



PLANET • PEOPLE • PARTNERSHIPS

SWCA[®]

SUSTAINABILITY
REPORT



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INTRODUCTION

MESSAGE FROM OUR CEO

Dear Stakeholders,

Of SWCA's four core values—**One SWCA, Never Settle, Always Learning, and Gives Back**—our **Never Settle** core value is my favorite. As you read this report, I think you'll agree that we never settle here at SWCA. We understand that we are on a sustainability journey—a journey that requires an “always learning” attitude and a “never settle” mindset. I am passionate about the environment and have been since my youth. That is why I am so committed to SWCA's purpose “to preserve natural and cultural resources for tomorrow while enabling projects that benefit people today.”



Joseph
Joseph J. Fluder, III

Sustainability isn't new to SWCA, and it isn't just “what we do”—it's who we are. Our greatest opportunities to make positive contributions to the environment and society are through the project work that we have been performing for over 40 years. At our core, SWCA is essentially an environmental and social sustainability services firm. As we continue to grow and expand our service offerings, we will enhance our ability to positively impact the global environment.

When it comes to SWCA's operations, we continuously look for ways to reduce our impact on the environment, strengthen our people programs, and broaden our partnerships in our communities. From ending the purchase of single-use plastics in our offices to increasing family leave time for our employees, SWCA will never settle when it comes to our environment, our people, and helping the communities where we work, live, and play.

As I look back on the progress made in 2022, four accomplishments stand out to me:

- [Implementing an Environmental Sustainability Badge program](#)
- [A record-breaking year for Gives Back](#)
- [Ending the purchase of single-use plastics in the offices](#)
- [Expanding the Paid Family Leave program](#)

The purpose of this sustainability report isn't only to reflect on past accomplishments. It guides us to a more productive, sustainable future aligned with our values. For this reason, SWCA intends to take the following actions in 2023:



Rework and broaden our Spreading the Science program to increase the program's contributions. By engaging employees in ongoing environmental education efforts in their communities, the program brings awareness of and appreciation for the many facets of our environment.



Significantly expand our sustainability services offerings to clients.



Conduct a materiality assessment to identify sustainability priorities and further engage key stakeholders (employees, clients, communities) in our sustainability journey.



Evaluate global frameworks, including the Global Reporting Initiative and the United Nations Global Compact, to determine whether SWCA should align with them. Our sustainability goals currently align with the United Nations Sustainable Development goals.



Further define our positive impacts and develop measurements to track our progress in these areas.



AS WE GROW,
AND CONTINUE TO
EXPAND OUR SERVICE
OFFERINGS, WE WILL
ENHANCE OUR ABILITY
TO POSITIVELY
IMPACT THE GLOBAL
ENVIRONMENT.”



INTRODUCTION

SWCA OVERVIEW

Our Values

ONE SWCA

We are one company working collaboratively to deliver Sound Science and Creative Solutions to our clients. Our greatest opportunity for success lies in our ability to bring the best team to every project. We believe every person has something to contribute — unique skills, new ideas, fresh perspectives, and diverse backgrounds. Working together, we’re able to have a greater impact in our communities, within our company, and for our clients.

ALWAYS LEARNING

At SWCA, we are driven to learn and improve our work and ourselves. We are always expanding our knowledge base, asking important questions, finding innovative approaches, and leveraging our collective expertise on every project.

NEVER SETTLE

Good is never good enough. We set the bar high because we have the best experts in the industry who make performance a top priority.

GIVES BACK

We promote a culture of giving at SWCA. Across the company, we give back to employees in need, to the communities in which we work, live, and play, and to the environment.



OUR PURPOSE

To preserve natural and cultural resources for tomorrow while enabling projects that benefit people today.

Sustainability Framework

SWCA is aligned with the internationally recognized sustainability framework, the United Nations Sustainable Development Goals.



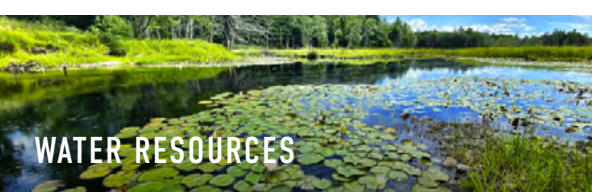
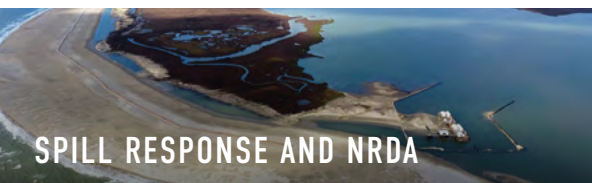
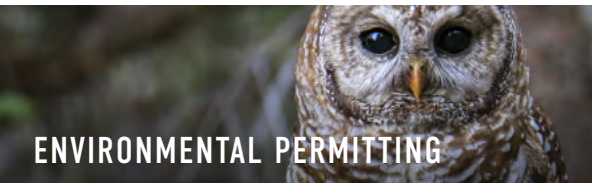
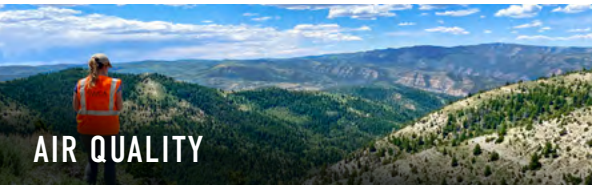
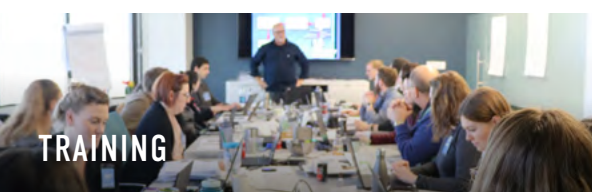
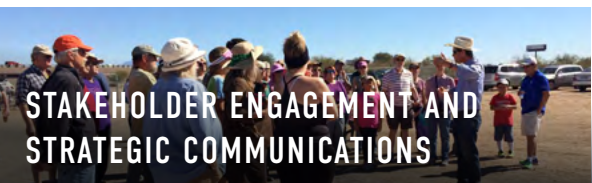
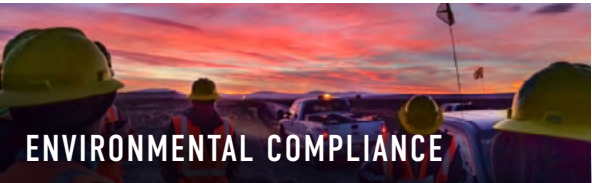
[LEARN MORE ABOUT SWCA'S SUSTAINABILITY COMMITMENTS HERE >](#)

INTRODUCTION

SWCA OVERVIEW

Services

SWCA offers a wide variety of services, but they all share a common theme — **they allow us to help our clients meet their project goals in the context of environmental resources and regulations.**



Since 1981, SWCA has helped public and private clients overcome environmental challenges and move their projects forward. Our 100% employee-owned firm offers comprehensive environmental planning, regulatory compliance, and natural and cultural resources management services.

100% Employee OWNED SINCE 2000

42 YEARS IN BUSINESS

39 SWCA OFFICES

1447 EMPLOYEES

What We Do

EARNING RECOGNITIONS



2022 BEST PLACE TO WORK AWARDS
FROM COMPARABLY

#38

ENVIRONMENT ANALYST'S TOP 100 GLOBAL ENVIRONMENTAL & SUSTAINABILITY CONSULTANCY FIRMS

ENGINEERING NEWS-RECORD (ENR) RANKINGS

#17

NATIONALLY AMONG PURELY ENVIRONMENTAL CONSULTING FIRMS

#84

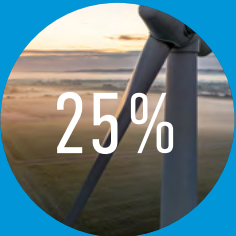
OF TOP 200 ENVIRONMENTAL FIRMS NATIONALLY



SWCA WAS AWARDED THREE 2022 ENVIRONMENTAL BUSINESS JOURNAL (EBJ) BUSINESS ACHIEVEMENT AWARDS



MARKETS



GENERATION



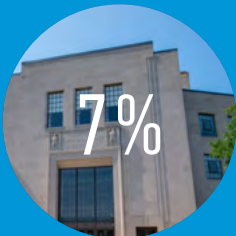
TRANSMISSION



OIL & GAS



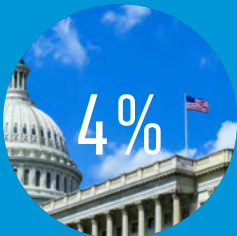
LAND DEVELOPMENT



STATE & LOCAL GOVERNMENT



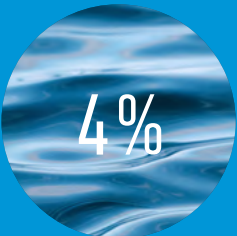
MINING



FEDERAL



TRANSPORTATION



WATER AGENCIES

INTRODUCTION

2022 HIGHLIGHTS

2022 GIVES BACK

\$163,372
TOTAL EMPLOYEE AND COMPANY DONATIONS

1,686
TOTAL VOLUNTEER HOURS AT LOCAL EVENTS

114
LOCAL OFFICE GIVES BACK EVENTS

152
ORGANIZATIONS SUPPORTED

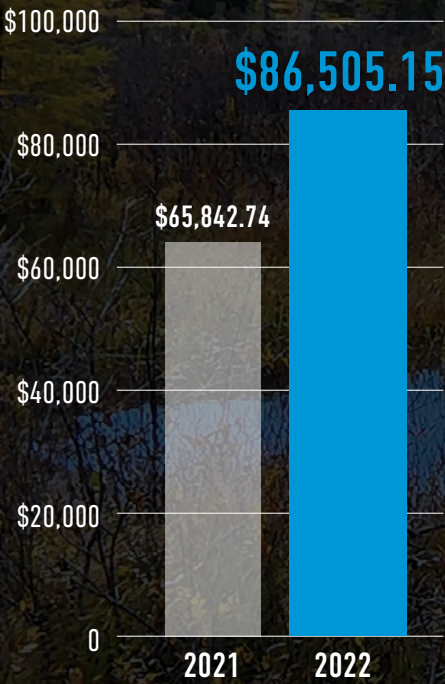

100% POWERED BY RENEWABLE ELECTRICITY
FOR THE THIRD CONSECUTIVE YEAR

2022 STEWARDSHIP EVENTS

32 EVENTS | **707** HOURS

\$18,560 FUNDS RAISED

EDUCATIONAL REIMBURSEMENT PROGRAM




IN 2022, SWCA PROVIDED \$86,505.15 IN EDUCATIONAL REIMBURSEMENT FOR QUALIFIED EMPLOYEES.




WOMEN IN THE SWCA WORKFORCE



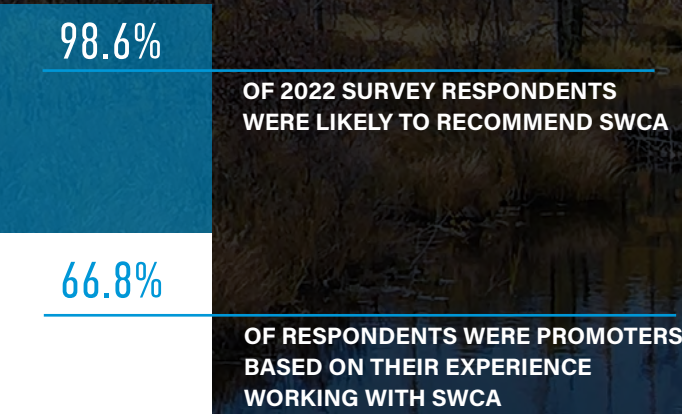
ENGAGEMENT SURVEY


80%
OVERALL ENGAGEMENT
(8% ABOVE NORM DATA)

2022 GHG EMISSIONS

SCOPE 1	SCOPE 2	SCOPE 3
 368 MTCO2E FUEL USE FOR BOATS/ATVS, COMPANY FLEET VEHICLES	 624 MTCO2E PURCHASED ELECTRICITY, NATURAL GAS FOR OFFICES	 3,129 MTCO2E RENTAL VEHICLES, AIR TRAVEL, EMPLOYEE-OWNED VEHICLES, AND EMPLOYEE COMMUTING

2022 CLIENT FEEDBACK HIGHLIGHTS




95 EMPLOYEES
WERE RECOGNIZED BY CLIENTS FOR THEIR OUTSTANDING PERFORMANCE AND CLIENT FOCUS



PEOPLE
PARTNERSHIPS
PLANET

EMPLOYEE SAFETY >

EMPLOYEE ENGAGEMENT >

INCLUSION AND DIVERSITY >

TOTAL REWARDS >

WELLNESS >

EDUCATIONAL REIMBURSEMENT >

CAREER DEVELOPMENT >

TRAINING AND LEARNING >

INTERNSHIP PROGRAM >

EMPLOYEE STOCK OWNERSHIP PLAN >

SCIENCE LEADERSHIP PROGRAM >

HIGHLIGHTED PROJECTS >

SWCA®

PEOPLE

EMPLOYEE SAFETY

Our SWCA value **Never Settle** is demonstrated best in our **Safety Program**. Our **Safety Team** constantly strives to improve the program to keep our employees safe. Our in-house trainer/auditor returned to regularly scheduled office and field visits in 2022. In-person training options, such as **First Aid and CPR**, **Defensive Driving**, and **Field Supervisor Safety Training**, are available to our offices. Our **Senior Safety Specialist** attained the highly regarded **Associate Safety Professional Certification (ASP)**, which enhances SWCA's professional standing in the safety field. We continued to improve our proprietary safety incident reporting application "**SiREN**" housed in the **Microsoft Power Apps** platform, giving us greater functionality and improved ease of maintenance. **Safety is a responsibility that all SWCA employees take seriously.**

WE DON'T ALWAYS HAVE CONTROL OVER SITUATIONS, BUT WE CAN DECIDE HOW TO REACT.



SAFETY STARS AWARDED

Not only are we focused on complying with SWCA's stringent internal Safety Program, but we also ensure our work is completed in compliance with all regulatory safety requirements, including the Occupational Safety and Health Administration (OSHA) standards and regulations, client-specific programs, and applicable state and federal programs. With only one OSHA recordable injury in 2022, SWCA experienced its best safety metrics to date. We maintain accounts in good standing with various third-party safety sites, such as ISNet, BROWZ, Avetta, and Veriforce.

We don't always have control over situations, but we can decide how to react. To help prepare for emergencies and shorten the reaction time to best support the safety of SWCA employees, the Safety Team uses Employee Assistance Program (EAP) resources. EAP resources allow for quick delivery of potentially life-saving information to office locations affected by hurricanes, wildfires, or active shooters.



TOTAL RECORDABLE INCIDENT RATE

In 2022, the Denver, Colorado, office needed to use these EAP resources as a wildfire near Boulder, Colorado, called for evacuation orders for 19,000 people. The Denver office safety representative contacted all SWCA employees in the Boulder area via telephone and text the night of the fire and followed up in the days after to ensure they were safe or see if they needed support. In the days following the fire, SWCA's Gives Back program organized a fire-relief fundraiser, and employees rose to the occasion, donating \$43,670 to support those impacted by the devastation. In spring 2022, the Safety Team conducted SWCA's Annual Safety Kick-Off Meetings virtually, involving over 700 employees, with the safety theme "Back 2 Basics," featuring interactive scenario exercises and recognizing Jessica Matson, the administrative specialist in the Denver office, as the office safety representative of the year for her significant contributions in ensuring employee and office safety.



DAYS AWAY RESTRICTED TIME



SAFETY STAR AWARD

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.

During excessive heat conditions in the New England area, a tornado warning was issued as Zach Nason was in the field with his cultural resources team. Zach noticed the rapid change in the color of the sky and, upon receiving the weather alert that the storm was heading their direction, quickly demobilized his crew to a safe area. This was clearly the right choice because the next day the news reported that the storm sent an intense microburst of winds approaching 90 miles per hour, and, as a result, hundreds of trees were downed in the very area in which Zach and his crew had been working.

PEOPLE

EMPLOYEE ENGAGEMENT

SWCA conducts companywide engagement surveys every 18 months to provide a structured, anonymous way for employees to provide feedback and input. The survey identifies SWCA's strengths in supporting employee engagement and improvement opportunities to elevate engagement. Engagement surveys are administered by Burke, Inc., an outside research and consulting firm. The most recent engagement survey was conducted in April 2022. SWCA's leadership takes the results very seriously and uses them to craft changes to benefits, programs, processes, and structure. Many changes that leadership has made in the past several years can be directly attributed to the results from past employee engagement surveys.

2022 COMPARABLY AWARDS



The survey results were positive, with an overall engagement score of 80% and a very high participation rate of 84%. Employees are pleased with SWCA's response to COVID-19, progress with inclusion and diversity, and the company's progressive approach to flexible work (our Future of Work Program). Employees rated senior leadership exceptionally high and indicated that they have a clear understanding of how their individual work contributions impact the organization and SWCA's purpose.

In 2022, SWCA won 12 awards from Comparably, a workplace culture platform that compiles more than 15 million anonymous employee ratings across 70,000 companies. Based on employee sentiment, SWCA won awards for Best Company for Women, Best Leadership Teams, Best Operations Team, Best Marketing Team, Best Places to Work in Phoenix, and Best Company Outlook.



ENGAGEMENT SURVEY



84%
PARTICIPATION RATE

80%
OVERALL ENGAGEMENT
(8% ABOVE NORM DATA)

92%
SATISFACTION WITH FUTURE OF
WORK AND COVID-19 RESPONSE
(10% ABOVE NORM DATA)

87%
OF EMPLOYEES PLAN TO STAY
WITH THE COMPANY 2 YEARS
OR MORE

87%
OPPORTUNITIES TO LEARN
AND GROW

88%
SOCIALLY AND
ENVIRONMENTALLY
RESPONSIBLE ORGANIZATION
(16% ABOVE NORM)

PEOPLE

INCLUSION AND DIVERSITY

In 2022, SWCA's Employee Resource Group (ERG) program continued to grow in numbers and in impact. SWCA launched its first faith-based ERG, bringing the total number of SWCA ERGs to 13. These employee-led groups hold regular meetings throughout the year, host social and educational events (some open to all SWCA employees so allies can learn alongside members), and partner with the Gives Back program on companywide campaigns.

As part of our Gives Back Program, employees who receive service awards can select a charitable organization to receive a donation on their behalf in lieu of a tangible service award like gift cards or SWCA store credit. In 2022, each ERG identified charitable organizations that reflect the mission of each group, and those organizations were added to the list of options for service award charitable donations.



NONPROFIT ORGANIZATIONS OUR ERGs SUPPORT

American Foundation for Suicide Prevention

Center for Asian American Media

Center on Race, Poverty, and the Environment

Cradles to Crayons

Equality Now

First Nations Development Institute

Girlstart

Living Beyond Breast Cancer

Mental Health America

National Disability Institute

Sickle Cell Disease Association of America

The Trevor Project

United We Dream Network

Wounded Warriors Family Support



LGBTQ+ ERG Lead
Maggie Evancho



Employees celebrated Black History month with specially created Zoom backgrounds



Native American and Indigenous Heritage month celebration artwork

EMPLOYEE RESOURCE GROUPS

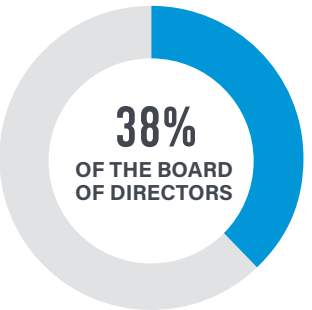
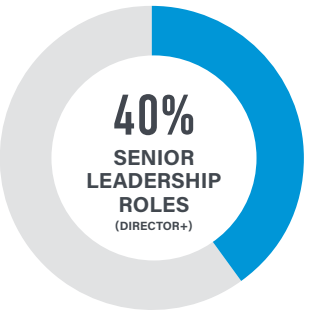
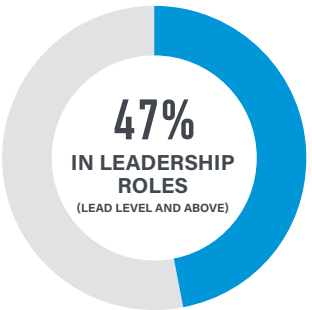
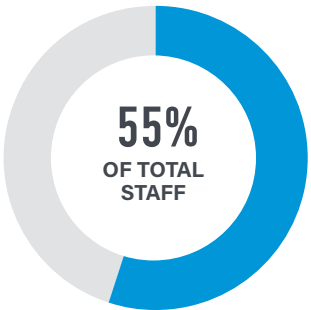
- Asian and Pacific Islander ERG
- Black ERG
- Christian ERG
- Disability and Critical/Chronic Illness ERG
- Environmental Justice ERG
- LatinX ERG
- LGBTQ+ ERG
- Mental Health Matters ERG
- Native and Indigenous People of SWCA ERG
- Veterans at SWCA ERG
- Women of Color in the Sciences ERG
- Women of SWCA ERG
- Working Parents and Caregivers ERG

In 2022, each ERG created a page on the MySWCA company intranet that includes the group's mission, meeting information, ERG lead and member introductions, donation options, and helpful community resources. Because participation in ERG events is as important as membership for creating community and inclusion at work, all employees at SWCA are provided one paid hour per month for ERG activities.

Throughout 2022, in partnership with the ERGs, SWCA promoted 11 inclusion and diversity theme months. The effort has resulted in a wealth of resources and information, Zoom

backgrounds, member and ERG lead introductions, and a training series called "Inclusion Moments," which facilitates group learning through inclusive conversations and awareness building that correspond to each theme month. The 2022 inclusion and diversity theme months were Equality Month, Black History Month, Women's History Month, Mental Health Matters Month, Asian and Pacific Islander Heritage Month, Pride Month, Veterans Appreciation Month, Caregivers Celebration Month, Hispanic Heritage Month, Disability Awareness Month, and Native and Indigenous Heritage Month.

WOMEN IN THE SWCA WORKFORCE



PEOPLE

TOTAL REWARDS

As our North Star states, SWCA aspires to be the best workplace for our employees. The Total Rewards program is a key component of the employee experience. SWCA approaches the program with a “never settle” attitude and strives to continually do better for employees.



SWCA is committed to offering employees a comprehensive Total Rewards package that is internally equitable and externally competitive, equipping SWCA to retain highly valued employees and recruit high-potential talent. In 2022, all five elements of the Total Rewards program—Compensation, Recognition, Benefits, Wellness, and Development—were enhanced.



COMPENSATION

SWCA follows a pay-for-performance philosophy that is internally equitable and externally market competitive. By leveraging our robust, standardized job architecture, we ensure consistent pay for like positions in like cost-of-labor markets. **In 2022, pay equity analyses were conducted across the business, and widespread adjustments were made in support of equitable pay.**



RECOGNITION

SWCA's Recognition and Rewards program acknowledges outstanding performance, supporting those that make the greatest contributions towards excellence. **Performance-based awards include the Steven W. Carothers Scientific Merit Award, the Larry S. Semo Scientific Achievement Award, Employee Owner Star awards, and Safety Star awards.**



BENEFITS

In 2022, SWCA announced new benefits programs that support SWCA's Total Rewards commitments, as well as our inclusion and diversity efforts and retention goals. These programs were added based on feedback from the Employee Engagement Survey, a benefits-focused survey, and ongoing dialogue with SWCA employee-owners. These include:



An expanded Paid Family Leave program, consisting of a more robust Paid Parental Leave, a Paid Pregnancy Loss Leave, and a Paid Medical Leave.



Coverage for infertility treatment and gender dysphoria were expanded to increase accessibility and inclusion.



A travel benefit program to help pay for eligible transportation and lodging expenses for designated services in which access to care is limited.



Kaiser Permanente Medical Plan available to California-based employees.



Cancer Expert Now, a service which connects patients with expert advice when faced with a new cancer diagnosis.

TOTAL REWARDS HIGHLIGHTS



SWCA COVERS AT LEAST
80%
OF TOTAL COSTS FOR ALL MEDICAL PLANS

COMPARED TO OUR INDUSTRY

ON AVERAGE OUR PPO PLANS ARE



LESS FOR INDIVIDUALS AND EQUALLY

OUR HIGH DEDUCTIBLE HEALTH PLANS ARE

89% LESS EXPENSIVE

FOR INDIVIDUALS AND AT LEAST

7% LESS EXPENSIVE

FOR FAMILIES



SWCA HAS A
50% HIGHER
HSA EMPLOYER CONTRIBUTION

PEOPLE

TOTAL REWARDS



WELLNESS

SWCA's wellness program, Thrive, encompasses five dimensions: emotional, environmental, financial, physical, and social. As a holistic wellness program, it recognizes employee's diverse needs and focuses on the total health of an individual.

2022 COMPANY FITNESS CHALLENGE



EMOTIONAL DIMENSION

A foundation of emotional wellness can carry employees through life's stresses and challenges. SWCA offers various activities and programs, including:

- The Employee Assistance Program
- Emotional well-being webinars
- Personalized stress management programs and mindfulness techniques
- Paid wellness time

The SWCA HR team partnered with ERGs to host three mental health educational webinars: Building Resilience for Optimal Performance (Mental Health Matters ERG), Managing Eldercare (Working Parents and Caregivers ERG), and Supporting Neurodiversity in the Workplace (Disability and Critical/Chronic Illness ERG). SWCA also hosted two sessions of Mental Health First Aid certification courses through the National Council for Mental Wellbeing. Fifty leaders and ERG leads were certified through the course.

ENVIRONMENTAL DIMENSION

Environmental wellness encompasses the relationship between our health and our homes, work, and communities. To foster wellbeing in this area, SWCA offers allergy reduction tools for a healthy home, local cleanup opportunities to better community environments, and green energy use tips for building sustainable habits.

FINANCIAL DIMENSION

SWCA understands that financial wellness has an impact on overall wellbeing. Activities and programs are available to support employees in better understanding their financial situation, being prepared to manage unexpected changes, and defining a path to their goals. These include retirement programs, financial planning with expert advice or educational webinars, and the education reimbursement program.

PHYSICAL DIMENSION

SWCA recognizes that maintaining a healthy body can be difficult due to employees' fast paced and full lives. SWCA provides activities and programs to help.

The annual summer company-wide fitness challenge is a fun way for employees and their families to participate in healthy competition. Participation in 2022's event increased from 26 teams with 319 employees to 33 teams with 397 employees. In all, employees logged 870,666 minutes of activity—including walking, hiking, swimming, cycling, strength training, and yoga—within the six-week challenge, an impressive 260,000 minutes more than in 2021!

Cigna Healthcare offers an incentive program called MotivateMe that allows employees and their spouses opportunities to earn rewards for taking

charge of their health. This is yet another way SWCA employees can make managing their health more enjoyable. A few of the available MotivateMe Incentives are biometric health screening, online coaching, and preventive care goals.

SOCIAL DIMENSION

Connections and positive relationships correlate to overall wellbeing, so SWCA gives employees many opportunities throughout the year to bond with their coworkers, communities, and families. These include technical work groups, Gives Back community events, and employee-owner celebrations.



WELLNESS EVENTS



SWCA also funds individual office wellness events. In 2022, 448 employees took part in office-by-office wellness events supporting the social dimension of Thrive. Here are just a few of the many office events held in 2022:

Flagstaff Office
Cleaned up part of the Flagstaff Urban Trail System

Honolulu Office
Snorkeled with sea turtles

Phoenix Office groups
Game Show Fitness Challenge, nutrition class, and healthy lunches

Denver Office
Participated in a wellness day ski trip

Portland, Oregon Office
Purchased MindSpace tool for employees

San Antonio Office
Employees participated in a 5k Run the River Event

Salt Lake City and Vernal Offices
Provided chair massages and spa gift cards for distributed workers

Reno Office
Volunteered to read books to the dogs at the Humane Society

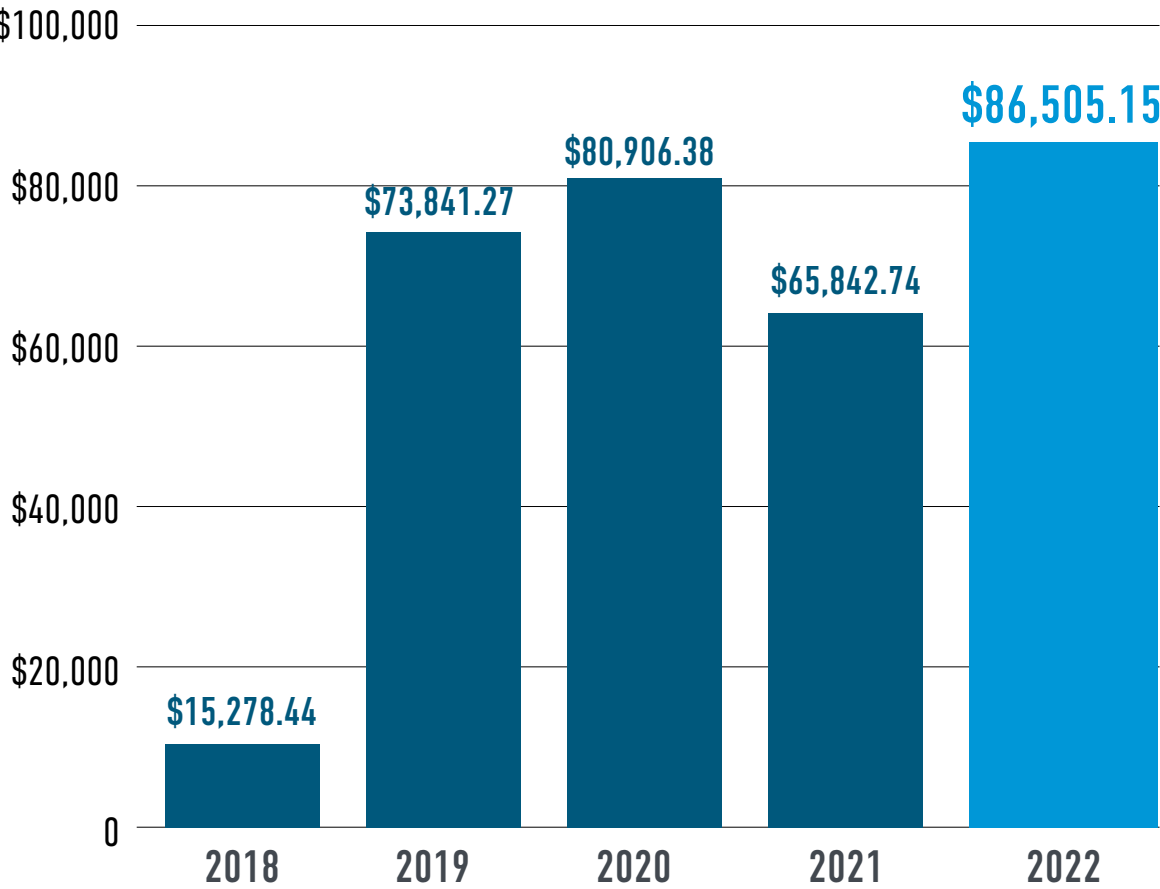
PEOPLE

TOTAL REWARDS

EDUCATIONAL REIMBURSEMENT PROGRAM

In 2022, we enhanced our educational reimbursement program by allowing for earlier employee entry. Rather than waiting 1 year to become eligible for education reimbursement, employees are eligible on the first day of the month following their hire. In 2022, SWCA provided \$86,505.15 in educational reimbursement for qualified employees.

SWCA's 2022 tuition reimbursement program shows a steady increase from prior years and represents employees following their passion for Always Learning.



IN THE MARKETING PURSUITS RESOURCES DEPARTMENT, I LEARNED A LOT ABOUT WHAT OUR CULTURAL RESOURCES TEAMS DO IN THE FIELD, AND I BECAME INTERESTED IN DOING THE SAME TYPE OF WORK. THE TUITION REIMBURSEMENT PROGRAM ENABLED A CAREER CHANGE WHILE KEEPING MY CURRENT POSITION, SHOWCASING SWCA'S COMMITMENT TO EMPOWERING PASSIONATE EMPLOYEES."

ALEX VINGER
SENIOR MARKETING SPECIALIST

PEOPLE

TOTAL REWARDS



CAREER DEVELOPMENT

After rolling out an award-winning Career Development Program in 2020, the Career Landscape, SWCA has focused on growing and sustaining this important program. The Career Landscape offers employees direction and clarity around potential career growth opportunities, supporting them as they outline and articulate their own career development growth goals through a professional development plan.

Further supporting our staff with their development, SWCA has constructed an incredibly powerful internal website that outlines the hundreds of potential career options available at the company. The Career Landscape identifies behavioral competencies which are most critical to success at the company, providing clear performance standards and objective measures of success. These competencies for success include decision quality, accountability, client focus, instilling trust, situational adaptability, and more. The portal is replete with incredibly dynamic, substantive, rigorous learning content specifically curated to accelerate growth and development in these competency areas.

SWCA's Career Development program received another recognition in 2022. The program was recognized at the Ragan Communications and PR Daily's

Platinum HR 2022 Awards. Results of the 2022 Employee Engagement Survey indicate that SWCA was successful overall in building on or maintaining the substantial past gains in our scores around career growth and development because of the Career Landscape.

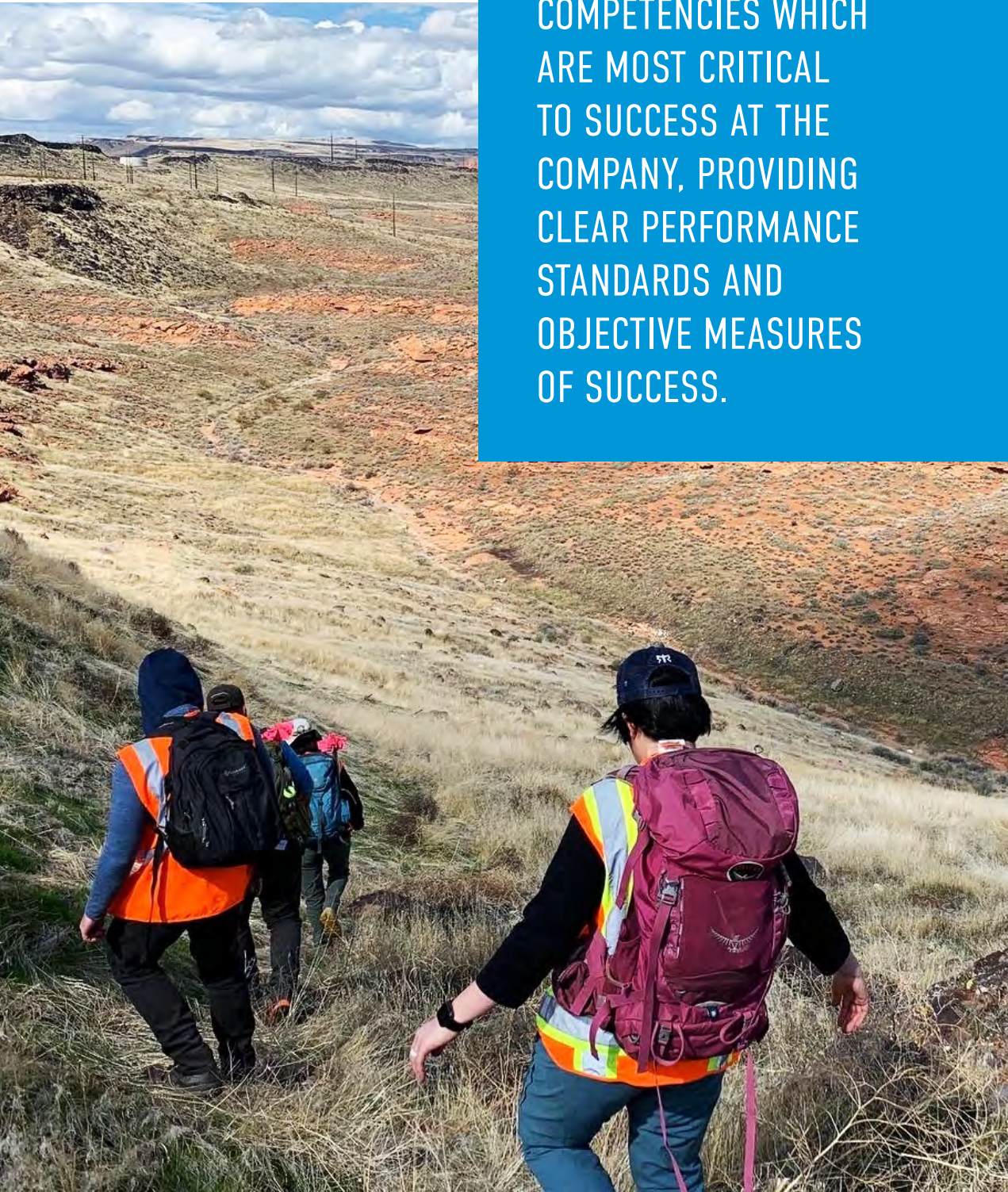
While we saw slight a decrease in the scores for the final two questions between 2020 and 2022, both questions showed a massive increase between 2019 and 2020. Therefore, when compared to 2019 scores, both responses were still up 15% and 22%, respectively. We attribute these slight decreases to the substantial influx of new employees and supervisors in the last couple of years. Educating new employees (and the new supervisors who manage employees) on career paths and developmental opportunities takes time.

EMPLOYEE SURVEY RESULTS



- In the last six months, my direct supervisor has talked to me about my progress – **up 10% from 2020.**
- This last year, I have had opportunities at work to learn and grow – **up 3% from 2020.**
- My supervisor encourages my growth and development – **up 2% from 2020.**
- I believe I can fulfill my career goals at SWCA – **up 1% from 2020.**
- SWCA provides development opportunities that enable me to expand my skills and capabilities – **up 2% from 2020.**
- I know what I need to do in order to develop within SWCA – **down 1% from 2020.**
- I am aware of career paths and future career opportunities available to me at SWCA – **down 2% from 2020.**

THE CAREER LANDSCAPE IDENTIFIES BEHAVIORAL COMPETENCIES WHICH ARE MOST CRITICAL TO SUCCESS AT THE COMPANY, PROVIDING CLEAR PERFORMANCE STANDARDS AND OBJECTIVE MEASURES OF SUCCESS.



PEOPLE

TOTAL REWARDS

TRAINING AND LEARNING

Fundamental to the values of SWCA is our hallmark culture, which encourages all staff to embrace an “always learning” mindset. SWCA is proud to supplement our career development with top-notch formal training programs.

Leadership Development

Leadership development became a specific focus in 2022, through the launch of the LEAP (Lead, Engage, and Accelerate Performance) Level Up training. Level Up content focuses on six essential leadership practices most critical to success as a supervisor. It also employs an individualized personal assessment tool to deepen each participant’s understanding of both themselves and their colleagues, including specific strategies for improving the effectiveness as leaders based on their unique preferences, leadership qualities, and habits. Level Up graduates have provided world-class participant satisfaction scores for the training. Perhaps most revealing, SWCA calculated turnover rates for supervisors in the 6 months prior to and after workshop attendance, which showed that Level Up has had a demonstrable impact on increasing engagement and decreasing turnover, both for program graduates themselves and for team they supervise.

Project Management

SWCA offers several development options for project managers of all levels of experience. This includes a series of web-based Project Management trainings accessible to our employees. Additionally, SWCA contracts with an industry recognized project management training firm to offer a multi-day Project Management Bootcamp to over 40 project managers in 2022. To extend the learning, an in-house year-long developmental practicum was created to apply some of the practices learned in real-world SWCA scenarios and conduct error analysis on a case study. The overall rating in 2022 for the project management practicum has been 9/10 for impact.



Staff participate in LEAP Leadership Training



Collaboration

Based on the popularity of the personalized assessment tool employed in Level Up, and its impact on improving internal collaboration and interpersonal communication, SWCA developed a series of training courses for non-supervisors based on this powerful methodology. After embracing this tool fully in 2022 nearly a quarter of SWCA’s regular status staff have received personalized assessment resources and participated in the series of developmental training sessions focused on improving their collaboration based on their unique style.

2022 TRAINING HIGHLIGHTS

LAUNCHED A LEADERSHIP TRAINING BOOT CAMP

SWCA

LEAP

LEAD, ENERGIZE, & ACCELERATE PERFORMANCE

115
EMPLOYEES TRAINED

90%
ATTENDEES REPORT SIGNIFICANT IMPROVEMENT IN THEIR EFFECTIVENESS AS SUPERVISORS

PROJECT MANAGEMENT BOOTCAMP IN 2022

40+
EMPLOYEES TRAINED

9/10
OVERALL RATING IN 2022

OTHER IN-HOUSE GENERATED TRAINING



OFFICE/REGIONAL SPECIFIC PROJECT MANAGEMENT



LEADERSHIP



DELEGATION



SAFETY



SKILLS-BASED



ORIENTATION

PEOPLE

INTERNSHIP PROGRAM

SWCA's Internship Program, launched in 2021, saw a 50% growth in the number of applicants year over year and a 65% increase in enrolled interns.

The goals of the program are to:

- increase the diversity of our early-career staff pipeline through targeted campus recruiting,
- provide an opportunity to “test drive” entry-level candidates before hiring a select few,
- increase our brand recognition and build lasting relationships with faculty and students,
- provide opportunities for junior-level staff to experience recruiting, hiring, onboarding, integrating, supervising, scheduling, and reviewing staff, and
- give back to the academy of young scientists by providing high-quality, real-world consulting experience.

The interns go through a centrally organized and facilitated program that exposes them to company leadership, including our CEO, which gives the interns a chance to learn about the company. The interns benefit from gaining experience and skills in a particular field, having a mentor to provide guidance and feedback, and developing professional contacts. Beyond offering current students and recent grads an opportunity to gain real-world work experience, the program provides meaningful assistance to SWCA. Interns and supervisors alike rate SWCA's internship program with exceptionally high levels of satisfaction.

INTERNSHIP HIGHLIGHTS

26%

IDENTIFIED AS MEMBERS OF AN UNDERREPRESENTED GROUP (DIVERSE OR VETERAN)

23

NUMBER OF INTERNS

17

NUMBER OF INSTITUTIONS

1,551

NUMBER OF APPLICANTS

48% MALE

52% FEMALE

% MALE/FEMALE

13

NUMBER HIRED



PEOPLE

EMPLOYEE STOCK OWNERSHIP PLAN

SWCA has had an Employee Stock Ownership Plan (ESOP) for 22 years. As a company with an ESOP, we are 100% employee owned, which differentiates SWCA in our industry. Having an ESOP is a big part of what defines SWCA's culture and is a significant financial benefit for employees. The ESOP trustees and administrators review benchmark data regularly to ensure our plan is competitive in the market and to periodically amend our plan based on these reviews.

100%
Employee
OWNED

SWCA has an ESOP Communications Committee, which was formed to communicate the benefits and mechanics of the ESOP, promote a culture of ownership, and build excitement around being 100% employee owned. The committee has produced a plan entry calculator, ESOP videos, an ESOP StoryMap, and ESOP hot topics, all intended to educate current and potential employees about the benefits of the ESOP.

Every year, the committee organizes an ESOP celebration in October, which is national Employee Ownership Month. In 2022, the celebration's theme was "Where Will Our ESOP Take You?": The companywide celebration was focused on fulfilling career goals at SWCA and using your ESOP funds to help fulfill retirement goals. For the second year, "Employee Owner" and "Fully Vested" pins were distributed to new and fully vested ESOP participants.

To further strengthen our staff's pride in ownership, the committee has developed the Employee Owner Star Awards, which recognize staff members who embody the spirit of employee ownership. In 2022, eight employees received Employee Owner Star Awards. The committee continued to develop educational materials throughout 2022 and has increased our employees' knowledge of the ESOP benefits.



LEARN MORE ABOUT SWCA'S EMPLOYEE STOCK OWNERSHIP PLAN HERE >

PEOPLE

SCIENCE LEADERSHIP PROGRAM

The ability to communicate scientific knowledge to a variety of audiences is critical to maintaining our professional credibility, developing our business strategy, and successfully evaluating and pursuing new lines of business. It is this culture of science and the desire to maintain that culture that drive SWCA to provide a program for recognizing SWCA’s scientists and technical experts and encouraging their professional growth, and contribution to scientific knowledge within their disciplines.



The mission of SWCA’s Science Leadership Program is to provide a structured opportunity for our scientists and technical experts to contribute to projects, clients, and SWCA’s strategic goals. The Science Leadership Program - and it’s members - preserve the technically focused culture of the company, generate creative solutions for our clients, provide career growth opportunities within the company, and make significant contributions to scientific advancement.

The program members regularly present technical webinars to “spread the science” to the rest of SWCA. The members also publish articles, present at professional meetings, and produce peer-reviewed publications to bring the scientific knowledge to the rest of our industry and our clients.

LAWRENCE S. SEMO AWARD WINNER



SWCA recognizes the important work of these professionals through quarterly and yearly awards. Each quarter employees submit nominations for review. In 2022, the Lawrence S. Semo Scientific Achievement Award recipients were:

- | | |
|-----------|---|
| QUARTER 1 | STEVE JOHNSON
Rare Species Biologist |
| QUARTER 2 | SUZANNE GRISET
Archaeologist Ceramic Analyst Ethnographer |
| QUARTER 3 | HEATHER GIBSON
Archaeologist Paleontologist |
| QUARTER 4 | TOM SANKEY
Ecologist |

Recipients from the four quarterly achievement awards become finalists for the annual Steven W. Carothers Scientific Merit Award, honoring SWCA’s founder. Steve dedicated his career to scientific research, consulting, and publishing scientific publications. His publishing record includes over 70 peer-reviewed papers, technical publications, popular scientific articles, and three books. It is appropriate that the brightest scientists in SWCA are honored with an award that bears his name.

The 2022 Steven W. Carothers Scientific Merit Award winner Suzanne Griset.



PEOPLE

SCIENCE LEADERSHIP PROGRAM

BEGINNING A 10-YEAR TURTLE STUDY IN BELIZE

Years of planning a research trip in an understudied part of the world to build the baseline for a decade-long study can create quite the buildup of anticipation for long-awaited answers.

A team of SWCA scientists traveled to southern Belize to break ground on the first-ever population survey for turtles in the area. Participation in this study is a part of an SWCA-sponsored sabbatical for Eric Munscher, Regional Scientist and Herpetologist with SWCA. The nonprofits Turtle Survival Alliance (TSA) and the Belize Foundation for Research and Environmental Education (BFREE) led and funded the study, aided by a private donation. Eric is the director of TSA's North American research group, and BFREE, which promotes conservation and research, and owns 1,153-acres of rainforest in Belize where the team performed the study.

BFREE staff have long been aware of various turtle species on the property, but this study is the first population survey. The catch-mark-and-release work, which lasted 10 days, was the first phase of what will be a 10-year survey. In addition to monitoring the turtle populations annually, researchers plan for annual benchmarking of novel data, including population estimates, annual survivability, sex ratios, and health of the turtles in that area. Prior to this study, turtles in southern Belize had been relatively unstudied.

Over the course of 10 years, the study should provide many answers that are unknown today, perhaps even solving the mystery of all mysteries: where the elusive Tabasco mud turtles go when their puddles disappear.



Eric Munscher and a BFREE Wildlife Fellow/University of Florida Graduate Student observe a Meso American Snapping Turtle.



SPREADING THE SCIENCE INTERNATIONALLY

Aligning conservation priorities at the international level is critical for effectively mitigating the impact of invasive species. Danielle Frohlich, a Project Botanist at SWCA's Honolulu office, is a panel member of the European and Mediterranean Plant Protection Organization (EPPO). The EPPO aims to identify invasive alien plant species that may pose risks to countries in the European Union and participating neighboring countries and proposes mitigation and management options. Danielle attended a panel working group in Paris in which focused on legislation around preventing the spread of crofton weed (*Ageratina adenophora*). Crofton weed is a perennial herb native to Mexico. This species has spread beyond its natural range and become a significant invasive species in various regions worldwide, including California, Hawai'i, India, South Africa, Portugal, China, and New Zealand. Crofton weed's rapid growth and ability to outcompete native vegetation contribute to habitat degradation, reduced biodiversity, and negative impacts to agriculture. The EPPO panel concluded that preventing the spread of crofton weed has economic value and decided the species should be recommended for regulation as a pest and banned from commercial sale in the region.

PEOPLE

PROJECT HIGHLIGHTS

ENVIRONMENTAL JUSTICE AS PART OF THE NEPA PROCESS

SWCA's Planning group routinely develops resource reports, environmental assessments, and environmental impact assessments for clients. These private entities are seeking to construct or upgrade vital energy infrastructure on behalf of regulating entities such as the Bureau of Land Management and the U.S. Army Corps of Engineers. Each project includes an environmental justice assessment as part of the National Environmental Policy Act (NEPA) process. These assessments have four interdisciplinary components:

- Environmental and project-specific data are used to characterize the environmental impacts associated with the project and to define their areal extent.
- Minority and/or low-income populations that may be adversely affected by the project are identified using demographic data.
- Adverse impacts on minority and low-income populations that would appreciably exceed impacts on the general population are identified.
- An analysis is performed to understand if the minority and low-income populations would experience changes in ways that differ from the general population.

If a project is likely to disproportionately and adversely affect an environmental justice community, SWCA scientists work with project proponents and government agencies to identify practical options for minimizing and mitigating those impacts for better solutions to continue projects and protect communities.



USING DATA TO SUPPORT LOUISIANA COMMUNITIES

Often, traditional environmental resources such as wetlands, cultural resources, and endangered species are identified as critical issues that may limit or prevent development activities. Recently, there has been an increased regulatory and social emphasis on balancing critical environmental issues with environmental justice and the human environment to better understand how project siting decisions may impact or benefit communities. SWCA is supporting the development of decision support tools for project siting that enable meaningful conversations between regulators, communities, and project proponents to ensure that all perspectives and constraints are considered. SWCA's decision support tool better assists clients in considering the human environment in siting decisions related to carbon and hydrogen infrastructure while providing communities with a deeper understanding of how new projects might affect marginalized populations. The tool integrates traditional environmental constraints with demographic indicators and other environmental justice considerations to empower communities and developers to work together to find good solutions and understand each other's perspectives so that both sides can help facilitate a solution.

POSITIVE PROJECT IMPACTS
Decision support tools identify and include communities in project siting conversations.



INCORPORATING ENVIRONMENTAL JUSTICE DATASET INTO RESILIENCY PLANNING

Through the North Carolina Division of Coastal Management's Resilient Coastal Communities Program (RCCP), SWCA was paired with four communities to assist those communities in overcoming barriers of coastal resilience in a sustainable and equitable way. To do this, SWCA's GIS specialists created engaging content for public outreach and used input from applications and public outreach events to develop datasets representative of the communities' values. Traditional vulnerability models were adapted to include socioeconomic variables at multiple scales creating a more holistic representation of vulnerability and ensuring assets at risk in underserved communities were identified. Model outputs were presented to communities and used by municipalities to make more just and informed resiliency planning decisions. This project highlights how GIS tools can be used at multiple project stages to promote social equity whether it's providing a platform for communication or developing inclusive models.

POSITIVE PROJECT IMPACTS
Social equity was improved by including socioeconomic variables.



COMMUNITY PROJECT TO RESTORE AND ENHANCE RIPARIAN HABITAT

A grassroots effort spurred by parents connected to an elementary school set an entire urban restoration and community partnership project in motion. SWCA partnered with local stakeholders including community members, nonprofits, a Native American Tribe, and an elementary school on a unique and engaging restoration project in the city of Encinitas in San Diego County. The goal of the Cottonwood Creek Watershed Riparian Enhancement Project is the restoration and enhancement of more than 4.5 acres of riparian habitat at Ocean Knoll Canyon. An "eco lab" for students in the district to learn about and participate in ecological restoration activities is part of the vision. Aside from providing educational opportunities, the project has a range of benefits for the area including removing invasive species with herbicide-free methods, creating habitat for native plant and wildlife species including special-status species, and improving water quality.

POSITIVE PROJECT IMPACTS
Grass roots effort restored and enhanced more than 4.5 acres of riparian habitat.



PEOPLE • PLANET • PARTNERSHIPS

SWCA®

SWCA employees taking part in the Houston Buffalo Bayou Regatta Gives Back 2022 event

START

GIVES BACK >

ENVIRONMENTAL STEWARDSHIP >

CLIENT FEEDBACK PROGRAM >

SUPPLIER DIVERSITY >

HIGHLIGHTED PROJECTS >

PARTNERSHIPS

GIVES BACK

Giving Back to our communities in a positive and meaningful way is woven into our company culture as one of our four core values. The Gives Back Program has five components: 1) a Matching Grants Program, 2) a Spreading the Science Program, 3) company-sponsored Gives Back hours for all employees, 4) companywide campaigns, and 5) call-to-action initiatives, all of which foster a culture of giving. The Gives Back Program unifies our efforts to strengthen the positive impact we make in our communities and beyond. In 2022, SWCA’s spirit of giving was stronger than ever, setting records for the number of employee hours volunteered, the number of Gives Back volunteer events across the country, and the largest total impact in company history.

2022 GIVES BACK HIGHLIGHTS

1,686	\$163,372	114	152
TOTAL VOLUNTEER HOURS AT LOCAL EVENTS	TOTAL EMPLOYEE AND COMPANY DONATIONS	LOCAL OFFICE GIVES BACK EVENTS	ORGANIZATIONS SUPPORTED

Through the Matching Grants Program, SWCA matches office or group charitable donations and volunteer events with grants. These grants match employees’ monetary donations, the value of physical goods donations, and total volunteer hours with donations sent directly to the associated nonprofit organization.

In 2022, our offices organized 114 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 1,686 hours of their time and donated a combined \$75,544 to local causes.

The Spreading the Science Program encourages employees to share their scientific knowledge in the community by presenting at local schools and at environmental and scientific events sponsored by nonprofit organizations and communities. Employees volunteered 145 hours at 12 Spreading the Science events in 2022.

SWCA offers full-time employees 8 hours, part-time employees 6 hours, and half-time employees 4 hours of paid time each year

to spend volunteering individually or with their office at locally organized Gives Back events.

SWCA identifies national causes for at least one focused companywide Gives Back campaign each year. In 2022, SWCA held a companywide silent auction called Funds for Food to support organizations fighting for food security throughout the United States. SWCA employees raised \$7,510 for local causes, and SWCA matched employee donations with a grant to AmpleHarvest.org, a nationwide nonprofit organization dedicated to ending hunger. This donation helped AmpleHarvest.org rollout a new program called “AmpleHarvest.org In Indian Country” built to overcome some of the informational and logistical difficulties that other hunger and food-waste programs confront in many Tribal communities. This adaptation of AmpleHarvest.org will help the one in four Native American families that are food insecure acquire sustained access to healthy, locally grown food. SWCA’s support for this inspirational effort was created with guidance and support from numerous Tribal elders and Native American food sovereignty experts and with special attention to respecting Tribal traditions and values.



Members of SWCA's Marketing team volunteered with St. Mary's Food Bank in Phoenix, Arizona. The crew packed 1,800 backpacks for school kids and 1,584 emergency food boxes for families in need.



SWCA's Austin office participated in a local cleanup event called My Park Day 2022



THE INCREDIBLY GENEROUS DONATION FROM SWCA WILL GREATLY ACCELERATE THE RATE OF GROWTH OF THE PROGRAM IN NATIVE AMERICAN RESERVATIONS NATIONWIDE AND WILL BE HUGELY IMPACTFUL THIS YEAR AND FOR YEARS TO COME IN REDUCING BOTH FOOD WASTE AND HUNGER/MALNUTRITION IN THESE COMMUNITIES.”

GARY OPPENHEIMER
AMPLEHARVEST.ORG FOUNDER

AUSTIN OFFICE EARNS THE 2022 HAVE A HEART AWARD

Since 2014, SWCA has annually recognized an office and a local office champion that have stood out in their efforts and spirit of giving back with the annual “Have A Heart Award.”

In 2022, the Austin, Texas, office went above and beyond in their commitment to our Gives Back core value. For the second year running, they achieved the highest total number of volunteer hours and the highest number of volunteer hours per employee. They organized and participated in 11 Gives Back events including a baked goods silent auction, food drives, and park cleanups. They strengthened their longstanding community partnerships by volunteering regularly with Austin Wildlife Rescue, Austin Pets Alive!, and Austin’s Meals on Wheels chapter. Austin employees also jumped into Spreading the Science efforts, from career fairs to multiple events supporting the Texas Archaeological Society.



PARTNERSHIPS

ENVIRONMENTAL STEWARDSHIP

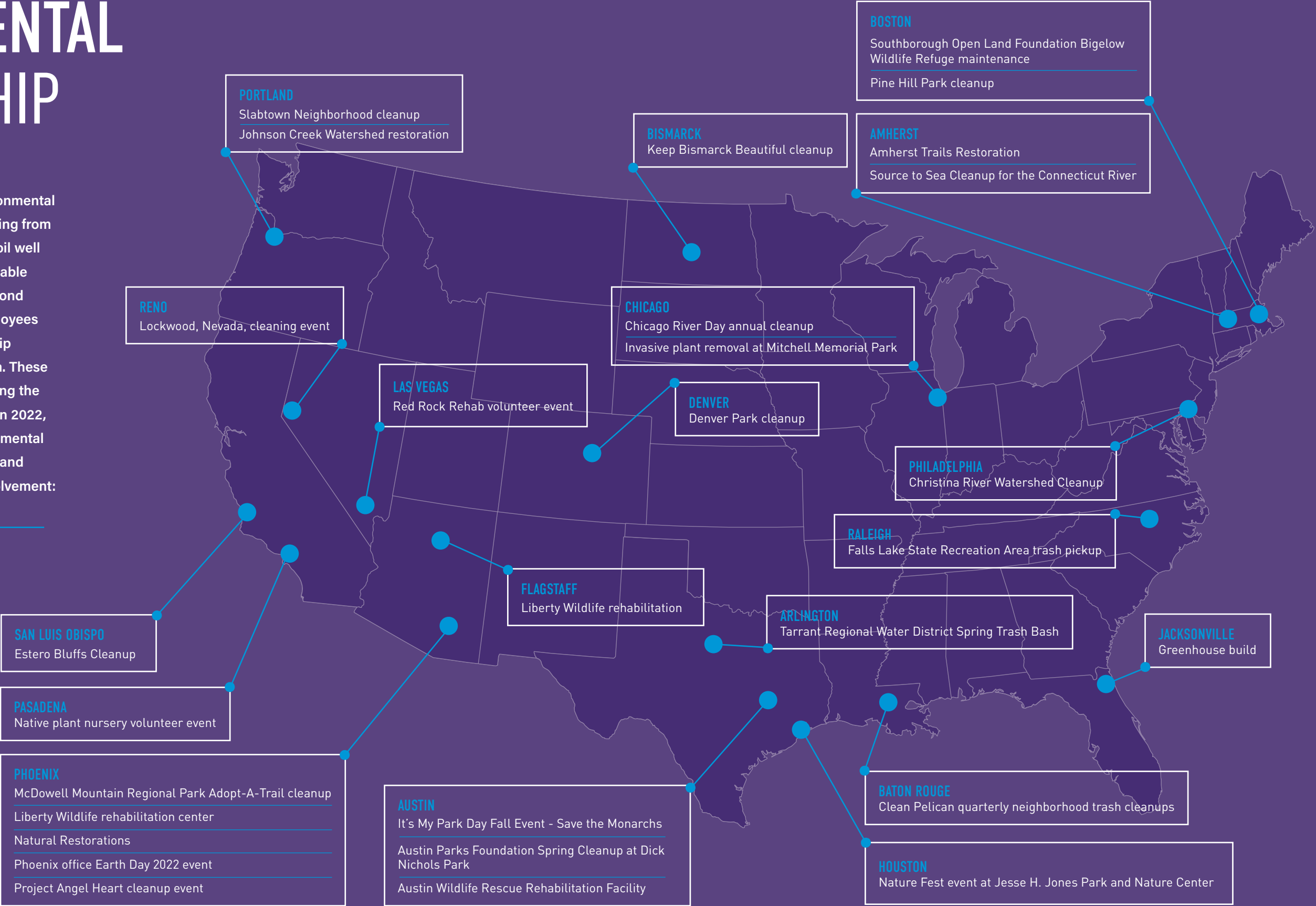
SWCA's project work contributes to environmental stewardship every day. Our projects, ranging from stream and upland restoration, mine and oil well reclamation, coastal resiliency, and renewable energy, all benefit the land and water. Beyond our project work, SWCA encourages employees to participate in environmental stewardship activities through the Gives Back Program. These activities focus on cleaning up and restoring the natural environment in our communities. In 2022, SWCA's offices organized 32 local environmental stewardship events. The following events and organizations benefited from SWCA's involvement:

2022 STEWARDSHIP EVENT HIGHLIGHTS

32
EVENTS

707
HOURS

\$18,560
FUNDS RAISED



PARTNERSHIPS

CLIENT FEEDBACK PROGRAM

SWCA’s core value Always Learning extends to our dedication to our clients’ needs. To understand how we are performing relative to our clients’ expectations, SWCA solicits client feedback at the end of a project via electronic surveys and through programmatic client check-in meetings.

Electronic surveys allow us 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. One-on-one client meetings let us dig deeper with individual clients to address overall performance and to learn more about our clients’ key objectives, goals, and partnership opportunities.

From our clients’ feedback, 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.

Our Client Feedback Program has been in place since 2014, and in 2022 we incorporated the Net Promoter Score® market research question into our questionnaire as a benchmark of assessing customer loyalty, both internally and externally.



WHAT IS NET PROMOTER SCORE® ?

Net Promoter Score® is a highly recognizable and comprehensive measurement of client satisfaction and loyalty. Clients are asked to rate the likelihood that they would recommend a company to a friend or colleague; answers from 0 (not likely) to 10 (extremely likely). Respondents are subdivided into “promoters,” who provide ratings of 9 or 10; “passives,” who provide ratings of 7 or 8; and “detractors,” who provide ratings of 6 or lower. The Net Promoter Score® results from a calculation that involves subtracting the percentage of detractors from the percentage of promoters. Overall Net Promoter Scores range from –100 to +100.

2022 CLIENT FEEDBACK HIGHLIGHTS



19.4%

INCREASE IN SURVEYS SWCA SENT OUT IN 2022 COMPARED TO 2021

9.1 (OUT OF 10)



THE AVERAGE SURVEY SCORE ACROSS ALL QUESTION CATEGORIES IN 2022

65

SWCA’S 2022 NET PROMOTER SCORE®
(NET PROMOTER SCORES RANGE FROM -100 TO +100.)

98.6%

OF 2022 SURVEY RESPONDENTS WERE LIKELY TO RECOMMEND SWCA

66.8%

OF RESPONDENTS WERE PROMOTERS BASED ON THEIR EXPERIENCE WORKING WITH SWCA



95 EMPLOYEES

WERE RECOGNIZED BY CLIENTS FOR THEIR OUTSTANDING PERFORMANCE AND CLIENT FOCUS



PARTNERSHIPS

SUPPLIER DIVERSITY

SWCA's formal Supplier Diversity Program began in 2014. The goal of the program is to establish and grow relationships with small and diverse businesses. We strive to develop mutually beneficial contracting relationships where the business may be a client or a subcontractor to SWCA, depending on the project. In addition to subcontractors, SWCA also seeks to develop relationships with diverse vendors.

SWCA identifies and meets small and diverse businesses in a variety of ways. Attending small business conferences is one avenue. We also seek out local or regional small diverse businesses when project needs arise. SWCA's website has an online registration form that small businesses can complete. Once submitted, we follow up with those businesses. All the businesses are entered into our Supplier Diversity database, which is available to all SWCA staff. Project managers are directed to the database for teaming opportunities. The database also tracks our subcontracted and contracted dollars with the businesses.

Since the inception of this program, SWCA's work with small and diverse firms has grown steadily. SWCA now has strong partnerships with numerous small and diverse firms.

WE ARE COMMITTED TO EXPANDING OUR WORK WITH EXISTING PARTNERS AND IDENTIFYING ADDITIONAL FIRMS WITH WHICH TO FORM PARTNERSHIPS.

2022 STATISTICS

109

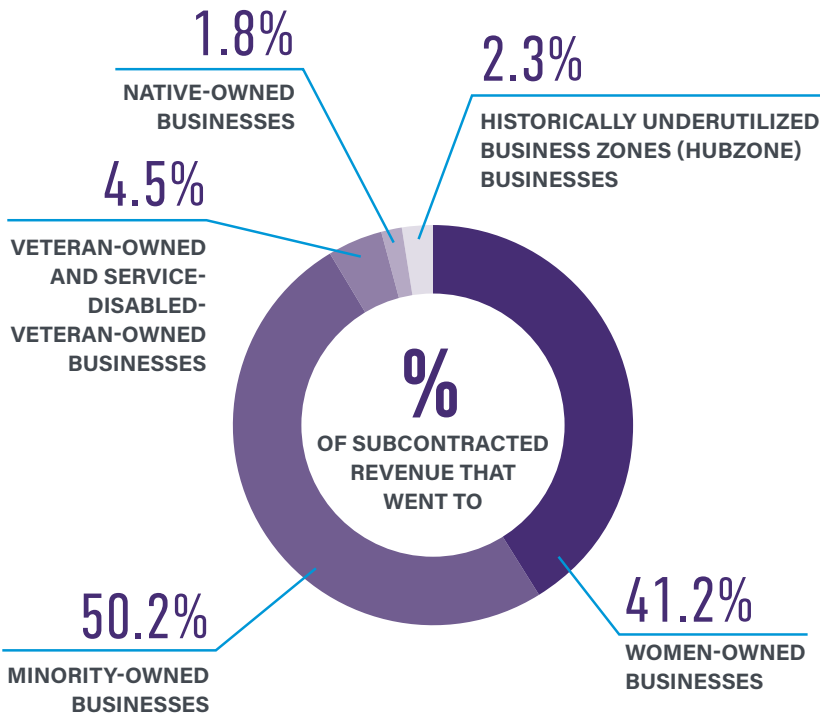
NUMBER OF SMALL AND DIVERSE BUSINESSES SWCA WORKED WITH IN 2022

\$14,873,590

AMOUNT OF REVENUE SUBCONTRACTED TO SMALL AND DIVERSE BUSINESSES



37%
PERCENT OF SUBCONTRACTED REVENUE THAT WENT TO SMALL AND DIVERSE BUSINESSES



SUPPLIER DIVERSITY SPOTLIGHT



In 2021, an engineer from Grand Traverse Engineering Construction (GTEC), a Tribally owned construction firm out of Traverse City, Michigan, filled out a supplier diversity form on SWCA's website. We followed up on the inquiry and started a relationship. Since then, SWCA has worked with Grand Traverse Engineering Construction on projects related to cultural resource surveys, wetland surveys, environmental assessments, permitting, and more.

What GTEC appreciates about SWCA is our reliability, extensive experience, and diversity of services. "SWCA's range of services makes our life a lot easier. I much prefer contracting with one consultant for three or four different things than having three or four different contracts, which is what I was doing previously," says Kenneth, COO of GTEC.

PARTNERSHIPS

PROJECT HIGHLIGHTS



GRAND COUNTY COMMUNITY WILDFIRE PROTECTION PLAN

Filled with rivers, lakes, and forested mountains, Grand County is in a beautiful area of the Colorado mountains. Recognizing that there are fire risks, the county turned to SWCA to develop a community wildfire protection plan that incorporates risk and hazard assessments of the wildland urban interface areas in the county. The plan assesses values at risk to impacts from wildfire, including life and property, critical infrastructure, and natural resources and assets. SWCA worked with external stakeholders such as the U.S. Forest Service, Colorado State Forest Service, and Colorado Forest Restoration Institute to complement existing and planned fuel reduction efforts and integrate the most recent geographic information system (GIS) applications and fire behavior modeling techniques available for the area. SWCA is working with Grand County staff, land managers, and the local fire council to ensure public engagement is handled collaboratively and sensitively and that the plan is effective in addressing wildfire risk in this fire-adapted community.

POSITIVE PROJECT IMPACTS

106 wildfire risk mitigation recommendations collaboratively written by stakeholders for future project work in the county.



NATIVE PLANT FIELD GUIDE AND RESTORATION RECOMMENDATIONS

The Power Fire in Northern California's Eldorado National Forest left the area in need of restoration. SWCA partnered with the local Native American Tribes and the U.S. Forest Service to create a digital database and field guide identifying native plants of Indigenous significance and to target restoration areas in the forest's 17,000 acres of burn scar. Plants are critical for all aspects of life, providing food, medicine, building materials, tools, and—for Native American communities—ceremonial functions. The native plant field guide provides locations and descriptions of these significant plants along with other information that will help the U.S. Forest Service improve forest management practices. The guide also serves as an important practical teaching tool for Tribal communities who want to preserve their Indigenous knowledge for future generations.

[READ MORE](#)

POSITIVE PROJECT IMPACTS

Created a database of 79 culturally significance plant species.



IMPROVED WATER QUANTITY AND QUALITY THROUGH FOREST MANAGEMENT

Water is an important resource both ecologically and culturally to the White Mountain Apache Tribe (WMAT). WMAT endeavors to protect this natural resource on their 1.68-million-acre Arizona reservation through the adoption of water quality protection ordinances and forest management best practices. WMAT developed two improved forest management carbon projects intended to improve the health and function of the forested watersheds. These management activities improve the water quality and quantity in the watersheds that supply water to the Colorado and Gila Rivers, which flow to California. SWCA prepared WMAT's application to the State of California Air Resource Board to prove these projects provide Direct Environmental Benefits in the State, known as "DEBS". The state agreed that MWAT's projects provide DEBS in California and approved the application.

POSITIVE PROJECT IMPACTS

210,000 acres of sustainably managed forests resulted in two carbon offset projects in two watersheds.



COMPREHENSIVE MANAGEMENT PLANS FOR THE COLORADO AND GREEN RIVERS

The Utah Division of Forestry, Fire & State Lands (FFSL) approached SWCA with a challenge: how could FFSL balance the protection of Public Trust resources (navigation, fish and wildlife habitat, aquatic beauty, public recreation, and water quality) with the proposed human uses of the Green and Colorado Rivers? To address this challenge, FFSL trusted SWCA to develop Utah's first-ever comprehensive management plans (CMPs) for sovereign land segments of these two essential waterways. The CMPs describe the existing condition of the rivers' resources and provide a management framework to help the agency fulfill its responsibilities. In addition, the CMPs provide consistent, clear permitting processes and requirements and outline best management practices for implementing any authorized projects. Developing the CMPs required an extensive outreach process that involved five stakeholder groups: counties, the public, federal agencies, Tribes, and specific organizations or people representing, for example, recreation and agriculture.

[READ MORE](#)

POSITIVE PROJECT IMPACTS

Balanced the needs of five stakeholder groups in developing a management plan for two rivers.





PLANET
PEOPLE
PARTNERSHIPS

SWCA

ENVIRONMENTAL SUSTAINABILITY >

GREENHOUSE GAS EMISSIONS >

HIGHLIGHTED PROJECTS >

PLANET

ENVIRONMENTAL SUSTAINABILITY

SWCA’s sustainability vision highlights our belief 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, our clients, and the communities where we live. We are innovative and proactive leaders in sustainable business practices, and we promote such practices to serve as a positive example for others.

SWCA has three committees focused on sustainable business practices: the Sustainability Framework Steering Committee, the Environmental Sustainability Committee, and the Green Team Network. The Steering Committee is made up of senior leadership and sets the overall direction for the company regarding sustainable practices. The Environmental Sustainability Committee is made up of representatives from across SWCA and is responsible for setting environmental sustainability goals for the company. The Green Team Network is made up of employees in the offices and is responsible for implementing the actions needed to achieve the sustainability goals. Working together, these three groups usher in sustainable changes through education, engagement, and goal accomplishment.

ENVIRONMENTAL SUSTAINABILITY COMMITTEE

The Environmental Sustainability Committee is dedicated to implementing best sustainability practices across the company to help us achieve our goal of being an industry leader in sustainability. Each year, committee members work together to develop a plan which includes environmental sustainability goals for the committee, for our offices, and for our fieldwork. The Environmental Sustainability Committee members often work directly with local Green Team Representatives (GT Reps) to accomplish goals and/or put programs in place. GT Reps have the flexibility to tailor their sustainability program to their local office.



GREEN TEAM NETWORK

SWCA’s Green Team Network is made up of office-based Green Teams. GT Reps are responsible for engaging their offices in environmental stewardship events, educational opportunities, and sustainability efforts. SWCA relies on the Green Team Network to implement companywide sustainability initiatives. In 2022, the Green Team Network organized 34 stewardship environmental events that engaged more than 200 staff members. A large portion of these green events also qualified for Gives Back grants, resulting in employees using 467 paid Gives Back hours to volunteer and donating \$11,410 to various environmental nonprofits, which SWCA matched. Green Team Network events also included Green Trivia Night in the Chicago office, a thrifted and regifted white elephant holiday party (Las Vegas office), enclosure maintenance at Carolina Tiger Rescue, painting enclosures for large birds at the organization called Austin Wildlife Rescue (Austin office), and a greenhouse build for a local high school (Jacksonville office).



PERSONALLY, I HAVE A PASSION TO IMPROVE OUR ENVIRONMENT. BEING THE GREEN TEAM REPRESENTATIVE AT MY OFFICE, I FEEL EMPOWERED TO ENCOURAGE GREEN IDEAS IN THE OFFICE AND EDUCATE OTHERS ABOUT SUSTAINABILITY. “

JOSEPH ZHANG
SWCA GREEN TEAM REPRESENTATIVE



PLANET

ENVIRONMENTAL SUSTAINABILITY

SWCA continually looks for ways to reduce our footprint. Examples of this in 2022 include ending the purchase of single-use plastic in the offices, technology equipment donations, and implementing an Environmental Sustainability Badge Program. The badging program also helps target waste reduction and promotes recycling, composting, and reducing energy consumption.



ENDING THE PURCHASE OF SINGLE-USE PLASTICS

In spring 2022, Joseph Fluder, Chief Executive Officer, set a goal to develop and implement a plan to end the purchasing of single-use plastics in all SWCA offices. By that July, 100% of the offices pledged to end single-use plastic purchasing of disposable water bottles, plastic cups, plates, and utensils for office use. The process began with surveying some of SWCA's largest offices to better understand the level of need for these single-use plastic items, which also helped with cost comparison of alternatives. Office representatives found plastic-free alternatives made from either ethically sourced bamboo or compostable sugarcane fibers. This change in buying habits allows SWCA to reduce our resource usage while supporting our environment.

TECHNOLOGY EQUIPMENT RECYCLING

In 2022, we began to address our technology lifecycle, including equipment retirement. We focused first on identifying unused and outdated equipment, powering it off to reduce our electricity consumption, and finding positive ways to remove it from our offices. We partnered with PCs for People, a nonprofit organization that collects used computer and technology equipment and redistributes it to low-income individuals, families, and nonprofits. SWCA donated almost 6,000 pounds of used computers to PCs for People in the Denver office alone. Going forward, we are designing technology solutions for our offices with about 10% of the footprint of what was installed in the past; this means less electricity consumption, less need for heating and air conditioning, and less waste. In 2023, we will add another recycling partner, Human I-T, a nonprofit that collects used tech equipment to provide devices, Internet access, digital skills training, and tech support for underserved communities.

RATING SYSTEMS

SWCA completed surveys in three rating systems in 2022: Ecovadis, Go Supply, and Integrity Next. We were awarded a Silver rating in the Ecovadis scoring system. Our score illustrates the robust foundations for sustainability that we have developed over the past decade, most recently with the Environmental Sustainability Committee and Green Team Network.

FLEET

ELECTRIC VEHICLE

SWCA

UTILITIES

LOW FLOW FAUCET

SWCA

SUSTAINABLE PURCHASING

WASTE-FREE COFFEE

SWCA

THE ENVIRONMENTAL SUSTAINABILITY BADGE PROGRAM

The Environmental Sustainability Badge Program was rolled out in 2022 with the goal of having a clear and effective system to inspire, track, and measure environmental sustainability achievements at the office level. The program empowers local offices to choose their own sustainability goals within the established system. The badges cover a range of topic areas such as fieldwork, facilities, sustainable purchasing, and events. Badges include all necessary steps to reach the desired sustainable outcome. Topic leader experts are available for questions or support in achieving each badge. This program will expand over time with the addition of new badges to the program. By the third quarter of 2022, 24 badges were developed and rolled out to the office Green Teams.

THE OFFICES EMBRACED THE PROGRAM, AND, BY THE END OF 2022, SWCA AWARDED 32 BADGES TO 14 PARTICIPATING OFFICES.



PLANET

GREENHOUSE GAS EMISSIONS

Almost 250 additional employees joined SWCA in 2022 to support our increased project work. This growth led to increased emissions in every category other than natural gas and ATVs. Purchased electricity also increased slightly due to our overall office square footage growth.



INVENTORY METHODOLOGY

In 2022, SWCA calculated Scope 1 and Scope 2 greenhouse gas emissions in conformance with the GHG Protocol Corporate Standard. 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.

DATA INTEGRITY

SWCA aims to improve the integrity of our data every year. To that end, we continually assess our data gathering protocol and procedures. In 2022, we improved the process for gathering commuting and air travel information from SWCA employees. This improvement increased the commuter response rate from 35% 2021 to 84% in 2022. And, it led to more accurate air travel data.

ACTIVITY	CO ₂ E EMISSIONS MTCO ₂ e	
SCOPE 1	2021	2022
Direct Emissions from Mobile Combustion Sources - Company-owned fleet vehicles	304	364
Direct Emissions from Mobile Combustion Sources - Company-owned vehicles (ATVs, marine)	15	4
Total for Scope 1	319	368
SCOPE 2		
Indirect Emissions from Purchased Electricity	514	571
Indirect Emissions from Purchased Natural Gas	53	53
Total for Scope 2	567	624
SCOPE 3		
Indirect Emissions from Business Travel - Rental Vehicles	1,947	2,239
Indirect Emissions from Business Travel - Employee Owned Vehicles	270	382
Indirect Emissions from Employee Commuting	21	314
Indirect Emissions from Business Air Travel - Air	108	194
Total for Scope 3	2,346	3,129
TOTAL EMISSIONS	3,232	4,121



PLANET

PROJECT HIGHLIGHTS



RESTORING CHANDELEUR ISLANDS

Established in 1904 as the second national wildlife refuge, Chandeleur Islands is one of the Gulf Coast’s most pristine barrier island groups. However, these islands have been impacted by numerous hurricanes as well as an oil spill. A restoration project is underway that will benefit 9 miles of the islands and the many species, especially bird species, that use them. Seagrasses on the backside of the islands provide key habitat for many marine species. SWCA developed and executed a seagrass survey plan to map and document the species composition and relative density of the seagrass beds. SWCA is working with Louisiana’s Coastal Protection and Restoration Authority and other state and federal resource agency subject matter experts to develop habitat restoration goals for nesting Kemp’s ridley sea turtles and loggerhead sea turtles and seagrass beds consisting of turtlegrass, widgeongrass, shoal grass, and manatee grass.

POSITIVE PROJECT IMPACTS

Nine miles of habitat restoration and enhancement.



SUPPORTING BIODIVERSITY BY CONTROLLING INVASIVE SPECIES

Hawai’i’s unique environment, rich biodiversity, and geographic isolation all contribute to the state’s vulnerability to invasive pests. The Hawai’i Department of Transportation (HDOT) Highways Division recognizes the negative effects that invasive species have on Hawai’i’s roadways and motorists and the role that rights-of-way (ROWs) play as dispersal corridors for these species. In response to these impacts, HDOT, with additional funding from the U.S. Department of Transportation, initiated the Statewide Noxious Invasive Pest Program (SNIPP) in 2012 to improve the management of invasive species on HDOT-administered land. SWCA has provided science-based solutions for the program since its inception. The program has five key strategic goals: prevention, early detection and rapid response, control and management, restoration and revegetation, and community and organizational collaboration.

POSITIVE PROJECT IMPACTS

To date, 160 invasive plant surveys were conducted on 1,600 miles of roadway on 6 islands.



CREATING A MITIGATION BANK

The soil of the Otay River valley in California has been disturbed by historic flooding and years of mining operations, and it has become prime habitat for invasive plant species. Non-native tamarisk dominate the floodplain landscape along with pepper trees, eucalyptus, and palms. To return the area to a naturally functioning ecosystem, the river needs to be restored.

Driven by the need to offset planned housing developments, the Otay River Restoration Project kicked off. HomeFed Corporation, a mixed-use real estate development company, is working with the neighboring landowner City of Chula Vista to restore and use this area as a mitigation bank.

SWCA was selected to oversee the design and engineering of the restoration project and the mitigation bank expansion, which involves restoring more than 250 acres of river, floodplain, and upland habitat.

[READ MORE](#)

POSITIVE PROJECT IMPACTS

Restored more than 250 acres of habitat.



ENHANCING HABITAT TO SOLAR PROJECTS

When Hampshire College, Massachusetts wanted to use solar energy to supply 100% of their electricity, they hired SWCA to design and permit two solar projects on 19 acres of their 840-acre campus. The two projects produce 4.7 MW DC/3.5 MW AC of power and are supported by two Tesla battery storage systems. The power generated is enough to power about 530 homes and avoided emissions of approximately 3,190 metric tons of carbon annually. This is the equivalent of taking 650 cars off the road. SWCA designed the solar projects to be compatible with a site-specific pollinator seed mix. The racking system is higher than is typical, and the row-to-row spacing is wider than usual for a similar solar system, which allows more sunshine to promote growth. Another prominent feature is a storm water infiltration system and the creation of a new paved walking path using previous asphalt.

POSITIVE PROJECT IMPACTS

The solar power production avoids 3,190 metric tons of carbon emissions annually and created habitat.



GOVERNANCE



[BOARD COMPOSITION >](#)

[CYBERSECURITY >](#)

[CODE OF ETHICS >](#)



GOVERNANCE

BOARD COMPOSITION

SWCA's board of directors consists of eight members: four inside board members and four outside members. Three of the directors are women, including the board chair, and five are men. The competencies of the board are evaluated on a regular basis through a gap analysis. The board is continually educated to assure they keep abreast of SWCA's services and the industry trends.

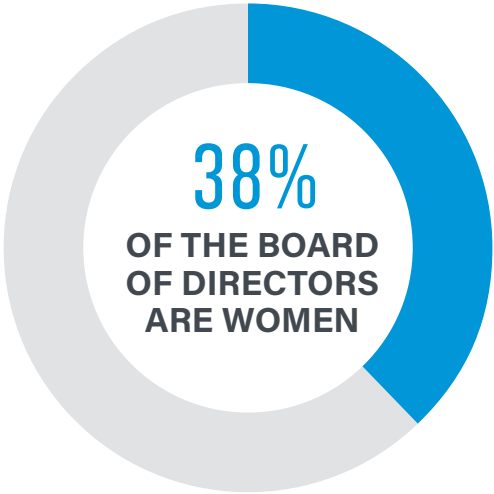
The board believes in a strong separation of powers, therefore the SWCA trustees approve the proposed board slate each year. The chair of the board is nominated every year, and the board has four standing committees. The leader of each committee is selected by the board. The board meets quarterly, and the committees meet more often if needed.



BOARD OF DIRECTORS
IS MADE UP OF
8 MEMBERS

4
INSIDE BOARD
MEMBERS

4
OUTSIDE BOARD
MEMBERS



NOMINATING AND GOVERNANCE COMMITTEE

This committee is responsible for nominating new members, board succession planning, internal and external board member assessment, and board diversity.



COMPENSATION AND ORGANIZATIONAL DEVELOPMENT COMMITTEE

This committee works with the chief executive officer to establish yearly goals for the company and the CEO; evaluates CEO performance and compensation; reviews succession planning, talent retention, and total rewards strategy; and sets bonus compensation for the organization.



AUDIT AND COMPLIANCE COMMITTEE

This committee is responsible for the company's financial audit, risk management, insurance coverage, and technology and information security.



CORPORATE TRANSACTIONS AND MERGERS AND ACQUISITIONS

This committee is responsible for SWCA's growth and acquisition strategy.

THE BOARD BELIEVES IN A STRONG SEPARATION OF POWERS, THEREFORE THE SWCA TRUSTEES APPROVE THE PROPOSED BOARD SLATE EACH YEAR.



SWCA's Board of Directors, Senior Leadership Team, and family members celebrating the 20th anniversary of SWCA's Honolulu office.

GOVERNANCE

CYBERSECURITY

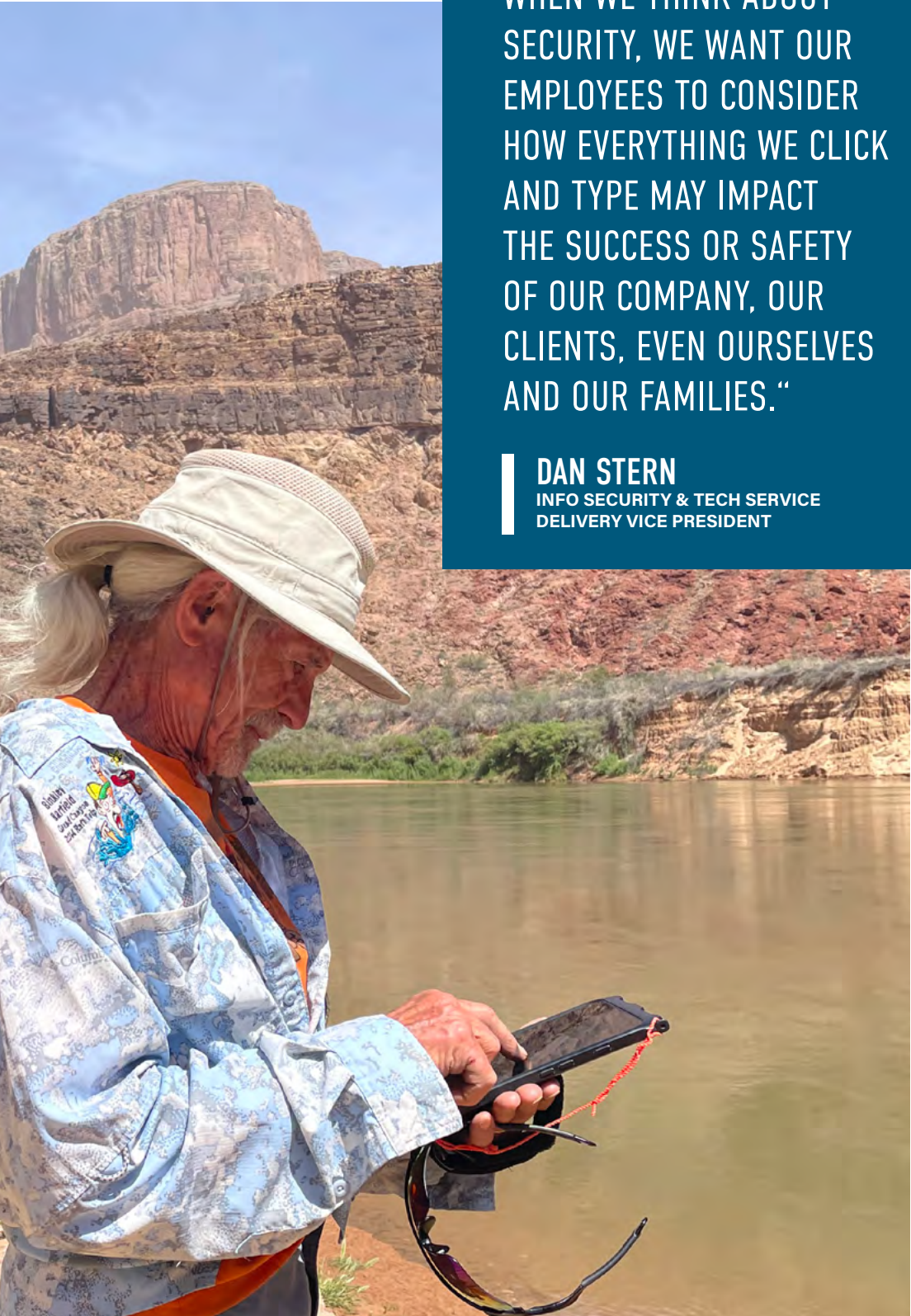
SWCA’s business and employees rely on computers and information for our livelihood, making it imperative that SWCA’s Information Security team works to help protect our technology and ensure compliance with client requirements, relevant laws, and regulations. Our clients depend on us to keep information safe. The SWCA Information Security Program was designed to reduce risk and protect SWCA assets and client data by continuously improving controls aligned with the National Institute of Standards and Technology and Cybersecurity Capability Maturity Model objectives. These controls feature employee education, intelligent systems design, complementary technical security, and best-in-class policies and processes.

The SWCA Information Security Program focuses on partnerships with all SWCA leaders and teams to protect company and client systems and data without impacting our ability to provide creative solutions and high-quality work. SWCA’s Information Security team often adapts to include client best practices and United States and international standards in the ever-changing field of information security.

In 2022, SWCA’s information security team continued to mature the program, using independent third-party assessments and improved internal processes to reduce risks, focusing on eliminating technical vulnerabilities and improving administrative controls. A few of the many ways that SWCA’s Information Security team helps with our day-to-day work are by providing compliance planning for government (federal, state, local, and Tribal) proposals and contracts, performing software or vendor security risk assessments, and managing suspected or active security incidents, including breaches and hacks.

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.

SWCA’s commitment to differentiate our business extends to a comprehensive security program. The National Institute of Standards and Technology is used as a standard measure to evaluate our entire information security position, while working to also satisfy International Organization for Standardization standards and pursue future Cybersecurity Capability Maturity Model compliance.



WHEN WE THINK ABOUT SECURITY, WE WANT OUR EMPLOYEES TO CONSIDER HOW EVERYTHING WE CLICK AND TYPE MAY IMPACT THE SUCCESS OR SAFETY OF OUR COMPANY, OUR CLIENTS, EVEN OURSELVES AND OUR FAMILIES.”

DAN STERN
INFO SECURITY & TECH SERVICE
DELIVERY VICE PRESIDENT

GOVERNANCE

CODE OF ETHICS

SWCA’s culture emphasizes responsibility and integrity. Our Code of Business Ethics and Conduct provides guidelines for conducting business with the highest standards of ethics. Every employee is responsible for upholding these high standards of integrity and creating a safe, healthy, and inclusive work environment.

We are committed to an environment where open, honest communications are the expectation, not the exception. However, there are times when employees do not feel comfortable approaching their supervisors directly about a situation that they believe goes against our values or policies. In those cases, we have confidential (but not anonymous) options for employees. Employees can report issues to the Human Resources group, our Safety Officer, or our Quality Director.

In 2022, SWCA added an ethics hotline; hosted by a third-party hotline provider, EthicsPoint, this resource allows staff members to remain anonymous and keeps the information confidential. The hotline is available to employees, clients, suppliers, and applicants to report a violation of our Code of Business Ethics and Conduct, voice concerns about the quality or safety, or any other concerns. Employees can also use the hotline to ask for guidance related to policies and procedures and to provide positive suggestions and stories.



WE ARE COMMITTED TO AN ENVIRONMENT WHERE OPEN, HONEST COMMUNICATIONS ARE THE EXPECTATION, NOT THE EXCEPTION.





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100% *Employee* OWNED