



Sustainability Action Plan

2026

akrf

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A Message From The CEO



A handwritten signature in black ink that reads "Karen Franz". The signature is fluid and cursive, with a large, sweeping flourish at the end.

KAREN FRANZ, PE, LEED AP
President and Chief Executive Officer

Our mission drives us to nurture a culture of originality, so employees thrive when pursuing interests that matter most to them. This is embodied in our inaugural Sustainability Action Plan, which arrives at a pivotal moment as we look toward the future.

AKRF's Strategic Plan—published in advance of the Sustainability Action Plan—sets clear goals and strategies for the next three years of business informed by a period of tremendous growth and expansion. We are proud to have maintained a collaborative, people-focused environment through our growth where volunteers such as the Sustainability Working Group are supported.

What makes the Sustainability Action Plan special is that it didn't come from the top down. Our grassroots plan was shaped by the imagination and technical rigor of engineers, scientists, planners, and specialists across the firm. The volunteers who prepared this plan set a high standard for themselves and the company by applying the same level of excellence, precision, and accountability that defines our client work.

We recognize our responsibility to lead by example and advance sustainable solutions as consultants shaping the built and natural environment. The goals outlined

in the Sustainability Action Plan reflect our technical expertise and practical insight, from reducing our environmental footprint to embedding sustainability into project delivery and community impact.

This plan is a living commitment to the Sustainability Working Group's mission. It will be used as a framework to support project teams and a resource to inform external stakeholders of our progress. Internally, it will guide the planning and implementation of tactics to reduce our firm's footprint.

As we bring this plan to life, we're once again proving that top talent works here—people who see challenges as opportunities, who lead by example, and who never hesitate to raise the bar for themselves and for the communities we serve. Together we're demonstrating that our originality, expertise, and shared purpose can have a lasting impact.

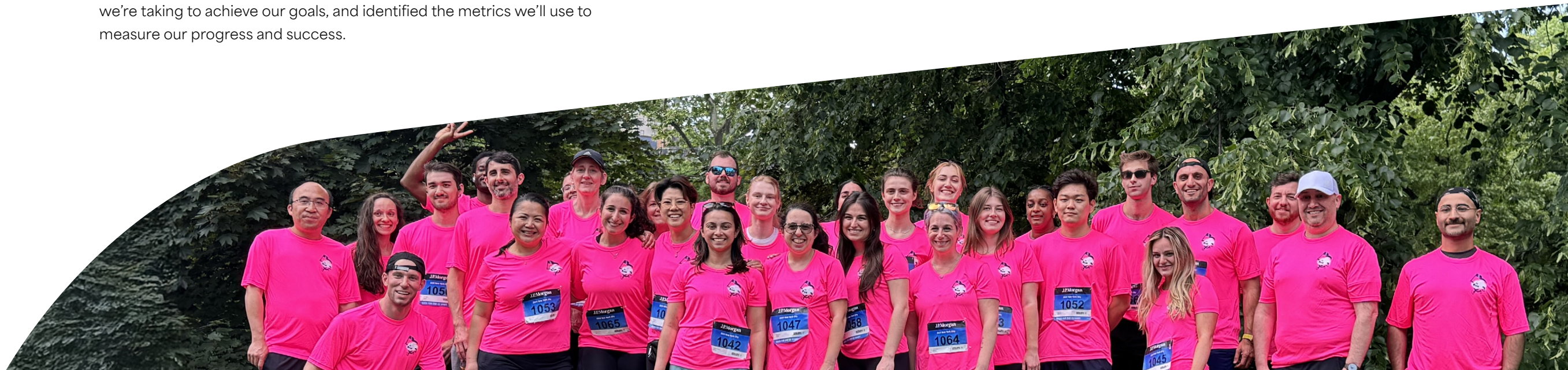
Introduction

The way we work—and where we work—matters now more than ever. AKRF is committed to advancing sustainable practices across our offices and operations. This includes setting clear sustainability goals, measuring our carbon footprint, and tracking our progress with transparency and integrity.

This document is AKRF’s Sustainability Action Plan—a comprehensive report that outlines not only what we’re doing now, but also where we’re headed and how we plan to get there. It reflects our intention to be both proactive and accountable in building a more sustainable future.

In 2024, the Sustainability Working Group was launched by a team of passionate employees focused on identifying opportunities for more responsible and sustainable business practices. This report presents the group’s initial findings and a summary of current operations. It outlines our goals across six key areas including reporting, carbon footprint, marketing, operations, purchasing, and transportation. For each category, we’ve established a sustainability baseline, defined the steps we’re taking to achieve our goals, and identified the metrics we’ll use to measure our progress and success.

This report represents a employee-led effort driven by the insights, values, and priorities of our people. As such, it reflects a moment in time—acknowledging that our goals, our industry, and the world around us will continue to evolve. We view this Sustainability Action Plan as a living document, one that will adapt and grow in response to new challenges, opportunities, and perspectives. With each future update, we will reaffirm our commitment to continuous improvement, transparency, and accountability in advancing our sustainability objectives.



AKRF designed the trail and trailhead improvements for Farm History Trail within the 270-acre Mercer Meadows Park in New Jersey.

About AKRF

In 1981, AKRF was founded on principles of environmental conservation and stewardship. Beginning as a small team of environmental review consultants, we established an early dedication to reimagining lived spaces while considering all stakeholders.

Now, with over 400 professionals throughout the Northeast and Mid-Atlantic—as well as remote employees across the country—we continue to transform environments and communities by solving their most complex challenges. Promoting innovation, health, and equity is a key focus as we contribute to the land development, energy, water, and transportation sectors nationwide.

Our professionals take a creative approach to integrate environmental and socioeconomic considerations with trusted technical expertise. We explore strategies to minimize environmental impacts, promoting green building practices, enhancing climate resilience, and engaging communities in our projects.

1981

2026



Over 400 professionals

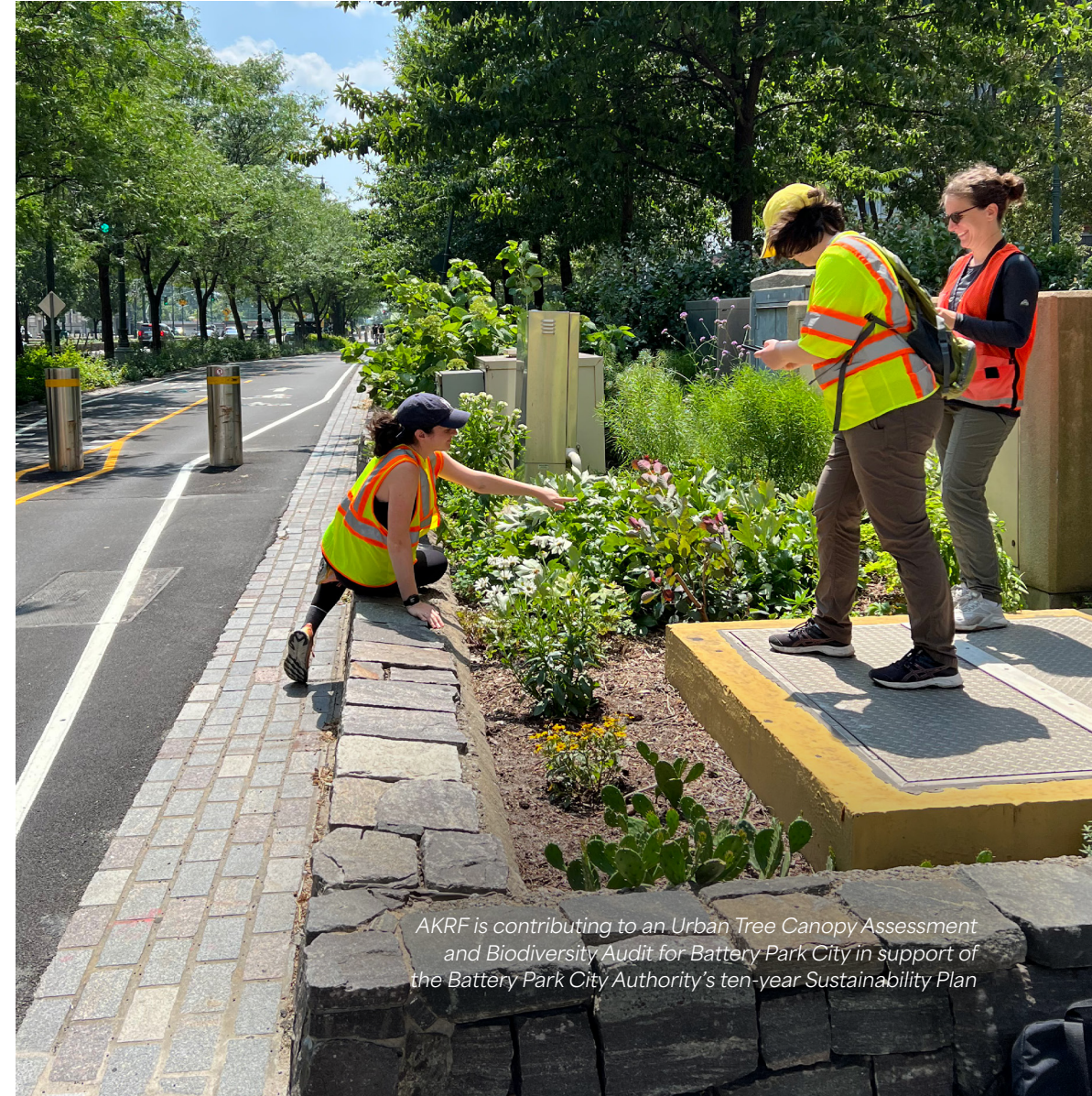
A highlight of AKRF service lines that contribute to long-term sustainability include:

- Climate Change and Resilience Planning
- Community Engagement and Social Responsibility
- Environmental Education and Advocacy
- Environmental Impact Assessments
- Green Building Certifications
- Sustainable Design and Planning
- Sustainable Infrastructure Development

Our approach to sustainability is embedded in the services we provide.



AKRF employees maintain sustainability credentials across our geographic footprint, including Envision Sustainability Professionals, LEED Accredited Professionals, LEED Green Associates, and Waterfront Edge Design Guidelines Associates.



AKRF is contributing to an Urban Tree Canopy Assessment and Biodiversity Audit for Battery Park City in support of the Battery Park City Authority's ten-year Sustainability Plan

OUR VISION

We will expand our reach as a leader that develops new standards of excellence wherever we go.

OUR MISSION

We deliver exceptional solutions by pursuing and nurturing a culture of originality and deepening our commitment to collaboration among employees.

A foundation of environmental stewardship is reflected in our people, the projects we undertake, and the design choices we make. Our firm is engaged in a variety of work—ecological restoration, air quality monitoring, stormwater management, biodiversity assessments, climate action planning, and more—that brings sustainability into sharper focus for property owners, developers, and tenants as well as municipalities, institutions, government agencies, non-profits, and other organizations.

We offer technical capabilities in site sustainability consulting; greenhouse gas emissions inventories and forecasting; heat vulnerability and urban tree canopy health assessment; decarbonization studies; materials recycling studies; energy conservation; and water reuse and reclamation.

Original thinking expands AKRF's reach beyond our organization and projects, inspiring stakeholders and agencies to create and implement new industry standards. Raising the bar with original solutions promotes sustainability, innovation, and a more equitable environment for generations to come. Some of our projects are based on tracked sustainability and resiliency measures, while others incorporate components to mitigate socioeconomic and environmental impact.

Sustainability Working Group

MISSION STATEMENT

The Sustainability Working Group is organized to lead and inspire AKRF as we work towards integrating sustainability into our internal and external operations and work.

The Sustainability Working Group was established to acknowledge AKRF's ongoing sustainability efforts, coordinate our initiatives, and set purposeful goals for continued progress. Comprising a diverse cross-section of disciplines, experience levels, geographic locations, and personal interests, the group embodies a broad and inclusive perspective—fostering a shared mission that reaches beyond our offices and project work.

We are committed to measuring, tracking, and sharing our environmental impact to drive progress toward a more sustainable way of doing business, while also harnessing the expertise and interests of our employees to shape our initiatives and expand our reach.

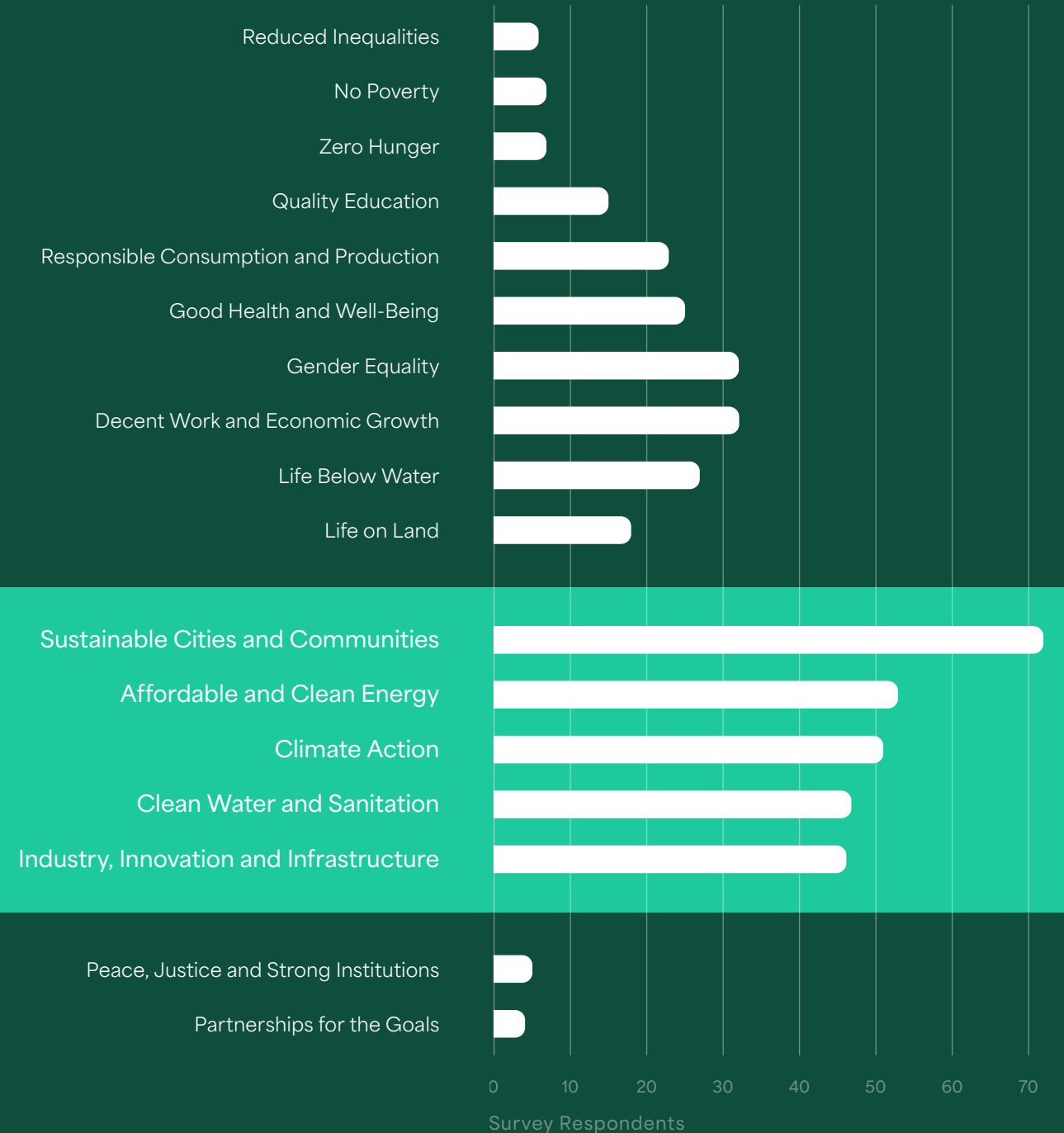
Our Pittsburgh office volunteering to plant trees for a riparian buffer with the Western Pennsylvania Conservancy.

To better understand and document current sustainability practices at AKRF, the Sustainability Working Group conducted a firmwide sustainability survey. The survey gathered employee input, supported the documentation of existing efforts, and helped us respond to client inquiries regarding our sustainability approach.

In addition, **the SWG distributed a separate survey asking employees to identify the five United Nations Sustainable Development Goals (SDGs) they consider most important.** While not all SDGs directly align with actions AKRF can take, the intent is to reflect and prioritize the issues that matter most to our employees—guiding the direction of the SWG, the firm, and this report.

THE FIVE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS THAT BEST ALIGN WITH EMPLOYEE PRIORITIES ARE:

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS





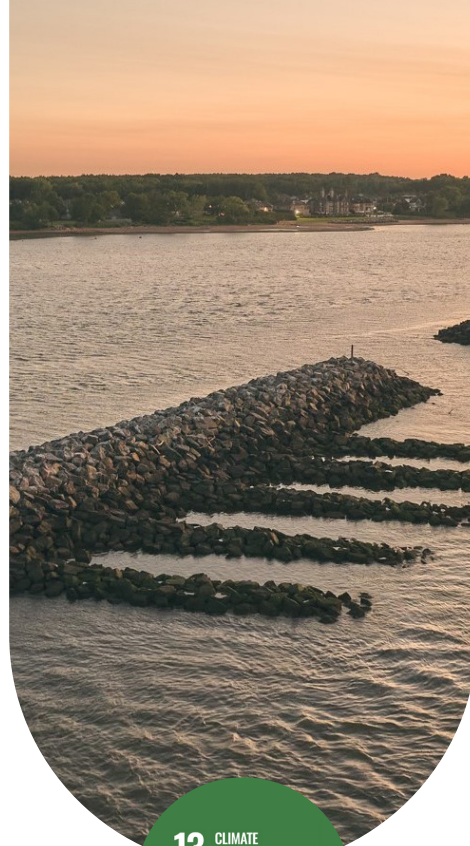
SUSTAINABLE CITIES AND COMMUNITIES

We work to make cities and neighborhoods environmentally safe, inclusive, affordable, and more resilient for both current and future generations through the services we provide and the internal actions we take.



AFFORDABLE AND CLEAN ENERGY

This goal is vital to ensure we continue to meet our energy needs without increasing pollution or depleting limited resources. We advocate for expanded availability and use of renewable energy sources.



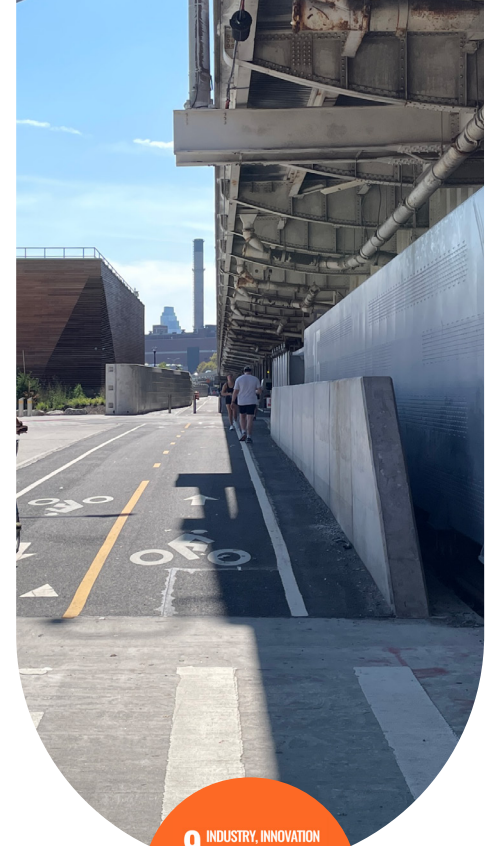
CLIMATE ACTION

We will take direct steps to minimize our global climate impact and mitigate the effects of climate change.



CLEAN WATER AND SANITATION

Our expertise in water resources aligns strongly with this goal. We focus on sustainable management of water, stormwater, wastewater, and waste in the communities where we live and work.



INDUSTRY, INNOVATION, AND INFRASTRUCTURE

AKRF is dedicated to building resilient infrastructure, promoting sustainable economic development, and fostering innovation in our work and the projects we support.

Guided by the UN SDGs selected by employees, the SWG examined various aspects of AKRF's business operations and environmental impact—both internally and externally—during a research and discovery phase.

To effectively address the breadth of our business activities, the SWG organized into six focused task groups. Each group independently collected data, observed practices, and analyzed opportunities to advance sustainability across the firm.

The **six task groups** were organized around key focus areas. →

The following pages presents a detailed look at each task group and presents goals and strategies for advancing sustainability within AKRF.



Kevin Edwards presenting during a Sustainability Working Group meeting.

Reporting

The Reporting Task Group coordinated among the technical task groups to develop sustainability measures following their recommendations and feedback from all members of the Sustainability Working Group. From these measures, the Reporting Task Group established the goals and strategies that AKRF will pursue—setting clear pathways to achieve the Sustainable Development Goals that were prioritized by our employees.

Specific metrics for measuring SWG success were established for each goal so that the group can track our performance, revise our approach, and hold ourselves accountable to achieving AKRF's priorities. Central to this effort was identifying a messaging approach and data reporting style that aligns with AKRF's culture.

RESEARCH AND DISCOVERY

The Reporting Task Group identified little to no current standards for internal sustainability reporting. The group conducted research to inform a methodology for sustainability reporting for the firm, and discovered opportunity areas along the way.

The group surveyed AKRF employees on our level of knowledge on sustainability. This helped determine the internal priorities among employees on potential sustainability goals and Environmental, Social, and Governance targets, and understand how those goals fit into AKRF's daily operations and future strategy planning.

The group also conducted research alongside each SWG Task Group to identify corporate sustainability best practices relevant to AKRF's operations. This could include targeting emission reductions or energy savings consistent with similar engineering firms or advocating for ambitious purchasing goals.

OUR PLAN OF ACTION

The Reporting Task Group is responsible for leading AKRF's efforts to achieve the following goals and related strategies:

R-1: Sustainability Report Updates

AKRF is committed to continued sustainability planning and understands the need to revisit, revise, and adapt to future changes. We will update this Sustainability Action Plan on a regular basis and perform annual tracking of our progress toward meeting each of the goals described below.

R-2: Report Accessibility

AKRF will make our 2025 Sustainability Action Plan and all future updates accessible to a wide audience—both internal and external—to increase internal educational awareness of the firm's sustainability goals, promote informed feedback, and enhance our clients' understanding of AKRF's sustainability practices. This may include presenting the report at an internal staff meeting, posting it on internal employee platforms, publishing it on akrf.com, and sharing it on social media.

Carbon Footprint

The Carbon Footprint Task Group developed the calculation methodology to estimate and track AKRF's greenhouse gas emissions over a single year. Our emissions inventory will be used to inform future planning and policy decisions to ensure our commitment to sustainability is reflected in the firm's institutional structure.

GHG emissions are associated with a variety of business activities from energy consumption in office spaces to food purchasing decisions. AKRF's emissions are presented in reference to the company's annual revenue to demonstrate we can efficiently and sustainably service our clients.

RESEARCH AND DISCOVERY

Through preliminary data-gathering, The Carbon Footprint Task Group identified the following observed practices AKRF is currently taking that impact our carbon footprint:

- Establishing internal energy purchasing decision practices
- Increasing the number of hybrid vehicles in our fleet
- Installing solar panels in office parking lots
- Installing electric vehicle charging stations in office parking lots
- Making design decisions that incorporate low-carbon materials

- Spreading awareness of the costs of not being carbon-friendly
- Making more informed purchasing decisions regarding plastic bottles, plastic utensils, paper goods, and food products
- Encouraging the use of public transportation for commuting employees

In addition to identifying these actions, the Carbon Footprint Task Group prepared an initial GHG emission inventory using 2022 as a baseline year for future planning. The inventory considered Scope 1 (direct fuel usage), Scope 2 (indirect energy usage), and partial Scope 3 (lifecycle emissions driven by AKRF) emissions and focused on the major activities the company pays for.

These activities consist of office building energy usage (often included in building lease agreements), fuel consumption in company-owned vehicles, employee commute (associated with labor costs), upstream emissions from company purchases, and downstream emissions from waste generated at offices.

GHG emissions were estimated consistent with the methodologies used for New York State's 2024 Statewide GHG Emissions Report, New York City's NYC 2023 Greenhouse Gas Inventory Methodology, the USEPA's Inventory of U.S. Greenhouse Gas Emissions and Sinks 1990-2022, and methodology from the Intergovernmental Panel on Climate Change for governmental greenhouse gas accounting.

Emissions from building, vehicle, and transit energy usage is estimated directly from annual fuel consumption records and employee travel patterns. However, the upstream and downstream emissions from purchases and waste are based on estimated weights and average carbon intensity factors for materials and waste treatment processes.

Through AKRF's current emphasis on sustainability, the company is estimated to have an economic emissions intensity factor of 20.41 grams carbon dioxide equivalent (CO₂e) per dollar gross revenue—meaning that for every dollar AKRF receives, the firm has limited its GHG emissions down to this value.

Overall, AKRF generated emissions of 1,530 metric ton of CO₂e in 2022. This is equivalent to the annual GHG emissions from 357 cars. As AKRF continues to grow, the economic emissions intensity factor is used to track the company's carbon footprint to account for new offices, employees, and markets.

OUR PLAN OF ACTION

To meet our sustainability goals, the Carbon Footprint Task Group identified two GHG emission reduction goals and related strategies: a short-term reduction goal for 2030 and a long-term reduction goal for 2050.

C-1: Short-Term Reduction Goal

AKRF will aim to reduce economic emissions intensity firmwide by 15% by 2030, compared to the calculated baseline value from 2022. This will be done by immediately minimizing our GHG emissions where practicable, with a goal of a 20% reduction in electricity consumption, a 10% reduction in commute-related emissions, a 90% reduction in waste, and a 20% reduction in other emissions both upstream and downstream.

The 15% by 2030 target represents the cumulative reduction projected as a bottom-up estimate from immediate actions that AKRF could take and use a business-as-usual projection that does not depend on changes to local, state, or federal policies.

C-2: Long-Term Reduction Goal

AKRF will aim to reduce economic emissions intensity firm-wide by 50% by 2050, compared to the calculated baseline value from 2022. We plan to achieve this by eliminating the firm's direct emissions from on-site fuel usage and

my minimizing indirect emissions wherever practical. This may come from our heating and hot water systems, fossil fuel-fired equipment, and electricity usage.

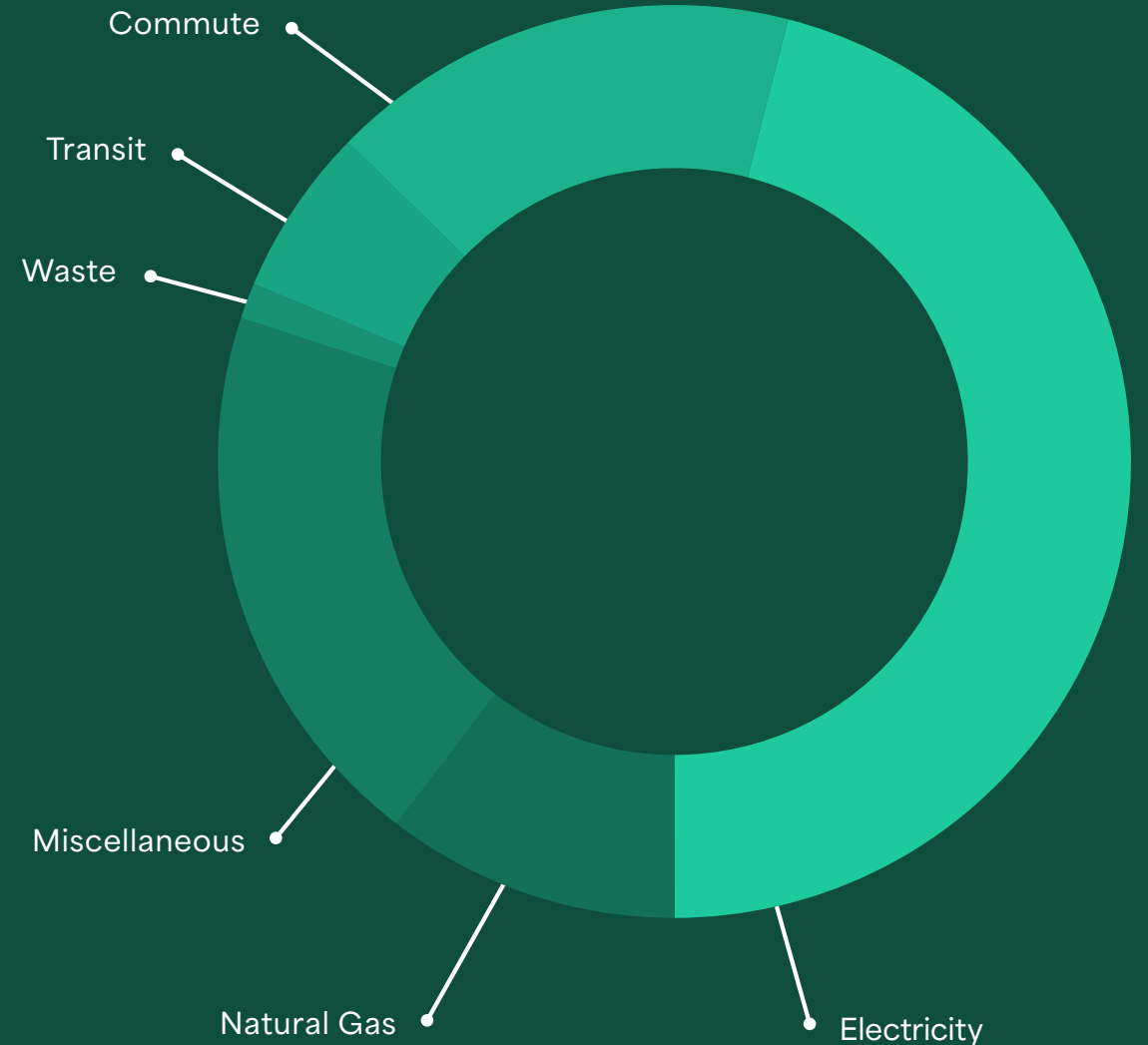
Similar to the short-term reduction target, the 50% by 2050 target was developed by projecting the reductions from all feasible areas—leaving only unavoidable GHG emissions. This will require careful planning and coordination to ensure a transition away from fossil fuel usage, significant reductions in electricity consumption, sustainable purchasing, and implementation of low-emission waste management.

C-3: Pathway to Net-Zero Emissions

AKRF's goal is to eventually achieve net-zero annual GHG emissions through a combination of energy consumption reductions, use of low-carbon alternatives, and true offsetting of all unavoidable emissions.

We will build on our experience helping clients secure real and verifiable offsets and will require careful financial consideration to balance AKRF's overall sustainability commitments to lower emissions, provide a fair and just workplace, and support our communities.

BASELINE GHG EMISSIONS



When products are sourced with intention, branded giveaways at tradeshow and conferences can externally reinforce our sustainability commitments.

Marketing

The Marketing Task Group led research, strategy development, and implementation of SWG objectives related to internal and external marketing, proposals, production, and messaging.

RESEARCH AND DISCOVERY

The Marketing Task Group observed little to no sustainable marketing practices through preliminary information gathering. However, the group did recognize opportunity areas to address gaps in our current practices:

- We prioritize the cost, appeal, quality, and convenience of branded “swag,” giveaways, and internal gifts before considering the sustainability of the products or the eco-friendly practices of the vendors.
- While many of our proposal submissions are electronic, we prioritize efficiency, quality (look and feel), durability, and cost over sustainability of products and production practices when hard copy submissions are requested.
- Our internal and external sustainability messaging focuses on the services we provide, our projects, and our people. Due to the nature of our work, clients, and expertise, our messaging may include topics adjacent to (or topics that may fall under the umbrella of) corporate sustainability.

Also, during the research and discovery phase, a firm-wide survey sent out by the SWG allowed the Marketing Task Group to analyze internal sentiment, which included low overall awareness of our sustainability practices and a general sense of inertia or hesitancy towards potential operational changes.

“
Grossed out by food scraps
[and] time consuming (related to
composting).”

“
It’s harder to get people
to commit or follow
the guidelines.”

“
The can/bottle/plastic and
cardboard food waste recycling
messaging is confusing.”

“
I don’t think people are aware
that we can request batteries/
electronics to be recycled.”

“
More clearly marked
bins and basic recycling
education could help.”

“
There’s also a general lack of
knowledge about whether
or not the building actually
recycles at all.”

“
Self-imposed hardships
here will not address larger
global problems.”

OUR PLAN OF ACTION

The Marketing Task Group identified opportunities for sustainable practices within the firm’s visibility, proposals, and production operations and proposed two goals and related strategies.

M-1: Sustainable Marketing Materials

AKRF will prioritize purchasing and producing marketing materials that support sustainability goals. This includes sustainable solutions for conference giveaways, internal gifts, paper products, and production operations. Purchasing guidelines will be developed to identify immediate changes, ensure the sustainability of marketing materials are considered, and identify areas where further work will need to be done.

M-2: Education and Messaging

AKRF will develop internal messaging to create awareness, educate employees, and promote sustainable practices guided by current employee sentiment and feedback. We will continue to identify spaces where external sustainability messaging may be needed in our current visibility practices.

Operations

The Operations Task Group concentrated on integrating sustainability into office operations, addressing everything from routine daily tasks to special in-office events.

RESEARCH AND DISCOVERY

The Operations Task Group developed a questionnaire to identify operational practices across our offices. Using the results, the group identified the following actions AKRF is taking towards operational sustainability:

- Promoting sustainable day-to-day office practices, such as reusable dishes
- Utilizing opportunities for remote work and online review, which lower transportation emissions and paper waste
- Recycling
- Encouraging public transit for commuting employees

OUR PLAN OF ACTION

The Operations Task Group developed specific goals and related strategies based on current practices and needs.

O-1: Purchase Reusable Items

AKRF will prioritize purchasing and maintaining everyday items in our offices to eliminate the need to purchase single-use items. By doing

this, we aim to eliminate AKRF's contribution both upstream and downstream to the impacts that come from the production and disposal of single-use items. This goal coincides with Purchasing Goal P-1.

O-2: Recycle and Compost

AKRF will establish office programs for recycling and composting the waste generated in our offices. This action will reduce our downstream impacts via the management of the commercial waste we generate.

O-3: Create a Vendor and Catering Database

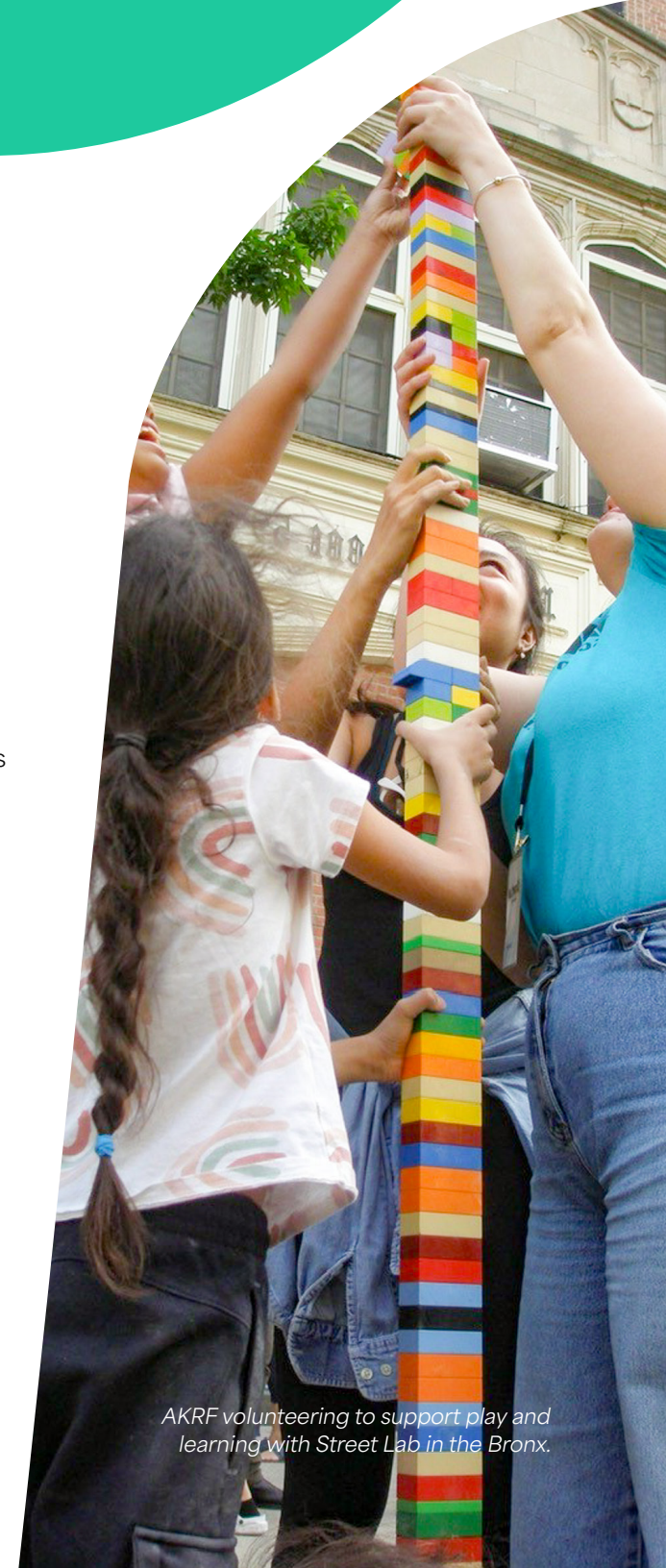
AKRF will create a centralized database of trusted vendors to be used as a first reference. This may be used for food services, off-site computer servers, parking garages, office cleaners and contractors, financial services, healthcare services, and more. We will support administrative teams in the implementation of this goal by creating quick reference guides to use when selecting vendors to support more sustainability-focused partners.

O-4: Offer Travel Reimbursement Incentives

We will research how to best implement operational and/or capital improvements as well as an internal system of incentives to support zero-emission commute possibilities for employees and increase the amount of sustainable travel that occurs for projects, meetings, and conferences. This goal coincides with Transportation Goal T-3.

O-5: Develop Sustainable Office Siting Guidelines

AKRF will develop guidelines for future office-siting decisions to incorporate sustainability and resiliency elements. This will help ensure that future company expansion considers both sustainability and resiliency when purchasing or leasing a property.



AKRF volunteering to support play and learning with Street Lab in the Bronx.

Purchasing

The Purchasing Task Group evaluated purchasing practices across all offices and established guidelines for future purchases that align with the sustainability goals and objectives of the SWG.

RESEARCH AND DISCOVERY

The Purchasing Task Group developed a questionnaire to survey key purchasers in each office about historic purchasing practices and decision making. This questionnaire was intended to establish where, when, and how purchases are made and to identify trends or patterns. The results of this questionnaire revealed the primary factors in our purchasing decisions are cost and convenience, without priority for sustainability.

OUR PLAN OF ACTION

The Purchasing Task Group developed three main goals and related strategies for AKRF to reference when making purchasing decisions.

P-1: Eliminate Purchasing of Single-Use Items

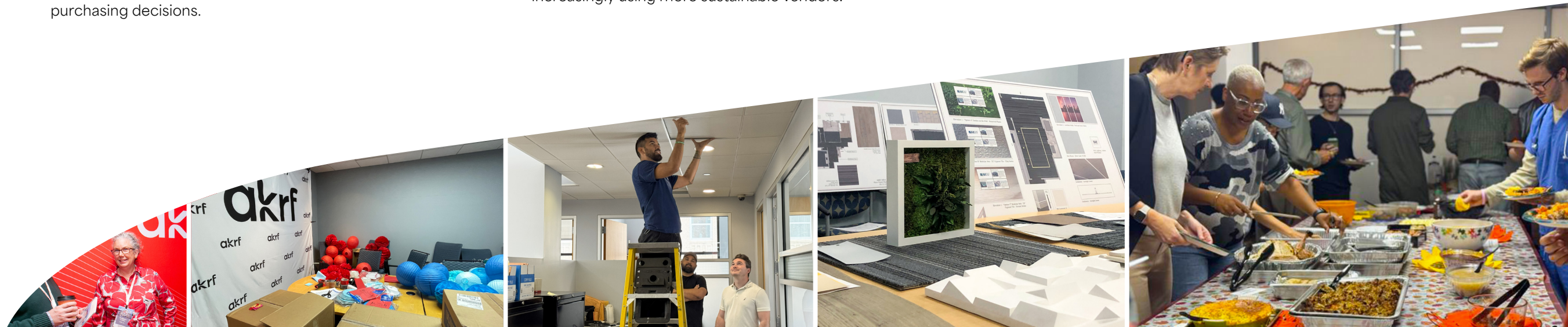
AKRF plans to phase out the purchasing of single-use items, to be replaced with reusable alternatives. By doing this, we aim to eliminate our contribution both upstream and downstream to the impacts that come from production and disposal of single-use items. This goal coincides with Operations Goal O-1.

P-2: Develop Product Purchasing Guidelines

We will establish office guidelines to support employees in selecting the most sustainable and practical options for office supplies. This will allow us to reduce our upstream impacts from the production and transportation of office supplies by increasingly using more sustainable vendors.

P-3: Develop Construction Contracting Guidelines

We will establish office guidelines for sustainable construction within AKRF offices, to be used when working with contractors and architects for office renovations.



Transportation

The Transportation Task Group evaluated the collection, analysis, and tracking of key metrics related to our transportation practices, focusing on improving sustainability. As transportation is one of the largest sources of our indirect GHG emissions, addressing this area is vital to advancing our sustainability goals.

The group assessed how employees commute to the office, the use of company-owned vehicles, and transportation policies for traveling to project sites, industry conferences, client offices, and field surveys. Their efforts aimed to identify opportunities for reducing emissions and identifying sustainable alternatives and solutions.

RESEARCH AND DISCOVERY

The Transportation Task Group prepared a companywide questionnaire to determine our most common modes of travel for commuting to the office. It was found that 70% of employees commute to work more than twice a week, resulting in approximately 77,000 person trips over a single year. For those employees who commute to work, 51% use public transportation or pedestrian-based transportation such as walking or biking. Based on average trip distances for employees using personal vehicles for their commute, 685,000 miles were traveled in a year.

From the results of their questionnaire, the Transportation Task Group identified the following actions AKRF is taking towards sustainability in our transportation practices:

- Using public transportation for office commuting
- Offering a hybrid work schedule
- Increasing the number of hybrid vehicles in our fleet

OUR PLAN OF ACTION

The Transportation Task Group developed three main goals and related strategies.

T-1: Promote Transit-Positive Infrastructure

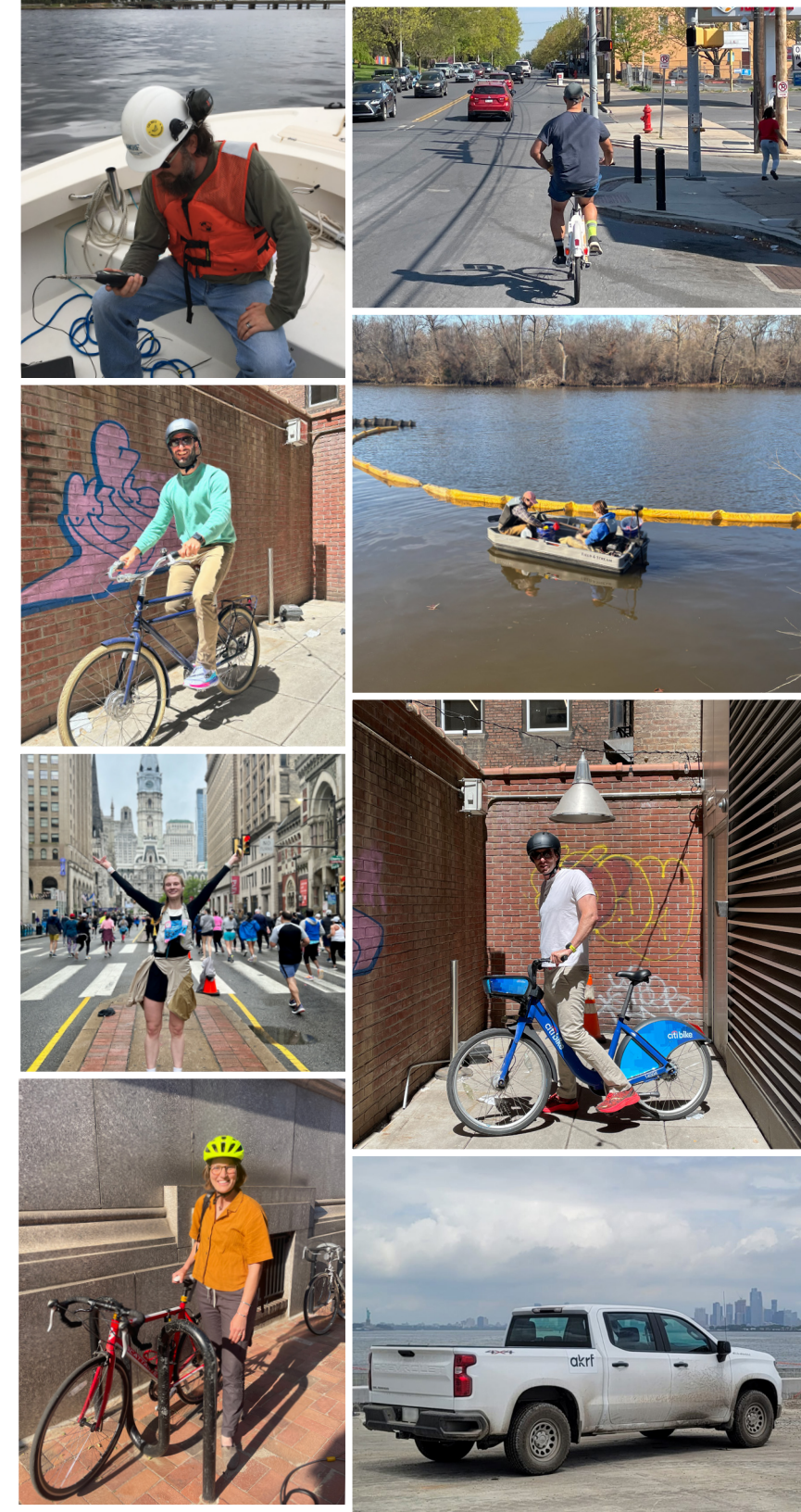
AKRF will implement operational and/or capital improvements to support sustainable, zero-emission commute alternatives focusing on the impacts to our employees and communities.

T-2: Build a Zero-Emission Vehicle Fleet

We will establish a timeline to eliminate all fossil fuel-powered vehicles and replace them with zero-emission options, with an aim to ultimately transition to a fully electric or zero-emission vehicle fleet for all AKRF-owned vehicles.

T-3: Offer Travel Reimbursement Incentives

We will research how to best implement operational and/or capital improvements as well as an internal system of incentives to support zero-emission commute possibilities for employees and increase the amount of sustainable travel that occurs for fieldwork, meetings, and conferences. This goal coincides with Operations Goal O-4.



Justin Krebs monitors for underwater noise impacts to Gulf sturgeon, an endangered species, during construction of the Pensacola Bay Bridge.

Moving Forward

Our commitment to sustainability extends beyond setting goals—we are dedicated to achieving meaningful, measurable progress. To support this, the Sustainability Working Group has carefully evaluated a wide range of potential initiatives within each of its task groups. Each group identified practical, achievable sustainability goals, along with clear performance metrics to track our progress. These goals were

developed with consideration for their relative difficulty and potential financial impact on the firm.

Wherever feasible, AKRF aims to align its sustainability goals with economic intensity metrics. This approach allows us to account for company growth while staying focused on reducing our environmental footprint and enhancing our sustainable practices.

As the SWG continues to explore and refine sustainability strategies, these goals will be regularly reviewed and adjusted through internal collaboration. We recognize that as our understanding deepens, both the feasibility and financial implications of certain initiatives may evolve—necessitating the continuous refinement of our objectives.

The following table outlines each **goal**, its associated **reporting metric**, a **description**, and the anticipated **outcome**. Each metric also includes an estimated level of effort to help guide planning and implementation: low 🟡; medium 🟢; or high 🔴.



Johari Pondt leads a walking tour of the reconstructed Stuyvesant Cove Park in Manhattan.

	GOAL	REPORTING METRIC	DESCRIPTION	OUTCOME
REPORTING	R-1 Sustainability Report Updates	🟡 Frequency of Updates	Keeping the report flexible, updated, and current will be important to support our commitment to achieving our sustainability goals.	Biannual updates (every two years)
	R-2 Report Accessibility	🟢 Annual Number of Communications	Our employees want more direct communication and education on AKRF’s sustainability actions.	Four communications per year
		🟢 Internal Access	The plan is designed to meet our employees’ desire for a sustainable AKRF and to provide a reference for demonstrating our commitment to sustainability. The SWG will track the number of times the document is referenced internally to keep it relevant, useful, and accessible to employees.	Consistent level access
		🟢 External Access and Public Engagement	To be a leading company in sustainability, the Sustainability Action Plan will demonstrate to our clients and teaming partners that AKRF understands the planning needed for their projects. The SWG will track the number of times the document is externally referenced to make sure the document remains relevant to industry standards.	

	GOAL	REPORTING METRIC	DESCRIPTION	OUTCOME
CARBON FOOTPRINT	C-1 Short-Term Reduction Goal (2030)	Annual GHG Emissions Intensity	Annual GHG emissions will be regularly estimated to show our progress is meeting the short-term goal. This will include collecting fuel consumption estimates, regular updates to travel policies, and targeting immediate action items. GHG emissions will be reported as an economic emission intensity (metric ton CO ₂ e per revenue dollar) to account for company growth.	15% reduction by 2030 (compared to 2022 baseline)
	C-2 Long-Term Reduction Goal (2050)	Annual GHG Emissions Intensity	Annual GHG emissions will be regularly estimated to show our progress is meeting the long-term emission goal. This will include collecting fuel consumption estimates, regular updates to travel policies, and targeting mitigation of systemic sources of emissions. GHG emissions will be reported as an economic emission intensity (metric ton CO ₂ e per revenue dollar) to account for company growth.	50% reduction by 2050 (compared to 2022 baseline)
		Fossil Fuel Usage	As immediate actions are achieved to minimize fuel usage within our offices and company-owned vehicles, AKRF will focus on current and projected usage, and identifying barriers to full electrification.	Eliminated
		Renewable Energy Generation	We will identify where renewable energy potentials exist and how well AKRF is implementing these energy sources.	20% of overall electricity consumption to be sourced from renewable energy
	Electricity Usage Intensity	As AKRF looks to eliminate fossil fuel usage, limiting electricity usage will ensure a more just and affordable electric grid for the communities in which we reside and better position AKRF for more ambitious sustainability goals. Electric usage will be measured as an economic intensity (metric ton CO ₂ e per revenue dollar) to account for company growth.	35% reduction (compared to 2022 baseline)	
C-3 Pathway to Net-Zero Emissions	Annual GHG Emissions Intensity	Our progress in GHG emission reductions will dictate the steps necessary to ensure an achievable set of actions to reach net-zero.	Develop a detailed business pathway to achieve net-zero	

	GOAL	REPORTING METRIC	DESCRIPTION	OUTCOME
MARKETING	M-1 Sustainable Marketing Materials	Marketing Materials Purchases	Using records of materials purchased for marketing, the SWG will determine if material is sustainably sourced and develop a purchasing guide for future use.	50% of materials purchases will be sustainably sourced
		Material Usage Guidelines	The SWG will coordinate with the marketing team to develop best practices for materials usage and record keeping to support AKRF's goal to minimize waste.	Updated yearly
	M-2 Education and Messaging	Annual Sustainability Communications	Our employees want more direct communication and education on AKRF's sustainability actions.	Four communications per year
		Employee Feedback	To estimate effectiveness in our communications, we will collect, archive, and respond to internal feedback following sustainability communications.	30% of respondents provide feedback
OPERATIONS	O-1 Purchase Reusable Items	Inventory of Reusable Alternatives	The SWG will create and maintain an inventory of practical reusable alternatives for single-use items to support eliminating single-use items.	Updated yearly
	O-2 Recycle and Compost	Waste Generation	Annual records of amount and type of waste will better inform AKRF's decision making in the most sustainable waste management options.	50% of waste generated is diverted from landfill
		Waste Diversion	The SWG will record the company's diversion of waste from landfills to sustainable waste facilities.	
		Waste Management Contracting	AKRF will regularly review contracting agreements to support our sustainability goals.	All waste management contracts conform to AKRF's sustainability goals
	O-3 Create a Vendor and Catering Database	Admin Feedback	The SWG will collaborate with administrative teams at each office to maintain a database of vendors.	Annual feedback from each office
	O-4 Offer Transit Reimbursement Incentives	Incentive Usage	Tracking the number of employees that are able to take advantage of transit incentives will support our goals to increase transit usage and decrease GHG emissions.	Maximize transit usage for offices with access to transit alternatives
Incentive Dollars Spent				
O-5 Develop Sustainable Office Fit-out Guidelines	Finalized Guidance Document	We will develop sustainability guidelines for new office locations and interior fit-outs.	Updated yearly	

	GOAL	REPORTING METRIC	DESCRIPTION	OUTCOME
PURCHASING	P-1 Eliminate Purchasing of Single-Use Items	Single-Use Item Purchases	Using records of single-use items purchased, the SWG will work with administrative teams to provide reusable alternatives in updated guidance documents.	Limit 10% of purchased items will be single use item
	P-2 Develop Product Purchasing Guidelines	Product Purchases	Using records of general product purchases, the SWG will work with administrative teams to determine whether materials are sustainably sourced and develop a purchasing guide for future use.	Biannual updates (every two years)
		Admin Feedback	The SWG will collaborate with administrative teams at each office to update a purchasing guide for practical everyday use.	Annual feedback from each office
		Sustainably Sourced Content	The SWG will cross-reference the product purchase records to determine the portion of purchases sourced from suppliers committed to sustainability. This may include requesting Environmental Product Declarations from suppliers or developing representative data in-house.	50% of materials purchases are sustainably sourced
		Purchasing Survey	The SWG will execute an employee survey at each office to update a purchasing guide to cover materials that may not be purchased directly by administrative teams.	Biannual updates (every two years)
	P-3 Develop Construction Contracting Guidelines	Finalized Guidance Document	The SWG will develop and update guidelines for interior office fit-outs, renovation, and construction activities to meet our sustainability goals.	Biannual updates (every two years)
TRANSPORTATION	T-1 Promote Transit-Positive Infrastructure	Travel Survey	The SWG will prepare an employee survey at each office to inform how to collect data on our approach to transit-positive infrastructure and incentives. The results of the survey will provide updates to AKRF's commuter patterns—including the number of trips in a year, the trip distance, and mode of travel—and collect data for transit incentives and policies as needed.	Biannual updates (every two years)
	T-2 Build a Zero-Emission Vehicle Fleet	Vehicle Usage	Regular vehicle usage records will allow AKRF to identify where company vehicles are needed, and the areas of highest usage to provide employees with a zero-emission travel option.	Transition to fully electrified fleet
	T-3 Offer Travel Reimbursement Incentives	Incentive Usage	Tracking the number of employees who are able to take advantage of transit incentives will support our goals to increase transit usage and decrease GHG emissions.	Maximize transit usage for offices with access to transit alternatives
Incentive Dollars Spent				

Future Spark

AKRF is proud of the research, collaboration, and thoughtful planning that have shaped our inaugural Sustainability Action Plan. We are **energized** to move from planning to implementation—putting our goals into action and closely measuring their impact. We approach this work with a deep sense of responsibility and a commitment to share our progress with our employees, clients, and broader community.

This **employee-led initiative** would not have been possible without the dedication of our volunteers and internal champions. Sustainability has been a

core value at AKRF since our founding in 1981, and thanks to the enthusiasm and leadership of dozens of volunteers, we are well-positioned to build on that legacy. We look forward to **continuing this momentum and raising the bar for what we can achieve together.**

AKRF is driven by the belief that to be original is to be transformative. This mindset not only defines our approach to consulting but also fuels our commitment to sustainability—innovating for lasting, meaningful change.