

CEO Letter

Dear Friends,

I've heard it said that in good times, core values serve as a compass to guide a company forward, and that in challenging times they provide an essential focus on what is most important. In 2020, Sanborn Head's core values served as our magnetic north leading us in our response to the pandemic and other disruptive events of the year. And perhaps what is most heartening to me, is that the year also brought out the best in us—in 2020, we saw evidence of compassion, grit, innovation, and resiliency across the company. I couldn't be prouder of our Sanborn Head employees, and I am extremely grateful to their supportive friends and families.



Sanborn Head had one of its strongest years ever in 2020 by many measures:

- We added 18 talented team members to reach 140 employees by year end.
- We expanded our reach in the Mid-Atlantic region, growing our Philadelphia office from one to five people and adding several new clients.
- We saw continued strength in our work for clients across the business, feeling very fortunate that much of our work continued on through the pandemic.

Lastly, we have become more collaborative and innovative as a company, using technology, creativity, and resourcefulness to bridge barriers of geography and technical discipline that has created new opportunities for our people, our clients, and the firm. One of the most noteworthy outcomes of these times is that we have seen the traditional lines between our personal and work lives become blurred and commingled. Likewise, I have found that in my role as a leader the established boundaries between our business and issues of political unrest, racial tension, and social justice no longer seem to hold against what I feel is my responsibility to address.

Corporate Responsibility has been at the heart of Sanborn Head's culture since the company was founded in 1993, even though the ways we define and measure it have evolved over time. When they started this company, Paul Sanborn, Charlie Head, Scott Shillaber, and Chip Crocetti adopted two guiding philosophies – Do the right thing and Act in the interest of the greater good. Over the years, a third guiding philosophy emerged from the caring and considerate people comprising our firm, one that also served as a pillar of strength throughout 2020 – Help one another succeed. These are guiding principles for how we run the business, but increasingly they are guiding us as we seek to establish our role and find our voice as a responsible corporate citizen in the changing world around us.

I invite you to read about our work on Corporate Responsibility in 2020 in this report.

~ Barret Cole, President/CEO

Introduction

Sanborn Head runs its business with the intention of stewardship: managing the business responsibly for today and fostering a culture that will endure for many generations to come. This commitment to stewardship, in the broadest sense, means taking care of the people, resources, and communities that we depend on and value.

Our commitment to Corporate Responsibility can be summed up as follows:

Our People

provide a fair and safe work environment in which employees feel respected and valued and where everyone has a chance to reach their potential

Our Clients

maintain long-lasting and trusted relationships that are sustained through integrity, service, and innovation

Our Firm

govern the firm ethically, thoughtfully, and with transparency to protect and invest in the resources that are essential to our business

Our Environment

protect the environment by conserving resources, minimizing waste, and promoting sustainability in our business operations and service offerings

Our Communities

engage with and support the professional, educational, and geographic communities that we care about

This Report summarizes Sanborn Head's commitment, activities, and progress in building these five pillars of value in 2020.

People

Health and Safety

In 2020, the health and safety of our employees was paramount as we navigated our response to the coronavirus pandemic. We also remained highly responsive to our clients and put a number of additional site-specific measures in place to keep our projects moving forward safely in collaboration with the needs of our project partners. We also kept up our commitment to our ongoing health and safety training; we transitioned the majority of our required training from in-person to online, and provided added flexibility to staff members to complete required health and safety training. Sanborn Head continues to have a strong safety record. The company's experience modification rating (EMR), a standard insurance factor that is based on historical claims information, was 0.85 in 2020 and has remained below 1.0 since 2009.



In April, in response to our employees' overwhelming desire to help with regional PPE shortages, we gathered up two carloads of surplus PPE for donation to state agencies in Massachusetts and New Hampshire.

Diversity, Equity, and Inclusion

Sanborn Head is committed to fostering a work environment where everyone can reach their full potential and has made it a priority to move toward an even more inclusive, equitable, and diverse future. In 2020, employees volunteered to be part of a Diversity, Equity, and Inclusion (DEI) Task Force to engage in learning about DEI, to assess the current employee experience, and develop priorities for enhancing DEI at Sanborn Head. This 13-member DEI task force, which meets bi-weekly, is employee-led and represents a diverse cross-section of our company.

The journey to diversity through equity and inclusion starts with an exploration built on learning, conversation, and trust. We need to challenge ourselves to be open to the possibilities that there may be different ways of looking at the world that we simply may not have been aware of.

– Charlie Head, Board Chairman

Engagement

The year demonstrated more than ever before that employee engagement requires a balance of the demands of work and home life. When the pandemic hit, we redoubled our efforts to be approachable, empathetic, and flexible. In 2020, our supervisors spent about 15% more time than they did in 2019 meeting with their team members both individually and in small groups. With the help of technology, we maintained our commitment to providing professional development and training opportunities. We also embraced the importance of listening, keeping people informed, and helping people feel connected in new and innovative ways. We are proud of the resiliency and compassion demonstrated by our employees, and humbled and grateful that engagement remained high throughout the year.

*In the fall of 2020, we conducted our biennial staff survey. We were amazed and gratified to achieve a **99% Response Rate** and see best-in-class engagement scores including **94% of employees would recommend Sanborn Head as a place to work.***



Staff from our Philadelphia office gathered safely at the beach to connect and build sandcastles.

Clients

The following projects exemplify Sanborn Head's contributions in helping our clients achieve their objectives for land renewal, resiliency, and sustainability.

Suffolk Downs – Planning Ahead for Climate Resiliency

Forward-thinking climate resiliency.

Green building design and open space.

Transit-oriented development adjacent to two MBTA Blue Line Stations.

Affordable housing and the promise of jobs in new mixed-use district.



Sanborn Head is part of a development team transforming a former horse racing facility on reclaimed tidal flats with considerable geotechnical challenges into a highly resilient, transit-oriented, mixed-use development with commercial office, retail, affordable housing, and open space. The redevelopment of this 161-acre site will provide affordable housing and strengthen the resiliency of the communities of East Boston and Revere, Massachusetts.

Our work on the site includes geotechnical design for infrastructure and new buildings, as well as support to our client's climate resiliency design, which involves the design of flood-mitigation engineering controls. Sanborn Head's client envisioned preparing for the impact of future climate change on the property through upfront planning and the commitment of significant

mitigation funding to improve flood resiliency to benefit the site and over 1,000 surrounding properties. The revitalization of this property into a powerful new economic hub will generate new jobs, affordable housing, open space, new local tax revenues and create a destination that is significant for the futures of the local communities.

Jericho Landfill Solar Project – Helping Communities Repurpose Closed Landfills

Clean, locally-generated renewable energy.

Reduced carbon footprint.

Local energy resilience.

Community-wide electricity savings.

As active landfills across the country reach closure, Sanborn Head is helping communities repurpose the unusable, vacant parcels left behind, turning liabilities into assets. In the town of Jericho, Vermont, Sanborn Head navigated complex post-closure permitting to enable its client, Encore Renewable Energy, to transform the town's former landfill into a solar farm that will generate 2.193 megawatts of electricity to help limit regional peak demand events within the surrounding community. The construction of the project is expected to be completed in the second half of 2021.

The site is adjacent to a 234-acre recreation area of forest, fields, and wetlands. Sanborn Head's solid waste and energy expertise validated the suitability of the site for the proposed solar project, securing the approval of the Vermont Department of Environmental Conservation. As part of the stormwater management design, Sanborn



Head developed and permitted a stormwater infiltration basin adjacent to the landfill to help treat previously untreated stormwater runoff from an adjacent Town garage. Although infiltration is not typically an allowed stormwater management practice at landfills, Sanborn Head successfully convinced the State of Vermont to allow it due to the historical groundwater test results for the facility. Sanborn Head's innovative contribution to this project gives this capped landfill a new lease on life.

Improving Dairy Farm Economies

Methane Emissions Reduction

Odor Reduction in the Community

Converting Farm Byproduct to Energy

Economically/Ecologically Beneficial to Farms

Sanborn Head is performing geotechnical, environmental, wetland, and cultural resource due diligence services at nine New York dairy farms to evaluate their viability for the construction of anaerobic digester facilities. Our client envisions the installation of the digesters in proximity to the dairy farm operations to capture, clean, and convert animal waste into renewable natural gas (RNG).

One of the largest sources of RNG today is animal manure, making dairy farms a natural fit. The services provided by Sanborn Head will allow for the siting and design of anaerobic digesters which will convert cow manure to biogas and ultimately to RNG. In general, the digesters will produce approximately 6M Btu for each ton of farm waste. In addition, the solid material left behind (digestate) has beneficial secondary uses, such as animal bedding and compost, improving the sustainability of the dairy farm industry itself.

These RNG projects will benefit the New York counties, dairy farmers, the local environment, regional economy, and the climate.



Firm

Ethics

Sanborn Head is guided by a Code of Conduct, which sets forth basic principles of respect, fairness, integrity, and stewardship. It governs how we conduct ourselves, how we treat others, how we manage the company, and how we influence the world around us. Each year, Sanborn Head employees reaffirm their commitment to our Code of Conduct, and our Board of Directors oversees our conformance with its principles. We recognize the importance of a strong ethical framework to promoting trust, strengthening relationships, and upholding the firm's reputation.

We honor our responsibility to the Code of Conduct each year – employees reaffirm their commitment to the Code of Conduct annually and the Board of Directors oversees the Code of Conduct and reviews a governance report.

Risk Management

Sanborn Head's Board of Directors and its firm leadership recognize that managing risks at the firm, office, and project level is essential to preserving the health of our people, our business, our client relationships, and our communities. Although our 2020 risk management focus was centered on employee health, we continued our risk management education series with a company session to highlight common risk management issues for design professional firms using case histories from the Geoprosessionals Business Association (GBA). Throughout the year, we continued to be guided by our philosophy that the

Sanborn Head's corporate counsel, Andrew Batson, Esq. is a member of the Geoprosessionals Business Association's (GBA) Legal Affairs Committee. Through his work, Andrew is helping to advance GBA's mission to make risk resources available to member firms. At the same time, Andrew is bringing important information back to Sanborn Head to help us improve our business practices.

best way to manage risks is to have multiple layers in place to prevent, identify, assess, and mitigate risks.

Pandemic Response

80% of our employees were working remotely on a full- or part-time basis as of 12/31/2020.

50+ COVID communications to staff - live presentations, videos, emails, and surveys.

In March 2020, Sanborn Head established a COVID Response Team, who worked swiftly to implement remote work, daily health screenings, and new protocols for office work, field work, travel, and illness/exposures. With so much information to share, the team developed a COVID-19 Resource Center to serve as a reliable and up-to-date source of company, federal, and state-specific information. Sanborn Head kept up with federal programs and implemented provisions associated with the CARES Act, FFCRA, and Qualified Disaster Relief. The company also implemented a conversion to MS Teams and upgrades to our internet service to enhance communications and connectivity. Throughout the year, our leaders worked tirelessly to monitor the changing landscape, make adjustments to our practices, and keep employees informed.

Top Ten Things You Need to Know about COVID-19

1. Complete the CheckIns app daily for all days you are scheduled to work.
2. Stay home if you feel sick.
3. Contact your EDGE Leader and Human Resources if you feel sick, have symptoms or a positive COVID-19 test; or have been exposed to someone with COVID-19 or its symptoms.
4. Let your EDGE Leader and Andrew Batson know in advance about any out-of-state business or personal travel.
5. Wear a face covering when in a Sanborn Head office, except when you are alone at your workstation.
6. Follow other CDC guidelines and company protocols for distancing, respiratory etiquette, and hand hygiene.
7. Contact your EDGE Leader if you are uncomfortable with your work location, travel schedule, or you have any other concerns.
8. Contact your EDGE Leader and Operations Manager if you or a visitor need to stop by the office.
9. Carry your Essential Worker letter and the Health & Safety COVID-19 supplement with you.
10. Respect privacy and do not discuss the health of your colleagues, unless you have been instructed to do so.

Environmental Stewardship

Energy

In 2020, electricity use in our offices decreased by 13.4% from 2019, as measured by kilowatt hours per employee. This is understandable, given that for most of the year our offices were running at about 25% of normal occupancy, while still supporting baseline use for appliances, central lighting, copiers, and similar infrastructure items.

In our Concord office, we converted three large exterior building light fixtures to LED, significantly reducing the energy used for these lights, which are on from dusk to dawn.

Paper Use

Remote work altered many of our habits, none quite as significant as our use of paper. With virtual meetings and the convenience of printing no longer an option, employees adapted and began reviewing more work on-screen, leveraging technology to hold paperless meetings, and using software for online collaboration and review. In 2020, our paper use was more than cut in half from 2019. We continue to observe a trend of more electronic deliverables prepared for clients, which has also impacted the amount of paper we consume.

56% **drop in paper use from 2019 to 2020, as measured by cases of paper per employee.**

Miles Driven

While our business kept running and we continued to support field work on behalf of our clients, non-essential travel came to a stop in March 2020. As a result, our miles driven, outside of requirements for client projects, dropped by 73% from 2019. As we look ahead and anticipate sustained acceptance of online meetings and presentations, we expect that our future driving habits will remain below pre-

pandemic levels. Reducing our miles driven saves fuel, reduces emissions, and decreases the potential for driving-related incidents.

15.6 **estimated metric tons of carbon dioxide emissions reduced from reductions in vehicular travel.***

Recycling

We diverted nearly seven tons of material from waste streams in 2020 through recycling. Our office recycling efforts include cardboard, paper, metal, glass, and plastic. In addition, we collected and safely recycled over 1,400 pounds of e-waste using vendors with e-Stewards certification. And, both our Burlington, Vermont and Denver, Colorado offices compost food scraps, which keeps this organic waste out of local landfills.

Staff in our Westford office donated used cell phones to Cell Phones for Soldiers to support that organization's mission of providing communication services to members of the military.

In our Concord office, we opened up our e-waste collection to employees to bring in their old electronics. We asked for an equivalent donation (in weight or value) of non-perishable food which was donated to a local food pantry.

*source: <https://www.epa.gov/greenvehicles/greenhouse-gas-emissions-typical-passenger-vehicle>

Community Engagement

Giving Back

Sanborn Head has a long-standing tradition of giving back to help strengthen the communities where we live and work. In 2020, we continued to inspire the next generation of engineers and scientists through student mentorship and classroom visits. We also acknowledged the heightened need for food and other support services in our communities. Sanborn Head made charitable donations to the United Way chapters that serve each of our offices so that those monies could be directed to organizations needing support. Each of our offices also found ways to help out organizations in their communities that provide basic services to those in need. Giving back provides us with tremendous professional and personal satisfaction, and this year, our giving back activities had special meaning as it gave us an added sense of purpose and connection to others.

Our Philadelphia and Concord offices teamed up to purchase items for children who participate in the Friends Youth Mentoring Program in Concord, NH.



Staff in our Westford office have developed a partnership with the YWCA of Greater Lowell (MA).

Our Burlington office team donated to three different local charities. They supported the Single Parents Program at Champlain College, the Kid Safe Collaborative, and Steps to End Domestic Violence in Burlington.



In February, staff members visited an Engineering class at Bow High School (NH).



We donated food for Thanksgiving meals working with Action for Boston Community Development. Staff members in our other offices also held food drives throughout the year.

Earth Day

Sanborn Head celebrated the 50th anniversary of Earth Day in April 2020. We invited staff across the company to engage in earth-friendly activities and document their contributions, which were assembled into a photo slide show. Our staff participated in many activities including, picking up litter, brainstorming ideas to improve a city park, cleaning up local trails, planting a garden, and composting.

Engineers Without Borders

The New Hampshire Professional Chapter of Engineers without Borders (EWB-NH) was founded in 2015 by Heidi Caprood of Sanborn Head, and she continues to serve as the chapter's president. Heidi is joined by three other employees who are actively involved in helping to bring clean drinking water and improved hygiene to nine rural villages in Uganda. As of March 2019, the organization had successfully installed bedrock water supply wells in five villages, but events of 2020 required a different approach. Building on relationships established in Uganda, the EWB team was able to work remotely to successfully oversee a well installation in November that supplies water to approximately 1,000 people in the village of Buganza. The team is working remotely on plans to monitor the six existing wells and install two more wells.



Pump being lowered into a newly installed water supply well. (Credit: Habert Ongom, Engineers Without Borders Uganda Country Office)



Celebrating the 50th anniversary of Earth Day