



NTRODUCTION	3
Message from the CEO	3
2021 Highlights	4
PEOPLE	5
Safety	6
Inclusion & Diversity	7
Wellness	9
Thrive	10
Always Learning Lab	11
Educational Reimbursement Program	12
Career Development Program	13
Internship Program	14
Employee Stock Ownership Plan	15
PROJECT Environmental Services for Bay County, FL, Voluntary Home Buyout Program	16
ARTNERSHIPS	1
Gives Back	18
Stewardship Events	19
Supplier Diversity	20
Professional and Scientific Integrity	21
Cybersecurity	22
Science Leadership Program	23
Client Feedback Program	24
PROJECT North Carolina Resilient Coastal Communities Program Planning	25
LANET	2
Environmental Sustainability	27
Reduce Our Impacts on Natural Resources	28
Greenhouse Gas Emissions	29
PROJECT West Bay Sanitary District, CA, Living Shoreline Design and Implementation	30
/HAT'S NEXT	31
, .	9

A MESSAGE FROM OUR CEO



In 2021, SWCA focused our efforts on developing a holistic sustainability framework and building the strategy and structure necessary to integrate that framework into our business. Our sustainability framework graphic illustrates the alignment of our People, Planet, and Partnerships programs with the United Nations Sustainable Development Goals, all in support of reaching our North Star.

In keeping with our OneSWCA and NeverSettle values, I addressed SWCA employee-owners

by video, committing to excellence in sustainability and encouraging all to join me.

At the heart of the SWCA sustainability framework lies our employee-owners. Alongside the well-developed Safety and Wellness programs, 2021 brought a renewed focus on Inclusion and Diversity with the expansion of Employee Resource Groups and new resources designed to provide an inclusive culture of belonging for all. SWCA's internship program was launched with a stated goal of increasing the diversity of early-career employees. In its second year, the Career Development Program provided a system of consistent, scalable roles and titles to further employee satisfaction and development. And we launched Thrive, a program dedicated to supporting the total health of each employee.

We partnered with non-profits in our communities through SWCA Gives Back, raising funds, volunteering, donating, and providing science education as well as participating in boots-on-the-ground clean up and stewardship events. Our commitment to professional and scientific integrity prompted enhancements to cybersecurity training, policies, and processes, and more employees than ever before participated in our Science Leadership Program. Altogether, the programs and activities that comprise our sustainability framework result in consistently high client feedback ratings.

In 2021, we formed a Sustainability Framework Steering Committee to guide the strategy for continued advancements for both our clients and our operations. And throughout operations, we implemented measures which allowed for continued business growth while reducing environmental impacts and reliance on natural resources. Finally, I am excited to share that we achieved 100% Powered by Renewable Electricity status for the second consecutive year.

Joseph J. Fluder, III

202 SWCA
ESG REPORT





PEOPLE

Through our programs and initiatives, interactions with clients and employees, and suppliers and communities, SWCA has demonstrated our commitment to equity, equality, diversity, wellness, safety, and career development.

In 2021, we introduced Thrive, a program designed to recognize our employees' diverse needs while supporting the total health of individual employees and helping them Grow, Prosper, and Flourish. Our safety-first culture continued to be of vital importance in the second year of the pandemic. We expanded our Career Development program to include clear and consistent job titles across the company, increasing transparency and mobility. And our investments in meeting and exceeding our employee-owners' needs were of the utmost importance.



OUR PEOPLE PILLAR ALIGNS TO THE FOLLOWING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS











PEOPLE SAFETY

At SWCA, we value never settling. That value is demonstrated best in our safety program. We always strive to improve our program to keep our employees safe. In Q2 we transitioned our proprietary safety incident reporting app, "SiREN", to the Microsoft Power App platform, giving us greater functionality and improved ease of maintenance. The app now includes information about our newly formed Wildfire Advisory Group and includes wildfire-related content. This was especially timely considering the unprecedented wildfire season last year. Safety is a responsibility that all SWCA employees take seriously.

In addition to complying with SWCA's stringent internal safety program, we ensure that our work is completed in compliance with all regulatory safety requirements, including Occupational Safety and Health Administration (OSHA) standards and regulations, client-specific programs, and applicable state and federal programs.

SWCA has a safety-first culture. This is evident in our commitment to continuous improvement in safety and safety statistics that meet or exceed industry standards. We prioritize our employees' safety and provide them with the resources, training, and support needed to remain safe in the office, in the field, and at home. Since the start of the pandemic nearly two years ago, SWCA has maintained a goal of keeping our employees safe and the business moving forward. SWCA's COVID-19 Task Force continued to monitor the latest news and guidance, develop communication strategies for employees and clients, recommend policies, and advise senior leadership. The COVID-19 Omicron variant surge in Q4 kept the Task Force busy updating policies and procedures to ensure that our workforce could continue to perform at a high level for our clients as we entered 2022.

Safety training remains the cornerstone of our safety program. After a year-long campaign to improve our annual safety training completion rate, we improved completions from 70% to over 80%. In Q4, our Safety Auditor/Trainer performed several interactive sessions on our Solo Work Policy. SWCA holds regular events on key safety issues, underscoring the importance of incident prevention and reporting. The Safety Department works closely with the HR Department to monitor injuries to ensure proper care of our employees and works with the Training Department to ensure that the proper safety training is assigned to all SWCA employees, and that record-keeping meets client, state, and federal requirements. We also coordinate with HR to develop and promote wellness-related topics.

The safety team conducted the company's 10th Annual Safety Kickoff Meetings in early April. The meetings were conducted virtually, with 722 employees participating live. The safety theme for 2021 was "Focus on Driving Safety," and the sessions were capped off with interactive scenario exercises to reinforce the theme.

2021 SAFETY STATISTICS

21 SAFETY STARS AWARDED

.29TOTAL RECORDABLE INCIDENT RATE INDUSTRY AVERAGE IS .9

L29
DAYS AWAY RESTRICTED TIME INDUSTRY AVERAGE IS .6



SWCA's Safety Star Program rewards employees who demonstrate safe behavior and provides employees an opportunity to recognize the exemplary efforts of others by nominating coworkers.

Ashley Eyeington

Ashley was leading a team of 12 SWCA archaeologists at a site excavation. Early one morning, the crew was assembling in front of the hotel to travel to the site when one of the employees reported that they were experiencing COVID-19-related symptoms. Ashley quickly called a safety stand-down and told the team to isolate themselves in their hotel rooms and await further instructions. She then called each of the team members to determine the level of exposure each person had with the symptomatic employee. As the morning went on and offices started opening, Ashley coordinated with HR, her Office Safety Representative, and the safety team to determine a course of action. Ashley's action-oriented response, putting the health of the team first, calling a safety stand-down, and isolating team members, prevented the spread through the team any further making her a Safety Star.

Erin Brinklev

While surveying a wind farm, Erin found an unattended grass fire. She immediately reported the fire to the site manager and stayed in the area to watch the fire while having a fire extinguisher at the ready. Once the site manager and their coworker arrived, they documented the fire and extinguished it. Erin then accompanied them around the area to spot any areas that were still on fire. In their walkaround they found a total of three remaining hotspots and extinguished them. Only once they were sure the fires were completely out did they feel comfortable enough to leave the area. Erin was a safety star for her situational awareness and diligence while in the field.

INCLUSION AND DIVERSITY

SWCA's Inclusion and Diversity Program is comprised of three components: 1) An Inclusive Culture, 2) Talent Diversity, and 3) SWCA Gives Back and Supplier Diversity. SWCA is committed to employee success measured solely by contributions to advancing our work, not by factors such as gender identity, expression, sexual orientation, racial or ethnic identity, cultural or socioeconomic background, national origin, religion, age, veteran status, health status, or physical abilities. We value and celebrate our unique differences and believe those differences make us more successful.

% OF WOMEN IN THE SWCA WORKFORCE

57% OF TOTAL STAFF

36% IN LEADERSHIP ROLES

38% OF THE BOARD OF DIRECTORS

INCLUDING FEMALE BOARD CHAIR





PEOPLE

INCLUSION AND DIVERSITY PROGRAM

In 2021, SWCA expanded its Inclusion and Diversity Program in several key areas

SWCA formed an Inclusion and Diversity Steering Committee to conduct research analysis and provide input and recommendations for inclusion and diversity initiatives at SWCA. In 2021, they partnered HR People Support, Talent Acquisition, and the Senior Leadership Team to design and champion Inclusion and Diversity initiatives while evaluating the success of SWCA's overall Inclusion and Diversity approach.

SWCA launched a new hire introduction and orientation to the Inclusion and Diversity Program in 2021, along with a Professional Development Plan for new employees. The orientation includes Unconscious Bias training, which 100% of employees completed in 2021.

In 2021, SWCA also launched an internal Inclusion and Diversity page and Resource Library on MySWCA (company intranet) that houses employee testimonials, information on events, program leadership contacts, resources, news, educational materials, and more. Throughout the year, the Inclusion and Diversity Program promoted Inclusion Months and provided a wealth of resources and information for these months on the Inclusion and Diversity page. These included Self-Appreciation Month, Black History Month, Women's History Month, Asian and Pacific Islander Heritage Month, Pride Month, Road to Diversity Month, Modern Family Month, Hispanic Heritage

2021 EMPLOYEE RESOURCE GROUP

Environmental Justice

Mental Health Matters

Women of SWCA

Women of Color in the Sciences

Veterans at SWCA

LatinX at SWCA

Black Employee Resource Group

Working Parents and Caregivers

LGBTQ+ Employee Resource Group

Asian and Pacific Islander Resource Group

Disability Employee Resource Group

Native & Indigenous People of SWCA

Month, Disability Awareness Month, and Native and Indigenous Heritage Month.

SWCA also strengthened its Employee
Resource Groups by establishing a guidance
protocol for developing and sustaining
effective Employee Resource Groups,

as well as promoting and increasing the participation of Employee Resource Groups companywide. This guidance protocol included the plan to create internal webpages for each Employee Resource Group to house the group lead's contact information, resources, upcoming events, meeting times, book, movie, and media recommendations, and more. SWCA added new Employee Resource Groups in 2021, for a total of 12 groups. These employeeled groups held regular meetings throughout the year (at times inviting notable internal and external guest speakers), hosted social and educational events, and partnered with the Gives Back Program on companywide campaigns.

Externally, SWCA developed the Inclusion and Diversity page on the SWCA website and increased social media presence to showcase and articulate SWCA's commitment to Inclusion and Diversity for external audiences.

66

"SWCA is striving to create an inclusive workplace where everyone feels valued and respected because of their differences—a place where every employee can be themselves so they can reach their potential and help us achieve our business goals. We want our business to be innovative and productive so we can deliver the best products and services to our clients and we need diversity to help us achieve this."

- Deborah Owens CHIEF PEOPLE OFFICER



WELLNESS

SWCA's health and wellness program is more than a perk-it is part of the culture. At SWCA, wellness is a key aspect of the Benefits Program. In 2021, SWCA launched a new, comprehensive approach to wellness through a dedicated wellness program, Thrive, which encompasses five dimensions of well-being: physical, emotional, social, financial, and environmental. Thrive recognizes our employees' diverse needs while supporting the total health of individual employees and helping them Grow, Prosper, and Flourish. In 2021, SWCA announced a shift from company accrued sick time to Wellness Time. This shift supports employees and emphasizes the importance of holistic health for employees. Wellness Time expands the definition of the former sick time and can be used for personal days to support employees and their family members.







PHYSICAL

SWCA's commitment to physical wellness means maintaining a healthy body through lifestyle and behavioral choices and reducing the risk of preventable diseases and conditions. Activities and programs that support the physical dimension of the program include the following:

- · Preventive medical care
- Personalized physical and behavioral health coaching
- Companywide fitness challenges for all employees and their family members
- Virtual and telephonic programs to support healthy nutrition and weight goals

EMOTIONAL

SWCA works to foster emotional wellness, helping employees feel more confident and resilient in coping with life's stresses and challenges. Activities and programs that support the emotional dimension of the program include the following:

- Positive work/life balance
- Employee Assistance
 Program emotional wellbeing webinars
- Paid time off options, including Wellness Time
- Personalized stress management programs and mindfulness techniques
- Time management practices
- Healthy habits, tools, and practices
- Mental Health First Aid certificate program

SOCIAL

SWCA encourages social wellness by supporting connections and positive relationships in employees' work and home communities. Activities and programs that support the social dimension of the program include the following:

- Employee Resource Groups, which support Inclusion and Diversity efforts
- Gives Back community involvement opportunities
- Employee-owner celebrations
- Companywide fitness challenges
- Local social events
- Hobby classes

ENVIRONMENTAL

SWCA supports environmenta wellness by encouraging an awareness of the relationship between our health and our homes, work, and communities. Activities that support the environmental dimension of the program include the following:

- Healthy home allergy reduction tools
- Green energy use tips for building sustainable habits
- Ergonomic workstation tools
- SWCA Safety Resources
- Local office cleanup events

FINANCIAL

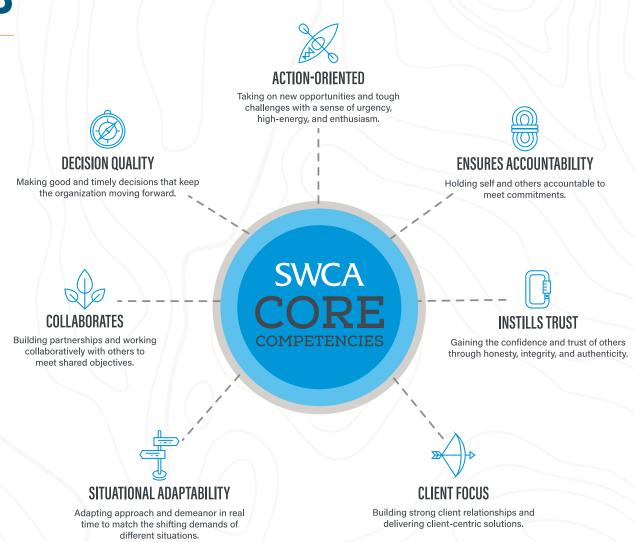
SWCA's commitment to financial wellness allows employees to better understand their financial situation, feel prepared to manage unexpected changes, and define a path to their goals. Activities and programs that support the financial dimension of the program include the following:

- Financial planning and expert advice
- Financial educational webinars
- Retirement programs
- Budgeting tools
- Estate planning and legal assistance
- Tuition reimbursement opportunities

ALWAYS LEARNING LAB

The Always Learning Lab is SWCA's learning management system, which houses a large library of developmental resources at employees' fingertips. Our library offers courses on a variety of topics, including effective engagement of hybrid teams, safety compliance, and online security awareness. More than 30% of our catalog consists of coursework that supports the Career Development program and all seven of the competencies. In 2021, SWCA increased e-course offerings by 55%, adding more than 40 courses to the catalog. The average course rating is 5 out of 5. Twenty-one of these courses support the Career Development program for both newly hired and existing employees. In 2020, the Always Learning Lab had a goal to reach 65% employee engagement in SWCA discretionary training. In 2021, that goal was surpassed, reaching 84% employee engagement in SWCA discretionary training.

Starting in August 2021, we highlighted one of SWCA's seven core competencies each month. The Competency of the Month series provided resources for developing each competency and the opportunity to recognize fellow SWCA employees who have done an exceptional job of demonstrating the competencies. The competencies are SWCA's core values—OneSWCA, Always Learning, Never Settle, and SWCA Gives Back—translated into observable behaviors. By embodying explicitly defined behaviors, competencies help us understand how to do our daily jobs in a way that supports SWCA's core values. If the core values are our compass, the competencies serve as our waypoints.



Always oo Learning

PEOPLE

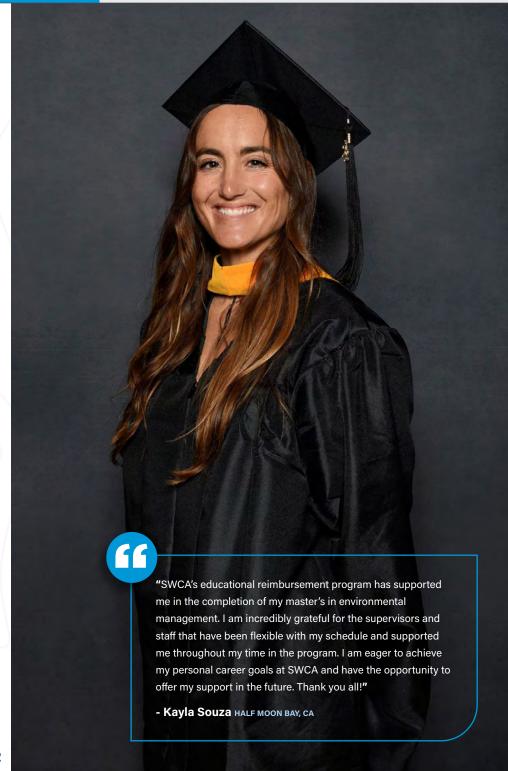
EDUCATIONAL REIMBURSEMENT PROGRAM

SWCA's Educational Reimbursement Program provides tuition assistance to eligible employees pursuing personal and professional development through continuing education in work-related courses. In 2021, the company provided \$65,842 in tuition reimbursement to eligible employees, representing a steady increase from \$14,048 in 2010, when the program began. The growth of this assistance program highlights one of SWCA's core values: Always Learning. A wide range of courses and certifications were completed with the assistance of SWCA's Educational Reimbursement Program. These included the following:

- Employee Relations Certification in HR
- Master of Arts in Sustainability Leadership
- Natural Resource Inventory and Data Analysis
- Analysis of Environmental Impact
- Bones and Stones: Human Evolution, Anthropological Science
- Master of Science in Water Resources
- NEPA Regulatory Course
- Remote Sensing Image Analysis and Applications

EMPLOYEE REFERRAL PROGRAM

Good people know good people. SWCA looks to employees to refer potential colleagues for available positions. Bonuses are given to employees who refer a potential new hire who is subsequently hired. In 2021, SWCA awarded \$24,000 in employee referral bonuses, a steady increase from 2020.



PEOPLE

CAREER DEVELOPMENT PROGRAM

SWCA's award-winning Career Development Program continued to grow in 2021, focusing on building consistency in job titles and roles through the creation of a Job Titling Framework. This important step in the program buildout was critical in demonstrating what career options exist at SWCA and clearly defining what it takes to get there.

In 2021, more than 60 subject matter experts (SMEs) from SWCA met to define positions for their respective disciplines, organize the positions by level, and recommend position titles. By defining these disciplines and levels, the SMEs helped create a scalable framework to allow for individual and company growth. In September 2021, the Career Development team created companywide training for employees and leaders to educate employee-owners on the purpose of the new Job Titling Framework and what the new titles meant for them. In December 2021, a pulse survey was deployed to select SWCA employees to collect reactions to the Career Development titling project and gather input to help continue improvements to the program. There was a noticeable improvement in Net Promoter Scores (NPS) in the following areas:

- "SWCA's job titles are consistent throughout the company." June NPS (-87) to December NPS (8)
- "I can look at an SWCA job title and know where the position fits in the organization." June NPS (-75) to December NPS (2.7)

NPSs are measured using a single-question survey and reported with a number ranging from -100 to 100; the higher the score, the more positive it is.

In April 2021, the Career Development team created a four-part e-course series for newly hired employees called Adventures in Career Development. This series follows Betty the Biologist as she starts her career with SWCA and learns the ins and outs of the Career Development Program. The course asks learners what they are most excited about regarding career development at SWCA. Here are a few of their responses:

- "The fact that SWCA places so much value on individual career development and how that can contribute to employee satisfaction."
- "My future looks good at SWCA."
- "I want to grow within SWCA and help SWCA grow."
- "I am most excited about the possible directions each position can take and how malleable the process is over the length of a career."

SWCA was awarded first place in Marketing Excellence – Recruitment and Retention by Zweig Group for our Career Development Program!



The Zweig Group Marketing Excellence award recognizes outstanding and effective marketing in the AEC industry. Award entries were evaluated based on overall creativity, messaging, the results achieved by the campaign, and the level of design.

Attendees of the gala were asked to vote on their favorite entry among all winners in Marketing Excellence, and the winner was given a People's Choice Award. SWCA was selected for that honor, as well!



INTERNSHIP PROGRAM

In June 2021, SWCA welcomed the first cohort of enterprise-wide interns.

A team of leaders across departments launched the first enterprise-wide internship program at SWCA in January 2021. The Internship Program team developed guidance to provide structure and assure support for a centrally coordinated but locally executed SWCA internship program. Program goals include increasing the diversity of early-career employees, increasing brand recognition and building relationships with faculty and students, and providing opportunities for both junior-level employees and interns with tangible career experience. As an enterprise-wide program, SWCA organized centrally facilitated onboarding and weekly meetings with leaders across the company, including CEO Joseph J. Fluder, III, to give interns a chance to connect and learn about the organization. The first cohort was comprised of 15 interns from 14 institutions, who joined several offices across the nation. Fourty-four percent of the first cohorts identified as members of an underrepresented racial or ethnic group, supporting one of the primary goals of the program. Post-completion surveys of interns revealed a Net Promoter Score (NPS) of 73 (on a scale of -100 to 100, this is considered a smashing success). A "recommend to colleague" NPS of 93 from supervisors also indicates widespread satisfaction at SWCA.





PEOPLE

EMPLOYEE STOCK OWNERSHIP PLAN

SWCA is 100% employee owned and owned only by current employees. SWCA established the employee stock ownership plan (ESOP) in 2000 to allow its founder, Dr. Steven W. Carothers, to transition out of the majority owner role. The ESOP has contributed to employees' overall retirement assets and enhanced SWCA's collaborative culture and company growth. SWCA allocates shares on an annual basis to eligible employees.

The ESOP Communications Committee, which was formed in 2019, works to maximize the value of the ESOP by communicating the benefits and mechanics of the ESOP, promoting a culture of ownership, and building excitement around being 100% employee-owned. SWCA celebrated 20 years of being 100% employee-owned in 2020. In 2021, the ESOP Communications Committee continued to build on the content and programs created in 2020. In 2021, the Communications Committee:

- Celebrated nine Employee-Owner Stars
- Educated employees with informational ESOP Hot Topics about leaving SWCA, SWCA's unique coronavirus pandemic response, and ESOPs as retirement plans
- Developed a video to help educate employees about vesting, account statements, and contributions
- Helped revise the SWCA recruiting guide
- Celebrated National Employee Ownership Month with a companywide virtual celebration, local office celebrations, and an ESOP story map



EMPLOYEE-OWNER STAR SPOTLIGHTS

The Employee Owner Stars program recognizes and celebrates individuals who exemplify the attitudes and behaviors of employee ownership at SWCA.

Randy Creaser

Randy consistently goes above and beyond to help others on projects, supports the Gives Back program, and is a member of the Science Leadership Program. His ability to adapt to all project-related situations and effectively manage projects has made him a great mentor at SWCA. Randy is kind, hard-working, and passionate about his job. He makes sure others are successful and pushes people to think beyond their current role and work outside their comfort level while supporting them.

Annie Lutes

Annie demonstrates her commitment to the overall financial success of SWCA through excellent collaboration and teamwork across disciplines and sectors, continuously expanding and improving her areas of expertise, client responsiveness, and production of high-quality deliverables. Annie is gracious and generous with coworkers and approachable and respected by clients. Annie boosts the morale of the team through her positivity. She is an exemplar of employee ownership.





ENVIRONMENTAL SERVICES FOR BAY COUNTY, FL, VOLUNTARY HOME BUYOUT PROGRAM

SWCA performed environmental clearance services for the Rebuild Florida Program to assist the U.S. Department of Housing and Urban Development in complying with the National Environmental Policy Act (NEPA). This voluntary buyout is part of a disaster recovery program to reduce risk to Bay County residents after Hurricane Michael impacted the area in 2018. Single-family homeowners are being offered a chance to use the program if they would like to move out of flood-prone areas. Funded by Bay County's Community Development Block Grant for Disaster Recovery, existing flood-prone properties will be purchased and returned to green space. Financial assistance will be given to the homeowners who need it to buy a new home in a safer area. Programs like this are important for residents who may feel stuck in an unsafe area because of financial constraints. For this project, SWCA supported environmental restoration and helped citizens of Bay County relocate to safer environments.

PEOPLE PARTNERSHIPS TABLE OF CONTENTS INTRODUCTION

PARTNERSHIPS

At SWCA, we amplify our sustainability achievements through multi-stakeholder partnerships in our project work, operations, and supply chain. We partner with clients, vendors, and suppliers on our Climate-Driven, Planning, and Community Outreach project work to forge sustainable communities and address climate change. Our Gives Back program partners with local nonprofits to enhance the quality of life for those in the communities in which we live, work, and play. And our **Environmental Sustainability Committee partners with** SWCA Gives Back on environmental stewardship events that restore our streams, trails, and ecological habitat.





PARTNERSHIPS SWCA GIVES BACK

Contributing to our communities in a positive and meaningful way, both as a company and individually, is woven into our company culture as one of our four core values. SWCA Gives Back was born out of our office-level culture of giving back to the communities in which we work, live, and play. The Gives Back Program has five components: 1) Matching Grants, 2) Spreading the Science, 3) Companywide Campaigns, 4) Calls-to-Action, and 5) Company-sponsored Gives Back hours for all regular-status employees. Our SWCA Gives Back Program has helped us unify our efforts to strengthen the positive impacts we can make in our communities and beyond.

The Gives Back Matching Grants match office fundraising and volunteer events with grants up to \$750. In 2021, our offices organized and participated in 52 local Gives Back events to support food banks, animal shelters, blood drives, cleanup events, walks for cancer, book collections, holiday fundraisers, and more. Employees volunteered 1,237 hours of their time and donated a combined \$45,500 to local causes.

Spreading the Science encourages employees to volunteer their time at local schools, non-profit environmental education events, and Science in the Park days, giving hands-on lessons in archaeology, paleontology, wildlife biology, and more. Employees volunteered 108 hours for Spreading the Science in 2021.

In 2021, SWCA Gives Back organized two companywide campaigns: 1) Auctioning for Awareness, a virtual silent auction to raise awareness and funds for mental health resources,

support, and nonprofit organizations, and 2) Clean & Green, an environmental stewardship campaign in which employees donated to, organized, and participated in local cleanup, restoration, and conservation events. SWCA matched local donations and volunteer hours to a national charity for each cause. These campaigns had a combined impact of \$29,725. When disaster strikes, SWCA rallies to support those in need. In 2021, employees stepped up and raised funds for relief efforts, including the California wildfires, Louisiana's Hurricane Ida, and the Colorado Marshall Wildfire.

Employee donations and corporate matching had a total impact of \$107,261 across all giving campaigns during the year.

2021 STATISTICS

135

ORGANIZATIONS IMPACTED

1237

TOTAL VOLUNTEER HOURS AT LOCAL EVENTS

\$107,261

TOTAL DONATIONS

LOCAL OFFICE GIVES BACK EVENTS





AMHERST OFFICE EARNS THE 2021 "HAVE A HEART" AWARD

Every year, SWCA's senior leadership selects the office that has best fulfilled the goals and spirit of the SWCA Gives Back Program that year. In 2021, SWCA's Amherst office staff went above and beyond in their commitment to giving back. They raised the most in total employee donations and matching grants of all the offices and were among the top in volunteer hours. The Local Office Champions organized engaging local Gives Back events throughout the year, including a virtual auction fundraiser (that raised over \$3,000!), cleanup events, and food drives. Their volunteer and donation efforts benefited organizations such as the Amherst Survival Center, Lorraine's Soup Kitchen and Pantry, the Connecticut River Conservancy, and Kestrel Land & Trust.

PARTNERSHIPS

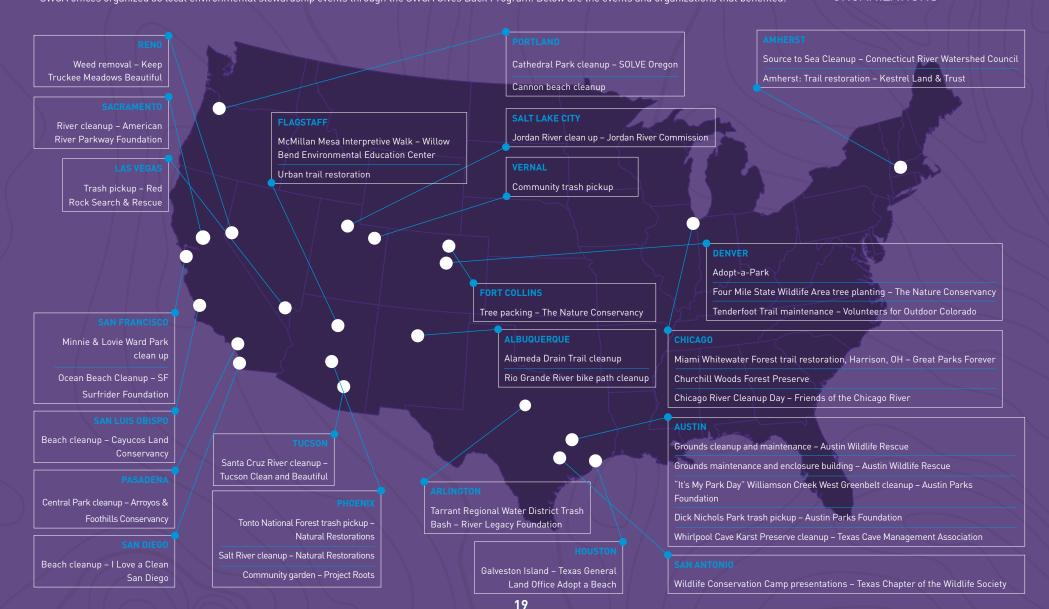
STEWARDSHIP EVENTS

SWCA's project work contributes to environmental stewardship every day. Our projects ranging from stream and upland restoration, mine and oil well reclamation, coastal resiliency, and renewable energy all benefit the land and water. Beyond our project work, SWCA encourages employees to participate in environmental stewardship activities through the Gives Back Program. These activities focus on cleaning up and restoring the natural environment in our communities. In 2021, SWCA offices organized 38 local environmental stewardship events through the SWCA Gives Back Program. Below are the events and organizations that benefited:

38 LOCAL EVENTS

\$21,000

DONATED TO NATURE-BASED ORGANIZATIONS





PARTNERSHIPS

SUPPLIER DIVERSITY

We believe in establishing and growing mutually beneficial contracting relationships with small and diverse businesses. While working together on projects, SWCA routinely mentors our small/diverse business partners, advising them on issues ranging from technical quality and project management to task prioritization, communication and business development strategies, and the development of quality assurance and quality control (QA/QC) programs and protocols. We also help our small and disadvantaged business partners expand their expertise and grow their project portfolio.

Finding partners can be a challenge. That is why SWCA developed a Supplier Diversity Program to formalize our commitment to these partnerships. The program is charged with accomplishing the following:

- Meeting small/diverse businesses through attendance at events and through networking
- Developing relationships with small businesses with the goal of subcontracting project work
- Identifying opportunities to purchase products and services from small business vendors
- Establishing small/diverse business goals and reporting toward those goals

SWCA developed a supplier and vendor database to capture and store information about these businesses to aid our business development teams in identifying teaming partners for opportunities. This database not only categorizes companies by socioeconomic status—it also provides

information on the companies' service offerings and lists our previous teaming engagements. To this end, SWCA's proposal and project teams can easily select qualified, diverse business enterprise teaming partners to meet client needs and subcontract work responsibly.

PERFORMANCE AGAINST GOALS

Over the past several years, we have set goals to increase our work with various diverse business categories. In 2018, we set a goal to increase the amount of subcontracted work with women-owned and veteran-owned businesses. In 2021, we set a goal to increase our subcontractor revenue with Native-owned and minority-owned businesses. Setting and achieving these goals helps us increase the amount of business with each type of business.

2021 STATISTICS

SUBCONTRACTED \$12.7M

IN REVENUE TO SMALL BUSINESSES

36% OF TOTAL SUBCONTRACTED REVENUE

INCREASED PARTNERSHIPS WITH NATIVE-OWNED FIRMS BY

\$500,000

4% INCREASE

INCREASED PARTNERSHIPS WITH MINORITY-OWNED FIRMS BY

\$1.04M

7% INCREASE



PARTNERSHIPS PROFESSIONAL AND SCIENTIFIC

INTEGRITY

Sound Science and Creative Solutions is more than just our tagline. Our commitment to professional and scientific integrity is woven into every aspect of our culture and structure, instilled from the boardroom throughout each function, and demonstrated by our client feedback and scientific leadership program.

Data and cybersecurity are central components of this commitment, and we continuously invest in proactively securing corporate and client data, training employees to recognize threats and suspicious behavior, and ensuring compliance with our Code of Business Ethics and Conduct.

PARTNERSHIPS

CYBERSECURITY

Our clients depend on us to keep our and their information safe. The SWCA Information Security Program was designed to reduce risk and protect SWCA assets and client data with continuously improving controls aligned with federal National Institute of Standards and Technology (NIST) and Cybersecurity Capability Maturity Model (CMMC) objectives, featuring employee education, intelligent systems design, complementary technical security, and best-in-class policies and processes.

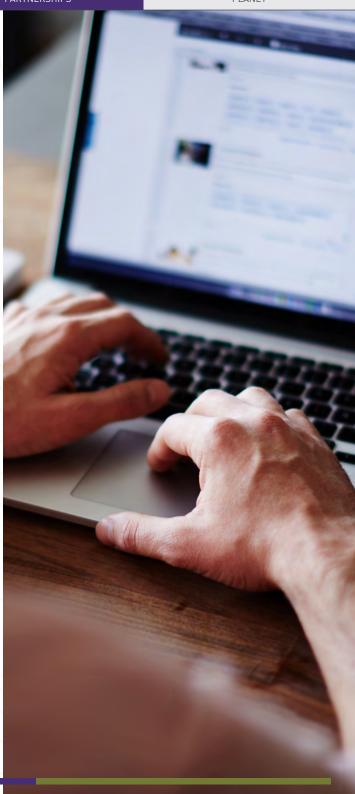
We use a layered design for controls, including people (awareness and training), physical security, administrative security (policies, processes, change management, and incident response), access control (including identification and authentication), endpoint security, infrastructure security (including configuration management), and data security. We perform routine maintenance, risk assessments, and audits to ensure continued compliance and to document our performance for organizational stakeholders, including our Senior Leadership Team and Board of Directors.

Much like the field safety and driving safety we are accustomed to following to keep us safe, our business and employees now rely on computers and information for our livelihood. SWCA's Information Security Team works to help protect our technology and ensure compliance with client requirements, relevant laws, and regulations.

The following examples show how SWCA's Information Security Team helps with our day-to-day work:

- Performing software and vendor security risk reviews and assessments
- Providing compliance planning for government (federal, state, local, and tribal) proposals and contracts
- Building and educating staff on company policies, processes, standards, and tools for information and technology
- Holding office meetings and trainings on new and critical security issues
- Creating physical security requirements and best practices for offices
- Conducting ongoing cyber security staff training
- Responding to and managing suspected or active security incidents, including breaches and hacks

SWCA seeks to differentiate our business not just with great work, but also with a comprehensive security program that complies with applicable federal, state, local, and tribal laws and regulations. We use NIST as our standard measure to evaluate our entire information security position, while also seeking to satisfy ISO standards and pursue future CMMC compliance.





PARTNERSHIPS

SCIENCE LEADERSHIP PROGRAM



SWCA's Science Leadership Program (SLP) recognizes and rewards our scientists and technical experts for providing high-quality expertise to our projects, clients, and strategic goals. The Science Leadership Program, along with its members, preserves the technically focused culture of the company, provides input for corporate strategies, generates creative solutions for our clients, provides career growth and mentorship opportunities within the company, and makes significant contributions to scientific advancement. In 2021, more than 90 employees were active members of the program, a steady increase from previous years.

The Science Leadership Program encourages our scientists' professional growth and scientific knowledge by providing support for presentations at professional meetings and offering bonuses to employees who publish articles and complete other work relevant to their technical disciplines. All employees are eligible for publication bonuses, with amounts varying by the type of peer-reviewed publication and increasing with the level of participation in the Science Leadership Program. In 2021, SWCA awarded 22 publication bonuses, for a total of \$19,525 paid to employees.

The brownbag lecture series provides an opportunity for Science Leadership Program members to share knowledge and business tips, forge connections, and encourage cross-fertilization between disciplines and offices throughout the company. This series is open to all SWCA employees, regardless of participation in the Science Leadership Program. There were 12 Brownbag sessions in 2021.

Great work deserves great recognition. The annual Steven W. Carothers Scientific Merit Award and the quarterly Lawrence S. Semo Scientific Achievement Award are designed to reward individuals for demonstrating passion, creativity, and scientific excellence in a manner that advances SWCA's purpose, mission, vision, and values. Specifically, the awards recognize outstanding scientific and technical achievements that demonstrate the application of Sound Science and Creative Solutions to solve our clients' needs. The awards are open to SLP members only.

The 2021 Lawrence S. Semo Scientific Achievement Award recipients were Allison Locatell, Eric Munscher, Coleman Burnett, and Drew Carson. The 2021 Steven W. Carothers Scientific Merit Award was awarded to Eric Munscher, Natural Resources Team Lead for the Gulf Coast Subregion.

PARTNERSHIPS

CLIENT FEEDBACK PROGRAM

We value our client partnerships and strive to exceed our clients' expectations. To understand how we are performing against our client's expectations, SWCA solicits client feedback. Feedback is gathered in two ways:

- Client feedback surveys are sent at the end of a project to assess our performance on a project vs. client expectations
- 2. Client check-in meetings held to gather general feedback regarding our performance and to learn more about clients' key objectives, goals, and partnership opportunities

The client feedback surveys allow us to track and respond to client feedback on our performance. At project close, we ask our clients to what degree our staff met expectations in areas such as helpfulness, communication, quality of deliverables, and value for fees paid.

We use this feedback to resolve project-level issues identified by our clients and uncover trends in client responses that may point to companywide issues in our service delivery. Using this information, we can modify methods or processes in our service delivery that clients identify as pain points and develop new methods or processes to improve the client experience.

2021 STATISTICS

628

FEEDBACK SURVEYS WERE SENT TO CLIENTS IN 2021

9.3 OUT OF 10

IS THE AVERAGE SURVEY SCORE ACROSS ALL QUESTION CATEGORIES IN 2021; THIS IS AN INCREASE FROM THE AVERAGE OF 9.1 IN 2020

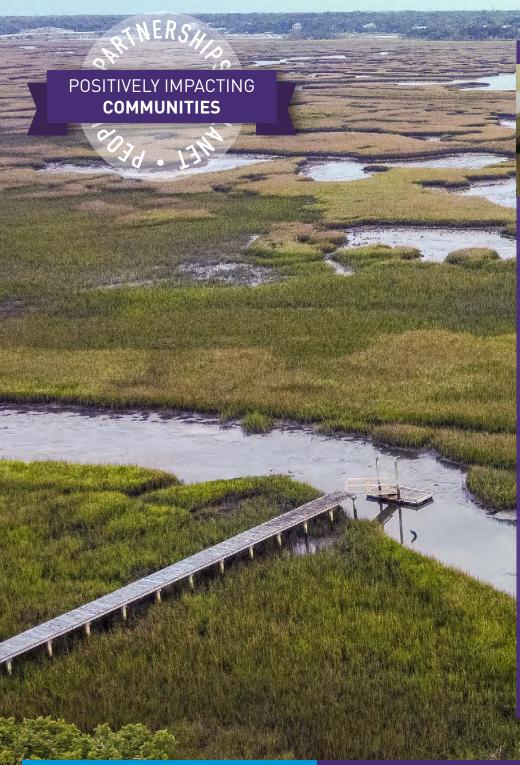
SWCA CONSISTENTLY RANKS HIGHEST IN HELPFULNESS AND QUALITY

98.6%

OF RESPONDENTS WOULD RECOMMEND SWCA

58.1% WOULD GO OUT OF THEIR WAY TO RECOMMEND SWCA!







COMMUNITIES PROGRAM PLANNING

With thousands of miles of waterfront, North Carolina's Inner Banks face extraordinary impacts from intensifying storms and rising sea levels. Keen on strengthening coastal resilience at the local level, North Carolina launched its Resilient Coastal Communities Program in 2021 as a framework for cities and counties to take action against coastal hazards. Localities along the state's coast are eager to adapt and become more proactive on resilience strategies, but they do not always have the resources to move forward.

Through this program, SWCA's team was paired with four communities in the northeastern part of the state to set goals, assess vulnerabilities, prioritize projects, and apply for funding. SWCA provided technical assistance to each community to facilitate risk and vulnerability assessment, complete a community engagement process, and develop a resilience project portfolio. The risk and vulnerability assessment included mapping hazards against existing infrastructure, helping with the synthesis of climate data, and identifying areas where resilience can be improved in alignment with existing coastal plans. "This broader perspective on the potential solutions to mitigating hazards is a benefit to our clients and to the larger environment," explains Anne Cabrera, Director of Climate-Driven Services. SWCA teams are eager to engage with North Carolina communities again this year.



PLANET

Through the work we perform for clients, we restore and promote sustainable use of land-based and water-related ecosystems to help reduce loss of biodiversity. We focus on minimizing and mitigating environmental impacts and emphasizing sustainability in the planning and implementation of our project work. We complete thousands of such projects each year, including species surveys, monitoring, siting and feasibility studies, habitat enhancement, green infrastructure design, and environmental permitting. Our renewable energy projects provide zero emissions energy sources, reducing greenhouse gases (GHGs). Our stormwater pollution prevention projects and related compliance inspections serve to protect surface and groundwater from contamination during construction, as well as from industrial processes.

We are committed to addressing climate change impacts on ecosystems and developing strategies to support long-term sustainability, both for natural and human communities. This is reflected in our focus on climate-driven services: disaster recovery, ecological restoration, resilience, and wildfire planning services. With our attention to science, combined with our creative approach, we are well positioned to help our clients understand the connection between climate change and the environment and work toward a healthy planet for all.

Beyond our project work, SWCA is committed to reducing our footprint through waste reduction, recycling, composting, and a reduction in energy consumption. In keeping with the core value Never Settle, we continuously focus on the impact of our operations and make changes to lessen those impacts.



OUR PLANET PILLAR ALIGNS TO THE FOLLOWING
UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS













PLANET

ENVIRONMENTAL SUSTAINABILITY

The SWCA Environmental Sustainability Committee is responsible for developing and implementing companywide environmental sustainability initiatives and goals based on direction from the Sustainability Framework Steering Committee. The office Green Teams are responsible for implementing the initiatives in the offices.

In 2021, SWCA implemented measures that allowed for continued growth while reducing environmental impacts. Specific measures included:

- Achieving 100% Powered by Renewable Electricity status for the second consecutive year
- Holding our Plastic-Free July event, bringing attention to issues with plastics in our waste stream and participating in clean-up events coast-to-coast
- Developing sustainable procurement policies
- Partnering with SWCA Gives Back to co-produce our fall stewardship campaign, Clean & Green, resulting in donations of more than \$21,000 to nature-based organizations
- Producing several awareness and education pieces regarding reduction and reuse strategies





REDUCE OUR IMPACTS ON NATURAL RESOURCES

SWCA is conscious of the effects single-use products have on our ecosystem and is committed to finding creative solutions to preserve our natural resources for tomorrow by reducing our waste today. In 2021, SWCA addressed the high-waste shipping materials used in the offices. The shipping materials most used by SWCA offices were bubble wrap, brown butcher paper for packing, Styrofoam sheets for padding, pre-padded envelopes, plastic packing tape, and shipping boxes or envelopes. More eco-friendly alternatives were identified, priced, and recommended to the offices. SWCA's shipping materials now include the following:

- Green Wrap, a naturally biodegradable alternative to bubble wrap
- Kraft Tape instead of plastic packing tape
- 100% recycled padded mailers that use upcycled newspaper matted between two layers of recycled kraft paper; once used, it is ready for curbside recycling
- 100% recycled shipping boxes that are made to order to reduce waste and are made from 95% post-consumer waste

PLASTIC-FREE JULY

In 2021, SWCA held the second annual Plastic-Free July event with a contest to generate ideas for reducing plastic in offices and in the field. Employees submitted nearly 70 ideas, which were evaluated by the Green Team representatives and the Environmental Sustainability Committee based on overall impact, feasibility, ease of implementation, and creativity. The ideas with the highest scores were compiled into a list to guide plastic-reduction initiatives.

PLANET

GREENHOUSE GAS EMISSIONS

SWCA has been tracking and reporting our GHG emissions resulting from our business activities for over 15 years.

Understanding our impacts helps us to identify mitigation strategies. In 2021, we saw a drop in total emissions over 2020.

Inventory Methodology

In 2021, SWCA calculated greenhouse gas emissions using the GHG Protocol Corporate Standard for all emissions except fuel use for rental vehicles. Our primary rental vehicle vendor provides exact reporting for each vehicle class and its corresponding number of miles, offering more accurate and detailed calculations of actual emissions.

SWCA leases office space, often in multi-tenant buildings without individual meters. When accurate data is not available, electricity usage is calculated based on the average usage per square foot in the state where the SWCA office is located. The inventory does not include impacts from distributed employees because home offices are not under SWCA operational control.

SWCA staff remained primarily distributed throughout the second year of the pandemic. Our 2021 commuter survey yielded a 35% response rate. The data in the table reflects emissions from employee commuting extrapolated to 100%. We did not gather air travel and employee commute data in 2020. Emissions from air travel were not extrapolated for 2021 due to the small percent of employees who traveled by air.

2021 Results

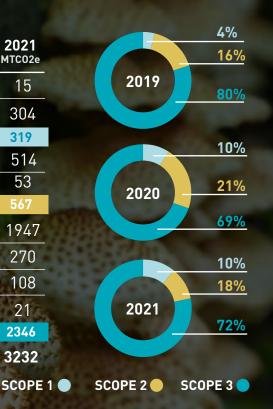
Business travel and office energy use are the major factors contributing to SWCA's Scope 1, 2, and 3 emissions. Transportation associated with project work accounted for the majority of SWCA's overall emissions. The next highest was the emissions associated with office electricity use but these emissions were offset through the purchase and retirement of RECs, which SWCA completed for the second consecutive year.

Compared to 2020, SWCA fuel usage from rental, employee owned, and fleet vehicles decreased in 2021. This is understandable as SWCA held a very strict solo driving policy in 2020 to combat Covid-19 and keep our employees safe. In 2021 SWCA loosened this policy, due to the decreased rates of Covid-19. The drop in these metrics reflects a return to carpooling.

INVENTORY COMPARISON SUMMARY

SCOPE	ACTIVITY TYPE	2019 MTC02e	2020 MTC02e	2021 MTC02e
SCOPE 1	Mobile Combustion - Fuel use for boats/ATV's	6	6	15
	Mobile Combustion - Fuel use for company-owned fleet vehicles	203	356	304
	SCOPE 1 TOTAL	209	362	319
SCOPE 2	Purchased Electricity	875	760	514
	Stationary Combustion - Natural Gas used in leased office space in buildings	45	54	53
	SCOPE 2 TOTAL	920	814	567
SCOPE 3	Fuel use for rental vehicles	2661	2067	1947
	Fuel use for employee-owned vehicles	486	576	270
	Business Travel - Air	530	0*	108
	Employee Commuting	913	0*	21
	SCOPE 3 TOTAL	4590	2643	2346
	TOTAL EMISSIONS	5719	3819	3232

^{*} Business Travel and Employee Commuting were near-zero and not tracked during the first year of the pandemic.







WEST BAY SANITARY DISTRICT, CA, LIVING SHORELINE DESIGN AND IMPLEMENTATION

SWCA has been working with West Bay Sanitary District since 2020 to design and permit a living shoreline that will protect the West Bay Sanitary District's critical wastewater infrastructure in the San Francisco Bay. Existing infrastructure is located within the Federal Emergency Management Agency's (FEMA's) 100-year floodplain and faces increased risk from environmental stressors like sea-level rise. To combat these risks, SWCA's environmental engineers designed a living shoreline (also known as an ecotone levee) that will allow existing marsh habitat to migrate upslope with sea-level rise, reducing the impacts that sea-level rise will have on the infrastructure. Coupling these design efforts with levee improvements aimed at obtaining accreditation through FEMA has provided West Bay Sanitary District with the assurance that their infrastructure will be resilient to climate change. SWCA is assisting the West Bay Sanitary District to obtain environmental permits so that the project can begin implementation in late 2022. Implementation will be partially funded by a \$4.8M grant, awarded by the National Fish and Wildlife Foundation's National Coastal Resilience Fund. SWCA's grant writers assisted the West Bay Sanitary District with the grant application process and will be working with the West Bay Sanitary District to manage the grant through 2024.

PARINERSHIPS SOLVERSHIPS

WHAT'S NEXT

This report demonstrates our commitment to understanding our social, economic, and environmental impacts. As a business we are committed to reducing our impact on the environment, as reflected in our sustainability vision statement:

SWCA believes that achieving a sustainable balance between humanity's social, economic, and environmental needs is essential in providing a healthy planet for future generations. We believe our sustainability actions will create a stronger company and will help ensure a prosperous future for our employees and clients and the communities we live in. We will be innovative and proactive leaders in sustainable business practices, and we will promote such practices by serving as a positive example for others.

Looking ahead we will continue to explore opportunities to integrate our sustainability framework into every aspect of our business. Through collaboration, creativity, and innovation, SWCA is devoted to the continued strengthening of our sustainability program for the good of our employees, our communities, and our planet.



esg@swca.com www.swca.com

100% Employee OWNED