



2025 Impact Report

Building a stronger,
more impactful future.
Together.



Letter from Po, our CEO

For nearly three decades, Anchor QEA has operated on a simple belief: delivering excellence and strengthening our people, community, and the environment go hand in hand.

As you'll see in this report, that belief also drove tremendous firmwide progress in 2025. Revenue grew to \$143 million as we expanded our work nationwide and advanced the priorities in our 2028 Strategic Plan. Demand for restoration, resilience, remediation, and revitalization continues to rise, and our teams are helping clients solve their most challenging problems with practical, science-based solutions that create generational impacts.

Our progress begins with our people.

Anchor QEA is committed to building a workplace where employees can do their best work and grow over time. That starts with safety. Supported by expanded field and first-aid training programs, our total recordable incident rate was 0.95 this year. It continues with professional development at every stage of a career and in 2025 alone, we supported more than 23,000 hours of professional development, representing \$1.3 million in training and growth. Through mentoring, onboarding improvements, and clearer career pathways, we are creating more opportunities for employees to deepen their expertise and take on greater responsibility.

We give back to the communities around us.

Across the country, our teams volunteered in shoreline cleanups, native planting efforts, and food security initiatives. In 2025, we matched nearly \$70,000 in employee charitable contributions and supported more than 200 nonprofit organizations nationwide. Whether restoring ecosystems or mentoring future environmental professionals, our people consistently show up for the communities around us.

Innovation is helping us deliver that support even better and faster. Through our AQX Initiative, more than 200 employees used AI-enabled tools in 2025. Those efforts generated an estimated 25,000 hours of annual efficiency gains and strengthened how we analyze data, model scenarios, and collaborate across teams. We also continue to adopt new capabilities carefully, always tying innovation to integrity and real value.

Environmental stewardship defines what we do and how we serve.

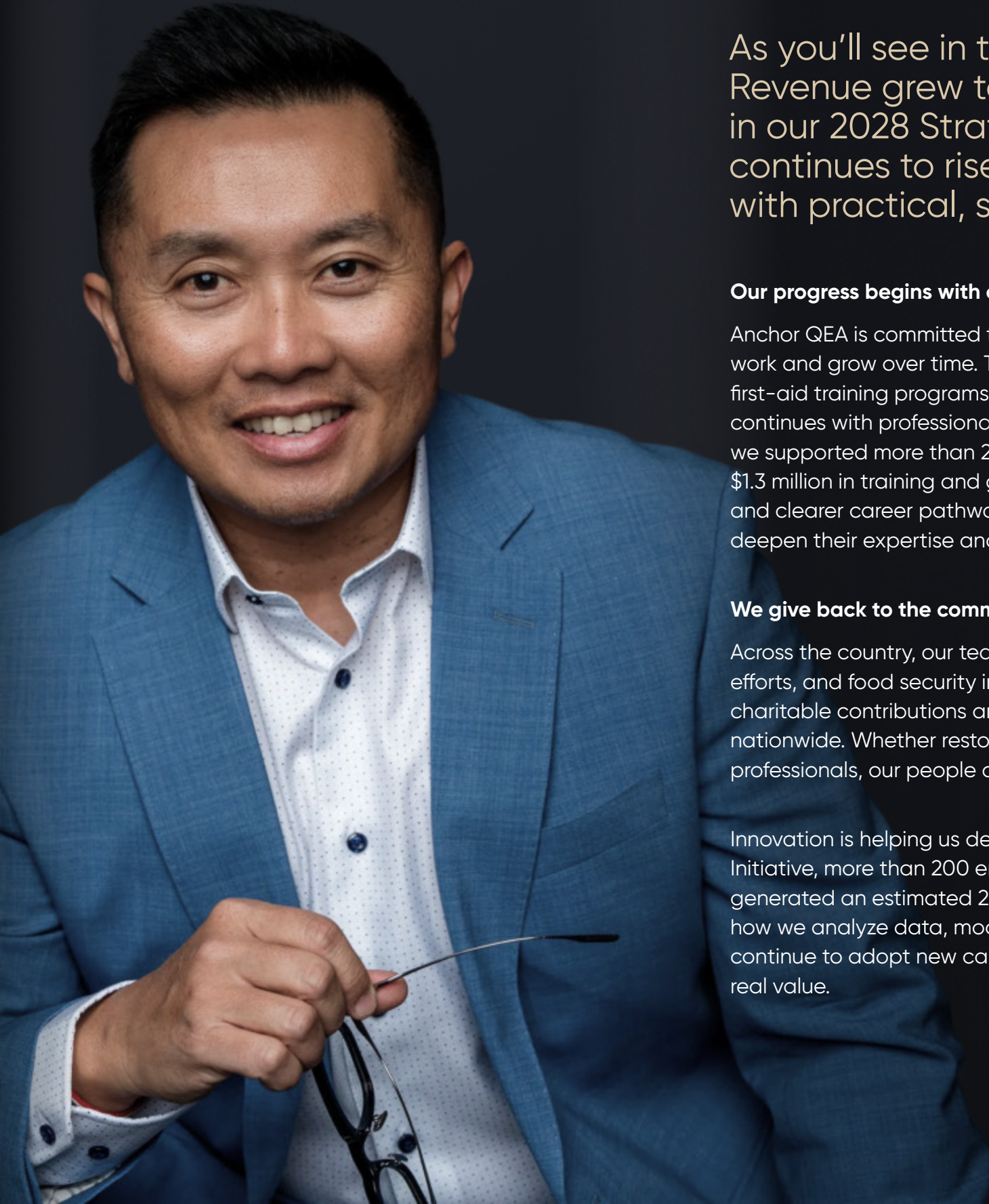
We manage our environmental performance with clear targets and measurable data, guided by the PCE Advisory Committee and supported by Sustainability Ambassadors across 23 offices. In 2025, these efforts expanded recycling and composting programs, reduced single-use materials, encouraged lower-carbon commuting, and advanced sustainable office practices. We also submitted our Science-Based Targets initiative (SBTi) baseline and reduction targets for review, establishing a measurable framework to reduce greenhouse gas emissions. Our 2025 emissions are below companies of our size in the environmental industry and 5% lower than our 2023 baseline, but we will continue to improve to meet our 2030 reduction targets.

At the same time, our sustainability- and resilience-related services grew, reflecting continued demand for practical, science-based solutions that protect ecosystems and support long-term environmental performance.

As we look to 2026, our direction is clear. We will continue to carry out our 2028 Strategic Plan, deepen leadership in restoration and climate resilience markets, strengthen our delivery, and reduce our emissions.

To our employees, clients, and partners, thank you for the opportunity to do this meaningful work. I look forward to raising the bar for what's possible together.

Onward and upward!

Highlights

People

People first. Always. Guided by our core values, we invest in safety, well-being, inclusion, and professional growth at every career stage. By supporting our employees with clear expectations and sustained investment, we strengthen our teams and amplify our impact.

Community

We serve communities through responsible governance, strong cybersecurity, purposeful innovation, and local engagement. By combining disciplined management with hands-on service and technology-driven solutions, we reinforce trust with clients, partners, and the communities where we live and work.

Environment

Environmental stewardship guides both our operations and our client service. We track performance, set science-based targets, and prioritize measurable action, reducing our footprint while advancing restoration, resilience, and climate solutions nationwide to assist our clients in their actions.

2x

Female representation above industry average for both Management & Board

\$2.2M

Anchor QEA contributions to staff 401(k) Program +23% from 2024

0.95

Total recordable incident rate

200+

Non-profit organizations financially supported

25,000

Estimated annual efficiency gains in hours through AQX AI strategy

\$22,000

Awarded in scholarships

9.71

Company emissions (MTCO_{2e}) compared to 10.38 industry average (EFCG 2025)

12,000

2025 Seattle office public transit trips

+39%

Sustainability- and resilience-related services project growth over 2024

Table of Contents

About Anchor QEA

- 4 | At a Glance
- 6 | Mission and Vision
- 7 | Core Values
- 8 | Impact and Sustainability Approach

People

- 10 | Health and Safety
- 11 | Employee Well-Being
- 13 | Providing a Welcoming and Safe Workplace
- 14 | Learning and Professional Development

Community

- 16 | Company Management Measures
- 19 | Direct Community Measures
- 25 | Establishing a Responsible Supply Chain
- 26 | Serving Clients and Communities Through Innovation

Environment

- 28 | Environmental Management
- 29 | Energy and Greenhouse Gas Emissions
- 30 | Sustainability and Resilience in Projects
- 31 | Project Highlights

Looking Ahead

- 37 | Vision for 2026



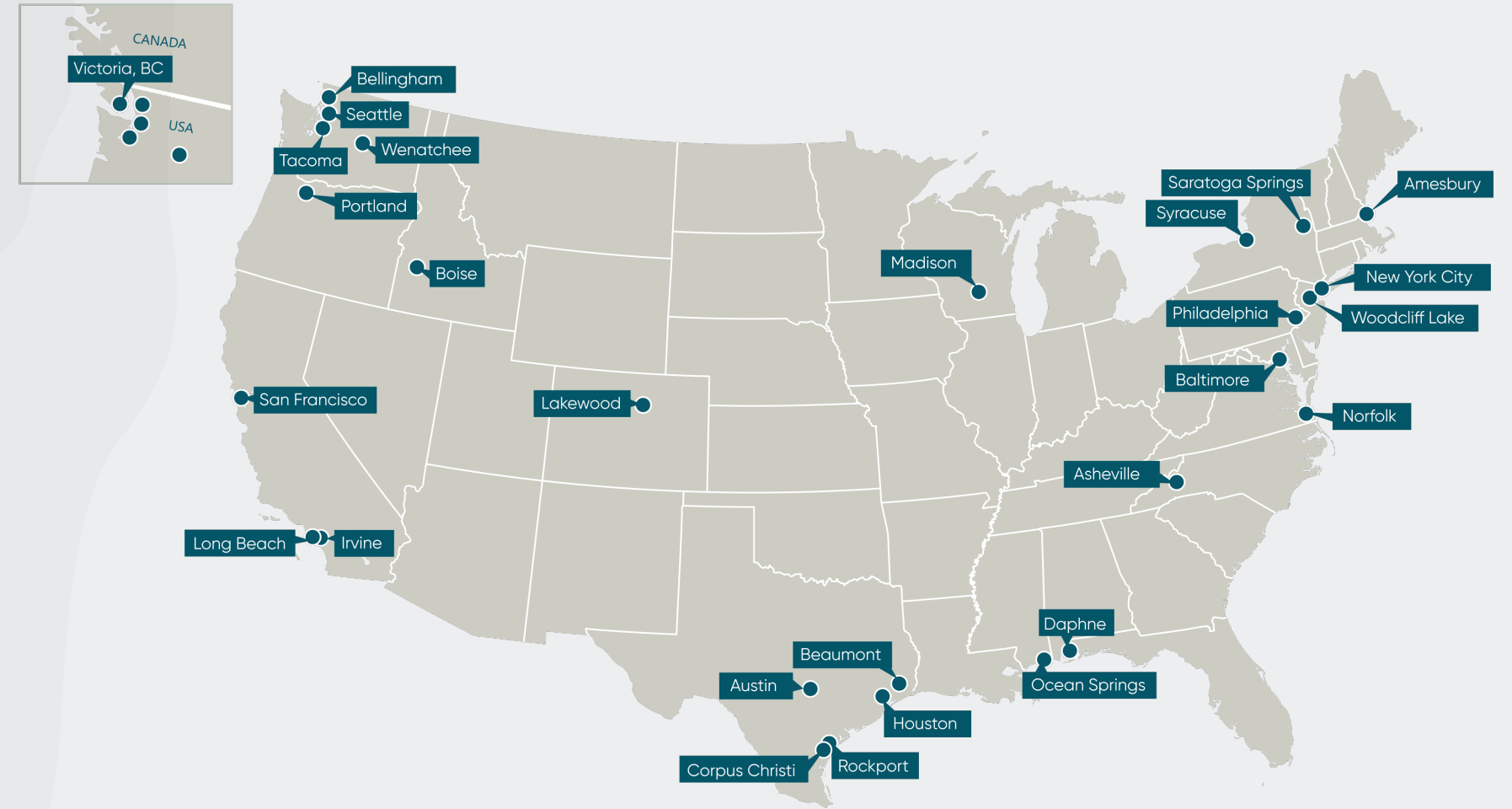
At a Glance

Anchor QEA is a nationally recognized environmental science and engineering consulting firm specializing in projects with aquatic, shoreline, and water resource components. Founded in 1997, we integrate engineering, environmental science, planning, analytics, and construction management to deliver comprehensive solutions—from investigation and design through permitting, construction, and long-term monitoring.

In 2025, Anchor QEA employed over 500 staff across 28 offices nationwide and supported more than 530 clients spanning industrial, energy, federal, state, local, and port and harbor sectors. Our multidisciplinary teams of engineers, scientists, planners, landscape architects, and construction managers work together to solve complex challenges in remediation, restoration, resilience, and revitalization.

Our mission is to transform our environment and communities, with integrity and vibe; a spirit that shapes our culture and strengthens relationships with clients and colleagues. Guided by our core values of Safety, Initiative, Service, Vibe, Quality, and Integrity, we are committed to delivering excellent work and doing what's right.

Our culture is built on collaboration, creativity, and inclusion. We believe that attracting and supporting talented people and creating an environment where everyone is respected and empowered is essential to innovation and long-term impact. With a partnership mindset and technical depth across disciplines, Anchor QEA helps clients manage risk, restore ecosystems, and build resilient infrastructure that supports healthier communities and a more sustainable future.



\$143M

2024 Gross Revenue

from \$104M last year

513

Employees

from 544 last year

28

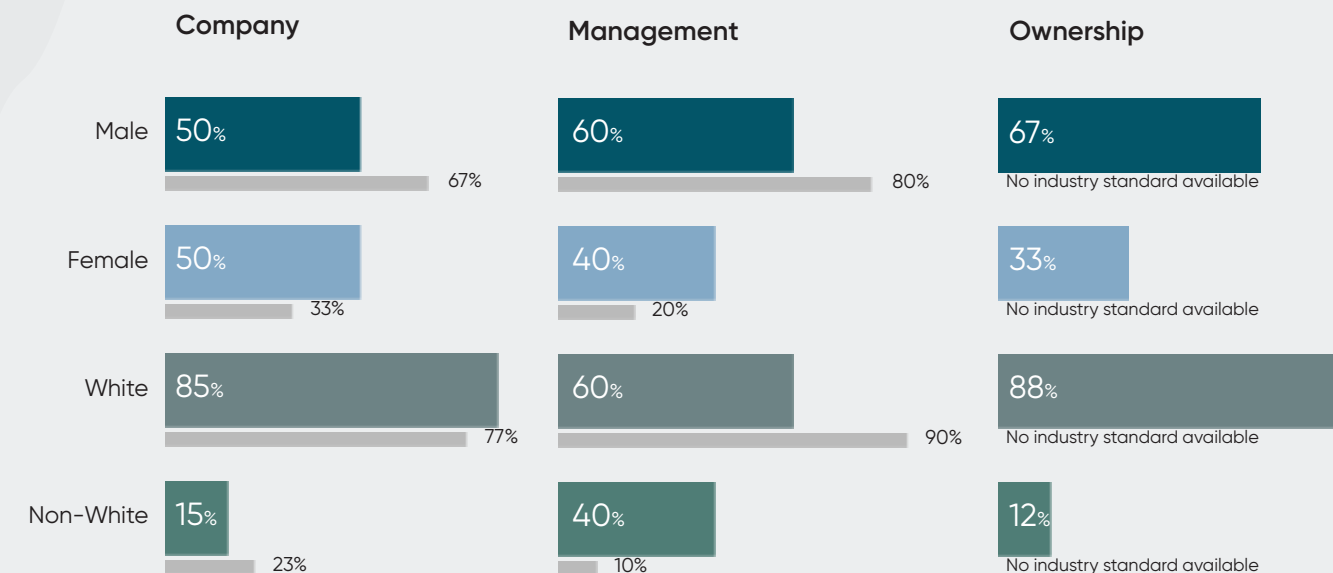
Offices

Company Demographics

Current representation across Company, Management, Ownership & Board compared to industry medians.

2025 Anchor QEA

2025 Industry Standard
Source: AEC Advisors 2025





We are focused on four critical environmental needs:

Every successful project begins with building the right team. We bring together engineering, environmental sciences, planning and management, and analytics experts from across the country to solve our clients' most challenging problems and create generational impacts.



Remediation

Addressing environmental contamination to reduce risks and comply with regulations.



Restoration

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



Resilience

Reducing environmental impacts. Enhancing ability to withstand and recover from climate stresses and changes.



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



Impact and Sustainability Approach

Anchor QEA is committed to making a positive and lasting impact by operating responsibly and partnering with our clients to transform the environment and our communities for the better. Impact and sustainability are embedded in how we work—shaping our decisions, our operations, and the solutions we deliver.

Our mission—transforming our environment and communities, with integrity and *vibe*—guides our commitment to operational excellence, superior quality, and environmental stewardship. We are driven to develop innovative, practical solutions that create meaningful outcomes today while supporting long-term resilience for future generations.

Since the firm's inception, this mission-driven mindset, grounded in ethical and sustainable practices, has been a cornerstone of Anchor QEA's success. It reflects not only what we do, but how we do it—anchored in integrity, service, and accountability to our people, clients, and communities.

Our impact and sustainability efforts are structured around People, Community, and Environment (PCE)—a framework that aligns our values with our business strategy.

Through PCE, we focus on fostering an engaged and inclusive workforce, delivering high-quality and resilient solutions for our clients, and minimizing our environmental footprint through responsible operations.

A strong PCE approach is essential to remaining relevant and competitive in our industry, meeting the evolving expectations of our stakeholders, and contributing to a more sustainable future. By integrating PCE principles across our organization, we create tangible business value through actions such as:

- **Strengthening employee engagement and retention**
- **Reducing corporate risk through robust compliance and governance practices**
- **Improving operational efficiency and reducing waste**
- **Enhancing our corporate brand by providing specialized resilience and sustainability solutions and by being a trusted, responsible corporate citizen—supporting long-term growth and 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

Anchor QEA is committed to building a workplace where employees can do their best work and grow over time. Through mentoring, onboarding improvements, and clearer career pathways, we are creating more opportunities for employees to deepen their expertise and take on greater responsibility.

Led by our core values, Anchor QEA strives to be an amazing workplace. We build well-being, inclusivity, and growth into how we operate, from our health and safety practices to the way we support learning and development at every stage of an employee's career.

We back these commitments with clear expectations and sustained investment, giving our people the support they need to do their best work. By putting people first, we strengthen our teams, better serve our clients, and create lasting impact.

Health and Safety



At Anchor QEA, health and safety are embedded in our culture—not treated as a standalone program. Safety is integrated into our mission and strategic planning, and senior leadership actively models and champions safe practices across the organization. We Anchor in Safety: Every Action, Every Day.

As our most essential core value, safety goes beyond regulatory compliance. We prioritize proactive measures and continuous improvement to protect employees and foster a secure working environment. Our approach emphasizes leading indicators—such as preventive actions and early risk identification—as meaningful measures of safety performance.

We maintain a strong commitment to safety education, training, and employee support. When incidents do occur, we focus on identifying root causes and implementing corrective actions to prevent recurrence. This learning-oriented approach reinforces accountability while supporting a culture of transparency and care.

Our companywide health and safety program is led by a dedicated Health and Safety team, including a Director of Health and Safety and six supporting staff members, and is reinforced by a Health and Safety Committee. Key program elements include required training, first aid and fire extinguisher inspections, provision of personal protective equipment (PPE), and occupational health monitoring—ensuring employees have the knowledge, resources, and confidence to make informed safety decisions every day.

In 2025, Anchor QEA expanded its commitment to health and safety through the following key initiatives:

Internal CPR/AED/First Aid Training (Red Cross)

Implemented an internal trainer model led by Health and Safety staff to deliver CPR/AED/First Aid training more efficiently and consistently, including integration with in-person HAZWOPER refresher sessions.

Electronic Safety Plan System (PlanSafe)

Deployed the PlanSafe electronic safety planning system to centralize and standardize task-specific field safety plans, improving accessibility, oversight, coordination, and documentation while reducing administrative burden.

Third-Party Medical Provider Integration (NMS Health)

Integrated NMS Health’s electronic system with BISTrainer to automate exam notifications, improve compliance tracking, reduce clerical errors, and increase staff visibility into medical requirements.

Expanded Health and Safety Staffing

Added a Health and Safety Manager/Industrial Hygienist to increase organizational capacity and strengthen training delivery, field support, and auditing capabilities.

211

Staff trained at 18 in-person HAZWOPER refresher trainings

121

Staff trained in Red Cross CPR/AED/First Aid by internal Anchor QEA instructors

0.95

Total recordable incident rate

0.88

Blended EMR

2023/2024 audited payroll

Employee Well-Being

Our Commitment

At Anchor QEA, our employees are at the heart of everything we do. Our employee well-being program, called Total Rewards, goes beyond traditional benefits to support the whole person: physical health, social and emotional well-being, financial security, career growth, and work-life connection. 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. By investing in our people, we strengthen our ability to serve clients, support communities, and deliver lasting environmental outcomes.

Physical Wellness

Anchor QEA offers competitive health insurance options, including a High Deductible Health Plan with company HSA contributions, plus dental and vision coverage. We support healthy lifestyles through partial reimbursement for gym memberships, fitness classes, and sports team dues. Employees can also select voluntary benefits to fit their needs, including supplemental disability and life insurance, long-term care, pet insurance, and identity theft monitoring. Together, these offerings help employees and their families access care, stay active, and build long-term well-being.

Social/Emotional Wellness

Employees have access to a confidential Employee Assistance Program (EAP), which provides free counseling and support for unexpected personal or professional challenges; we also expanded access to mental health visits through MD Live. We offer travel support for employees who experience an unexpected medical or safety issue while 100 miles or more from home. Anchor QEA also provides a range of leave and time-off programs, including paid time off, sick/safe time, floating holidays, and paid holidays, as well as family, bereavement, military, and jury duty leave. Employees can also access discounts through the LifeBalance program. In 2025, we improved internal communications to reduce work noise and stress, including launching Currents as our primary internal communication platform.

Career Development

Anchor QEA supports professional growth through conference and training attendance, professional registration and certifications (including exam fees, renewals, and study materials), and up to two professional memberships annually. Our Educational Assistance Program reimburses eligible employees for up to 50 percent of tuition costs, not to exceed \$5,250 per calendar year.

We also provide learning and development through Compass and support flexible work schedules where appropriate.

To strengthen onboarding and retention, we expanded programs that help new hires build connection and confidence. In 2025, our Peer Mentoring Program matched 39 new employees from 17 offices with 37 mentors. We also launched our Welcome Aboard onboarding program to standardize onboarding across the firm, support belonging, and reduce inconsistent experiences and potential bias in early career development.



Financial Health

In addition to competitive pay, Anchor QEA provides benefits that support long-term financial well-being. Salaries are reviewed annually for equity and compared to industry standards. Employees are eligible for a 401(k) plan with discretionary company matching up to 4 percent of annual eligible compensation. We also provide company-paid basic life and accidental death and dismemberment insurance, commuter benefits (up to \$90 per month for public transit), and options to set aside pre-tax funds for eligible expenses. Flexible spending accounts include Health Care FSA, Limited Purpose Health Care FSA, and Dependent Care FSA, helping employees manage healthcare and family costs.

Recognition and Awards

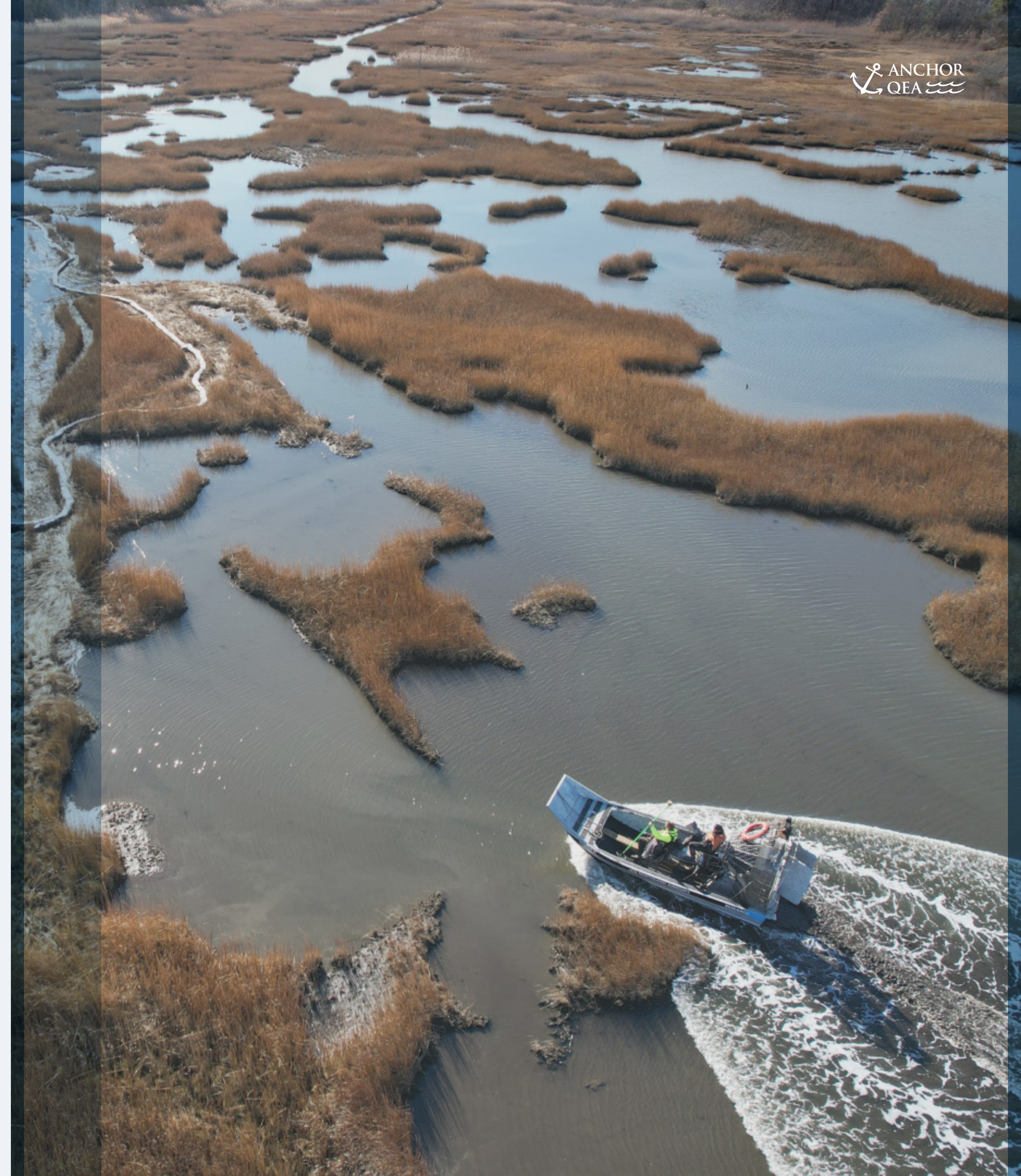
Anchor QEA recognizes employee contributions through structured performance management and formal awards. Our employee journey framework includes the career path matrix, staff expectations document, and employee journey planning tool to support clear growth and feedback. We celebrate milestones through an anniversary bonus on every fifth anniversary. Spot bonuses recognize extraordinary achievements, and eligible employees may receive an annual bonus reflecting performance and contributions to project and company goals. These recognition tools reinforce our culture of safety, initiative, quality, service, integrity, and vibe while helping employees feel valued and connected to the firm's shared success.

Work Life

Anchor QEA invests in connection and camaraderie through programs that strengthen culture and community. Employees participate in companywide volunteer and fundraising months and may apply for our Volunteer Grant Program, which provides financial support for two employees to spend vacation time volunteering. We also offer a Vacation Donor Program, allowing employees to transfer vacation accruals to colleagues facing hardship due to a serious health condition or family emergency. Across the country, offices host team events that build relationships and reinforce our vibe—from lunches and celebrations to sports teams, biking groups, outings, and volunteer events.

A Living Program

Total Rewards is a living program, and we continuously refine it to meet evolving employee needs. In 2026, we will refine our practice area structures to better align staff around the work they perform, strengthening technical cohesion and improving how we train, staff, and develop teams. This shift is designed to provide clearer career pathways, more focused mentorship, and discipline-specific training. It will also integrate innovation-oriented staff more directly into delivery teams, strengthening collaboration, reducing silos, and improving staffing flexibility.



Providing a Welcoming and Safe Workplace

Anchor QEA's vision and long-term success are grounded in our commitment to providing an enriching, welcoming, and safe workplace where people can do their best work.

Our workplace principles align with our core values of integrity and vibe, fostering a collaborative environment in which employees feel respected, supported, and empowered to contribute. We believe that a diversity of perspectives strengthens our organization—driving creativity, innovation, and resourcefulness while supporting a high-performing and inclusive culture.

Anchor QEA maintains policies that strictly prohibit discrimination, bullying, and harassment, supported by clear reporting procedures and accountability measures. We provide a range of general and mandatory inclusion and anti-harassment training and conduct annual evaluations of salary adjustments and promotions to help identify and mitigate potential bias.

In 2025, we advanced this commitment by developing our first Promotions Philosophy document, providing shared guidance for employees and managers on how promotions are considered at Anchor QEA.

This clarity helps reduce inherent bias and reinforces our view of promotions as both a recognition of individual growth and a celebration of our collective progress. When one of us advances, the entire firm benefits—gaining new ideas, deeper expertise, and fresh energy that strengthen Anchor QEA for the future.

Looking ahead, in 2026 we plan to expand our community engagement strategy through partnerships with middle schools in underserved communities. This effort will include mentorship, outreach, and educational initiatives designed to spark interest in science and engineering and support more inclusive pathways into the profession.

Through these ongoing and future efforts, Anchor QEA reaffirms its commitment to fostering a welcoming, safe, and inclusive workplace—one that values respect, diverse perspectives, and continuous growth for our people and our communities.

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

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 fundamental to our success. Our Compass Program serves as the foundation of our Learning and Professional Development efforts, offering tailored learning opportunities that support employees at every stage of their careers—from early-career foundational skills, to mid-level managerial and leadership development, to advanced strategic thinking and innovation.

Through Compass, employees access a broad range of high-quality learning opportunities delivered through online, self-guided, and live formats. In 2025, Anchor QEA supported more than 23,000 training hours, representing an investment of approximately \$1.3 million in employee development.

The Compass Program is organized around four core learning areas: compliance, career development, informal learning, and mentoring. In addition, employees are encouraged to pursue external seminars, professional training, and certifications, with financial support available for education, licensing, and professional memberships.

In 2025, we continued to expand and refine our learning offerings to strengthen both individual and leadership capabilities across the firm, including:

Enhanced Managerial Training

We expanded upon the four staff manager modules introduced in 2024 by adding new content focused on onboarding, goal setting, engagement, and leading year-end processes and continued the Staff Manager Peer Group program.

Project Management Training

Our Director of Project Management led six project management sprint sessions and two Project Management Essentials trainings, supporting consistent project leadership practices across the organization.

Artificial Intelligence (AI) Training

New courses on artificial intelligence—including ethics and effective use—were made available to all staff, helping employees responsibly navigate emerging technologies.

Sustainability Training

A new sustainability course was added to the compliance curriculum, reinforcing a company-wide commitment to environmental responsibility.

Educational Assistance Program

Anchor QEA's Educational Assistance Program further supports professional growth by reimbursing courses that enhance employees' skills and development. We also cover costs associated with obtaining and maintaining professional licenses and certifications, including exam fees and study materials, and sponsor up to two professional organization memberships annually for each employee.

By continuously evolving the Compass Program and introducing relevant, forward-looking content, Anchor QEA ensures our employees have the knowledge, tools, and support needed to excel. These investments empower our workforce to lead, innovate, and deliver high-quality solutions—advancing our mission to transform the environment and our communities.



Community

Community is how we serve. That means operating responsibly and staying connected to the places where we live and work.

Company Management Measures

Responsible governance ensures that we uphold the promises we've made. Board of Directors oversight and clear standards for business conduct hold us accountable, while risk management, quality controls, cybersecurity protections, and responsible supply chain practices support consistent delivery.

Together, disciplined management and purposeful innovation reinforce the trust placed in us by clients, partners, and the communities we serve.

Direct Community Measures

Employees contribute in ways that are practical and local. Some volunteer their time. Others mentor students or support nonprofit partners. When environmental concerns arise, our teams provide technical insight to help communities understand risk and next steps.

Matching gifts and scholarships extend that commitment and help expand access to opportunity for the next generation of environmental professionals.

Through our AQX technology initiative, we are also expanding the tools available to support communities and clients—advancing data management, geospatial analysis, and responsible AI applications that improve decision-making and resilience planning.

Company Management Measures



Governance

Anchor QEA is committed to strong governance practices that promote ethical decision-making, accountability, and long-term value for our people, clients, communities, and the environment. Our governance framework supports responsible business operations and ensures alignment with our core values

The company is led by a C-Suite leadership 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

In 2025 the C-Suite was overseen by a seven-member Board of Directors responsible for effective oversight of operations, compliance with applicable laws and regulations, and the implementation of long-term strategies.

The Board's composition reflected a balance of perspectives, including three independent external directors with no conflicts of interest and four internal directors elected by shareholders. The Board may also engage a nonvoting external consultant to provide additional expertise as needed.

The Board's work was supported by three standing subcommittees focused on nominations and governance, compensation, and audit and risk oversight. Together, these committees help ensure transparency, accountability, and prudent risk management across all aspects of Anchor QEA's operations.



Ethics and Integrity

Integrity is a core value at Anchor QEA and a key component of our governance framework. Our approach to ethics supports responsible decision-making, accountability, and long-term stewardship in service of our employees, clients, communities, and the environment.

Consistent with the oversight structures described in our governance model, Anchor QEA establishes clear expectations for ethical conduct through a set of policies and resources, including our:

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

These tools provide employees with practical guidance to navigate complex situations and uphold our shared standards.

These policies address critical topics such as conflicts of interest, anti-bribery and corruption, professional business conduct, and whistleblower protections, including a firm commitment to non-retaliation for raising concerns in good faith. Together, they reinforce transparency and trust across our organization.

To support consistent implementation and accountability, all staff complete an annual business conduct and ethics training. By embedding ethics into our governance practices, policies, training, and daily decision-making, we reinforce a culture of trust and integrity that strengthens our operations and supports the people, clients, and communities we serve.



Risk Management and Quality Control

In 2025, Anchor QEA advanced its governance and oversight framework by strengthening coordination across Risk Management, Project Management, and Quality functions. These integrated efforts enhanced organizational accountability, consistency, and transparency across the full project lifecycle. Improvements to systems, standardized procedures, and approval processes supported clearer roles, more informed decision-making, and proactive risk identification. Targeted training and shared tools reinforced expectations and enabled effective oversight at both the project and enterprise levels. Together, these functions worked collaboratively to manage risk, uphold quality standards, and ensure responsible project delivery, reinforcing Anchor QEA's commitment to integrity, sound governance, and reliable outcomes for our clients, partners, and communities.

Risk Management Enhancements

- **Contract Management System:** Continued refining and finalizing the contract management system by improving workflows, access, and reporting to support consistent use and full operational adoption.
- **Agreement Template Modernization:** Modernized and standardized agreement templates to improve clarity and consistency, align with current legal standards and risk tolerance, and reduce negotiation time.
- **Liability Risk Mitigation:** Strengthened key contract provisions and clarified approval and escalation processes to proactively manage and reduce liability risk.
- **Staff Learning and Risk Awareness:** Delivered targeted legal, contract, and project risk education through Project Management Sprint sessions and contract drop-in sessions, increasing staff confidence and early risk identification.

Project Management Improvements

- **Comprehensive Training:** Delivered six project management sprint sessions focused on safety, quality, forecasting, planning, and contract standards and offered two additional Project Management Essentials Phase 1 trainings reaching 67 staff.
- **Enhanced Resource Management:** Implemented Workday Adaptive Planning to improve resource forecasting, utilization, and alignment with project needs.
- **Change Order System:** Designed and implemented a streamlined change order process to improve reporting, support resource planning, and increase operational efficiency.
- **Qualifications Management:** Established a qualifications management position to support client-required health and safety systems and initiate development of a subconsultant qualifications database.
- **Contract Template Expansion:** Expanded contract templates within Ironclad in collaboration with the risk management team to improve consistency and efficiency.

Quality Initiatives

- **Quality Communication:** Published Quality Currents articles to build a shared quality language, reinforce expectations, and increase awareness of quality practices across the organization.
- **Standardized Business Procedures:** Continued standardizing organizational procedures, with a focus on finance and project accounting, to improve consistency, clarity, and alignment.
- **Project Document Management:** Established a standardized Document Management Policy defining expectations for document control, access, revision, and lifecycle management.
- **Quality Training:** Completed development of the Quality Foundations training program and delivered quality training to project management staff to strengthen understanding of quality assurance, quality control, and individual accountability.



Cybersecurity

Protecting client and third-party data from cyber threats is a top priority at Anchor QEA and a critical component of our responsible business practices. Our cybersecurity program is designed to safeguard sensitive information, manage risk, and maintain the trust of our clients and partners.

Anchor QEA aligns its cybersecurity practices with the National Institute of Standards and Technology (NIST) Risk Management Framework and maintains comprehensive policies and controls to support data security and confidentiality. Employee awareness is central to this approach, with all staff required to complete annual cybersecurity training, participate in regular phishing simulations, and use tools that support identification and reporting of potential threats.

To meet federal cybersecurity requirements, Anchor QEA is scheduled to undergo a Cybersecurity Maturity Model Certification (CMMC) audit with a Certified Third-Party Assessor Organization (C3PAO) in early March 2026. While awaiting this audit, we successfully completed and submitted a CMMC 2.0 Level 2 self-assessment in the Supplier Performance Risk System (SPRS), which was formally approved. This approved self-assessment allows Anchor QEA to remain fully eligible to bid on and perform federal contracts through October 31, 2026, ensuring continuity of government work.

To maintain a strong security posture, we conduct regular internal audits, engage third-party cybersecurity auditors every 3 years, and hold monthly IT governance meetings aligned with CMMC guidance. In addition, Anchor QEA achieved ISO 27001:2022 certification in 2024 and successfully completed its Year 2 (Surveillance 1) audit in June 2025, affirming our ongoing commitment to protecting sensitive information. Our Year 3 (Surveillance 2) audit will commence in June 2026.

Through these efforts, Anchor QEA proactively manages cybersecurity risk while reinforcing trust with our stakeholders.

Direct Community Measures

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 where we work, live, and play. Community service and charitable giving are integral to this mission, empowering employees to engage in meaningful ways through volunteering, donations, and fundraising.

Our support for nonprofit organizations focuses on causes that serve people and protect the environment. Through monetary contributions, material support, and volunteer efforts, Anchor QEA and its employees have supported more than 200 organizations nationwide.

Anchor QEA amplifies individual generosity through a corporate matching gift program that matches employee donations to eligible 501(c)(3) organizations. In 2025, the firm matched nearly \$70,000 in employee contributions, supporting more than 150 nonprofit organizations across the country.

Community engagement is guided by a dedicated Community Service Committee (CSC), which coordinates year-round initiatives, including our annual Volunteer Month this year in April 2025. Employees across offices donated their time to address local needs through hands-on service. Activities included packing nearly 3,000 pounds of food for the Emergency Food Network in Tacoma, preparing meal bags for children in Houston, sorting and packing food for Seattle-area food banks, completing trail maintenance Puget Sound with the Green Seattle Partnership, and removing trash from Reed Creek in Asheville. These efforts reflect the local focus and flexibility of the program.

Anchor QEA also hosts companywide Holiday Giving initiatives each December to support local communities during the holiday season. Offices organized Adopt-a-Family programs, food, toy, and sock drives, fundraising efforts, and volunteer service at community pantries, supporting organizations such as Eblen Charities in Asheville, the West Side Urban Mission in Syracuse, the Tri Boro Food Pantry in Tacoma, and the Mattie M. Dixon Community Cupboard in Horsham.

Through these efforts, Anchor QEA strengthens community connections and reinforces a culture of service and shared responsibility.

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 2025, Anchor QEA welcomed 14 interns across 11 offices, reflecting our dedication to supporting the next generation of technical talent and giving back to our professional community. Three of our interns transitioned into extended roles with our team.

Our interns shared positive feedback on their experiences, including:

"... being an AQ intern was an incredible opportunity. I was able to focus on one primary project but also be involved with many other tasks and aspects of my field. I got to see projects I was working on in person and meet professionals in my field. This was all made even better through the positive environment of my employment."

"I have really enjoyed my summer with Anchor QEA - I think I have learned skills here that I will take into this school year and into my future career!"



Scholarship Program

Our mission, to transform our environment and communities, with integrity and vibe, lives in our Scholarship Program. For the last 26 years, Anchor QEA has implemented this initiative supporting 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, far-reaching in distribution, reflects our dedication to fostering equity and empowering future professionals in science, technology, engineering, and math (STEM), creating more opportunities for students to advance in their studies and careers.

In 2025, we awarded \$22,000 in scholarships to seven students from six universities across the United States. Since the program's inception, Anchor QEA has proudly granted scholarships to almost 200 students, helping to cultivate a diverse and talented next generation of industry leaders.

"I really appreciate Anchor QEA's commitment to supporting students and investing in the next generation of environmental professionals."

"Your support not only eases my financial burden but also reinforces my commitment to excellence in education."

Connecting Community and Environment



Haverhill Hikers Learn About Vernal Pools with Amy Nelson

In 2025, Amy Nelson, a managing scientist in Anchor QEA's Amesbury office, helped lead a group of 50 community members on a 3-mile guided hike across Crystal Gorge as the Town of Haverhill's first volunteer educator for the Conservation Department.

As part of the hike, Amy educated participants about vernal pools—seasonal wetlands that form in winter and spring and typically dry out in summer—and their critical role in supporting amphibian and invertebrate species that rely on fishless breeding habitats. Along the trail, she explained how vernal pools are identified and certified, why they are protected, and how they contribute to local ecosystem health.

The hike was organized in partnership with Greenbelt Essex County's Land Trust as part of the "Let's Hike Haverhill" program, which offers free guided hikes to connect residents and visitors with local landscapes. Amy worked with the Land Trust and the Conservation Department to help develop the program and plan the event. Due to strong community participation, the partners have invited her to make the hike an annual event and expand it to include youth-focused programming.

Amy's leadership reflects Anchor QEA's commitment to community engagement, environmental education, and service.

Post-Hurricane Helene Sediment Sampling

In 2025, a residential neighborhood in Swannanoa, North Carolina, reached out to Anchor QEA for guidance after experiencing severe flooding from Hurricane Helene. Residents were concerned about potential contamination from floodwaters that carried sediment and debris from upstream commercial and industrial areas and sought insight into possible environmental and health risks.

Recognizing the community's limited resources and the uncertainty residents were facing, Anchor QEA volunteered its time to conduct a preliminary environmental risk assessment focused on exposure to flood-deposited sediment. Our team evaluated potential pathways and risks associated with the sediment and found that impacts were minimal, with no increase in cumulative health risks above acceptable thresholds.

This effort provided reassurance to the community during a challenging recovery period and helped inform next steps following the storm. The project reflects Anchor QEA's commitment to using our technical expertise in service of communities during times of need and highlights the positive outcomes that can result when professionals and communities work together to address environmental concerns.

Every Day Is Earth Day at Anchor QEA

From coast to coast, Anchor QEA employees invest their time and energy to give back to the communities where we live, work, and care deeply about the environment.



- **Little Salt Marsh Work Party (Tacoma, WA)**
Volunteers cared for native plants, removed invasive weeds, and spread mulch at q'iq'əlut (Little Salt Marsh) in the Port of Tacoma to improve water quality and support local wildlife and pollinators.
- **South Glens Falls River Sweep (Saratoga Springs, NY)**
Employees participated in a community cleanup, collecting trash along the Betar River walkway to help protect local waterways.
- **Onondaga Lake Cleanup (Syracuse, NY)**
Staff joined the Onondaga Lake Conservation Corps' Earth Day cleanup, removing shoreline debris while learning about wildlife and watershed health from Audubon Society educators.
- **Earth Day Litter Walk (Seattle, WA)**
In partnership with Seattle Public Utilities, employees collected four bags of trash along the Central Waterfront and Pioneer Square Habitat Beach.
- **Turner Station Cleanup (Baltimore, MD)**
Volunteers supported a neighborhood cleanup and beautification effort through litter removal, weeding, and planting flowers near the Port of Baltimore.
- **Reed Creek Trash Pickup (Asheville, NC)**
Staff collected more than 100 pounds of litter in just 90 minutes, demonstrating teamwork and local impact.

Supporting Careers Along the Gulf Coast

Anchor QEA supported the Calhoun Port Authority in 2025 by partnering with the Calhoun County Independent School District for the Careers Along the Coast: Roots to Routes event, which introduced eighth-grade students to career pathways connected to their coastal community.

As part of the hands-on experience, students visited a Port Authority mitigation site—an environmental restoration project designed and constructed by Anchor QEA to support port development while enhancing wetland habitat. On site, Anchor QEA staff Ryan Davis, Aaron Horine, Alex Pauley, and Nick Anderson led a native planting activity and shared how environmental stewardship, engineering, and planning work together to create sustainable, multi-benefit sites. Each student planted native wetland vegetation, contributing directly to the restoration effort.

Students also engaged with project partners to learn about:

- Environmental permitting and site planning
- Civil and port engineering
- Flood storage and oil spill prevention
- Marine construction and geospatial technologies
- Energy operations and coastal career pathways
- Maritime operations and watershed processes

Through early career exposure and experiential learning, Anchor QEA is proud to help students explore future opportunities and build connections between education, environment, and community.



Establishing a Responsible Supply Chain

In 2025, Anchor QEA engaged more than 350 vendors, subconsultants, and subcontractors across the country. Our approach to supply chain management emphasizes governance, accountability, and risk management, aligned with our commitments to safety, integrity, and quality.

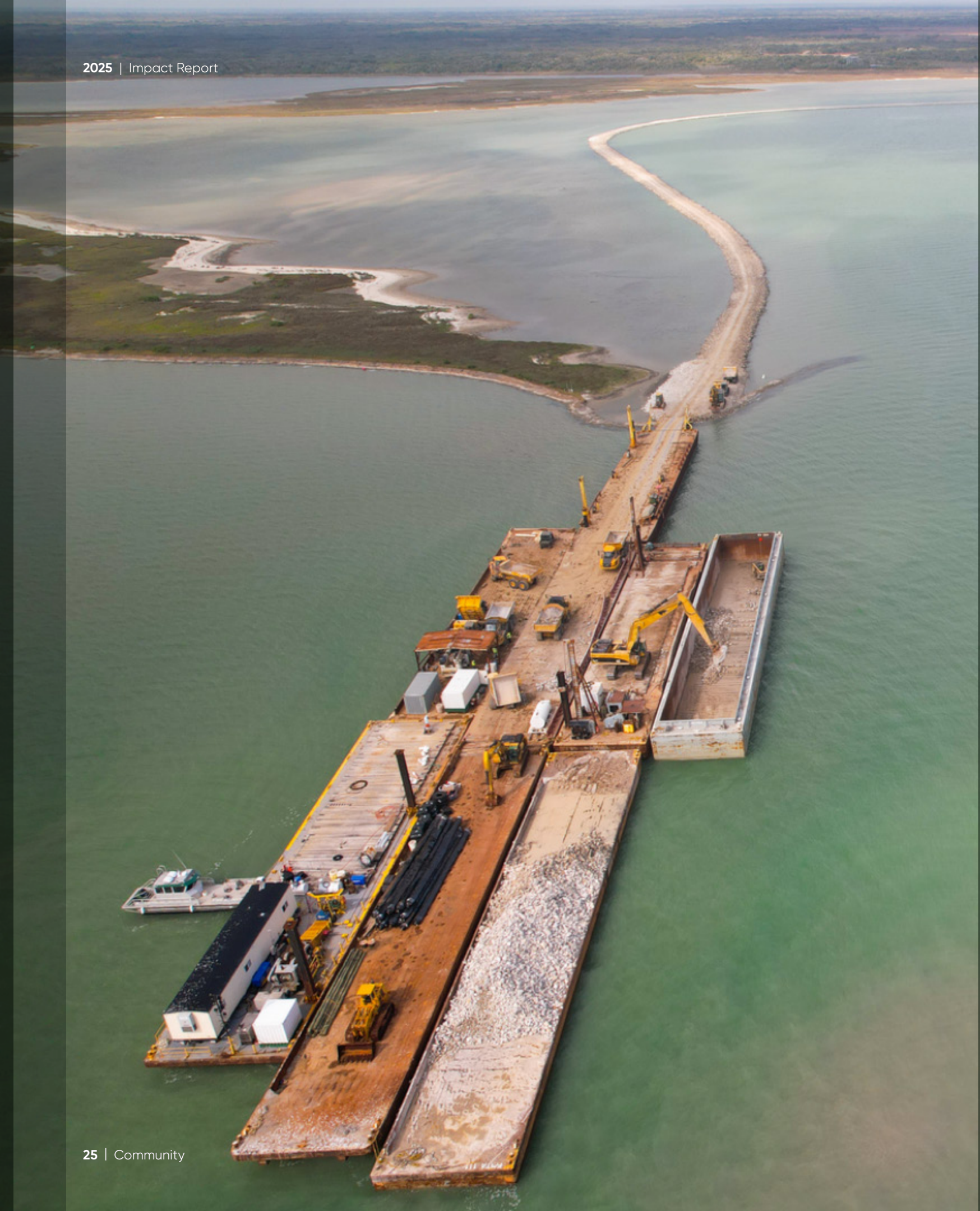
Anchor QEA uses standard contract language applied to subconsultants and subcontractors to establish expectations related to ethical conduct, legal compliance, confidentiality, data protection and requires adherence to applicable labor, environmental, and health and safety regulations consistent with federal, state, and client-specific requirements, as applicable. Contract templates are reviewed periodically for alignment with regulatory obligations, client expectations, and internal risk management standards. Forced labor and human trafficking are strictly prohibited, supported by a formal Anti-Trafficking Policy that establishes preventive controls and escalation protocols across our supply chain.

We participate in third-party contractor compliance and risk management platforms, including ISNetworld and Avetta, to support independent evaluation of safety, regulatory compliance, and operational controls. Subconsultants are expected to meet comparable standards and maintain relevant certifications where applicable including professional licensing, safety qualifications, and regulatory authorizations required for the scope of work.

Key subconsultants are evaluated based on scope, risk profile, and regulatory requirements, with performance considerations integrated into project-level risk management. Project-specific health and safety requirements and environmental stewardship expectations are mandatory for applicable scopes of work. Vendors handling company or client data are evaluated for cybersecurity and data privacy controls aligned with federal, client, and industry requirements.

Anchor QEA maintains defined procurement and contracting processes, ongoing performance communication, and periodic reviews to support oversight and continuous improvement. In 2024, we initiated a vendor survey to assess supplier practices related to governance, sustainability, and ownership demographics, continuing to expand this dataset in 2025.

Looking ahead to 2026, we plan to strengthen engagement with industry associations to support inclusive and responsible supply chain practices.





Serving Clients and Communities Through Innovation

Innovation is a strategic priority at Anchor QEA, grounded in our core value of service and driven by the goal of delivering practical, high-value solutions for our clients and communities. We approach innovation as applied problem-solving—combining deep technical expertise with new tools and technologies to improve outcomes, efficiency, and decision-making.

A key initiative within our 2028 Strategic Plan is the AQX Initiative, a technology incubator launched in mid-2024 and advanced through 2025. AQX is designed to strengthen Anchor QEA's leadership in environmental innovation by expanding capabilities in environmental data management, systems development, geospatial analysis and visualization, and the responsible application of artificial intelligence (AI) and machine learning (ML).

The AQX Initiative is structured around three phases:

- Build the foundation: Equip employees with the skills, literacy, and confidence to use AI safely and effectively.
- Focused investment: Target high-value opportunities where technology can create differentiation, cost savings, and new revenue.
- Prove it through action: Prototype, test, and launch solutions through iterative development, reducing risk while building internal capability.

Project Highlight

Anchor QEA's PFAS experts are advancing innovative approaches to environmental monitoring through the development of porous ceramic cup samplers to passively measure aqueous-phase PFAS concentrations. This work builds on prior applications of ceramic cup samplers for other analytes, which demonstrated the ability to collect representative aqueous samples while effectively excluding nonaqueous phase liquids (NAPLs).

Excluding NAPL is particularly important for PFAS sampling, as PFAS compounds tend to accumulate at the NAPL-water interface. Inclusion of NAPL can lead to overestimation of PFAS concentrations in the true aqueous phase. This challenge is common at sites where PFAS and NAPLs coexist, including petroleum and wood-treating facilities and urban waterways, where conventional sampling methods may unintentionally capture NAPL.

Passive sampling offers regulators, consultants, and site managers a low-impact approach that supports more accurate site characterization and informed cleanup and risk management decisions. Anchor QEA's research indicates that ceramic cup samplers may provide a reliable alternative at complex sites where traditional sampling techniques are limited.

Initial laboratory results have been promising:

- Loss due to adsorption was minimal.
- Reproducibility between duplicate samples was excellent.
- EPA Method 1633 analytes were below method detection limits in blank samples.
- Approximately 70 percent equilibration was achieved within 1 week for most compounds, with near-complete equilibration after one month.



Why it Matters

This approach has the potential to improve data quality, reduce sampling bias, and support more confident regulatory, remediation, and risk management decisions at PFAS-impacted sites.

Next, the team will evaluate ceramic cup samplers under real-world site conditions. If successful, this approach could provide clients with a practical, innovative tool for PFAS site characterization.

Environment

From reducing our own footprint to supporting restoration, resilience, and climate work for clients, we focus on science-based decisions that prioritize integrity and lead to real, measurable change.

Environmental stewardship shapes how we operate and how we serve clients.

We manage our environmental performance with the same rigor we apply to project work—setting targets and tracking data to guide decisions at every level of the firm.

We measure and reduce energy use and greenhouse gas emissions across our operations, using clear metrics and regular review to prioritize action over time.

From reducing our own footprint to supporting restoration, resilience, and climate work for clients, we focus on science-based decisions that prioritize integrity and lead to real, measurable change.

Environmental Management

Anchor QEA's environmental management practices directly support our mission to transform the environment and communities with integrity and vibe. Environmental stewardship is both an internal responsibility and a professional obligation, embedded in how we govern operations, engage employees, and measure progress.

In 2025, Anchor QEA advanced sustainability through a structured, two-level governance approach. Oversight of our People, Community, and Environment (PCE) program is provided by a PCE Advisory Committee composed of executive leadership and business unit representatives, ensuring alignment with our mission, vision, core values, and business priorities. At the staff level, 30 Sustainability Ambassadors across 23 offices voluntarily led implementation and tracking of sustainable practices tailored to local operations.

During the year, Anchor QEA submitted its Science Based Targets initiative (SBTi) baseline and reduction targets for review, with approval in early 2026. Establishing this baseline and targets will enable data-driven decision-making to quantify emissions, identify effective reduction strategies, and track progress over time. Recommendations for footprint reduction measures will be brought to the PCE Advisory Committee for review, approval, and prioritization.

In 2025, Sustainability Ambassadors led measurable actions across the firm, including expansion of battery recycling programs to 17 offices, establishing or maintaining composting programs in nine offices, increasing e-waste recycling, evaluation of eco-friendly software, and reducing single-use materials through reusable containers and bulk purchasing.

Transportation-related emissions were addressed through expanded use of public transit and active transportation initiatives. In May 2025, Anchor QEA hosted a companywide Bike Everywhere event to encourage lower-carbon commuting. Public transit use was strong, with the Seattle office recording more than 12,000 transit trips across seven public transit agencies.

Environmental stewardship is reinforced through required annual Compass sustainability training and internal sustainability microsites. Beyond internal operations, offices participated in restoration, cleanup, and ecological rehabilitation projects throughout 2025, with a notable focus around Earth Day, demonstrating Anchor QEA's commitment to measurable environmental performance, continuous improvement, and accountable stewardship.

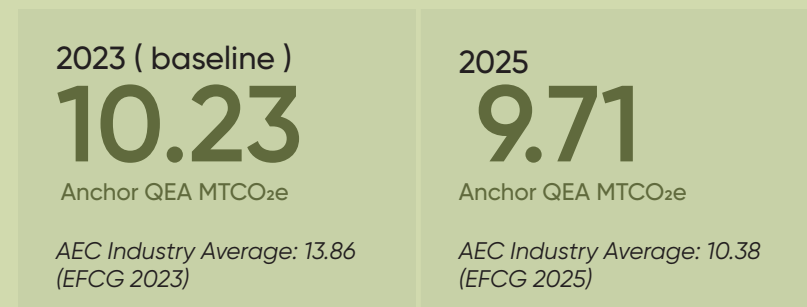


Energy and Greenhouse Gas Emissions

Energy consumption and greenhouse gas (GHG) emissions from our business activities are among Anchor QEA's most significant environmental impacts. To address this in a rigorous, data-driven way, we joined the Science Based Targets initiative (SBTi) in 2024. Working with an outside consultant, a trained internal team completed our first comprehensive Scopes 1, 2, and 3 GHG inventory for 2023, which will serve as our baseline year, using operational data in accordance with SBTi guidance. Our baseline emissions and 2030 reduction targets were submitted in late 2025 and approved in March 2026, establishing a verified foundation for future assessments.

This assessment enables us to benchmark our performance and develop targeted reduction strategies.

Our emissions, measured in metric tons of carbon dioxide equivalent per full-time employee (MTCO_{2e}), are as follows:



These results show that we operate approximately 6% to 25% below industry averages and have reduced emissions by 5% since our baseline year.

With a verified methodology now in place, we are positioned to implement data-driven initiatives and measurable reduction goals. Our strategy will focus on the following key areas:

- Scope 1**
Reduce fleet emissions where feasible.
- Scope 2**
Increase renewable energy use and improve energy efficiency where feasible in our offices.
- Scope 3**
Advance lower-carbon procurement, reduce travel emissions, and improve operational efficiency across our value chain where feasible. Existing efforts, such as hybrid work policies, public transit-focused office locations, and public transit subsidies, have already contributed to reductions.

Through these efforts, we are reducing our environmental footprint and delivering meaningful, measurable progress.



Port of Baltimore GNG and CAP Emissions Inventories and Emission Reductions Strategy

Long-Term Partnership
Since 2009, Anchor QEA has supported the Maryland Port Administration (MDOT MPA) by developing comprehensive Scope 1, 2, and 3 greenhouse gas and criteria air pollutant emissions inventories across port operations, tenants, vessels, vehicles, and energy use.

Decision-Support Tools
Anchor QEA translated emissions data into actionable planning through emissions dashboards, cost-benefit analyses, and an interactive EV roadmap to guide fleet electrification, infrastructure planning, and emissions reduction strategies.

Integrated Mitigation Strategies
The work has informed energy efficiency improvements, zero-emission vehicle transition planning, regulatory compliance, and blue carbon assessments quantifying emissions reductions from wetland restoration.

Why It Matters
By pairing rigorous emissions accounting with practical planning tools, this work enables the Port of Baltimore to reduce air emissions, protect community health, and pursue sustainable port growth aligned with Maryland's climate goals while securing federal funding and guiding long-term investment decisions.

WDFW Climate Change Vulnerability Assessment

Project Scope

Conducted a climate vulnerability assessment of Washington Department of Fish and Wildlife (WDFW) boat launches and river access sites in Region 4, covering Whatcom, Skagit, Snohomish, and King counties.

Actionable Outcomes

Completed detailed climate action planning and cost estimates for two representative sites, including projected changes in flows, flood levels, low-flow conditions, and geomorphic risk.

Methodology and Tools

Developed a scalable assessment methodology and an interactive web map summarizing site-specific vulnerability, importance, and resilience considerations.

Why It Matters

By translating climate risk into clear priorities and actionable planning, this project helps protect public access, reduce long-term maintenance costs, and improve the resilience of critical infrastructure under changing climate conditions.

Sustainability and Resilience in Projects

Anchor QEA has long supported clients in strengthening their communities through solutions that enhance resilience, integrate natural resource management, and conserve ecosystems. As we implement our 2028 Strategic Plan, we are further expanding our support for client sustainability and resilience needs. By incorporating sustainable and resilient design principles, we deliver practical, cost-effective solutions that protect human health, manage environmental risk, and empower communities.

In 2025, Anchor QEA experienced significant growth in sustainability- and resilience-related services. Compared to 2024, gross revenue from this work increased by 14 percent, its share of total company revenue grew by 8 percent, and the number of related projects increased by 39 percent. This growth is driven by two Strategic Plan initiatives: the Restoration Initiative and the Climate and Coastal Resilience Initiative.

Through the Restoration Initiative, restoration and resilience services are increasingly integrated using nature-based solutions that protect infrastructure, safeguard communities, and restore ecosystems.

This work includes multi-benefit restoration efforts that focus on protecting communities from sea level rise while

creating public access to the shore, beneficial re-use of dredged sediment to protect coastal habitats, and wetland habitats that provide sediment and water benefits while protecting infrastructure. Recent examples include the First Mile Horizontal Levee project in California, a riverine flood mitigation alternatives analysis in Washington, beneficial-use habitat creation at Little Bird Island in Texas, and comprehensive wetland restoration under the EPA's Great Lakes Restoration Initiative in Wisconsin.

The Climate and Coastal Resilience Initiative delivers solutions for climate adaptation and mitigation, including risk assessments, sustainability-focused planning, and infrastructure adaptation. In 2025, we began exploring development of a digital twin platform to help clients manage climate-related risks such as flooding and storm surge using real-time and historical data.

Internally, Anchor QEA continues to strengthen a companywide focus on sustainability and resilience through Envision Sustainability Professional certification support and required Compass sustainability training for all staff. Together, these efforts reinforce our commitment to delivering innovative, resilient solutions with lasting environmental and community benefits.

Project Highlight

Cedar Bayou is a dynamic tidal inlet on the Texas Gulf Coast that reconnects Mesquite Bay to the Gulf, supporting fisheries, water quality, and critical estuarine habitat.

Historically, maintaining the inlet relied on large, infrequent dredging efforts that were costly and difficult to sustain. In 2025, Anchor QEA worked with the Harte Research Institute, Aransas County, the Coastal Bend Bays & Estuaries Program, and regulatory partners to advance a more adaptive, science-based management approach.

This strategy emphasizes smaller, responsive dredging actions and beneficial use of dredged material to sustain ecological function while reducing environmental impacts and regulatory delays.

Recent monitoring confirms the inlet is functioning as an effective fish pass, demonstrating how coordinated science, engineering, and long-term planning can build coastal resilience.

Why It Matters

Adaptive, science-based management helps communities protect critical ecosystems while reducing long-term costs and improving resilience to changing coastal conditions.

Cedar Bayou Adaptive Management for Coastal Resilience

Cedar Port Improvement and Navigation District
and/or Trans-Global Solutions, Inc.
Baytown, Aransas County, Texas

Improved Ecological Function

2025 field monitoring documented young-of-the-year red drum and spotted seatrout in Mesquite Bay, confirming active fish passage through Cedar Bayou.

Sustained Connectivity

Sampling showed consistent tidal exchange and approximately 3 feet of water depth at monitored locations during fall 2025 surveys.

Long-Term Viability

Establishment of the Cedar Bayou endowment in 2025 created a dedicated funding mechanism to support ongoing maintenance and stewardship.

Project Highlight

Anchor QEA supported the City of Long Beach in transforming a former landfill into a safe, accessible, and vibrant community park through the Davenport Park Expansion and Landfill Gas Control System project.

The site, partially developed after landfill closure, required innovative design to safely expand recreational use while managing environmental risk. Anchor QEA designed new park amenities—including walking paths, sports fields, lighting, landscaping, and irrigation—while integrating a comprehensive landfill gas mitigation system to protect public health.

The project addresses complex challenges such as methane management, settlement and pavement instability, and construction near residential neighborhoods, using specialized anchoring techniques that avoid penetrating the landfill cap.

By combining advanced engineering, environmental stewardship, and community-focused design, the project demonstrates a sustainable approach to brownfield redevelopment that delivers long-term safety and public benefit.

Why It Matters

This project demonstrates how thoughtful engineering and environmental management can safely transform legacy landfill sites into valuable community spaces while protecting public health and long-term environmental performance.



Davenport Park Expansion and Landfill Gas Control System

City of Long Beach
Long Beach, California

Recognition

Awarded the 2026 ACEC California Engineering Excellence Award for excellence in sustainable design, innovation, and community impact and the 2025 ASCE Metropolitan LA Outstanding Community Improvement Project award for exceptional civil engineering projects demonstrating innovation, sustainability, and significant positive impact on the local community.

Scope

Expansion of Davenport Park on a former landfill, integrating new recreational amenities with a comprehensive landfill gas collection, monitoring, and treatment system.

Innovation and Safety

Addressed methane management, site settlement, and landfill cap protection using specialized anchoring and gas mitigation strategies in a residential setting.

Project Highlight

Since 2017, Anchor QEA has supported Honeywell in advancing remediation at Torch Lake, Michigan, one of the Great Lakes' most historically impacted Areas of Concern.

Services have included site investigations, feasibility studies, remedial design, remedial action, and long-term monitoring under the EPA Superfund and Great Lakes Legacy Act programs. In 2019, Anchor QEA designed and managed a time-critical removal action to address contaminated nearshore sediments, followed by feasibility studies covering more than 30 acres of the lake.

A key innovation was an in-lake drum removal pilot study that assessed the feasibility of safely removing hundreds of submerged drums using real-time dredge monitoring, advanced resuspension controls, and material stabilization prior to off-site disposal.

This work reflects a science-based, collaborative approach to restoring environmental quality while managing complex remediation risk.

Why It Matters

This project demonstrates how innovative dredging and careful controls can safely address legacy contamination and advance restoration of highly impacted Great Lakes ecosystems.



Torch Lake Drum Pilot Project

Honeywell International, Inc.
Houghton County, Michigan

Recognition

Awarded the 2025 Western Dredging Association (WEDA) Environmental Excellence Award for an environmental-based remediation project utilizing dredging.

Scope

Investigations, feasibility studies, dredging-based remediation, and long-term monitoring addressing contaminated sediments and submerged debris across multiple Torch Lake sites.

Innovation

Implemented real-time dredge monitoring, layered resuspension controls, and material stabilization to safely remove and manage contaminated sediments and drums.

Project Highlight

Anchor QEA supported shoreline restoration and protection at a public park along Little Sodus Bay through coastal engineering, geotechnical investigations and engineering, and nature-based design.

The project incorporated natural and nature-based features (NNBF), including living shoreline systems and offshore rock reefs, to reduce erosion, protect public infrastructure, and enhance nearshore habitat.

Anchor QEA conducted detailed wind, wave, and hydrodynamic modeling to evaluate system performance under varying lake levels and wave conditions and led overwater geotechnical investigations to inform design.

This work supports New York State's Resiliency and Economic Development Initiative (REDI), which advances shoreline resilience and community recovery following record-high Lake Ontario water levels, and reflects a scalable approach to protecting vulnerable shoreline communities.

Why It Matters

Living shoreline solutions provide long-term erosion protection while enhancing habitat, supporting community resilience, and adapting public infrastructure to changing lake conditions.

West Barrier Bar Park Resiliency and Economic Development Initiative (REDI) Project

Village of Fairhaven
Wayne County, New York

Program Impact

Part of New York's REDI program, supporting resilient shoreline recovery across Lake Ontario communities.

Scope

Coastal engineering, wave and hydrodynamic modeling, and geotechnical investigations and engineering supporting living shoreline and offshore reef design at Little Sodus Bay.

Approach

Applied natural and nature-based features to reduce erosion, protect the shoreline, and enhance ecological function.



Project Highlight

Anchor QEA supported the Washington State Department of Natural Resources in restoring tidal connectivity and fish passage between Whiteman Cove and Case Inlet by replacing a 1960s-era causeway with a new bridge.

The project reopened more than 30 acres of coastal lagoon habitat and removed one of the state's highest-priority fish passage barriers in South Puget Sound.

Anchor QEA conducted comprehensive geomorphology, coastal process, hydraulic, water quality, wetland, and riparian studies, using hydraulic modeling and alternatives evaluation to identify the preferred design.

The team led permitting, Tribal consultation, cultural resource coordination, public outreach, final design, and construction support. Delivered within budget and the in-water work window, the project reestablished natural tidal exchange and salmon passage through a resilient, process-based restoration approach.

Why It Matters

Restoring tidal connectivity and fish passage strengthens salmon recovery, improves ecosystem function, and increases the resilience of coastal systems to changing environmental conditions.

Whiteman Cove Fish Passage and Tidal Restoration

Washington State Department of Natural Resources
Case Inlet, Pierce County, Washington

Habitat Restored

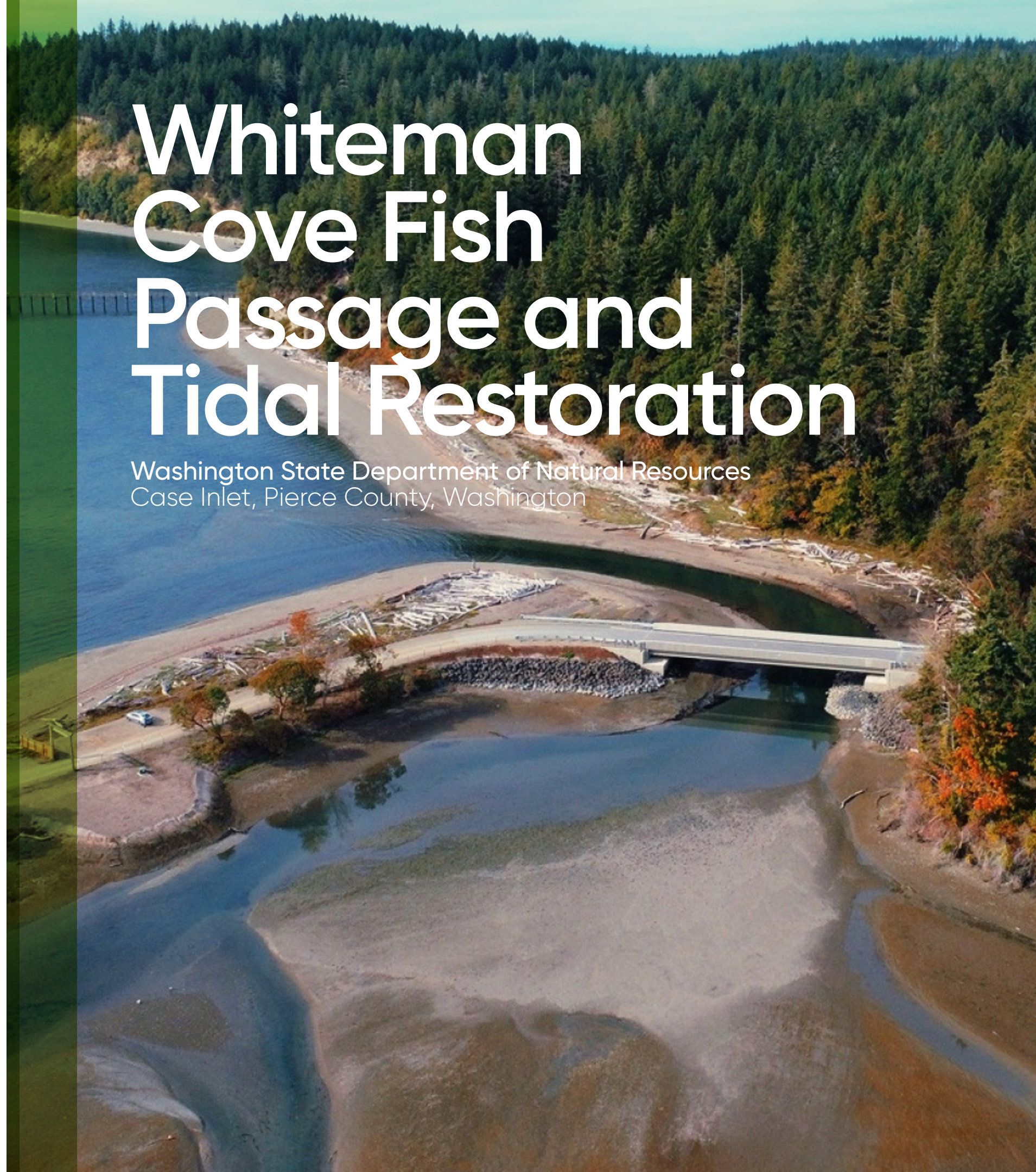
Reopened more than 30 acres of coastal lagoon habitat through causeway removal and bridge construction.

Integrated Approach

Combined hydraulic modeling, alternatives analysis, and process-based design to balance constructability, cost, and ecological benefit.

Successful Delivery

Completed within budget and regulatory in-water work windows while meeting complex permitting and Tribal coordination requirements.



Project Highlight

Anchor QEA supported Brick Township, US Fish and Wildlife, ACT Engineers, and project stakeholders in advancing a wetland restoration pilot program in Ocean County, New Jersey, within the Edwin B. For-sythe National Wildlife Refuge.

The program uses thin-layer placement of dredged material from local navigation channels to restore degraded marsh, improve storm resilience for near-by residents, and enhance habitat. The long-term restoration plan covers approximately 100 acres through 14 individual placement cells beneficially using up to 100,000 cubic yards of dredged material.

During the 2024–2025 pilot phase, Anchor QEA designed and supported placement of about 10,000 cubic yards of dredged material over 6.5 acres of wetland habitat, achieving target placement elevations.

The pilot generated lessons learned to optimize containment, survey methods, and construction best management practices for future phases.

Why it matters

This project demonstrates how beneficial use of dredged material can restore wetlands, strengthen coastal resilience, and reduce long-term maintenance needs through scalable, adaptive design.



Pilot Wetland Restoration Brick Township

Brick Township, New Jersey

Pilot Results

Placed ~10,000 cubic yards over 6.5 acres (Oct 2024–Jan 2025), achieving target placement elevations.

Scale

Full program targets ~100 acres (14 cells) and ~100,000 cubic yards of dredged material for marsh restoration.

Resilience and Navigation

Beneficially uses material from Brick Township channel to restore wetland habitat while supporting continued navigational access.

Vision for 2026

Building on the strong momentum of 2025, Anchor QEA management will continue advancing our People, Community, and Environment (PCE) program as a core driver of long-term value and impact. Our 2028 Strategic Plan, grounded in our mission, vision, and core values, remains our guiding framework as we move forward.

In People, we will refine our practice area structures to better align staff with the work they perform, strengthening technical cohesion, improving training and staffing, and creating clearer pathways for professional growth.

In Community, we will reinforce stakeholder trust through strong governance and oversight by completing our CMMC audit and ISO 27001 surveillance audit. We will also expand partnerships with middle schools in underserved communities to support more inclusive STEM pathways and deepen engagement with industry associations to strengthen responsible supply chain practices.

In Environment, we anticipate SBTi approval of our 2030 emission targets allowing planning and early application of actionable footprint-reduction measures.



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

