



2026 UPDATE

Sustainability Report

In the 17 years since ESA's Board of Directors endorsed a Vision and Policy Statement that shaped ESA's commitment to sustainability, the firm has maintained a Sustainability Plan to guide and communicate how we intend to meet the objectives outlined in the Board's vision.

Each iteration of the plan integrates valuable insights and operationalizes initiatives aligned with our Strategic Plan, reflecting a focused and measurable approach to improving the environmental sustainability of our operations. In coordination with the plan update, we produce a short report that can be shared with our clients and partners to reinforce our commitment. We are pleased to share the 2026 Update.



ESA's Sustainability Vision

As an inclusive employee-driven firm that continuously raises industry standards through excellence and innovation, ESA aspires to be a beacon of sustainable business practices that positively impact the environment and society at large. With measurable objectives and dedicated champions, we aim to create a lasting impact and set new standards for corporate responsibility.

Guiding Principles

We acknowledge the inherent ecological, social, and financial value of operating our business with a focus on minimizing environmental impact. We are committed to thoughtfully utilizing materials, energy, water, products, and services in ways that reduce waste, conserve valuable resources, and actively lower greenhouse gas emissions. **In practice, we champion methods that minimize environmental impact and foster ecological stewardship through responsible resource management.** Our operations embody this commitment, actively supporting and promoting environmental stewardship, contributing to biodiversity, and paving the way for a sustainable future.



GOAL 1

Reduce GHG emissions and energy consumption associated with operations, in line with science-based targets

GOAL 2

Minimize the environmental impacts of buildings used by ESA

GOAL 3

Minimize material impacts associated with purchasing and using office supplies, furnishings and equipment



Goal 1

Reduce GHG emissions and energy consumption associated with operations, in line with science-based targets

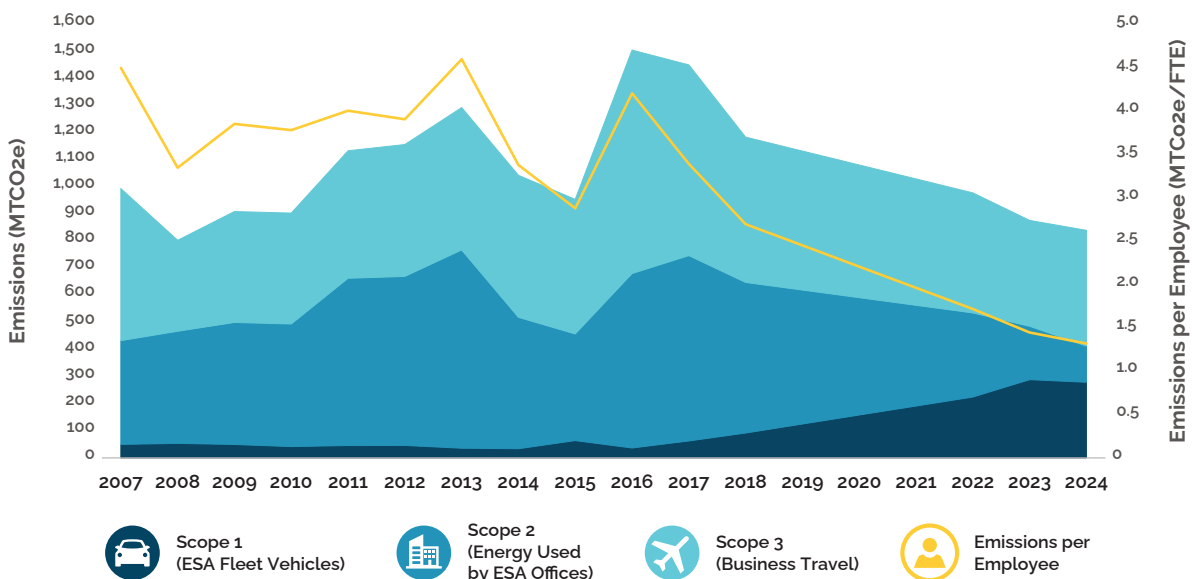
MEASURABLE OBJECTIVES:

- By 2025, reduce company-wide per-capita GHG emissions by 70% from a 2007 baseline.
- By 2030, achieve 50% real reduction in Scope 1, Scope 2 emissions, compared to a 2018 baseline, in line with science-based targets.
- Starting with the 2022 inventory year, annually achieve carbon neutrality for ESA's operations and business travel.
- By the 2025 inventory year, commit to measuring employee home office energy use and associated GHG emissions, and set reduction target inclusive of those emissions.

2026 Progress Report

ESA's most recent GHG inventory accounts for emissions in calendar year 2024.¹ As indicated by the figure below, ESA's total GHG emissions for 2024 (840 metric tons of carbon dioxide equivalent, or MTCO₂e) were down approximately 4 percent from 2023, inclusive of scope 1 emissions from the corporate fleet, scope 2 emissions from building energy, and scope 3 emissions from business travel and employee commute. On a per-employee basis, 2024 emissions were approximately 9 percent lower than they were in 2023. Compared to our baseline inventory in 2007, total emissions were down 15 percent despite employee growth of 288 percent and revenue growth of 348 percent over that period. Total per-employee emissions in 2024 (based on full time equivalents) were down by more than 70 percent from 2007 levels, enabling us to achieve a key objective one year ahead of schedule. For the period 2007-2015, our emissions decreased dramatically, followed by a spike during the pre-pandemic period of 2016-2018 due primarily to increased business travel. Total emissions have been dropping since then, due to reduced business travel, smaller and more efficient offices that use less electricity and natural gas, and a lower carbon footprint associated with the electricity used in our California offices. Countering these trends is emissions from ESA's fleet vehicles and from rental cars, which have risen in recent years along with the company's significant increase in field services. However, 2024 fleet vehicle emissions did decrease for the first time since 2016, signaling that this trend may be stabilizing.

Total Emissions by Scope and Emissions per Employee








¹ Because some objectives are set for 2025, it is important to note that the GHG inventory for calendar year 2025 has not yet been completed. Progress toward these objectives will be evaluated in next year's report, once complete and verified data are available.

Implementation Status










Each action has a implementation status that describes its maturity, ranging from the conception/planning phase to full operationalization into ESA's business.

 Indicates progress made since previous year's report

-  In conception/planning phase
-  Draft program/policy has been completed and/or adopted
-  Partial implementation; early stage implementation
-  Mature program; room for improvement
-  Action is fully operationalized into ESA's business

Strategy: Strive to achieve GHG reductions internally, followed by offsets

ACTIONS:

- Annually measure ESA's GHG emissions and publicly report them to The Climate Registry 
- Track and measure emissions associated with home office energy use (by 2026) 
- Annually purchase carbon offsets for residual emissions to meet stated carbon neutral goal 
- Reevaluate our GHG reduction goal at least every five years with a long-term goal of becoming a carbon neutral company 
- Negotiate corporate rates with sustainable hotels in each region and advise staff 
- Strive to reserve low-emissions rental vehicles 
- Formulate program for conversion of ESA fleet to low emission vehicles 
- Provide incentives for alternative commute modes 
- Capture commuting and work-from-home data through bi-annual employee survey 



Rainier Gateway Forestry Project

3.3k+
acres protected

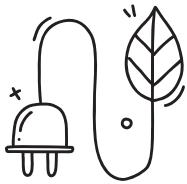
Promotes watershed protection and salmon recovery

Provides cultural benefits to the Nisqually Indian Tribe

ESA achieved carbon neutrality for 2024 by purchasing high quality carbon offsets generated by the Rainier Gateway Forestry Project in Washington's upper Nisqually River watershed. The Rainier Gateway project protects more than 3,300 acres of conifer forest managed by the Nisqually Land Trust and the Nisqually Community Forest, two nonprofit organizations dedicated to community based stewardship and long term ecological resilience.

Through improved forest management, the project reduces commercial harvesting below regional industrial norms, allowing forests to mature, store more carbon, and enhance watershed health. Carbon revenues enable sustained management that protects habitat for threatened Chinook salmon and steelhead trout, improves water quality, and supports recovery of sensitive species such as the federally threatened wolverine.

Located adjacent to Mount Rainier National Park and Gifford Pinchot National Forest, the project also provides significant community benefits, including recreation access, local employment, and partnership with the Nisqually Indian Tribe. Offsets generated by this project enabled ESA to fully neutralize its 2024 operational greenhouse gas emissions while supporting climate resilience in a region where we live and work.



Goal 2

Minimize the environmental impacts of buildings used by ESA

MEASURABLE OBJECTIVE:

- By the end of 2025, locate 70% of ESA office space in LEED, Energy Star certified buildings, or equivalent.

2026 Progress Report

As of December 2025, ESA's operations were housed in 22 different offices throughout 6 states, including one in a platinum LEED certified building (Oakland), three in LEED Gold certified buildings (Los Angeles, Sacramento, and San Francisco), and four in Energy Star rated buildings (Petaluma, San Diego, San Jose, and Sarasota). These eight offices represent approximately 58% of our total square footage of office space, which is down from 66% a year ago, primarily due to our moving into a new Portland office that is not LEED or Energy Star certified. The result is that we did not meet our 70% objective. However, the owner of our Seattle office has indicated that they intend to pursue EnergyStar certification within the next 2 years, which would likely enable us to meet the 70% goal. 21 of our 22 offices (95%) are located within ½-mile of a transit stop. Overall, these results reflect a concerted effort by ESA over the past 10 years to locate offices in sustainable buildings that make it more convenient for employees and visitors to take public transit.



**1 LEED PLATINUM
Certified Building**



**3 LEED GOLD
Certified Buildings**



**4 ENERGY STAR
Rated Buildings**

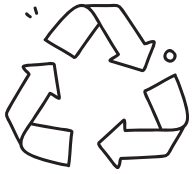


**95% of Buildings within
0.5-mile of Transit Stop**

Strategy: Employ Green Building practices in ESA offices and consider green building principles and practices when remodeling or considering new office space.

ACTIONS:

- Establish a formal Sustainable Leasing Policy ● ● ● ● ●
- Maximize daytime lighting and views in regularly occupied areas ● ● ● ● ●
- Set up bicycle storage where feasible ● ● ● ● ●
- Locate offices whenever possible within ½ mile of public transit ● ● ● ● ●
- Add LEED and/or Energy Star certification to priority checklist for all new leases ● ● ● ● ●
- Reduce workplace water use with conservation reminders and education ● ● ● ● ●
- Set up recycling programs in all offices ● ● ● ● ●
- Educate and promote recycling best practices ● ● ● ● ●



Goal 3

Minimize material impacts associated with purchasing and using office supplies, furnishings and equipment

MEASURABLE OBJECTIVES:

- By the end of 2025, reduce paper consumption by 75% from 2019 levels.
- Establish a formal Sustainable Procurement Policy.

2026 Progress Report

Paper use has traditionally been one of the biggest material impacts of doing business in the consulting industry, but in recent years ESA has dramatically reduced our consumption, driven by internal policies and well as industry trends. In 2025, we purchased approximately the same amount of paper as in 2024 despite experiencing business growth. Our total paper use is approximately 87 percent lower than pre-pandemic levels (2019), which far exceeds our goal for 2025. Longer term we expect the trend of reduced paper use will continue as digital workflow trends take hold in our industry, and we will strive to consume more sustainably produced paper products when they are needed.

Despite the absence of a formal sustainable procurement policy, since 2010 ESA has been applying careful consideration to all purchases throughout the company, including communicating our preferences to our vendors, negotiating competitive rates on recycled-content products, and researching the environmental impacts of capital and other large-dollar investments.

Strategy: Champion responsible paper consumption practices

ACTIONS:

- Measure annual paper consumption ● ● ● ● ●
- Buy paper with the highest percentage of postconsumer recycled content available ● ● ● ● ●
- Promote BMPs for paper consumption and set printers to double-sided ● ● ● ● ●
- Implement paper reduction through educating staff and measuring consumption ● ● ● ● ●
- Promote paperless operations by using online forms and paperless checks ● ● ● ● ●

Strategy: Use environmentally preferable materials and minimize the use of disposable products

ACTIONS:

- For internal meetings, mandate reusable/recyclable dishware and serve filtered water ● ● ● ● ●
- Consider source/manufacturer of promotional giveaways and evaluate lifecycle cost ● ● ● ● ●

Strategy: Use contractors and product suppliers that demonstrate a commitment to sustainability

ACTIONS:

- Establish a corporate Sustainable Procurement Policy ● ● ● ● ●
- Communicate our preference for sustainable products to our suppliers ● ● ● ● ●