

SWCA[®] | 2025

A photograph of a tortoise resting on a rocky, rocky ground covered with numerous purple flowers. The tortoise is positioned in the middle ground, facing left. The background shows a clear blue sky with scattered white clouds and some green shrubs. The overall scene is bright and natural.

Sustainability Report

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Look for this symbol throughout the report. It indicates topics material to SWCA.

INTRODUCTION

Message from the CEO



SWCA's 18th Sustainability Report captures the progress we made in 2025 along with the priorities we'll carry with us into 2026. In a year of evolving environmental and regulatory conditions, our focus remained steady on long-term stewardship, sound science, and supporting our people and communities. That ability to remain grounded while navigating change is strengthened by

our employee ownership model, an enduring reminder of what sets SWCA apart. It empowers us to make impactful decisions with long-term goals in mind, strengthening our company for the future while allowing us to deliver practical, science-based solutions for our clients today.

That same long-term, people-powered approach shapes not only the decisions we make, but also how we show up every day, and it is the foundation for the progress we've made. SWCA's sustainability efforts began in our offices, where the Environmental Sustainability Badge Program has helped teams implement and celebrate sustainability efforts at the local level since its inception in 2022. In 2025, we built upon this foundation by increasing engagement with our offices and establishing more consistent waste reduction practices, allowing us to scale local efforts into shared, companywide progress.

With more consistent office practices in place, we were able to extend that same sustainability focus into the field. Guided by two principles, Respect the Environment and Reduce Waste, SWCA's Sustainable Field Practices reinforce that our impact is shaped not only by what we do, but how we do it. By giving field staff clear, practical sustainability guidance, we lessen our environmental footprint while we carry out fieldwork.

Our sustainability efforts throughout the year, both large and small, add up to real operational impact, becoming part of a broader story of progress we made in 2025, including the following:

Looking ahead to 2026, we are building on what we've learned by expanding sustainability efforts across every part of our business. Alongside our office and field initiatives, we're adding a focus on sustainability practices for distributed employees. We will continue strengthening our office-level efforts as well, including new ways to recognize local sustainability achievements. SWCA's next chapter is about consistency at scale, so we can keep raising the bar and turning our values into everyday action across our offices, field teams, and distributed employees.

Celebrating 25 years of employee ownership, with

87%

of employees participating in the **Employee Stock Ownership Plan** (up 9% from 2024),

showing continued growth in our ownership culture

Hosting

46

Spreading the Science events (up 91% year over year),

giving our employees opportunities to share expertise in schools and community settings

Achieving the

second-lowest

turnover rate in the last 20 years of SWCA's history,

reflecting the strength of the culture and community our employees continue to build together

Generating a record-breaking total impact of

\$365,735

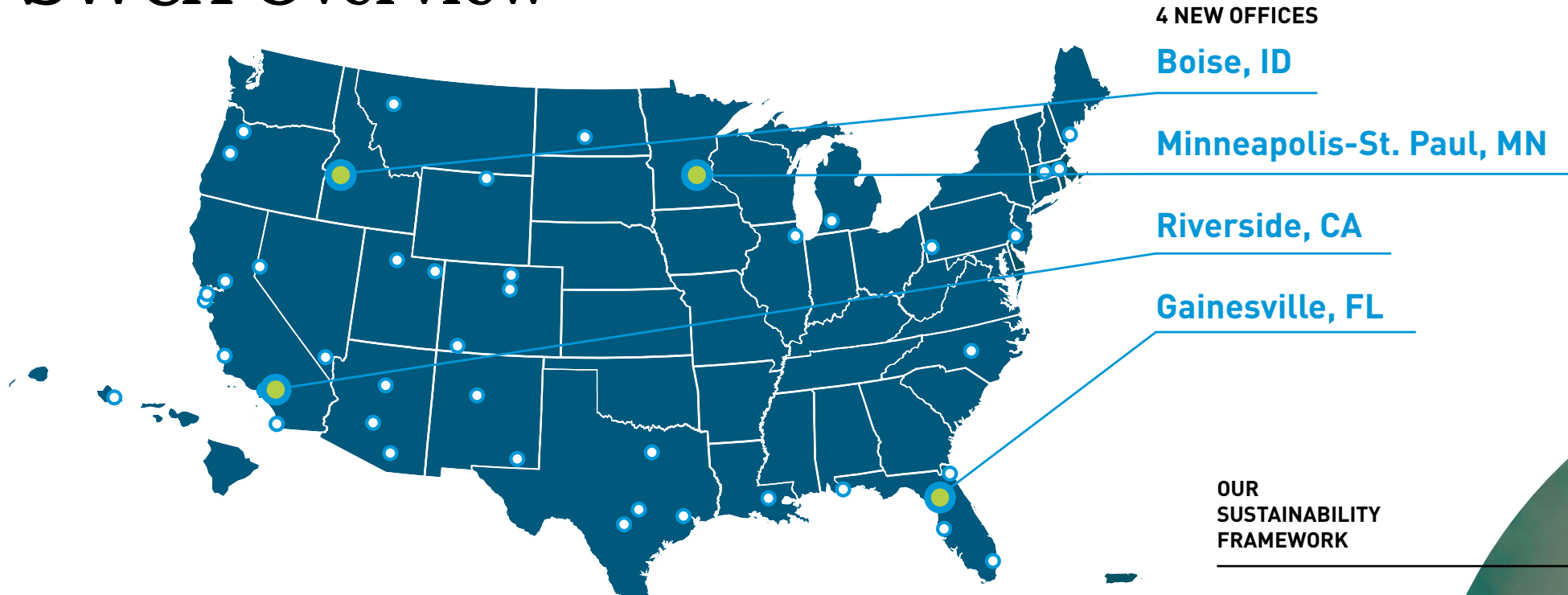
through our **Gives Back program**,

supporting employee volunteer efforts in partnership with local nonprofit organizations

Joseph
Joseph J. Fluder, III

INTRODUCTION

SWCA Overview



100%
Employee
OWNED

OUR SUSTAINABILITY FRAMEWORK

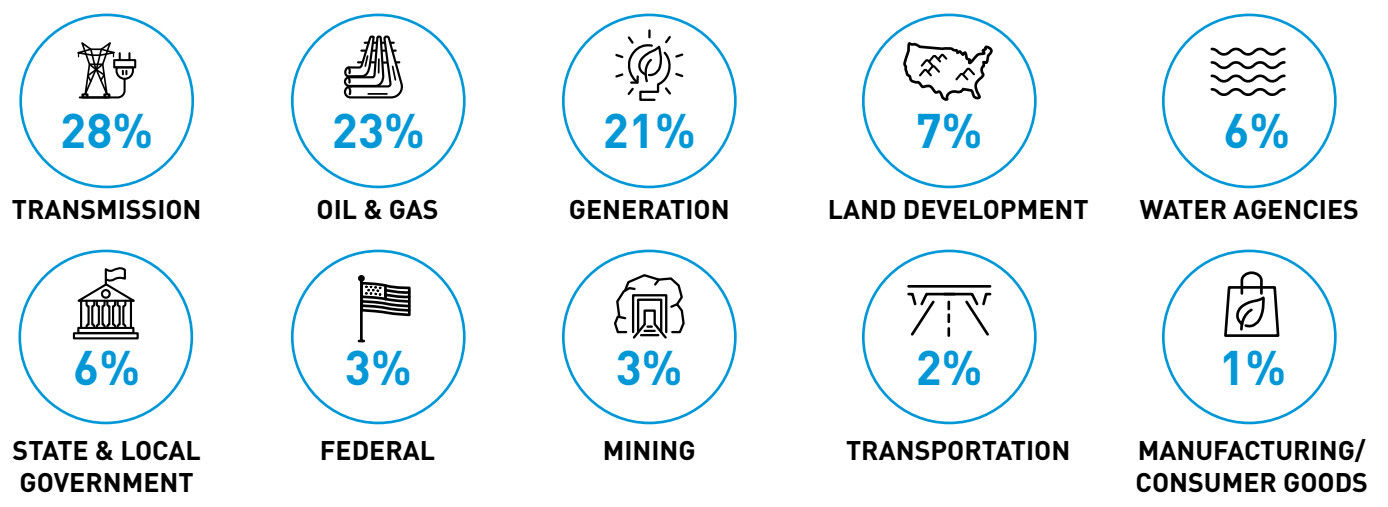
NUMBER OF EMPLOYEES
1,858

NUMBER OF OFFICES
45

INCREASE IN TOTAL REVENUE YEAR OVER YEAR (2024 TO 2025)

16%

% REVENUE BY MARKET/BUSINESS LINE



INTRODUCTION

2025 Highlights

PLANET

2025 Rankings

#12
Top ENR 30 All-Environmental Firms

#71
Top ENR 200 Environmental Firms

#105
Top ENR 500 Design Firms

#17
Environment Analyst's US E&S Consulting Firms

"Committed"
level in Ecovadis

169
office sustainability badges earned

100%
powered by renewable electricity

Worked on over **1,200** clean energy projects in 2025

Greenhouse Gas Emissions

Scope 1
396 mt CO₂e
(Up from 2024)

Scope 2
444 mt CO₂e
(Down from 2024)

Scope 3
6,362 mt CO₂e
(Up from 2024)

Emissions Intensity (MTCO₂e/employee)
3.42 mt CO₂e /employee

PEOPLE

Safety Stats

Total Recordable Incident Rate (TRIR):
0.26

Days Away, Restricted, or Transferred (DART):
0.13

Experience Modification Rate (EMR):
0.84

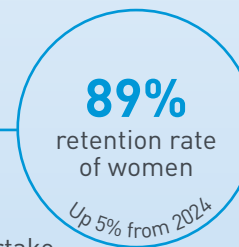
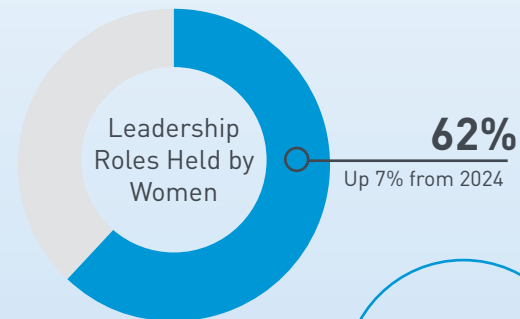
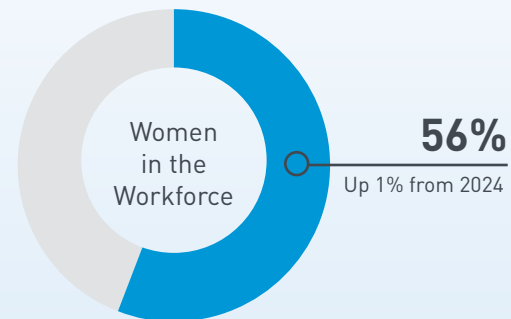
0
Serious, Life-Threatening, or Fatal Injuries

87%
of employees are ESOP participants
(Up 9% from 2024)

SWCA ranked **#94** on NCEO's Employee Ownership 100 List

25%
of employees part of an Employee Resource Group (ERG)

Women in SWCA's Workforce



89%
of employees partake in company health benefits

89%
overall retention rate

43+
average training hours per employee

5.2
average years of employee tenure

PARTNERSHIPS



World Business Council for Sustainable Development Partnership

AND

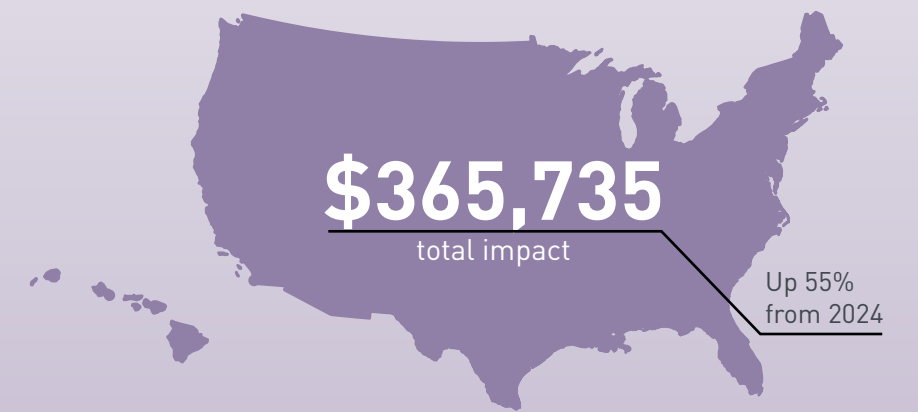


Water Resilience Coalition

96%
Client Satisfaction Rate

78
Net Promoter Score

Gives Back



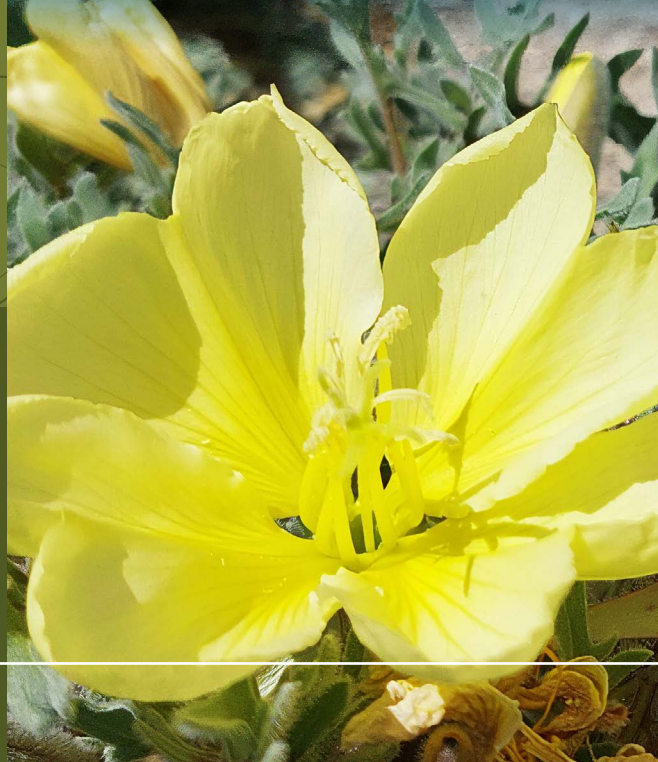
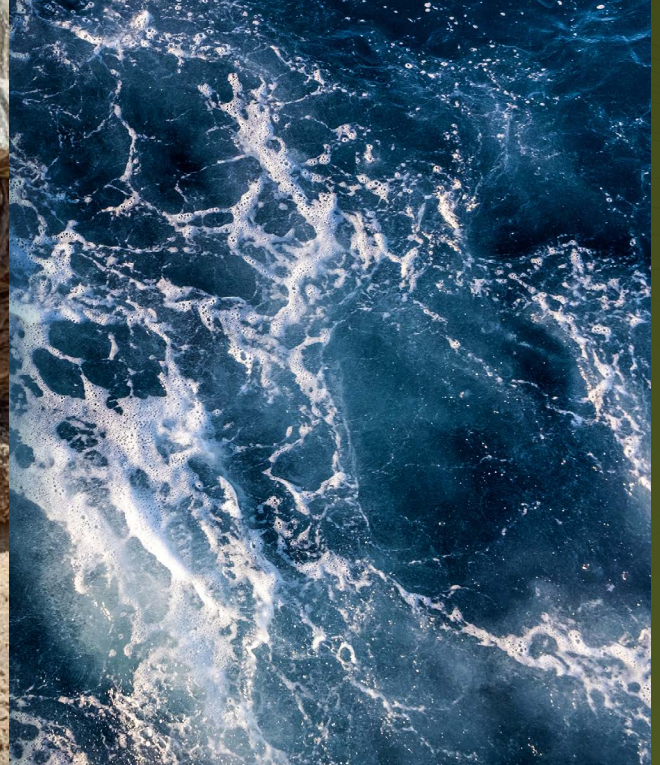
6,111
volunteer hours
(Up 48% from 2024)

46
Spreading the Science events
(Up 91% from 2024)

227
organizations supported
(Up 25% from 2024)

45
environmental stewardship events

215
events
(Up 27% from 2024)



Planet

Office Sustainability Efforts

In 2025, SWCA amplified our impact. We saw increased engagement in the Sustainability Badge Program, enhanced our waste reduction practices, and had widespread participation in environmental stewardship events nationwide. Together, we are proving that collective action can deliver lasting change.

Our Internal Sustainability Structure

Our sustainability structure, which consists of three groups—the Framework Steering Committee, the Environmental Sustainability Committee, and the Green Team Network—drive progress by translating strategy into action.



SWCA's Sustainability Badge Program

Launched in 2022, SWCA's Sustainability Badge Program is a cornerstone for advancing sustainability efforts across our offices. With a total of 41 earnable badges, the program empowers offices to implement practices such as developing a sustainable catering plan, switching to smart power strips and establishing a battery recycling process. This program not only motivates our offices to act but also provides them with a formal system to track and celebrate their sustainability achievements.

This program has continually evolved to meet SWCA's growing goals and ambitions. In 2025, we introduced four new badges and launched a "Required Badges" category. This year, participation across the company in the program reached new heights:

<p>62% of offices with a Green Team Representative participated in the program.</p>	<p>169 badges were earned—a remarkable 186% increase over the previous year.</p>	<p>21 offices earned at least one badge.</p>
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These statistics reflect the program's expansion and the deep dedication of our employees to create a workplace that benefits both the planet and our people.

New Badges

BULK KITCHEN ITEMS

IMPACT
MINIMIZE PACKAGING WASTE

ALTERNATIVE TRASH BAGS

IMPACT
REDUCE LANDFILL WASTE

CARDBOARD REPURPOSING

IMPACT
REDUCE LANDFILL WASTE

WATER USE SIGNAGE

IMPACT
WATER CONSERVATION

Required Badges: Raising the Bar

When the badge program began, all badges were voluntary, but this changed as the program evolved. In 2025 we introduced our new "Required Badges" category and moved several badges into this category to promote adoption of these practices across SWCA. Badges were selected for this category because they reflect actions already embraced by most offices or because they aligned with existing companywide sustainability commitments. Practices such as office recycling, purchasing Energy Star-certified appliances, and recycling printer toner cartridges are recognized as critical elements of our sustainability efforts.

Office Sustainability Efforts (Continued) Waste Reduction

Identifying and implementing strategies to reduce office waste was a 2025 goal. Recognizing the need to address previously overlooked waste streams, we introduced two new sustainability badges: Alternative Trash Bags and Cardboard Repurposing. These badges were designed to encourage our offices to switch to compostable or recycled trash bags and to find innovative ways to reuse cardboard.

Standardizing Sustainable Practices

To promote consistency and effectiveness in our waste reduction efforts, SWCA created Sustainable Standard Operating Procedures (SSOPs) for key office practices. In 2025, two SSOPs were launched:



Recycling Used Toner Cartridges:

Outlining a clear process and options for recycling printer toner cartridges across all offices.



Purchasing Recycled Printer Paper:

Establishing guidelines and providing options to ensure all offices purchase printer paper that is made of at least 30% recycled materials.

These SSOPs provide every office with clear steps and practical guidance, making it easier for them to integrate sustainable practices into daily operations.



E-Waste Management

For the past 3 years, SWCA has partnered with two nonprofits, Human I-T and PCs for People, to donate, recycle, and reuse our e-waste. We also collaborated with Lenovo to recycle and refurbish used electronic equipment. Historically, our e-waste tracking did not include donations made locally by our offices, which limited the accuracy of our reporting.

In 2025, we developed a new process to track local e-waste donations, enabling us to more precisely measure and report the total pounds of equipment recycled. This improvement enhances transparency and reinforces our focus on responsible disposal practices. SWCA successfully diverted **4,173 pounds of e-waste from landfills in 2025**, reflecting the positive impact of our improved processes and strong partnerships.

PrintReleaf Partnership

PrintReleaf is a technology platform that helps measure and track businesses' paper usage and then automatically offsets this usage through certified reforestation projects. Since joining PrintReleaf in mid-2023, SWCA has helped offset the equivalent of 2,232,539 standard sheets of paper by reforesting 268 standard trees.



Office Sustainability Efforts (Continued) Energy

Tracking and understanding our energy consumption remains a priority for SWCA. Because most of our energy use comes from leased office spaces, where our ability to make large-scale changes is limited, we focus on the actions we can control. Across the company, we encourage everyday energy-saving practices that add up over time. Our offices are required to purchase Energy Star-certified appliances when replacements are needed, and our Sustainability Badge Program promotes the adoption of smart power strips, automatic light switches, and smart thermostats to reduce energy use.

Electricity Consumption:

1,319,392 kWh

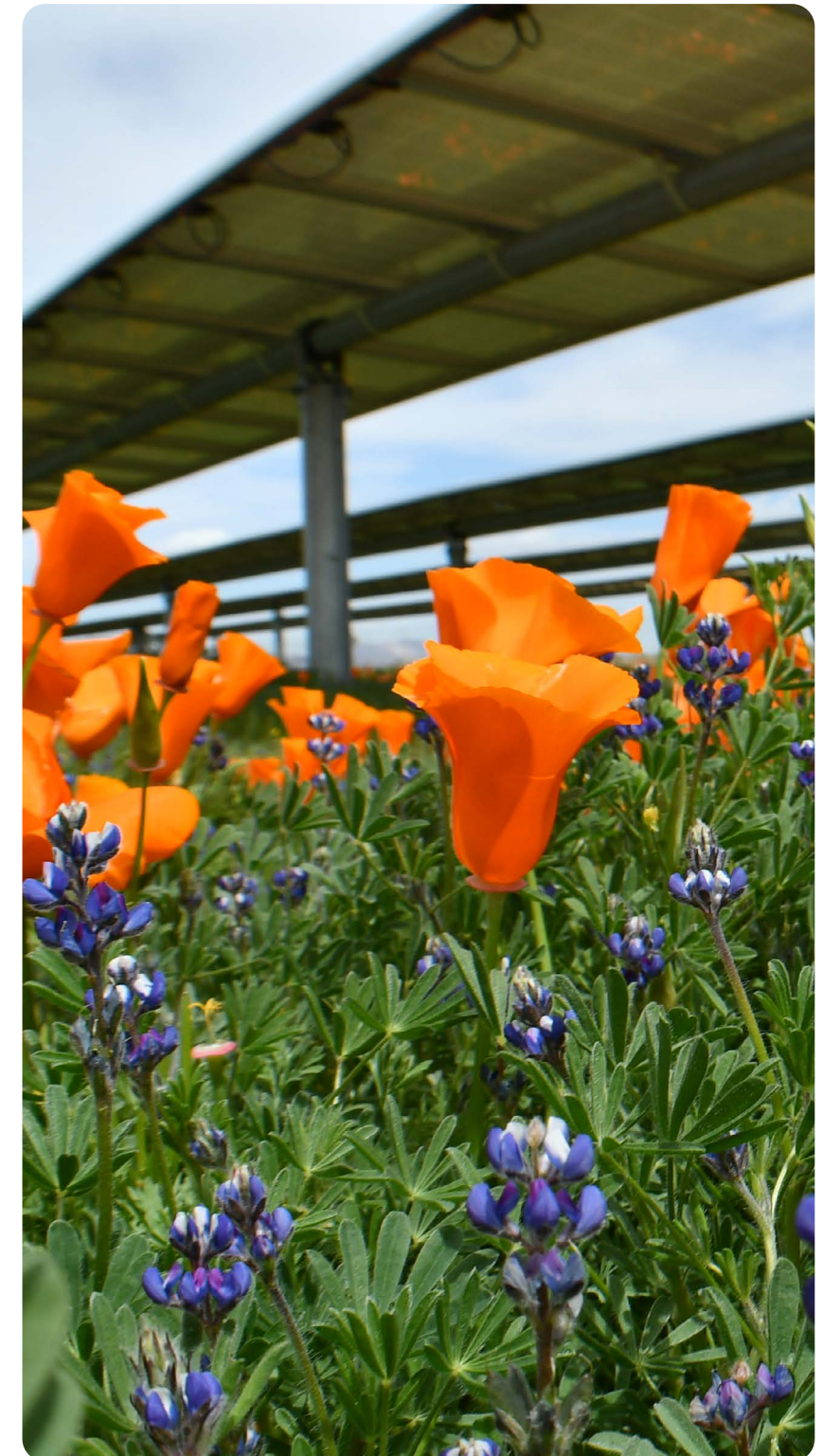
EUI:

28 kBTUs/ square foot/year

kBTU = kilo British thermal unit | kWh = kilowatt-hour

Even with the addition of four new offices, SWCA's total electricity consumption increased by just 0.4%, compared with 2024, reflecting our continued focus on managing energy use as we grow. Alongside these efforts, we regularly track the amount of electricity that comes from clean sources directly from our utility providers. In 2025, this number increased from 35% to 37%, driven by the expansion of clean energy sources in more provider portfolios. In addition, one SWCA office enrolled in a utility provider's Green Power Program in 2025, allowing it to be powered by 100% clean energy through the purchase of monthly Renewable Energy Certificates (RECs), which the utility company retires on their behalf.

For the past 5 years, SWCA has taken an additional step to address the energy we cannot easily reduce by purchasing **RECs to offset 100% of the electricity** used by our office locations—and 2025 was no exception. By purchasing RECs, we can directly support the generation of renewable energy, increasing demand for cleaner power sources, while also addressing the limitations of energy reduction in our leased spaces. This annual investment, combined with our ongoing reduction strategies, demonstrates how we put stewardship into practice while minimizing our environmental footprint.



Office Sustainability Spotlights

SWCA's 2025 Daring to be Greener Awardee

2025 marked the third year of SWCA's Daring to be Greener award, which recognizes an office that exemplifies SWCA's environmental sustainability mindset. The 2025 awardee was SWCA's Whitefish, Montana, office, which earned an incredible 22 badges, a new one-year record! Out of our 45 offices, Whitefish led the pack in earning the most badges, the highest overall difficulty rating from these badges, and the most points. As one of SWCA's new offices in 2024, Whitefish quickly embraced SWCA's sustainability mindset with enthusiasm, showing what is possible when an office is engaged and committed to making a difference.



SWCA Volunteers and Celebrates During Earth Month 2025

SWCA celebrated Earth Month with 18 offices participating in more than 20 education and stewardship events, partnering with local nonprofits and municipalities to support healthier communities and promote sustainable practices.

From rivers and beaches to parks and neighborhoods, SWCA employees removed trash, restored habitat, and improved public spaces. Teams also tackled invasive species removals, restored boardwalks, and supported long-term stewardship efforts.

SWCA's Earth Month activities also emphasized community resilience and environmental education. Volunteers supported food security by preparing garden beds, while others distributed free tree seedlings, created native seed bombs, and promoted the power of everyday actions through creative engagement activities like Earth Month Bingo.

Office Sustainability Spotlights (Continued)

SWCA's Chicago Office Gets Creative with Recycling at SCARCE

SCARCE, a recycling and education center in Addison, Illinois. In 2025, SWCA's Chicago office Green Team and Gives Back Team proudly supported SCARCE by participating in creative recycling projects that extended the reach of sustainability efforts beyond office walls.

Employees repurposed old gift cards into 320 guitar picks, which were donated to Guitars for Vets—a nonprofit organization that helps veterans experiencing posttraumatic stress disorder (PTSD) learn to play guitar. Some picks were transformed into unique earrings, further demonstrating the potential for everyday items to be given new life. Beyond their creative upcycling projects, the team also dedicated time to sorting donated school supplies.



Las Vegas Office Gives Cardboard New Life

In 2025, SWCA introduced a new waste badge that encouraged offices to divert cardboard from landfills by repurposing, reusing, or recycling cardboard boxes.



Our Las Vegas office, faced with the absence of recycling services on the premises, came up with an innovative repurposing plan. The Las Vegas Green Team began collecting clean cardboard boxes in their storage room. Employees were reminded periodically that they could save boxes for anyone who might need them for moving, storage, or shipping holiday gifts, ensuring that as many boxes as possible were given a second life.

The office found another way to reuse these boxes by flattening larger ones into festive holiday decorations. After the holiday season, the boxes were donated to the Nevada State Museum, where they will be stored for reuse as the museum's decorations during next year's holiday season.



2025 Environmental Sustainability Goals

GOAL STATUS KEY  NOT ACHIEVED  IN PROGRESS  ACHIEVED




Badge Program and Events Goals

2025 Goals	Progress to Achievement	Status
Sustainability Badge Program Participation: Increase office participation to 85% in the Sustainability Badge Program.	We did not achieve this goal. Participation in the badge program was 62%. We will continue working to increase participation in the program in 2026.	
Environmental Stewardship Events: Hold at least 40 environmental stewardship events.	SWCA held 45 environmental stewardship events in 2025, exceeding this goal.	



Water Goals

2025 Goals	Progress to Achievement	Status
Water Consumption: Calculate annual water consumption at our offices using estimates per person.	This goal was not achieved.	
Water Education Program: Implement an educational program to raise water conservation awareness.	SWCA implemented a program to encourage water conservation awareness through the introduction of our new Water Use Signage badge.	

Waste Reduction Goals

2025 Goals	Progress to Achievement	Status
Composting: 50% of offices have a composting program in place by the end of 2025.	This goal was achieved, with 51% of offices having composting programs in place.	
SSOPs: Implement SSOPs for printer toner cartridge recycling and cardboard recycling.	Two SSOPs were developed and implemented in 2025.	
Tracking E-Waste Recycling: Implement a system to track electronic equipment recycled at the local level.	This goal was completed with the introduction of a new system to track electronic equipment donations and recycling at the local office level.	

Energy Goals

2025 Goals	Progress to Achievement	Status
Green Power Programs: Participate in utility Green Power Programs where possible.	This is an ongoing effort. In 2025, one SWCA office enrolled in a Green Power Program.	
Energy Mix: Track the amount of electricity from clean sources in our utility providers' energy mix.	This goal was completed.	

Sustainable Purchasing Goal

2025 Goals	Progress to Achievement	Status
Vendor Analysis: Review the sustainability programs of SWCA's top 10 vendors.	In 2025, SWCA began reviewing the sustainability programs of its top vendors but did not complete a full analysis.	

2026 GOALS

Distributed Employee Engagement:

Develop and implement a sustainability program that actively engages SWCA's distributed employees.

Office Badge Program Participation:

100% of SWCA offices with a Green Team Representative earn at least one new badge in 2025.

Sustainability Recognition Program:

Launch a new office-level recognition program that increases year-round recognition of sustainability efforts.

Field Sustainability Efforts

Our work is not only about what we do – it’s also about how we do it. As part of SWCA’s commitment to sustainability, we introduced Sustainable Field Practices in 2025. Centered around two Guiding Principles, Respect the Environment and Reduce Waste, these practices represent a significant step in our sustainability journey—expanding our efforts beyond the office and into the field.

Developed in partnership with SWCA’s Field Services technical directors, along with field staff, each of the 13 Field Practices was carefully chosen to be woven into everyday fieldwork. In fact, practices like recycling, carpooling, and using digital data collection were already part of regular field activities. With safety at the forefront, these practices are intended to guide and inspire our employees to make sustainable choices in their everyday work.

To help keep these practices top of mind for SWCA staff, two stickers were created and distributed to our offices, each featuring one of the Guiding Principles. The Field Practices logo also appeared on shirts and water bottles. The logo and stickers serve as reminders of sustainability best practices for SWCA employees working in the field.

Sustainability in Practice: Recycling in the Field

A project near Pasadena required rotating crews of six SWCA field employees to conduct intensive pedestrian cultural resource surveys across large areas of the San Bernadino Forest. The goal of the surveys was to identify and document historic and archaeological resources ahead of fuel reduction efforts, which help manage the amount of combustible material in the forest and mitigate wildfire risk.

During these surveys, crews traversed steep terrain with dense vegetation in hot weather conditions. To stay hydrated, team members had to supplement their reusable water containers with bottled and canned drinks.

A cultural resources technician saw this challenge as a chance to put sustainability into practice. She inspired and encouraged the team to collect and recycle all cans and bottles used during the project. By doing so, they successfully recycled two and half 13-gallon bags of items.



2025 Goal	Progress to Achievement	Status
Sustainable Field Practices: Implement Sustainable Field Practices to lessen environmental impacts during fieldwork.	SWCA’s Sustainable Field Practices were rolled out companywide in 2025.	

2026 GOAL

Field Practices in Onboarding:
 Integrate Sustainable Field Practices into onboarding materials for new hires to support consistent adoption across the organization.

Greenhouse Gas Emissions



SWCA calculates greenhouse gas (GHG) emissions in alignment with the Greenhouse Gas Protocol Corporate standard. Since 2008, we have reported our emissions annually across Scopes 1, 2, and 3, and continually refine our data collection methods.

Scope 1 Emissions

SWCA's direct fuel use from our company-owned fleet vehicles as well as all-terrain vehicles (ATVs) and boats encompasses our total Scope 1 emissions. Fuel purchases are tracked through expense reports and reviewed annually to ensure accuracy.

In 2025, SWCA's Scope 1 emissions increased compared to 2024. As business activity increased during the year, we supported more projects that required fieldwork. This translated to greater use of our company fleet vehicles, ATVs, and boats.

Scope 2 Emissions

Scope 2 emissions include indirect emissions from electricity and natural gas purchased for SWCA's offices. SWCA has 45 offices, more than half of which are in multi-tenant buildings without individual electricity or gas meters. For these locations, electricity consumption is estimated using regional averages per square foot. Natural gas at locations without meters is estimated using metered-office averages, adjusted to each office's square footage. Electricity associated with remote employees is not included in SWCA's Scope 2 calculations, in alignment with organizational boundary guidance from the Greenhouse Gas Protocol.

While our total electricity use increased slightly in 2025, SWCA's Scope 2 emissions declined. This decrease is primarily attributable to updated subregional emissions rates, which were lower than previous years.

Scope 3 Emissions

SWCA focuses on two categories when calculating Scope 3 emissions: business travel and employee commuting. As a professional services firm, these categories represent the most significant portion of our indirect emissions. Several internal data sources are used to calculate these emissions, including the following:

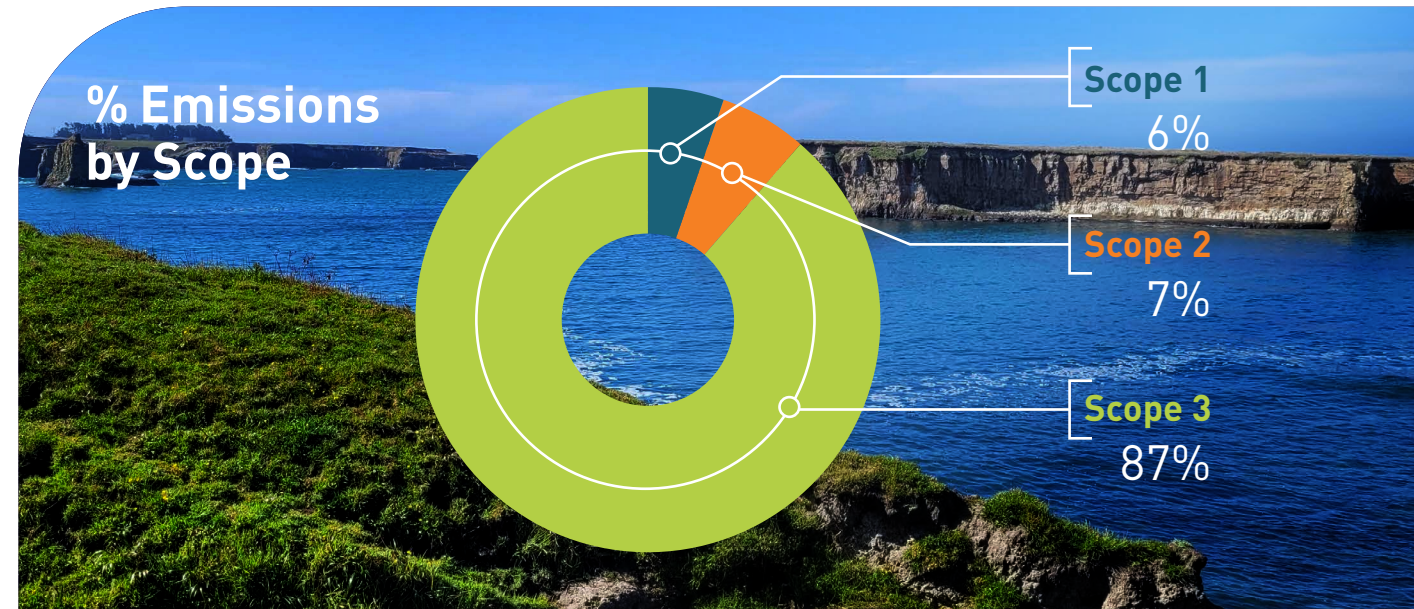
- Fuel and mileage reports associated with rental vehicles
- Expense reports for employee-owned vehicles and airfare
- An annual employee survey collecting information on commuting distance, travel frequency, transportation mode, and vehicle mileage

SWCA's total revenue grew 16% from 2024 to 2025, indicating that our staff supported a higher volume of project work. This required more employee travel to client and field sites. As a result, Scope 3 emissions from business travel and employee commuting rose 19.7% from 2024. Emissions intensity per revenue remained steady from 2024 to 2025 because SWCA's revenue increased in proportion to emissions. However, emissions intensity per employee increased, likely because employees handled a higher project volume than the previous year.

Emissions intensity per employee
3.42
mt CO₂e /employee

Emissions intensity per square foot
0.0021
mt CO₂e /square foot
(calculated using only Scope 2 emissions)

Emissions intensity per revenue
0.000019
mt CO₂e /\$ revenue



Name of Metric	2025 Value	2024 Value	Comparison (2024 to 2025)
Scope 1 emissions	396 mt CO ₂ e	359 mt CO ₂ e	10.3% increase
Scope 2 emissions	444 mt CO ₂ e	463 mt CO ₂ e	4.1% decrease
Scope 3 emissions	5,522 mt CO ₂ e	4,615 mt CO ₂ e	19.7% increase
Total emissions	6,362 mt CO₂e	5,437 mt CO₂e	17.0% increase

mt CO₂e = metric tons of carbon dioxide equivalent

2025 Goal	Progress to Achievement	Status
Track Sustainability Answers: Better understand subcontractor sustainability practices by tracking answers to two sustainability questions.	SWCA is tracking the answers to the two sustainability questions included in our subcontractor qualifications submittals.	

2026 GOAL

Technology Vendor Impact:

Explore the carbon footprint of SWCA's third-party technology providers.

SWCA's Areas of Positive Impact



In 2023, SWCA joined the United Nations Global Compact. As a participant, we embraced the United Nations Sustainable Development Goals (SDGs). Although we contribute to many of the SDGs, we chose five where our positive impact is most significant. Across these SDGs, SWCA's impact is delivered in two complementary ways: through the projects we execute every day and through the time we dedicate to community service. Beyond

client work, our Gives Back program empowers employees to support local organizations through hands-on stewardship and community initiatives. Four of the SDGs are highlighted in this section. The fifth one, Gender Equality (SDG 5), is addressed in the People Section of this report.



Conserve Habitat

SWCA conserves habitat by applying sound science, long-term partnerships, and collaborative planning to protect and restore ecosystems affected by development and invasive species. Our teams work across diverse landscapes to address habitat loss and fragmentation while supporting responsible land development. Through activities such as species-specific research and monitoring, development of best management practices, invasive species prevention, and large-scale restoration planning, SWCA helps translate conservation science into practical, on-the-ground outcomes. By partnering with agencies, Tribes, landowners, nongovernmental organizations, and clients, SWCA advances effective conservation solutions that balance ecological needs with human activity.



Advancing Dunes Sagebrush Lizard Conservation Science



A little-known inhabitant of the southwestern United States, dunes sagebrush lizard (*Sceloporus arenicolus* [DSL]) was first described in the 1970s and formally recognized as a distinct species in 1991. DSL is endemic to the Mescalero Sand Dunes and Monahan Sandhills ecosystems in southeastern New Mexico and west Texas, where it inhabits sandy-sloped dunes that are crowned by shinnery oak.

Threatened Habitat

In 2024, the U.S. Fish and Wildlife Service officially listed the species as endangered under the Endangered Species Act, citing habitat loss and fragmentation as primary threats. Located in the Permian Basin, DSL's range coincides with substantial oil and mining interests. In fact, 53% of its modeled habitat is disturbed or degraded by moderate to high densities of oil well pads, caliche roads, or herbicide spraying. This overlap of areas used for development with areas used by DSL drives many of today's big questions in conservation science.

Building the Science

For the past decade, SWCA has fostered collaboration between clients, private landowners, academic institutions, and governmental agencies.

SWCA developed best management practices, survey protocols, and guidance that have been adopted by Chaves County, New Mexico, industry associations, and Canyon's Candidate Conservation Agreement with Assurances for the DSL, a conservation program that encourages proactive steps to preserve DSL habitat. SWCA's DSL experts use drones to ground-truth DSL habitat models across large areas and have partnered with Texas Tech University and the Dallas Zoo and Dallas World Aquarium to research a captive breeding program aimed at establishing an assurance colony and population for reintroducing DSL into the wild. Drawing on this expertise and the trust of long-established partners, SWCA is on the cusp of implementing a first-of-its-kind DSL habitat restoration program.

Conserve Habitat (Continued)

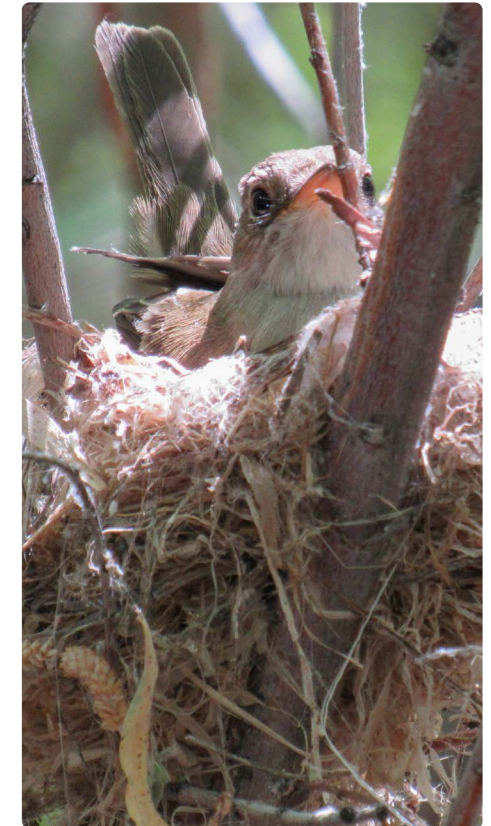
Preventing Invasive Species at Hawai'i's Ports of Entry

Home to more than 25,000 unique species of plants and animals, the Hawaiian archipelago is one of the most biologically diverse places on Earth. Unfortunately, it is also one of the most threatened. Nine to 10 million people visit the islands each year, exposing the unique habitat to invasive species from around the world.

SWCA is working with the Hawai'i Invasive Species Council (HISC) to address this issue. Over the past 2 years, SWCA has engaged stakeholders from more than 20 agencies involved in HISC's Ports of Entry Monitoring program to update its strategic plan.

The plan provides guidance to make HISC's biosecurity efforts more cohesive and comprehensive. From opportunities to improve communications and data management to recommendations for long-term funding, advocacy, and partner engagement, it will expand protection of the islands' natural resources as well as the economy and culture that depend on them.

[Read more about our work with invasive species in Hawai'i.](#) >



Southwestern Willow Flycatcher Conservation

A small, gray-green songbird, southwestern willow flycatcher (*Empidonax traillii extimus*) depends on dense, riparian vegetation in the desert Southwest for nesting and raising its young each summer before migrating to Central America.

For more than two decades, SWCA has supported efforts to conserve the species. Working primarily for federal, state, and local agencies, SWCA has conducted population surveys, long-term monitoring, and habitat assessments across the Southwest.

This work has generated critical data on population dynamics, habitat use, and responses to landscape change, informing Endangered Species Act compliance and guiding restoration planning. SWCA biologists have produced peer-reviewed research (including a 2025 study linking song frequency to reproductive output) and advanced methods like automated radio telemetry, contributing to a broader scientific understanding of the species. These efforts are bridging rigorous science and practical management while informing strategies to support the species' recovery.



Advance Clean Energy through Responsible Development

SWCA advances clean energy with a strong emphasis on environmental stewardship. In 2025, clean energy project work accounted for 21% of our revenue. When transmission projects are included, revenue associated with clean energy increases to 49% of our total revenue. Our work supports the development of solar, wind, geothermal, hydropower, and energy storage projects in ways that minimize impacts and promote long-term ecosystem health. In fact, in 2025, SWCA contributed to the development of more than

- 1,100 solar and wind projects,
- 60 stand-alone battery storage projects,
- 28 hydropower projects, and
- 17 geothermal projects.



Supporting Clean Energy and Habitat Conservation in Wyoming

The TransWest Express is a 730-mile transmission line that will connect one of the largest wind energy projects in the United States (Chokecherry and Sierra Madre Wind Project), in Wyoming, to the grid in the Southwest. Capable of delivering 3,000 megawatts of energy, primarily from renewable sources, it forms a key piece of a cleaner energy grid. As part of the project, SWCA has implemented over 200 acres of restoration.

Recently, SWCA conducted baseline data collection and wildling plantings of Wyoming big sagebrush in the 23-acre TransWest Express Sagebrush Habitat Enhancement Area. Big sagebrush is a foundational species for the biome that supports habitat structure and forage of many species, including the greater sage-grouse. By planting wildlings, the often-challenging germination and seedling stages of the shrub are bypassed. This offers a novel approach to establishing habitat.

By conserving high-desert rangeland while expanding access to renewable energy, the project exemplifies responsible, large-scale clean energy development.

[Read more about this project. >](#)



Advancing Clean Energy in Hawai'i (with Dogs)

In 2025, SWCA provided biological monitoring services for a 21-megawatt wind farm on the Island of Hawai'i as part of an ongoing effort to assess potential impacts on threatened and endangered species. Since 2014, SWCA biologists have conducted weekly human-and-canine-led fatality searches of the site for downed wildlife.

As part of SWCA's commitment to sound science and creative solutions, the team continues to study the comparative efficacy of human and canine searchers by testing their ability to locate randomly placed, proxy carcasses (rats and chickens). Finding small and medium-sized carcasses 87.5% and 92.3% of the time, canines far outperformed their human counterparts, who found small and medium-sized carcasses 5.3% and 41.4% of the time, respectively.

But when dogs win, everyone wins. More accurate monitoring helps us understand the impact of wind farms while helping this project remain compliant, so it can continue delivering clean energy to the people of Hawai'i.

[Read more about this project. >](#)

Accelerating Clean Energy in Colorado with BESS

Battery energy storage systems (BESS) play a critical role in supporting grid stability and the expansion of renewable energy by storing power generated from all generation assets, including intermittent sources like wind and solar.

In Colorado, where solar generation has grown nearly tenfold in the last decade, SWCA's work on these systems has facilitated this expansion. Within the past 3 years in Colorado, SWCA has supported the development of 75 BESSs, including 46 systems paired directly with solar projects.

This work involves due diligence and feasibility studies, National Environmental Policy Act and National Historic Preservation Act compliance, interested party engagement, permitting, and more. SWCA's team is also shaping the regulatory environment by helping county governments align the development of BESSs with their municipal codes. Collectively, these efforts are accelerating the transition to clean energy while supporting thoughtful, community-informed growth.





Preserve the Past and Protect the Future

SWCA works with communities to preserve the past by integrating cultural resource stewardship with sustainable environmental planning. Our experts collaborate with local communities, Tribes, agencies, and clients to identify, study, and protect archaeological sites, historic structures, and culturally significant landscapes. Through careful research, consultation, and responsible project planning, SWCA helps ensure that development and infrastructure projects respect cultural heritage.

To protect the future, SWCA helps communities understand risk, plan proactively, and invest in mitigation measures that reduce long-term impacts. Our resilience services include multi-hazard vulnerability assessments, climate adaptation and recovery planning, and wildfire planning. Through our wildfire work, we support communities by developing Community Wildfire Protection Plans (CWPPs) that inform preparedness, response, and mitigation priorities. In 2025 alone, we completed 15 CWPPs.

Working Together to Preserve the Past and House the Future



Responding to growing demand for housing in a city within California's Riverside County, a confidential client is developing a planned community that will bring 1,700 units of housing, parks, and other public amenities. But doing so requires sensitivity.

Situated within the ancestral homeland of a local Tribe, the client recognized that site was a culturally sensitive area, so they enlisted SWCA's help to monitor the site while it underwent a process of controlled grading. A slower, more methodical approach to preparing the site for construction, controlled grading removes the soil in thin layers to ensure that any cultural resources are recovered undamaged.

Working closely with Tribal representatives, SWCA's field team documented and repatriated cultural resources belonging to them.

[Read more about this project. >](#)

Developing Multi-hazard Resilience in Lee County, Florida



Florida is not typically thought of as a wildfire hotspot, but increasingly powerful hurricanes and drier winters are raising the risk.

In 2025, SWCA partnered with Lee County, Florida, one of the most hurricane-exposed counties in the United States, to develop a CWPP. The plan examined how hurricane and wildfire risks interact. In recent years, major hurricanes have been followed by record-setting wildfire seasons as thousands of downed trees became fuel for fires.

SWCA's comprehensive analysis blended wildfire behavior modeling, fuel mapping, assessments of hurricane-related debris and access vulnerability, and community engagement to provide Lee County leadership with actionable insights for evacuation, response, and mitigation investments. Throughout the process, the team coordinated across fire districts, emergency management, municipal planners, and community groups to ensure that recommendations aligned with real-world capacity and climate realities.

[Read more about this project. >](#)

Building a Living Shoreline in Louisiana

In 2025, members of SWCA's Baton Rouge office, as well as our CEO, headed to Cocodrie, Louisiana to volunteer for a hands-on coastal restoration project with the Coalition to Restore Coastal Louisiana. Joining volunteers from other organizations, 15 SWCA staff spent a full day constructing a living shoreline to help mitigate coastal erosion.

Transporting approximately 1,000 pounds of cured oyster shells that the Coalition to Restore Coastal Louisiana had diverted from landfills, the team spent the day filling preinstalled, wire gabions with shells. The resulting structure absorbs the energy of incoming waves before they hit the shoreline, causing the sediment they carry to drop out and replenish, rather than erode the shore.

Slowing Louisiana's rate of land loss (which averages 10-30 square miles per year), the project helps protect the state's wetlands and the diverse species and people who depend on them.





Protect and Restore Water-Related Ecosystems

SWCA helps protect and restore water-related ecosystems through science-based watershed planning, aquatic habitat restoration, and regulatory compliance. We partner with clients, agencies, and communities to develop practical approaches that safeguard water resources and support healthy aquatic habitats.

Our restoration work spans rivers, streams, lakes, and wetlands. We reconnect floodplains, stabilize eroding banks, add in-stream habitat complexity, and reestablish native riparian and wetland vegetation. From concept through construction, SWCA integrates field assessment, design and engineering support, permitting, and constructability to deliver projects built for long-term success.

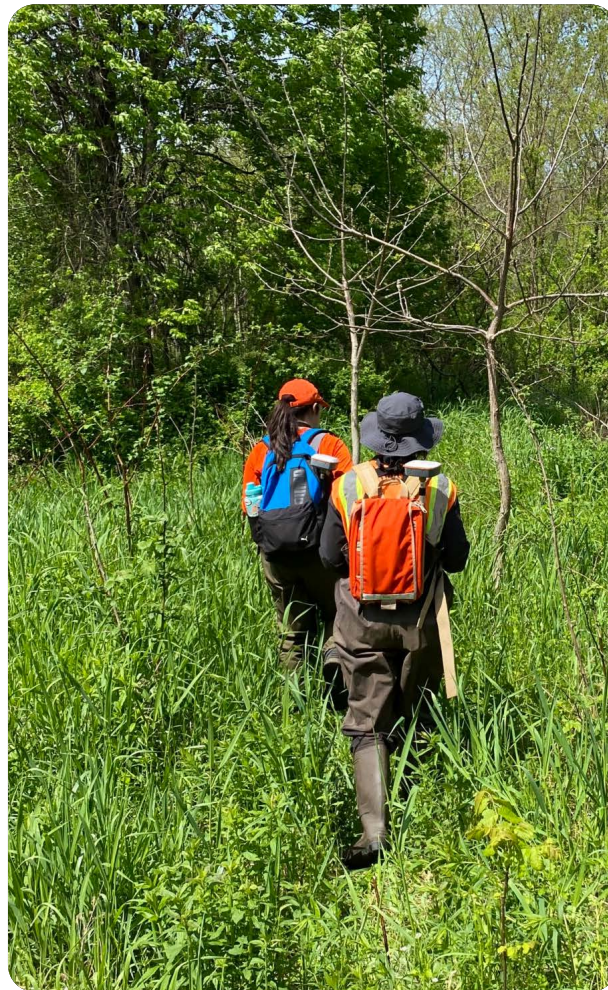
Massachusetts Riparian Zone Restoration

Massachusetts loses approximately 5,000 acres of forest each year, threatening vital riparian ecosystems that protect water quality, biodiversity, and climate resilience. The Massachusetts Riparian Zone Restoration Program, led by the Commonwealth's Executive Office of Energy and Environmental Affairs, aims to reverse this trend by restoring degraded riverbanks and floodplains statewide.

Leveraging geographic information system (GIS) analysis, the SWCA team identified 32,746 potential riparian restoration sites, then automatically scored them based on their potential to meet the client's primary and secondary goals.

Following the selection of multiple high-priority sites, the team met with landowners and conducted site visits. Restoration designs are complete and permitting is underway for three sites, which will see approximately 12 acres of riparian zone replanted with 3,000 native trees and shrubs and 1,800 live willow stakes in 2026.

[Read more about this project. >](#)



Restoring Habitat and Hydrology in Ohio

It is estimated that Ohio has lost 90% of its original wetlands—5 million acres reduced to just 483,000. This loss far exceeds the average for the contiguous United States. Restoring these losses is a multigenerational task. In 2025, SWCA completed three restoration projects across Ohio.

- **Packer Creek Stream.** SWCA helped improve 2,050 linear feet of the stream, which will help control erosion, prevent channelization, and foster biodiversity.
- **Henry-Woods Sportsman Alliance and Sycamore State Park Wetlands.** These two wetlands projects restored former agricultural fields into a mix of emergent and ephemeral wetlands, upland prairies, and upland forests. Increasing water retention and flood control, both projects support biodiversity and enhance their sites' ecological functions.

Together, these projects restored 22 acres of wetlands, 40 acres of forests, 29 acres of prairie, and 2,050 linear feet of stream and riparian habitat.

Protecting a Beloved River in Nevada

The Truckee River runs through densely developed areas in Reno and Sparks, where human influences have affected vegetation management, erosion, and water quality. Partnering with Nevada Land Trust, the One Truckee River watershed coalition is working to improve the river's health through a coordinated vegetation management and restoration program.

Since 2019, SWCA has supported this work by collaborating with more than 20 agencies and nongovernmental organizations to develop a vegetation management framework and tools that clarify regulatory requirements and vegetation compatibility. In 2025, SWCA developed additional project-specific tools to help One Truckee River's partners prioritize projects with shared goals. Integrated into a web-based map, this tool sort potential project sites by type, ecological need, feasibility, and public need.

This toolkit will increase transparency and strengthen local organizations' ability to pursue funding and implement projects with meaningful ecological and community benefits.





People

Employee Ownership

Celebrating 25 Years of Employee Ownership

In 2025, SWCA celebrated 25 years as a 100% employee-owned company, a milestone that reflects the enduring strength of our ownership model. Since transitioning to employee ownership in 2000, this structure has been central to the company's identity and governance, driving shared accountability, innovation, and long-term value creation. This structure also ensures decisions consider long-term sustainability rather than short-term returns.



To commemorate this milestone, SWCA launched a yearlong initiative, "25 in 2025," to honor the company's history and reinforce our commitment to employee ownership for the future. Through employee stories, videos, and interactive events, the campaign highlighted the people behind SWCA's work and fostered connections across offices, regions, and departments. The celebration was not only about longevity but about reaffirming the employee ownership model that continues to guide how SWCA grows and adapts.



Because we are an employee-owned company, every eligible employee has a direct stake in SWCA's success. Through our ESOP, the benefits of our success are broadly shared among qualified employees, supporting equitable participation and strong governance.

2025 Goal	Progress to Achievement	Status
<p>25 Years as an ESOP Celebration: Celebrate 25 years of being an ESOP with employee engagement and education events throughout 2025.</p>	<p>In 2025, SWCA celebrated 25 years of employee ownership with a "NOW That's What I Call Employee Ownership" theme and local celebrations held throughout October.</p>	

Recognition

SWCA fosters a culture of appreciation through internal recognition programs, celebrating employees and offices that excel in project management, sustainability, community impact, safety, scientific leadership, and field leadership. These awards reinforce our belief that our people are the driving force behind SWCA's success.

Externally, SWCA was ranked #94 in the National Center for Employee Ownership's list of the 100 largest employee-owned firms. Additionally, Comparably, a leading workplace culture platform, awarded SWCA multiple honors in 2025, including the following:



2026 GOALS

Employee Ownership Stars Program Revamp:

Revise the Program to recognize quarterly awardees and an Owner of the Year.

Leader Ownership Playbook:

Create a Playbook with talking points for employee ownership, examples of ownership behaviors.

Retirement Benefits

SWCA continued to strengthen its commitment to the long-term financial well-being of our employees. As a 100% employee-owned company, we recognize that competitive and inclusive retirement benefits play a critical role in supporting employees throughout their careers and beyond.

401(k) Plan Expansion

In 2025, SWCA took a significant step forward by expanding our 401(k) plan to allow all U.S. employees, including on-demand (temporary and on-call) employees, to participate. This change increased access to retirement benefits across our workforce, supporting inclusion and financial security for all employees, regardless of employment status.

Investing in our Employee Stock Ownership Plan

Alongside enhancements to the 401(k), SWCA continued to invest in our Employee Stock Ownership Plan (ESOP), a defining element of our culture and a powerful expression of what it means to be employee owned. The ESOP is unique in that it connects employees to the company's financial performance and long-term success, fostering a shared sense of responsibility and engagement.

In 2025, 285 employees became new plan participants, making it the second-highest enrollment year in SWCA's history.

87%
of employees are ESOP plan participants

9%
increase in ESOP participation

Average share price growth from 2020-2024 Plan Years:

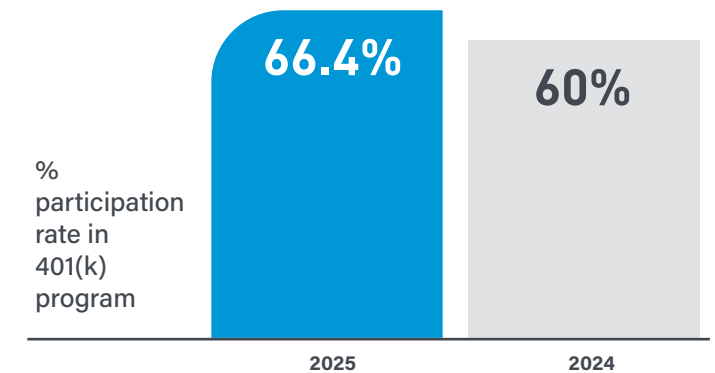
21.28%

Employee Ownership Strategic Plan

To support continued progress, SWCA established a Strategic Council in 2025 to develop an Employee Ownership Strategic Plan. This effort will help guide future enhancements to the ESOP, employee education, and engagement, helping ensure that our ESOP remains a strong foundation for long-term sustainability and shared success.

ESOP Communication

As SWCA celebrated 25 years of employee ownership in 2025, we also deepened our focus on internal communication and education around retirement and ESOP benefits. Through multiple communication channels, we supported our employees to help them understand the ESOP, retirement planning opportunities, and the meaning of employee ownership culture at SWCA.



2025 Goals	Progress to Achievement	Status
401(k) Plan Amendment: Implement the 2025 401(k) plan amendment, which will allow all U.S. employees to participate in the 401(k) plan.	This goal was achieved.	
National Center for Employee Ownership (NCEO): Become active members of NCEO.	This goal was achieved.	

2026 GOAL

Ownership-Focused Onboarding:

Develop a consistent onboarding experience for new hires to ensure that every new hire understands what it means to be an employee-owner, why it matters, and how their role contributes to the shared success of SWCA.

Health Benefits

Caring for our people is essential to building a sustainable, thriving workplace. Through a variety of targeted initiatives in 2025, we carefully aligned benefits offerings with the needs of our employees while also ensuring cost effectiveness.

Health Plan Transition

The successful transition of medical and supplemental health plans to a new provider was one of the largest accomplishments of the year.

This shift expanded provider network access and connected employees to enhanced health and wellness services, creating a more seamless and supportive benefits experience. In addition, the Health Reimbursement Account (HRA) administration moved to a new provider, reducing per-employee, per-month administrative costs while maintaining reliable service.

Paid Leave Programs

Paid leave programs continued to play a critical role in supporting employees during significant life and health events. These programs reinforced the organization's commitment to employee well-being, recovery, and family support while ensuring consistent and compliant leave management.

89.5%

of employees that participate in company-sponsored health benefits

83%

of total costs across all medical programs covered by SWCA

Among only

39%

of companies offering paid family leave

One of only

41%

of companies that cover fertility services

Among

6%

of comparable companies that offer an HRA

Among

49%

of companies providing wellness benefits

One of the

37%

of employers offering financial planning benefits

90%

less expensive for individuals than average High-Deductible Health Plans

SWCA contributes

44%

more to Health Savings Accounts (HSAs) than the industry average

Employee Feedback

Listening and learning were also central themes throughout the year. To more fully understand employee experiences and identify opportunities for enhancement, SWCA introduced two new feedback mechanisms. The first was a leave of absence experience exit survey to assess program effectiveness; the second was a comprehensive Wellness Program survey to evaluate engagement and ensure that SWCA's wellness initiatives remain relevant and responsive to employee needs.

Behind every initiative in 2025 was a strong focus on data integrity to support informed decision-making and accurate reporting. By grounding decisions in data, SWCA gained clearer insight into utilization trends and outcomes, allowing us to plan more strategically and prioritize improvements that most directly support our people.



2025 Goals	Progress to Achievement	Status
Aetna Integration: Successfully integrate the new medical plan carrier.	This goal was achieved.	
Competitive Benefits Packages: Assess annual benchmark data and adjust U.S. and global benefit plan designs to offer more competitive benefits packages.	This goal was achieved.	

2026 GOAL

Adult Preventive Care Visit Utilization:

Increase employee member preventive care utilization from 25.7% to 29%.

Wellness Benefits

Wellness is more than a collection of individual programs at SWCA—it’s about creating a culture where people feel supported and empowered to thrive. In 2025, our Wellness Program focused on expanding access to resources, strengthening mental health support, and fostering inclusion and engagement across the organization.

Clutter Free Spring Challenge

One of the year’s standout initiatives, the 12-week Clutter Free Spring Challenge, encouraged employees to focus on daily routines that support stress reduction and foster healthier habits both at work and at home. By emphasizing practical behavior changes, this initiative reinforced the powerful connection between physical environments and overall wellness.

Mental Health Safety Stand-Down




Mental health remained a high priority throughout the year. Driven by SWCA’s CEO and Chief People Officer, and in partnership with the Safety Team, the Wellness Program supported SWCA’s inaugural Mental Health Safety Stand-Down, an important step toward promoting open dialogue and psychological safety. This effort was further strengthened by two Mental Health First Aid training sessions, which equipped participants with practical skills to recognize and respond to mental health concerns and increased peer-to-peer support.

Wellness Movement Challenge

The Wellness Program also promoted physical activity and connection through the Annual Wellness Movement Challenge, motivating employees to stay active by building camaraderie through friendly competition. To further increase access to wellness tools, SWCA made Aetna Health Your Way available to all employees, regardless of benefits eligibility or medical plan enrollment. This personalized digital platform supports employees in setting goals, tracking progress, and improving their overall health.

Employee Assistance Program

SupportLinc, SWCA’s Employee Assistance Program partner, provided additional support through targeted sessions and well-being webinars throughout the year. These offerings covered topics such as mental health, work-life balance, and diversity, equity, and inclusion, providing employees with ongoing education and easily accessible tools to support their wellness journeys.

2025 Goals	Progress to Achievement	Status
Emotional Support Events: Offer monthly promotional events that focus on emotional support.	This goal was achieved. We hosted 47 webinars that aligned with our Thrive Wellness Program pillars (emotional, environmental, financial, physical, social).	
Preventive Care Utilization: Increase preventive care utilization from 56% to 60%.	This goal was achieved.	
Burnalong Participation: Increase Burnalong program participation from 40% to 45%.	Program utilization was extremely low, so this program was canceled in 2025.	
Aetna Integration: Implement the Aetna Health Your Way program, a new incentive-based Wellness Program available to all employees.	This goal was achieved.	

25.7%
Adult preventive care utilization
(56% in 2024)
Note: SWCA switched carriers in 2025 and preventative care is measured differently.

Annual wellness movement challenge

57
Teams





2026 GOALS

Wellness Platform Marketing: Secure proposals for a wellness activities platform to complement our health benefits provider.

Wellness Communication Campaign: Implement a campaign to promote preventive care and increase engagement. Increase the number of employees who participate in the program and redeem rewards from 36% to 40%.

Employee Development

In 2025, learning investments prioritized broad access, practical application, and measurable impact with opportunities directly supporting project delivery and client outcomes.

Enterprise-Wide Skill Building Through the Project Management Ecosystem

SWCA's most significant talent development investment in 2025 was the expansion of the Project Management (PM) Ecosystem, designed to build the skills that drive project performance, financial health, risk management, and client communication. We delivered three live, instructor-led PM Ecosystem courses:

- **Track It Like You Mean It** focused on project financial health and actions that drive positive business outcomes.
- **From Risk It to Fix It** focused on proactive identification and mitigation of project risk.
- **Stop Assuming, Start Communicating** focused on strengthening communication with clients and project teams.

Sessions reached nearly one-third of SWCA's total workforce, representing one of the broadest learning engagements of the year. Participation spanned different experience levels, from seasoned project managers to aspiring assistant project managers. By designing the PM Ecosystem for broad relevance and accessibility, SWCA strengthened consistent project management practices across disciplines.

Feedback emphasized how immediately applicable the sessions were. Project financial management training reinforced routine use of the PM Power BI Project Dashboard, a key tool for monitoring project performance. **In the final months of the year, the dashboard averaged nearly 300 unique users per week, more than double the earlier usage.**



Leadership Development for Supervisors

SWCA continued to invest in in-person leadership development for supervisors and leaders. **To date, more than 500 supervisors have participated in these opportunities.** Workshops focused on the skills with the greatest impact on engagement and performance, including trust-building, accountability, and leading through change.

We also delivered a focused learning experience at SWCA's annual Leadership Conference. More than 130 leaders participated in a learning session focused on practical behaviors that help teams learn, grow, and contribute at their highest level.

<p>43+ Average hours of training per year per employee</p>	<p>98% of employees receiving regular performance and career development reviews</p>	<p>90% + of employees who participated in PM Ecosystem trainings said their skills improved</p>
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2025 Goals	Progress to Achievement	Status
Lead, Engage, and Accelerate Performance (LEAP) Level Up: Deliver four LEAP Level Up Training sessions. We are reducing the number of sessions since the majority of our supervisors have been trained over the past 2.5 years.	This goal was achieved.	
Project Manager Workshop: Pilot a multiday, in-person workshop to accelerate project management skills, knowledge, and abilities.	This goal shifted to a focus on broader project management training to maximize organizational impact.	
Project Manager Resources: Roll out enhanced resources to communicate project management best practices.	This goal was achieved by establishing an internal project management site and publishing project management guides that created consistent baseline standards, expectations, and guidance.	

2026 GOALS

<p>Artificial Intelligence (AI) Training: Provide company-wide training on how to use AI and machine learning responsibly to enhance efficiency and impact.</p>	<p>Project Manager Workshop: Pilot a multiday, in-person workshop to accelerate project management skills, knowledge, and abilities.</p>	<p>Leadership Offerings: Expand SWCA's leadership development offerings through additional training.</p>
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Recruiting and Retaining Talent

Recruitment

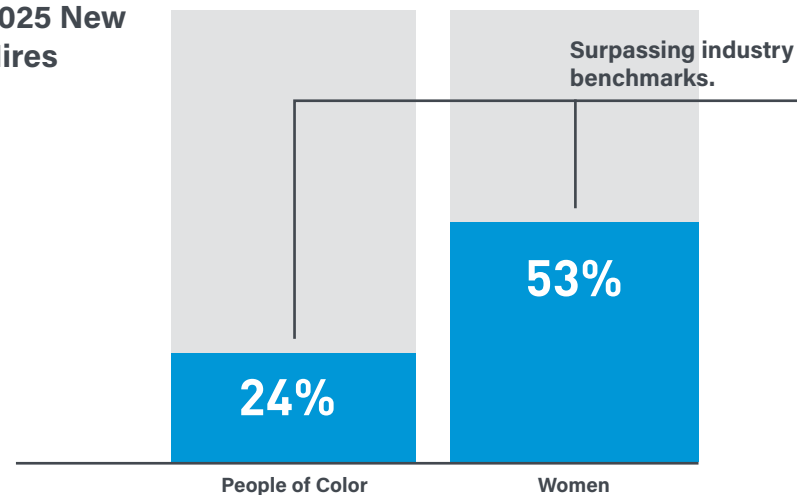
SWCA experienced remarkable growth in 2025, hiring almost 550 new employees—a 20% rise, compared with the previous year. Our Talent Acquisition team and hiring managers across SWCA contributed to this achievement by fostering an inclusive workplace culture which helped attract top talent.

One notable change in 2025 was the introduction of monthly emails highlighting new hires and internal promotions. In addition, we expanded our bonus program to include referrals for temporary field staff hires. The improved communications and referral bonus eligibility expansion led to nearly one-third of 2025 hires coming from referrals, our highest proportion to date.

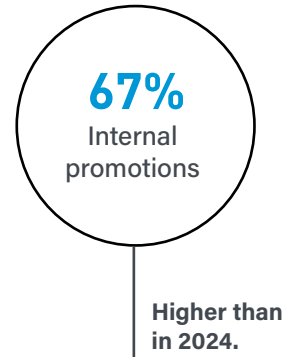
Recruitment success was built on 2024 strategic actions and new 2025 initiatives:

- **The promotion of an inclusive and supportive work culture**, highlighted by SWCA's 16 Employee Resource Groups (ERGs). We also reported monthly diversity, equity, and inclusion hiring metrics to Talent Acquisition staff to promote transparency and fairness.
- **The development of best practices guides for external recruiting and promotions**, enabling hiring managers to improve their skills and increase awareness of company resources.

2025 New Hires



Senior Leadership Openings



Promoted **475** employees —a 40% increase from 2024.

100 temporary staff members transitioned into permanent roles —a 60% increase from 2024.

48% of interns transitioned into full-time roles over the past 4 years.



89%
Overall retention rate
Up from 83% in 2024

89.4%
Retention rate for women
up from 84% in 2024

Retention

Retention rates improved significantly in 2025, with turnover for women and people of color falling below 11%. This result is not only better than the industry average but also represents an improvement from our 2024 turnover rate of 16.5%.

In 2025, our turnover rate was the second lowest in two decades.

While improved retention rates reflect broader industry trends, several key 2025 initiatives also contributed to staff retention success:

- **Rollout of standardized training modules for developing and experienced project managers**
- **Introduction of standardized job descriptions for roles covering 75% of our staff, allowing supervisors and staff seeking promotions to have transparent discussions about requirements for career development**
- **Significant increase in the number of internal promotions, compared with previous years**
- **Improved field staff engagement through the first Field Summit, which gathered feedback from field staff to implement improvements**
- **Introduction of the quarterly North Arrow Award, our first companywide recognition for field employees who exemplify SWCA's values and best practices in the field**
- **An unwavering commitment to our values and purpose, which strengthened our culture**

2025 Goal	Progress to Achievement	Status
Decrease Hiring Timelines: Shorten the hiring timeline for field technicians.	We were unsuccessful in decreasing the hiring timelines for field technicians. Project delays for major infrastructure projects may have impacted the urgency of hiring these staff.	

2026 GOAL

AI Adoption Strategy for Talent Acquisition:

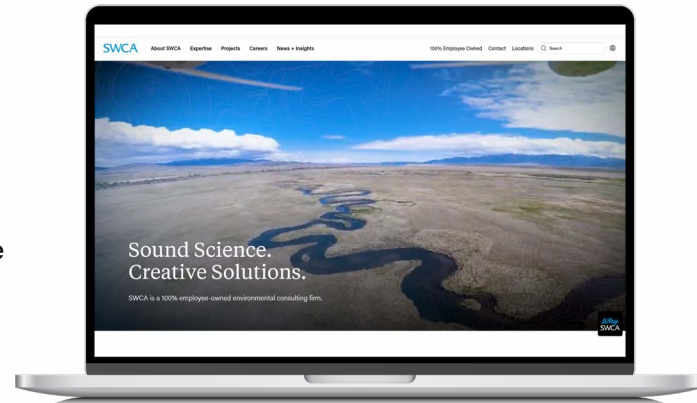
Develop a documented strategy that outlines how AI will be used within the Talent Acquisition team, aligned with SWCA's AI initiatives.

A Culture of Belonging

SWCA continued to strengthen its commitment to diversity, equity, and inclusion (DEI) through impactful ERG programming, culture initiatives, and systems that support an inclusive workplace.

SWCA's Website Relaunch

One significant 2025 milestone was the relaunch of SWCA's external website, introducing an expanded DEI section featuring updated pillars, ERG storytelling, and our commitment to building the best workplace and a more equitable future. By heightening visibility externally, this reinforces SWCA's belief that equity is both a cultural priority and a business imperative.



Inclusion in the Field

Inclusion efforts extended into field operations through the launch of "Privacy Breaks," a science-based, dignity-centered practice supporting basic human needs in remote environments. By embedding privacy planning into field deployment processes, SWCA strengthened psychological safety and equity for field staff across diverse project conditions.

ERG Participation

Our ERGs continued to play a crucial role in cultivating connection and collaboration. While no new ERGs were added in 2025, participation expanded to 447 active members across multiple groups, accounting for about 25% of our employees and reflecting the diverse backgrounds of SWCA's workforce.

ERG Highlights

2025 ACCOMPLISHMENTS:

Featured **68 ERG leads, members, and executive sponsors** on the Monthly DEI pages throughout the year.

Closed out 2025 with a total of **16 ERGs**, 14 of which were supported by an executive sponsor.

Developed an **internal Guest Speaker Series** for ERG Lead Meetings focused on learning, best practices, and support for ERG leads.

THE IMPACT OF OUR ERGS:

Building awareness and understanding through guest speakers and signature events.

Giving back to our communities through a variety of Gives Back events and fundraisers.

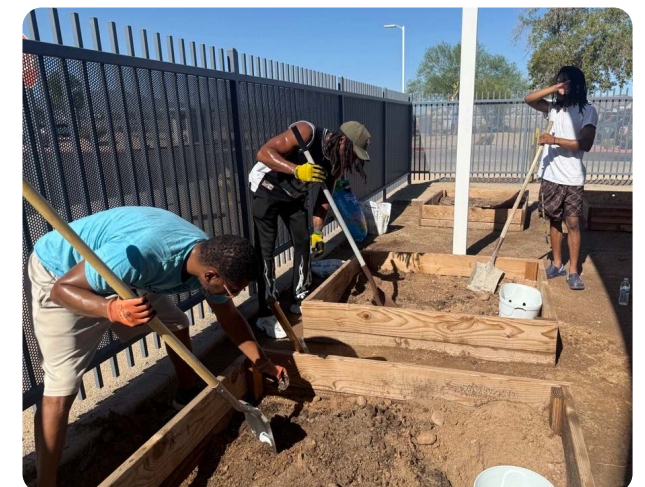
Fostering safe, inclusive spaces where employees can connect, share ideas, and engage in meaningful dialogue.

SWCA's ERG Gives Back Events in 2025

Black ERG Helps to Cultivate Gardens in Community Schools

In fall 2025, SWCA's Black ERG partnered with Green Desert to bring practical gardening and sustainability lessons to two local schools in Phoenix. Green Desert is a nonprofit organization that has a "School Gardens" program through which they support students to grow gardens in schools.

Volunteers helped prepare garden beds, educating students on how to manually eradicate weeds and grass and keep them from invading the soil in the beds. They also built worm bins, planted seeds with students, and shared the science behind vermicomposting.



A Culture of Belonging (Continued) SWCA's ERG Gives Back Events in 2025

Working Parents and Caregivers ERG Supports the American Association of Caregiving Youth

In support of Caregivers' Celebration Month, SWCA's Working Parents and Caregivers ERG collected donations for the American Association of Caregiving Youth, which is the only organization in the United States dedicated solely to addressing caregiving youth issues. In the United States, more than 6 million children and teenagers under the age of 18 provide significant assistance or care to family members of all ages who are unable to live independently.

Women of SWCA ERG Supports Hair We Share

To celebrate Women's History Month, the Women of SWCA ERG selected Hair We Share as their sponsored Inclusion Month charity. Hair We Share is a nonprofit organization dedicated to providing wigs to people facing hair loss due to medical conditions. Employees had two ways to participate: donating funds or donating their hair.

The response from employees was inspiring. A total of 15 employees donated their hair and monetary donations from employees totaled \$3,460 with SWCA's Gives Back program match, more than enough to cover costs associated with creating the wigs.



56%
of women in the workforce

62%
of leadership roles held by women

55%
of senior leadership roles held by women

Employee breakdown by minority/vulnerable group

77%
White

10%
Hispanic or Latino

3%
Two or more races

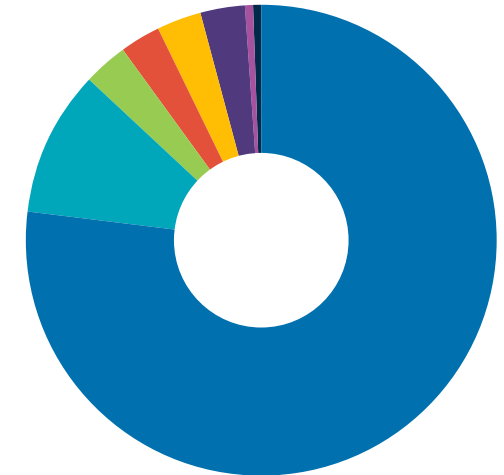
3%
Decline to self-identify

3%
Asian

3%
Black or African-American

0.6%
American Indigenous or Alaska Native

0.4%
Native Hawaiian or Other Pacific Islander



2025 Goals	Progress to Achievement	Status
Standardize Job Descriptions: Prepare descriptions for the remaining 86% of jobs and disseminate the job descriptions through the organization.	Standardized job descriptions were completed for approximately 54% of SWCA's unique jobs (including vacant positions), covering 79% of current employees. The job descriptions are accessible using an interactive tool, the Job Description Explorer, which allows employees to view and export any available job descriptions within the company.	
Competitive Pay: Continue job matching with external market data sources and refine our salary structure as appropriate.	We matched approximately 95% of SWCA's jobs using data from multiple salary surveys.	
Supervisor Training: Train supervisors and managers at the Lead level and above on bias and risk reduction.	This goal was not completed in 2025 due to evolving priorities. Instead, SWCA's Talent Development team created and completed a "Hiring Hub" containing resources on training and best practices for hiring managers.	

2026 GOALS

Diversity in Hiring:
25% of new hires are people of color.

Standardize Job Descriptions:
Prepare descriptions for the remaining 46% of jobs, covering the last 21% of current employees.

Competitive Pay:
Create an updated compensation philosophy and salary structure that further supports consistency, equity, and transparency.

Create an Atmosphere for Women to Succeed



The United Nations' Sustainable Development Goal 5 is focused on achieving gender equality and empowering women and girls. At SWCA, we believe that creating an atmosphere for women to succeed benefits our company and society. From our women-focused ERGs to our Gives Back program, SWCA is committed to investing in girls and women at every stage. We work to create pathways for women and girls to access education, build confidence, and see themselves as leaders in science, sustainability, and beyond.

San Antonio Staff Dig into the Past with Girl Scouts at Camp La Jita

The La Jita Archaeological Site, a precontact campsite in Utopia, Texas, was designated a State Antiquities Landmark in 2021 with the help of SWCA's archaeological team. Camp La Jita has long served as a learning ground for generations of Girl Scouts—and it also happens to be rich in history and prehistory.

For the past 5 years, SWCA has partnered with the Girl Scouts of Southwest Texas to provide archaeology-focused programming, giving them the opportunity to earn their archaeology badge. In 2025, employees from our San Antonio office guided campers through activities such as metal detecting, microscope analysis, and flintknapping. The Girl Scouts come from diverse backgrounds and are learning the importance of respect and how people and the environment rely on each other.



Women of Color ERG Donates to CAMFED



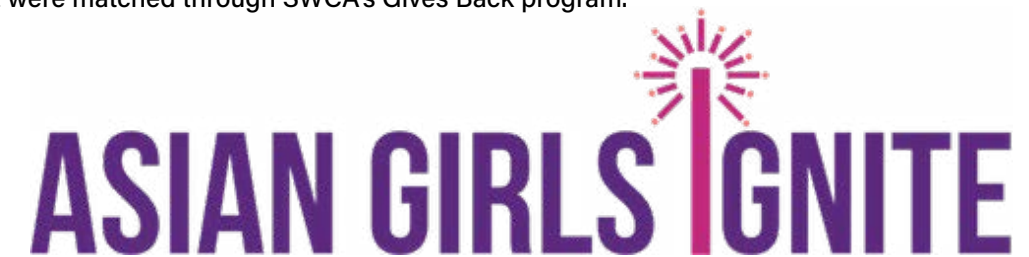
The mission of the Women of Color (WoC) in the Sciences ERG is to champion the career growth and development of women of color scientists across SWCA through collaboration, dialogue, and networking.

The WoC ERG chose to support CAMFED for Women's History Month in 2025. CAMFED is a pan-African, grassroots movement tackling poverty, inequality, and injustice by educating girls and fostering women leaders. CAMFED's focus is on vulnerable girls and young women in rural areas of Africa, where they face acute disadvantages. The event generated more than \$1,700 in employee donations and SWCA matching funds for CAMFED.



Asian and Pacific Islander ERG Gives Back to Asian Girls Ignite

SWCA's Asian and Pacific Islander (API) ERG supported Asian Girls Ignite to honor API Heritage Month in 2025. Asian Girls Ignite is a nonprofit organization that creates spaces for Asian Americans, Native Hawaiians, and Pacific Islander girls and gender-expansive youth to explore and define their identity. The organization also provides programs and events that nurture social and emotional learning. Through the ERG's efforts and awareness building, employees donated funds that were matched through SWCA's Gives Back program.





Partnerships

Partnering with our Clients MT

Building strong client and agency relationships is essential to SWCA's success. In 2025, SWCA focused on strengthening these partnerships through more intentional client engagement and providing timely, science-based guidance as regulatory conditions continued to shift.

The year 2025 marked a meaningful evolution in how SWCA gathers and uses client feedback. We reinforced our commitment to continuous improvement by doubling the number of client-feedback surveys distributed, compared with the previous year, and continued to see evidence of strong client satisfaction and loyalty. The broader feedback base enabled us to identify trends earlier, respond more effectively, and strengthen consistency across projects and regions. To complement survey data, we also conducted in-depth interviews with key clients to more deeply understand their priorities, challenges, and expectations in greater detail.

Through all this, SWCA leaned into its role as a trusted advisor and partner during a time of regulatory and market uncertainty. We expanded client communications, refreshed our website, and hosted webinars to share timely insights on regulatory developments and their potential impacts. These efforts helped clients stay informed, anticipate risks, and navigate change with greater confidence.

By listening with intention and prioritizing continuous improvement, SWCA continued to build strong client relationships that support our clients' long-term success and provided lasting benefits for the communities they serve.



SWCA and the City of Colton Honored with California Preservation Foundation Award

The California Preservation Foundation awarded SWCA and the City of Colton, California, with the 2025 Preservation Design Award. The award-winning project, "City of Colton Cultural Resources Element: A Road Map for the Future," involved an update of the cultural resources element of the City of Colton's General Plan. SWCA collaborated with Colton's Planning Division, Historic Preservation Commission, and City Council and invited public and interested parties to contribute to the project. The cultural resources element was 20 years old and did not reflect current best practices for identifying and preserving cultural resources or for conducting meaningful consultation with local Tribal groups. The update

addressed community concerns and appeals for stronger protection of the City's heritage and Tribal cultural resources. It reflected feedback, responding to concerns about increasing development pressures and the potential loss of cultural resources.

After extensive public and Tribal review, in May 2024, the City Council adopted the Cultural Resources Element, which now forms part of the City's planning and entitlements process. The update offers a comprehensive road map for the City's cultural resources program and can serve as a model for other cities.

4,081
Client surveys sent
—a 117% increase
from 2024

96%
Client
satisfaction rate

78
Net promoter
score

84.1%
Repeat
business rate

74%
sole-source
contracts

Science Leadership

Science leadership is fundamental to who we are at SWCA. For decades, science has guided our projects, informed our decision-making, and shaped our partnerships. Our tagline, *Sound Science, Creative Solutions*, endures because it accurately reflects how we work every day, pairing rigorous scientific integrity with practical, innovative thinking to address complex environmental challenges. This approach helps us deliver solutions that are both technically defensible and responsive to real-world needs.

SWCA demonstrates science leadership through project delivery and by actively advancing and sharing knowledge across disciplines, sectors, and geographies. We recognize and celebrate employee contributions to scientific advancement such as conference presentations, peer-reviewed publications, external training sessions, and regulatory analysis. In 2025, SWCA employees presented at more than 20 conferences, published 10 scientific papers, and delivered dozens of technical training sessions and regulatory alerts, helping to inform best practices and support sound environmental decision making.

Sharing science also extends into the communities where we live, work, and play. Through SWCA's *Spreading the Science* program, employees are encouraged and supported to engage with local schools, science fairs, museums, and community organizations. These efforts allow our scientists to inspire curiosity, increase access to scientific knowledge, and foster the next generation of environmental professionals, reinforcing SWCA's commitment to education, stewardship, and meaningful impact.

Dr. Steven Carothers Receives Honored Alumni and Hall of Fame Award from Northern Arizona University

The award celebrates alumni whose careers exemplify leadership, innovation, and dedication to their fields. At SWCA, no one embodies this more than our founder, Dr. Steven Carothers. After earning his bachelor's and master's degrees from Northern Arizona University and completing a Ph.D. in zoology at the University of Illinois, Dr. Carothers dedicated more than 40 years to advancing conservation, science-based solutions, and environmental stewardship. He continues his work through SWCA while supporting future scientists with scholarships and his ongoing involvement with Northern Arizona University's Department of Biological Sciences.

A highlight of Dr. Carothers's career was revolutionizing the way the National Park Service handled a staggering volume of human waste on river trips in the Grand Canyon—a process still used 40 years later. While monitoring fish on the Colorado River, he participated in the discovery that existing electrofishing equipment harmed fish and helped change electrofishing practices. Most recently, Dr. Carothers was the first to note the colonization of the Grand Canyon by nesting Canada geese and is currently studying the rapid growth of this population.



Eric Munscher Publishes Long-Term Study of “Ferocious” Turtle in Biology Journal



Eric Munscher, Natural Resources Director, published a long-term study in the journal biology titled “Population Dynamics of the Florida Softshell Turtle (*Apalone ferox*) in a Protected Spring Ecosystem.”

Florida softshell turtle is a common freshwater species but are difficult to catch and track, which has resulted in little information on the species' life cycle and population dynamics. To learn more, researchers captured and recorded information on 120 individual turtles a total of 225 times over 16 years (2007–2023) in the Wekiwa Springs State Park and preserve system. The estimated average population size was 50 turtles, with 204 turtles estimated to have entered the area over the 16-year study period. The study also found that the turtles have a high chance of surviving from year to year, though they are not easy to detect.

This study offers the most comprehensive population assessment of Florida softshell turtle to date, documenting the largest population of this species in the literature.

This long-term research helps scientists better understand and protect these turtles, showing how valuable it is to keep track of wildlife over many years. It also provides global benchmarks for softshell turtle ecology and reinforces the need for targeted conservation actions in unprotected or exploited habitats.

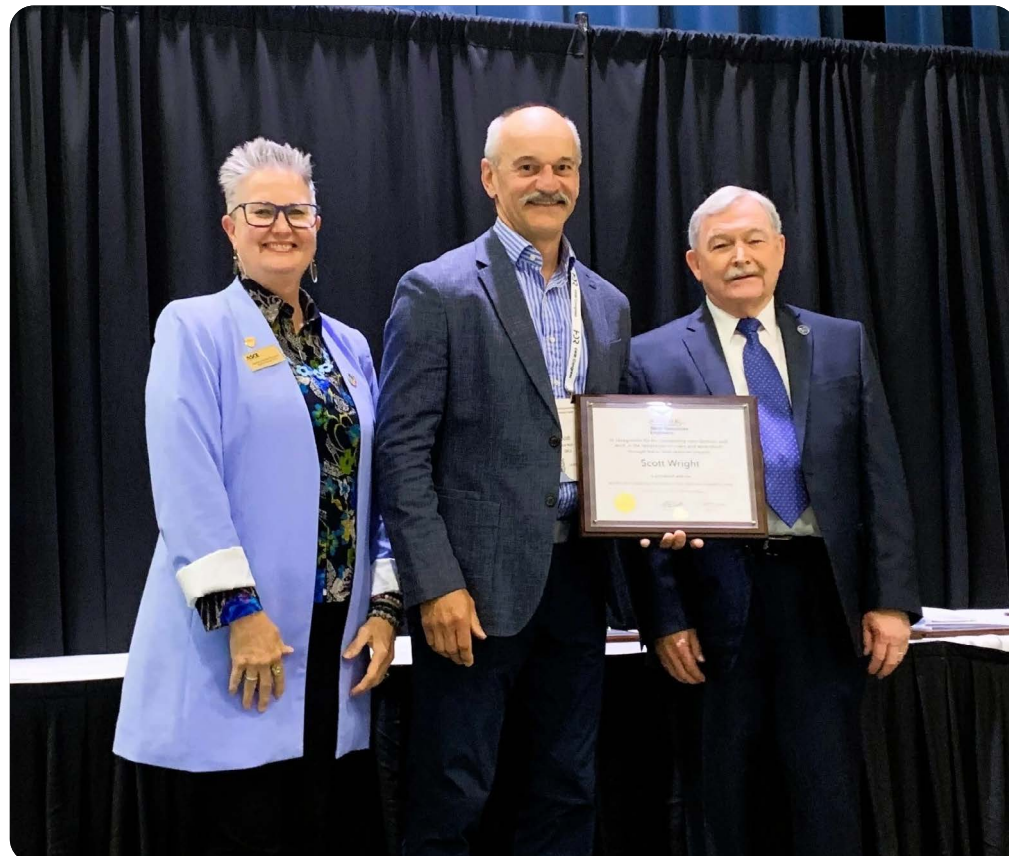
[Read the full study on this “ferocious” turtle. >](#)

Science Leadership (Continued)

Scott Wright Recognized with AAWRE 2025 Outstanding Practitioner in Water Resources Engineering Award

Scott Wright, SWCA's Strategic Growth Director in our Corvallis, Oregon office, received the American Academy of Water Resources Engineers (AAWRE) 2025 Outstanding Practitioner in Water Resources Engineering Award on May 19, 2025. This award celebrates leaders in water resources engineering who have a demonstrated commitment to professionalism, preservation, and ethics.

Scott was recognized for his exceptional contributions to the conservation of river systems and habitats throughout the western United States. Over the past three decades, Scott has worked on more than 40 dam removal projects, restoring hundreds of miles of fish habitat and benefiting numerous species listed under the Endangered Species Act. He has designed innovative techniques for fish-friendly water diversion structures, many of which have become industry standards in Oregon.



Bill Kendig Receives 2025 Society for California Archaeology Golden Shovel Award

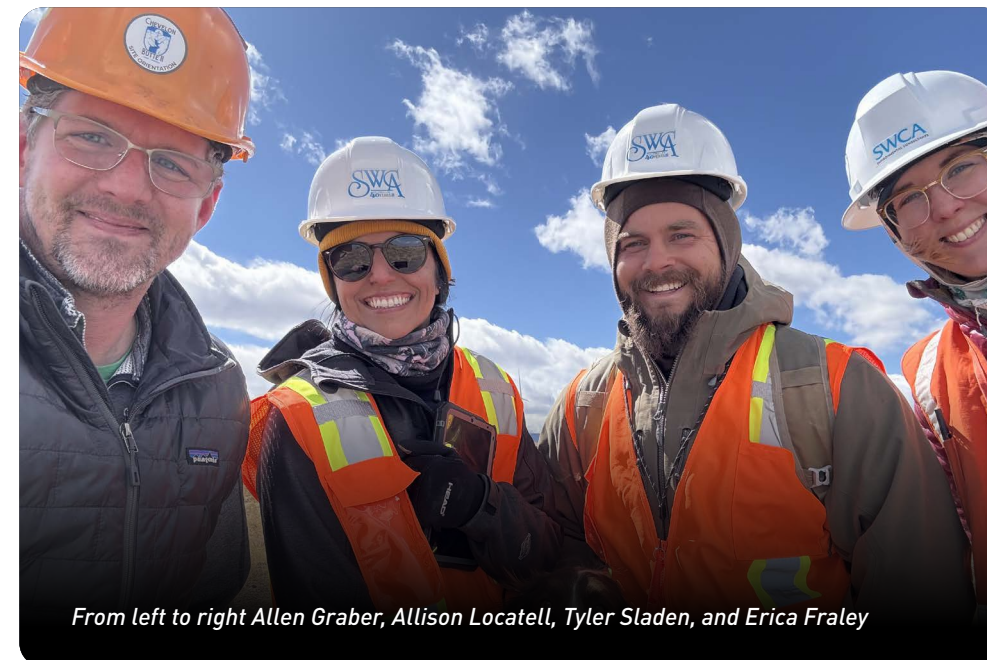
Bill Kendig, project archaeologist, received the Society for California Archaeology (SCA) 2025 Golden Shovel Award. This prestigious award is a special presidential commendation given to longstanding SCA members who have made significant contributions through continued efforts in fieldwork or lab work.

Bill's career in cultural resources spans decades, with extensive field and lab experience across California and beyond, including work in American Samoa. He has led more than 150 field projects, conducted every type of fieldwork, and analyzed nearly every type of artifact found in the state.

The SCA is a nonprofit committed to advancing the research, interpretation, and conservation of California's heritage and surrounding regions. By fostering collaboration among archaeologists, promoting ethical standards, and advocating for responsible site management, SCA plays a vital role in protecting cultural resources and engaging diverse communities.



Allen Graber Wins Steven W. Carothers Scientific Merit Award



From left to right Allen Graber, Allison Locatell, Tyler Sladen, and Erica Fraley

Allen Graber, a senior ecologist, has been honored with the Steven W. Carothers Scientific Merit Award for 2025. Allen began his career at SWCA in cultural resources mapping, but his passion for ecology quickly expanded his role. Within months, he was leading nest surveys and habitat assessments. His expertise in avian ecology, rooted in years of fieldwork with universities, nonprofits, and government agencies, made him a natural fit for complex wildlife studies.

One of Allen's early highlights was leading a team conducting southwestern willow flycatcher surveys and nest monitoring along the Gila River in Arizona. That work evolved into a focus on wind energy permitting, and for the past 14 years, Allen has managed multidisciplinary wind projects from planning through postconstruction monitoring while supporting teams across SWCA with his expertise.

Giving Back to Our Communities



SWCA's Gives Back program had yet another record-setting year in 2025, **surpassing \$300,000** in total impact, the highest in the program's history. Gives Back is a companywide program that empowers employees to contribute their time, skills, and resources to support local communities and important causes. The program encourages staff participation through volunteer opportunities, fundraising events, and donation drives. Our team of more than 36 local office champions organizes and implements Gives Back events at the office and department level, fostering a culture of service and social responsibility across the organization.

In 2025, commitment to the program increased significantly with **90% of our offices holding at least one Gives Back event**, and nearly half held four or more events throughout the year. Engagement extended beyond offices, as several departments and ERGs also led impactful activities. In addition to office giving events, the company came together to help victims of two natural disasters and supported a companywide campaign to help transition people from housing insecurity to safe and secure housing. The causes that saw the greatest impact in 2025 were Disadvantaged Youth, Health/Wellness, Disaster Relief/Recovery, Housing Insecurity, and Domestic Animals/Wildlife.



\$365,735
Total impact

215
events

227
organizations supported

6,111
Total volunteer hours

46
Spreading the Science events

45
Environmental Stewardship events

Empowering New Beginnings—Stepping Stones to Stability

SWCA launched a companywide campaign focused on supporting programs that restore dignity, create opportunities, and build pathways out of housing insecurity for those most in need. Employees contributed through volunteering, fundraising, and donating home goods, collectively making a meaningful difference for both local and national nonprofits. Thanks to these combined efforts, the campaign achieved a **total impact of \$20,155**, directly benefiting organizations working to address housing insecurity and support vulnerable communities.



Giving Back to Our Communities (Continued)

Three Decades of Participating in The American Cancer Society's Climb to Conquer Cancer Event

What started in 1995 with one employee in Flagstaff, Arizona, has grown into a 30-year tradition that reflects the power of giving back. Each year, participants gather at the base of Snowbowl Mountain and hike 7 miles up to the ski area, where lunch and celebrations await. This event is now part of SWCA's identity. It brings people together, inspires generosity, and reflects the company's commitment to community and one another. **Since recordkeeping began in 2005, SWCA has had 471 participants and has raised \$47,642 toward cancer awareness and research.**



Alta Heritage Foundation Volunteer Work

The California wildfires of early 2025 devastated the Palisades and Eaton Canyon. Among the wreckage and ashes are also the cremated remains, or cremains, of loved ones. Since 2017, Alta Heritage Foundation has worked to recover cremains in more than 300 homes. They use volunteers, both human and canine, to help with this service.

From February to May 2025, SWCA employees from our Pasadena office volunteered with the foundation, visiting 28 sites and donating 88.5 hours of their time. Five SWCA employees provided their expertise to help homeowners find whatever was recoverable of their loved ones' ashes, urns, or other special mementos. SWCA also provided Alta Heritage Foundation with a place to store their supplies, personal protective equipment, and other gear for the recovery efforts.

Our Gives Back Calls to Action Help Victims of Natural Disasters



The year 2025 started disastrously for regions in Southern California that were impacted by wildfires. Through our Gives Back Call to Action, SWCA employees donated to California Community Foundation's Wildfire Recovery Fund, which supports communities with both intermediate recovery and long-term resilience and Pasadena Humane, a shelter that took in more than 300 pets displaced by the fires, including those that were burned and injured. **More than 147 employees donated to the Los Angeles Wildfire Call to Action and with the SWCA match, the total donated was more than \$31,900.**

On the Fourth of July weekend, devastating flash floods hit the Texas Hill Country. SWCA's Call to Action raised **\$17,266 for the Kerr County Flood Relief Fund**, which directly distributes funds to vetted local organizations that provide rescue, relief, and recovery services as well as flood assistance. The fund supported impacted communities such as Hunt, Ingram, Kerrville, Center Point, and Comfort.

Giving Back to Our Communities (Continued)

More than Just a Project Site

Since 2019, SWCA archaeologists have been working on multiple client projects in northeast Texas with field staff living in Paris, Texas, on and off for up to a year at a time. Paris has become more than just a workplace; it has become their community.

After living intermittently in Paris for more than 6 years, one of our field staff noticed the struggles of local people experiencing housing insecurity during the cold winter months and saw an opportunity to help. A group chat of 400 participants, including SWCA staff, consultants, and contractors, proposed buying essentials and creating care bags for people without stable housing.



The group donated over \$400 to assemble 25 care kits. Shortly after, SWCA's Gives Back program matched these efforts with a donation of over \$1,000. The field crew's other ongoing community efforts include working with local animal shelters to address the feral cat population at their hotels, assisting veterans in need, and participating in volunteer excavation efforts at a local state park.

Sheri Pike Honored with the 2025 Champion of Champions Award

Sheri Pike has served as the Houston Gives Back Local Office Champion for more than 12 years, consistently bringing energy and commitment to local volunteer and outreach efforts. In 2025 alone, Sheri organized 13 events, including Spreading the Science and Environmental Stewardship initiatives, and supported annual client-partnered fundraisers. Through these efforts, her offices generated **\$15,638** in community impact and contributed more than **360 volunteer hours**. Sheri's dedication and leadership exemplify the spirit of the Gives Back program and the values it represents.



Chicago Office Earns the 2025 Have a Heart Award

Each year, the Have a Heart award recognizes the office that best exemplifies our Gives Back core value through volunteering, charitable giving, and meaningful community engagement. In 2025, Chicago was the most active office in the company, with an incredible **82% employee participation rate** in volunteer efforts—the highest percentage across all offices. Together, the team contributed **185 volunteer hours** to local causes.

The office also led the way in environmental stewardship, hosting the most eco-focused initiatives and actively participating in both Earth Month and Plastic Free July. In total, Chicago organized **14 Gives Back events** throughout the year. Between volunteer hours and charitable donations, Chicago's total community impact reached \$6,750 in 2025.



2025 Goals	Progress to Achievement	Status
Total Impact: Total Impact of \$210,000	Total impact of \$365,735.	
Office Gives Back Events: Every office implements at least two Gives Back Events.	73% of our offices held at least two Gives Back Events.	

2026 GOALS

Total Impact:

Total impact goal of \$380,000.

Department Gives Back Champions:

In addition to offices, every department will have a Gives Back Champion to organize events.

Spreading the Science

In 2025, SWCA's *Spreading the Science* program continued to advance the company's commitment to science leadership, education, and community engagement. Building on strong participation in prior years, employees volunteered their time and expertise to deliver hands-on environmental and cultural science education through schools, nonprofit partners, and community events. The program engaged students and community members in topics such as ecology, archaeology, wildlife conservation, and water resources while ensuring opportunities for distributed staff to participate across SWCA offices.

The program remained a key component of SWCA's Gives Back program, providing matching grants to support science-based educational activities and strengthening partnerships with organizations focused on education and environmental stewardship. In alignment with SWCA's sustainability and social responsibility goals, Spreading the Science in 2025 reinforced early STEM engagement and translated SWCA's technical expertise into meaningful, real-world learning experiences. These efforts reflect SWCA's ongoing focus on sharing knowledge, inspiring future scientists, and creating lasting community impact. To enhance the impact, the matching grant amount for Spreading the Science events increased substantially in 2025.

With 46 events (close to double the events in 2024), the program's overall impact grew significantly, compared with 2024.

The Chicago Office Brings Bat Education to Effigy Mounds

SWCA's Chicago Office hosted a *Spreading the Science* event centered on bat conservation at Effigy Mounds National Monument in Harpers Ferry, Iowa. After SWCA biologist Carly Kalina successfully conducted acoustic survey work at the monument, the National Park Service invited her to return and share bat science with the public.

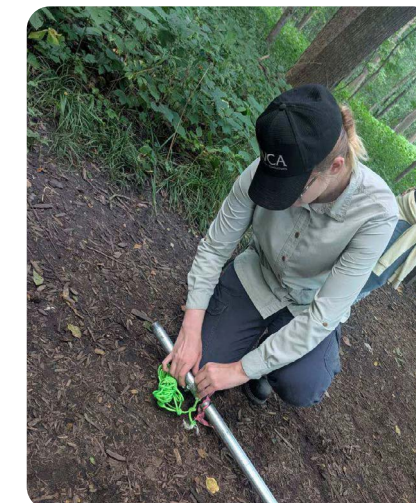
Carly teamed up with a fellow bat biologist, and the Chicago Office Director, to create an interactive, family-friendly evening program. The program began with a presentation introducing the public to bat biology and survey methods, including acoustic detectors, radio telemetry, and mist-netting. At sunset, participants joined SWCA biologists in the field to observe mist nets being opened and learn how bats are captured, measured, and identified.



Austin Employees Host Lab Day with Travis County Archaeological Society

The Moore-Hancock Farmstead, a National Landmark site in Travis County, was built in 1849, when Texas had only been a state for 3 years. Its rich history includes two prominent and politically connected owners during the 1800s: the Moore and Hancock families. Historic-era structures on the property provide a unique example of pioneer farmstead architecture for the region. In 1987, the City of Austin issued a "repair or demolish" order for the Farmstead, which prompted well-known archaeologist Dr. Michael Collins and his wife to purchase the property for the purpose of restoring it, which they completed in 1993.

In 2025, several archaeologists in SWCA's Austin office hosted a lab day at the office, where they worked with **Travis County Archeological Society (TvCAS)** members to sort, label, and bag artifacts previously excavated from the Moore-Hancock Farmstead, in preparation for curation. TvCAS is a volunteer organization founded in 1959 with a mission to understand Texas history by studying material evidence left behind.



Spreading the Science (Continued)

Cody Stropki Connects Landscapes and Learners

Cody Stropki, a service line director at SWCA, has been making a lasting impact in the rural community of Mountainair, New Mexico. While leading a forest health project with the Claunch-Pinto Soil and Water Conservation District (SWCD), Cody became a mentor to local students, inspiring them to explore careers in conservation and develop a deep connection to their local landscapes.

Claunch-Pinto SWCD's District Manager proposed using SWCA projects to develop a relationship with the Mountainair High School Future Farmers of America (FFA). Cody started helping FFA students with forest health surveys, watershed monitoring, and even statewide forestry competitions. Besides imparting technical knowledge, he helped students build confidence, curiosity, and leadership skills.

With a Ph.D. in watershed hydrology and deep experience in fire ecology, Cody's mentorship extends beyond the field, helping students analyze data, build presentations, and grow as scientific thinkers. The Mountainair FFA team has won the state championship twice, a testament to both Cody's mentorship and the students' hard work.



Career Day at Kings Trail Elementary School



Three of our Jacksonville office staff participated in a career day at Kings Trail Elementary School in Jacksonville. To engage students of different ages, they set up a table with a bird beak buffet and wetland demonstration.

The bird beak buffet used tools like scoops, tongs, scissors, chopsticks, and tweezers to mimic how different birds feed, and younger students enjoyed the hands-on experience. It allowed them to learn through discovery, ask questions, and make connections between form, function,

and habitat. The wetland demonstration trays included a Play-Doh landscape on one end and "wetland" sponges in the middle that absorbed water and prevented it from infiltrating to the other side.

Students grew interested in local ecosystems, recognizing their role in wildlife, water quality, and flood control. Some also discovered that habitat protection can be a career path. This event is a reminder that sharing knowledge and enthusiasm can have a lasting impact, even in small moments.



Governance

Corporate Governance



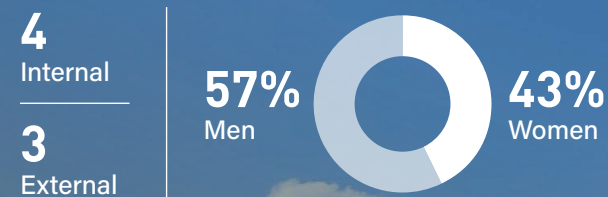
SWCA's governance is guided by our purpose and anchored in our core values. Grounded in our tagline, *Sound Science, Creative Solutions*, our governance structure establishes clear lines of decision-making and accountability from our Board of Directors and executive leadership through sustainability-focused committees and employee-led networks, helping ensure that we operate ethically, transparently, and responsibly while delivering long-term value as an employee-owned company.

OUR PURPOSE

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

COMPANY STRUCTURE

BOARD DIVERSITY



EXECUTIVE LEADERSHIP TEAM **6** Members

SENIOR LEADERSHIP TEAM **11** Members

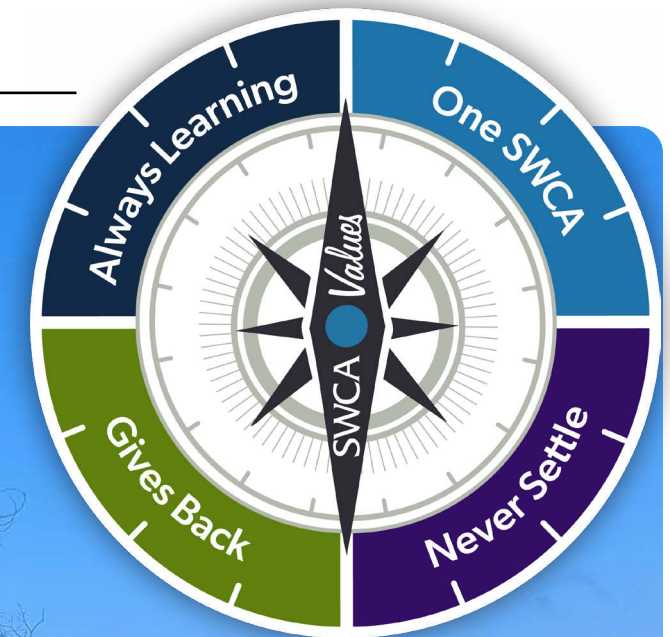
EXTERNAL ESOP TRUSTEE **1** Trustee

SUSTAINABILITY STRUCTURE

SUSTAINABILITY FRAMEWORK COMMITTEE **5** Members

ENVIRONMENTAL SUSTAINABILITY COMMITTEE **12** Members

GREEN TEAM **45** Members



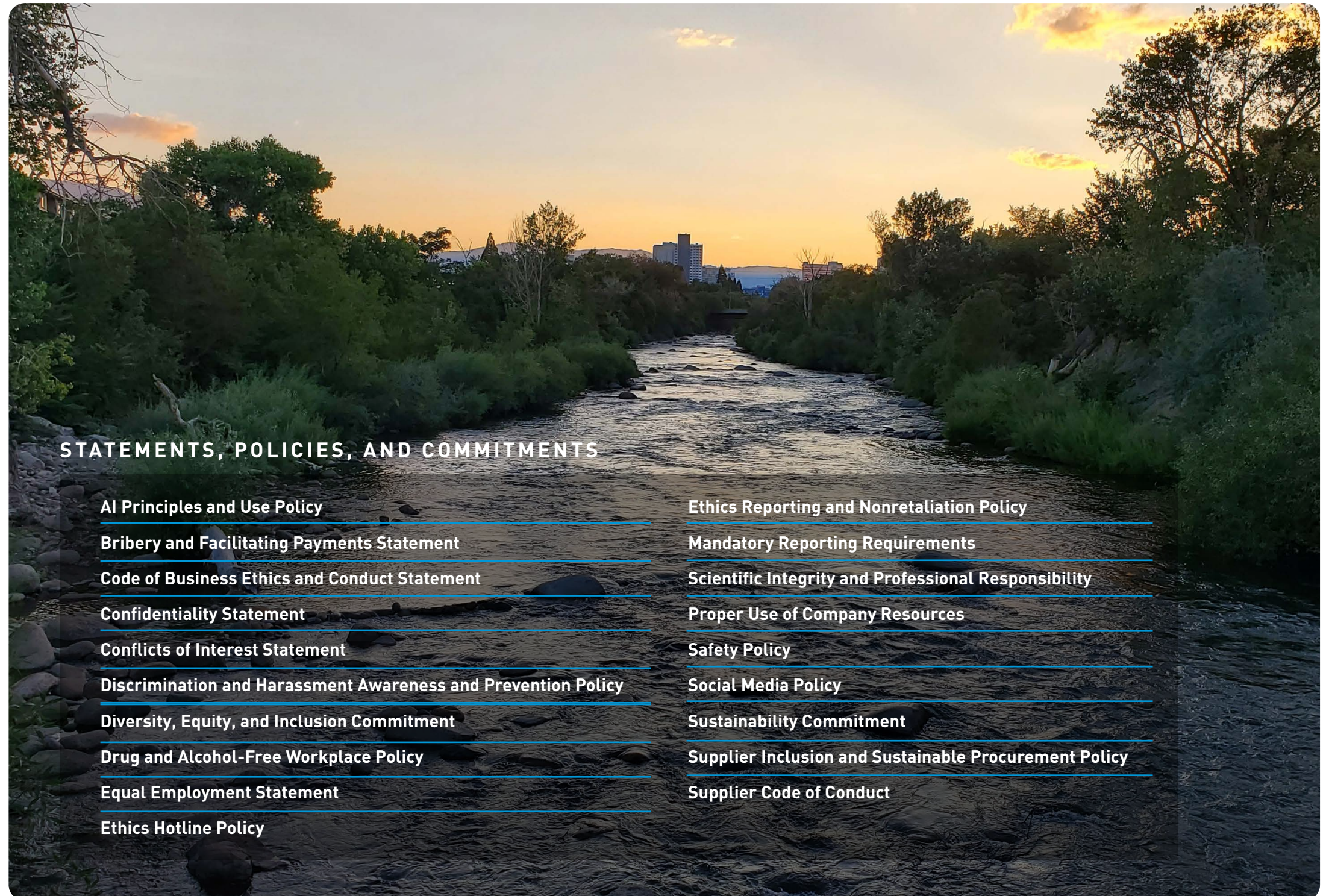
100% *Employee* OWNED

Ethics

Ethics are essential to SWCA’s role as a trusted advisor to our clients, underpinning the credibility of our work and the confidence our clients place in us. From our project work perspective, ethical conduct ensures that our science is objective, defensible, and free from undue influence, which is critical when supporting regulatory decisions, resource management, and community outcomes. By holding ourselves to high ethical standards, we protect the integrity of our data, analyses, and recommendations and reduce risk for our clients and the company.

Ethics also guides how we treat one another and the communities we serve, promoting respect and fairness. Our work not only meets technical and legal requirements but also reflects our commitment to doing what is right and doing it the right way. This commitment is reinforced through clear policies, mandatory training, and expectations for responsible decision-making and transparent reporting processes. By prioritizing ethical behavior and respect for people and communities, SWCA safeguards its reputation.

Mandatory ethics training enables employees to comprehend their responsibilities in accordance with the Code of Business Ethics and Conduct, identify and address ethical challenges, and use the ethics hotline confidently without concern for retaliation. By integrating ethics training into onboarding, professional development, and leadership expectations, SWCA promotes a shared understanding of integrity, accountability, and trust as essential elements of our culture and long-term success.



STATEMENTS, POLICIES, AND COMMITMENTS

[AI Principles and Use Policy](#)

[Bribery and Facilitating Payments Statement](#)

[Code of Business Ethics and Conduct Statement](#)

[Confidentiality Statement](#)

[Conflicts of Interest Statement](#)

[Discrimination and Harassment Awareness and Prevention Policy](#)

[Diversity, Equity, and Inclusion Commitment](#)

[Drug and Alcohol-Free Workplace Policy](#)

[Equal Employment Statement](#)

[Ethics Hotline Policy](#)

[Ethics Reporting and Nonretaliation Policy](#)

[Mandatory Reporting Requirements](#)

[Scientific Integrity and Professional Responsibility](#)

[Proper Use of Company Resources](#)

[Safety Policy](#)

[Social Media Policy](#)

[Sustainability Commitment](#)

[Supplier Inclusion and Sustainable Procurement Policy](#)

[Supplier Code of Conduct](#)

Risk Management

For SWCA, risk management involves identifying, assessing, and mitigating risks that could impact our projects, clients, employees, or the environment. Identifying risks is an ongoing responsibility for our employees at all levels and is crucial for safeguarding SWCA's future success. In 2025, we enhanced and formalized several areas focused on risk management.

From Risk It to Fix It: Risk Management Training for Project Managers

In 2025, SWCA implemented project management training. Understanding that the project manager is the first line of defense when it comes to managing risk in projects, one of the first training modules addressed risk. The *From Risk It to Fix It* training equips project teams with practical tools and shared expectations to proactively identify, manage, and reduce project risk, helping deliver stronger, more predictable outcomes for both clients and SWCA.



The training reinforces that risk management is not a one-time activity limited to project kickoff but rather an ongoing responsibility throughout the life of the project.

Artificial Intelligence Policy and Steering Committee

To address AI risks and strengthen AI governance, we created a cross-functional AI Steering Committee that includes leadership from technology, operations, legal, and client services. The committee evaluates new AI tools, monitors emerging risks, ensures alignment with business strategy, and establishes review processes.

Beyond the ongoing responsibilities, one of the Steering Committee's first accomplishments was to establish a clear AI policy that defines acceptable use, data governance standards, confidentiality requirements, and compliance with industry regulations. In 2026, SWCA will roll out AI training to our employees.

Data-Driven Decisions Reduce Risk

Understanding that timely, reliable data is essential to sound decision-making and risk reduction, the Data Analytics and Solutions Program integrates operational and financial data into a centralized analytics environment. This provides leadership with near-real-time visibility into key indicators such as revenue activity, backlog trends, utilization patterns, and project performance. Having this information available in one place allows leaders to proactively identify emerging operational or financial risks—such as shifts in workload, declining margins, or changes in demand—and respond before those risks escalate.



Contracts

Managing risk through legal oversight of contracts is essential for protecting SWCA from financial, regulatory, and professional liability exposure. Legal review ensures that scopes of work are clearly defined, deliverables and assumptions are documented, and risks and responsibilities between parties are properly allocated to avoid disputes.

Natural Disaster Response Planning



As natural disasters have become more frequent across the regions where SWCA operates, the need for a formal response playbook has become increasingly clear. In 2025, we developed a natural disaster playbook for our offices. This location-specific document provides straightforward instructions to address earthquakes, floods, hurricanes, and wildfires to protect employees, ensure business continuity, and secure company assets.

2025 Goals	Progress to Achievement	Status
Risk Management Training: Implement enhanced risk management awareness training at various organization levels.	This goal was not accomplished in 2025.	
Natural Disaster Planning: Develop a comprehensive plan to prepare for and respond to natural disasters affecting offices.	The Office Natural Disaster Response Playbook was developed in 2025.	

2026 GOAL

Artificial Intelligence:

Develop and implement communication and employee training on AI.

Employee Safety

SWCA renewed its commitment to employee safety through the companywide “Safety Refresh.” This reinvigorated our Safety program through the introduction of new initiatives, policies, and engagement strategies.

“Safety isn’t just a policy, it’s a shared responsibility. Every action, every choice, and every voice matters in keeping SWCA safe.”


As part of the refresh, SWCA implemented several targeted improvements. Key accomplishments included:

- **Transitioning the vehicle inspection log (VIL) to a fully electronic platform (eVIL), improving efficiency, recordkeeping, and auditing**
- **Modernizing safety training and increasing engagement through shorter, easily digestible learning modules**
- **Introducing quarterly, mandatory Safety Insight Videos to address timely and relevant safety risks**
- **Expanding the Safety Flix program, which encourages peer-to-peer learning, creativity, and shared accountability at SWCA**



Collectively, these efforts turned the goals of the “Safety Refresh” into practical, day-to-day improvements that also support SWCA’s commitment to ensuring that our employees return home safely each day. As a result, this has reenergized employee engagement, reinforced accountability at every level, and modernized our processes to support field operations more effectively.

To sustain the momentum of our “Safety Refresh,” education and communication remained a focus in 2025. Weekly Safety Tips, monthly “Office Hour” forums, and region-specific heat stress safety alerts were implemented, with heat alerts proving to be especially critical in protecting employees. These efforts ensured that employees remained well informed as risks and conditions shifted.

SWCA maintained safety leadership by participating in the Common Ground Alliance and National Safety Council throughout the year. These partnerships provide access to leading safety resources, guidance, and data that inform ongoing improvements. At the same time, SWCA addressed the daily challenges of fieldwork, particularly personal hygiene and sanitation in remote environments. Recognizing that the lack of access to clean, private facilities can create stress and discomfort, SWCA committed to fostering a science-based and inclusive culture around meeting basic human needs in the field. We established shared language and understanding around this topic and now encourage the use of “privacy breaks,” setting a precedent for dignity, safety, and open dialogue.



0.84 Experience Modification Rate (EMR)	0.13 Days Away, Restricted, or Transferred (DART)	52 Weekly Safety Tips
0.26 Total Recordable Incident Rate (TRIR)	0 serious, life-threatening, or fatal injuries	

2025 Goals	Progress to Achievement	Status
Expand Field Safety Representative (FSR) Roles: Double the number of FSR roles and expand in-person training opportunities.	In 2025, there was no increase in FSR members, but the Safety Team did expand in-person training opportunities.	
eVIL Project Completion: Full electronic implementation of our VIL by the end of 2025.	The eVIL was launched in spring 2025, and all SWCA offices have access to the new electronic platform.	

2026 GOALS

Biannual Training Schedule:

Transition Safety Core and Field Training to a biannual schedule, replacing the annual requirement and supplementing learning with Safety Insight videos to reinforce key topics throughout the year.

Enhanced Field Audits:

Expand our site field audits to deepen field engagement and strengthen operational safety performance.

Job Hazard Assessment (JHA) Project Completion:

Complete full electronic implementation of our JHA forms, transitioning entirely to a streamlined digital process.

Virtual Office Audits:

Implement a structured Virtual Office Audit schedule to ensure consistent oversight, engagement, and compliance across all office locations.

Cybersecurity



Cybersecurity risk management is critical at SWCA. To support this responsibility, SWCA implemented an information security management system designed around U.S. Government National Institute of Standards and Technology, Cybersecurity Maturity Model Certification (CMMC), and International Organization for Standardization (ISO) objectives. Our program integrates employee education, intelligent systems design, layered technical security controls, and well-defined policies and processes.

A key priority of our cybersecurity program is continuous improvement, reflecting SWCA's "Never Settle" core value. We perform regular compliance monitoring through internal and external audits, automated security operations tools, and structured exercises in business continuity, incident response, and security assessments. Insights inform enhancements to policies and processes that build employee awareness, support effective governance, and ensure that our practices evolve alongside emerging risks.

The transparency and rigor of our information security practices have helped build trust among our clients and partners. As of 2025, SWCA maintains a current ISO/IEC 27001:2022 certification and CMMC Level 1, demonstrating our commitment to uphold best practices for organizational and client security and privacy. Our Privacy Policy and practices are informed by regulatory mandates such as the Health Insurance Portability and Accountability Act, the California Consumer Privacy Act, and the General Data Protection Regulation. SWCA teams also collaborate closely with industry resources, security organizations, law enforcement, and peer networks to stay informed and prepared to address evolving cybersecurity threats.

SWCA CYBERSECURITY TRAINING AND AWARENESS

Cybersecurity training and awareness at SWCA follows continuous synchronous and asynchronous approaches leveraging different education mediums, including the following:

- Company onboarding training that helps establish baseline cybersecurity awareness
- Monthly digestible training content
- Monthly shareable awareness resources through company newsletter updates
- Periodic companywide technology articles that cover timely security topics
- Presentations on relevant current topics in cybersecurity to key groups during in-person and remote meetings
- Focused training for employees with privileged/sensitive access

15 minutes

Security incident response time

Zero

substantiated complaints received concerning breaches of customer privacy

2025 Goal	Progress to Achievement	Status
<p>Cybersecurity as a Shared Responsibility: Encourage a security-minded culture among SWCA's workforce through partnerships and increased accountability.</p>	<p>Steps toward this goal were taken, including efforts to link organizational goals to individual actions through internal communications.</p>	

2026 GOAL

Secure AI Adoption:

Support responsible AI business use through evaluation, configuration for privacy and security, and promotion of concepts related to data minimization and protection.

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