



SWCA

2020

ENVIRONMENTAL, SOCIAL, AND
GOVERNANCE REPORT

“

We have a positive social and environmental impact through the project work we do, the ways in which we give back to our communities, how we treat our employees, and how we run our business.

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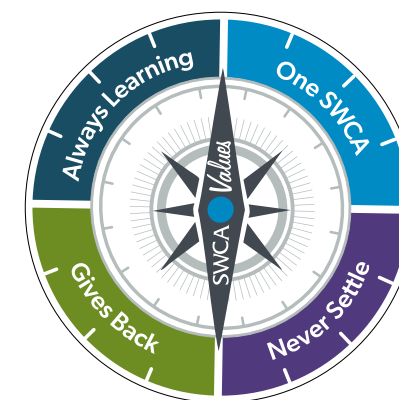
SWCA employees volunteering at a SWCA Gives Back event for a Trout Unlimited mine reclamation project at Waldorf and Santiago Mines. They are pictured here spreading alpine tundra grass seeds on a hydromulched restored slope to encourage revegetation at 11,500 feet.



MESSAGE FROM THE CEO

Collectively, the world is awakening to the need for sustainability and social justice, and I'm proud to say that SWCA Environmental Consultants (SWCA) is making significant strides in these arenas. As SWCA has experienced significant growth and geographic expansion in recent years, we have also expanded our commitment to environmental, social, and governance (ESG) best practices.

In early 2020, we established a Sustainability Steering Committee to guide SWCA in being a leader in sustainability practices, locally and nationally. This committee's actions have led to redefining sustainability beyond environmental pursuits to a holistic sustainability framework that informs all of our programs and project work. Through our charitable giving program, SWCA Gives Back, we volunteered more than 1,400 hours and donated \$112,391 to nonprofits nationwide, an SWCA record year. We continued our supplier diversity program, established an Employee Stock Ownership Plan (ESOP) Communications Committee to share the benefits of employee ownership, earned top marks for safety, and broadened our Inclusion and Diversity efforts through recruiting, Employee Resource Groups, education, awareness, and more. Our commitment to employee safety was put to the test this year in the face of COVID-19, and SWCA stepped up to meet the challenge. We created a COVID-19 task force and launched an internal COVID-19 communications



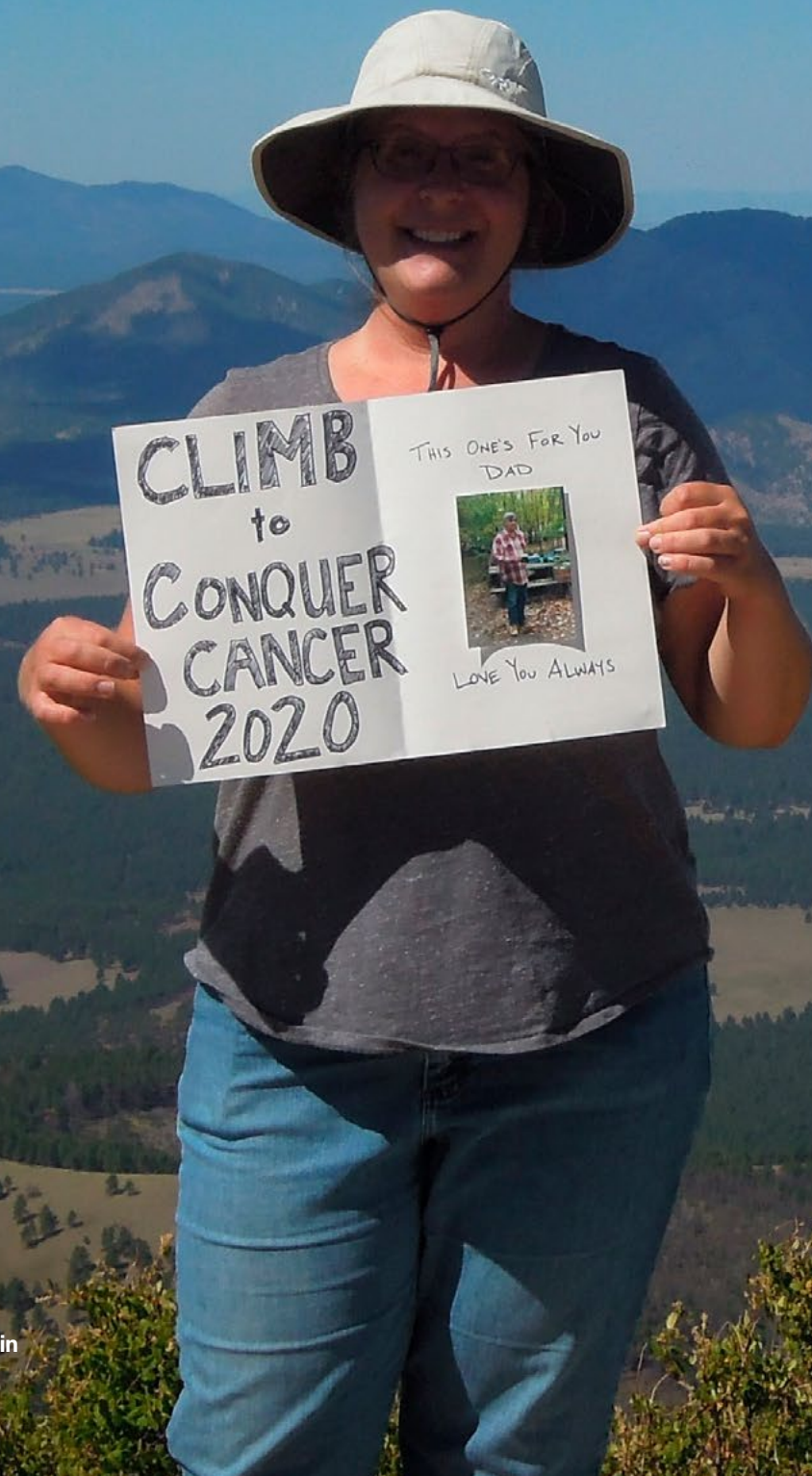
site to communicate transparently and frequently about safety measures, reduce the risk of exposure to COVID-19, and instill confidence in our employees and clients.

We have a positive social and environmental impact through the project work we do, the ways in which we give back to our communities, how we treat our employees, and how we run our business.

We ensure that projects are completed in the most environmentally responsible manner possible while helping clients meet their compliance and permitting needs. In every facet of our business, we embody our tagline, Sound Science. Creative Solutions. We continue to draw inspiration from the company's values: OneSWCA, Always Learning, Never Settle, and Gives Back. I'm proud that our company continues to thrive as an employee-owned firm, offering opportunities for growth and meaningful careers to more than 1,100 employees nationwide. It's an honor working alongside people who are dedicated to these causes and who constantly seek ways to demonstrate their social and environmental commitments.

Joseph
Joseph J. Fluder, III

2020 HIGHLIGHTS



Climb to Conquer Cancer event in Flagstaff, Arizona, August 2020.

2020 HIGHLIGHTS

SWCA Gives Back volunteered

1,411 HOURS



Award-winning COVID-19 response and communication plan

Donated

\$112,391

to nonprofits nationwide



Developed and implemented an award-winning Career Development program



Expanded the Gives Back program to include 4 company-sponsored Gives Back hours for every employee



Launched the company-wide Always Learning Lab for employees

\$12,419,027

Total revenue to small businesses



Created a company-wide Sustainability Steering Committee and local Green Teams



On January 12, 2020, SWCA volunteered with Austin Pets Alive, a Central Texas organization that specializes in protecting and helping animals that are in danger of being euthanized. Their dedicated volunteer efforts help keep Austin one of the largest no-kill cities in the country.

145

organizations
impacted

1,411

total volunteer
hours

59

local office Gives
Back events

\$112,391

total donations to
nonprofits nationwideSWCA
GIVES
BACK

was born out of our company-wide culture of giving back to the communities where we work, live, and play. It fosters team building, employee camaraderie, and community strengthening. The Gives Back program has five components: 1) a Matching Grant program, 2) a Spreading the Science program, 3) a Company-wide Campaign program, 4) a Call to Action program and 5) company-sponsored Gives Back hours for every employee. As giving back is one of SWCA's Core Values, our Gives Back program has helped us unify our efforts to strengthen the positive impact we can make in our communities.

The Gives Back matching grant program matches office or group charitable donations and volunteer

hours with grants up to \$750. The COVID-19 pandemic limited the opportunities for in-person Gives Back events in 2020, however employees still organized and participated in a total of 59 local Gives Back events across the offices, including socially distanced park and river cleanups, virtual charity runs, virtual auctions, blood drives, and more. Despite the event limitations, SWCA matching grants added up to \$26,055 given to local organizations in 2020, exceeding the total of 2019.

SWCA identifies national charities for two focused, company-wide Campaigns each year. Given the circumstances of 2020, we paired our Company-wide Campaigns with the Call to Action program and held company-wide fundraising Campaigns for the pressing needs of COVID-19 relief efforts and disaster relief efforts. We were overwhelmed and humbled by the results of these fundraising Campaigns. Employees stepped up and raised \$15,303 for local organizations through our virtual Together a Part Campaign for nationwide COVID-19 relief efforts, and \$10,010 for local

organizations through our Dare to Donate Campaign for nationwide disaster relief efforts, including the California wildfires, Colorado wildfires, and Gulf Coast hurricanes and floods. SWCA provided a \$15,000 matching grant to Meals on Wheels of America in support of their COVID-19 emergency relief efforts for at-risk seniors, and a \$10,000 matching grant to Americares to support nationwide disaster relief. Employee donations and SWCA matching grants for these two company-wide fundraising Campaigns totaled a combined \$58,973, more than doubling the 2019 Company-wide Campaign total of \$23,700.

The Spreading the Science program 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, and wildlife biology. Since its launch in 2018, the program has been a huge success. Employees volunteered 99 hours for Spreading the Science in 2020, and the program raised \$2,100 in combined employee and company donations.

OUR COMMUNITIES

At SWCA, contributing to our communities in a positive and meaningful way, both as a company and individually, is integrated into our company culture as one of our four Core Values. We support the places where we live and work by donating to and participating in an array of community service projects and organizations. Additionally, we support our business communities by diversifying our supplier base to foster the growth and development of small and disadvantaged businesses. Our SWCA Gives Back and Supplier Diversity programs have helped us unify our efforts to strengthen the positive impact we can make on our communities.

2020 "HAVE A HEART" AWARD GIVEN
TO SWCA'S AMHERST OFFICE

Every year, SWCA's senior leadership selects an office that best fulfills the goals of the SWCA Gives Back program. In 2020, Amherst went above and beyond in their commitment to the Gives Back program. The office ranked 1st in donations and 2nd in volunteer hours per employee. Their volunteer and donation efforts benefited organizations such as the Amherst Survival Center, Direct Relief, and the Dakin Pioneer Valley Humane Society.

SUPPLIER DIVERSITY

SWCA is committed to partnering with small and diverse subconsultants. We formalized that commitment by developing a Supplier Diversity program, which establishes and maintains mutually beneficial contracting relationships with small and diverse businesses.

Specifically, the program is charged with accomplishing the following:

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

While working together on projects, SWCA routinely mentors our small business partners, advising them on issues ranging from technical quality and project management to task prioritization, communication strategies, and the development of rigorous QA/QC programs and protocols. We also help our small and diverse business partners expand their expertise and grow their experience.

PERFORMANCE AGAINST GOALS

Over the past few years, our goal has been to increase the amount of subcontractor revenue that we contract to women-, veteran-, Native-, and minority-owned firms. In 2018 we set a goal to increase the amount of subcontractor work with women-owned and veteran-owned businesses and we were very successful (increased total women-owned subcontractor business from \$2.8M in 2018 to over \$9.4M in 2020 and total veteran-owned subcontractor business from \$900K to \$1.6M in 2020).

As part of our commitment to increase the amount of work we contract with other types of diverse businesses, we set goals in 2020 to increase our subcontractor revenue with Native-owned and minority-owned businesses. Through this focus, we were able to increase the amount of Native-owned subcontracted business from \$290K in 2019 to \$450K in 2020 and increased our minority-owned subcontracted business from \$3.7M in 2019 to \$6.3M in 2020. Essentially, by implementing our plan and focusing on these goals, we doubled the amount of subcontracted work with Native-owned and minority-owned companies over a 1-year time span.

\$12,419,027
Total revenue to small businesses



Increased total subcontractor spending by
3.6%
over 2019

75%
Women-Owned
Small Businesses

13%
Veteran-Owned
Small Businesses

2021 SUPPLIER DIVERSITY GOALS

Our Supplier Diversity program team has developed goals for 2021 to maintain the amount of subcontracted work SWCA provides to women- and veteran-owned companies and to continue to increase the amount of work we subcontract with Native- and minority-owned companies. Additionally, we have goals to develop relationships with other types of diverse businesses such as Historically Black Colleges and Universities (HBCUs). In the past, SWCA has not actively pursued business relationships with HBCUs and therefore has not worked with them. We plan to visit HBCUs to both identify potential candidates from these universities/colleges who could become SWCA employees and to explore mutually beneficial project pursuits where SWCA could subcontract project work to university/college faculty and students.

1. Increase subcontracted work to Native-owned firms from 3.6% of our contracted work to 5.6%

2. Identify and get involved with diverse associations to help make connections and grow relationships with diverse businesses

3. Increase the percentage contracted work to diverse businesses by 3% (striving for 40% in 2021)

4. Research HBCUs and assess SWCA's ability to contract with them. Continue to develop relationships from the recruiting side

OUR EMPLOYEES

At SWCA, we believe our employees are our most valuable resource. We invest in our people, find ways to enhance our team environment, and capitalize on opportunities for growth. We created programs that reward and recognize great employees for their contributions, offer personal and professional development opportunities, and foster a nurturing, safe, and inclusive workplace for all employees.

INCLUSION AND DIVERSITY

SWCA's Inclusion and Diversity (I&D) Strategy is built upon three pillars: 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 scientific and technical work, not by factors such as gender identity, expression, or 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 the unique differences that make us OneSWCA.



AN INCLUSIVE CULTURE OF BELONGING

- Key Hire, Director of People Support
- Training and Education
- Employee Affinity/Resource Groups
- Mentoring Program
- External Speaker Series
- Resource Library
- Thought Leadership

TALENT DIVERSITY: OUTREACH, RECRUITING, INTERVIEWING, DEVELOPMENT

- Key Position: Senior Talent Acquisition Partner and Diversity Specialist
- Memberships and Associations
- Recruiting Strategy
- Hiring Practices
- Internship Program
- Career Development Program
- Diversity in Senior Leadership and Board Seats

SWCA GIVES BACK AND SUPPLIER DIVERSITY

- Targeted Gives Back Events
- Establish Scholarship
- Supplier Diversity
- Spreading the Science

GOALS

2021 goals for the Inclusion and Diversity program include establishing a guidance protocol for developing and sustaining effective Employee Resource Groups, as well as promoting and increasing the utilization of Employee Resource Groups company wide; launching an Inclusion and Diversity Page and Resource Library on MySWCA, SWCA's internal website; launching a New Hire Introduction to the Inclusion and Diversity Program with an orientation to the program and a Professional Development Plan for new employees; and developing the Inclusion and Diversity page on the SWCA website to showcase and articulate SWCA's commitment to Inclusion and Diversity for external audiences.

SWCA employee shows off grass seeds and a warm bright smile during a cold and cloudy day while volunteering at SWCA Gives Back Trout Unlimited mine reclamation event at Waldorf and Santiago Mines.

SAFETY

As an employee-owned firm, safety is a responsibility that all SWCA employees take seriously. This is evident in the safety-first culture at SWCA, our commitment to continuous improvement in safety, and safety statistics that meet or exceed the 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.

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

OUR COMMITMENT TO EMPLOYEE SAFETY WAS PUT TO THE TEST THIS YEAR IN THE FACE OF COVID-19, AND SWCA STEPPED UP TO MEET THE CHALLENGE.

1. Reduce the risk of exposure to COVID-19
2. Be transparent about what safety measures were being taken
3. Instill confidence in employees and clients

SWCA immediately formed a COVID-19 task force to monitor ongoing developments, develop communication strategies for employees and clients, recommend policies, and advise senior leadership. The internal communication strategy initially included daily emails from SWCA's CEO highlighting any changes in company policy and other relevant updates related to COVID-19, as well as the launch of an internal COVID-19 communications site, which acted as a hub for all COVID-19 related information for the company. A key resource document was the SWCA COVID-19 Field Safety Plan, an extensive fieldwork safety guide. Our focus on safety allowed SWCA to keep projects moving forward and showcased the company's ability to stay agile amidst a global pandemic.



The company-wide safety kickoff theme for 2020 was "Leading the Way," to encourage SWCA employees to act as leaders when it comes to office and field safety.

Other accomplishments of the 2020 Safety team included working with the Tech Development team on the new integration of safety-related documents into PowerApps to automate processes such as SiREN (SWCA's safety app) reporting, Vehicle Inspections Logs, and more. In response to the record-breaking wildfires that occurred in 2020, Safety also created Smoke Safety Protocols based on the Air Quality Index to help protect employees in the field from the dangers of wildfire smoke.

We are proud to say that these combined safety measures in 2020 resulted in our lowest ever Total Recordable Incident Rate, and less than one full day away due to violations or incidents.

21 Safety Stars Awarded

.33 Total Recordable Incident Rate

.33 Days Away Restricted Time

SWCA employees in safety vests and face masks while on cactus surveys on the Gateway South Transmission Project



LOOKING AHEAD

Looking ahead to 2021, the safety theme will be the **Year of Safer Driving**. This safety program intends to focus on driving safety and provide the necessary tools our drivers need to be safer and more aware behind the wheel, on and off the clock. In addition, the **Wildfire Advisory Group** will be launched. This is a group of in-house subject matter experts who will be available to staff across the company for planning project work during fire season, handling situations with active fires, and more.

WELLNESS

The well-being of our employees and their families is important to SWCA, and we know that good health is important to our employees as well. We offer a comprehensive program that takes a holistic approach that focuses on environmental, emotional, financial, physical, and social initiatives to help promote whole person well-being. This includes funding active office events, planning physical fitness challenges, providing educational information and resources related to wellness, and more.



OUR EMPLOYEES



“

I really encourage everyone who is a member of our Cigna healthcare plan to check their rewards and participate in Cigna's Total Wellness program. To my surprise, I was eligible for a total of \$260 in rewards simply for following through on my typical health screenings and preventative care!

”

Annie Lutes



EMPLOYEE ASSISTANCE PROGRAM

In March of 2020, SWCA implemented an Employee Assistance Program with CuraLinc Healthcare. CuraLinc delivers mental healthcare that marries technology and personalized advocacy to engage, empower, and support employees through programs that impact well-being, engagement, productivity, and emotional fitness. In 2020, 47 employees took advantage of the counseling programs to help work through their emotional needs.



FITNESS ACTIVITY CHALLENGES

A 6-week Mindful Movement Wellness Challenge kicked off in April. During the challenge, the 236 participants took 46,874,703 total steps, which equates to 7.9 trips across North America. This virtual challenge helped employees lose over 600 pounds. The wellness engagement committee plans to host two fitness challenges during 2021 to engage employees in walking, running, swimming, biking, hiking, or whatever physical activity they choose!



GETTING FIT OFFICE BY OFFICE

The goal of the office-by-office wellness initiative is to encourage team building within the offices with a focus on health and wellness. An allotment of \$50 per employee is available to pay for healthy group activities. Because the goal is to encourage team building with a focus on wellness, the program emphasizes activities with a wide appeal to many employees.

In 2020, activities were limited due to COVID-19. We had 67 employees participate in an array of charity races, sporting activities, hikes, virtual escape rooms and scavenger hunts, online yoga and cycling classes, and more.

Motivate Me

MOTIVATEME PROGRAM

The MotivateMe program is designed to connect employees with easy-to-use tools to get and stay healthy! This program is available to health plan members and supports the emotional, physical, and social aspects of our Thrive wellness program. The platform includes a wide variety of wellness-related programs, including ones for weight loss, diabetes prevention, nutrition, physical activity, stress management, sleep, quitting tobacco use, and managing certain chronic conditions.

During 2020, in the midst of a global pandemic, we had 449 employees engage in coaching programs that brought together lifestyle, social, and behavioral support for individuals. Through the online MotivateMe platform, employees manage their goals and redeem incentives for meeting those goals!

EMPLOYEE LEARNING AND DEVELOPMENT

SWCA's Learning and Development program empowers employees to take control of their own learning, and, subsequently, craft a more intentional direction for their career. As part of our North Star, a huge contributor to the success of becoming a great workplace is the degree of opportunities employees feel are available to them for their development. Among the programs we offer to foster our employees' personal and professional development are the Science Leadership Program (SLP), the Educational Assistance Program, the Employee Referral Program, the Always Learning Lab, and the new Career Development Program.

90

Science Leadership
Members

18

peer-reviewed
publication bonuses

14

2020 Brownbag
Lectures

NATE WOJCIK

2020 Steven W. Carothers
Scientific Merit Award Winner

SCIENCE LEADERSHIP PROGRAM

recognizes and rewards our scientists and technical experts for providing high quality expertise to our projects, clients, and strategic goals. The Science Leadership Program—and 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 2020, 90 employees maintained active membership in the program, a steady increase from previous years.

The SLP encourages our scientists' professional growth and scientific knowledge through supporting presentations at professional meetings and offering bonuses to employees who publish articles and other works relevant to their technical disciplines. All employees are eligible for publication bonuses, with amounts varying by the type of publication and increasing with the level of participation in the SLP. In 2020, SWCA awarded 18 peer-reviewed publication bonuses.

The Brownbag Lecture series provides an internal opportunity for SLP members to share knowledge and business tips, forge connections among employees, and encourage cross-fertilization

among disciplines and offices throughout the company. This series is open to all SWCA employees, regardless of participation in the SLP. There were 14 Brownbag Lectures in 2020.

Great work deserves great rewards. Each quarter, one employee is selected by the Science Leadership Committee to receive the Lawrence S. Semo Scientific Achievement Award. Of these four recipients, the Science Leadership Committee and the Senior Leadership Team choose one employee to receive the Steven W. Carothers Scientific Merit Award, which is accompanied by a \$1,000 bonus. 2020 Lawrence S. Semo Scientific Achievement Award recipients include Vicky Amato, Ken Lawrence, Rick Howard, and Nate Wojcik. The 2020 Steven W. Carothers Scientific Merit Award was awarded to Nate Wojcik, Senior Ecologist and Project Manager in the Denver office.

In 2021, the Science Leadership Program will be taking significant strides towards integrating into the Technical Career Path.



EDUCATIONAL ASSISTANCE PROGRAM

SWCA's Educational Assistance Program provides tuition assistance to eligible employees pursuing personal and professional development through continuing education in work-related courses. In 2020, the company provided \$82,536 in tuition reimbursement to eligible employees—a steady increase from \$74,346 in 2019. The growth of this assistance program highlights one of SWCA's core values: Always Learning.



“

This was my final course towards my Graduate Certificate in Historic Preservation. Without SWCA's financial support I would not have been able to take these courses and am grateful SWCA provided me the opportunity to do so!

”

Kristin Campbell

EMPLOYEE REFERRAL PROGRAM

Good people know good people. SWCA looks to our employees to refer potential colleagues for available positions. We offer bonuses to employees who refer a new hire who is brought on to the SWCA team. In 2020, SWCA awarded \$22,800 in employee referral bonuses, nearly doubling the total in 2019.



CAREER DEVELOPMENT PROGRAM

In 2020, SWCA rolled out an award-winning Career Development program in response to prior Engagement Survey feedback in which employees conveyed the need for greater clarity around career paths available at SWCA.

THE PROGRAM WAS DEVELOPED WITH FOUR MAIN GOALS:

1. Prepare employee-owners for the next career step
2. Build a well-rounded team of consultants
3. Build consistency in job titles and roles
4. Show what career options exist and what it takes to get there

SWCA facilitated over 30 training sessions introducing over 1,000 employees to this new program, which offers a rich library of developmental resources, information, and road maps to show employees how their roles fit into the broader SWCA organization and what is possible for their careers at SWCA. This career pathing framework enables employees to take ownership of their own growth and development.

Using the provided materials, employees worked with their supervisors in 2020 to complete a multi-level Professional Development Plan (PDP). The PDP outlines attainable, realistic ways for employees to leverage their unique competencies of strength

and improve areas of weakness to most effectively achieve their professional goals.

Following program rollout, SWCA performed another engagement survey which showed the significant positive impact of the initiative. Scores related to career development increased drastically since the prior survey, including an astounding 24% increase in response to the statement “I am aware of career paths and future opportunities available to me at SWCA.”

2021 goals include standard titling and creating clearly defined responsibilities for each position.

CAREER FOCUS AREA

ORGANIZATIONAL
LEADERSHIP

CLIENT
LEADERSHIP

TECHNICAL
LEADERSHIP

VP

DIRECTOR

LEAD

PROJECT

STAFF

ROLE LEVELS



ALWAYS LEARNING LAB

The Dayforce Always Learning Lab is our new learning management system, which contains a revamped course catalog to support the SWCA Career Development program. This system ensures that developmental resources are available and easily accessible for all employees. There are currently over 100 courses in the Always Learning Lab available to take, as well as live, virtual trainings; training recordings; and supplemental materials. In 2021, the Always Learning Lab aims to reach 65% employee engagement in SWCA discretionary training.



PSMJ Project Manager Training in Phoenix, Arizona

EMPLOYEE STOCK OWNERSHIP PLAN

SWCA is more than just a business; we are a community of employee-owners. When looking at ownership transition strategies in 1998, majority owner and company founder Dr. Steven W. Carothers was adamant that the company's values and culture remain intact through any potential sale. For this reason, and to help eligible employees save for retirement, SWCA established an ESOP in 2000.

In 2020, SWCA celebrated 20 years of being 100% employee owned. The ESOP has contributed significantly to employees' overall retirement assets and enhanced our collaborative culture

and company growth. On an annual basis, SWCA allocates shares to eligible employees, who have enjoyed dramatic share price growth since the first year of the plan.

The SWCA ESOP Communications Committee, which began in August 2019, works to maximize the value of the ESOP through communicating the benefits and mechanics of the ESOP, promoting a culture of ownership, and building excitement around being 100% employee owned. In 2020, the Communications Committee celebrated six Employee-Owner Stars; educated employees with a

series of informational ESOP Hot Topics; developed an ESOP Plan Entry and Vesting Calculator, which gives employees a personalized view of their vesting schedule; developed an ESOP 101 video to help educate our employees about the ESOP; and celebrated 20 years as a 100% employee-owned company with a Spirit Week, a company-wide virtual celebration, and the creation of an SWCA Time Capsule. This was the first year SWCA distributed statements electronically, reducing the carbon footprint associated with printing and shipping.

2021 GOALS

1. Develop ESOP story map to help instill pride in being 100% employee owned
2. Develop ESOP 201 and 301 educational videos
3. Host a National Employee-Ownership Month celebration
4. Integrate into existing initiatives at SWCA
5. Work with Human Resources to improve the employee-ownership aspect of onboarding



“

It's been really incredible to see how far we've come in 20 years as an ESOP. The ownership spirit has become a critical part of our company now and it has helped us grow into a really unique place to work and grow a career.

Kevin Miller

Vice President, Central Texas

”



SWCA employees photograph the primary feathers of a freshly tagged Greater sage-grouse hen north of Saratoga, Wyoming.

ENVIRONMENT

SWCA is committed to achieving a sustainable balance between social, economic, and environmental needs to support a healthy planet for future generations. SWCA’s operations impact the environment through greenhouse gas emissions; however, we actively strive to mitigate and offset these impacts through our project work, our internal sustainability program, and our community stewardship efforts.

ENVIRONMENTAL SUSTAINABILITY PROGRAM

In 2020, SWCA established a Sustainability Steering Committee focused on reducing our impact to the environment—at the office, in the field, and at home. The Steering Committee is composed of staff from across SWCA who meet regularly to exchange ideas, best practices, and recommendations for company-wide actions, including setting specific environmental standards and goals.

The SWCA Green Team Network was also created in 2020 to implement the goals set by the Steering Committee at the local level. Each office has a Green Team Representative who serves as a liaison between the Sustainability Committee and employees in their office. Through education and engagement with employees, implementation of campaigns, and collaboration across offices and other committees, representatives work to reduce waste, conserve resources, and promote sustainable operating practices at the office and individual level.

The Steering Committee is composed of five subcommittees:



ZERO WASTE
Sets achievable goals to reduce the amount of landfill waste generated by SWCA during business operations in the office and in the field.



ENERGY EFFICIENCY
Identifies energy reduction strategies for implementation in the office and in the field, including the use of fossil fuel alternatives.



EDUCATION and AWARENESS
Ensures consistent messaging by creatively packaging communication surrounding sustainability awareness and education, initiatives, and progress updates.



FRAMEWORK and GUIDELINES
Links SWCA’s sustainability efforts to a globally accepted context to lend authority to our ongoing sustainability efforts and provide a dashboard for communicating our achievements.



SWCA GREEN TEAM
Works with local office Green Team Representatives to promote sustainability through education, engagement, and implementation of corporate and local initiatives.

Some notable accomplishments of the Sustainability Steering Committee in 2020 include:

- Implemented an environmental education program, including a company-wide Plastic Free July education campaign
- Researched various frameworks and chose an internationally recognized sustainability framework, the United Nations Sustainable Development Goals (SDGs), to align our programs
- Established a Green Team Network of employee representatives at each office to promote sustainability locally in the office and in the field
- Worked with leadership to purchase and retire Green-e certified solar renewable energy credits to match the electricity consumed across all our offices nationwide
- Set a company-wide zero waste goal (and a program to reach this goal) by 2030

COMMITTEE

GOALS

1. Continuing to host one Sustainability Steering Committee company-wide campaign annually and regularly providing information/education across the company to reduce our environmental impact

2. Branching out to partner with other SWCA programs on company-wide campaigns and initiatives and bringing all SWCA programs under the SDG framework

3. Engaging Green Team Representatives in the data gathering for the Environmental, Social, and Governance report

4. Researching options to change to renewable energy sources with the utilities that serve the SWCA offices. Working with office leadership to assess the sources' feasibility, and securing renewable energy if the option is feasible and available

5. Reaching 100% of offices recycling all materials eligible for pickup or drop-off, and 50% of all eligible offices composting

ENVIRONMENTAL SUSTAINABILITY PLAN

SWCA’s environmental sustainability plan includes goals to reduce greenhouse gas emissions, reduce our impacts on natural resources, and contribute positively to our communities. We encourage sustainable actions and environmental stewardship throughout SWCA and within our communities through our SWCA Gives Back program, our focus on reducing SWCA’s environmental impact, and our project work.

SWCA’s environmental sustainability program includes the following established goals as well as annual reporting.

GOAL 1 REDUCE GREENHOUSE EMISSIONS

SWCA’s travel emissions, office electricity consumption and waste generation, and shipping operations all create greenhouse gas (GHG) emissions that negatively impact the environment. SWCA’s Energy Efficiency Subcommittee is committed to reducing our GHG emissions to the greatest extent possible. To offset electricity impacts in early 2020, the committee worked with leadership to purchase and retire Green-e certified solar renewable energy credits (SRECs) to match the electricity consumed across all our offices nationwide. We can proudly say that SWCA is now 100% powered by renewable electricity. As a company we will continue to invest in SRECs to offset our electricity usage, as well as explore options to directly source renewable energy for our offices.

SWCA is committed to further reducing our GHG emissions through the following actions:

- 1. Reducing energy consumption in all offices
- 2. Reducing emissions from company business travel, including air travel and employee-owned, company-owned, and rental vehicles
- 3. Promoting alternative modes of transportation, including carpools and public transportation

Inventory Methodology

To calculate SWCA’s GHG emissions, we conducted an inventory in accordance with the standards outlined in the Climate Registry’s General Reporting Protocol, an internationally recognized GHG reporting protocol developed for organizations in North America. All SWCA offices are included in the 2020 emissions inventory. SWCA offices primarily consist of leased office space in multi-tenant buildings. In some cases, accurate data were not available, and estimates were used based on historical data plus new growth. We did not include impacts from home-based employees for this inventory because personal residences are not under the company’s operational control.

The following GHG emission sources are included in this inventory:

- Electricity use in offices
- Natural gas use in offices
- Fuel use for company-owned highway fleet vehicles
- Fuel use for company-owned marine craft
- Fuel use for employee-owned vehicles
- Fuel use for business air travel
- Fuel use for rental vehicles
- Fuel use for employee commuting
- Fuel use for company-owned ATVs
- GHG emissions from SWCA landfill waste

2020 Greenhouse Gas Inventory Results

SWCA’s 2020 GHG total for all offices is 3,819 metric tons (Mt) of carbon dioxide equivalent (C02e). This is a vast reduction over 2019 results (37% reduction). In looking at each scope in the table below, the reasons become apparent. There was a 12% reduction in Scope 2 in 2020 due to less office energy usage for the HVAC, lighting, and computer equipment. There was a 47% drop in Scope 3 and there were a few reasons for this reduction:

- SWCA did not capture the fuel used for employee commuting and air travel—for 10 of the 12 months, SWCA’s offices were closed with no employees working in the offices and air travel was not allowed.
- With the offices closed, waste was not being generated and therefore not tracked.
- Rental vehicle usage decreased due to the lack of available vehicles.
- However, the two areas that saw increases were fuel use for employee- and company-owned vehicles. Without the ability to fly and rent cars, employees used their own and company-owned vehicles for project work.

SWCA 2020 Inventory Summary	2020 MTC02e	2019 MTC02e	Change	% Change
SCOPE 1				
Fuel use for company-owned fleet vehicles	356	203	153	75%
Fuel use for company-owned vehicles (ATVs, marine)	6	6	0	0%
Total Scope 1	362	209	153	73%
SCOPE 2				
Purchased electricity	760	875	-115	-13%
Natural gas use in leased office space in shared buildings	54	45	9	20%
Total Scope 2	814	920	-106	-12%
SCOPE 3				
Fuel use for rental vehicles	2,067	2,661	-594	-22%
Fuel use for employee owned vehicles	576	486	90	19%
Fuel use for employee commuting *	0	913	-913	-100%
Fuel use for business air travel	0	530	-530	-100%
Emissions from landfilled waste	0	382	-382	-100%
Total Scope 3	2,643	4,972	-2329	-47%
Total Emissions	3,819	6,101	-2282	-37%

* Additional Employee Commuting C02



GOAL 2

REDUCE OUR IMPACTS ON NATURAL RESOURCES

As a company, SWCA is conscious of the effects single-use products have on our ecosystem. We are committed to finding creative solutions to preserve our natural resources for tomorrow by reducing our waste today. SWCA's Zero Waste Subcommittee is actively focused on the pursuit of minimizing our total impacts to natural resources.

In 2020 the Zero Waste Subcommittee set a goal, accompanied by an incremental plan, for SWCA to reach zero waste as a company by 2030. The road map to zero waste outlines specific goals for 2021, 2023, 2025, and 2030.

The Zero Waste Subcommittee identified the following goals for 2021:

Office Goals

1. 100% offices commit to eliminating single-use plastic water bottles and plastic utensils in kitchens and conference rooms
2. 100% offices commit to finding more eco-friendly alternatives to virgin plastic trash can liners
3. 100% of offices commit to replace traditional paper products in kitchen, copy rooms, and bathrooms with recycled paper or more eco-friendly products
4. 100% offices commit to refusing the delivery of junk mail
5. 100% of offices recycle all materials eligible for local pickup/drop-off
6. 50% of offices compost eligible waste
7. 25% offices commit to ensuring proper disposal of recyclable office materials through a local company or municipal programs
8. 25% of offices commit to toxin-free cleaning supplies in kitchens and bathrooms

Fieldwork Goals

1. 20% of field crews using biodegradable flagging during field work
2. 20% of field crews using reusable water bottles in conjunction with large-volume water storage containers, instead of single-use plastic water bottles
3. 20% of field crews incorporating recycling into their job plan while on location for later drop-off

Plastic Free July

In 2020, the Zero Waste Subcommittee led a Plastic Free July Campaign, based on the global Plastic Free July movement to spread education and awareness of single-use plastic reduction. Activities included a plastic-themed haiku contest, plastic-related film responses, and "sustainable selfie" submissions, with employees showing off their plastic reduction in action.

GOAL 3

STEWARDSHIP EVENTS

SWCA encourages environmental stewardship through our SWCA Gives Back program, a coordinated community service program that grew out of an array of volunteer efforts and charitable activities in our offices. Local Office Champions encourage employees to participate in activities that improve the environment of the communities where we work and live. They also work to identify environmental organizations and causes that we can support collectively as a company.

In 2020, despite the limitations of in-person events, SWCA still managed to participate in 18 environmental stewardship events through the SWCA Gives Back program. The events and organizations that benefited are as follows:

1. **Source to Sea Cleanup** – Connecticut River Watershed Council
2. **Tarrant Regional Water District's Trash Bash** – River Legacy Foundation
3. **Adopt-A-Park** – City of Westminster cleanup (2 Events)
4. **It's My Park Day Spring Event** – Austin Parks Foundation
5. **Flagstaff Trash Cleanup** – World Cleanup Day
6. **Clark County Wetlands Trash Cleanup** – Impact NV
7. **Phoenix Trash Cleanup** – Keep Phoenix Beautiful
8. **Lower Salt River Cleanup** – Natural Restorations
9. **Base & Meridian Wildlife Area Cleanup** – Natural Restorations
10. **Queen Valley/Hewitt Station OHV Area Cleanup** – Natural Restorations
11. **Santiago Mine Reclamation/Restoration Efforts** – Trout Unlimited
12. **Sheridan County Elementary School Community Garden** – Rooted in Wyoming
13. **Valley Bird Festival** – Hampshire Bird Club
14. **Adopt-A-Street Cleanup** – City of Flagstaff Community Stewards Program
15. **Adopt-A-Spot Cleanup** – Keep Truckee Meadows Beautiful (2 Events)
16. **Leon Creek Greenway Trail Cleanup** – City of San Antonio

PROJECT WORK

Much of SWCA's project work is focused on minimizing and mitigating impacts to the cultural and natural environment. We emphasize sustainability in the planning and implementation of our project work, seeking opportunities to support restoration, green infrastructure initiatives, and more. This commitment is reflected in our focus on climate-driven services: disaster recovery, ecological restoration, resilience, and wildfire planning services. In addition, SWCA develops strategies to support long-term sustainability, both for natural and human communities.

Utah Latinx Heritage
Historic Resources

Santa Fe County Community Wildfire Protection Plan (CWPP)

SWCA worked with Santa Fe County and the City of Santa Fe to develop a CWPP that incorporated risk and hazard assessments of wildland-urban interface areas. SWCA worked in close cooperation with the U.S. Forest Service to identify fuel treatments to complement existing and planned fuel reduction efforts in the Santa Fe Watershed to increase forest resiliency to wildfire and protect important natural and cultural resources. SWCA completed the original CWPP in 2008 and was retained to complete the CWPP update in 2019–2020. Due to the COVID-19 pandemic, SWCA worked with the client to develop a project [story map](#) to facilitate public engagement in the planning process during a period when public meetings were restricted.

Raft River Rural Electric Cooperative Wildfire Mitigation Plan

SWCA has been working with Raft River Rural Electric Cooperative since spring 2020 to assess the wildland fire risk in their service area and develop wildfire prevention strategies and protocols to protect the electric infrastructure and mitigate the potential for electric infrastructure to ignite wildfires. Raft River Rural Electric Cooperative first contracted SWCA to complete a wildfire mitigation plan for their Utah service area in 2020 and, following the successful completion of that plan in the summer of 2020, the cooperative contracted SWCA to extend the plan into the Idaho and Nevada portions of their service area. SWCA is working with Raft River staff as well as regional stakeholders, including county, state, and federal government agencies, to ensure consideration of other regional wildfire planning efforts and protection of high-risk electric infrastructure. The wildfire mitigation plans are being used by the cooperative to build greater system resiliency and better prepare their organization and their customers for wildfire impacts.

Fannin County Stream and Wetland Mitigation Restoration

SWCA designed the stream and wetland restoration components of a comprehensive Permittee Responsible Mitigation project to offset the impacts from the construction of the Lower Bois d'Arc Creek Reservoir in Fannin County, Texas. SWCA designed, and successfully executed, a plan for the restoration, creation, and enhancement of over 70 miles of streams and 10,000 acres of wetlands on the southern banks of the Red River. The implementation of the restoration plans has improved the abundance and quality of streams and wetlands within Riverby Ranch, both of which have remained stable since the close of the project. The quality of water in the restored streams has improved dramatically compared to the existing conditions, and the constructed wetlands have enlarged habitats for various native species. The area will continue to be monitored and maintained over a 25-year period by the client.

Texas General Land Office (GLO) Hurricane Harvey Recovery

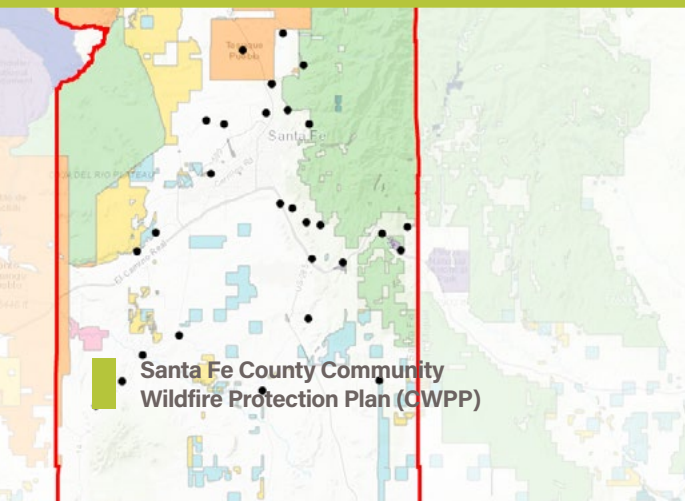
SWCA has been a primary environmental service provider to the State of Texas since September 2018. SWCA was contracted to assist the Texas GLO with Hurricane Harvey recovery, particularly efforts aiding low to moderate income families and neighborhoods with less access to private insurance and fewer means to recover. At the end of 2020, SWCA had cumulatively completed over 12,000 Hurricane Harvey restoration projects for single-family and multi-family residences and assisted many local Texas municipalities with dozens of infrastructure improvements and flood control projects. SWCA monitored the projects throughout construction to ensure repairs were free of environmental contamination, including hazards such as lead-based paint, mold, and asbestos, and evaluated each individual project for its potential environmental impact through a National Environmental Policy Act assessment. In 2020, SWCA was awarded a new multi-year contract by the GLO. This contract will allow SWCA to continue assisting the citizens of Texas with storm recovery efforts, as well as working on new mitigation projects designed to prevent future disaster damage.

Utah Latinx Heritage Historic Resources

SWCA recently completed a project to develop a historic context for Latinx heritage in the state of Utah and to identify potential historic resources that are significant for their role in key patterns and events that contributed to Latinx history in the state. The project was funded through the National Park Service's Underrepresented Communities Grant Program and administered locally through Utah State Historic Preservation Office. The goals of the project were to involve local experts in Utah's Latinx history and community leaders, to create better understanding of the contribution of the Latinx communities to the geographic and economic growth patterns, cultural history, and social development in Utah, and to provide a framework for future nominations. As part of the project, the Mexican Branch/Lucero Ward Meetinghouse was nominated to the National Register of Historic Places.

Pillot Gully Stream Stabilization

SWCA worked with the Harris County Flood Control District to develop a channel stabilization design for approximately 2,300 feet of a natural channel in Harris County, Texas. The channel had been straightened, channelized, and oversized in the 1950s as part of flood control improvements, and undergone extensive watershed modification from urban/suburban development. SWCA successfully developed a solution to fully restore the stream within the larger flood control channel. The team also provided permitting support and engineering construction oversight for this project.



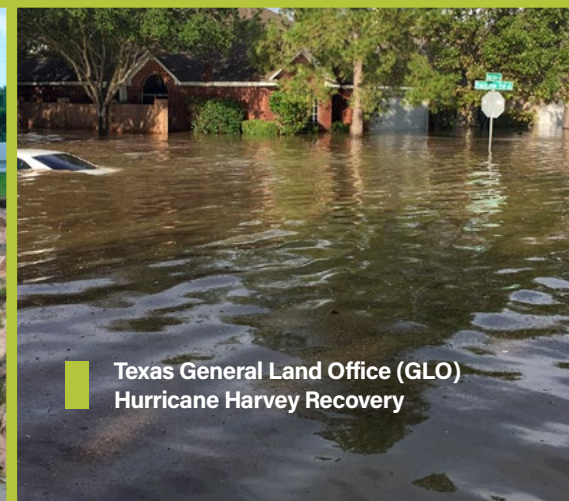
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Pillot Gully Stream
Stabilization



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Hurricane Harvey Recovery



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