

2024 Impact Report





Letter from our CEO, Po

At Anchor QEA, doing the right thing isn't just a goal—it drives everything we do. It's the reason for every success, from strengthening our culture to breaking sales and revenue records for the second consecutive year. Our commitment to **People, Community, and Environment (PCE)** defines who we are, guiding our decisions, shaping our culture, and driving our impact.

People

An amazing workplace equips every employee with the tools to succeed, fosters a sense of belonging, and celebrates diverse perspectives. I'm proud to share that our people are thriving.

Nearly 98% of employees reported feeling satisfied or happy at work, and our voluntary turnover rate reached a record low of 7%. Investing in professional growth remained a priority, with \$1.5 million dedicated to training programs in leadership, project management, sustainability, and Artificial Intelligence (AI).

Diversity fuels innovation, as is reflected companywide. Women comprise 49% of our workforce, 40% of leadership, 43% of our Board of Directors, and more than a third of our shareholders. To further inclusivity, we improved our hiring process and onboarding program so every new hire starts their career with us feeling welcomed, supported, and set up for success.

We also reinforced our focus on safety and wellness. The Nectar Safety Incentive Program strengthened our safety culture, while Headspace provided access to mindfulness tools and therapy sessions. From career growth to workplace well-being, our commitment to employees extends through every stage of their journey.

Community

Our vision—to be an inclusive, sustainable, and growing environmental innovator making generational impacts—calls us to remove barriers for the next generation of environmental leaders. In 2024, we welcomed 24 interns across 13 offices, and our Scholarship Program awarded \$21,500 to nine talented graduate students pursuing degrees in our areas of expertise.

We strengthen the communities that support us by donating our time and financial support. We raised \$200,000 for charities through our companywide Fundraising Month and Matching Gift Program. Our Volunteer Month Program united staff across 17 offices with one shared goal, while fostering connections locally. Staff gave back globally through the Volunteer Grant Program, further expanding our reach.

Internal investments also drive external improvements. We advanced risk management and quality control by prioritizing proactive mitigation and superior project execution. Key hires in legal, quality control, and project management strengthened our ability to address challenges. Cross-department collaboration enabled swift risk mitigation, and targeted training empowered staff to manage risks. Our ISO 27001:2022 certification reinforces our commitment to cybersecurity and data integrity, ensuring secure, high-quality work for our clients.

Environment

Sustainability is central to how we operate, innovate, and serve the needs of our environment. In 2024, 24 staff members across 25 offices volunteered as Sustainability Ambassadors, where employees led initiatives to improve energy efficiency, reduce waste, and promote sustainable office practices. Sustainability training is now a core part of employee development, ensuring every team member understands their role in protecting our planet.

At the same time, we continue to push the boundaries of innovation. The launch of our AQX Initiative, our technology incubator, is already fueling creative solutions to address complex environmental challenges.

Through our work in restoration and resilience, we empower clients to protect ecosystems, conserve natural resources, and adapt to a changing climate. The work we do today will shape the future. That's why we remain focused on sustainability, innovation, and resilience—because the best solutions last for generations.

Looking Ahead

Our remarkable impact in 2024 is only the beginning. Anchor QEA's ownership and leadership are fully committed to sharing our progress as we move forward, so let's challenge ourselves to think bigger, act bolder, and find new ways to make a difference.

Onward and upward!

Po-Sun Chen, CEO

Highlights

People

Our people are the soul of our organization and our greatest strength. We are committed to supporting and empowering our people by fostering a culture of inclusivity, safety, professional growth, and well-being.

\$1.8M

Anchor QEA contributions to staff 401(k) Program

64%

reduction in Total Recordable Incident Rate (TRIR) since 2023

31,000+

training hours provided to staff

98%

of responding staff reported feeling satisfied or happy at work

Community

We create lasting positive impacts on the communities we serve through responsible corporate actions and directly supporting stakeholders and the broader public.

27001:2022

achieved ISO certification for our information security practices

180+

non-profit organizations financially supported

24

interns placed in 13 offices

\$21,500

awarded in scholarships

Environment

We strive to be a national leader in resilience and sustainability, delivering specialized services that benefit both our clients and the environment while also focused on reducing our own footprint.

- **Established best practices for office-related activities to encourage sustainable behavior companywide**
- **Completed our baseline greenhouse gas (GHG) inventory, laying the foundation for developing initiatives to reduce Anchor QEA's environmental footprint**

~3,600

16 offices avoided ~3,600 gas-powered trips by using electric vehicles, walking, or biking to work

25%

of our 2024 projects involved sustainability or resilience services

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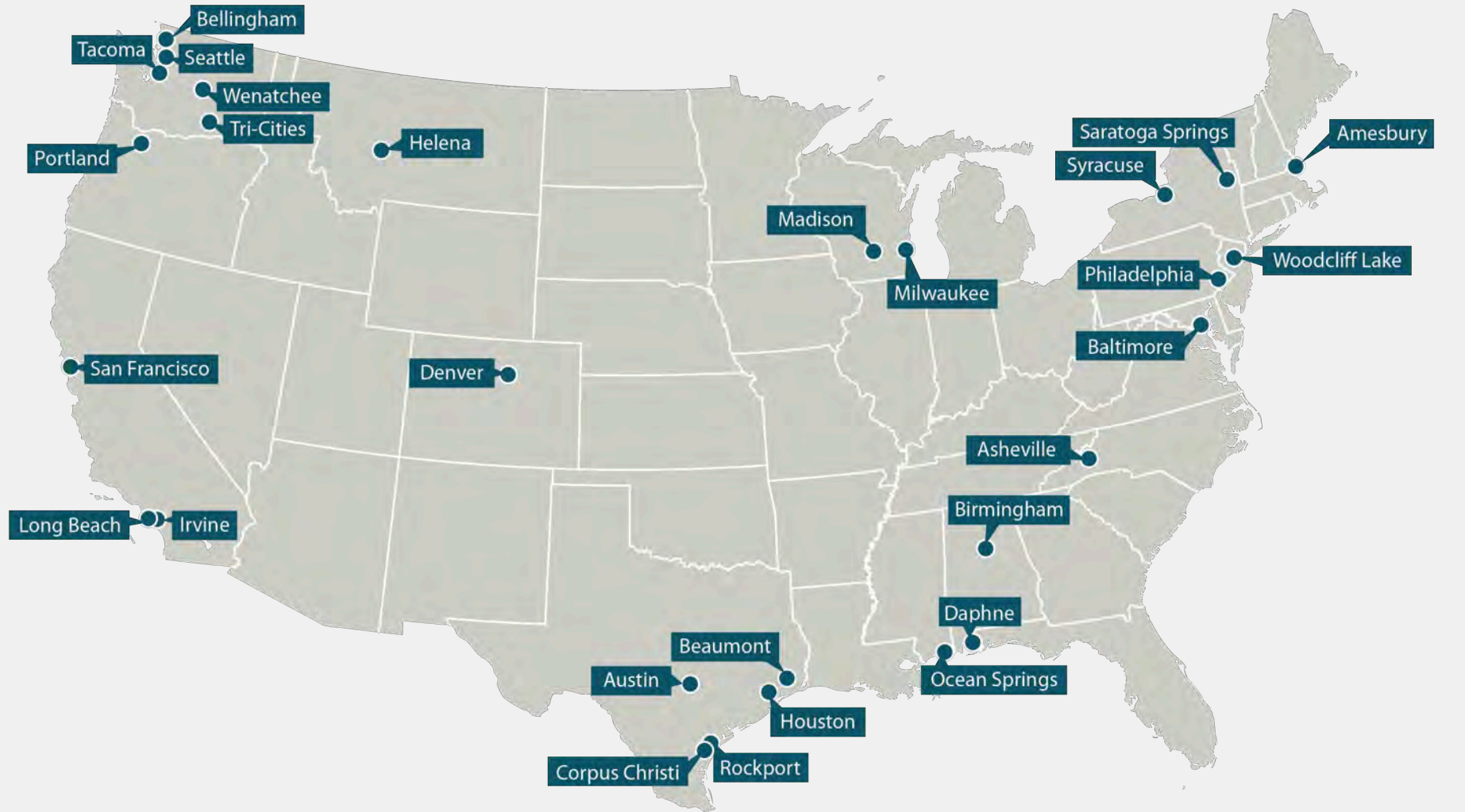
At a Glance

At Anchor QEA, we are committed to creating lasting, positive change for both the environment and the people who drive that change. With expertise in engineering, environmental sciences, planning and restoration, and analytics services, we tackle complex challenges for clients across industries and communities. Our multidisciplinary approach brings together the best talent from across technical fields, ensuring the success of every project.

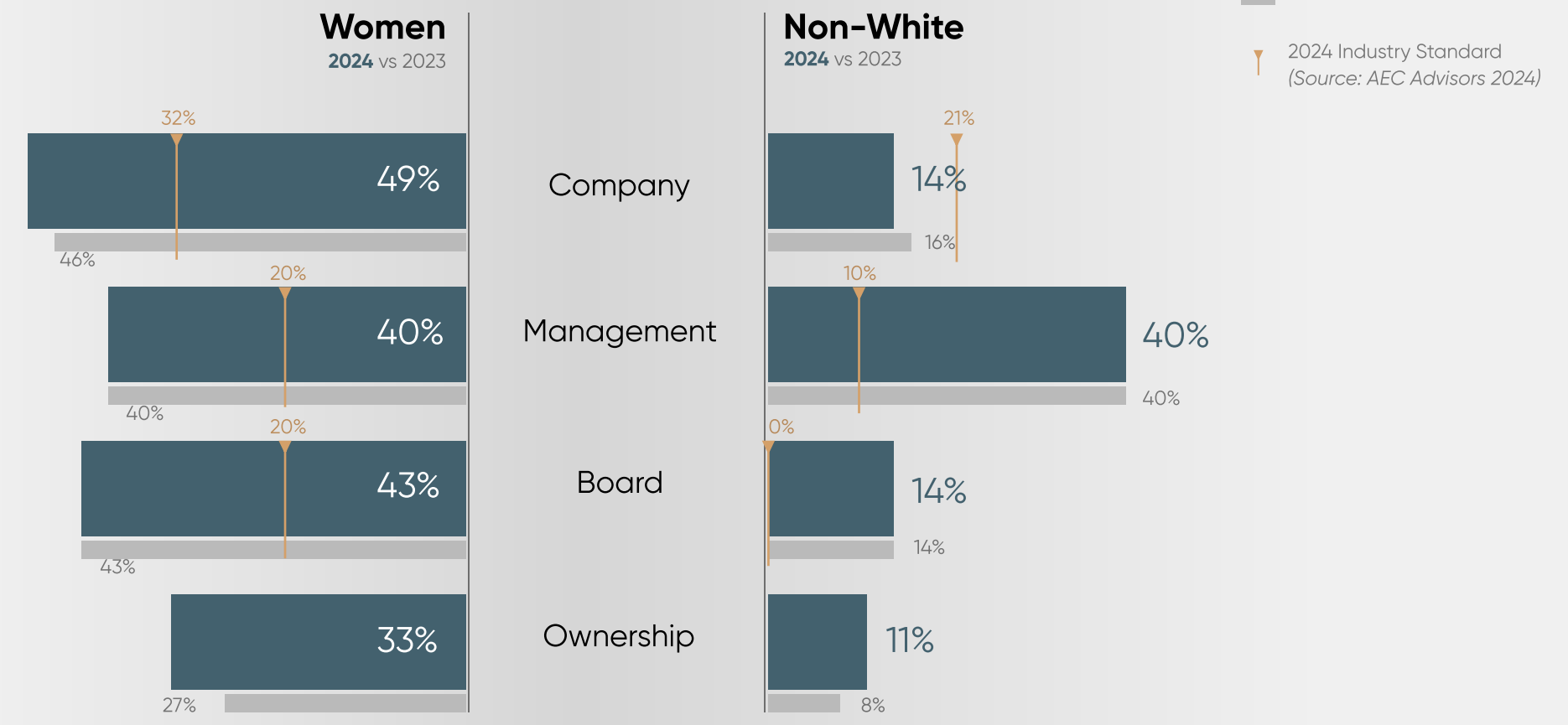
We believe that hiring and inspiring the most talented minds in the industry is fundamental to fostering innovation and achieving excellence. Fostering an inclusive work environment has always been a core part of our culture, ensuring equal opportunity for all and empowering our team to make a difference.

With more than 540 employees across 28 offices and headquarters in Seattle, we serve industrial, energy, federal, state, local, and port clients nationwide. Our vision is to be an inclusive, sustainable, and growing environmental innovator making generational impacts through the dedication of our people.

Our Offices



Company Demographics



\$137M

2024 Gross Revenue
from \$104M last year

544

Staff
from 492 last year

28

Offices

We bring together deep subject-matter expertise across a **full range of engineering, environmental sciences, planning and restoration, and analytics services** to tackle our clients' most challenging problems.

Whether managing an entire program from inception to completion, or impacting critical stages of a process, every successful project begins by first assembling the best possible team from across technical disciplines and geography.

We are focused on **four critical environmental needs.**

Remediation

Addressing environmental contamination to reduce risks and comply with regulations

Resilience

Reducing environmental impacts, enhancing ability to withstand and recover from climate stresses and changes

Restoration

Reestablishing a damaged ecosystem to its natural or an enhanced state for biodiversity and habitat health

Revitalization

Transforming degraded areas and infrastructure to promote ecological health and sustainable community development

Mission

Transforming
our environment
and communities,
**with integrity
and vibe.**

Vision

To be an inclusive,
sustainable,
and growing
environmental
innovator **making
generational
impacts.**

Core Values

Safety

Taking responsibility for safety and preparedness in the office and field through personal initiative, communication, and teamwork

Vibe

Cultivating a friendly, supportive, and fun work environment through open communication and teamwork within and external to Anchor QEA

Initiative

Contributing to a work environment that encourages and rewards creative solutions and provides opportunities for all employees

Quality

Demonstrating superior work in all aspects of the business

Service

Providing technological leadership, job knowledge, and teamwork to our clients and coworkers

Integrity

Making choices about our work and relationships based on strong ethical standards and accountability



Meydenbauer Bay Park,
City of Bellevue
Bellevue, Washington

Impact and Sustainability Approach

Anchor QEA is committed to making a positive impact by operating responsibly and working with our clients to transform the environment and our communities for the better.

Our mission—transforming our environment and communities, with integrity and *vibe*—drives our dedication to operational excellence, superior quality, and environmental stewardship. We are motivated to develop solutions with meaningful and lasting impacts on our world.

Our mission-driven approach, rooted by ethical and sustainable practices, has been a cornerstone of our success since the firm's inception.

Anchor QEA's unique program's principles focus on three areas—**People, Community, and Environment (PCE)**—to improve employee engagement, add value to our clients, ensure compliance, and grow company value.

Our PCE program is overseen by our PCE Advisory Committee composed of the Chief Executive Officer (CEO), Human Resources (HR) lead, Chief Strategy Officer (CSO), a business unit lead, and the PCE lead.

This ensures that our program is in line with our mission, vision, and core values and has a business focus.

This initiative is vital for staying relevant and competitive in our industry, meeting the expectations of our stakeholders, and contributing to a sustainable future. Increasing our focus on a PCE approach will have a positive bottom-line impact to the company through multiple actions:

- Increasing employee engagement, lowering employee turnover
- Reducing corporate risk through better compliance
- Optimizing company operations to reduce waste
- Improving our corporate brand by offering specialized Resilience and Sustainability client solutions and being a strong corporate citizen, both of which will drive increased revenue

People

Vision

Best People. Right Place. Right Time. Ensure a healthy and safe workplace. Empower our people to reach their true potential.

Goals

- Get the **best people** in the **right place** at the **right time**.
- Continue prioritizing health and safety practices for all employees at work and beyond.
- Enrich tailored employee training and professional development.
- Promote opportunities for personal and financial wellness.

Community

Vision

Operate ethically to facilitate prudent risk management, ensure compliance, drive community development, and create value for our people, clients, and stakeholders.

Goals

- Maintain governance.
- Emphasize business ethics and compliance.
- Support disadvantaged communities.
- Encourage industry participation.
- Incentivize innovation.
- Develop diverse and resilient supply chain.

Environment

Vision

Operate as a sustainability focused firm. Deliver innovative and resilient solutions to address our clients' complex challenges while safeguarding natural resources and ecosystems.

Goals

- Evaluate GHG emissions.
- Manage energy, waste, and water footprint.
- Foster environmental stewardship across Anchor QEA.
- Integrate resilience and sustainability in services and highlight project impacts.

| People

People

Our people are the soul of our organization and our greatest strength. We support and empower our people by fostering a culture of **inclusivity, safety, professional growth, and well-being.**

At Anchor QEA, our success is built on the dedication and expertise of our people. We are committed to fostering a workplace rooted in clear communication, safety, well-being, and inclusivity—ensuring that every team member feels supported and empowered.

Guided by our mission, vision, and core values, we recognize the contributions of our employees, invest in their professional growth, and encourage engagement in the communities we serve. By prioritizing both individual fulfillment and collective success, we create an environment where people thrive and make a lasting impact.

Health and Safety

0.37
64.9%

Total Recordable Incident Rate
reduction vs 2023

1.04
43.8%

NCCI EMR
reduction vs 2022

At Anchor QEA, health and safety are not just regulatory requirements; they are foundational to our culture and operations. As our most essential core value, we prioritize proactive safety measures and continuous improvement to protect our employees and ensure a secure working environment.

Our dedicated health and safety team, led by a Director of Health and Safety and supported by three additional staff members, drives our companywide strategy.

With a network of health and safety representatives across all offices and a quarterly Health and Safety Committee, we address strategic and location-specific safety concerns. Key responsibilities include performing first aid training and fire extinguisher inspections, providing personal protective equipment (PPE), and ensuring appropriate and required health and safety training and occupational health monitoring is provided so employees have the tools to make informed safety decisions.



Confidential Client
Confidential Location

In 2024, we expanded our commitment to health and safety through several key initiatives:

- **Nectar Safety Incentive Program:** This program fosters a positive safety culture by recognizing and rewarding safe behaviors and participation in risk mitigation activities.
- **New Health and Safety Manager/Industrial Hygienist:** This role enhances our ability to provide timely, consistent support, improve internal practices, and offer specialized client services.
- **RedFlag Emergency Notification System:** This is a streamlined platform for communicating critical emergency information to employees, ensuring swift responses.
- **Enhanced Digital Resources:** We updated and migrated health and safety resources to SharePoint Online for improved accessibility and reliability, even during server outages.

Employee Well-Being



Asheville Office Rafting Trip
Asheville, North Carolina

Our Commitment

At Anchor QEA, our employees are at the heart of everything we do. Recognizing their value, we have built a robust Employee Well-Being Program that goes beyond traditional benefits, fostering a holistic approach to physical, social/emotional, and financial wellness.

This program reflects our commitment to providing resources and opportunities for employees to thrive and reach their full potential

Fostering a Supportive Environment

Central to our program is cultivating a positive work environment, encapsulated in our core value of vibe. This emphasizes open communication, teamwork, and maintaining a healthy work-life balance.

Through regular performance discussions and a commitment to two-way feedback, employees have a platform to voice concerns and align on career growth. Activities such as shared meals, holiday celebrations, and group outings build camaraderie and create a workplace that is friendly, supportive, and enjoyable.

These efforts extend beyond our offices, encouraging employees to make a meaningful impact in their communities.

Comprehensive Benefits

Anchor QEA offers competitive health insurance options, including a High Deductible Health Plan with company Health Savings Account (HSA) contributions, vision, and dental coverage. Flexible Spending Accounts (FSAs) allow employees to manage healthcare and dependent care costs effectively.

We provide retirement plans, life insurance, and paid leave programs, ensuring financial security and work-life integration.

Additionally, we offer a variety of voluntary benefit options to allow employees to review options to supplement policies for disability, life insurance, long-term care, and identity theft monitoring in order to best support the needs of themselves and their families.

Promoting Physical and Mental Wellness

We actively support physical health through partial reimbursement for gym memberships, fitness classes, and sports team dues.

Employees also have access to a confidential Employee Assistance Program (EAP) and, starting in 2024, Headspace.

This innovative platform offers one-on-one mental health coaching, guided mindfulness exercises, and video-based therapy and psychiatry services, covering up to eight sessions annually. Monthly meditations and workshops further promote mindfulness and emotional resilience.

Volunteerism and Community Engagement

Anchor QEA encourages employees to join volunteer efforts outside of their communities through our **Volunteer Grant Program**, which provides financial support for two employees to spend their vacations volunteering.

We also have a **Vacation Donation Program**, through which an employee may transfer vacation accruals to another employee experiencing financial hardship due to a severe health condition or family emergency.

These programs reflect our broader commitment to supporting both our employees and their communities, creating a positive ripple effect.

Welcoming New Employees

To ease the transition for new hires, we continued investing in our **Peer Mentoring Program**. Each newcomer is paired with an experienced colleague who provides guidance and support, helping them acclimate to their role and our culture quickly and effectively. In 2024, the Peer Mentoring Program successfully matched 76 new employees from 20 offices with 69 different peer mentors.

By integrating comprehensive benefits, fostering a vibrant and inclusive workplace culture, and continuously enhancing our programs, we empower our team to thrive both personally and professionally.

These efforts not only benefit our employees but also strengthen our organization, ensuring we remain a leader in innovation and community impact.



**Lighthouse Volunteer Project,
Thomas Point Shoal**
Annapolis, Maryland

2024 Company Retreat at Wild Horse Pass

In April 2024, we gathered at the Sheraton Grand at Wild Horse Pass in Phoenix, Arizona, for our long-awaited company retreat—our first in 5 years due to COVID-19 pandemic. With more than 400 employees (nearly 80% of our staff) in attendance, including more than 50% first-timers, the weekend provided an invaluable opportunity to reconnect, build camaraderie, and reinforce our shared vision.

Together, we explored the inspiring stories of the Pima Tribe. We deepened our understanding of Anchor QEA's role as **water protectors** and reflected on the values that shape how we operate. Being in the same space strengthened our commitment to inclusivity, sustainability, and our vision to be environmental innovators making generational impacts.

Although companywide gatherings require an investment of resources, the long-term benefits far outweigh them—building a stronger, more connected team that achieves more together. This retreat was a powerful reminder that $1 + 1 = 3$ —we accomplish more as a united team than as individuals.

We collaborated closely with Pima Elder and artist Aaron Sabori to tell our story at the 2024 Retreat. Aaron has recorded hundreds of traditional Pima stories onto saguaro cactus ribs using symbols from his culture. Each story stick includes seven parts and will only be made when the story is ready to be told.

The cactus rib used for our story stick is more than 120 years old and took Aaron 3 months to complete. He burned the symbols of Anchor QEA's story into the rib based on seven critical periods between the inception of our founding companies, their merger, and the present day.

For the work we do to restore the environment, the Pima people also bestowed two gifts onto Anchor QEA: the symbol of an eagle feather—a great honor that only Native people can extend to others—and the title "Water Protectors."



2024 Company Retreat at Wild Horse Pass
Phoenix, Arizona

Providing a Welcoming and Safe Workplace

Anchor QEA's vision and success are rooted in our continuous focus on providing an enriching, welcoming, and safe workplace.

Our workplace principles align with our core values of integrity and vibe, fostering a collaborative work environment where everyone feels respected and empowered to contribute.

A diverse range of perspectives drives creativity, innovation, and resourcefulness, ensuring we remain an inclusive and high-performing organization. Our policies strictly prohibit discrimination, bullying, and harassment, which is demonstrated through our anti-harassment reporting procedures, mandatory inclusion and anti-harassment training courses required for all staff, and annual evaluations of salary adjustments and promotions to identify and mitigate biases.

In 2024, we focused on standardizing and improving our talent acquisition and onboarding processes to attract and retain talent effectively:

- **Updated Talent Acquisition Process:** We implemented the Anchor QEA Talent Acquisition Recruiting Guide to standardize recruiting practices and mitigate biases, fostering equitable hiring practices across the organization.

- **Enhanced Onboarding Program:** In collaboration with an outside consultant, we redesigned our onboarding process, to be rolled out in early 2025. Key elements include:

- A comprehensive onboarding guide and checklist
- Standardized introductions to Anchor QEA, consulting practices, and role/level-specific trainings
- Listing of resources available to the HR team and the staff manager
- 90-day assessments to evaluate onboarding effectiveness and new hire performance

In 2025, we will expand our community engagement strategy with middle schools in underserved communities. This initiative will include mentorship, outreach programs, and educational efforts to spark interest in science and engineering within these communities.

Through these initiatives, Anchor QEA reaffirms its commitment to a culture of inclusion and innovation, ensuring our organization remains a leader in fostering respect and diverse perspectives.

Workplace Vision

Our success depends on a continuous focus on elevating and enriching our workplace.

This is what we believe:

Everyone is entitled to be respected and heard.

Diversity makes us stronger.

Everyone has a unique perspective and something valuable to contribute.

Equity is essential for employee recruitment, hiring, pay, professional growth, and performance evaluation.

Learning and Professional Development

At Anchor QEA, investing in our people is a cornerstone of our success. Our Compass Program is the foundation of our Learning and Professional Development efforts, providing tailored content to support employees across all career stages—early, mid-level/transitional, and advanced.

This program helps employees enhance their skills through diverse, high-quality learning opportunities in online, self-guided, and live formats. In 2024, Anchor QEA supported more than 31,000 training hours at a cost of \$1.5 million.

Program Structure and Offerings

- **Early Stage:** Courses focus on foundational business skills to help employees succeed and advance.
- **Mid-Level/Transitional Stage:** Training emphasizes managerial and leadership skills for employees in roles like staff or project managers.
- **Advanced Stage:** Content supports senior leaders in addressing complex challenges, fostering strategic thinking, and driving innovation.

Compass encompasses four core categories: compliance, career development, informal learning, and mentoring. Employees are further encouraged to pursue professional growth through seminars, external training, and professional certifications, with financial assistance provided for education, licensing, and professional memberships.

In 2024, we significantly expanded our offerings to strengthen staff and leadership capabilities:

- **Enhanced Managerial Training:** We introduced Staff Manager Essentials, which is quarterly live training for all staff managers. Training in the fourth quarter of 2024 included Developing Trust, Making a Difference and Why Being a Staff Manager is Important, Having Difficult Conversations, and Performance Management and Handling Performance Issues. We also introduced a Staff Manager Peer Group Program.
- **Project Management Training:** Our Director of Project Management led 2-day trainings for all project managers in March, June, September, and December, ensuring consistent leadership development across the company.

Artificial Intelligence Courses: New courses on AI, including ethics and effective use, were made available to all staff, equipping them to navigate emerging technologies responsibly.

Sustainability Training: A short sustainability course was added to the compliance curriculum, fostering a companywide mindset of environmental responsibility.

Our Educational Assistance Program provides reimbursement for courses that benefit employees' skills and professional development. We also cover costs associated with obtaining and maintaining professional licenses and certifications, including exam fees and study materials. Furthermore, employees are encouraged to join professional organizations, with up to two memberships sponsored annually.

By continuously refining our Compass Program and introducing relevant new content, Anchor QEA ensures our employees have the tools, knowledge, and support to excel. These investments empower our workforce to lead, innovate, and drive our company forward, aligning with our mission to transform the environment and our communities.



Goldendale Energy Storage SEPA EIS,
Washington State Department of Ecology
Goldendale, Washington

Training Program Highlight

Staff Manager Peer Group Program

Anchor QEA's Staff Manager Peer Group Program provides a collaborative platform for managers to share ideas, challenges, and best practices in a supportive, confidential setting. Voluntary groups of five to seven members encourage interactive discussions, fostering leadership growth and aligning managers with company goals and values.

Participants from diverse departments and regions exchange perspectives, gaining insights into effective management techniques and inter-team collaboration. Facilitated by an HR lead, who prepares agendas and offers educational resources, the groups meet monthly for 30 to 60 minutes to explore topics chosen by members. Peer mentoring reinforces Anchor QEA's mission while enhancing teamwork and leadership strategies.

Confidentiality ensures a safe space for open dialogue, while the small group size promotes meaningful connections. This program helps managers grow their skills, stay aligned with organizational trends, and strengthen collaboration across the company.



Elliott Bay Seawall Replacement and Habitat Restoration,
City of Seattle Department of Transportation
Seattle, Washington

Workplace Engagement Highlight

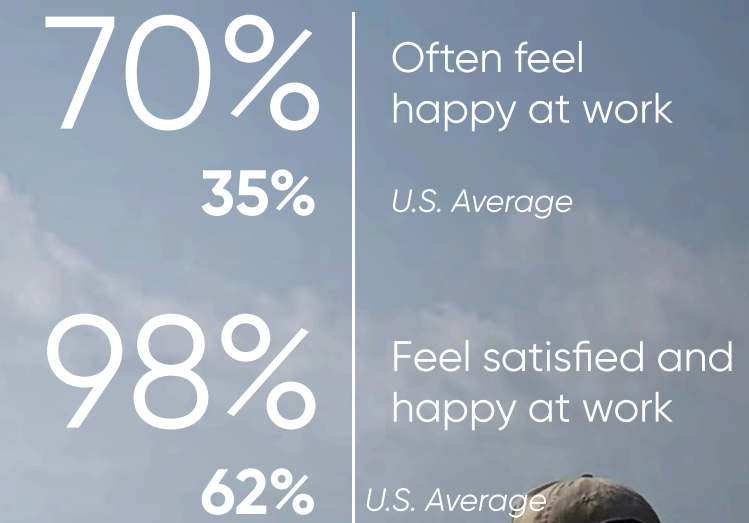
Amazing Workplace

Anchor QEA partnered with Amazing Workplace, an innovative employee engagement platform, to enhance workplace satisfaction, accountability, and culture. This program reflects our commitment to fostering a supportive and empowering environment where employees thrive.

Amazing Workplace provides tools to collect actionable feedback, track workplace sentiment, and analyze trends to drive data-informed decisions.

Our first survey, completed in December 2024 by 67% of our staff, revealed that more than 70% of employees who completed the survey often feel happy at work—double the United States average. Additionally, 98% of respondents reported feeling satisfied or happy at work, compared to a national average of 62%.

By understanding and addressing employee needs, this initiative strengthens job satisfaction, accountability, and our position as a workplace of choice in our industry.



Barrier Island Barge Removal and Habitat Restoration,
Confidential Client
Galveston, Texas

Community

Community

We are committed to creating meaningful and lasting impacts in the communities we serve through responsible corporate actions and the dedication of our employees.

Our commitment to community success extends across internal measures that ensure ethical, effective, and innovative company operations, as well as external efforts that directly support stakeholders and the broader public. This group of initiatives embody our mission to transform the environment and communities while fostering a culture of integrity, collaboration, and care.

Direct Community Measures

Our people work together to transform communities by participating in fundraising efforts, volunteering, and local service projects, embodying the spirit of collaboration and care that defines our company. These efforts are complemented by programs such as the Volunteer Grant Program, scholarships, internships, and innovations designed to address local challenges and support sustainable development.

Company Management Measures

In parallel, we uphold governance, ethics, and integrity through robust risk management, quality control, and cybersecurity practices to protect client and employee information.

Together, these initiatives reflect our mission to transform the environment and communities, with integrity and vibe, while fostering a culture of accountability, collaboration, and positive impact.

Company Management Measures



Chinook Wind Construction Management and Construction,
King County Department of Natural Resources and Parks –
Water and Land Resources Divisions
King County, Washington



Governance

Anchor QEA is dedicated to upholding strong governance principles in our operations and client solutions. Our company is led by a C-suite team, consisting of the following:

- Chief Executive Officer (CEO)
- Chief Financial Officer (CFO)
- Chief Operating Officer (COO)
- Chief Administrative Officer (CAO)
- Chief Strategy Officer (CSO)

overseen by
• **Board of Directors (Board)**

The seven-member Board ensures effective operations, compliance with laws and regulations, and the implementation of long-term strategies aligned with our core values to benefit employees, clients, the environment, and stakeholders. It includes three independent external directors, free from conflicts of interest, and four internal directors elected by shareholders. If the CEO is elected to the Board, they cannot serve as Board Chair. The Board may also engage a nonvoting, external consultant for additional expertise. The Board's work is supported by three subcommittees focused on nominations and governance, compensation, and audit and risk oversight, ensuring accountability and transparency across all aspects of our operations.



Ethics and Integrity

Integrity is a core value at Anchor QEA, driving our commitment to ethical and fair business practices. We prioritize decisions based on strong ethical standards and accountability, expecting all employees to uphold these principles in every aspect of their work.

To support this commitment, we provide clear guidance through policies such as our:

- **Code of Business Conduct and Ethics**
- **Employee Guidebook**
- **Conflict of Interest Guidelines**
- **Risk Management Guidelines**
- **Project Management Training**

These resources address key topics including conflicts of interest, anti-bribery and corruption, business conduct, and whistleblower protections with non-retaliation assurances.

To reinforce these principles, all staff complete an annual business conduct and ethics course, ensuring a consistent understanding and application of ethical standards across the organization.



Risk Management and Quality Control

In 2024, Anchor QEA advanced its risk management and quality control protocols, prioritizing proactive mitigation and superior project execution. Key improvements included the establishment of a comprehensive risk team comprising an In-House Counsel, a paralegal, and a legal intern. This team revised agreement templates to align with current legal standards and introduced a formal contract management process powered by Ironclad, a cutting-edge platform that streamlines workflows and enhances compliance.

Collaboration between legal, project management, health and safety, and HR teams has been instrumental in swiftly identifying and addressing risks, fostering a proactive risk mitigation approach. Targeted training for project teams further empowered staff to recognize and manage risks effectively. The following advancements reflect Anchor QEA's unwavering commitment to operational excellence and align with our mission to transform the environment and communities by living our core values, ensuring a strong foundation for achieving our long-term vision.

Risk Management Enhancements

- **Contract Template Revisions:** Updated agreement templates, ensuring compliance with the latest legal and organizational standards
- **Formal Contract Management:** Implemented Ironclad to streamline workflows and compliance
- **Proactive Risk Mitigation:** Collaborated across departments enabling early issue identification and resolution
- **Legal Integration in Projects:** Increased legal involvement in project processes to safeguard organizational interests
- **Training Programs:** Provided project staff with tools and knowledge to address risks effectively
- **Proactive Compliance:** Shared information early and often about upcoming regulatory changes that affect our organization's governance

Project Management Improvements

The Director of Project Management spearheaded key initiatives, including:

- **Real-Time Portfolio Oversight:** Developed a portfolio report for 24/7 visibility into project health
- **Comprehensive Training:** Trained 144 staff on project scope, schedule, budget, and risk management—Phase 2 training to be completed in 2025 and will focus on resource, procurement, stakeholder, quality integration, and communication management
- **Defined Roles and Processes:** Clarified project manager, project controls analyst, and project accountant roles and introduced standardized processes for scope, schedule, risk, and budget management to move us toward consistent and successful project delivery across the portfolio
- **Enhanced Resource Management:** Piloted Workday Adaptive Planning for a January 2025 rollout to better manage our resources

Quality Initiatives

Quality is a core value of Anchor QEA, and we remain committed to superior quality in all operations, guided by a Director of Quality, Quality Assurance Manager, and Director of Project Management. In 2024, the quality team accomplished the following:

- **Updated the Quality Framework:** Introduced a new Quality Policy, revised the Quality Management System (QMS), and aligned the Quality Manual with the 2028 Strategic Plan
- **Enhanced Efficiency:** Conducted value stream mapping to improve processes and efficiency
- **Leveraged Technology:** Launched a centralized document control system and tools to streamline quality support requests
- **Developed Training:** Prepared a quality training program for deployment in 2025



Cybersecurity

At Anchor QEA, protecting client and third-party data from cyber threats is a top priority. We adhere to the National Institute of Standards and Technology (NIST) Risk Management Framework and have implemented a comprehensive cybersecurity policy to ensure data security and confidentiality.

Anchor QEA is actively working toward **Cybersecurity Maturity Model Certification (CMMC) Version 2 Level 2 compliance**, meeting federal cybersecurity standards. This certification ensures our systems and client data are secured at a high level. Employee awareness is central to our approach, with all staff required to complete annual cybersecurity training and participate in regular phishing simulations. Tools for identifying phishing threats further empower employees to safeguard company systems.

To maintain robust security, we conduct internal audits and hire third-party cybersecurity auditors every 3 years. Our Information Technology department also holds monthly governance meetings aligned with CMMC guidelines. We anticipate completing our CMMC audit in the second quarter of 2025, as audits officially commence in January 2025.

In 2024, Anchor QEA achieved ISO 27001:2022 certification following a third-party audit of our information security practices. The audit evaluated compliance with 93 controls across organizational, personnel, physical, and technological domains, affirming our commitment to protecting sensitive information. We plan to conduct our Year 2 ISO 27001:2022 audit in May 2025 to sustain these high standards.

Through these initiatives, we uphold our commitment to safeguarding data and fostering trust with our clients and partners.



Sp'akw'us Feather Park,
The District of Squamish
Squamish, British Columbia

Direct Community Measures



Community Engagement

At Anchor QEA, our mission to transform our environment and communities, with integrity and vibe guides our commitment to making a positive impact in the places we work, live, and play.

Community service and charitable giving are integral to this mission, empowering employees to engage in meaningful ways through volunteering, donating, and fundraising efforts.

Anchor QEA supported more than 180 non-profit organizations in 2024. Our support for non-profit organizations focused on causes that serve people and the environment. Contributions included monetary donations, material support, and volunteer efforts.

Through our Corporate Matching Gift Program, Anchor QEA matches employee donations to 501(c)(3) organizations, amplifying individual contributions. In 2024, we matched more than \$90,000 in employee donations.

A dedicated Community Service Committee (CSC) organizes year-round initiatives, including our **Office Volunteer Month Program**. Each office selects a month to focus on volunteer activities tailored to their unique needs, demonstrating our core value of service in action. Seventeen of our offices participated in a restoration/planting, cleanup, or volunteer event in 2024.

In October 2024, during our annual **Fundraising Month**, staff from across the country supported causes close to their hearts through creative fundraising activities.

This year's program called **Harvest the Goodness**, collectively raised more than \$32,000, highlighting our commitment to making a national impact with a local approach.

Community engagement at Anchor QEA reflects who we are—a company dedicated to giving back, fostering stronger connections, and creating a lasting positive impact in our communities.

Harvest the Goodness 2024 Fundraising Month

In October 2024, Anchor QEA employees came together for Harvest the Goodness, our annual fundraising initiative that reflects our mission to transform our environment and communities, with integrity and vibe. Eleven teams across the country raised nearly \$16,000 for 19 different charitable organizations, supporting causes that align with our values.

With Anchor QEA's Corporate Matching Gift Program, the total contribution doubled to an impressive \$32,000. Fundraising activities showcased creativity and teamwork, with events like mocktail and cornhole tournaments, dog walking, and sales of the ABCs of Anchor QEA alphabet book, designed by employees.

This collaborative effort highlights our commitment to giving back and fostering a culture of service. Through these efforts, Anchor QEA employees made a lasting impact, strengthening our communities while embodying our core values.

11 teams across the company

\$16,000 dollars raised

x2 corporate matching

\$32,000 total dollars raised

19 charitable organizations



Harvest the Goodness, Fundraising Project
San Francisco, California



Amy Corp Volunteer Trip,
 Volunteer Grant Program
 Orosi Valley, Cartago, Costa Rica



Volunteer Grant Program

Anchor QEA's Volunteer Grant Program provides financial support for up to two employees each year to use their vacation time to volunteer. Since its inception in 2014, with a pause during COVID-19 pandemic, the program has supported 11 staff members, empowering them to make meaningful contributions to communities in need.

Employees submit proposals outlining their planned volunteer activities, the organization they will work with, and their passion for the cause. Selected participants share their experiences with coworkers through photographs and blog posts, inspiring others to engage in impactful community service.

In November 2024, Amy Corp, our Bellingham office lead, and her family traveled to Costa Rica's Orosi Valley with Globe Aware. They stayed in a small agricultural village nestled in the cloud forest, learning about sustainable farming practices and immersing themselves in local culture.

The family built and painted tables and benches for the community center, a vital gathering space for events like quinceañeras and community meetings. Their work helped the village reduce costs for hosting these events.

Meals with local families provided an opportunity to observe and learn about Costa Rican customs. Additionally, they delivered 10 laptops donated by Anchor QEA, which were gifted to local schoolchildren. For many families, these laptops represented their first-ever access to technology—a gesture met with profound gratitude.

This program underscores Anchor QEA's mission to transform communities and embodies our commitment to meaningful service and global connection.



Lower Hudson River Sampling Program,
 General Electric
 Albany, New York



Internship Program

Anchor QEA is committed to fostering student education and development by offering internships in business and technical fields.

Our program provides interns with hands-on field work experience, a defined project within their area of study, and exposure to various service areas across the firm. Interns collaborate with senior- and principal-level professionals, contributing to project-related tasks while gaining valuable insights into the world of professional consulting. This mentorship-driven approach ensures that interns leave the program with a comprehensive understanding of environmental consulting and the skills needed to advance in their careers.

In 2024, Anchor QEA welcomed 24 interns across 13 offices, reflecting our dedication to supporting the next generation of technical talent and giving back to our professional community.

Our interns shared positive feedback on their experiences, including:

“ I was given a variety of tasks that let me develop new skills and gain familiarity with a variety of topics we work on. ”

“ I thought the office community was so incredibly kind, warm, and welcoming. Everyone was very open for lunch and coffee chats for me to learn more about the industry and their experience working at Anchor QEA. ”



Volunteer Event, Direct Community Measure Highlight

Wetland Connection Service Day

Our Houston office embraced a change from the traditional workday by volunteering with the Galveston Bay Foundation at the EcoCenter, sponsored by Reliant, to kick off the 2024 Wetland Connection Program. This year-long initiative connects sixth- through twelfth-grade students with Galveston Bay through activities like nature journaling and data collection, fostering environmental stewardship and education.

The effort was muddy but deeply rewarding. Our team worked to remove smooth cordgrass from mini-wetland troughs, clean their roots, and successfully replant enough to restore approximately 2.5 acres around Galveston Bay.

We extend a heartfelt thank you to the Galveston Bay Foundation for allowing us to contribute to this impactful program and inspire the next generation of coastal scientists and engineers, aligning with Anchor QEA's mission to transform the environment and our communities.



Sponsorship, Direct Community Measure Highlight

Supporting Women in Environment

Founded in 2009 in Portland, Oregon, Women in Environment (WIE) is a 501(c)(3) non-profit organization dedicated to advancing professional development and opportunities for women in the environmental field. With branches in Seattle/South Puget Sound, Washington, and the San Francisco Bay Area, California, WIE's vision is to create a thriving community that supports women both personally and professionally.

The organization boasts more than 1,000 social media members and hosts events attended by hundreds of women each year.

Anchor QEA is proud to support WIE's vital mission through the following contributions of our team members:

- Kara Dewhurst, San Francisco—Chair of the Professional Development Committee, WIE Bay Area Chapter
- Gillian Williams, Portland—Incoming Treasurer, WIE National Board
- Varsha Kausika Raman, Seattle—Incoming Treasurer, WIE Puget Sound Chapter (2025)
- Michelle Havey, Seattle—At-Large National Board Member and Co-Chair of the Budget Committee
- Katy Gross, Seattle—Treasurer, WIE Puget Sound Chapter

Thank you, WIE, for your impactful work in fostering connection and growth for women in the environmental profession. Learn more about their mission and initiatives at womeninenvironment.org.



Scholarship Program

For more than 25 years, Anchor QEA's Scholarship Program has supported graduate students in financial need who are pursuing careers in fields aligned with our expertise and are committed to giving back to their communities.

This long-standing initiative reflects our dedication to fostering equity and empowering future professionals in science, technology, engineering, and math (STEM).

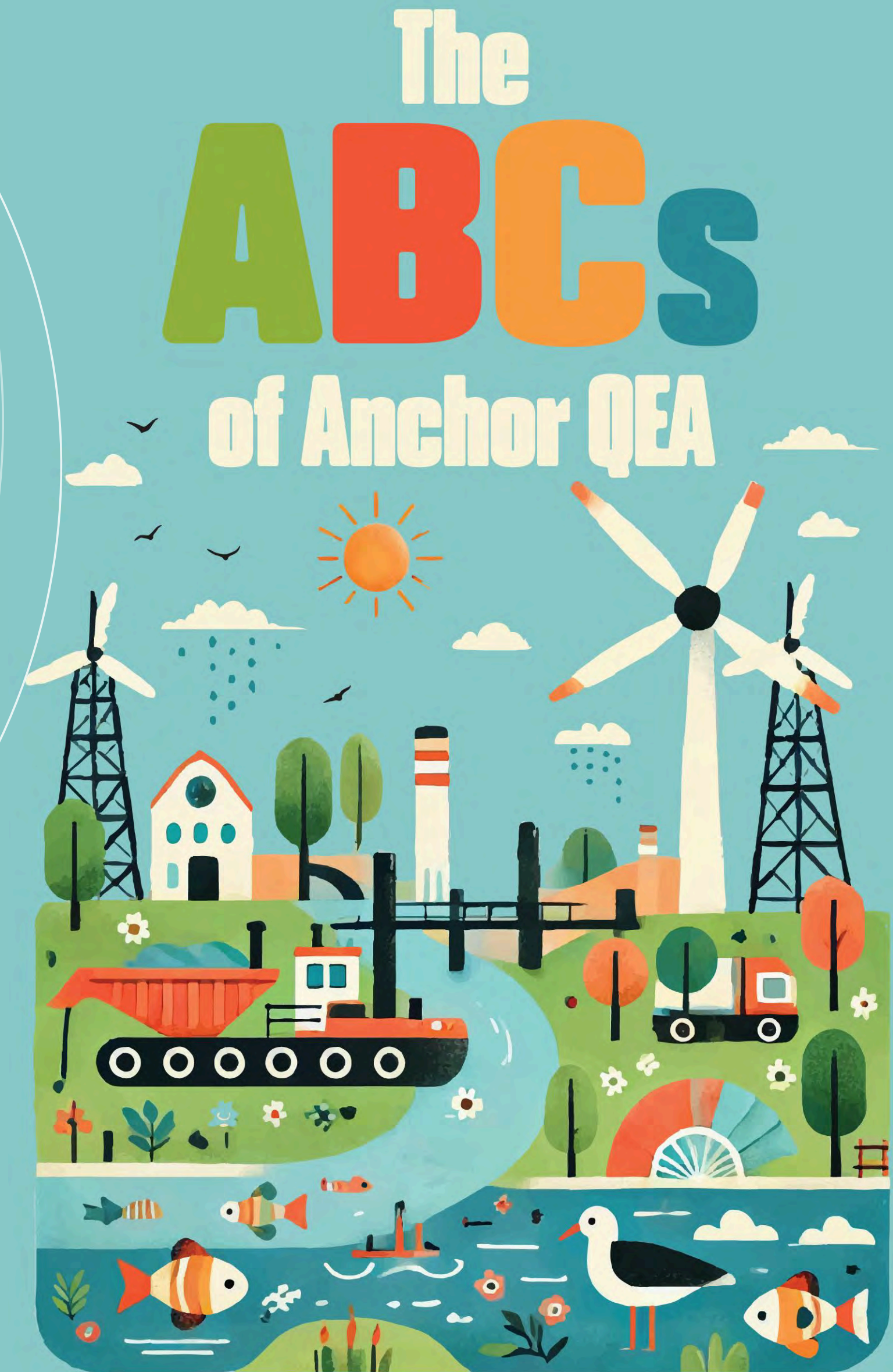
As part of our commitment to transforming our environment and communities, with integrity and vibe, we ensure our scholarship distributions are far-reaching.

This effort seeks to create more opportunities for youth to advance in their studies and careers.

In 2024, we awarded \$21,500 in scholarships to nine students from seven universities across the United States. Since the program's inception, Anchor QEA has proudly granted scholarships to more than 190 students, helping to cultivate a diverse and talented next generation of industry leaders.

Our scholarship recipients expressed immense gratitude and excitement, including:

- “ Thank you so much for issuing this award to me! I cannot express how grateful I am! This award helps me exponentially with my studies and education. ”
- “ I am truly honored to be acknowledged and supported by such a generous scholarship. ”



Harvest the Goodness,
Fundraising Project
Amesbury, Massachusetts



**Sound to Narrows
2024 Road Race**
Tacoma, Washington

Sponsorship, Direct Community Measure Highlight

Sound to Narrows 2024 Road Race

Anchor QEA proudly sponsored the Sound to Narrows road race, an event supporting the MultiCare Academy for Students in Healthcare (M.A.S.H.) Camp, which empowers emerging healthcare students.

This sponsorship provided a fantastic opportunity to showcase our regional projects in Washington, share our company's story, and engage with the South Sound community.

Our team enjoyed connecting with attendees, handing out posters and swag, and highlighting the positive impact of our work in the region. Thank you, Sound to Narrows, for allowing us to be part of this inspiring event and strengthen ties with the local community.



**Sink Your Shucks,
Oyster Reef Restoration**
Corpus Christi, Texas

Volunteer Event, Direct Community Measure Highlight

Oyster Reef Restoration Volunteer Event

Founded in 2009 by the Harte Research Institute for Gulf of Mexico Studies, Sink Your Shucks was the first oyster recycling program in Texas. Led by the Coastal Conservation and Restoration group, the program reclaims oyster shells from local restaurants and returns them to local waters, where they provide a substrate for new reefs and vital habitats for fish, crabs, and other marine life.

Employees from Anchor QEA's Corpus Christi and Rockport offices, along with their families, volunteered

at a Sink Your Shucks event, helping to bag oyster shells collected from local restaurants. These shells are used to create oyster reefs, contributing to marine ecosystem restoration.

Our participation in this initiative reflects Anchor QEA's mission to transform the environment and communities we serve. By supporting programs like Sink Your Shucks, we extend our commitment to environmental stewardship and restoration far beyond the typical workday.



Establishing a Responsible Supply Chain

At Anchor QEA, our commitment to integrity, excellence, and high-quality work extends to maintaining a responsible, ethical, and resilient supply chain. We uphold rigorous ethical standards across our projects and working relationships, strictly prohibiting forced labor or human trafficking.

Our Anti-Trafficking Policy establishes clear protocols to ensure our supply chain remains free from exploitation and unethical practices. We require all entities we engage with to adhere to these standards, making expectations clear from the start of any relationship.

To reinforce our commitment, we participate in third-party certification programs such as **ISNetworld** and **Avetta**, undergoing stringent evaluations to align with industry benchmarks.

We expect subcontractors to meet similar standards and demonstrate relevant certifications, ensuring

transparency and accountability throughout our supply chain.

In 2024, we developed a vendor survey to better understand operational practices, including sustainability efforts and governance, and the demographic characteristics of business owners. By mid-2024, the survey was distributed to our vendors, and we plan to create a comprehensive supplier database by the second quarter of 2025. This database will serve as a foundation for assessing our supply chain, establishing baselines, and identifying areas for improvement.

Looking ahead to 2025, we aim to use these data to build partnerships with industry associations to strategically engage vendors, suppliers, and subcontractors, further supporting sustainable and inclusive supply chain practices.



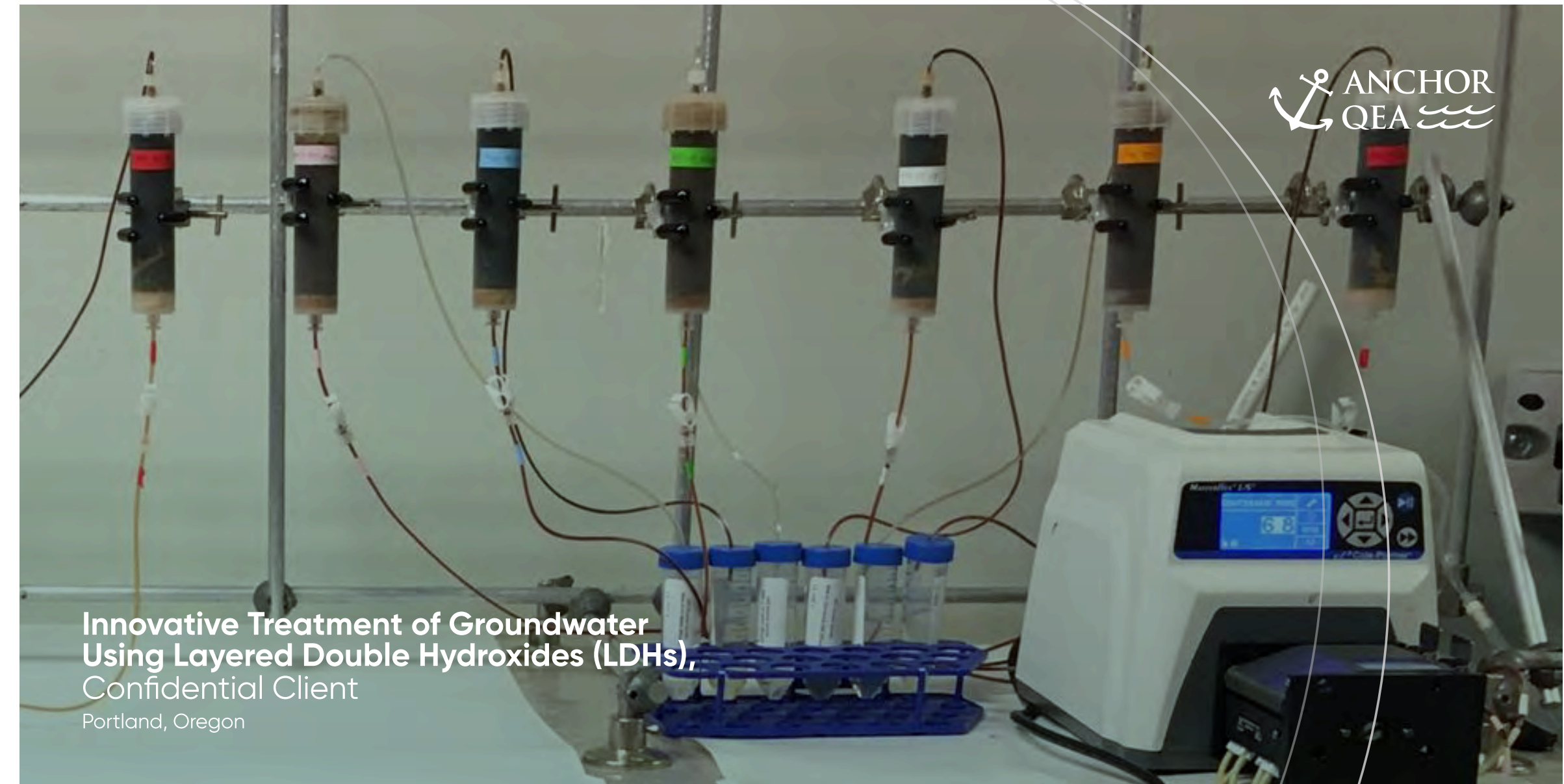
Climate Change Vulnerability Assessment Phase 1,
Maryland Port Administration
Baltimore, Maryland



Driving Innovation to Serve Clients and Communities

Innovation is a strategic priority for Anchor QEA, rooted in our core value of service—applying expertise to meet client needs through creative problem-solving and deep technical knowledge. One of the key initiatives in our 2028 Strategic Plan is the AQX Initiative, an ambitious technology incubator launched in mid-2024. This program focuses on continuing our industry leadership in pioneering innovative environmental solutions, environmental data management, systems development, geospatial analysis, and visualization while also advancing AI and Machine Learning (ML) technologies.

The AQX Initiative is designed to harness these technologies, redefining industry standards and driving impactful solutions that better serve our clients and communities. We established an AI Task Force in 2024 to ensure the responsible integration of AI technologies across our operations guided by ethical principles, legal compliance, our mission and vision, and best sustainable practices. With additional initiatives planned for 2025, AQX aims to enhance efficiency, accuracy, and innovation, ensuring Anchor QEA continues to deliver transformative solutions for our clients and communities.



Innovation Highlight

Innovative Groundwater Treatment Using Layered Double Hydroxides

Anchor QEA is pioneering innovative solutions for groundwater impacted by inorganic constituents from a variety of waste streams. For example, groundwater at Coal Combustion Residuals (CCR) sites may contain a complex mixture of contaminants, which may include boron, arsenic, cobalt, lithium, and molybdenum, each with unique geochemical properties requiring robust and cost-effective treatment methods.

Highlights of our innovative solutions include:

- Developed innovative, cost-effective solutions for groundwater impacted by CCR and other waste streams
- Created targeted injection treatments for metals, offering a lower-cost alternative to traditional methods, such as pump and treat
- Synthesized more than 11 layered double hydroxide (LDH) formulations, with field pilot studies planned for site-specific treatment
- Presented LDH research at World of Coal Ash and explored intellectual property protections

Environment

Environment

We strive **to be a national leader in resilience and sustainability**, delivering specialized services that benefit both our clients and the environment, as well as being leading environmental stewards ourselves.

Since our founding almost 30 years ago, Anchor QEA has been committed to environmental stewardship and innovation, a focus that is further strengthened in our 2028 Strategic Plan.

With a vision to make generational impacts, we are committed to being a responsible environmental consulting firm that reduces our own footprint while empowering clients to achieve their sustainability goals.

In 2023, we joined the Science Based Targets initiative (SBTi), pledging to evaluate our GHG emissions and set reduction targets by 2025, aligning with a 1.5°C climate scenario. This commitment reinforces our efforts to operate as a sustainability-focused firm while safeguarding natural resources and ecosystems.

Through innovative solutions in remediation, restoration, resilience, and revitalization, we address complex challenges with expertise and care.

Environmental Management

Anchor QEA integrates environmental stewardship into our PCE Program by actively reducing our carbon footprint and enhancing the environments where we live and work.

In 2024, 24 staff members across 25 of our offices volunteered as **Sustainability Ambassadors**, leading efforts to track and promote sustainable practices. They developed and distributed best practices flyers covering topics such as office-meal catering, recycling, energy efficiency, supply ordering, and cleaning to encourage sustainable behaviors companywide.

These tools, combined with a friendly office competition, provide practical guidance for improving sustainability. Additionally, the Sustainability Ambassadors launched a required Compass training video, *Going Green: Personal Tips*, equipping employees with actionable advice to support internal sustainability and integrate these principles into client solutions.

We also focus on improving the sustainability footprint of our supply chain. By requesting information from suppliers, vendors,

and subconsultants about their sustainability practices, we ensure alignment with our environmental goals. Internally, we encourage electronic deliverables, use recycled paper, and support recycling programs for electronics, batteries, copier toner, coffee pods, and fluorescent light bulbs.

Our commitment extends beyond office operations. Anchor QEA offices regularly organize and participate in restoration projects, prioritizing communities facing environmental challenges. Annually, we celebrate *Earth Day* through environmental volunteer activities, strengthening our connection to the environment and reinforcing our environmental stewardship.

Employees remain engaged through dedicated sustainability microsites, which provide updates on environmental management initiatives and ways to get involved. Nine of our offices have an ongoing composting program, and 17 offices maintain a battery recycling program. These efforts reflect Anchor QEA's dedication to reducing our environmental impact and fostering a culture of sustainability.



Engineering with Nature Proving Ground,
USACE, Mobile District
Mobile, Alabama

Energy and Greenhouse Gas Emissions

Project Highlights

- Identified and assessed key county emissions sources
- Used inventory results to highlight focus areas and develop actionable strategies
- Supported client's commitment to building a sustainable and resilient future

Energy consumption and GHG emissions from our business activities are among Anchor QEA's most significant environmental impacts.

To address this, we joined the SBTi and conducted a comprehensive evaluation of our Scopes 1 and 2 GHG emissions in 2024 to establish a baseline and set reduction goals.

Working with an outside consultant, a trained team of Anchor QEA staff calculated Anchor QEA's baseline Scope 1 and 2 GHG inventory using 2023 company operations data following the EPA Center for Corporate Climate Leadership emissions inventory guidance. The inventory revealed that our emissions are approximately 1.3 metric tons of carbon dioxide equivalent (CO₂e) per employee, near the commonly observed industry average for companies our size of 1.2 metric tons of CO₂e emissions per employee (EFCG 2024).

This assessment allows us to identify major GHG sources, prioritize targeted reduction initiatives, and identify areas where data improvements are needed. In 2025, we will develop data-driven initiatives, calculate Scope 3 emissions, and implement a comprehensive reduction strategy.

Currently, we employ several energy-efficiency initiatives, such as procuring energy-efficient equipment, offering incentives to staff for public transit use, and providing a remote work policy to reduce commuting. Additionally, we invest in more efficient vehicles for work-related travel. In 2024, employees in 16 offices avoided approximately 3,600 gas-powered trips by using electric vehicles, walking, or biking to work.

Through these efforts, Anchor QEA demonstrates its commitment to reducing its environmental impact and promoting sustainable practices.

Sustainability and Resilience in Projects

Anchor QEA has long been dedicated to helping clients enhance their communities through solutions that improve resilience, integrate natural resource management, and conserve ecosystems. By incorporating sustainable and resilient design principles, we provide economical, effective solutions that promote environmental management, protect human health, and empower communities.

A cornerstone of our 2028 Strategic Plan is expanding our focus on sustainability and resilience. The **Climate and Coastal Resilience Growth Initiative** delivers comprehensive solutions for climate change adaptation and mitigation. This initiative includes risk assessments, sustainability-focused planning, and infrastructure adaptation strategies that align with evolving regulatory and investor priorities. We emphasize nature-based and green infrastructure solutions, which are increasingly recognized as essential for climate adaptation and mitigation.

Similarly, the **Habitat and Ecological Restoration Growth Initiative** leverages our expertise to design restoration projects that improve ecosystems and enhance biodiversity. This initiative encompasses wetland rehabilitation, fish passage improvements, river and estuary enhancement, urban greening, and coastal habitat revitalization.

These efforts deliver integrated water resource, water quality, and conservation services, contributing to sustainable land management and ecosystem restoration that bolsters resilience to climate change.

To support these goals internally, Anchor QEA is cultivating a companywide focus on sustainability and resilience. In 2024, a pilot project trained 12 senior design staff in the Envision Sustainability Professional (ENV SP) certification, a globally recognized framework for sustainable, equitable infrastructure. These professionals enhance the sustainability and resilience approach in their projects and mentor others in applying these principles.

Additionally, all employees were required to complete a Compass training course on sustainability measures for day-to-day activities, fostering a unified mindset.

Through these initiatives, Anchor QEA underscores its commitment to creating innovative, sustainable, and resilient solutions that address climate challenges and deliver enduring environmental and community benefits.

Highlights

Evaluated long-term flooding risks to port terminals and Dredged Material Management Plan facilities with sea level rise

Developed visual interactive tools to streamline climate resilience planning at terminals

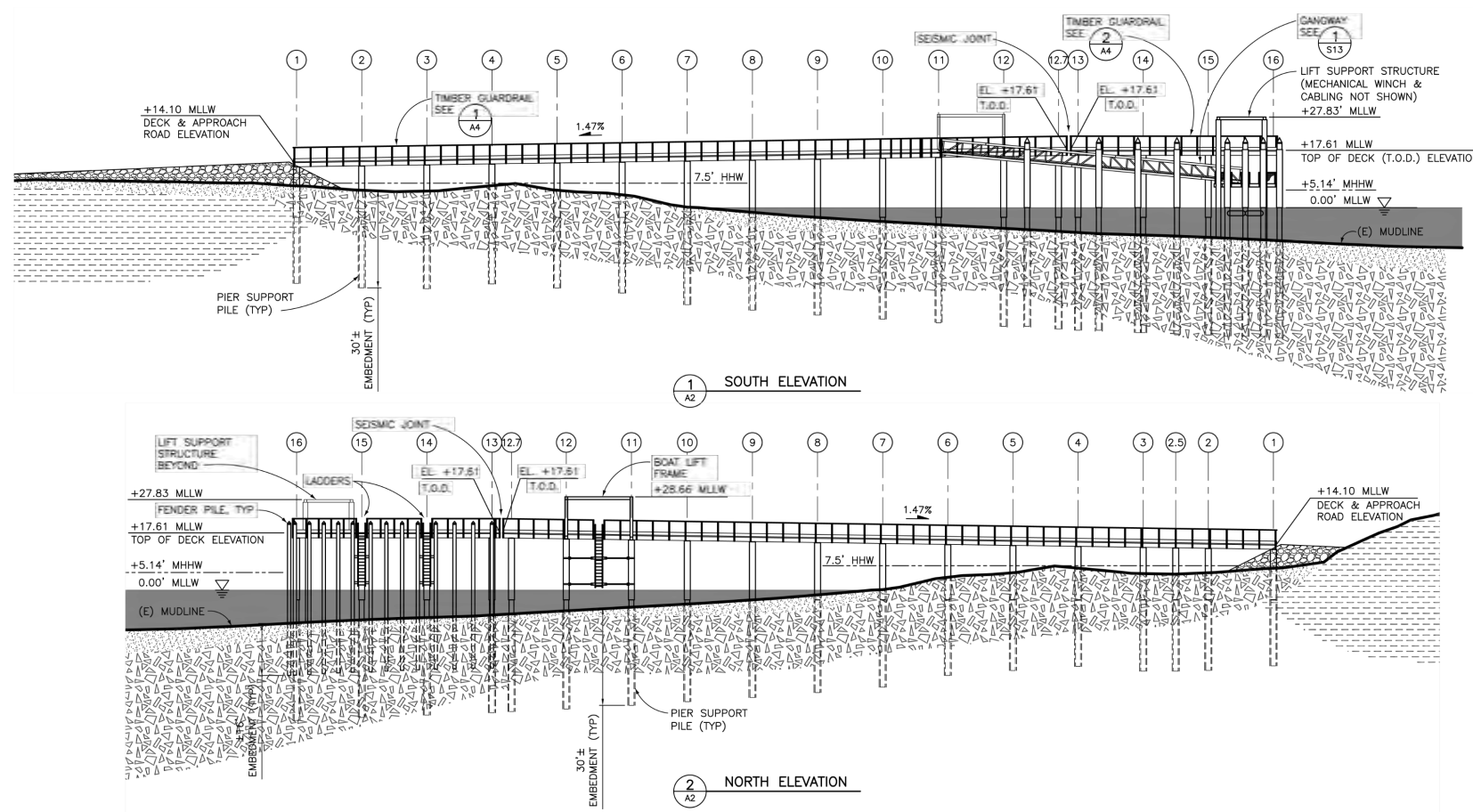
Future work will entail advanced coastal modeling to help Maryland Port Authority respond proactively to climate change

Climate Change Vulnerability Assessment Phase 1, Maryland Port Administration
Baltimore, Maryland

Project Highlight

Scorpion Anchorage Pier Replacement

The National Park Service, Santa Cruz Island, California



The National Park Service (NPS) Scorpion Anchorage Pier Replacement project on Santa Cruz Island showcases Anchor QEA's commitment to **delivering environmentally sound and resilient solutions.** Designed to improve safety and efficiency for ferry access while protecting sensitive marine and terrestrial environments, the project also addresses future sea level rise through innovative design.

Key environmental enhancements included constructing a pier with materials and features that allow future elevation adjustments without reconstruction to account for sea level rise, minimizing long-term maintenance. The relocation and improvement of the access road eliminated the need for ongoing repairs near sensitive cultural areas, reducing environmental and cultural impacts.

Additionally, optimized cargo operations reduced environmental impacts, and an innovative pile installation method prevented drilling waste discharge into the ocean.

This project, recognized with an honor award in the 2025 ACEC California Engineering Excellence Awards, exemplifies Anchor QEA's expertise in designing infrastructure that balances operational needs with environmental stewardship.



Awards

**Honor Award
2025 ACEC California
Engineering Excellence Awards**

Project Highlights

Protecting sensitive marine and terrestrial environments

Designed to improve safety and efficiency for ferry access

Addresses future sea level rise through innovative design

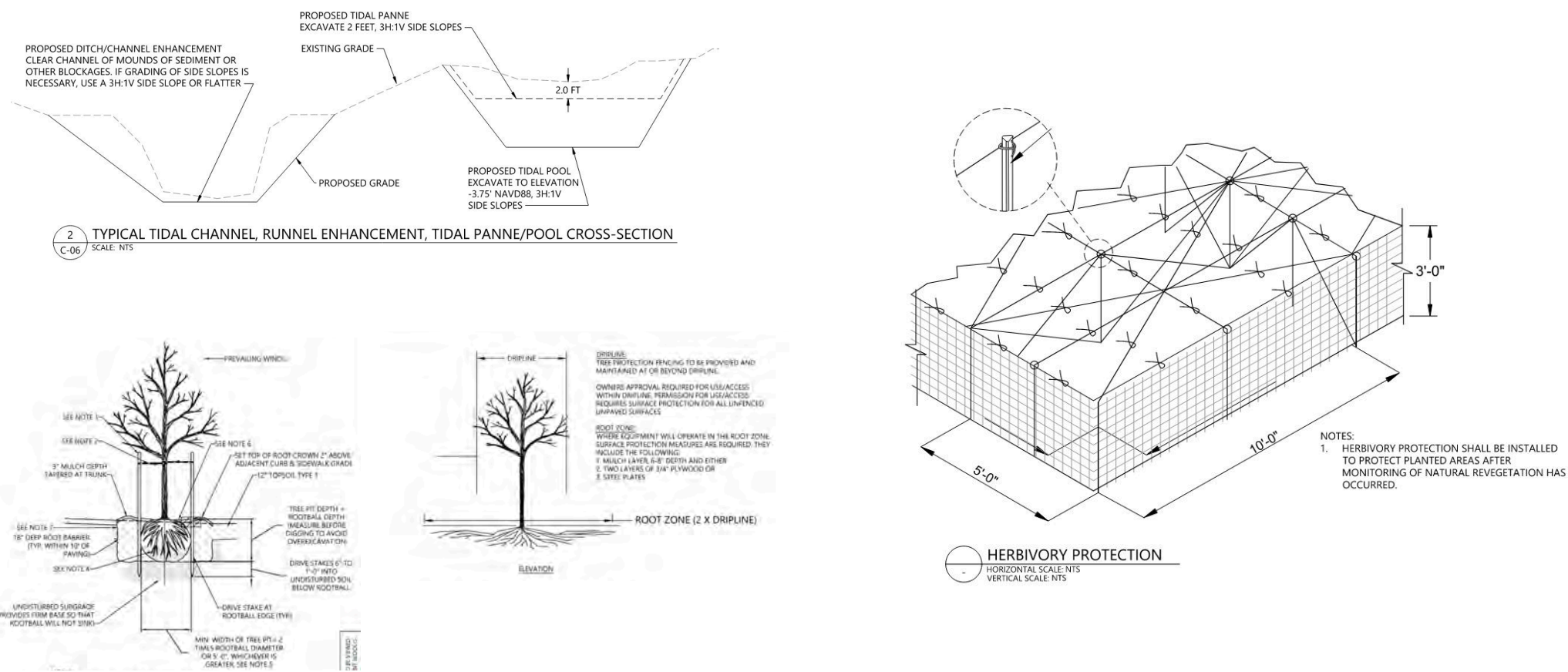


Scorpion Anchorage Pier Replacement,
The National Park Service
Santa Cruz Island, California

Project Highlight

Sunken Meadow State Park Salt Marsh Restoration

Audubon New York, Kings Park, Suffolk County, New York



A 400-acre salt marsh in Sunken Meadow State Park on Long Island has faced significant challenges, largely due to upland development and tidal restrictions caused by a dike and culvert system installed in the 1950s.

Limited tidal flushing has degraded the saltmarsh ecosystem, allowing the propagation of invasive species and the loss of low- and high-marsh habitat in the face of sea level rise. Despite the dike's breach in 2012 during Hurricane Sandy, recovery of the system has been slow.

In partnership with Princeton Hydro; Audubon New York; Save the Sound; the New York State Office of Parks, Recreation and Historic Preservation; and the New York Natural Heritage Program, Anchor QEA is leading the restoration design for this critical habitat. Efforts include managing invasive vegetation; creating low- and high-marsh habitats to support critical species, namely the threatened salt marsh sparrow; enhancing tidal drainage and habitat diversity; and promoting native species recolonization.

These initiatives aim to restore the marsh's ecological integrity and strengthen its resilience for future generations.



Project Highlights

Creating new low- and high-marsh habitats

Enhancing tidal drainage and habitat diversity

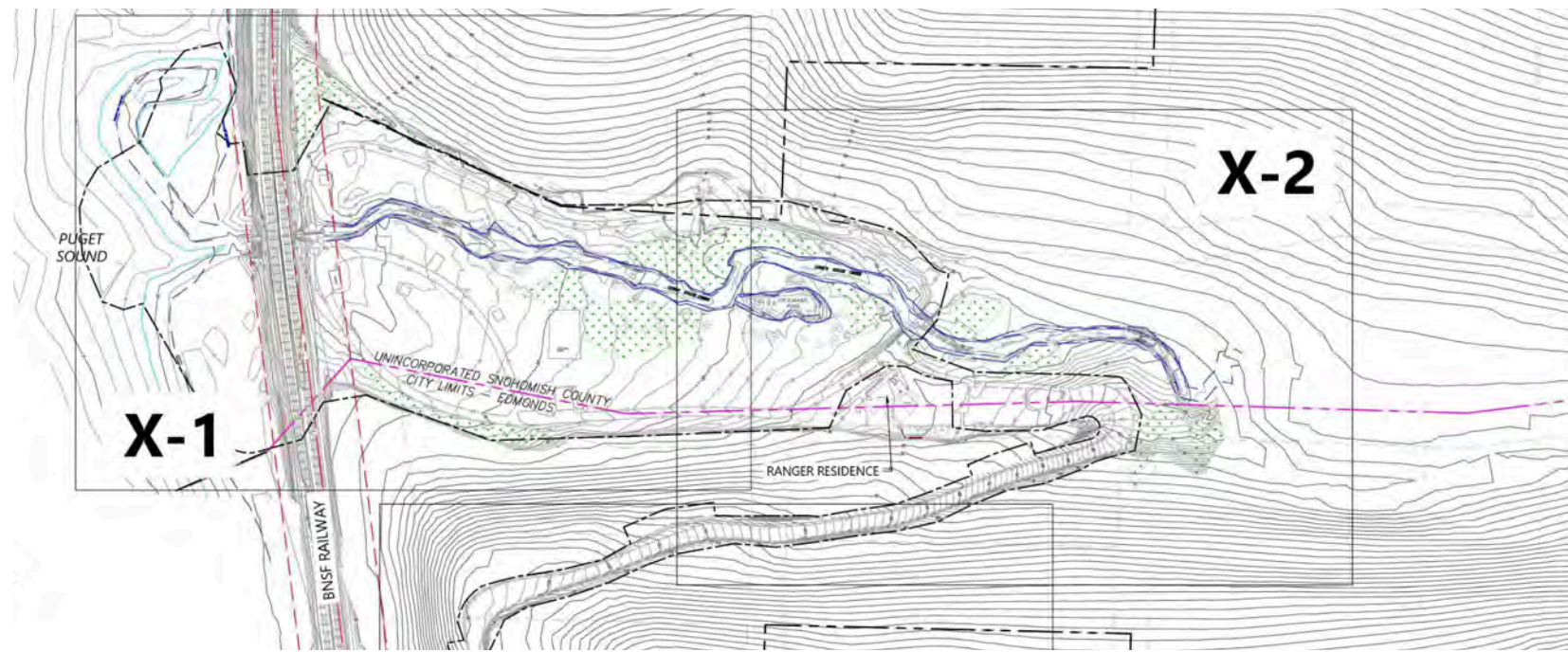
Promoting native species recolonization

Sunken Meadow State Park Salt Marsh Restoration,
Audubon New York
Kings Park, Suffolk County, New York

Project Highlight

Meadowdale Beach Park and Estuary Restoration

Snohomish County Parks and Recreation, Edmonds, Washington



This project is regionally significant for its contributions to salmon recovery and Puget Sound shoreline restoration.

By replacing undersized culverts with a wide railroad bridge, Snohomish County transformed park lawn areas into a 1.3-acre estuary, providing critical rearing habitat for Endangered Species Act-listed Chinook, chum, and coho salmon, as well as cutthroat trout.

The restoration also improved nearshore processes, such as

sediment supply and transport essential for Puget Sound ecosystem recovery.

The project, led by Snohomish County Parks and Recreation, reflects a successful collaboration with Snohomish County Surface Water Management, BNSF Railway, Tulalip Tribes, and state and federal agencies.

The project provides a safe and accessible pathway connection to the beach and includes park features such as a footbridge for

fish migration viewing, ADA-compliant parking, and a new picnic shelter, all positioned outside of the floodway.

Long-term habitat monitoring and adaptive management will ensure continued effectiveness of restored habitats. The thoughtful implementation of the County's vision of an impactful restoration in a highly popular waterfront park exemplifies Anchor QEA's commitment to ecological restoration and community engagement.

Awards



Ports and Waterways Local Outstanding Civil Engineering Achievement Award
American Society of Civil Engineers

Engineering Excellence Awards | Category E -Environmental National Recognition Award
American Council of Engineering Companies, Washington



Project Highlights

Created high-functioning estuary providing critical rearing habitat

Improved nearshore processes for Puget Sound recovery

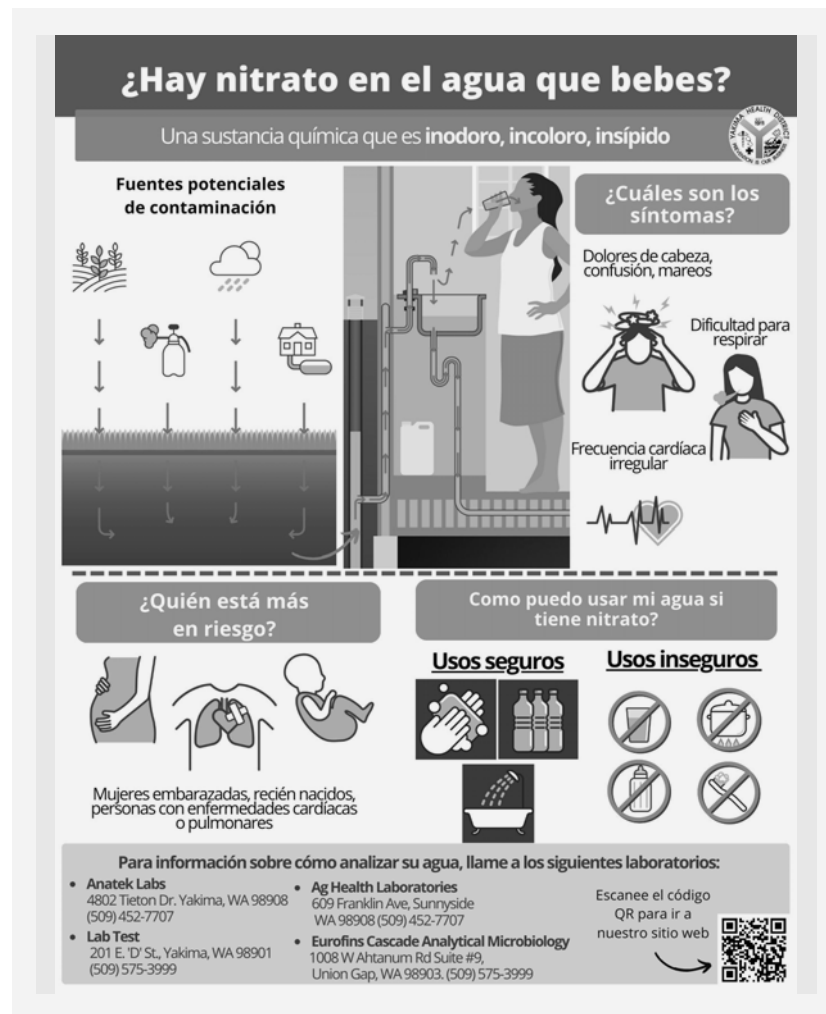
Provided viewing and gathering areas to allow visitors the ability to witness seasonal salmon migration

Meadowdale Beach Park and Estuary Restoration,
Snohomish County Parks and Recreation
Edmonds, Washington

Project Highlight

Addressing Access to Clean Water in Yakima Valley

Yakima Health District, Yakima, Washington



In Yakima Valley, migrant and low-income communities face health risks from nitrate-contaminated drinking water, compounded by language and financial barriers, distrust of government agencies, and limited access to clean water.

To address this, Anchor QEA collaborated with Seattle University students and the Yakima Health District to educate migrants and low-income residents through medical providers on how to detect the dangers of nitrates.

We developed bilingual pamphlets in English and

Spanish, featuring universally understandable visuals to ensure accessibility.

Our final presentation to Yakima Valley's medical community highlighted nitrate-related health issues, symptoms to consider, and diagnostic strategies. The medical community received these resources for distribution to their patients, helping bridge critical knowledge gaps.

At Anchor QEA, we believe education and access to clean water are essential for healthier communities.

Project Highlights

Educated migrant and low-income residents on how to detect the dangers of nitrates

Provided information on available solutions to address nitrate risk

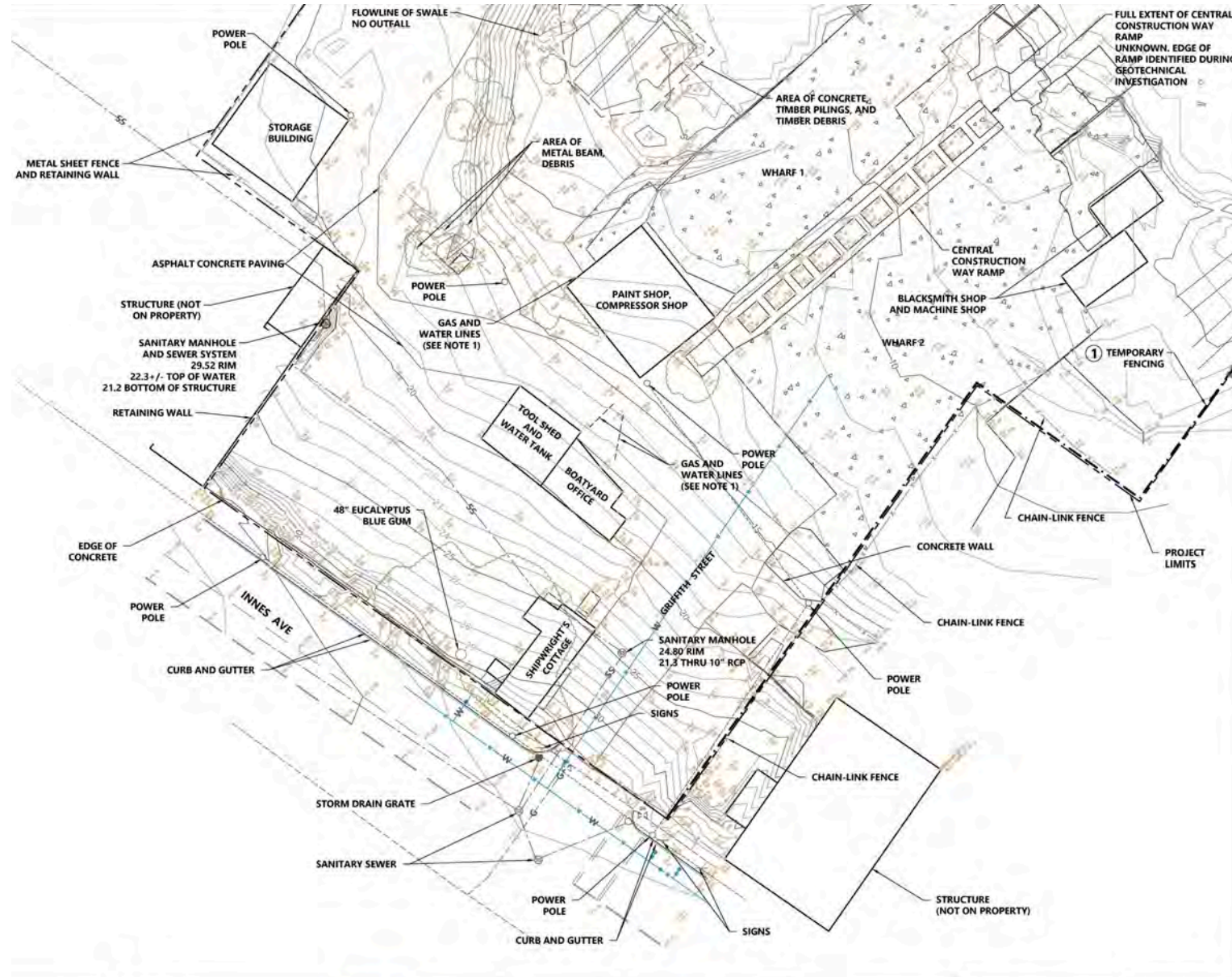
Developed bilingual communication tools

Addressing Access to Clean Water in Yakima Valley, Yakima Health District, Yakima, Washington

Project Highlight

India Basin Shoreline Park at 900

San Francisco Parks Department, San Francisco, California



For the first time in generations, Bayview Hunters Point residents have direct access to the San Francisco Bay waterfront, thanks to the transformative opening of India Basin Shoreline Park at 900, a former brownfield site.

This project, celebrated by the San Francisco Recreation and Parks Department as one of the "most significant park projects in San Francisco history," connects to the San Francisco Bay Trail and provides public access while addressing environmental challenges.

Anchor QEA supported this historic initiative by assisting with remediation of the former boatyard, redevelopment planning and permitting, and construction oversight.

The project incorporates sea level rise adaptation, public access, habitat creation, and preservation of two historical landmarks, highlighting its commitment to community and environmental restoration.



Project Highlights

Remediated significant environmental challenges at the brownfield site

Provided direct public access to San Francisco Bay waterfront

Incorporated sea level rise, habitat creation, and historical landmark preservation

India Basin Shoreline Park at 900, San Francisco Parks Department San Francisco, California

Vision for 2025

In 2024, we achieved significant milestones but recognize that being a responsible corporate citizen is an ongoing journey. We have gained valuable insights into areas for growth and will carry these lessons forward.

Anchor QEA's **2028 Strategic Plan**, our guiding beacon, is built on the pillars of **People, Community, and Environment**, reflecting our mission, vision, and core values.

In 2025, we will prioritize our **people** by supporting their growth, development, and well-being, broadening outreach to underserved communities to attract top talent, and rolling out an enhanced onboarding program.

For our **communities**, we will further strengthen ethics and governance, deepen partnerships with industry associations to strategically engage vendors, and leverage innovation to better serve stakeholders.

For the **environment**, we will reduce our footprint, enhance staff sustainability training to improve project designs, and expand services in restoration, resilience, and sustainability to help clients become stronger environmental stewards.

Anchor QEA's ownership and leadership are fully committed to these priorities and excited for the opportunities 2025 will bring!



Onward and upward.

Together, we are building a stronger, more impactful future.

For more information contact : PCE@anchorqea.com

Photo Credit:
We thank Rosalie Daggett, Anchor QEA, for all photography of
Sp'akw'us Feather Park.