ANCHOR QEA SUSTAINABILITY PROGRAM

Updated 2010

CONTENTS

ANCHOR QEA'S SUSTAINABILITY PROGRAM

Responsible environmental practices are integral to our company's success and we believe in applying sustainable practices in our project work and in our everyday lives. As a company, we have identified specific green initiatives that help us focus on continually incorporating sustainable practices both internally and externally.

In support of all our projects and clients, there are some specific choices we make to reduce the environmental impacts of our company business activities. For example, we reduce energy use by providing commuter subsidies to employees, using energy conserving computers and other office equipment, and providing car-sharing memberships for travel to and from client meetings. We also support paperless practices to the extent practical, and encourage our clients to review electronic drafts of reports and correspondence to help us reduce paper waste. When selecting paper for our printers, we select paper with recycled content, and we make scratch pads out of non-sensitive recycled paper for staff to reuse.

We established the Sustainability and Climate Change Focus Group within the Strategic Planning Group of Anchor QEA to address internal and external initiatives. The group meets routinely to monitor environmental and climate change policy that impacts our clients, to identify areas where our technical expertise can be applied to reduce waste on projects, and to initiate internal and external training opportunities related to promoting sustainability.

Goals of Anchor QEA's Company Sustainability Program

Sustainability programs generally balance multiple goals and objectives. Anchor QEA's sustainability program is based on the widely accepted "triple bottom line" approach to placing balanced emphasis on:

- Environmental Protection and Restoration (Environment)
- Economical and Cost-Effective Solutions (Economics)
- Protecting Human Health and Building Strong Communities (Social/Community)

We promote this triple bottom line approach in the services we offer our clients, within our internal company operations, and also in the context of environmental stewardship in the community.

Sustainable Services Offered to Clients

We have been successful in applying sustainable solutions on projects throughout the United States. The table below summarizes a few of these projects and specifically addresses how each project exhibited aspects of the goals and objectives of the triple bottom line approach to sustainability. These projects cover a variety of Anchor QEA's service areas including projects involving sediment and water quality remediation and management, remediation and engineering design, ecosystem restoration, and water resources management.

Sustainable Project Experience

Projects	Environment				Economy			Social/Community					
	Benefits Water Resources	Benefits Land and Ecosystems	Materials/Waste Minimization	Reduces or Eliminates Atmospheric Emissions	Energy Efficiency	Considers Life-cycle Costs	Fiscal Responsibility	Human Health and Safety	Community Engagement	Regional Priority	Innovation in Design	Long-term Stewardship	Smart Location and Linkage
Port Hueneme	•	•	•	•			•	•		•	•	•	
Port of Portland Terminal 4	•	•				•	•	•	•	•	•	•	
Percival Landing	•	•	•		•	•	•		•	•	•	•	•
Seahurst Park	•	•	•			•	•		•	•	•	•	
West Hylebos Wetlands Trails	•	•	•			•	•	•			•	•	
Upper Beaver Creek Habitat Restoration	•	•					•						
South San Diego Bay Salt Pond Restoration	•	•						•					
Hellman Ranch	•	•						•					
I-405 Springbrook Creek Wetland and Habitat Mitigation Bank	•	•										•	
Yakima River Integrated Water Resource Plan	•	•			•	•	•		•	•	•	•	
Modeling and Assessment of Water Quality in the Lower Colorado River	•	•						•	•	•		•	
San Diego River Watershed Management Plan	•	•							•	•		•	
Balboa Marina Renovation	•				•	•	•	•	•			•	
City of Martinez Marina	•	•	•		•	•	•	•	•			•	

Sustainable Sediment Management

Anchor QEA provides design, review, and construction management for numerous contaminated sediment remediation projects across the country. Some of the ways that we incorporate sustainability into our sediment management projects include evaluating remedial alternatives for environmental impacts and long-term sustainability of the project. For example, in California, Anchor QEA is leading the development of a Long-term Management Framework (Framework) for clean and contaminated dredge materials from federal projects located in Southern California. Included in the Framework is a programmatic Environmental Impact Statement (EIS) that evaluates a series of management alternatives against a range of project scenarios designed to mimic the majority of the regional dredging projects. A decision tree has been created to assist project proponents in developing suitable ranges of alternatives for project-specific evaluations. In addition, a comprehensive list of best management practices (BMPs) is also available to aid in minimizing potential dredging-related environmental impacts. A focal point of the Framework is to develop regional beneficial reuse alternatives for both clean and contaminated dredge material, including the development of treatment technologies for remediating contaminated sediments to produce reusable products.

Anchor QEA has also incorporated beneficial reuse of clean materials into design and construction of multiple Confined Aquatic Disposal (CAD) facilities in California. For the multi-user CAD site in Port Hueneme, the CAD facility was an

excavated cell designed to contain and sequester contaminated sediments dredged from areas managed by the U.S. Navy, U.S. Army Corps of Engineers (USACE), and Oxnard Harbor District, such that the sediments remained permanently isolated from the surrounding environment. Excavating the CAD cell had the additional benefit of providing clean sand for nourishment of adjacent beaches. Anchor QEA's engineering design tasks encompassed all environmental and technical details of the project's design. Material excavated from the CAD cell was tested to demonstrate its suitability for beach nourishment. The CAD excavation depth and dimensions were determined based on sediment volume projections and geotechnical site characteristics; the ability of the CAD to successfully isolate dredged sediments was confirmed through chemical transport modeling; and the stability of adjacent waterfront facilities was evaluated and incorporated into project sequencing requirements. Anchor QEA provided a full set of contract documents (plans and specifications) for the USACE to use to solicit bids for the work. Project construction was completed in July 2009. The CAD cell will continue to be monitored for a period of several years to demonstrate its continued environmental protectiveness.

Anchor QEA actively seeks ways to incorporate sustainability into remedial designs of our projects. Not only are we actively seeking ways to develop solutions for our clients that will last for many years, we also seek solutions that will save our clients money in the long run. One example of this practice is in the study and management of post-dredge residual sediment. In dredging contaminated sediment sites, it is impossible for any piece of dredging equipment to completely remove the all of the sediment, and post-dredge residuals usually remain. Anchor QEA staff have contributed to the research related to residual sediment management and design remedies that ensure minimal post-dredge residuals will occur. By working with our clients to minimize post-dredge residuals, we are helping achieve a better performed cleanup and decreasing the possibility that the site will have to be cleaned up again in the future.

Another sustainable service we offer related to sediment management is habitat restoration and enhancement. We often design shoreline restoration and habitat features into cleanup designs. These designs benefit native fish and wildlife species by increasing biological diversity and structural complexity from baseline conditions. Monitoring has shown that once implemented, these restored habitats provide ecological functions such as production of prey organisms, refuge from predators, and, in some cases, suitable nesting or spawning conditions. We have applied our skills in habitat restoration to sediment projects in marine, estuarine, and freshwater lake and stream environments.

Carbon Footprinting

Anchor QEA also uses carbon footprinting as a metric for evaluating remediation alternatives at various sites. In one case, we worked closely with a large industrial client developing and evaluating clean-up alternatives to reduce legacy contaminants in the sediments and floodplain soils of a 20-mile reach of river located downstream of a former manufacturing facility. These alternatives considered multiple remediation options for handling of river sediments (e.g., removal, and capping), removal/stabilization of riverbank soils, and removal and replacement of floodplain soils, as well as several options for the treatment and disposition of removed sediments and soils. These alternatives are being compared to one another based on criteria typically used at contaminated sites. As part of this study, the United States Environmental Protection Agency

(USEPA) also requested that a greenhouse gas inventory/carbon footprint for the clean-up alternatives under consideration. Greenhouse gas inventories were based on carbon dioxide, methane, and nitrous oxide emissions resulting from activities supporting each remediation, treatment, and disposition alternative (some spanning several decades). The carbon footprint of each alternative was estimated by converting the mass of each greenhouse gas to equivalence mass of carbon dioxide based on global warming potentials.

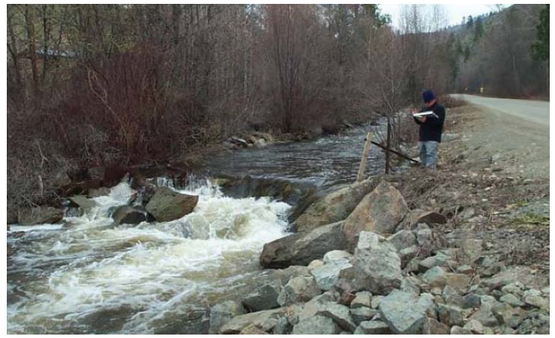
The inventories and associated carbon footprints were calculated based on detailed cost estimates and design criteria developed for each remedial alternative as part of the project. All anticipated emissions were estimated, tabulated, and totaled to obtain the carbon footprint of each clean-up alternative. In addition, an evaluation of the impact on sequestration rates associated with deforestation and reforestation of the floodplain resulting from remediation was completed. The carbon footprints calculated for the alternatives provided another quantitative metric for differentiating among the alternatives to aid in remedy selection. Beyond that, these calculations identified the major greenhouse gas emission drivers associated with the various remedial elements (e.g., sediment remediation, floodplain remediation, treatment, and disposition). Such information provided the client with important insights that can be used to identify approaches for decreasing the carbon footprint once a remedy is chosen.

Green Design

Anchor QEA incorporates green design into many projects. We have LEED Accredited Professional staff and are actively training more staff to achieve that certification. Percival Landing, in Olympia, Washington, is one example of the green design work we perform. The site combines nearly mile-long pedestrian shoreline access and recreation opportunities with a commanding view corridor stretching from the State Capitol to the south and the Olympic Mountains to the northwest. Planned improvements involve not just replacing the existing landing but revitalizing the waterfront facility. Anchor QEA led a team of engineers, landscape architects, environmental planners, and urban designers to develop a design that focuses on combining recreation and play with art, history, and environmental improvements in building for the future. In addition, the design addresses Americans with Disabilities Act (ADA) access; shoreline habitat enhancement; and views of the waterfront, the State Capitol, Puget Sound, and Olympic Mountains; as well as accommodating special events, long-term maintenance, sustainable design/green building, and sea level rise. Green design features include use of recycled materials, reuse of on-site materials, shoreline habitat restoration for endangered salmon, natural ventilation, use of treated waste water for landscape irrigation and toilet flushing, plus many others. LEED Silver Certification of the project through the U.S. Green Building Council is underway.

Another aspect of our green design work includes restoring habitat and recreational features that fit with site conditions, allowing for longer park and habitat use. At Seahurst Park in Burien, Washington, Anchor QEA developed the Master Plan that included protection of all the park's existing natural areas, restoration of marine nearshore and freshwater habitat, and improved trails and shoreline public access for recreational use. The park includes more than 4,000 linear feet of Puget Sound shoreline and steep, unstable forested bluffs. Anchor QEA provided technical support to the City of Burien and the USACE for bulkhead removal and beach restoration in 2005. Anchor QEA also designed shoreline vegetation and park facilities improvements in 2006 and 2008 as part of the Phase I implementation of the Seahurst Park Master Plan. The designs were developed to integrate the natural processes occurring at the site, using materials suitable for a recreational facility in a marine setting, thereby supporting long-term sustainability.

At the West Hylebos Wetlands Trail in Federal Way, Washington, Anchor QEA provided planning, design, and permitting services to improve the wetlands trail. The 73-acre park was established in 1991 and included a 3,690-foot-long timber boardwalk that meandered through the forested natural peat bog. Due to the original design of the structure and the wet and shaded conditions of this environment, the aging timber boardwalk showed significant signs of deterioration. The project required the replacement of the existing boardwalk to improve public access, while keeping impacts to the sensitive environment to a minimum. The design objectives for the new boardwalk included meeting ADA guidelines, keeping maintenance requirements to a minimum, providing easy access for replacing segments of the boardwalk if they become damaged, and using materials and methods that allow for an extended service life of the structure. Following a thorough inspection and evaluation of existing conditions, design options for different foundation types were explored and compared with respect to their impact on the sensitive environment and cost. Based on these findings, a combination of two different foundation systems was recommended. Recycled materials, including plastic/wood composite decking and polystyrene filled tires, were used to reduce maintenance and achieve a more environmentally sustainable project.



Sustainable Ecosystems

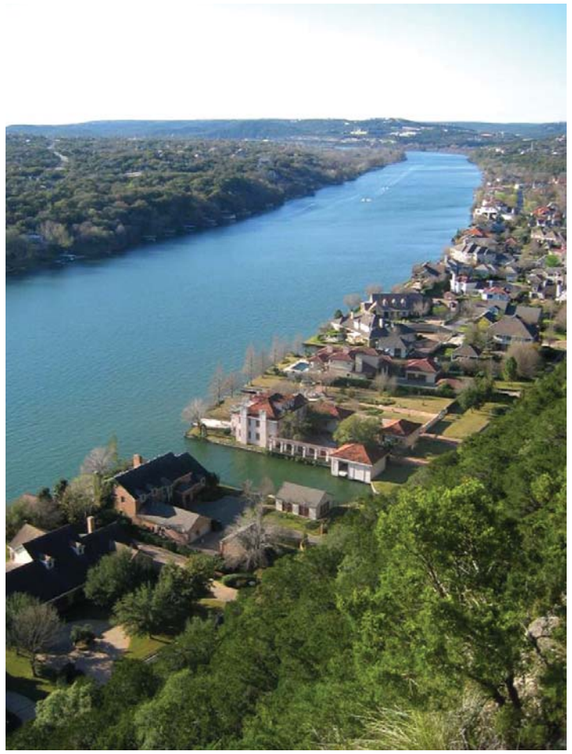
Designing habitat restoration projects in various aquatic environments is one of Anchor QEA's core services. Our restoration projects are designed to improve and sustain ecosystems for fish and wildlife. One example of sustainable ecosystem design is the Chelan River Reach 4 Restoration project in Eastern Washington. Anchor QEA's team of engineers, fluvial geomorphologists, and biologists applied state-of-the-art techniques for river restoration, stream channel development, and canal design. Constructed in 2009, the design provides more than 2 acres of restored Chinook salmon and steelhead spawning and rearing habitat in the river and powerhouse tailrace. To achieve the project goals, Anchor QEA incorporated innovative design elements to create a stream channel that receives water from the conveyance canal and provides quality habitat during anticipated spawning flows, all the while maintaining sustainability during the extreme high flows that the river encounters. To address the challenges of highly variable flows, a grouted rock hydraulic control structure was constructed at the upstream end of the restoration reach to direct spawning flows into the stream channel and divert higher flows to the existing overflow channel. The natural functioning stream channel uses log jams and boulders to form a pool riffle sequence that provides suitable depths, velocities, and substrate sizes for salmon spawning. Spawning success in the created side channel and tailrace was immediate, with more than 150 Chinook salmon redds observed during spawner surveys in the first year.

In addition to designing sustainable ecosystems, we also assist clients in planning for ecosystem restoration. For example, we are currently developing a work plan for chemically and geotechnically characterizing site conditions of a salt pond to meet the United States Fish and Wildlife Service's (USFWS'S) long-term restoration goals. The site, adjacent to the Otay River Floodplain site, is a large parcel of land and water occupied by the South Bay Salt Works (an active evaporation pond salt production facility). The land was recently acquired by the USFWS and is slated for nearshore restoration to tie into the Otay River site. More than 1,000 acres in size, much of this area has never been chemically characterized to ensure that it is suitable for immediate restoration.

We also work to create sustainable ecosystems through developing plans to clean up contaminated sites. At the Hellman Ranch Property in California, we evaluated restoration options at a former oil field operation located along the coast in Seal

Beach. Portions of the site were identified as areas of concern due to the presence of petroleum hydrocarbons in the soil and groundwater. Additional soil and groundwater data were collected to allow for delineation of the impacted areas. Anchor QEA staff worked with the site owner to negotiate a remediation effort that would allow the site to be restored as part of the State's coastal wetland network.

We also support sustainable ecosystems through mitigation planning and coordination. For example, Anchor QEA played several key roles in development of the Springbrook Creek Wetland and Habitat Mitigation Bank. The bank is a Washington State Department of Transportation (WSDOT) and City of Renton partnership project that will re-establish, rehabilitate, enhance, and preserve approximately 131.5 acres of wetland, wetland buffer, and riparian and upland habitat. Anchor QEA prepared the biological assessment and assisted WSDOT throughout the Endangered Species Act (ESA) consultation process. Anchor QEA also prepared all environmental permit applications for the project, developing a construction sequencing strategy that allowed key installations to occur during the dry season, with planting in wet season. This effort along with Anchor QEA's proactive coordination on multi-jurisdictional reviews and negotiation of the permits, allowed WSDOT to gain permit approvals ahead of schedule. Permits and ESA were completed in 2006; however, Anchor QEA continues to provide construction support including permitting modifications based on contractor design changes.



Water Resources/Water Quality/Water Conservation

To support long-term sustainability, Anchor QEA provides watershed and water resources planning services. In Eastern Washington, Anchor QEA is currently preparing technical studies for Washington Department of Ecology, U.S. Bureau of Reclamation, and a basin-wide group of stakeholders that is evaluating an integrated package of improvements to water supply and fisheries in the Yakima River Basin. The integrated plan includes extensive water conservation in irrigation districts, water storage in new or expanded reservoirs such as Wymer and Bumping Lake, water marketing, groundwater storage, fish passage at current reservoirs, and fish habitat enhancements to complement improvements in Yakima River flow regime.

In Texas, The Lower Colorado River Authority (LCRA) and the San Antonio Water System (SAWS) worked together on the LCRA-SAWS Water Project (LSWP) to investigate and develop a plan to address the long-term water needs in both the Colorado River Basin and the San Antonio area, while being good stewards of the environment. As proposed, the project would develop new water in the region through the use of off-channel reservoirs to capture excess waters from high flow events, conjunctive use of groundwater, and agricultural conservation. A portion of the water would be transferred to SAWS. The remainder of the water would be used to benefit agriculture and rural communities in the Colorado Basin and to increase upstream reservoir levels during drought. The implementation of the LSWP will likely change the timing and magnitude of the water releases from a series of actively managed reservoirs upstream of the City of Austin to the Lower Colorado River and, as a result, potentially affect the water quality of the river.

Anchor QEA is the lead for the Water Quality Team responsible for analyzing the impact of flow regime changes on the water quality of the Lower Colorado River. Anchor QEA conducted in-stream water quality and aquatic vegetation surveys

to support development, calibration, and validation of the lower river water quality model and a separate stand-alone diel dissolved oxygen model. The Water Quality Team also conducted robust sensitivity and uncertainty analyses to understand the important parameters of this system and the reliability of the model predictions. The models have been used to assess the impact on water quality under various scenarios of possible future conditions under predictions of growth in the basin and the implementation of the LSWP.

We are also preparing a watershed management plan for the San Diego River watershed. This project involves collecting and interpreting data to define current watershed conditions in regards to groundwater and surface water quality, habitat conditions, river hydrology, and land uses. The results of these assessments will be presented to a large stakeholder group including representatives from five municipalities, several non-governmental organizations, and interested citizens to develop long-term watershed goals and strategies that can be implemented to improve watershed conditions.

REDUCING ENVIRONMENTAL IMPACTS OF COMPANY BUSINESS ACTIVITIES

Anchor QEA was founded with the objective of helping clients remediate contaminated project sites and restore habitat to natural conditions. Throughout our company's history, we have hired employees who place importance on living and working in sustainable environments. So it is not surprising that evidence of our commitment to sustainability can be found throughout our firm, from technical initiatives and development of innovative scientific solutions, to employee-led shoreline cleanup and planting events, selection of office supplies, and awareness campaigns on waste reduction. We are committed to designing sustainable projects and helping clients improve the environmental quality of their sites, as well as incorporating sustainability into our business practices. Six main areas where we emphasize sustainable business practices include energy efficiency and reductions in greenhouse gas emissions, waste reduction and recycling, green supply chain, sustainability and climate chain initiative, community-based stewardship activities, and Anchor QEA's project work.

Energy Efficiency and Reductions in Greenhouse Gas Emissions

Commuting

Since our inception, Anchor QEA has supported its employees' use of public transportation. Anchor QEA provides bus and train passes for employees, and many of our staff members take advantage of this benefit. When selecting office spaces, we review access to public transportation (buses, commuter rail, and transit centers). Ensuring employees have access to environmentally responsible commuting options is one of many things we do to support sustainability. We also support commuting to work by bicycle, which many of our staff do year round, by providing indoor bike storage and showers in offices where staff commute by bicycle. We also participate in events such as the "Group Health Bike Commute Challenge" where in May 2009 we sponsored two teams of 20 Anchor QEA staff members who rode more than 2,500 miles in one month.

Trip Reduction and Telecommuting

Anchor QEA also supports staff working remotely as appropriate. Our IT department educates staff on how to connect to our networks from home and supports telecommuting employees' needs. This accommodation reduces the volume of commuting staff and enables us to maintain productivity.

Fuel Efficient Business Travel

When attending client meetings, staff arrange carpools, reserve Zipcars (a car sharing service), and use buses as appropriate. Zipcar (www.zipcar.com) is a national car sharing service that is located in many of the cities where Anchor QEA has offices, including Seattle. The service features fuel efficient and hybrid vehicles, reduces the need for staff to commute by car, and supports commuting by public transportation and bicycle. Use of the Zipcar service has also reduced the need to maintain

our own fleet of company vehicles in many locations. When we purchase new company vehicles, one of our current goals is to purchase higher fuel efficiency vehicles, including hybrid vehicles where possible, dependent upon the needs of the specific office location.

Energy Efficient Office

When purchasing new office equipment and appliances, such as computers, refrigerators and dishwashers, we purchase energy conserving, ENERGY STAR® products. When undertaking tenant improvements where Anchor QEA controls selection of the products and materials in the office, we will select items with higher energy efficiency rating and encourage installation of energy saving devices, such as lighting timers that automatically shut off lighting after hours, and higher efficiency compact fluorescent lighting.

Reducing Waste and Promoting Recycling

Electronic Deliverables

Environmental consulting is a technical field that generates a large quantity of documents, including Remedial Investigations/Feasibility Studies (RI/FSs), evaluation and design reports, EISs, permit packages, and mitigation plans. These reports are the core of our services and we realize that many rely on us to distribute this information. Whenever possible, we prepare our deliverables electronically and transmit them as PDF files. We also encourage our clients to review drafts of our deliverables in electronic form. However, PDF files are not always accepted, so we exclusively use recycled-content paper for all print jobs and copies—for internal documents and deliverables alike.

In-Office Recycling, Resource Conservation, and Toxics Reduction

When allowed, we will submit documents that have been printed on both sides of the page. Anchor QEA also collects non-confidential print jobs from our recycle bins and has this paper bound as scratch pads for staff use. These common practices help us balance a large volume of information sharing with resource conservation. Recycling is a standard office practice throughout the company. We practice paper and aluminum recycling in all offices. In some of our larger offices, metals, glass, and most plastics are also collected and recycled. We are committed to taking full advantage of recycling services offered at each office location. To reduce generation of toxic materials to landfills, we have also established recycling programs for batteries, cell phones, toner cartridges, and office supplies. In addition, all computers, plotters, and other office equipment are recycled.

In 2008, we implemented a company-wide green initiative called the "waste wise" program identifying ways to be eco-friendly at work and home. We have held lunchtime seminars on green remediation to inform the company on ways to improve sustainability through cleanup remedy selection.

Green Supply Chain

Vendor Selection

We identify eco-friendly vendors to support our work product development. Print jobs are submitted to reprographic vendors through FTP sites to eliminate couriers and proofs of print jobs are reviewed digitally. Our print vendors use ishipdocs as a means to digitally deliver print jobs to other regions, reducing shipping and transportation efforts. We seek vendors that support our environmental practices and often choose vendors that offer us the most efficient and sustainable processes to help us complete our work. To further this goal, we are developing a vendor questionnaire in 2010 to determine each vendor's awareness of sustainable business practices. We will use the results of this questionnaire to expand our green supply chain.

Selection of Subconsultants

Many of our subconsultants have well developed sustainability programs. Similar to vendors, we will develop a questionnaire for subconsultants in 2010 to determine each subconsultant's awareness of sustainable business practices. We will use the results of this questionnaire to reinforce and expand our green supply chain with subconsultants.

Company Sustainability and Climate Change Initiatives

Because sustainability is integral to our company's success, we believe in applying sustainable practices to the extent practical in our everyday lives. We have identified specific initiatives that will help us to improve our sustainability. We established the Sustainability and Climate Change Focus Group within the Strategic Planning Group of Anchor QEA to address internal and external initiatives. The group meets routinely to monitor environmental and climate change policy that impacts our clients, to identify areas where our technical expertise can be applied to reduce waste on projects and to initiate internal and external training opportunities related to promoting sustainability. In 2010, the group established five focus areas relating to sustainability and climate change. One of these focus areas is committed involvement in the Sustainable Remediation Forum (SURF), which is encouraging sustainable environmental remediation practices through the development of guidance documents and BMPs. We are participating in the SURF and will continue to become more involved in this emerging group. We have and will continue to conduct internal company brown bag seminars to ensure our staff are aware and engaged in the company's sustainability and climate change work. Finally, we will expand the number of staff that are LEED Accredited Professionals through the U.S. Green Building Council.

Community Based Environmental Stewardship

Volunteer Stewardship Activities

Several of our firm's technical service areas relate to improving habitat for salmon, creating more sustainable shorelines, and mitigating for site impacts. Naturally, our staff love to see positive changes in the environment and get very excited to roll up their sleeves and pitch in. Anchor QEA's staff regularly organize and participate in restoration activities throughout the country. Some examples of our community service projects include:

- Clean Sweep Austin
- Girlstart – Earth Day Everyday
- Columbia River Habitat Restoration
- Beavers Park Restoration Project
- Seahurst Park Shoreline Planting
- Foss OVRA Shoreline Planting
- Mid-Sound Salmon Enhancement Group Restoration Party
- Onondaga Creek Cleanup

Our care for the environment goes beyond technical service, and if opportunities arise for volunteer restoration, you can count on Anchor QEA to provide happy and willing staff!

Community Giving

Anchor QEA gives charitable contributions to a wide range of non-profit institutions that strengthen the communities where we have offices. These groups range from human service organizations to environmental education and stewardship organizations. We will continue to support the full range of organizations doing responsible work to strengthen the communities where we operate. In addition, for the past several years, the company has supported Water For People through friendly office-to-office fund-raising competitions. These funds support sustainable water projects in developing countries.

Anchor QEA's Project Work

As described above, our project work is focused on improving environmental conditions in a responsible and sustainable manner to support our clients' objectives. We have a strong track record of implementing some of the largest and most complex environmentally beneficial projects in the country. Our highly trained technical staff are on the cutting edge of environmental science, engineering, and regulatory issues. We help clients achieve their goals in the most efficient, cost-effective, and environmentally responsible methods possible. Our focus is on working with each client to get their project implemented, because we understand that, ultimately, it is through implementation that the real benefits of our project work are realized.

DOCUMENTING OUR PROGRESS

We enjoy the sense of accomplishment in knowing that our work positively impacts the environment and society. Since our company's inception, we've kept track of our environmental efforts and are proud to highlight some of our achievements. The following table presents some of our sustainability successes.

Anchor QEA Sustainability Goal	Milestone Reached
Provide responsible commuting alternatives for staff	1997
Institute sustainable office practices (e.g., recycling and fair employment policies)	1997
Become involved in environmental stewardship projects	1999
Select eco-friendly vendors	2001
Contribute annually to *Water for People*	2005
Establish a Sustainability and Climate Change focus group	2007
Distribute *Environmental Challenges* technical flyer to educate clients	2008
Conduct internal climate change and sustainability seminars	2008
Give company retreat presentation on climate change and sustainability	2009
Revisit our constructed sustainability projects to ensure that they are functioning as sustainably as possible	2010
Encourage staff to contribute new ideas that will improve our sustainability practices	Ongoing

In response to our Sustainability and Climate Change Initiative, we have expanded our goals and developed more ambitious metrics for reducing the ecological footprint of our business activities. The table at the right illustrates our current plan for operating our business in a more sustainable fashion covering all of the "triple bottom line" components.

Sustainability Goals and Metrics

Goal	Specific Measures	Measurable Targets	Targeted Achieve-ment	Comments
Reduce Energy Use and GHG Emissions				
	Commuting Subsides (Public Transit)	60% of staff	2015	Limited by office location
	Support Bike Commuting	10% of staff (2 days/wk)	2012	Limited by office location
	Support Telecommuting	1 day per week 10% of staff	2012	Limited by office location
	Fuel Efficient/Hybrid Company Vehicles: Zipcar	10% of Staff	2013	Limited by office location
	Fuel Efficient/Hybrid Vehicles: Company Owned Vehicles	All new company owned vehicles	2011	Limited by office location
	Energy Efficient Office Equipment; ENERGY STAR	All new computers and other applicable equipment	2013	
	Energy Efficient Office: Lighting Timers	Install as part of tenant improvements if possible	2011	
	Energy Efficient Office: Investment in energy conserving building (insulation, windows, heating and cooling)	Install as part of tenant improvements if possible	2015	
Waste Reduction and Recycling				
	In-Office Recycling Collection	Recycle 30% of office waste including metals, paper, and plastic (company-wide)	2013	Limited by office location and available local programs
	Purchase of Post Consumer, non-coated Paper	Purchase 50% recycled paper with 30% post consumer content	2012	
	Copier Toner Cartridge Recycling	Recycle 50% of all toner cartridges	2015	Limited by office location and available local programs
	Recycling of Electronic Equipment	Recycle 80% of computers, copiers, and plotters	2015	Limited by office location and available local programs
Green Supply Chain				
	Develop "Green Vendor" Criteria	Develop criteria for vendors	2011	
	Vendor Questionnaire	Distribute vendor questionnaire to all vendors	2011	
	Green Vendor Hiring Preference	Hire 10% vendors meeting green vendor criteria	2013	
	Develop "Green Sub-consultant" Criteria	Develop criteria for preferential subconsultant hiring	2012	
	Sub-consultant Questionnaire	Distribute questionnaire to all subconsultants	2013	
	Green Sub-consultant Hiring Preference	Hire 10% subconsultants meeting green vendor criteria	2015	

Sustainability Goals and Metrics - Part 2

Goal	Specific Measures	Measurable Targets	Targeted Achievement	Comments
Sustainability and Climate Change Initiative				
	Establish Focus Areas for Initiative	Identify and implement top five focus areas	2011	
	Participation in Sustainable Remediation Forum	Participate in all conferences and join two committees	2011	
	Company Sustainability and Climate Change Brown Bag Presentations	Conduct internal brown bags on three topics/year	2012	
	LEED Accredited Professional	Increase number of LEED APs to three staff members	2013	
Community Based Environmental Stewardship				
	Participation in Community Based Environmental Stewardship Activities (Staff Volunteers)	Two events per year	2012	
	Charitable Donations to Community Based Environmental Stewardship Organizations	$10,000 per year to environmental stewardship organizations in communities where offices are located	2012	
Environmental Stewardship Through Project Work				
	Environmental Cleanup Implementation Projects	Implementation of one remediation project	2015	Timing affected by regulatory agencies
	Restoration of Fish and Wildlife Habitat	Implement one habitat project	2011	Timing affected by funding and regulatory agencies
	Endangered Species Recovery Programs	Complete one endagered species recovery project	2015	Timing affected by funding and regulatory agencies
	Park, Open Space, and Environmental Education Projects	Complete park, open space, or environmental education project	2012	
	Support Development of Sustainability Programs	Support client development of a sustainability program or initiative	2013	

For more information about

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For more information about Anchor QEA, please visit

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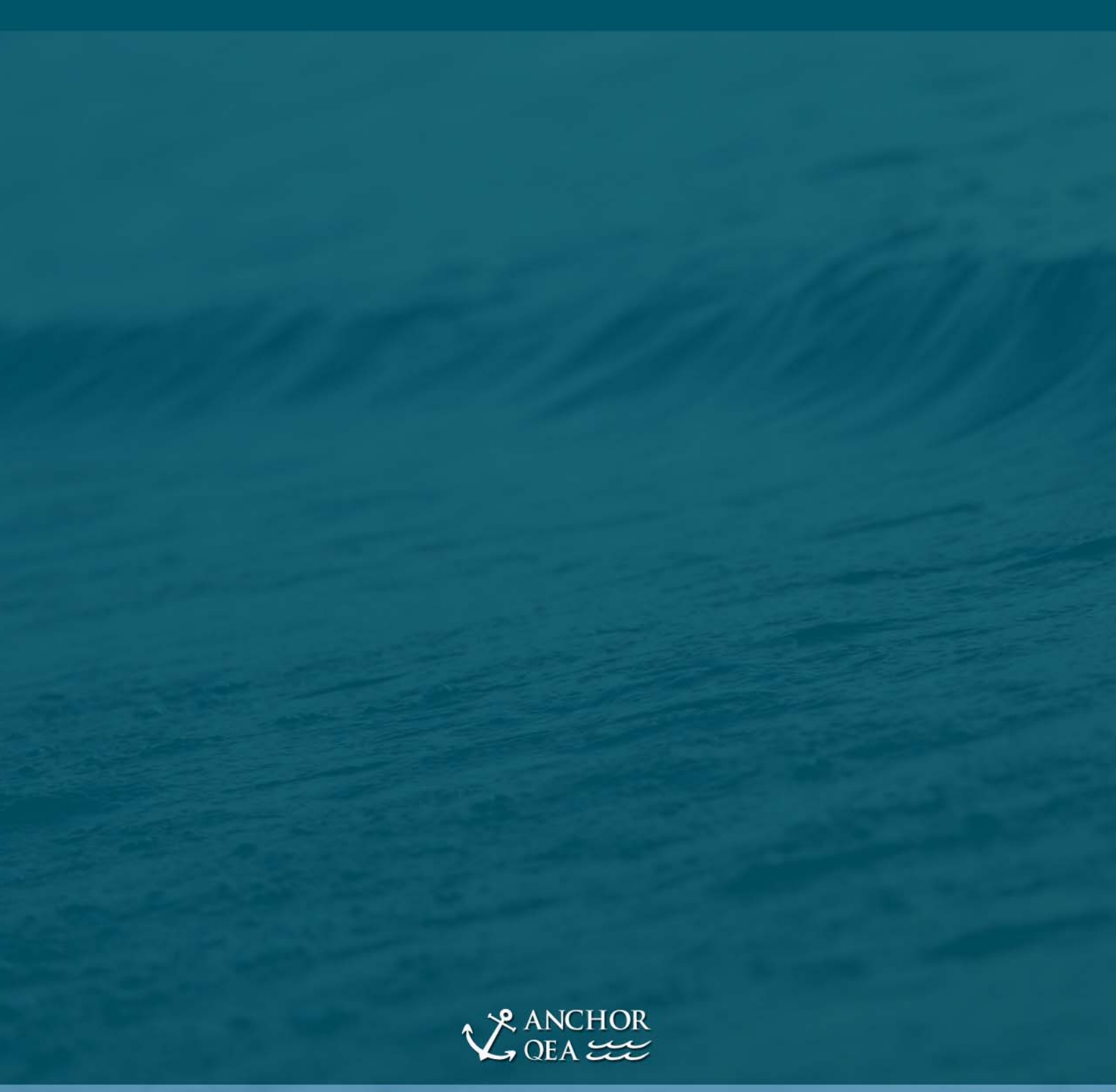

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