emissions, resulting in net emissions from operations of 21,352 MTCO<sub>2</sub>e.**

## SUMMARY OF EA'S 2023 GROSS EMISSIONS BY SCOPE TYPE

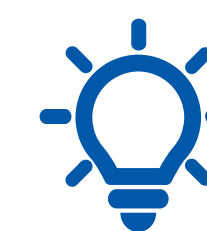


Further details related to EA's carbon footprint can be found in our **2023 Carbon Footprint Report**.



### ■ Scope 1 – 4%

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



### ■ Scope 2 – 3%

Indirect emissions arising from purchased energy and are the result of EA's company-wide energy use to heat, cool, and power commercial offices, laboratories, and warehouse spaces.



### ■ Scope 3 – 93%

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

<sup>7</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>8</sup> <https://www.epa.gov/climateleadership/center-corporate-climateleadership-simplified-ghg-emissions-calculator>

# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## TOP MTCO<sub>2</sub>e EMISSION SOURCES



**14,904**

Purchased Goods & Services

(Scope 3, Category 1)



**3,643**

Fuel & Energy-Related Activities

(Scope 3, Category 4)



**1,027**

Employee Business Travel

(Scope 3, Category 6)

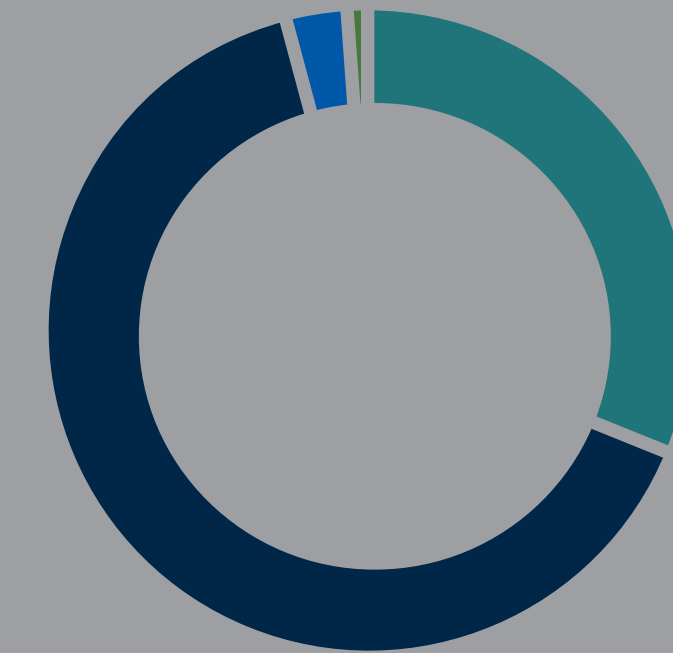
**Scope 3** — EA's Scope 3 emissions encompass the company's total value chain, from initial procurement through project close-out. While comprised of 14 individual categories, the exponentially largest contributor of emissions to EA's Carbon Footprint is associated with Category 1, Purchased Goods and Services. Category 1 includes emissions from EA's teaming partners, subcontractors, vendors, and other external contributors for which we have limited or no ability to influence through operational reductions.

The complexities of Scope 3 reporting will result in year-over-year opportunities for improvement and refinement. In 2023, EA refined our methodology for assigning NAICS code emission factors to projects by assigning an emissions factor to each project based on its primary scope of work rather than the project's service line designation in EA's finance system. This update resulted in an 8 percent net decrease in subcontractor emissions for this category compared to EA's 2022 emissions calculations. It is important to note that this is not an elimination or reduction of actual emissions—it is an improved calculation of emissions based on project specific services conducted (e.g., desktop work captured as consulting services rather than engineering services).



## SCOPE 3 SUPPLY CHAIN EMISSIONS

Categorized by NAICS codes associated with a project's primary scope of work and calculated based on approximate percent of subcontracted spend relative to EA's total gross revenue.



**31%**  
541620  
Environmental Consulting Services

**64%**  
562910  
Remediation Services

**3%**  
541330  
Engineering Services

**1%**  
541715  
Research and Development in the Physical Engineering and Life Sciences, Except Nanotechnology and Biology

# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## CSR PROGRAM AWARDS

Employee recognition is a vital component of our overall engagement program. 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.

As part of a year-long celebration of our 50th Anniversary, EA offices worked to coordinate small and large group volunteer events in the communities in which we live and work nationwide. The 2023 CSR Program Awardees dedicated time to environmental and community organizations through volunteerism and demonstrated the power of collective generosity through fundraising and charitable giving. Their dedication and passion made tangible differences in their communities.

### CSR PROGRAM AWARD FOR PROFESSIONAL INVOLVEMENT (PILLAR I)



**Vicki Pitman (Hunt Valley, Maryland)**

Recognized for her role on the Board of Directors with the Pennsylvania Council of Professional Geologists.

### CSR PROGRAM AWARD FOR COMMUNITY SUPPORT (PILLAR II)



**Jonathan Alvarez (Warwick, Rhode Island)**

For his support of local initiatives, such as coaching the Science Olympiad Team and dedication to promoting science, technology, engineering, and mathematics (STEM) education in his community.

### CSR PROGRAM AWARD FOR CHARITABLE GIVING (PILLAR III)



**Marlboro, New York**

For charitable giving in support of the Marlboro Central School District's Backpack Food Program in lieu of an office-specific 50th Anniversary celebration.

### CSR PROGRAM AWARD FOR GROUP OR OFFICE ACTIVITIES



**Lincoln and Omaha, Nebraska**

Demonstration of their continued unwavering commitment to making a positive impact through volunteerism, STEM mentorship, donation of professional services, and charitable giving embracing all three pillars of EA's CSR Program. This was the Nebraska offices' third CSR Program Award since 2016.

### DEI CHAMPION AWARD



**Sarah Babcock (Denver, Colorado)**

For exemplary leadership and dedication as the driving force behind EA's DEI Program.



# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## PROFESSIONAL DEVELOPMENT AND EMPLOYEE TRAINING

At EA, professional development is a vital investment in our employee-owners, promoting their personal and professional growth, overall engagement, and long-term retention. Eligible employees receive tuition reimbursement for classroom and online continuing education programs, including advanced degrees. We also offer 100 percent reimbursement for external training programs required to achieve and maintain professional licensure or certification for full-time employees.

Investing in professional development not only enhances our employees' skills and knowledge, but also strengthens EA's contributions to the industry, a critical aspect of PBC Pillar I (Professional Involvement). Continuous training ensures that our workforce stays up to date on revised and emerging industry standards and regulations, empowers employees to pursue professional licensure, and fosters the development and enhancement of subject matter expertise.

In addition to external industry training, EA provides in-house training covering a variety of technical, supervisory, and management topics, including occupational health and safety; business ethics; project management; project cost and schedule development and analysis; and client communications. Our in-house training initiatives are carefully curated to foster leadership capabilities and align with our commitment to both employee and company growth.



**46,991**

Total number of professional development hours recorded by EA workforce in 2023.

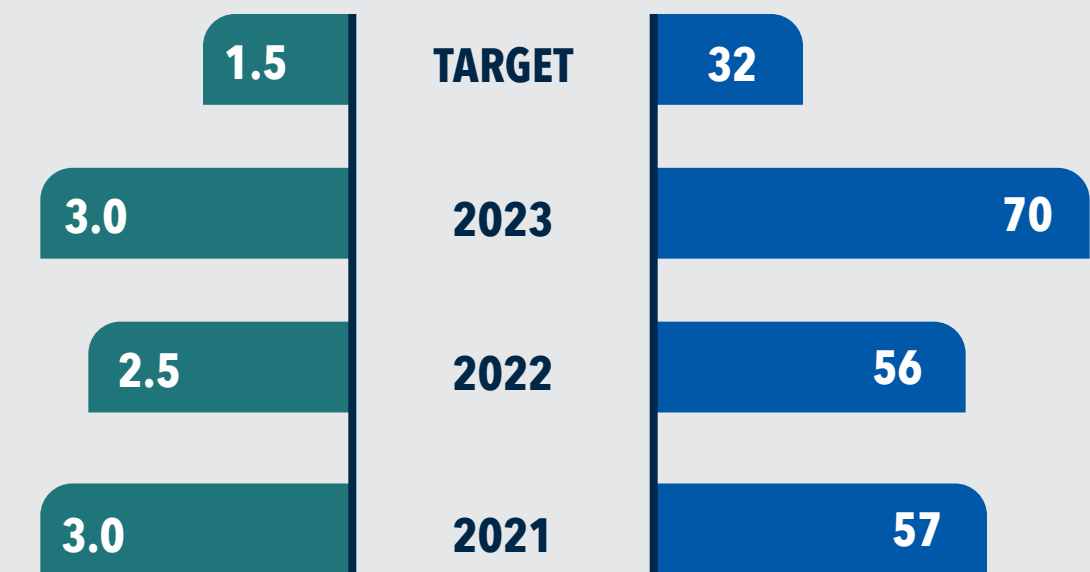
**\$448K**

Non-labor continuing education expenses invested in the education of EA employees in 2023. Includes tuition reimbursement and non-labor professional development expenses (e.g., certification exam fees).



# ANNUAL EMPLOYEE TRAINING TRENDS

EA continued its growth trend for professional development use expressed as a percentage of labor cost per employee. 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.



### PERCENTAGE

Training as percentage of total cost of employee labor

### HOURS PER EMPLOYEE

Note: In 2023, the increase in hours used by employees compared to 2022 was largely related to additional internal training required for the majority of the workforce as EA built out and implemented a new enterprise resource planning system.

Compared to publicly available benchmark data for the architecture, engineering, and environmental industry, as well as research from **Zweig Group** (a leading research and advisory resource for architecture and engineering and environmental consulting firms) and **Deltek, Inc.** (a global resources and software solutions provider conducting comprehensive marketing research), EA is consistently above industry reported investment (as measured by percentage of employee compensation related to training). Additionally, 2023's **The Industry Report** (the training industry's leading source of data on training costs, programs, and staffing) found that U.S. small companies (100 - 999 employees) responding to their annual survey conducted 59 hours of training per employee for the year (compared to EA's 70 hours of training per employee).



# PUBLIC BENEFITS AND REPORTING DISCLOSURES

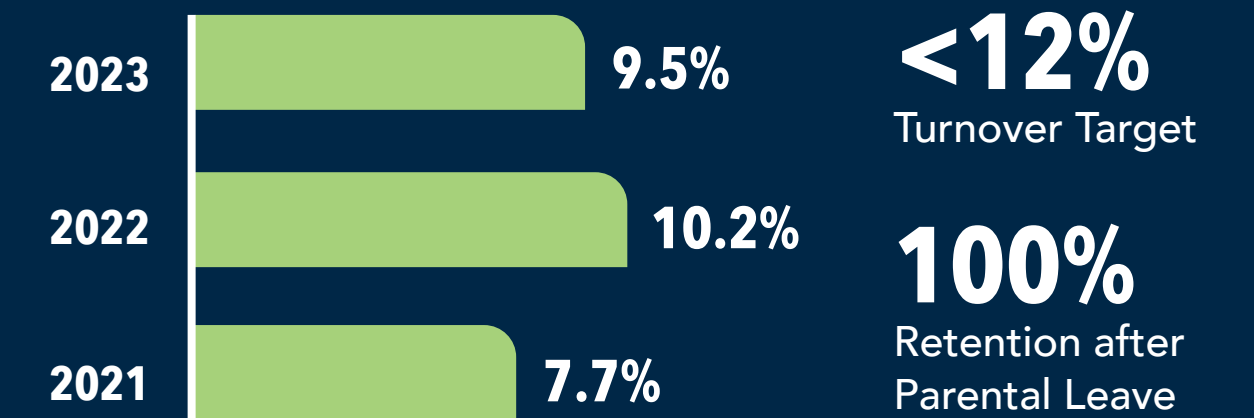
## WORKFORCE DEMOGRAPHICS AND TURNOVER

EA maintains commercial offices across the continental United States, as well as in Alaska, Hawaii, and Guam, with a significant portion of our workforce located in the mid-Atlantic and Northeastern regions. Since 2022, approximately 31 percent of EA's total workforce has transitioned to hybrid or work-from-home status.

EA's voluntary turnover rate remained below our 12 percent target, decreasing to 9.5 percent and continuing to remain below the industry average for both large firms (more than 250 employees) and engineering firms.<sup>9</sup> This underscores our ongoing commitment to retaining top talent and maintaining a stable workforce.

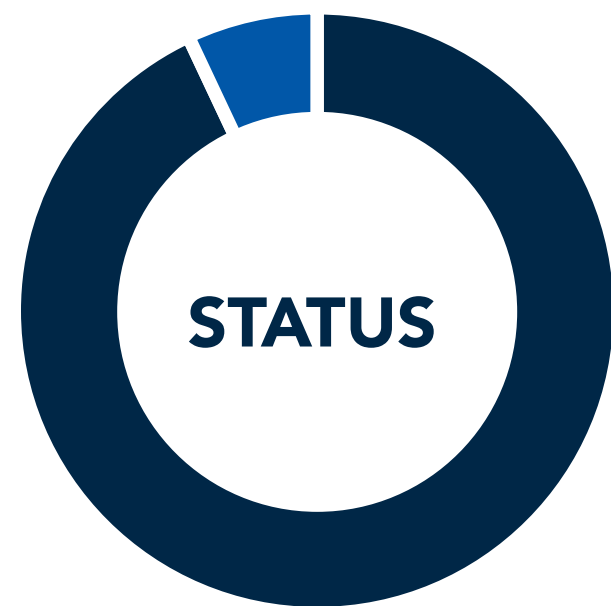
EA's demographics data are based on Equal Employment Opportunity information voluntarily reported through EA's payroll system provider. There were no significant changes in workforce demographics in 2023.

## VOLUNTARY TURNOVER TRENDS

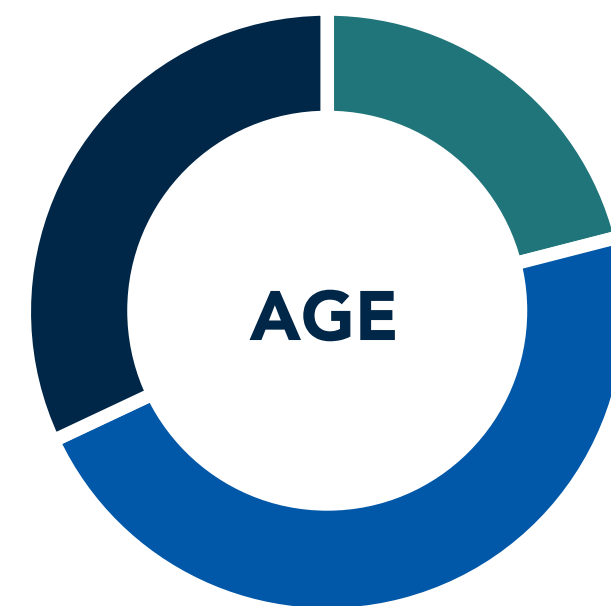


Numbers have been rounded, totals may not sum exactly to 100%.

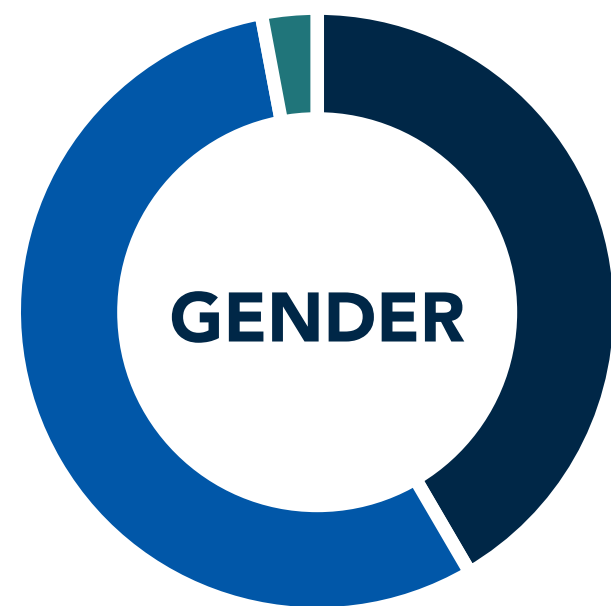
### 2023 TOTAL WORKFORCE DEMOGRAPHICS



- Full Time – 93.2%
- Part Time – 6.8%



- Under 30 – 20.6%
- 30-50 – 47.4%
- Over 50 – 32%



- Female – 41.7%
- Male – 55.6%
- Not Disclosed – 2.7%



- White – 79.5%
- Black/African American – 2.5%
- Asian – 2.5%
- Hispanic/Latino – 4.7%
- Other (Native American or Alaska Native, Native Hawaiian or Pacific Islander, and Two or More Races) – 3.8%
- Not Disclosed – 7%

<sup>9</sup> Deltek@ Clarity. 2023. 44th Annual Comprehensive Architecture & Engineering Industry Study.



**100%** of EA's 2023 workforce took advantage of professional development offerings



**0%** of EA's workforce is represented by a union or associated collective bargaining agreement



**106** total new hires during the calendar year

# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## DIVERSITY, EQUITY, AND INCLUSION

With the sustained growth of EA's workforce, it is vital that we continue to ensure every employee is valued, respected, safe, and has a sense of belonging. Since it was established 5 years ago, our DEI Committee has made significant strides in advancing our DEI program and furthering our commitment to fostering an inclusive workplace. In 2023, these achievements were reflected in the successful implementation of several key initiatives that align with our DEI goals.

**Expand Company-Led Training** — To enhance our internal training offerings, we transitioned to a learning platform that features a DEI Committee member with an artificial intelligence co-presenter. A major highlight was the launch of a "Cultivating Connection and Belonging" training module, designed to strengthen interpersonal relationships and foster a sense of belonging among employees. This new module has been well-received and marks a significant step in our ongoing efforts to promote an inclusive workplace culture.

**Create Performance Metrics** — Recognizing the importance of measurable progress, we introduced DEI-related questions in our annual Gallup engagement survey. The resulting data provide valuable insights into the employee experience and highlights areas for improvement. Furthermore, a new comprehensive dashboard tracks attendance and feedback from DEI Open Hours and workshops. This data-driven approach enables more informed decision making that enhances our DEI initiatives.

**4**  
Open Hours

**8**  
Workshops

**363**  
EA employees  
attended a DEI  
event during 2023



**Recognized in 2023 by Environmental Business International with a Business Achievement Award for Diversity and Inclusion (based on CY 2022 activities).**

**Expand DEI in Company Supervision and Management Principles** — For the first time we integrated DEI considerations into our Supervision and Management Principles by offering DEI-focused prompts for supervisors to use during employee check-ins to encourage meaningful conversations about inclusion and belonging. DEI content in EA's Project Management Training was expanded to better equip project leaders with the knowledge and skills to manage diverse teams more effectively. In addition, a two-part Hiring and Interviewing Training Series (refer to call-out), aimed at promoting fair and unbiased hiring practices, was initiated.

These accomplishments demonstrate our ongoing commitment to creating and advancing a diverse, equitable, and inclusive workplace. As we continue to grow and evolve, we remain committed to making DEI an integral part of our company culture and operations.



*EA's DEI Committee Annual Summit. The Committee expanded in 2023, adding four new members, who brought fresh perspectives and reflections on this year's achievements and goals for 2024.*

## CULTIVATING DIVERSITY: LAUNCHING NEW DEI INITIATIVES IN RECRUITMENT AND HIRING

As part of our commitment to expanding DEI within EA Supervision and Management Principles, a two-part internal training focused on interviewing and hiring was developed by our Human Resources department in collaboration with the DEI Internal and Education subcommittees.

This training was created to guide our hiring process, addressing DEI-related concerns such as unconscious bias during recruitment and hiring. The training aimed to provide guidance and consistency during the talent acquisition process to ensure an inclusive and fair experience for candidates.

Building on previous DEI Open Hours and workshops focused on recognizing and questioning unconscious bias, this training explored how biases can lead to inaccurate judgments and result in unintended hiring discrimination. More than 175 individuals attended the recruiting bias training in October 2023. Part II of the training, focused on interviewing bias, will be completed in early 2024. The training will be repeated annually to continuously improve our recruitment, screening, and hiring processes for both applicants and hiring managers.

# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## SUPPLY CHAIN AND PROCUREMENT

**Supply Chain Interactions** — EA prioritizes establishing partnerships with supply chain business partners that demonstrate financial stability and align with our commitment to providing technical quality, competitive pricing, and superior service in today's marketplace. Recognizing the critical role of our value chain in EA's success, we collaborate with a diverse network of subcontractors and suppliers to enhance our offerings and effectively execute client work. Our supply chain expenditures are categorized into general spend categories, allowing us to assess areas with the greatest potential to affect financial, safety, and emission impacts and maximize the benefits of additional opportunities.

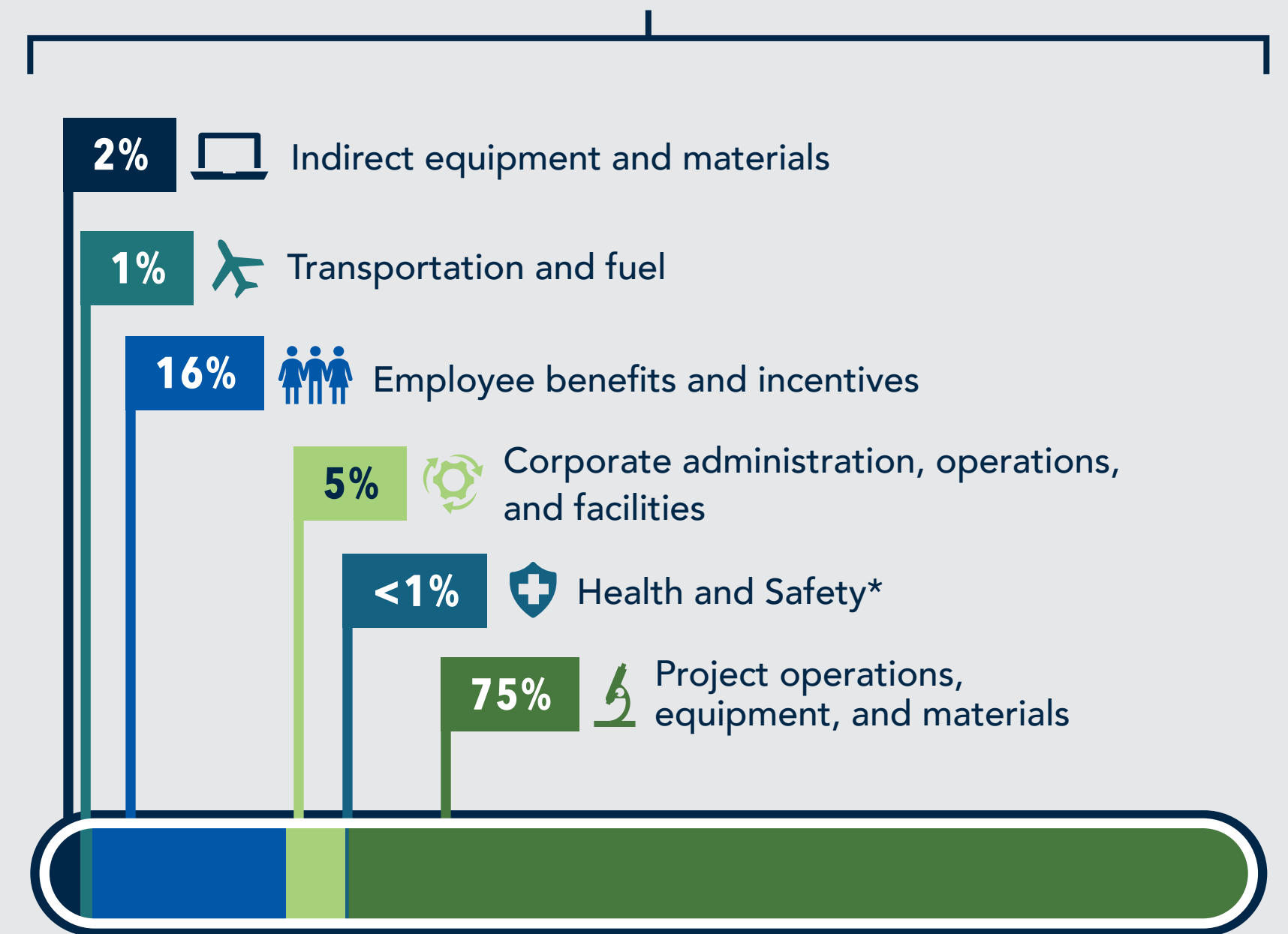
**Supplier Diversity Associated with Project Operations** — EA is dedicated to fostering diversity and inclusion within our supplier network. We strive to provide all categories of small businesses with ample opportunities to support our procurement requirements and expand our network of diverse business partners.

As part of our commitment, a significant percentage of EA's total supply chain spend includes procured goods and subcontracted services from diverse suppliers. To encourage diverse business concerns to register with our Supplier Diversity Program, we employ a proactive communications strategy that includes a dedicated web page, distribution of brochures, and participation in special events tailored for engaging with diverse suppliers.

In addition to our Supplier Diversity Program Registry, we use various strategic sourcing tools to identify potential diverse subcontractors. These tools include participation in outreach activities such as procurement conferences and trade fairs, utilization of existing company source lists, engagement with government directories, minority associations' membership rosters, and collaboration with government and private industry supplier diversity professionals.



## SUPPLY CHAIN SPEND >\$165M



\* Supply chain spend for this category includes non-billable safety equipment/supplies, training fees, and annual fees associated with safety management portals; it does not include direct labor charges associated with EA's safety management personnel or health and safety training completed by EA personnel.

# PUBLIC BENEFITS AND REPORTING DISCLOSURES

## SUPPLY CHAIN AND PROCUREMENT (CONTINUED)

**Diverse Enterprise Utilization** — 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](#)

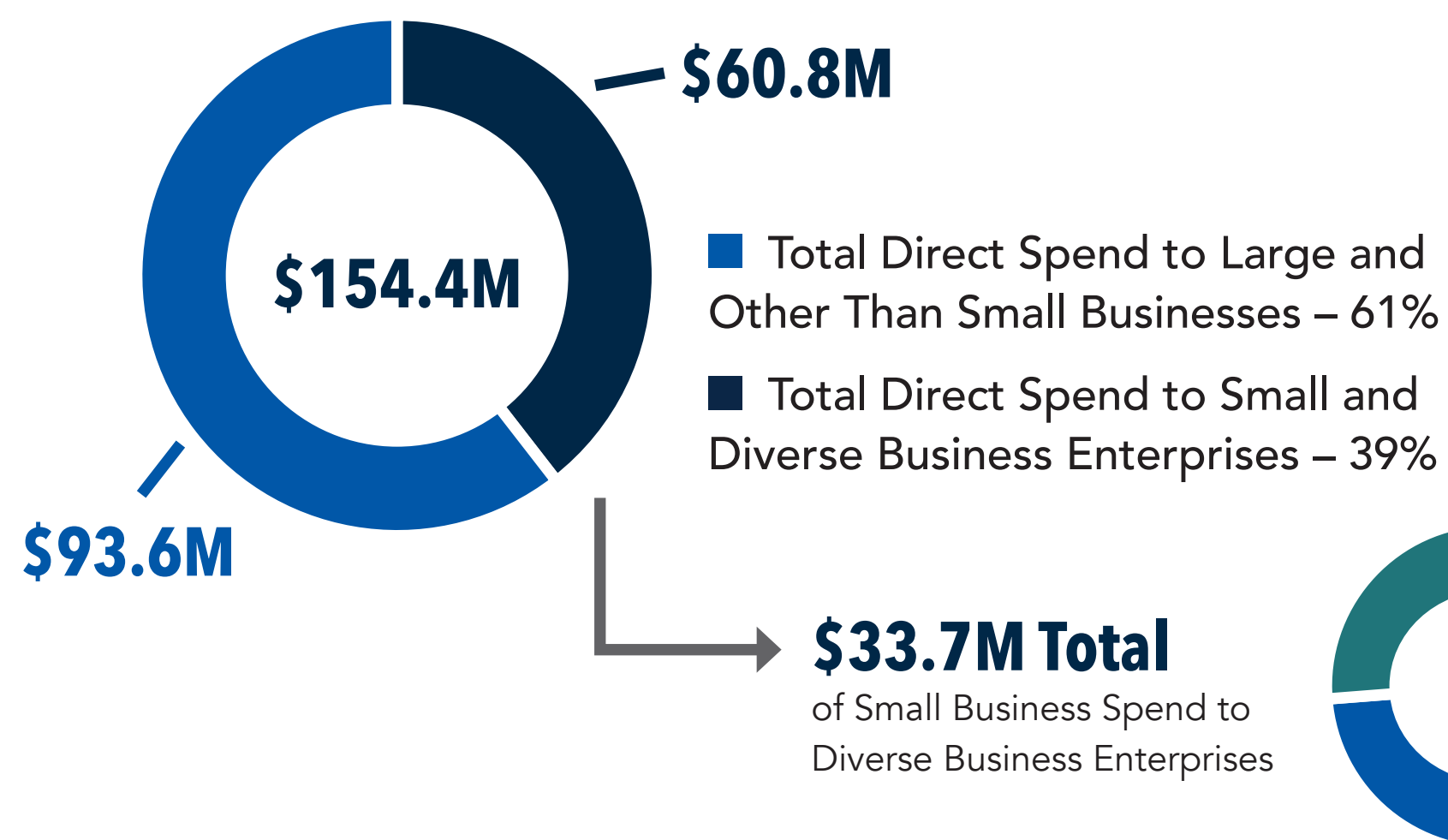
Of EA’s \$154.4 million of direct spend in 2023, \$60.8 million was contracted with more than 740 small businesses, including those that are disadvantaged, veteran-owned, service-disabled, woman-owned, and HubZone diverse business enterprises. The remainder of the direct spend for the year was contracted with large businesses and other entities such as universities and nonprofit organizations.

EA participated in 35 small and diverse enterprise business outreach events, or events that provided a forum to interact with other small business, in 2023.

**Sustainable Procurement** — As part of our ongoing stakeholder engagement and materiality discussions, we recognize the critical role that upstream and downstream suppliers play in the delivery of our services. While we manage supply chain risk through internal audits, well-established procurement programs, and project management training, we also actively seek partnerships with other companies, government agencies, and non-governmental organizations to tackle complex procurement challenges. We believe that this collaborative approach more effectively drives positive impact within our supply chain.

EA’s Sustainable Supply Chain Work Group was initiated in 2023. Established to assist EA in the identification, organization, and deployment of a sustainable supply chain strategy, work will be overseen by EA’s Director of Procurement. Initial work, to be started in 2024, will include evaluating previously received input (e.g., EcoVadis Action Plans) to identify known areas for improvement related to supply chain understanding. The work group will also be tasked with identifying training opportunities for EA’s Procurement group to expand corporate knowledge of ethical and environmental considerations within sustainable procurement programs.

### DIRECT SPEND TO DIVERSE ENTERPRISES



### Top Diverse Business Enterprise Categories

- Disadvantaged Business – 38%
- Woman-Owned Business – 28%
- Veteran-Owned Business – 23%



# PBC PILLAR I: PROFESSIONAL DEVELOPMENT

## DIRECT ENVIRONMENTAL BENEFIT OF PROJECTS

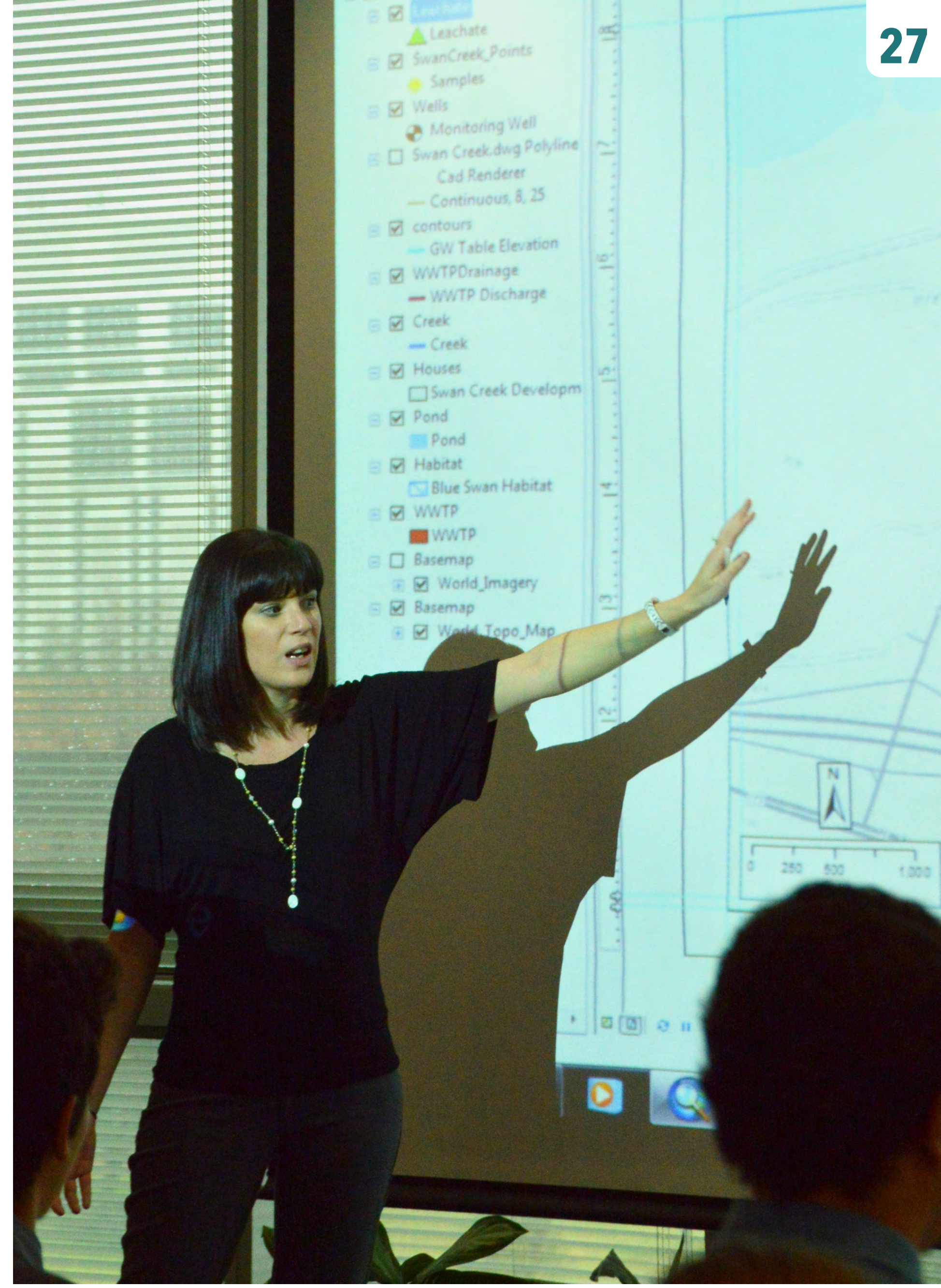
Since our founding in 1973, EA has completed more than \$3 billion in client work, establishing a proven track record of innovation and quality, as evidenced by our continued financial growth and performance. The most compelling indicators of our positive impact on the environment and the communities where we live and work are the direct results of the projects we complete for our clients every day.

Our professional contributions to knowledge advancement, along with our efforts to train and educate members of the environmental industry and public stakeholders, are key components of our mission. These initiatives are central to our business and will continue to expand as EA grows.

The core purpose of our work, and a central focus of PBC Pillar I, is the direct environmental benefit derived from our projects. This is the essence of what we do. We work tirelessly to improve and maintain environmental quality while helping clients design, implement, and sustain leading programs and projects. With a decades-long history of employing practical and sound approaches, we integrate emerging tools and techniques into the mainstream, providing our clients with the best value in addressing their environmental challenges.

## QUANTIFYING EA'S PUBLIC BENEFITS

EA uses 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 (*SDG Alignment*, page 12).



# PICKLE POND HABITAT RESTORATION AND SEDIMENT REMEDIATION



**LOCATION:**  
Superior, Wisconsin

**CLIENT:**  
Wisconsin Department of Natural Resources

This 9-acre urban waterway offers a unique, sheltered, shallow-water habitat within the St. Louis River Estuary and provides an opportunity for enhanced waterfront access and recreational benefits to the community; habitat for fish spawning and nurseries, waterfowl, turtles and other wildlife; and restoration of native plants and aquatic vegetation. The Wisconsin Department of Natural Resources contracted EA to complete the habitat restoration design and contaminated sediment removal for the pond and adjacent shoreline, including associated permitting.

[LEARN MORE](#)

## SUSTAINABLE DESIGN & PUBLIC BENEFIT HIGHLIGHTS



**16,500**  
Cubic yards of contaminated sediment were removed



**90%**  
Reduction in polycyclic aromatic hydrocarbons and polychlorinated biphenyls



**17**  
Acres of fish and wildlife habitat restored



**3.3**  
Acres of invasive species removed

# MARITIME CLIMATE AND AIR ACTION PLAN



**LOCATION:**  
Seattle, Washington

**CLIENT:**  
Port of Seattle

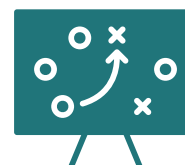
The EA team assisted the Port of Seattle in developing their Maritime Climate and Air Action Plan (MCAAP) to address seaport-related GHG sources encompassing mobility, buildings and energy, and waste and recycling. The MCAAP addresses climate change and air pollution from maritime sources while charting a course to achieve the Port's Century Agenda GHG reduction targets and implement the 2020 Northwest Ports Clean Air Strategy vision to phase out emissions from seaport-related sources by 2050.

[LEARN MORE](#)

## SUSTAINABLE DESIGN & PUBLIC BENEFIT HIGHLIGHTS



GHG inventories were completed for multiple years to quantify needed reductions, which were then benchmarked with other municipalities and ports.



The MCAAP identifies more than 40 potential strategies and proposed monitoring and reporting. Recommended practices and procedures for sustainable building design and construction are in development.



The plan also encompasses the future carbon sequestration potential of the Port's shoreline and habitat restoration programs.



# OLD UPPER MOUNTAIN ROAD REMEDIAL DESIGN WITH CLIMATE RESILIENCY ASSESSMENT



**LOCATION:**  
Lockport, New York

**CLIENT:**  
New York State  
Department of  
Environmental  
Conservation

Following completion of a Remedial Investigation/Feasibility Study at this project site, EA initiated a Remedial Design, Restoration Design, and Climate Resiliency Assessment using an iterative approach to inform design decisions. EA used SiteWise™ to complete a life-cycle analysis of potential green alternatives to be incorporated into the Remedial Design scenario for placement of 26,000 cubic yards of non-hazardous contaminated sediment in a designated containment cell in the city landfill adjacent to the removal area versus transporting material to a disposal site a separate operable unit. The Climate Resiliency Assessment was completed primarily to identify climate sensitivities and develop possible adaptation strategies and measures to reduce climate impact at the site.

## SUSTAINABLE DESIGN & PUBLIC BENEFIT HIGHLIGHTS

**19 TONS**  
Prior to starting field work for the initial Remedial Investigation, on-site debris including approximately 19 tons of scrap tires was consolidated for removal and sent to a local tire facility for recycling.

**REMEDIATION IMPACT REDUCTIONS**  
Siting an additional containment cell on the adjacent landfill eliminated approx. 1,900 truck trips (roughly 7,600 miles). Reduced travel resulted in reduced wear and tear on public roads; reduced truck noise and vibration impacts to the community; and saved fuel which resulted in project cost savings and prevented emissions.



# CARBON FOOTPRINT EVALUATION AND EMISSIONS CONSULTING SUPPORT



**LOCATION:**  
Facilities across the  
United States

**CLIENT:**  
Confidential Power  
Generation Client

EA developed an initial draft Greenhouse Gas Inventory Management Plan (IMP) for a commercial power generation client. The IMP focuses on Scope 1 and Scope 2 emissions, provides a basis for subsequent Scope 3 emissions calculations, and was customized for use by four subsidiary companies. Developed in accordance with industry standards, including guidance from the U.S. EPA, WRI, and the World Business Council for Sustainable Development, the IMP outlined processes for the client to calculate GHG emissions for future years. These processes include data collection and management; training; management review; and internal and external audit functions—enabling the client to complete consistent, transparent GHG reporting year-over-year.

## SUSTAINABLE DESIGN & PUBLIC BENEFIT HIGHLIGHTS

**SCOPE 1 AND 2**  
Inventory included emissions calculations for core business operations of the client, encompassing:

**16 OFFICE BUILDINGS**  
as well as warehouse and laboratory operations

**900 ELECTRIC VEHICLE CHARGING STATIONS**



# ENVITREAT, A TREATABILITY LABORATORY



**LOCATION:**  
Fayetteville, Arkansas

**CLIENT:**  
Various clients and industry sectors

[LEARN MORE](#)

EA's EnviTreat laboratory specializes in bench-scale and pilot-scale testing to determine how to treat various wastes. Testing results are used for design, scale-up, and implementation of selected treatment techniques. The laboratory also performs diagnostic testing of existing wastewater treatment plants to evaluate performance and to improve performance if the plant is not operating as designed or expected.

## SUSTAINABLE DESIGN & PUBLIC BENEFIT HIGHLIGHTS

Projects that EnviTreat is involved in have environmental benefits due to the nature of the projects often being focused on reduction of pollutants in water or wastewater. Benefits have included a reduction in discharge to the environment of the following:

- Organic material and other waste materials
- Nitrogen and phosphorus
- Contaminants such as 1,4-dioxane, chlorinated organics, mercury, and polyfluoroalkyl substances (PFAS)
- Pharmaceutical products
- Methane emissions.

Additionally, EnviTreat's testing can help clients identify improvements to treatment facilities that allow clients to:

- Reduce the amount of waste sent to landfills
- Evaluate and optimize production of green energy
- Generate nutrient-rich soil amendments that can be beneficially used for agriculture
- Reduce water use and improve reuse of non-potable water.




## REPRESENTATIVE PROJECT: FOOD WASTE DIVERSION EVALUATION

Working for a confidential client, EnviTreat performed testing to determine the characteristics of food waste from client facilities to determine if material could be treated with anaerobic digestion for beneficial reuse rather than being transported to the landfill.

The client is currently evaluating results to support capital improvement investments for construction of a food waste plant that could receive approximately 10,000 pounds of food waste per day. Results of EnviTreat's testing found the following potential daily diversion benefits (compared to food waste sent to a landfill):

 **~1.26M LITERS**  
of methane emissions would be avoided per day

 **11,000 KILOWATT HOURS**  
of energy would be generated per day

 **1,800 POUNDS**  
of renewable natural gas would be produced per day

 **1,400 POUNDS**  
of soil amendment would be produced per day



## REPRESENTATIVE ENGAGEMENT AT TRADE SHOWS AND CONFERENCES IN 2023

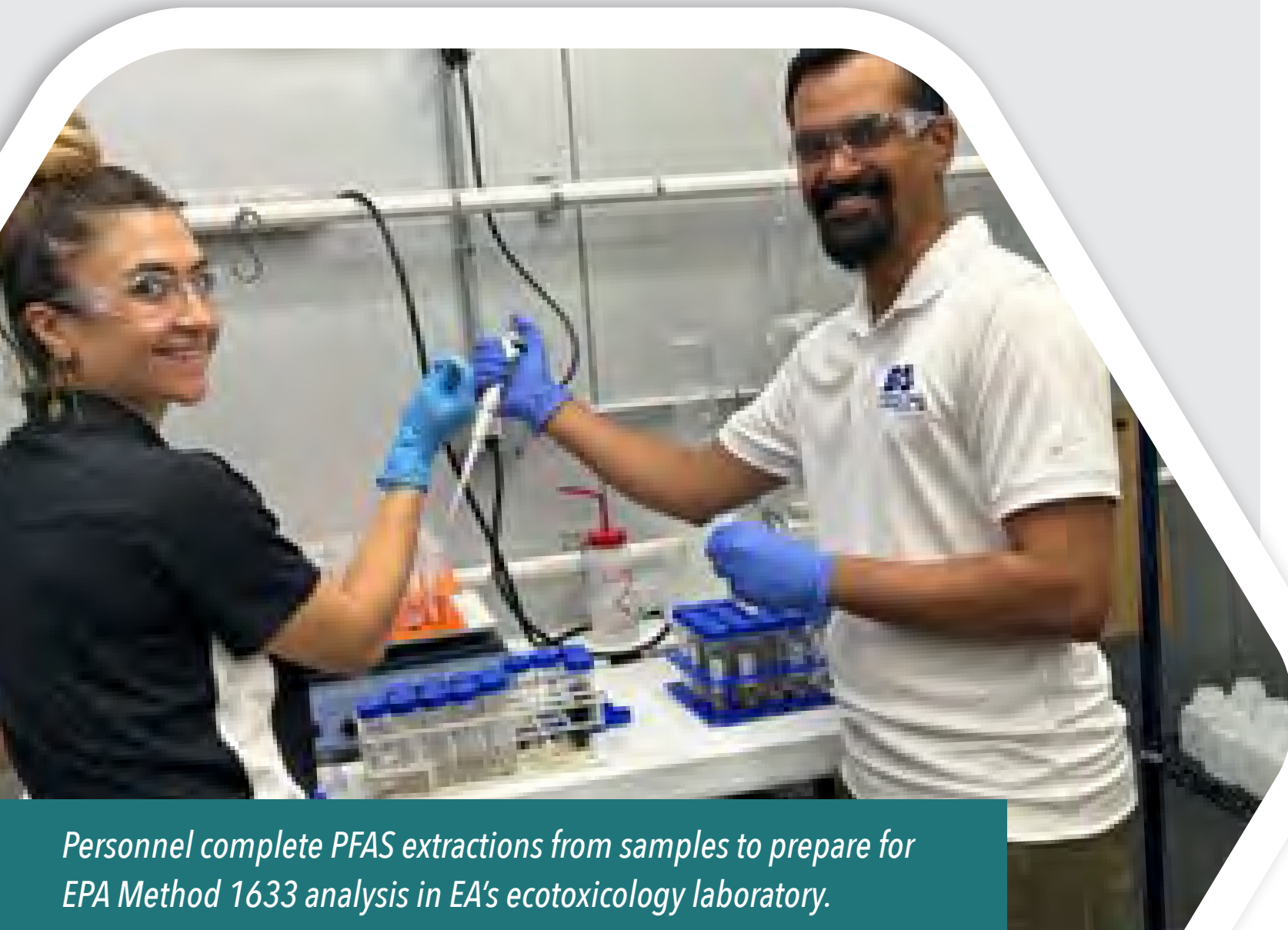
**32** Industry conferences with technical input by EA personnel

**57** Platform and poster presentations or panel positions

**6** Technical or administrative support roles

### Representative conferences for the year included:

- Battelle Contaminated Sediment Conference
- Railroad Environmental Conference
- Association of Pacific Ports
- Department of Defense Climate Resilience Workshop
- WEDA Dredging Summit and Expo
- ASBPA National Coastal Conference
- Alaska Forum on the Environment
- Illinois Lakes Management Association Annual Conference
- Nebraska GIS Symposium
- Carolina Air Pollution Control Association



Personnel complete PFAS extractions from samples to prepare for EPA Method 1633 analysis in EA's ecotoxicology laboratory.

# PBC PILLAR I: PROFESSIONAL DEVELOPMENT

## INDUSTRY INNOVATION AND THOUGHT LEADERSHIP

**Involvement with Industry Organizations** — We recognize the importance of advancing the environmental profession not only to benefit our clients, but also to contribute to the broader advancement of the Architecture and Engineering industry. Pillar I (Professional Development) of EA's PBC Framework underscores our commitment to technical excellence and industry leadership through active participation, feedback, and leadership in professional organizations. Such organizations have the potential to shape the regulatory environment and collectively impact emerging issues that influence the future of our clients' operations, products, and services. We also make it a priority to regularly meet with clients to discuss their evolving needs and concerns related to services and regulatory changes.

Our employees are encouraged to maintain active memberships and participate in events sponsored by professional organizations, such as the Society of Military Engineers (SAME), National Association of Ordnance Contractors (NAOC), the Small Environmental Business Action Coalition (SEBAC), American Shore and Beach Preservation Association (ASBPA), and the Western Dredging Association (WEDA), to name a few. Additionally, employees contribute to advisory or advocacy groups like the Air Quality Control Advisory Council, Water For People Leadership Council, and Maryland Commission on Climate Change. They also stay informed by subscribing to and reviewing materials from relevant trade publications and newsletters.

Participation in trade shows and conferences is viewed as an extension of our employees' professional development and a testament to our commitment to industry excellence and client service. Our involvement in these events ensures that industry issues are addressed, while providing our professionals with opportunities to remain at the forefront of the environmental field. Our professionals actively share their knowledge and expertise through papers and presentations at these events as well—contributing not only to the industry's body of knowledge, but also reinforcing their position as thought leaders and subject matter experts within our industry.

**Research and Development** — Over the past 7 years, EA has been intentional in research and development (R&D) growth, and has established an R&D program focused on emerging global issues with respect to climate change, coastal resilience, and contaminants of emerging concern. This program has experienced significant progress, from just one project in 2017 to the addition of 30-plus projects with combined contract values over \$7 million by 2023. The majority of this research is supported by federal agencies and includes projects that focus on coastal resilience, characterization of PFAS exposure effects with respect to wildlife and aquatic species, and development of PFAS remediation strategies, such as thermal treatment technologies. As an example, through a competitive process, EA was recently awarded two R&D projects from the U.S. EPA to investigate PFAS in wastewater and drinking water treatment plants. This entails sampling, analysis, data management and interpretation, report writing, and publication preparation for peer-reviewed literature.

In addition to federal projects, EA has been awarded research projects from non-profit organizations including Water Research Foundation, Trout Unlimited, and Chesapeake Bay Trust.

## PIONEERING PFAS RESEARCH: SECURING FUNDING FOR ENVIRONMENTAL INNOVATION

EA was awarded nearly \$150,000 in funding from The Water Research Foundation (WRF) for the research project titled, "State of the Science and Regulatory Acceptability for PFAS Residual Management Options." The total research investment, including cost share and in-kind contributions, equals just over \$215,000. This 18-month study will identify currently available residual management options for PFAS, evaluate their suitability under various operational and regulatory circumstances, provide an overview of associated guidelines and regulations, and result in a newly developed PFAS toolkit to help water and wastewater utilities evaluate residual management options. This pioneering research will result in greater understanding of specific PFAS disposal and destruction options; understanding of the current state of federal and state regulations and guidance and their applicability to each utility; and a toolkit that will help utilities manage their PFAS residuals and waste, thereby reducing discharges of PFAS into waterways and groundwater.

[LEARN MORE](#)

# PBC PILLAR I: PROFESSIONAL DEVELOPMENT

## SUPPORTING THE FUTURE OF STEM

### EMPOWERING FUTURE STEM INNOVATORS

Each year, our staff organize and participate in a variety of STEM-related outreach activities designed to engage and educate school-aged youth, college-bound students, and adults. Supporting STEM events not only fosters a love for science and technology, but also supports equity and empowerment in communities by equipping individuals with the skills and knowledge needed for future success. Representative STEM events in 2023 included:

Representative STEM events in 2023 included:

- Nebraska Children's Groundwater Festival
- SAME and U.S. Air Force Academy, Engineering Our World
- SAME Buffalo and Girl Scouts of Western New York, Engineering Outdoors
- Rhode Island Army National Guard STEM Open House
- Rhode Island Science Olympiad.

In addition to community engagement activities, EA annually makes monetary donations to a number of scholarships, university endowment funds, and environmental education organizations nationwide. In 2023, EA made donations to the following industry organizations or education endowments to support STEM activities and scholarship funds:

- American Society of Civil Engineers
- American Water Works Association
- Blue Water Baltimore
- Engineering Society of Baltimore Education Foundation
- Living Classrooms Foundation Inc.
- North Central Division of the American Fisheries Society
- Puget Sound Engineering and Scholarship Fund
- Rutgers University Foundation
- SAME Pikes Peak
- Tāno, Tāsi, Yan Todu of the Marianas
- University of Maryland Foundation.



*EA offices increased community engagement through STEM outreach and volunteer events, aiming to complete 50 acts of service as part of the company's year-long 50th anniversary celebration.*

# PBC PILLAR I: PROFESSIONAL DEVELOPMENT

## BUILDING THE FUTURE OF ENVIRONMENTAL CONSULTING

Internships play a crucial role in bridging the gap between academic learning and real-world experience. For students and recent graduates, internships and fellowships provide invaluable opportunities to apply their knowledge, develop practical skills, and gain insight into a variety of industries and specialized fields.

Since 2005, EA has been committed to providing financial support combined with experiential learning opportunities through our Jensen Fellowship collaboration with 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 a 6-month, credit-bearing fellowship completed as a capstone for their graduate work. Selected environmental engineering students, who are pursuing Master's degrees through Johns Hopkins University's Department of Environmental Health and Engineering, are embedded within EA to provide support to a variety of Business Units. Placement for each fellowship awardee is based on their course of study and interests.

As Jensen Fellows, students gain practical experience as consultants in environmental science and engineering fields. They have the unique opportunity to apply their technical skills and Master's program learning to real-time consulting projects. This hands-on experience not only enhances their academic journey, but equips them with the expertise and confidence needed to excel in their future careers while introducing them to the unique challenges of environmental consulting.

Through the Jensen Fellowship, EA is dedicated to fostering the next generation of environmental professionals, ensuring they are well prepared to tackle the complex environmental challenges of tomorrow.

## 18 YEARS

providing fellowships in partnership with Johns Hopkins University

## 23 ENGINEERING STUDENTS

have completed the Jensen Fellowship Program

In 2023, EA hosted three Jensen Fellows. For the first time, all three fellows completed summer internships with EA before starting their coursework in Fall 2023.



# PBC PILLAR II: COMMUNITY SUPPORT

EA launched its Paid Volunteer Time Program in January 2016 to provide benefit hours for volunteer efforts that focus 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. The program was expanded in July 2022 to enable employees to use their time in support of community organizations such as Red Cross, soup kitchens, and food and diaper banks.

Volunteerism benefits both our employees and the communities in which we live and work. By engaging in volunteer activities, employees develop their networks, engage with colleagues, and enhance their professional growth. Moreover, active participation in community service helps achieve the public benefits outlined in our PBC Charter. By supporting local environmental and STEM initiatives, we make a positive impact on society and drive progress towards a more sustainable future.

Our commitment to volunteerism not only strengthens our communities, but also aligns with our mission to be a responsible and impactful corporate citizen.

## 49% OF EMPLOYEES

used volunteer hours

## 2,220 HOURS

of time donated to local communities

## \$125K VALUE

of employee compensation associated with volunteer labor hours

### EMPOWERING COMMUNITY ENGAGEMENT: THE IMPACT OF VOLUNTEERISM AT EA

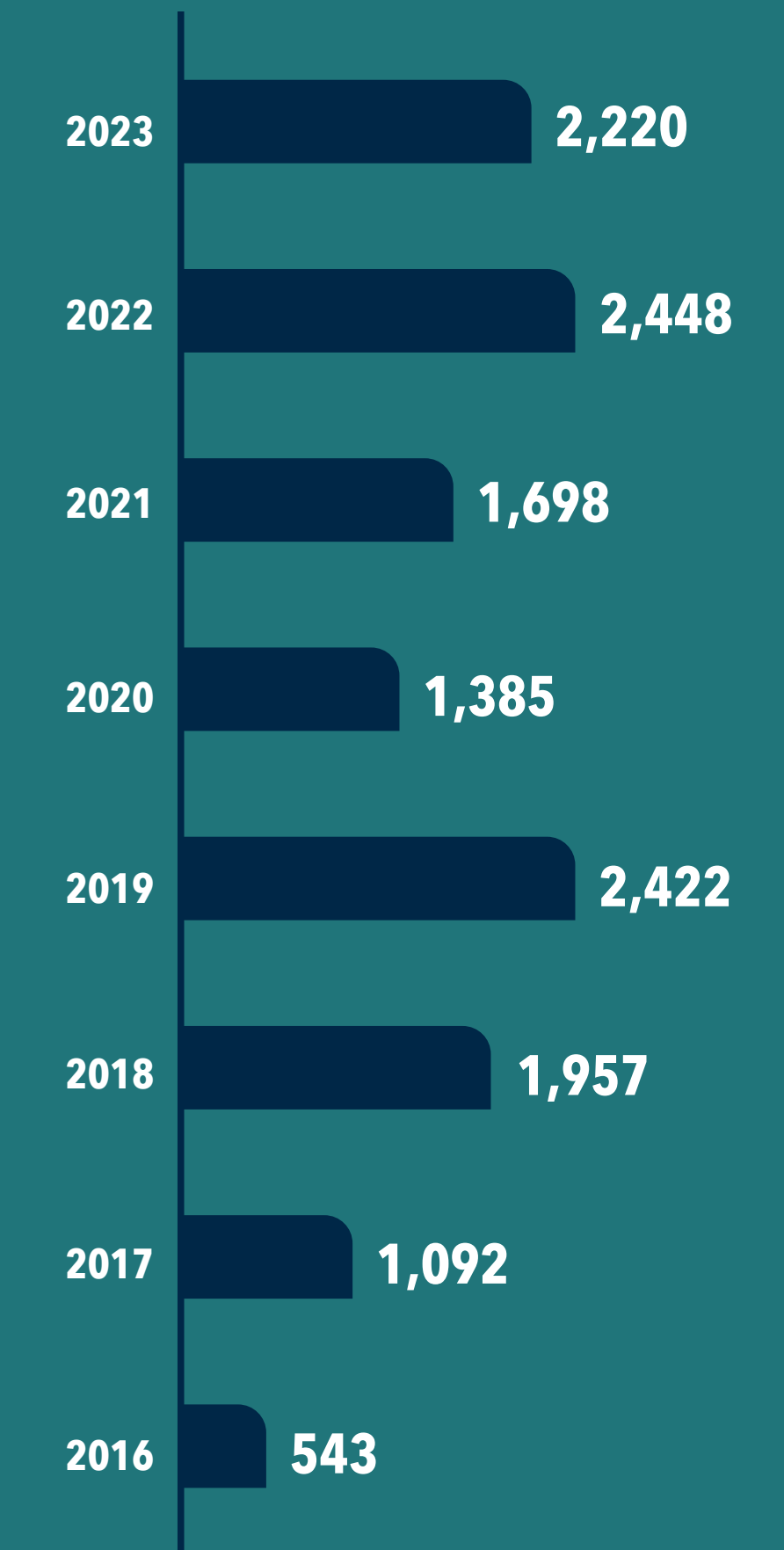
"Volunteering is important to me because it offers me a way to give back to the community and encourages others to do so as well. I believe it makes a meaningful difference and allows me to contribute my time, skills, and resources towards a cause that I am passionate about, creating a sense of fulfillment and purpose. Volunteering with Keep Lewisville Beautiful (KLB) holds personal significance for me by using the power of community engagement to take proactive steps to improve the environment. EA's support of volunteerism allows me and the EA Dallas office the opportunity to collaborate with individuals at KLB and the local community who share a passion for environmental awareness and sustainability, thereby, making a difference for future generations. Ultimately, volunteering allows me to be an active participant in creating a positive change, locally and hopefully globally."

**April Ballweg, PE, PMP, ENV SP;**  
Deputy Program Manager (Lewisville, Texas)



## ANNUAL VOLUNTEERISM

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



# PBC PILLAR III: CHARITABLE GIVING

EA's Charitable Giving pillar underscores the altruistic aspects of our PBC Charter by providing direct financial support through initiatives like our Workplace Giving Program. Our efforts focus on supporting our primary philanthropic beneficiary, **Water For People**, along with other select charities identified by our individual offices in their local communities. Through these contributions, we strive to make a meaningful impact and promote the values of generosity and community support that are central to our core purpose of **IMPROVING THE QUALITY OF THE ENVIRONMENT IN WHICH WE LIVE, ONE PROJECT AT A TIME®**.

## 2023 WATER FOR PEOPLE FUNDRAISING

EA's Workplace Giving Program raises money for Water For People, a global nonprofit organization that works to provide access to improved water and sanitation systems in developing countries through implementation and maintenance of sustainable water, sanitation, and hygiene solutions and education programs. Water For People's approach emphasizes long-term sustainability by ensuring that communities can maintain and manage their water and sanitation systems independently.

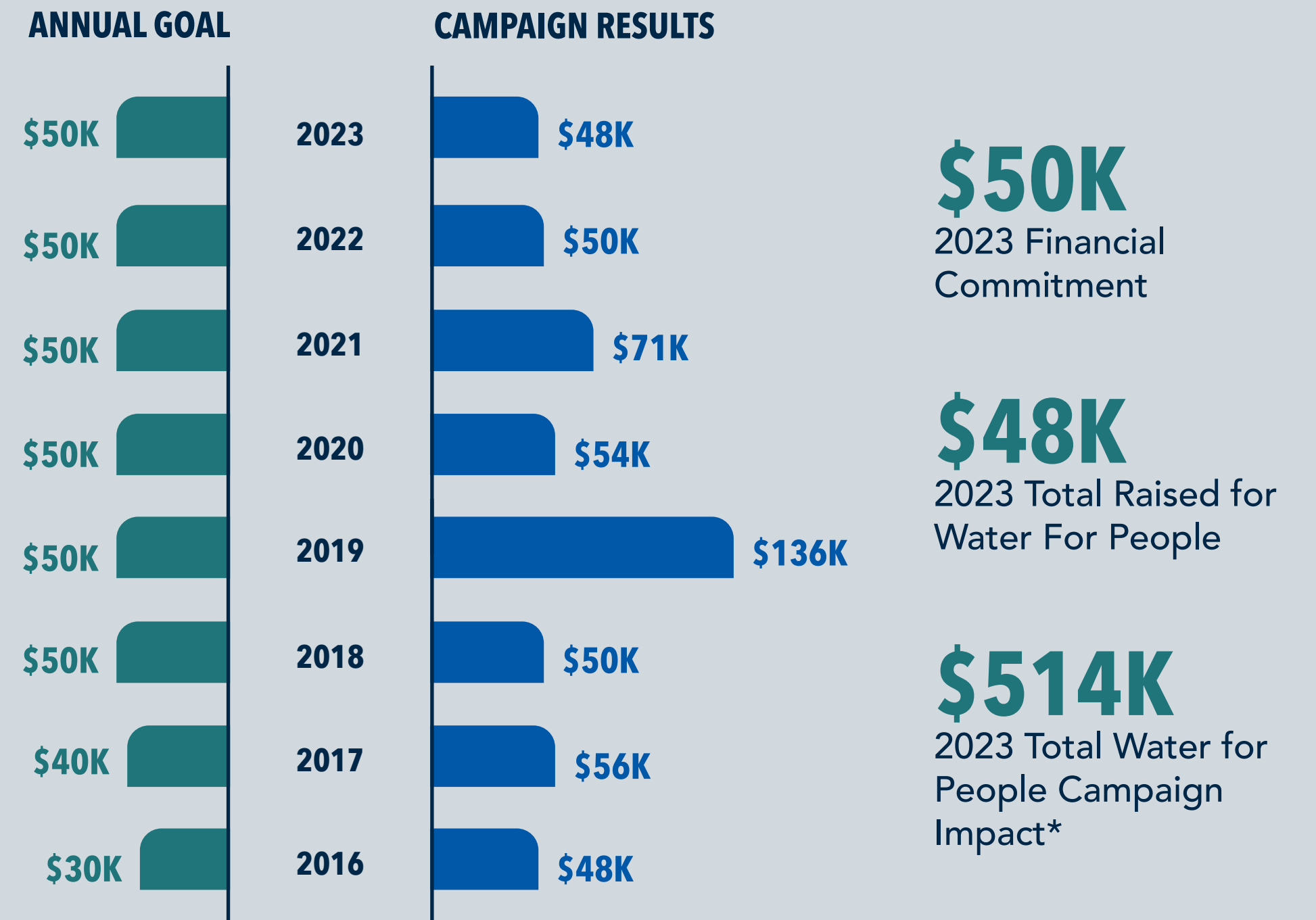


### IVY HARVEY HONORED WITH WATER FOR PEOPLE'S FOUNDERS' AWARD

EA's Ivy Harvey, PE (Hunt Valley, Maryland) was among the 2023 recipients of the Water For People Kenneth J. Miller Founders' Award, which honors outstanding volunteer champions supporting the Water For People cause of providing safe water and sanitation to help bring an end to the global water crisis. As a long-time and active contributor and current co-chair of EA's Workplace Giving committee, Ivy has selflessly dedicated significant time and effort to organizing events, creatively identifying new activities for engagement, proactively guiding other volunteers, and championing growth of the overall program. Her positive outlook and willingness to take on any task have made her vital to EA's continued success in achieving our contribution goals.

# IN SUPPORT OF CLEAN WATER AND SANITATION

EA's financial commitment (left) versus Water For People campaign results (right). Results are rounded to nearest thousand dollar.



**\$50K**  
2023 Financial Commitment

**\$48K**  
2023 Total Raised for Water For People

**\$514K**  
2023 Total Water for People Campaign Impact\*

**\$5.5M**  
Total Impact To Date\*

\* Based on the Water For People Impact Calculator (<https://www.waterforpeople.org/our-impact>), through 2023; Impact is calculated on actual donations and associated co-investments from local communities and governments.

# PBC PILLAR III: CHARITABLE GIVING

## IMPACT TOUR

As part of our Workplace Giving Program, employees who make monetary contributions to Water For People (through payroll deductions or credit card donations), or who coordinate a Water For People fundraising event during the calendar year, are eligible for a raffle entry to represent EA during a Water For People Impact Tour. Overall, Water For People's Impact Tours are designed to deepen participants' understanding of the global water crisis and the organization's efforts to create lasting change. This fosters a sense of global citizenship and a commitment to supporting sustainable solutions.

In 2023, EA's 2022 Water For People Impact Tour raffle winner traveled to Honduras as part of a week-long immersive experience, allowing them to see the impact of Water For People's projects and engage directly with the communities benefiting from improved water and sanitation services.

## IMPACT IN PERSON: WATER FOR PEOPLE IN HONDURAS

*"In April 2023, I was privileged to be one of EA's five employees (since 2017) to travel to Honduras, one of the nine countries that Water for People work in, for an Impact Tour. I was able to see the work Water for People has already done and continues to do up close, meet the people they are impacting, see the challenges they face, and travel with the local Water for People Honduras Team. Not only were the people of Honduras so amazing and grateful that Water for People is working in their country, but the Water for People Honduras Team was also so amazing in their passion and heart for helping their people. They work hard to build relationships of trust and respect with the local governments, local businesses, and the local people to get things done. The Water for People Honduras staff were so welcoming and always willing to answer any questions. It was obvious they are passionate about the work they are doing helping the Honduran people."*

**Angela McGinty, Project Manager and Environmental Engineer (Abingdon, MD)**



## LOCAL IMPACTS

While Water For People is the focal point of our environmental philanthropy, we continue to support a variety of charitable campaigns and 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.



**Since 2017, EA personnel have participated in Impact Tours in Guatemala, Malawi, Rwanda, India, and Honduras. In 2024, EA's 2023 Water For People Impact Tour raffle winner will travel to Africa.**

# TARGETS FOR A SUSTAINABLE FUTURE

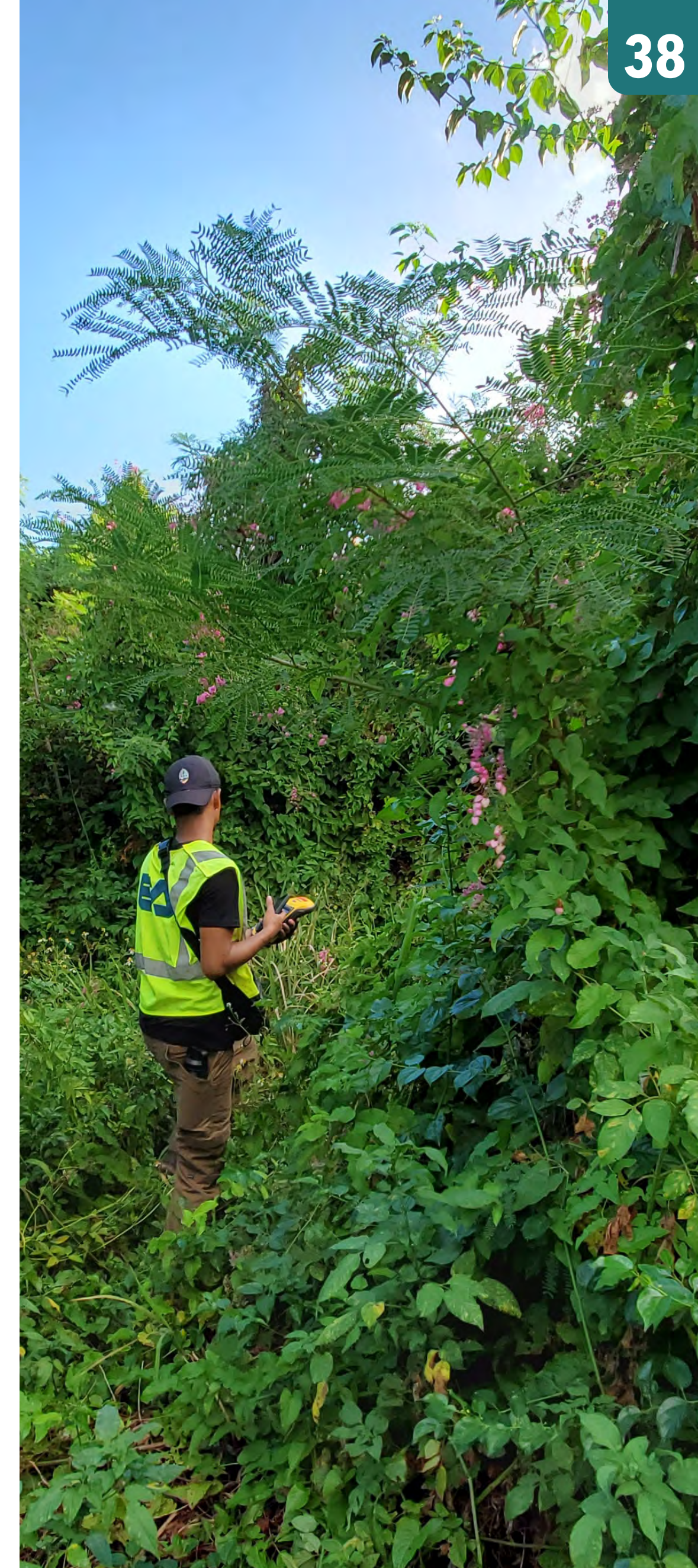
EA's PBC Committee has established the following short-term targets to drive continuous improvement across operations and activities company wide. Targets represent progress across our PBC framework to achieve our public benefits, support UN SDGs, and evaluate operational and program improvements to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

OBJECTIVES (ASSOCIATED PBC PILLAR)	SHORT-TERM TARGETS (CYs 2024 – 2026)
<p><b>Formal alignment and communication of 100 percent Employee-Owned, Delaware PBC (Overall)</b></p>	<p>Continued collaboration with academia regarding publications related to EA's business transformation and ESOP advocacy.</p> <p>Active participation in ESOP organizations and advocacy of employee-ownership models.</p>
<p><b>Assess the environmental impact of our operations and activities (Overall)</b></p>	<p>Improve capture of NAICS codes for subcontractors to better categorize services and associated Scope 3 emissions.</p> <p>Identify a dedicated procurement lead responsible for supporting development and implementation of a Sustainable Purchasing Program.</p> <p>Annually complete CDP Corporate Questionnaire.</p> <p>Continue to evaluate applicability of Science-Based Target initiatives (SBTi) related to Professional Services providers to determine potential to establish SBTi; finalize internal white paper identifying path forward for SBTi consideration.</p>
<p><b>Promote employee engagement (Overall)</b></p>	<p>Complete Gallup Employee Engagement and Servant Leadership surveys.</p> <p>Achieve company-wide CSR utilization of at least 65 percent for all regular, full-time employees. CSR utilization consists of participation in any activities associated with Pillars I, II, or III of EA's <i>PBC Framework and CSR Program</i> (page 9).</p> <p>Complete pay equity study, using outside consultant; study to be completed by end of CY 2026 will incorporate recommendations of GRI Disclosure 405-2: Ratio of basic salary and remuneration of women to men.</p>
<p><b>Sustain safety culture (Overall)</b></p>	<p>Annual Total Recordable Incident Rate and 3-year rolling average at or below the annual industry benchmark for NAICS 562910.</p> <p>Annual Experience Modification Rate of less than 1.0.</p> <p>Launch a Safety Steering Committee to integrate and align safety programs with projected headcount and revenue growth, and recommend necessary safety budget allocations.</p> <p>Conduct an ISO 45001:2018 gap assessment of EA's existing SMS to identify areas for improvement and develop an actionable road map for implementation.</p>



# TARGETS FOR A SUSTAINABLE FUTURE

OBJECTIVES (ASSOCIATED PBC PILLAR)	SHORT-TERM TARGETS (CYs 2024 – 2026)
<p><b>Set performance benchmarks (Overall)</b></p>	<p>100 percent employee completion of annual EA Code of Business Ethics training.</p> <p>No significant fines or non-monetary sanctions for regulatory non-compliance.</p> <p>Maintain appropriate CMMC-level certification with zero data breaches during reporting year</p> <p>Lower and maintain EA’s annual phish-prone score (as determined by internal cybersecurity testing) to meet industry standard.</p> <p>Annual training of 32 hours per employee annually; annual minimum of 1.5 percent total compensated time to PROFDEVEL expressed as total percent of hours.</p> <p>Total turnover rate less than 12 percent.</p> <p>Complete EcoVadis assessment every 2 years.</p>
<p><b>Assess CSR perspectives within supply chain (Overall)</b></p>	<p>Develop timeline for developing Sustainable Procurement policy and supply chain evaluation process.</p> <p>Update Sustainable Business Practices related to purchase of marketing giveaways and promotional items to incorporate best practices and improved sustainability considerations.</p>
<p><b>Quantify the public benefits of our projects (Pillar I)</b></p>	<p>Integrate Sustainability Tools into Project Management Training.</p> <p>Continue to increase use of sustainability metrics for projects.</p>
<p><b>Encourage utilization of Volunteer Time (Pillar II)</b></p>	<p>Annual increase in use of Paid Volunteer Time usage based on 2016 baseline (24 percent).</p> <p>Evaluate the potential to increase employee utilization of Paid Volunteer Time hours in support of programs that align with both EA’s DEI focus areas and the Community Support pillar of the company’s PBC Framework.</p>
<p><b>Focus on environmental philanthropy (Pillar III)</b></p>	<p>Financial commitment of \$50,000 to Water For People.</p> <p>Executive-level participation in Water For People Leadership Council.</p> <p>Employee participation in Water For People activities (e.g., Impact Tours, pro bono projects, etc.).</p>





# 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 01 January through 31 December 2023.

**GRI Used:** GRI Universal Standards

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

## GRI GENERAL DISCLOSURES

DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>ORGANIZATION AND REPORTING PRACTICES</b>	
<b>2-1. Organizational details</b>	<i>Who We Are and What We Do</i> (page 5)
<b>2-2. Entities included in organization’s sustainability reporting</b>	EA’s sustainability reporting does not include additional entities.
<b>2-3. Reporting period, frequency, and contact point</b>	Both EA’s sustainability and financial reporting are completed by annually CY. This report covers 01 January through 31 December 2023. Point of contact for EA’s annual PBC Statement and CSR Report is: Brian Lesinski, EMS-LA (Executive Vice President and Director, CSR).
<b>2-4. Restatements of information</b>	There are no restatements of information associated with this report.
<b>2-5. External assurance</b>	EA does not seek external assurance for its sustainability reporting.



DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>ACTIVITIES AND WORKERS</b>	
<b>2-6. Activities, value chain, and other business relationships</b>	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 2023 Carbon Footprint Report.
<b>2-7. Employees</b>	EA's normalized headcount (full-time equivalency by total labor hours) for calendar year 2023 was 687. Demographics are included in <i>Workforce Demographics and Turnover</i> (page 23).
<b>2-8. Workers who are not employees</b>	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, IT roles.
<b>GOVERNANCE</b>	
<b>2-9. Governance structure and composition</b>	<i>Governance Structure and Committees</i> (page 6): EA is a 100 percent employee-owned PBC. EA's highest governance body is its Board of Directors. EA's Board is currently comprised of four EA executives and three external members. The Board has two formal committees: the Audit Committee and the Compensation Committee.
<b>2-10. Nomination and selection of the highest governance body</b>	As a private company, the specific process EA uses to identify and nominate Board members is confidential and proprietary.
<b>2-11. Chair of the highest governance body</b>	EA's President and Chief Executive Officer also serves as the 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 outlines 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, Employee Conduct Policy, and annual affirmation training. EA has an Ethics Ombudsman who plays a crucial role in maintaining ethical standards. Additionally, EA has a fraud hotline to report violations of the Code of Business Ethics. This hotline ensures that any incidents of fraud or unethical behavior can be reported confidentially. Together, these systems and processes ensure that all concerns are addressed promptly and effectively.



DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>2-12. Role of the highest governance body in overseeing the management of impacts</b>	As a PBC under Delaware Law, EA's Board establishes the objectives to promote our public benefits, 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 which is comprised of company leadership who provide guidance and direction for enterprise CSR efforts.
<b>2-13. Delegation of responsibility for managing impacts</b>	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.
<b>2-14. Role of the highest governance body in sustainability reporting</b>	EA's Board oversees and monitors management's release of EA's CSR reporting, including both the annual PBC Statement and CSR Report and Carbon Footprint Report. EA's CSR report covers a wide range of ESG topics in accordance with GRI, International Financial Reporting Standards Foundation and CDP.
<b>2-15. Conflicts of interest</b>	Conflicts of interest are mitigated at multiple levels of the organization ranging from Operations (project, profit center and business unit level) and Corporate via numerous established committees including Risk, Quality, PBC, and others. Executive leadership meets regularly to review potential conflicts of interest as part of the standing Risk Committee agenda. Topics requiring further deliberation of coordination are escalated to the Board, as needed.
<b>2-16. Communication of critical concerns</b>	The Board's standing risk-related agenda items, as well as reports from the Audit Committee, result in the communication of any critical concerns.
<b>2-17. Collective knowledge of the highest governance body</b>	As a PBC, the highest governance body involvement occurs at the executive level. EA's Executive Vice President and Chief Operating Officer work 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.
<b>2-18. Evaluation of the performance of the highest governance body</b>	<b>OMITTED, Confidentiality Constraints:</b> EA does not publicly disclose the performance evaluation process applicable to members of our Board and its committees.
<b>2-19. Remuneration policies</b>	<b>OMITTED, Confidentiality Constraints:</b> As a privately held company, EA's compensation policies are proprietary and confidential.



DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>2-20. Process to determine remuneration</b>	<b>OMITTED, Confidentiality Constraints:</b> As a privately held company, EA's compensation policies are proprietary and confidential.
<b>2-21. Annual total compensation ratio</b>	<b>OMITTED, Confidentiality Constraints:</b> As a privately held company, EA's compensation policies are proprietary and confidential.
<b>STRATEGY, POLICY, AND PRACTICES</b>	
<b>2-22. Statement on sustainable development strategy</b>	<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 through our services. EA maintains several climate-related and sustainability work groups 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 bimonthly to review CSR targets; quarterly reporting on progress is provided to the Board for review.</p>
<b>2-23. Policy commitments</b>	The PBC Committee is currently evaluating 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.
<b>2-24. Embedding policy commitments</b>	EA's PBC Committee and existing governance structure promotes embedding of policy commitments at all levels of the organization. EA's <i>PBC Framework and CSR Program</i> (page 9) encourages attainment of EA's altruistic CSR goals as a consequence of achieving our service, quality, financial performance, and growth goals.
<b>2-25. Processes to remediate negative impacts</b>	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.
<b>2-26. Mechanisms for seeking advice and raising concerns</b>	Mechanisms are in place for mentoring of employees at all levels, and for raising and addressing concerns through employee (stakeholder) feedback. Internal channels include Gallup employee engagement and other directed anonymous surveys, performance reviews and check-ins; external channels include industry and advocacy organizations, external audits and reviews, and industry benchmarking. Employees are also encouraged to report concerns directly to Human Resources, Corporate Directors (Health and Safety or Quality), or EA's Ethics Ombudsman.
<b>2-27. Compliance with laws and regulations</b>	<i>Environmental Compliance</i> (page 18)



DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>2-28. Membership associations</b>	<i>Industry Innovation and Thought Leadership</i> (page 31)
<b>STAKEHOLDER ENGAGEMENT</b>	
<b>2-29. Approach to stakeholder engagement</b>	Stakeholders are identified through EA's materiality approach detailed in <i>2023 Material Assessment Update</i> (page 10). Stakeholder engagement occurs through various channels including direct interaction and discussion, benchmarking from industry and sector organizations, client questionnaires and feedback, and published research. Discussions also occur through quarterly All Hands meetings, periodic intranet postings, and as part of in-house training programs (e.g., Project Manager Training).
<b>2-30. Collective bargaining agreements</b>	None of EA's workforce is represented by a union or associated collective bargaining agreement.

**GRI UNIVERSAL STANDARDS: MATERIAL TOPICS DISCLOSURES**

DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>3-1. Process to determine material topics</b>	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 helping determine 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 the Contractor Performance Assessment Reporting System [CPARS]); and industry publications related to ESG trends in the United States and globally, with respect as to how they may impact United States operations in the future.
<b>3-2. List of material topics</b>	<i>2023 Materiality Assessment Update and Materiality Matrix</i> (pages 10-11)
<b>3-3. Management of material topics</b>	Using the 2017 Materiality Analysis as our baseline, EA reviews and updates 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 GHG 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.



DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>ECONOMIC PERFORMANCE</b>	
<b>3-3. Management of material topics</b>	Economic performance is material to EA as a 100 percent employee-owned company in that the company's economic stability has direct impacts on all employees.
<b>201-1. Direct economic value generated and distributed</b>	<i>Who We Are and What We Do</i> (page 5) <i>Sustainable Development Goals, SDG 8 – Decent Work and Economic Growth</i> (page 12) <i>Environmental Impacts of Operations and Activities</i> (page 16)
<b>ANTI-CORRUPTION AND ANTI-COMPETITIVE BEHAVIOR</b>	
<b>3-3. Management of material topics</b>	As a U.S. federal government contractor, anti-corruption and anti-competitive behavior is mitigated 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.
<b>205-3. Confirmed incidents of corruption and actions taken</b>	EA had no incidents of corruption in 2023.
<b>206-1. Legal actions for anti-competitive behavior, anti-trust, or monopoly practices</b>	EA had no anti-competitive behavior, anti-trust, or monopoly violations in 2023.
<b>MATERIALS, ENERGY, AND WATER AND EFFLUENTS</b>	
<b>3-3. Management of material topics</b>	EA considers materials, energy, and water and effluents material given their impacts to EA's carbon footprint, as well as the footprint of our clients. Materiality for these topics extend from in-office operations for EA's commercial office network and 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.
<b>301-1. Material used by weight/volume</b>	Solid waste diversion and recycling rates are incorporated into EA's annual Carbon Footprint Report.
<b>301-2. Recycled input materials used</b>	Solid waste diversion and recycling rates are incorporated into EA's annual Carbon Footprint Report.
<b>302-1. Energy consumption within the organization</b>	Energy consumption is evaluated as part of EA's annual Carbon Footprint Report. EA uses actual utility data for our corporate headquarters location (Hunt Valley, Maryland) as well as office-specific utility data from much of the remainder of EA's commercial offices across the nation. Where office-specific data are not available, data are extrapolated using the headquarters-based data set and regional emissions factors.



DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>302-4. Reduction of energy consumption</b>	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 renewals.
<b>303-5. Water consumption</b>	Water consumption data are incorporated into EA's annual Carbon Footprint Report. Water consumption is a minor contributor to EA's overall emissions footprint with the largest percentage of EA's water consumption being associated with our in-house ecotoxicology and wastewater treatability testing laboratories.
<b>EMISSIONS</b>	
<b>3-3. Management of material topics</b>	EA has been actively monitoring, reporting on, and working to improve company-wide emissions for 15 years including publication of our annual Carbon Footprint Report which is publicly available. The report is developed in conformance with World Business Council for Sustainable Development and WRI guidelines.
<b>305-1. Direct (Scope 1) GHG emissions</b>	EA's Carbon Footprint Report covers Scopes 1, 2, and 3 emissions, including a total Scope 3 emissions evaluation for EA's supply chain.
<b>305-2. Energy indirect (Scope 2) GHG emissions</b>	EA's Carbon Footprint Report covers Scopes 1, 2, and 3 emissions, including a total Scope 3 emissions evaluation for EA's supply chain.
<b>305-3. Other indirect (Scope 3) GHG emissions</b>	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 2023 Carbon Footprint Report incorporates improved analysis of the Scope 3 Purchased Goods and Services category, which is EA's largest emissions source and includes emissions associated with our subcontracted partners and direct client (project) work.
<b>305-5. Reduction of GHG emissions</b>	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 and offset purchases). EA's Carbon Footprint Work Group is evaluating the applicability of potential SBTi for emissions reductions at EA.
<b>WASTE</b>	
<b>3-3. Management of material topics</b>	EA considers waste generation and management as a material aspect of our operation which is assessed 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.
<b>306-1. Waste generation and significant waste-related impacts</b>	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.



DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>306-2. Management of significant waste-related impacts</b>	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 decreasing recycling contamination. The work group also identified an area for improvement related to EPS foam waste associated with corporate IT solutions. The group identified a local EPS recycler and implemented EPS drop-offs. More than 90 percent of foam associated with corporate IT purchases has been recycled since identifying the vendor.
<b>306-3 Waste generated</b>	Waste and waste diversion data is incorporated into EA's annual Carbon Footprint Report.
<b>306-4 Waste diverted from disposal</b>	Waste and waste diversion data is incorporated into EA's annual Carbon Footprint Report.
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>	
<b>3-3. Management of material topics</b>	Ensuring suppliers (subcontractors and vendors) share EA's environmental commitments is a material aspect, as working with companies that share sustainability comments has the potential to lessen EA's overall impacts across all topic areas. In 2023, 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.
<b>308-1. New suppliers that were screened using environmental criteria</b>	<i>Supply Chain and Procurement</i> (page 25): EA's Sustainable Supply Chain Work Group was initiated in 2023. Established to assist EA in the identification, organization, and deployment of a sustainable supply chain strategy, work will be overseen by EA's Director of Procurement. Initial work, to be started in 2024, will include evaluating previously received input (e.g., EcoVadis Action Plans) to identify known areas for improvement related to understanding the supply chain. An additional, short-term goal for the work group will be an initial supply chain engagement activity that will focus on a subset of EA's top subcontractors and vendors. This engagement activity will be a review of existing publicly available material (e.g., CDP Questionnaires, EcoVadis scorecards, carbon footprint reports and GHG analysis, and sustainability reports). EA will also evaluate available tools that can be used to distribute and compile a supply chain questionnaire to be developed at a future date to collect additional OSH, CSR, ESG, and climate risk-related information.
<b>EMPLOYMENT</b>	
<b>3-3. Management of material topics</b>	Talent management is integral to EA's ability to successfully execute work, maintain institutional knowledge, and continue to expand services. EA's desire to maintain our status as a preferred employer for environmentally and socially conscious professionals is expressed by focusing on employee engagement, professional development, and competitive incentive programs.
<b>401-1. New employee hires and employee turnover</b>	<i>Workforce Demographics and Turnover</i> (page 23)





DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>OCCUPATIONAL HEALTH AND SAFETY</b>	
<b>3-3. Management of material topics</b>	The safety of our employees, subcontracted partners, clients, and communities will always be our priority.
<b>403-1. Occupational health and safety management system</b>	<i>Occupational Health and Safety (page 7)</i>
<b>403-5. Worker training on occupational health and safety</b>	<i>Occupational Health and Safety Training (page 8)</i>
<b>403-8. Workers covered by an occupational health and safety management system</b>	<i>Safety Culture Consultation and Communication (page 8)</i>
<b>403-9. Work-related injuries</b>	<i>EMR and Safety Statistics for 3-Year Period (graphic, page 7)</i>
<b>TRAINING AND EDUCATION</b>	
<b>3-3. Management of material topics</b>	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.
<b>404-1. Average hours of training per year per employee</b>	<i>Professional Development and Employee Training (page 22)</i>
<b>404-3. Percentage of employees receiving regular performance and career development reviews</b>	71 percent of EA's full-time workforce received a performance evaluation in 2023.
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>	
<b>3-3. Management of material topics</b>	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 program implementation across EA.
<b>405-1. Diversity of governance bodies and employees</b>	<i>Governance Demographics (graphic, page 6)</i> <i>Workforce Demographics and Turnover (page 23)</i>
<b>405-2. Ratio of basic salary and remuneration of women to men</b>	In 2024, EA will finalize selection of an outside consulting firm that will complete an internal pay equity study. EA's Human Resource department and DEI Committee will work collaboratively with the consultant to complete the study by the end of the 2026 calendar year.



DISCLOSURE	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>LOCAL COMMUNITIES</b>	
<b>3-3. Management of material topics</b>	EA's impact on the 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, which encourages EA employees to volunteer in the communities in which they live and work through provision of benefit hours annually.
<b>413-1. Operations with local community engagement, impact assessments, and development programs</b>	<i>Pillar II: Community Support (page 34)</i>
<b>CUSTOMER PRIVACY</b>	
<b>3-3. Management of material topics</b>	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 and contractors with the intent of leveraging those systems to access and impair critical government networks.
<b>418-1. Substantiated complaints concerning breaches of customer privacy and losses of customer data</b>	<i>Customer Data Privacy and Cybersecurity (page 17):</i> EA had no substantiated complaints related to breaches of customer privacy or losses of customer data.



# APPENDIX B: SASB DISCLOSURES INDEX

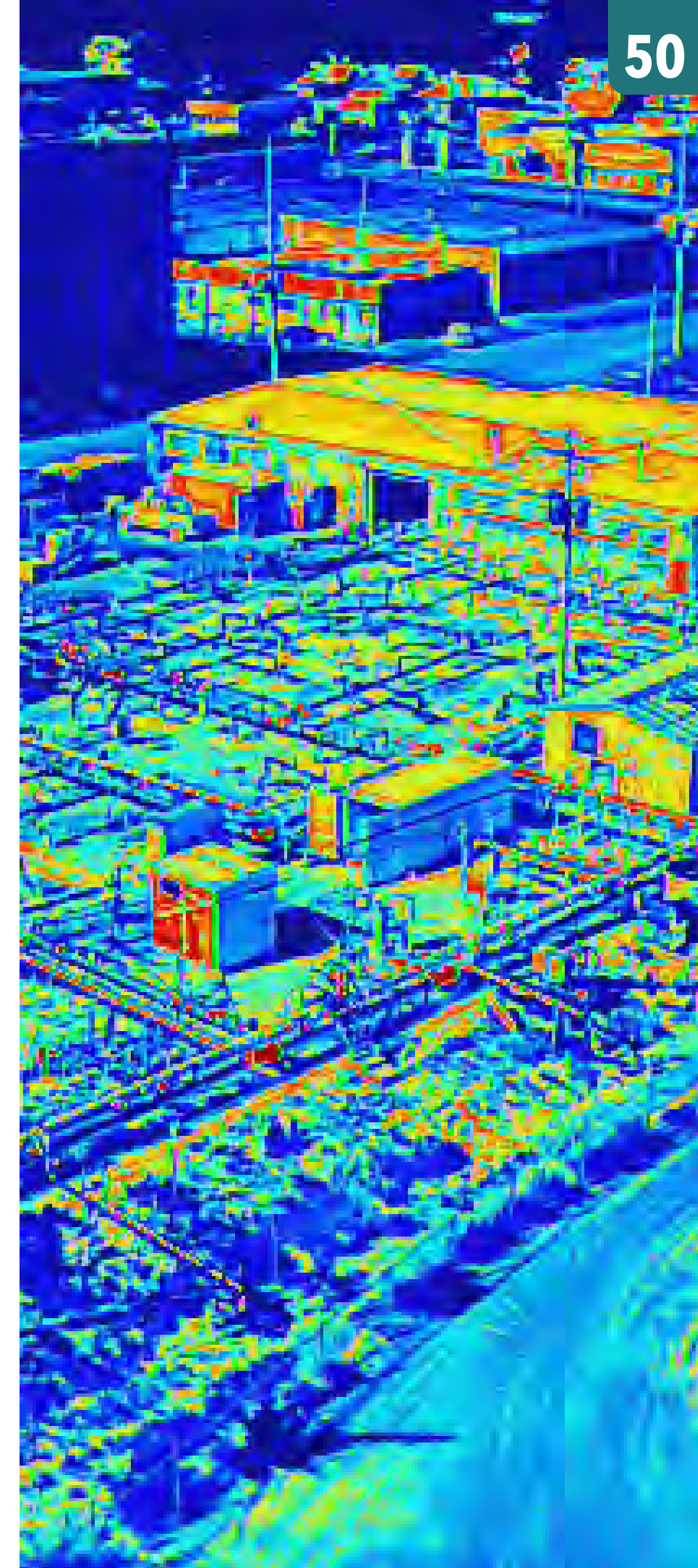
## DATA SECURITY

ACCOUNTING METRIC	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>Description of approach to identify and address data security risks</b>	<i>Customer Data Privacy and Cybersecurity</i> (page 17)
<b>Description of policies and practices relating to collection, usage, and retention of customer information</b>	
<b>Number of data breaches, percentage involving customers' confidential business information or personally identifiable information, number of customers affected</b>	EA had no substantiated complaints concerning breaches of customer privacy or loss of customer data in 2023.

## WORKFORCE DIVERSITY AND ENGAGEMENT

ACCOUNTING METRIC	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>Percentage of gender and racial/ethnic group representation for executive management and all other employees</b>	<i>Governance Demographics</i> (graphic, page 6) <i>Workforce Demographics and Turnover</i> (page 24)
<b>Voluntary and involuntary turnover rate for employees</b>	Voluntary turnover during CY 2023 was 9.5 percent; involuntary turnover was 2.1 percent





ACCOUNTING METRIC	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>Employee engagement as a percentage</b>	Approximately 70 percent of EA's workforce responded to EA's annual Gallup Engagement Survey in 2023. Of responses received, 45 percent of EA's workforce identified as being engaged, 49 percent as not engaged, and 6 percent as actively disengaged. This was EA's 9th Annual Employee Engagement Survey conducted by Gallup. Results (which covered employment perceptions related to CY 2022) put EA in the 64th percentile of Gallup's benchmark engineering sub-industry for overall employee satisfaction.

**PROFESSIONAL INTEGRITY**

ACCOUNTING METRIC	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>Description of approach to ensuring professional integrity</b>	<i>Professional Integrity</i> (page 18)
<b>Total amount of monetary losses as a result of legal proceedings associated with professional integrity</b>	EA experienced no monetary losses in 2022 related to legal proceedings associated with professional integrity violations.

**ACTIVITY METRICS**

ACCOUNTING METRIC	DISCLOSURE RESPONSE OR LOCATION WITHIN REPORT
<b>Number of employees by full-time and part-time, temporary, and contract</b>	EA's 2023 workforce was comprised of 6.8 percent part-time employees and 93.2 percent full-time regular employees (defined as working from 30 0 40 hours per week). Unexploded Ordnance Technicians supporting munitions-related projects on an as-needed basis are the predominant group of temporary employees at EA.
<b>Employee hours worked; percentage billable</b>	EA's workforce completed 1,429,682 hours in 2023. Average billability of professional and technical staff (excluding personnel in Overhead and General Administrative departments) was approximately 65 percent.