

## 2024 HALEY & ALDRICH SUSTAINABILITY REPORT

Click anywhere  
to continue.



# Table of contents



From our Chair and CEO	3
About Haley & Aldrich	4
Our commitment to sustainability	5
Our sustainability strategy	6
Environmental stewardship	8
Climate change	9
Greenhouse gas emissions and energy	11
Environmental impacts	14
Water stewardship	14
Waste management, resource efficiency, and circular economy	15
Biodiversity and ecosystems	16
People and communities	18
Health and safety	19
Workforce development and well-being	22
Our one-team commitment	25
Digital enablement, data privacy, and cybersecurity	26
Human rights and fair labor	26
Environmental justice and social equity	27
Community engagement and investment	28

Governance and accountability	30
Corporate governance, business conduct, and ethics	31
Client focus, empowering innovation, and sustainable service delivery	33
Stakeholder engagement and transparency	36
Responsible procurement and supply chain management	37
Appendices	38
2024 performance data	39
GRI index	41

**Clients and communities rely on Haley & Aldrich's support and guidance in times of uncertainty and change**, whether in response to evolving regulations, climate challenges, or other shifts in our built and natural environments. Working as engineers, scientists, and constructors, we solve our clients' most meaningful problems — from complex technical challenges to human-centered issues involving the community, regulators, or others. Ultimately, our goal is to create sustainable solutions that enable organizations and their communities to thrive long into the future.

Founded in 1957 in Boston, Haley & Aldrich has grown from a small geotechnical engineering partnership to a nationwide engineering and environmental consultancy with more than a thousand employees. For more than two decades, I've had the privilege of being a part of that journey. One thing that has remained the same over those years is a steadfast adherence to our core values:

- » **One team** makes us stronger.
- » **Wise stewardship** today secures a thriving tomorrow.
- » **Holistic well-being** is at the heart of who we are.
- » **Continuous learning** sets us apart.
- » **Challenges are opportunities** to learn and innovate.

These values guide sustainability at Haley & Aldrich, and they guided our work long before the concept of sustainability became an integral part of doing business.

Over the past year, Haley & Aldrich took steps to drive our commitment to sustainability forward. We completed a materiality assessment to identify and prioritize the areas that shape our ability to create positive outcomes for people, protect the planet, and enhance the long-term sustainability of our business. We established working groups and committees at key levels of the organization, including the board of directors, to define roles and responsibilities to advance sustainability. Finally, we set a foundation for continuous improvement by establishing our sustainability performance baseline data and publishing this report, which will enable us to define meaningful targets and focused initiatives going forward.

Although the future remains far from certain, I see opportunities to innovate and become even stronger — in other words, become antifragile — in the uncertainty ahead. By combining technical excellence with a deep understanding of our clients' needs, we will transform today's challenges into opportunities for economic growth, delivering tangible value for our business and clients while building safer, more resilient communities for generations to come.



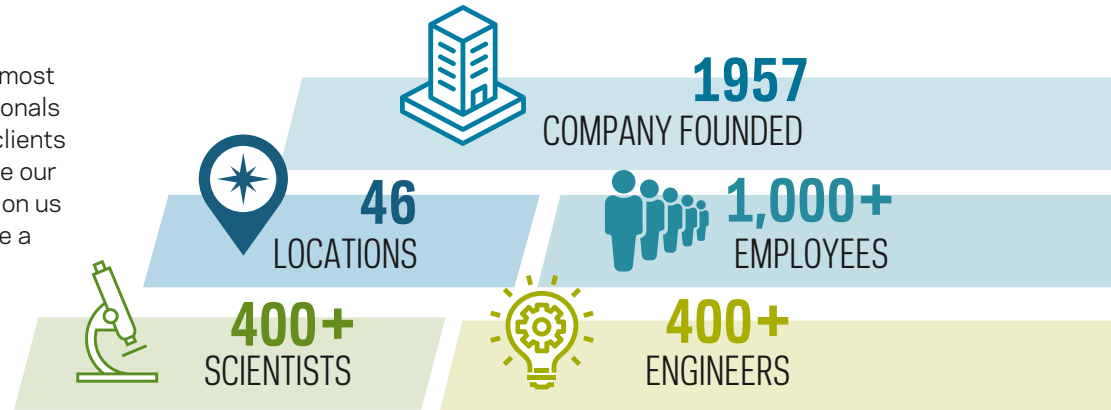
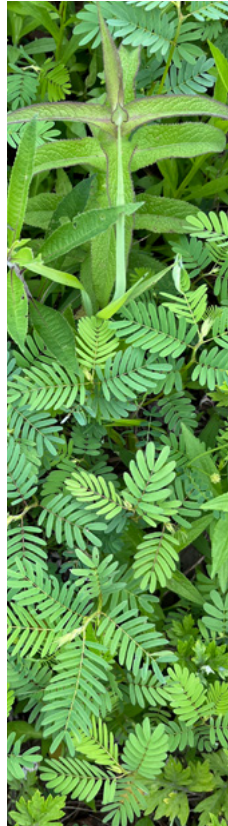
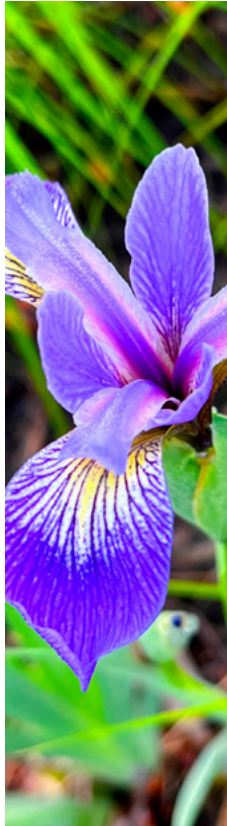
Shawn Fiore  
Chair and CEO



# About Haley & Aldrich

## WHO WE ARE

**Haley & Aldrich** is a team of passionate experts committed to solving our clients' most meaningful challenges in the built and natural environments. Our 1,000+ professionals across the United States draw inspiration from one mission: to work closely with clients as they navigate change to create safer, more robust places to live and work. Since our founding in 1957, organizations across the public and private sectors have relied on us for technical excellence and empathetic leadership that achieve results and secure a thriving tomorrow.



## WHAT WE DO

- » Brownfields redevelopment consulting
- » Construction consulting
- » Disaster and climate resilience services
- » Contaminated site assessment, remediation, and management
- » Environmental, health, and safety compliance
- » Geotechnical engineering
- » Lean consulting
- » Sustainability services
- » Water resources consulting

## WHO WE SERVE

- » Aerospace
- » Education, healthcare, and cultural institutions
- » Energy
- » Environmental trusts
- » Government infrastructure
- » Industrial and manufacturing
- » Mining
- » Real estate developers

## WE CREATE VALUE

We create value by combining technical excellence with human insight to help our clients and communities not just weather change, but grow stronger because of it.

# Our commitment to sustainability

We are dedicated to making sustainability an integral part of our operations and client services. By integrating responsible stewardship, ethical governance, and social responsibility into how we operate, we create long-term value for our people, clients, communities, and future generations. Our culture of continuous learning and technical excellence enables us to turn challenges into opportunities for positive impact. Through this commitment, we work closely with our clients to deliver solutions that support well-being, regenerate ecosystems, and help communities not only withstand adversity but also become stronger — in other words, antifragile — in the face of change.

## Our guiding sustainability principles

- » We **strengthen the systems we touch**, helping our communities and ecosystems improve through change. We prioritize lasting value over short-term gains.
- » We strive to **minimize environmental impact**, regenerate natural systems, and embed circularity practices to protect air, water, and land for future generations.
- » Through our work, we **enable clients to achieve positive environmental outcomes** consistent with their sustainability objectives.
- » We **care deeply about the safety and well-being, privacy, and data security** of our employees, clients, contractors, and stakeholders. As a learning organization, we continually invest to improve our safety and cybersecurity practices and provide our employees with opportunities for growth and support.
- » We **champion equity, social inclusion, and respect for human rights**. We help foster thriving, connected communities and equitable professional opportunities, both of which we see as essential to our long-term success.
- » We **govern our business with transparency, integrity, and ethical conduct**. We lead with accountability and earn trust through wise stewardship.

Haley & Aldrich advanced its sustainability journey by conducting a materiality assessment to identify key impacts, risks, and opportunities. The results of this assessment underpin the guiding principles above and will inform the specific sustainability goals we will set to move us forward in our journey.



## About this report

With this report, Haley & Aldrich reaffirms our commitment to sustainability defined by measurable results and transparency.

The guiding principles, initiatives, and data — such as our Scope 1 and 2 greenhouse gas emissions (GHG) baseline — described here set a foundation for meaningful sustainability targets and initiatives to come.

We have prepared this report in reference to Global Reporting Initiative (GRI) standards. It covers data from the 2024 calendar year, although the client stories featured throughout the report also include work completed in previous years due to the long timeline of the projects. We intend to issue this report for each calendar year moving forward and will provide any restatements of information in future iterations.

Please **contact us** with inquiries.



# Our sustainability strategy

**Sustainable operations matter.** At Haley & Aldrich, we understand that a commitment to corporate sustainability and business resilience is central to our long-term success and our ability to deliver exceptional value to our clients. We aim to make our own company strong enough to weather — and even thrive in — adversity. In turn, we support sustainable service delivery to our clients and communities.



“Our clients, and our internal teams, need a holistic approach to sustainability. It’s about building well-run and efficient businesses that endure the test of time.”

— Adam Tucker, Senior Vice President,  
Sustainable Business Practices

**Our leadership supports sustainability.** In 2023, Haley & Aldrich’s leadership established an executive role to oversee and advance sustainable business practices. They also established a cross-functional Sustainability Working Group (SWG) to create and maintain Haley & Aldrich’s internal sustainability roadmap, champion and support implementation of our sustainability strategy throughout our operations and practices, and provide transparency on our sustainability journey for employees, clients, and other stakeholders.

The SWG reports to the Sustainability Steering Committee (composed of executive and operational leaders) and the board of directors’ Governance and Responsibility Committee, which integrates sustainability considerations into Haley & Aldrich’s strategic decisions, operations, and risk management. The full board of directors oversees these efforts.

To promote a structured, collaborative, and comprehensive approach to support our strategy, experts from across the business lead the SWG, with representatives providing specialized expertise. The following are represented:

- » Executive leadership
- » Facilities and supply chain
- » Finance
- » Health and safety
- » Human resources
- » Information technology
- » Legal
- » Marketing
- » Operations
- » Sustainability and resilience

# Our sustainability strategy

**Materiality is foundational to our strategy.** As one of its first actions under this leadership structure for sustainability, Haley & Aldrich initiated a materiality assessment: a foundational step for advancing business sustainability. Through this process, a company identifies and prioritizes the sustainability topics that are most important and relevant to the business. With that insight, the business can then develop a meaningful sustainability strategy; address the interests of its employees, clients, and other stakeholders; and enhance overall enterprise performance.

In 2024, we completed our first materiality assessment using a double materiality approach. As part of this assessment, we evaluated relevant sustainability topics, looking inward at the impact to our business (financial materiality) and looking outward at the impact of our business on people and the planet (impact materiality).

To conduct this assessment, the SWG developed a list of 17 relevant sustainability topics in alignment

with current global sustainability standards, industry-specific guidance, peer benchmarking, and internal and external stakeholder interests. The cross-functional members of the SWG and a 2023 employee materiality survey provided internal perspectives, and customer surveys, industry standards, and peer benchmarking provided external perspectives. We engaged these internal and external groups to understand their interest in these topics, as well as to evaluate each topic in the context of:

1. How related risks and opportunities could impact our business
2. How Haley & Aldrich’s operations could impact people and the environment

From the data gathered, we created a materiality matrix to represent the sustainability factors most important to our business and our potential impacts. Based on the assessment, six priority topics emerged as primary focus areas for our sustainability



“Materiality is our compass. It guides our focus toward what truly matters, providing the clarity to craft a sustainability strategy that is meaningful and drives real progress.”

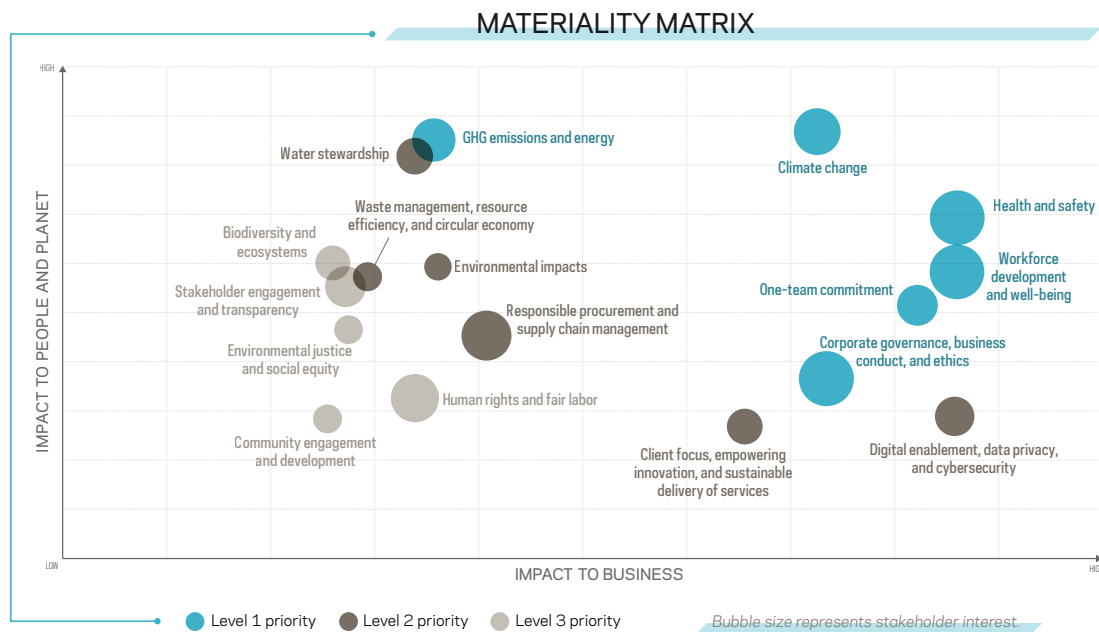
— Judy Herman, Senior Sustainability Strategy Advisor

efforts. This report discusses these sustainability topics in subsequent sections with our priority (material) topics prepared in reference to GRI standards. **Material topics are flagged throughout the report.**



The material topics identified through this process, and the relevant baseline data gathered, will help us establish measurable goals as we develop our sustainability roadmap. This roadmap may include actions such as refining how we measure and manage our GHG emissions and environmental footprint, developing sustainability standards for Haley & Aldrich facilities, and strengthening our already robust community engagement and educational programs — actions to drive value for those we serve.

We also plan to refresh this materiality assessment at least every five years to reflect company growth, emerging issues, shifting stakeholder expectations, new and evolving risks, and changes in the market and regulatory landscape. This will help keep our sustainability strategy and roadmap aligned with what matters most for our business.



## Environmental stewardship

### Guiding principles

- » We **strengthen the systems we touch**, helping our communities and ecosystems improve through change. We prioritize lasting value over short-term gains.
- » We strive to **minimize environmental impact**, regenerate natural systems, and embed circularity practices to protect air, water, and land for future generations.
- » Through our work, we **enable clients to achieve positive environmental outcomes** consistent with their sustainability objectives.



# Environmental stewardship

## Climate change

Climate change is one of the most complex challenges facing our society today, with far-reaching impacts on ecosystems, economies, and communities. To effectively mitigate climate impacts and prepare for future challenges, companies need to understand the climate-related risks and impacts. They also need to manage those risks and impacts in ways that yield net positive social, environmental, and financial outcomes. At Haley & Aldrich, we are committed to addressing these concerns, both in how we operate and in how we support our clients.

**We recognize that climate change introduces a range of physical and transitional risks**, from extreme weather and sea-level rise to evolving regulatory landscapes. Our legal team, executive leadership, and board of directors consider these risks alongside other operational and financial risks and factor them into our business continuity planning through enterprise risk management.

We have taken steps to incorporate climate risk and exposure considerations into our facility risk-management procedures. When selecting office locations, we consider the impacts of elevated physical climate risks. When entering into leases, we also consider landlord policies on sustainability and the degree of operational control we have over sustainability-related decisions. To further manage risk, Haley & Aldrich facilities are covered by property insurance, and we complete COPE (construction, occupancy, protection, and exposure) assessments that detail key property risk characteristics, including those linked to climate change, which are used to evaluate, underwrite, and manage risks associated with both current and emerging climate exposures.

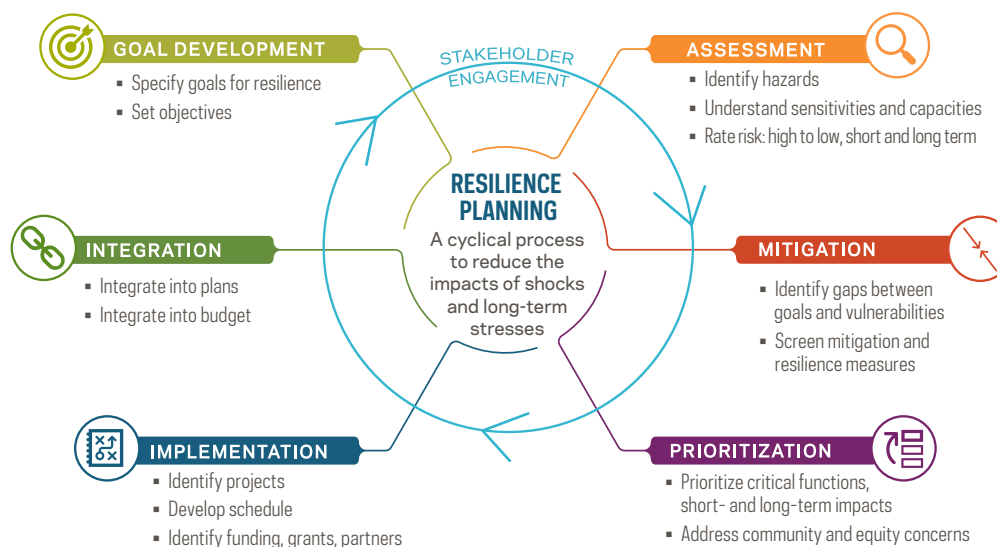
Under the guidance of our sustainability leadership, we also consider climate-related impacts, risks, and opportunities in the areas where we operate and identify strategies to manage them. This will inform long-term planning and strategic decisions, such as enhancing operational readiness, improving the resiliency of our engineering designs and construction for clients, identifying emerging client needs, and prioritizing service offerings.

**Climate change also presents significant opportunities for innovation and growth.** We continue to expand our services in climate adaptation, resiliency planning, nature-based solutions, and sustainable infrastructure, to guide clients as they prepare operations for a changing climate while advancing broader sustainability goals.



**“Building true resilience demands that we learn from diverse organizations and communities as they navigate the realities of climate change. Through enduring knowledge exchange, we can unlock bold solutions and shape a more sustainable future for all.”**

— Daniele Spirandelli, Senior Associate,  
Climate Resilience Specialist



## Rapid response protects Maui coast after wildfire

Client: County of Maui

### The challenge

In August 2023, a wildfire devastated Lahaina, Maui, claiming more than 100 lives and destroying more than 2,200 homes, businesses, and cultural sites. Climate change had, in part, set the stage for this disaster: Drought conditions, coupled with winds from a severe storm miles away, fanned an unprecedentedly large and fast-moving blaze.

After the fire, toxic debris and heavy metals polluted Lahaina's soil. **Rainwater runoff could carry these pollutants into the ocean, threatening a fragile marine ecosystem** that's already stressed by tourism and population growth. To protect this ecosystem, the county of Maui relied on Haley & Aldrich to quickly engage the community and develop postfire containment plans delineating stormwater best management practices (BMPs).

### Our approach

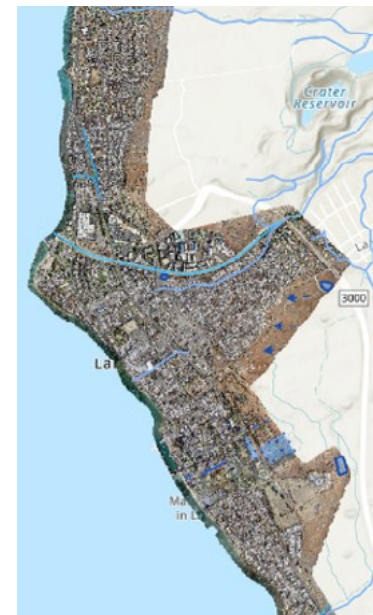
We collected light detection and ranging (LiDAR) and photogrammetry data via drone, which gave us accurate and up-to-date mapping. Informed by the data, we rapidly prepared design plans for BMP implementation. This approach **emphasized speed without sacrificing effectiveness**.

### Sustainability value delivered

- » Prepared design plans for BMPs **to protect stormwater runoff from more than 1,300 wildfire-damaged parcels in under two months** so cleanup and community recovery could start as soon as possible
- » When third-party agencies tested the water two months after the fire, found that **contaminant levels were below thresholds of concern for human health and marine life**
- » **Pioneered work approaches** that can apply to natural hazard mitigation and future disasters

“Wildfires burned near Haley & Aldrich's office and our homes. So we know that responding to disasters is more than work. It's about making communities stronger.”

— Mikki Slentz, Senior Project Manager and Civil Engineer



Postfire LiDAR scan of Lahaina.

# Environmental stewardship

## Greenhouse gas emissions and energy

The world is approaching the Paris Agreement target, set in 2015, to limit global warming to no more than 1.5 degrees Celsius above preindustrial levels. So, we acutely understand the importance of reducing our environmental footprint through responsible energy use and GHG emissions management. As we are an environmental and geotechnical engineering consultancy, we do not have energy-intensive operations, but we recognize the importance of tracking and minimizing our emissions across all scopes.

Our energy management approach focuses on reducing consumption while optimizing operational performance. To support decarbonization, we are evaluating opportunities to reduce emissions through energy-efficient technologies, renewable energy procurement, carbon offset strategies, and changes to our work practices. We evaluate our energy use and emissions data to identify opportunities for improvement and align with evolving best practices in climate mitigation.

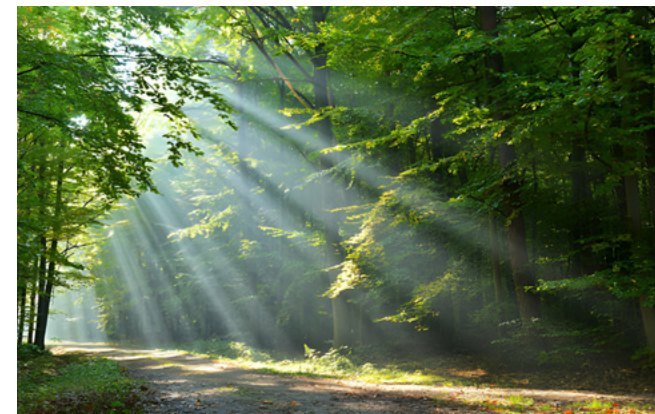
Our own energy consumption comes primarily from leased office spaces, fleet vehicles, and business travel.

**Leased office spaces.** Managing energy use in leased buildings presents challenges because the systems and energy settings are often outside our control. Still, we strive for responsible energy management. Our current energy mix relies largely on the sources supplying the grid where our offices are located, but we continue to explore additional renewable energy options, incorporate sustainability criteria into lease agreements, and improve energy efficiency across our offices in ways that include the following:

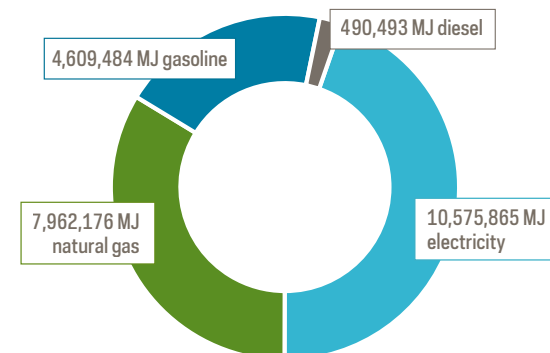
- » **Renewable energy:** Solar panels installed at our Tucson and Maui offices generate clean energy, with our Maui office alone producing 6,054 kWh of solar power in 2024. Additionally, we match 100 percent of the electricity used at our Bethlehem and Spokane offices through the purchase of renewable energy certificates.

- » **Lighting:** Many offices have transitioned to energy-efficient LED lighting, with some locations recently completing full replacements. Motion sensors in many conference rooms, restrooms, and entryways reduce unnecessary energy use.
- » **HVAC and building systems:** Several offices occupy buildings equipped with smart building management systems, automated HVAC controls, and occupancy-based lighting. These systems optimize energy consumption and reduce emissions during nonpeak hours.
- » **Employee actions:** Employees across many offices actively contribute by shutting down electronics when not in use, turning off lights, and using energy-efficient practices.

**Fleet vehicles and business travel.** With sustainability initiatives such as rightsizing our operations and collaborating virtually as appropriate, we are advancing our commitment to reducing emissions. Our travel policies continue to evolve, balancing the need for fieldwork and in-person engagement with our dedication to sustainability.



### 2024 ENERGY USE



### 2024 ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Total energy consumption

**23,638,018**

megajoules (MJ)

Energy consumption fuel

**13,062,153**

MJ

Energy consumption electricity

**2,937,777**

kilowatt hours (KWh)

Energy intensity

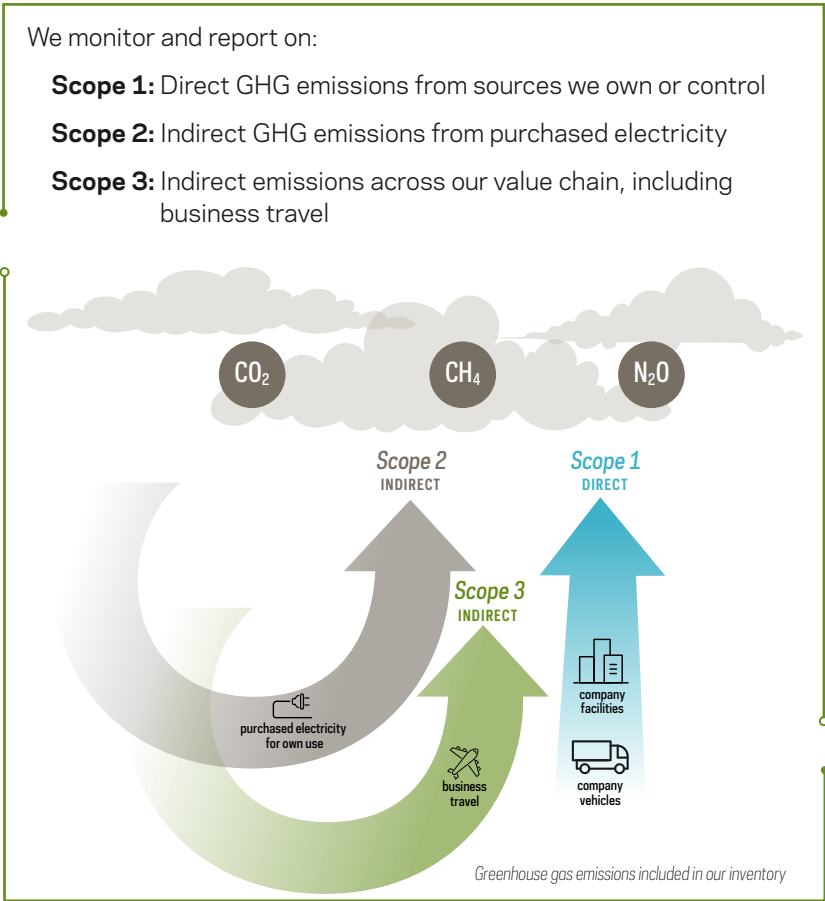
**11,459**

MJ/FTE (full-time equivalent)

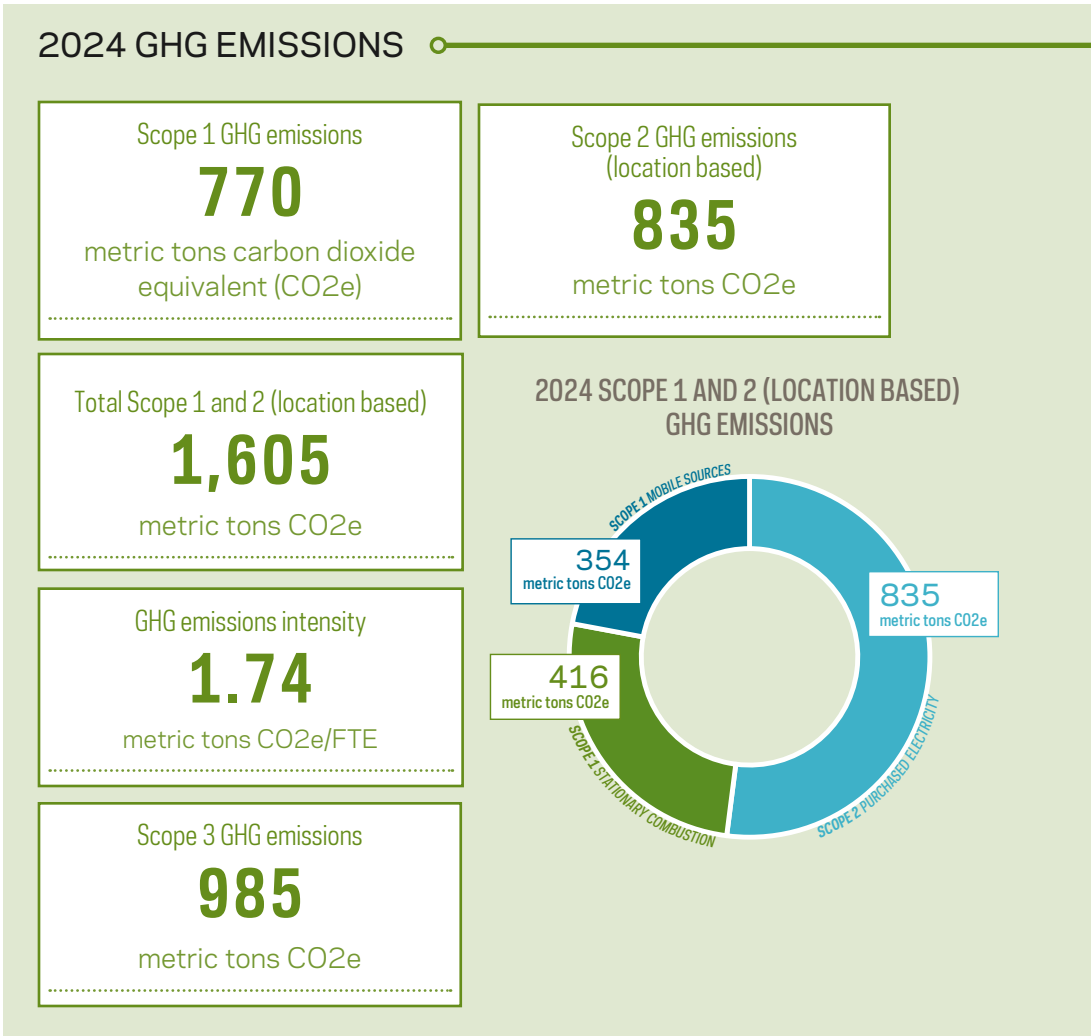
The 2024 GHG emissions **presented in this report** represent our baseline for future measurement.

# Environmental stewardship

We are strengthening our sustainability framework by refining how we track and manage Scope 1 and 2 emissions, which includes improving fleet emissions data, optimizing travel policies, and being transparent about our carbon footprint calculations. We follow the **Greenhouse Gas Protocol's guidance** for calculating our GHG emissions.



This approach aligns with the sustainability strategies we recommend to clients. Our commitment is not just about reducing emissions; it's about shaping a resilient future for our company, our clients, and the communities we serve.





## Geothermal system makes Boston's largest fossil-fuel-free building possible

**Client: Boston University**

*2023 New England Environmental Business Council Ruth H. Silman Award for Climate Change Project of the Year*

### The challenge

Boston University (BU) had ambitious plans for its brand-new Center for Computing & Data Sciences (CCDS). In addition to having the CCDS become a striking addition to Boston's skyline, the **university aimed for it to be the city's largest fossil-fuel-free building**.

But with deep underlying bedrock and other site constraints, the project's design leader needed a partner that understood the subsurface and had a successful record designing and installing complex geothermal systems in New England.

### Our approach

We advocated for **a concentric well design that would work to 1,500 feet deep — the deepest in the United States at the time**. This design allowed the installation of ground-source heat exchangers to transfer heat between the building and bedrock. Collaborating with contractors, we tested drilling and installation methods that would reduce borehole deviation while controlling the flow of groundwater into the boreholes, making these deep heat exchangers possible.

### Sustainability value delivered

- » Enabled BU to **open a fossil-fuel-free CCDS building**, which was also certified as the school's first on-campus LEED Platinum building
- » Designed a system that **meets 90 percent of the structure's cooling and heating needs**, contributing to a building as forward-looking as the disciplines it houses
- » **Cemented BU's position as a sustainable energy leader** in Boston and beyond

“Geothermal systems mesh seamlessly with our clients' initiatives to improve energy efficiency.”

— John Kastrinos, Principal Consultant





# Environmental stewardship

## Environmental impacts

Haley & Aldrich aims to reduce the potential environmental impacts that our business operations have on natural resources and ecosystems. These include effects on air quality, water, and land, including deforestation and soil degradation.

As a consulting services provider, our operations pose limited risk of environmental impact. In 2024, we had no environmental violations or reportable spills or releases.

Although environmental impacts are not a material issue for Haley & Aldrich's internal operations, we have a large role to play in minimizing environmental impacts as we guide clients in managing their environmental liabilities. We help our clients navigate remediation of impacted sites, water treatment, regulatory tracking, and sampling programs to continually improve the sustainability of these activities, support compliance, and safeguard communities.



## Water stewardship

At Haley & Aldrich, we are committed to wise water stewardship, both in our operations and in our client work. Based on our offices' sizes and occupancies, we estimate that we use approximately 17.8 million gallons of municipal water annually. We are working to enhance our data collection processes to improve the accuracy and completeness of our water usage reporting in future years.

While our operations involve limited water usage, primarily in office restrooms and kitchen areas, we strive to conserve this resource. Some locations have low-flow faucets and toilets, and other water-saving efforts include timed faucets, fixtures with sensors, and tankless water heaters to reduce water and energy use.

Some of our clients feel the impact of water risks and opportunities more acutely, both in their operations and in the projects we undertake together. Managing water is key to meeting sustainability goals and continued productivity. Industries with high water usage face environmental challenges such as scarcity, while flooding can disrupt operations and

supply chains. Increasing regulatory complexity and competition for water resources also demand robust water management strategies. Sustainable water management addresses both immediate technical challenges and long-term strategic needs, while also prioritizing areas facing water stress and aligning actions with local needs, other water users, and public policy.

We partner with clients to manage their water resources more efficiently through water-saving technologies, sustainable water sourcing, and effective wastewater and stormwater treatment solutions. Clients also rely on us to understand and assess their water risk by evaluating the availability, reliability, and quality of water where they operate, including the potential to use gray water for nonpotable operations. These evaluations enable the development of comprehensive water stewardship plans that minimize consumption, encourage recycling and/or reuse, improve water quality, and mitigate risks to operations.

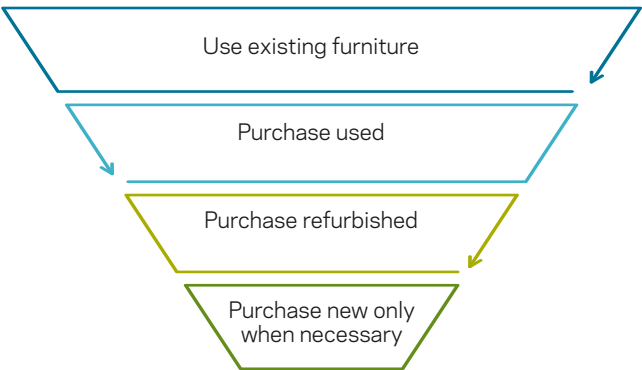
## Waste management, resource efficiency, and circular economy

Although waste management and resource efficiency are not material issues for Haley & Aldrich's own operations, we understand the importance of helping our clients, and ourselves, transition toward more circular and sustainable systems. Our work involves minimizing waste, optimizing material use, and promoting reuse and recycling.

Internally, we are working to foster a sustainability mindset and embed circularity thinking into our own operations and culture. We operate several labs for soil and small-scale water treatment testing and are classified as a Conditionally Exempt Small Quantity Generator, complying with applicable state and federal waste regulations. Across our offices, we've adopted a range of practices to reduce waste, including:

- » Encouraging use of reusable dishware and utensils where practicable for staff lunches
- » Donating unneeded office supplies and equipment to extend their life and benefit local communities
- » Using bulk refill containers for soap and encouraging use of reusable water bottles and coffee cups
- » Implementing a furniture reuse hierarchy and donating surplus items to schools and nonprofits

### FURNITURE REUSE HIERARCHY



Recent office projects reflect this approach:

- » **Rochester, New York:** Reused furniture and donated extras locally
- » **Charlotte, North Carolina:** Outfitted with used cubicles
- » **Portland, Oregon:** Combined existing and refurbished furniture
- » **White Plains, New York:** Installed refurbished cubicles

We also evaluate space needs during lease renewals to reduce our footprint.

Many offices participate in single-stream recycling, composting, and e-waste recycling. In 2024, we enhanced our e-waste program through a partnership with RAKI, an R2 and ISO 14001 certified recycler.

Currently, we largely rely on property managers to provide us with waste data from our leased office facilities, and obtaining the data is often challenging. As we continually improve our sustainability data collection process, we aim to track the company's waste metrics and evaluate potential waste reduction targets.

We also help clients develop waste management strategies that both achieve their project goals and go beyond compliance, integrating circular economy principles such as material recovery, product lifecycle thinking, and closed-loop systems. Our teams apply Lean and systems-based approaches to identify inefficiencies, reduce waste generation, and improve resource stewardship.

### BY THE NUMBERS

**78%**

of offices recycle

**71%**

of offices reduce or eliminate single-use items (e.g., cups, plates, utensils, plastics, paper, packaging)

**130**

desktop central processing units, laptops, tablets, and network hardware items recycled via our e-waste recycling program.

## Biodiversity and ecosystems

Biodiversity is critical to the health of our planet and of future generations. At Haley & Aldrich, we understand that the stability and resilience of ecosystems, and of the services ecosystems provide, depend on biodiversity. In turn, human well-being and economic security depend on ecosystem services, from regulating the climate to purifying water.

However, biodiversity faces significant threats from human activities, including habitat alteration, pollution, and climate change. Many industries rely on biodiverse ecosystems for raw materials, as well as for these ecosystems' resilience in the face of environmental stresses, such as droughts or floods. Declines in biodiversity can disrupt supply chains, increase costs, and pose operational risks to businesses.

Our own operational footprint is limited to the offices we lease. Although we have limited direct influence on biodiversity at these properties, we remain attentive to ecological considerations where possible and incorporate responsible practices in the spaces we occupy.

As a consultancy, we have the opportunity to make a meaningful impact in both protecting and enhancing biodiversity and ecosystems through our client work. National and global organizations depend on our experts to assess their biodiversity impacts, protect and restore natural habitats, and strengthen biodiversity.





## Superfund site redeveloped into thriving pollinator habitat

Client: Chemical Commodities Inc. (CCI)

### The challenge

The CCI Superfund site in Kansas had been used for recycling and storing chemicals. Over time, those chemicals contaminated the soil and groundwater, requiring a comprehensive remediation program.

An effective, lasting cleanup had to involve many partners, including the site's neighbors: The community wanted the site to become an ecological asset after its decades as a liability. **They envisioned a habitat for native species that could also provide environmental education opportunities.** A Haley & Aldrich team joined the project to bring partners together and steward this vision into the Pollinator Prairie.

### Our approach

We relied on efficient data management, technical expertise, and clear communication to get buy-in on the cleanup plan from regulators and other partners. To achieve the community's goals, we convened specialists to design a habitat that would draw pollinators and, in particular, monarch butterflies, which migrate through the area. Local volunteers, Haley & Aldrich project staff, and University of Kansas monarch experts installed the garden in 2012. More than a decade later, **we continue to shepherd maintenance of a diverse habitat at the site and plan events with our local partners** to draw in the community.

### Sustainability value delivered

- » Led remediation of a Superfund site into **the Pollinator Prairie, a five-acre habitat that supports key pollinator species**, in particular monarch butterflies
- » **Established and continue to maintain native plant gardens and native grass plots**, earning certification from the Wildlife Habitat Council
- » **Created a lasting hub for community education and service**, with recent volunteer projects including the installation of a ground-nesting bee habitat

“Having worked at this site for more than a decade, I've seen it become an essential resource for kids, community members, gardeners interested in native plants, and those of us who appreciate the natural world.”

—Jennifer Kingston, Program Manager, Environmental Engineer





## People and communities



### Guiding principles

- » We **care deeply about the safety and well-being, privacy, and data security** of our employees, clients, contractors, and stakeholders. As a learning organization, we continually invest to improve our safety and cybersecurity practices and provide our employees with opportunities for growth and support.
- » We **champion equity, social inclusion, and respect for human rights**. We help foster thriving, connected communities and equitable professional opportunities, both of which we see as essential to our long-term success.



## Health and safety

Haley & Aldrich values the health and safety of our employees. This culture of safety extends from our executives to every member of the Haley & Aldrich team, including employees, subconsultants, and subcontractors.

Haley & Aldrich's health and safety team forms the bedrock of our company's safety culture. This group of certified professionals has a presence everywhere we operate, and we augment the team with local coordinators and field service managers who focus solely on integrating safety into our daily field operations. We employ Occupational Health and Safety Management System concepts.



*Haley & Aldrich's foundational safety behaviors.*

Our culture of safety also rests on our five foundational safety behaviors. These behaviors require all staff to own health and safety, with a focus on hazard identification, risk assessment, and risk mitigation. We draw on proven visual tools to train staff to slow down and think, "What do I see? What does it mean? What do I do about it?" We also prepare staff at all levels to navigate potential hazards through onboarding training, mandatory monthly internal classes tailored to the specific work we undertake, and third-party industry-standard compliance training. We focus on integrating safety in our daily work, and toward that end, we combine safety training with technical training to build our employees' competence and confidence in the work they're doing. The latest health and safety theory and our foundational safety behaviors inform all our training initiatives.

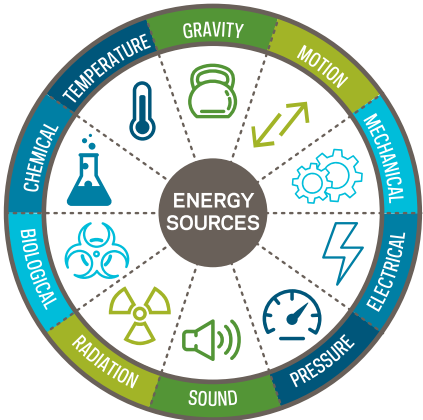
We also support our culture of safety through programs and tools designed to make ideal behavior easier to achieve. We maintain formal policies and standard procedures that apply to the work we do, which we augment with mandatory site-specific safety documents (e.g., health and safety plans, job hazard analyses, daily tailgates). Our change-management practice mandates that our workers discuss and record any pause in work in updated safety documents, a thorough review of changed conditions or action, and all new mitigations. It is both the right and responsibility of our staff to stop work; our Stop Work Policy states that staff who perceive an issue must stop work and emphasizes that the company will protect all our workers against any reprisals for stopping work or reporting unsafe acts, conditions, or near misses.

# People and communities

Haley & Aldrich expects all staff to report unsafe acts and/or conditions, near misses, and incidents. Our health and safety staff review these reports, analyzing trends and conducting incident investigations and root cause analyses when warranted. Our investigators probe for learning that we can use to continuously improve our systems and tools, and we share these in monthly internal meetings and via Haley & Aldrich's intranet. The team also runs a perception survey every two years to gather data on safety culture and experiences across the organization.

We incorporate safety as part of the annual performance review process by rewarding individuals with performance bonuses, salary increases, and shareholder consideration for practicing ideal safety behavior. We are very careful to focus on rewarding the behaviors we feel will make us a safer company.

As part of the efforts to continuously improve how well we all live up to the company's ideal safety behaviors, Haley & Aldrich established a formal, funded Safety Council in 2023. The 13 members of the council span business units, technical areas, and staff levels. Their mission is to involve staff and management in a collaborative, cooperative effort to instill the ideal behaviors at all levels of Haley & Aldrich's operations.



The energy wheel is an example of the risk assessment tools used by our staff.

## BY THE NUMBERS

0
Number of fatalities as a result of work-related injury
0.45*
Total recordable incident rate (TRIR)
0
Incidents of noncompliance concerning the health and safety impacts of products and services

\*Rates calculated using 200,000 hours worked.



“ I feel a responsibility to provide comprehensive and reliable information that can help people stay safe, both on and off project sites. ”

— Tochi Uzegbu, Technical Specialist, Construction

## A safety-in-design approach protects workers and the public during hazardous airport cleanup

Client: City of Kingman, Arizona

### The challenge

After World War II, thousands of surplus military aircraft were recycled at Kingman Municipal Airport. Aluminum dross, a by-product, was left on-site. Aluminum dross contains cadmium and lead, and it reacts with water to generate toxic and flammable gases containing ammonia and hydrogen. The dross was buried and capped with asphalt, but rainwater infiltrated the asphalt cap, causing the airport's tarmac to buckle and interrupting airport operations.

To restore the site, the city of Kingman **needed a partner that could minimize risks to project workers, airport staff, and the general public.** The city trusted Haley & Aldrich to prevent exposure to hazardous chemicals and excavate safely to depths of nearly 20 feet below grade, all while the airport stayed active.

### Our approach

Our team incorporated safety early in the design stages of the project. We set up engineering controls to lower excavation risks and sequenced our work around airport operations to minimize disruption. We also chose to transport the excavated contaminated soil to a landfill by train. This approach **eliminated the risks posed by sending thousands of truckloads through downtown Kingman and Las Vegas** (and, as an added benefit, saved \$2 million).

### Sustainability value delivered

- » **Applied a safety-in-design approach to eliminate as much risk as possible.** The only injury reported over the course of work was a red ant bite.
- » **Safely transported more than 96,000 tons of hazardous waste** to a landfill by train. This eliminated the risks inherent in trucking the waste through highly populated areas.
- » **Sequenced excavations to keep airport staff and travelers safe.** Airport operations never shut down during the monthslong project.

“No one hesitated to speak up. Everyone on-site looked out for one another, ensuring that when they saw a new risk, they stopped and addressed it promptly.”

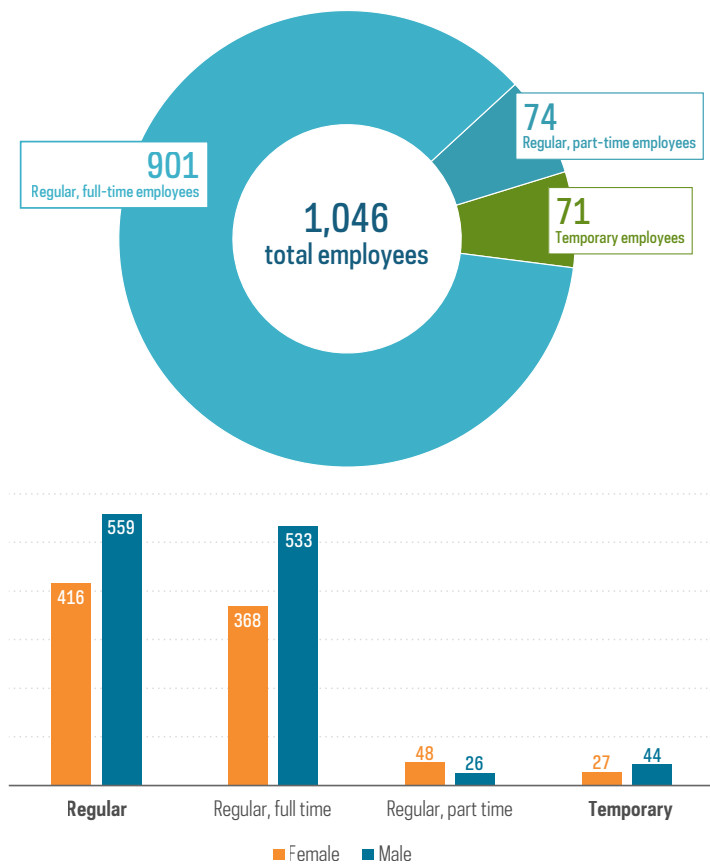
— Brian Fitzpatrick, Chief Health and Safety Officer



Workforce development and well-being

Haley & Aldrich is a company driven to maximize human potential, and that starts with our employees. The well-being of our people and their families is top of mind, and we have designed our work environment, benefits package, and opportunities for career growth and recognition to help staff and their families reach their fullest potential.

BY THE NUMBERS\*



\*Based on headcount as of Dec. 31, 2024. The company also engages subcontractors that supervise their own employees as they perform the client work we have contracted them to execute.

182

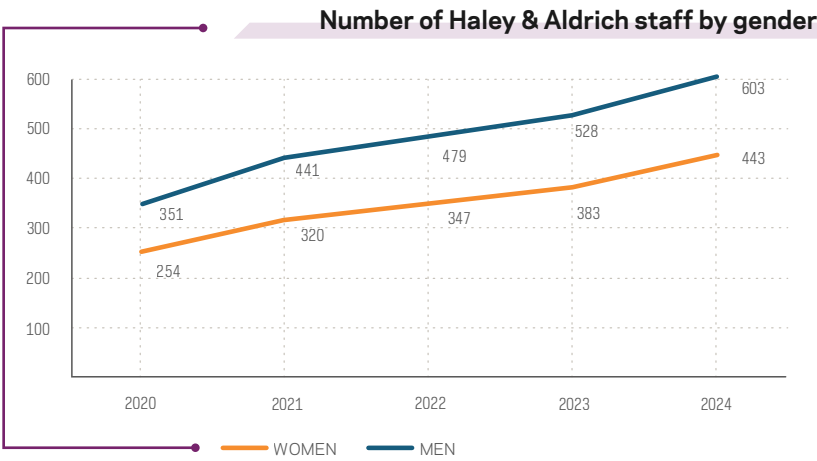
new hires

13%

employee turnover rate\*\*

\*\*Industry benchmarking organization Environmental Financial Consulting Group (EFCG) reported that, in 2024, the industry average rate for overall turnover was 19.3 percent.

INCREASE IN STAFF BY GENDER SINCE 2020



EFCG reports that, for all firm sizes, women made up 32 percent of staff in 2024. **Haley & Aldrich exceeded the benchmark at 43 percent for 2024.** We support our LGBTQ+ employees. While no employees identified as nonbinary in our 2024 data set, we recognize that the gender data may not accurately represent individuals who identify as nonbinary.

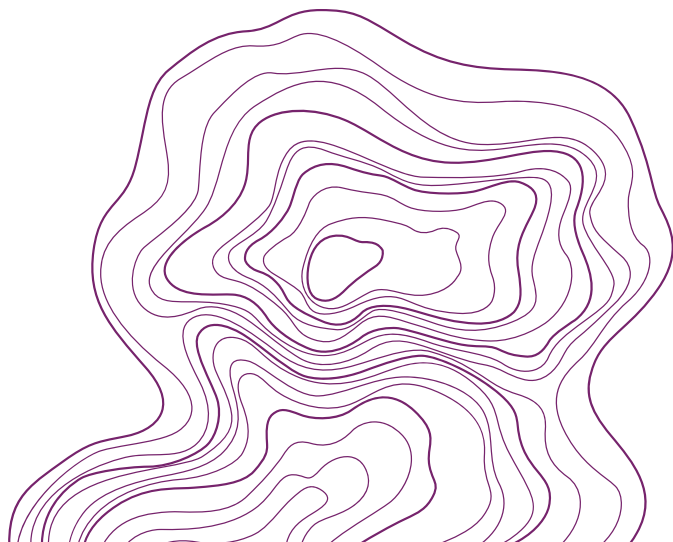


## Benefits

Our benefits program invests in the health and well-being of our staff and their families. Examples of the coverage it offers include:

### Healthcare and wellness

- » Two medical insurance options: a PPO copay plan or a high-deductible health plan with a health savings account
- » Dental and vision insurance
- » Short-term disability, long-term disability, and long-term care coverage
- » Pretax flexible spending and dependent care savings accounts
- » A lifestyle and wellness benefit that provides an annual reimbursement of \$300 to cover the costs of wellness activities, including physical fitness classes and outdoor recreation
- » A free, always-available confidential employee assistance plan that provides support for the emotional well-being, health and wellness, and daily living concerns of the employee and any family members
- » A free mindfulness app



## Financial support and security

Our benefits plan also invests in our employees' financial security for today and tomorrow. In addition to our competitive compensation program, because Haley & Aldrich is an employee-owned company, employees may have the opportunity to become shareholders.

- » 401(k) plan\* and matching contribution per payroll
- » Bonus program and the potential for other compensation
- » Life insurance
- » Adoption assistance
- » Pet insurance
- » Legal assistance plan
- » Employee discount benefit that offers exclusive savings on a variety of shopping, travel, and entertainment experiences
- » Commuter parking and transit benefits

*\*Employees working fewer than 20 hours per week receive only the 401(k) plan benefit. The remaining benefits described on this page apply to regular staff working 20+ hours per week.*

## Work-life balance

We support a healthy work-life balance and provide generous paid-time-off options. We also offer flexible work arrangements and part-time schedules as appropriate, which may include:

- » Eight paid holidays, plus optional community service days
- » Up to 23 days of paid time off, accrued based on full- or part-time status, position level, and length of service
- » Up to five personal days each year, depending on full- or part-time status and start date



# People and communities

## Professional development

At its core, Haley & Aldrich is a learning organization, and we invest in our employees' personal and professional growth. We strive to make career development options clear through our thorough career path and professional development framework. We offer:

- » Tuition assistance plans
- » Coverage of fees associated with professional development conferences, seminars, courses, memberships, and certifications and licensing
- » Internal technical training and communities of practice

## Remuneration policies and process

Haley & Aldrich makes every effort to pay fair, competitive wages. Salaries have a basis in many factors, including work performance and behavior, market conditions, and company profitability. To confirm that we provide pay that is competitive within our industry, we maintain pay ranges for each of our roles that take into consideration the required skills and experience for the role as well as geography. A third-party vendor defines these pay ranges, basing them on real-time salary survey data from firms within our industry and size range. (For confidentiality reasons, we do not disclose salaries or compensation ratios.)

Employees can be considered for a pay increase at their annual review or based on a promotion or new assignment. The general manager, the human resources team, and appropriate corporate-level leaders approve all pay raises. These evaluations include a review of pay equity for protected classes (e.g., gender, race, family status).



“Our benefits, our policies, and how we work consider the physical, social, financial, career, and emotional well-being of our staff. We’re about building a community where we look out for each other.”

— Andrea Donahue, Chief Human Potential Officer

The Haley & Aldrich learning framework gives examples of the opportunities our staff can explore.

CAREER DEVELOPMENT • FORMAL MENTORING PROGRAM • PEER LEARNING • ON-THE-JOB EXPERIENCE

### Tier 1: Baseline for all staff

- » **Career and consulting fundamentals training**
- » **Personal mastery** (foundational training in the competencies needed as part of a high-performing organization)
- » **Monthly health and safety training**

### Tier 2: Role- and service-specific training

- » **Communities of practice**
- » **Loss prevention**
- » **Technical writing**

### Tier 3: Formal leadership development program

Our one-team commitment

The idea that one unified team makes us stronger is one of Haley & Aldrich’s core company values. First and foremost, we believe this idea conveys that we don’t just welcome diverse perspectives — we need them. To serve our clients and to make a positive impact on the world, we must build and nurture an inclusive, engaging, and welcoming work community.

BY THE NUMBERS: FIRM DEMOGRAPHICS

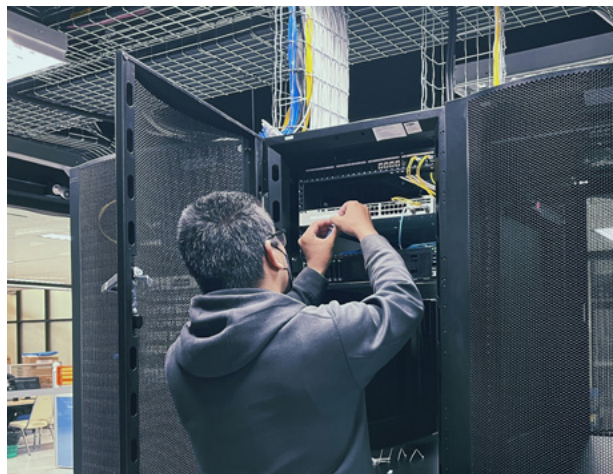
	Employees who identify as	Industry benchmark (from the EFCG)
WOMEN	43%	28%
PEOPLE OF COLOR	19%	18%

60%  
of executive leaders are women

We advance this commitment through initiatives that include:

- » A **community of practice** open to all employees that develops programs and proposes practice modifications that reflect our values.
- » A **leadership development program** that fosters gender equity in our leadership pipeline: Three of our five C-suite executives and two members of our board of directors are women, as are many members of our senior leadership team.
- » **Employee resource groups** in which people from similar backgrounds and career stages can create community, share knowledge, and engage company leaders.
- » A **hiring program** that partners with schools and professional organizations in the communities where we work, connecting them to science, technology, engineering, and mathematics (STEM) and the architecture, engineering, and construction (AEC) industry more broadly.
- » A **distinctive STEM internship track** that focuses on high school and early college students — sooner than most corporate internship programs start — particularly at underserved schools. We provide experiential learning that provides a sense of belonging, builds resumes, and sparks interest in future career paths.
- » **Regular training and engagement programs** to address implicit bias and harassment, as well as trainings for all employees that aim to foster emotional intelligence.

The spirit of continuous learning and sharing a diversity of ideas drive our one-team commitment — no matter what milestones we achieve, we remain dedicated to making our programs more responsive and effective.



## Digital enablement, data privacy, and cybersecurity

Haley & Aldrich has robust systems and data governance frameworks to protect the consistency, integrity, and security of our data. We are currently implementing a program to collect and process personal data in a manner that complies with data privacy regulations.

The company mandates monthly cybersecurity training for employees to help reduce the risk of cyberattacks

and data breaches by educating employees about potential threats and safe practices.

Haley & Aldrich also uses and continues to develop new applications of artificial intelligence (AI) to automate tasks, personalize customer experiences, and drive data-driven decision making. These applications streamline business operations, improve efficiency, and create valuable interactions with customers.

## Human rights and fair labor

Haley & Aldrich is an equal opportunity employer. We strive to provide equal employment opportunities for all employees, to prevent any unlawful discrimination against or harassment of any individual working at or with the company, and to provide a mechanism by which individuals can bring any concerns about discrimination or harassment to the company's attention. We expect all individuals to treat each other with dignity and respect.

The company is committed to maintaining an environment in which employees and visitors are not subjected to different treatment because of legally protected characteristics. Therefore, the company will not tolerate any discrimination against or different treatment of employees (including managers), clients, consultants, interns, suppliers, or visitors based on age, ancestry, citizenship, creed, disability or medical condition, ethnicity, gender, sex, gender identity, genetic information, marital status, military or veteran status, national origin, pregnancy, race or color, religion, sexual orientation, gender expression, or any other factor against which discrimination is unlawful.

Haley & Aldrich requires all employees to observe the highest moral and ethical standards in any dealings in which they represent the company. We address any issues during annual performance reviews (or more frequently if needed), during which employees receive evaluations on their work behaviors as well as work performance. Expected behavior is outlined in our Staff Handbook within our Business Conduct Policy, as well as in our Freedom From Harassment Policy. Additionally, our Anti-Human Trafficking/Modern Slavery Policy prohibits either in our work environment.





## Environmental justice and social equity

We value the advancement of social equity as a core principle of sustainability. As such, Haley & Aldrich champions equal access for individuals and communities to a healthy and safe environment and to the resources and opportunities for a more equitable future.

Structural inequalities, from environmental degradation to the effects of climate change, can disproportionately impact certain groups — often those that have historically faced marginalization, such as Indigenous peoples and minority communities. By understanding, avoiding, and/or mitigating operational impacts, we and our clients can align activities to build resilience and support the well-being and economic development of the communities where we live and work.

While environmental justice and social equity are not material issues for Haley & Aldrich, we recognize their importance in shaping sustainable and inclusive communities. Clients seek our assistance to integrate environmental justice principles into environmental due diligence, permitting, and strategic planning processes.

We support our clients with meaningful stakeholder engagement and advocate for equitable access to environmental benefits and decision-making processes. Whether addressing legacy contamination, improving green space access, or supporting just transition strategies, we aim to help clients align their operations with community well-being and long-term sustainability.

Through this work, we advance broader environmental and social goals while fostering trust and transparency between our clients and the communities we collectively serve.



**“Environmental justice and social responsibility can be embedded into any project. I center my approach on building authentic relationships and listening deeply to the alignment between project goals and community needs.”**

— Lydia Kubiak-Cardona, Senior Technical Specialist







Community engagement and investment

Our investment in communities goes beyond client service. We also invest in the communities where we live and work, reflecting Haley & Aldrich's values and our staff's personal sense of commitment to improving our neighborhoods and developing the next generation of leaders.

STEM education

To grow a truly diverse pipeline of candidates for our company and our industry, we need to engage students earlier in their careers and reach more communities.

Haley & Aldrich's classroom engagement begins in elementary school and continues through high school and early college. We partner with K-12 schools, community colleges, and four-year colleges and universities — particularly those that may lack programming. A concept that once began with a few schools has scaled to deep partnerships with schools and tailored programming, which includes in-classroom presentations and hands-on activities, field trips to project sites and our offices, career exploration poster sessions, weekend STEM fests, and events for educators.

Our field trips in particular connect us deeply with our communities. Along with construction managers, owners, and other industry professionals, we host students from partnering schools on accessible project site visits. These field trips show students the broadness of the AEC industry while exploring the development they see happening in their neighborhoods.

Students often tell us that these opportunities are transformative.

**"Meeting your team has been nothing short of inspiring,"** said one community college student who joined us on a site visit. **"From my very first jobsite tour, I knew that pursuing a career in civil engineering was my calling."**

Volunteering and community support

Through Haley & Aldrich's company-supported community service program, employees can take up to eight paid hours per year to volunteer. Employees have used this time for a wide variety of activities, ranging from removing invasive plants from a wildlife preserve in Hawaii to cooking for military members on board a U.S. Coast Guard vessel in Massachusetts.



**“ We have to really listen to our communities. We need to earn trust and commit with tailored, creative actions that translate to systemic change — actions that can create a more diverse, inclusive STEM ecosystem. ”**

— Kelvin Wong, Senior Client Account Manager, Boston

The ELM Group, which Haley & Aldrich acquired in 2024, offered an Earth Day service initiative for its employees that included reimbursement for reading material centered around sustainability, coverage of membership to sustainability-minded organizations, matching of employee donations to environmental groups up to \$100, and reimbursement of up to \$200 for each employee to purchase and plant overstory trees or shrubs.

Haley & Aldrich also encourages company and individual involvement in groups such as Engineers Without Borders. In 2024, for example, employees took on stormwater management work at a girls' school in Tanzania, supporting an institution dedicated to educating and empowering Tanzanian girls. Closer to home, we made financial contributions in the wake of devastating fires in Maui and Los Angeles and flooding in North Carolina.

BY THE NUMBERS

1,000+

student and faculty interactions at 2024 class visits, field trips, and career poster sessions

40+

community events in 2024

45

AEC firms that participated in those events

9

student field trips hosted to project sites

555+ hours

volunteered in 2024



## A Haley & Aldrich team educates the educators

Partner: Boston Public Schools

### The challenge

Schools near our offices have come to count on Haley & Aldrich employees for a STEM education boost. At local elementary, middle, and high schools, we've run classroom activities, presentations, field trips to project sites, and more.

But in Boston, where Haley & Aldrich was founded and where we had many strong relationships throughout the Boston Public Schools district, we knew we could make a bigger impact. Our experts could work directly with educators to share knowledge and shape curricula. By forging a strong partnership, **we could empower teachers to enhance their STEM offerings in new ways**, even when we couldn't be in the classroom ourselves.

### Our approach

Haley & Aldrich's Boston office hosted a dozen STEM faculty and employees from Boston Public Schools, in partnership with local educational externship programs. These enthusiastic educators learned about resilience engineering and offshore wind, toured our lab, and observed a surface water sampling demonstration. We then **facilitated a workshop to get their ideas on how to build a corporate partnership that could meaningfully engage students in STEM**.

### Sustainability value delivered

- » **Shared real-world knowledge** that teachers could take back to their classrooms and incorporate over the long term
- » Got feedback from educators on **how to design an effective corporate partnership** to expose students to STEM and, ultimately, increase the pipeline of future scientists and engineers

“Teachers inspired many of us — including me — to pursue science careers. So it's meaningful to collaborate with the people guiding the next generation of scientists and engineers.”

— Titania Ng, Senior Technical Specialist





## Governance and accountability

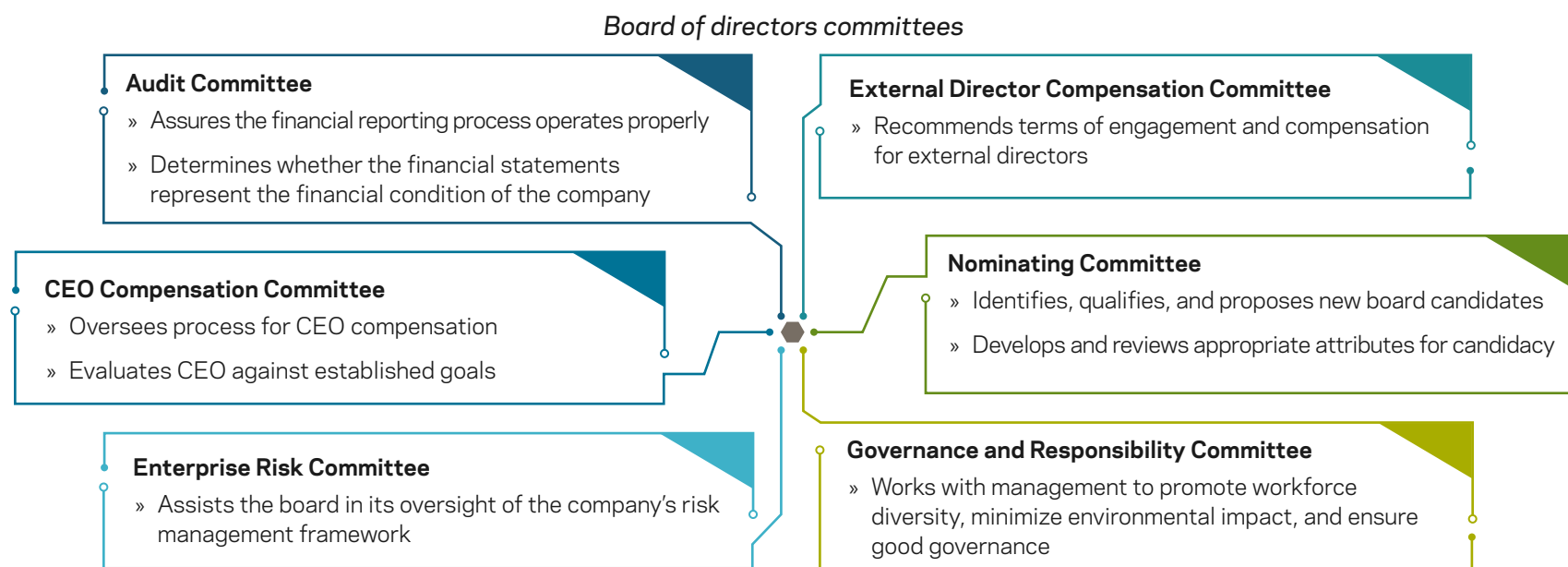
### Guiding principle

- » We **govern our business with transparency, integrity, and ethical conduct**. We lead with accountability and earn trust through wise stewardship.

## Corporate governance, business conduct, and ethics

At Haley & Aldrich, our core values are deeply embedded in our approach to corporate governance. Across all levels of leadership — including our board of directors, the company's highest governing body — we foster a culture of personal accountability and shared commitment to our vision, mission, and values. This commitment is reflected in how we lead, collaborate, and responsibly manage our business and financial obligations.

Our board of directors comprises seven members: two external (nonemployee) directors and five internal directors who are also employees and stockholders. The board is supported by six committees, each led by a chair and composed of two to five additional members. Several committees also include nonboard participants selected for their specialized technical expertise.



The board of directors selects its chair as provided for in the Haley & Aldrich bylaws. The chair's responsibilities include leading the board of directors as it assists management with company strategy. Additionally, as a senior executive of Haley & Aldrich, the board chair guides management of the company and the implementation of the strategic direction provided by the board of directors.

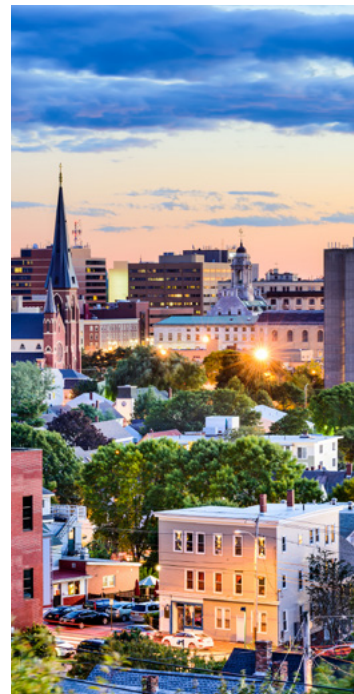
As a part of its role as steward of long-term corporate performance, the board of directors has a critical role to play in ensuring that the company is aware of, and can navigate, an ever-evolving risk landscape. Where an economic, environmental, or human resources issue impacts, or has the potential to impact, the business, the directors have the responsibility to exercise risk-related oversight that is informed, strategic, and closely aligned with the company's business model and operations to create long-term value.

# Governance and accountability

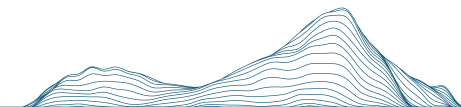
To prevent and mitigate conflicts of interest, Haley & Aldrich has a written Conflict of Interest Policy that requires members of the board of directors to disclose all existing and potential conflicts. Additionally, board members contractually agree to disclose conflicts of interest.

The board of directors also takes a proactive approach to knowledge management, both collectively and individually. Directors are knowledgeable about their fellow directors' expertise and education, which means they can effectively pool insights in order to develop and determine strategies for sustainable value creation and risk management. As board members, directors receive presentations from experts who work both inside and outside the company. Individually, they pursue educational opportunities on topics relevant to their responsibilities.

Evaluating the board of directors' performance through regular assessments is crucial for robust governance within an organization. The board of directors has adopted a process to carry out effective evaluations. Elements of these evaluations include personal conversations about achievements, dialogue on how each member views their role and experience within the board of directors, written surveys, and postassessment action plans to transfer evaluation results into targeted improvements.







## Client focus, empowering innovation, and sustainable service delivery

Client service drives Haley & Aldrich's mission. We strive to be the partners our clients need now and in the future, which means understanding the evolving regulatory landscape, changing markets, and the technical and scientific advances that can make their business more sustainable and successful. To advance our clients' sustainability leadership, we use whole-systems thinking and reveal opportunities that unlock cost savings and promote strategic resource stewardship.

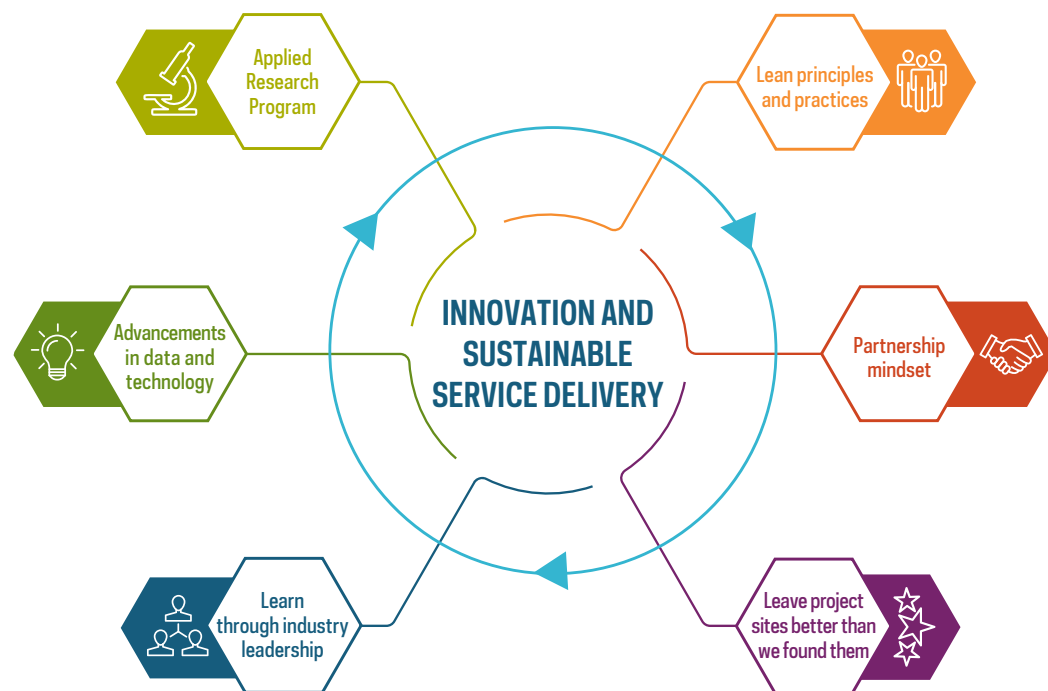
Many approaches and initiatives drive innovation and service delivery at Haley & Aldrich:

**Applied Research Program.** Whether dealing with emerging contaminants or climate change, our clients often face problems that lack easy solutions. Haley & Aldrich's Applied Research Program tackles these problems through research and technical innovation. Our Applied Research scientists and engineers often collaborate with universities and government agencies to field-test emerging technologies and to realize the benefits of new approaches. The program has undertaken more than 20 projects backed by nearly \$10 million in funding.

Additionally, Haley & Aldrich has used the federal research and development tax credit since 2019 to invest in research and development.

**Data and technology advancements.** We use a host of data management, visualization, and tracking tools to enhance our services. These tools continuously evolve, and so do we: For example, an in-house expert developed an AI-powered tool that processes data from extensive technical and regulatory documents, which the Commerce and Industry Association of New Jersey recognized with an Environmental Innovator in Implementation of State-of-the-Art Environmental Technologies award.

**Lean consulting approaches.** We draw on Lean principles — both within Haley & Aldrich and in serving our clients — to cut waste, improve efficiency, and reduce costs. Our clients often own and operate critical infrastructure, and their business environments are constantly in flux. We understand that they need partners who can help manage this volatility while trying to achieve goals, and we draw on deep Lean facilitation and process evaluation expertise to limit waste in effort, capital investment, and human potential.



# Governance and accountability

**Tailored sustainability partnerships.** We approach sustainability with a partnership mindset, working with clients to develop strategies and initiatives that achieve their sustainability and resiliency goals.

Often, this partnership approach means we can integrate sustainability principles into our work to enhance project outcomes and minimize long-term maintenance and costs. With mining reclamations, for example, our teams work toward restorations that take the restored site as close to its original state as we can get. This includes rebuilding landforms that mimic the site's topography prior to mining so that water flows along natural drainage paths — an approach that results in less erosion, more efficient water management, and less maintenance than traditional methods.

**Industry leadership and learning.** Haley & Aldrich develops and incorporates best practices through our participation in relevant industry groups. For example, Haley & Aldrich is a gold sponsor of the nonprofit Sustainable Remediation Forum (SURF), which brings together private industry, agencies, and academia to advance sustainable remedies and practices around the world. Representatives from Haley & Aldrich have served on the board of SURF since 2011, and have guided the development of sustainable remediation tools and materials.

The ELM Group (acquired by Haley & Aldrich in 2024) has also evolved its approaches to client service based on industry-leading practices. With publication support from the Interstate Technology Regulatory Council, ELM developed site restoration planting guidance to help staff select climate- and function-appropriate plants during the restoration phase of their projects. In addition, its holistic and sustainable thinking approach to projects includes broadly considering environmental, economic, and social factors in aligning client needs with community planning goals.



“Sustainable practices such as site-specific planting support the stability of natural systems and secure more collaborative discussions with state and federal regulatory agencies.”

— Peter Brussock, Senior Principal Consultant

## Haley & Aldrich develops technology that destroys PFAS in field test

Client: U.S. Navy

### The challenge

With public and regulatory pressure mounting, **the U.S. Department of Defense (DOD) urgently needed innovative ways to deal with PFAS** (the group of chemicals known as per- and polyfluoroalkyl substances). The DOD was not alone: Industrial operations, manufacturers, and water treatment plants all wanted an effective way to remediate these chemicals, which are notoriously difficult to destroy.

Many existing treatments concentrated or transferred PFAS to another form. Sending this treated waste to landfills could be expensive, and it didn't solve the big-picture problem. So the DOD enlisted Haley & Aldrich's Applied Research team to tackle its PFAS problem. After research and promising lab tests, we field-tested our new PFAS destruction technology, EradiFluor, at a U.S. Navy site.

### Our approach

We tested EradiFluor on concentrated waste from an on-site system for treating PFAS-contaminated groundwater. The waste contained multiple PFAS in varying concentrations. We then set clear performance objectives for PFAS concentration decreases, defluorination (the method by which the technology would destroy PFAS molecules), and cost and energy savings. Ultimately, EradiFluor achieved near-complete defluorination and **a nearly 100 percent concentration decrease for the PFAS compounds**, exceeding our goals.

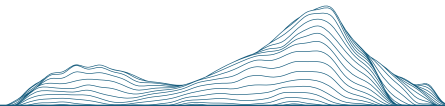
### Sustainability value delivered

- » **Successfully tested a new technology for destroying PFAS** in concentrated waste from contaminated groundwater, moving our client (and our entire field) closer to a solution to an urgent problem
- » **Delivered a system that saves energy** by operating reliably under ambient pressure and temperature
- » **Designed a flexible waste management solution** for shipping waste to a central location or building as many small-footprint units as needed on-site

“PFAS are a huge environmental issue — everyone worries about their impact. We're very motivated to help with a problem of that scale.”

— John Xiong, Principal Consultant and Applied Research Leader





## Stakeholder engagement and transparency

Haley & Aldrich Inc., along with its subsidiaries and affiliates, is a privately held corporation headquartered in Burlington, Massachusetts. It operates primarily in the United States.

**How we engage with partners.** As a company that values both wise stewardship and continuous learning, we deeply value the experiences and insights of our partners. We rely on their perspectives to shape the programs and services we offer, both inside and outside the company.

We engage with internal and external stakeholders through initiatives that include:

- » **Periodic materiality assessments.** We conducted an abbreviated double materiality assessment, which identified and prioritized 17 sustainability topics relevant to Haley & Aldrich to inform the enhancement of our sustainability strategy and performance. To complete this assessment, we gathered both internal and external perspectives through employee and client surveys. Moving forward, we are committed to refreshing our assessment at least every five years. For more on this topic, see the **“Our sustainability strategy”** section of this report.
- » **Client feedback program.** After years of collecting qualitative feedback from clients, Haley & Aldrich launched a broad, quantitative client feedback approach in 2023 by sending a survey to hundreds of client representatives. In 2025, we sent our second survey to thousands of client representatives, and we intend to repeat the survey process every two years. By regularly collecting structured feedback from our clients, we aim to understand what is most important to them and their perception of market trends. We have and will continue to use the results to help our staff better respond to clients’ needs, and we use the aggregated data to learn and respond at the organizational level — for example, to inform training priorities.
- » **A robust internal communications program.** Our internal communications efforts include an intranet for sharing company news and resources, monthly updates from our CEO emailed to all employees, and quarterly all-staff meetings presented by firm leaders.
- » **Annual staff surveys.** The varied perspectives of our staff members power our efforts to learn and grow as an organization. Each year, an external firm conducts a comprehensive survey of all employees that gathers opinions on workplace culture and initiatives. We share the results of this survey in a report provided to all employees, as well as in a series of internal discussions with our CEO and chief human potential officer.

### Staff survey results: highlights

What we heard	How we responded
	<ul style="list-style-type: none"><li>» Launched a Workplace Belonging and Community Engagement Community of Practice</li><li>» Launched multiple employee resource groups</li></ul>
More work needed to build an inclusive workplace	<ul style="list-style-type: none"><li>» Rolled out a companywide mentoring program</li><li>» Encouraged personalized career development through a new, formal career reflection program</li></ul>
More career development insight and opportunities needed	<ul style="list-style-type: none"><li>» Launched ongoing staff manager training to foster managers’ skills related to connecting employees with project opportunities</li></ul>
More clarity needed about compensation	<ul style="list-style-type: none"><li>» Launched total compensation statements to help staff understand total compensation and rewards</li><li>» Trained employees on Haley &amp; Aldrich’s compensation philosophy and provided details and context for how compensation is determined</li></ul>



## Responsible procurement and supply chain management

Our approach to responsible procurement and supply chain management is grounded in our commitment to sustainability, ethical conduct, and human rights. We strive to build a resilient supply chain that supports our environmental and social values while contributing to business continuity and value creation.

Haley & Aldrich's Subcontractor and Supplier Code of Conduct outlines expectations for subcontractors and suppliers, emphasizing responsible behavior and legal compliance. This policy covers human rights, health and safety, nondiscrimination, adherence to trade laws, and environmental sustainability. At our discretion, we may perform due diligence of our subcontractors and suppliers to assess their adherence to the code of conduct. Requirements for our partners include:

- » Prohibiting forced labor
- » Ensuring safe work environments
- » Prohibiting discrimination
- » Protecting sensitive data and maintaining cybersecurity
- » Handling chemicals responsibly
- » Maintaining transparency in potential conflicts of interest
- » Prohibiting bribery
- » Planning to reduce carbon footprint, fossil fuel dependency, energy use, water use, and waste
- » Providing evidence upon request of compliance with the code of conduct

With our Subcontractor and Supplier Code of Conduct, we aim to foster collaborative partnerships and align suppliers and subcontractors with our core company values.





# 2024 performance data

## GRI 302: Energy

302-1 Energy consumption within the organization	23,638,018	megajoules (MJ)
Electricity	2,937,777	kWh
Electricity	10,575,865	MJ
Purchased electricity	10,567,888	MJ
On-site renewables (Maui)*	7,977	MJ
Natural gas	7,962,176	MJ
Gasoline	4,609,484	MJ
Diesel	490,493	MJ
302-3 Energy intensity	11,459	MJ/FTE (full-time equivalent)

\*Not enough data to determine on-site renewable energy consumed at Tucson location.

## GRI 305: Emissions

305-1 Direct (Scope 1) GHG emissions	770	MTCO2e
Scope 1 stationary combustion	416	MTCO2e
Scope 1 mobile sources	354	MTCO2e
305-2 Energy indirect (Scope 2) GHG emissions (location based)	835	MTCO2e
Purchased electricity	835	MTCO2e
305-4 GHG emissions intensity	1.74	MTCO2e/FTE
305-3 Other indirect (Scope 3) (business travel)	985	CO2e (metric tons)
Denominator for intensity ratios (GRI: 302-3)		
Employee count	922.92	FTE employees*

\*This number was calculated using a part-time factor.

GHG emissions calculations follow the World Resources Institute and World Business Council for Sustainable Development **GHG Protocol Corporate Standard**. Our emissions were based on:

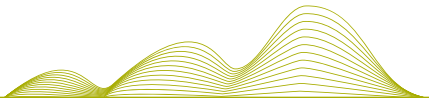
- » Haley & Aldrich Inc. uses Operational Control, including activities where the organization and its affiliates or subsidiaries have the full authority to introduce and implement operating policies.
- » The Operational Boundary includes Scope 1 GHGs (CO2, CH4, and N2O) from facilities (leased and owned) — offices, warehouses, labs, etc., occupied by the company and under operational control, and our fleet.
- » Scope 2 calculations are location based. We are working to refine our Scope 2 calculations to include market-based emissions.
- » We are currently evaluating our value chain to determine additional relevant Scope 3 GHG emissions categories.

Conversion calculated with U.S. Energy Information Administration [energy conversion calculators](#).

## GRI 303: Water and effluents

Total water use	67.74	Megaliters (ML)
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# 2024 performance data



## 403-9 Work-related injuries

The number and rate of fatalities as a result of work-related injury (excluding fatalities)	Total recordable incident rate (TRIR)	Main types of work-related injury	Hours worked	Incidents of noncompliance concerning the health and safety impacts of products and services
0	4 recordable injuries; rate = 0.45*	hand injuries; slips, trips and falls; and insect bites	1,786,769	0

\*Rates calculated using 200,000 hours worked. Temporary staff are not included. We report standard rates in alignment with the Occupational Safety and Health Administration.

## 2-7 Employees and 401-1 new employee hires and employee turnover

Employees	
Regular	975
» Full time	901
» Part time	74
Temporary	71
Total	1,046

Gender	Regular	Regular full time	Regular part time	Temporary
Female	416	368	48	27
Male	559	533	26	44

Based on headcount as of Dec. 31, 2024. We support our LGBTQ+ employees. While no employees identified as nonbinary in our 2024 data set, we recognize that the gender data may not accurately represent individuals who identify as nonbinary.

	Regular employees	Regular full time	Regular part time	Temporary employees
CENTRAL REGION	197	176	21	22
CONSTRUCTION	29	29	0	0
EAST REGION	385	350	35	24
EXECUTIVE GROUP	10	10	0	2
FACILITY ADMINISTRATION	2	2	0	0
FINANCE AND ACCOUNTING	39	38	1	1
HEALTH AND SAFETY	5	4	1	1
HUMAN POTENTIAL	15	15	0	1
INFORMATION TECHNOLOGY	19	19	0	0
LEGAL/RISK	7	7	0	1
MARKETING	9	9	0	1
WEST REGION	258	242	16	18

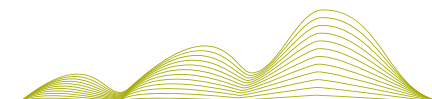
	Employees who identify as	Industry benchmark (from the EFCG)
WOMEN	43%	28%
PEOPLE OF COLOR	19%	18%

182 new hires	13% employee turnover rate**	60% of executive leaders are women
20% of subcontractor revenue comes from businesses owned by women, minorities, veterans, or other disadvantaged businesses		

\*\*EFCG reported that, in 2024, the industry average rate for overall turnover was 19.3 percent.



# GRI index



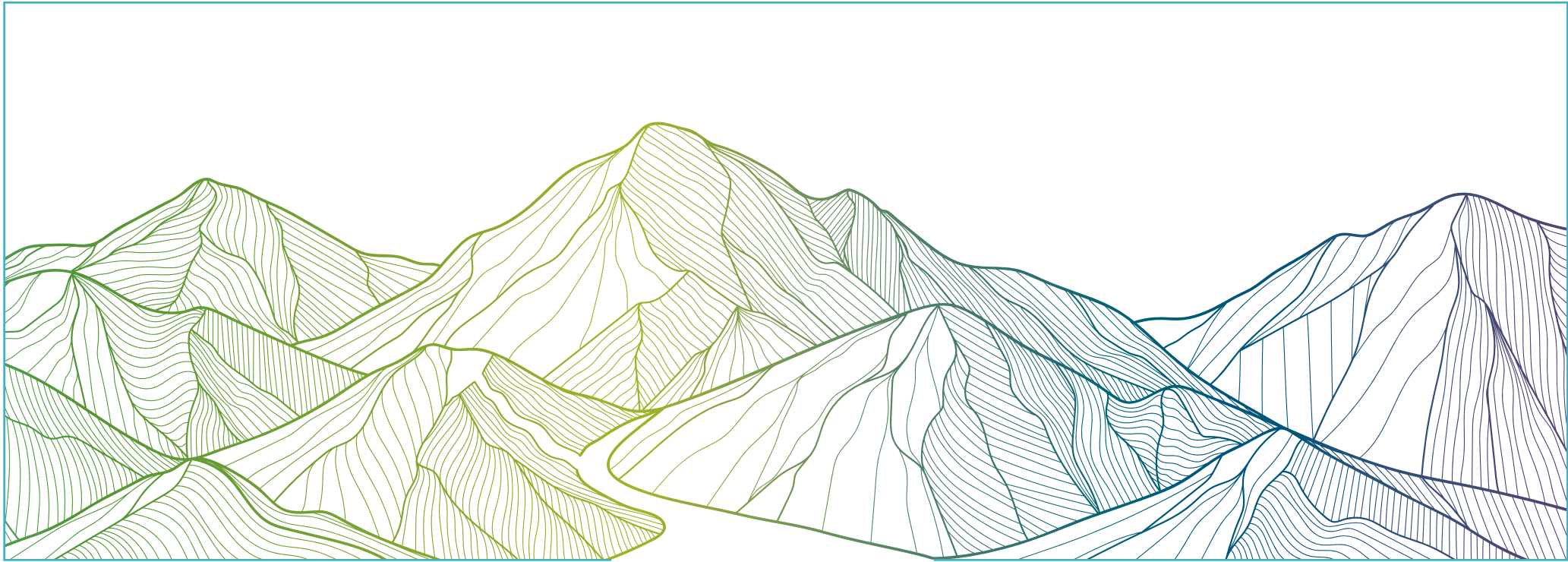
Our priority (material) topics are discussed in reference to GRI standards as noted below.

GRI standard	GRI disclosure	Report section
GRI 2: General Disclosures 2021	<b>2-1</b> Organizational details <b>2-2</b> Entities included in the organization's sustainability reporting <b>2-3</b> Reporting period, frequency, and contact point <b>2-4</b> Restatements of information <b>2-6</b> Activities, value chain, and other business relationships <b>2-7</b> Employees <b>2-8</b> Workers who are not employees <b>2-9</b> Governance structure and composition <b>2-10</b> Nomination and selection of the highest governance body <b>2-11</b> Chair of the highest governance body <b>2-12</b> Role of the highest governance body in overseeing the management of impacts <b>2-13</b> Delegation of responsibility for managing impacts <b>2-14</b> Role of the highest governance body in sustainability reporting <b>2-15</b> Conflicts of interest <b>2-16</b> Communication of critical concerns <b>2-17</b> Collective knowledge of the highest governance body <b>2-18</b> Evaluation of the performance of the highest governance body <b>2-19</b> Remuneration policies <b>2-20</b> Process to determine remuneration <b>2-21</b> Annual total compensation ratio <b>2-22</b> Statement on sustainable development strategy <b>2-23</b> Policy commitments <b>2-24</b> Embedding policy commitments <b>2-25</b> Processes to remediate negative impacts <b>2-26</b> Mechanisms for seeking advice and raising concerns <b>2-28</b> Membership associations <b>2-29</b> Approach to stakeholder engagement <b>2-30</b> Collective bargaining agreements	» <b>Client focus, empowering innovation, and sustainable delivery of services</b> » <b>Corporate governance, business conduct, and ethics</b> » <b>Human rights and fair labor</b> » <b>Our commitment to sustainability</b> » <b>Our sustainability strategy</b> » <b>Stakeholder engagement and transparency</b> » <b>Workforce development and well-being</b> » <b>2024 performance data</b>
GRI 3: Material Topics 2021	<b>3-1</b> Process to determine material topics <b>3-2</b> List of material topics <b>3-3</b> Management of material topics	» <b>Climate change</b> » <b>Corporate governance, business conduct, and ethics</b> » <b>GHG Emissions and Energy</b> » <b>Health and Safety</b> » <b>Our one-team commitment</b> » <b>Our sustainability strategy</b> » <b>Workforce development and well-being</b>

# GRI index



GRI standard	GRI disclosure	Report section
GRI 201: Economic Performance 2016	<b>201-2</b> Financial implications and other risks and opportunities due to climate change <b>201-3</b> Defined benefit plan obligations and other retirement plans <b>201-4</b> Financial assistance received from government	» <b>Client focus, empowering innovation, and sustainable delivery of services</b> » <b>Climate change</b> » <b>Corporate governance, business conduct, and ethics</b> » <b>Workforce development and well-being</b>
GRI 302: Energy 2016	<b>302-1</b> Energy consumption within the organization <b>302-3</b> Energy intensity	» <b>2024 performance data</b> » <b>GHG emissions and energy</b>
GRI 305: Emissions 2016	<b>305-1</b> Direct (Scope 1) GHG emissions <b>305-2</b> Energy indirect (Scope 2) GHG emissions <b>305-4</b> GHG emissions intensity	» <b>2024 performance data</b> » <b>GHG emissions and energy</b>
GRI 401: Employment 2016	<b>401-1</b> New employee hires and employee turnover <b>401-2</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees <b>401-3</b> Parental leave	» <b>Workforce development and well-being</b> » <b>2024 performance data</b>
GRI 403: Occupational Health and Safety 2018	<b>403-1</b> Occupational health and safety management system <b>403-2</b> Hazard identification, risk assessment, and incident investigation <b>403-3</b> Occupational health services <b>403-4</b> Worker participation, consultation, and communication on occupational health and safety <b>403-5</b> Worker training on occupational health and safety <b>403-6</b> Promotion of worker health <b>403-7</b> Prevention and mitigation of occupational health and safety impacts directly linked by business relationships <b>403-8</b> Workers covered by an occupational health and safety management system <b>403-9</b> Work-related injuries	» <b>Health and safety</b>
GRI 404: Training and Education 2016	<b>404-2</b> Programs for upgrading employee skills and transition assistance programs	» <b>Our one-team commitment</b> » <b>Workforce development and well-being</b>
GRI 405: Diversity and Equal Opportunity 2016	<b>405-1</b> Diversity of governance bodies and employees <b>405-2</b> Ratio of basic salary and remuneration of women to men	» <b>Our one-team commitment</b> » <b>Workforce development and well-being</b>
GRI 416: Customer Health and Safety	<b>416-1</b> Assessment of the health and safety impacts of product and service categories <b>416-2</b> Incidents of noncompliance concerning the health and safety impacts of products and services	» <b>Health and safety</b>



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