
2020

Environmental, Social and Governance Touchstone Report

HKS



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Designing a World We Want to Live In. Together.

HKS signed onto the UN Global Compact in January 2020 to join leading global companies in aligning our strategies and operations with universal principles on human rights, labor, environment, anti-corruption, and to take actions that advance societal goals. When we signed the pact, we had no idea how increasingly urgent this pledge would become.

We commit to infusing social responsibility and sustainability into our culture as well as our governance structure. To do this, we will track our corporate objectives and key results in alignment with the UN's Sustainable Development Goals (SDGs). These goals form the framework for the report that follows, which is our Environmental, Social and Governance (ESG) Touchstone Report.



EXECUTIVE SUMMARY

1.1 Letter from the CEO



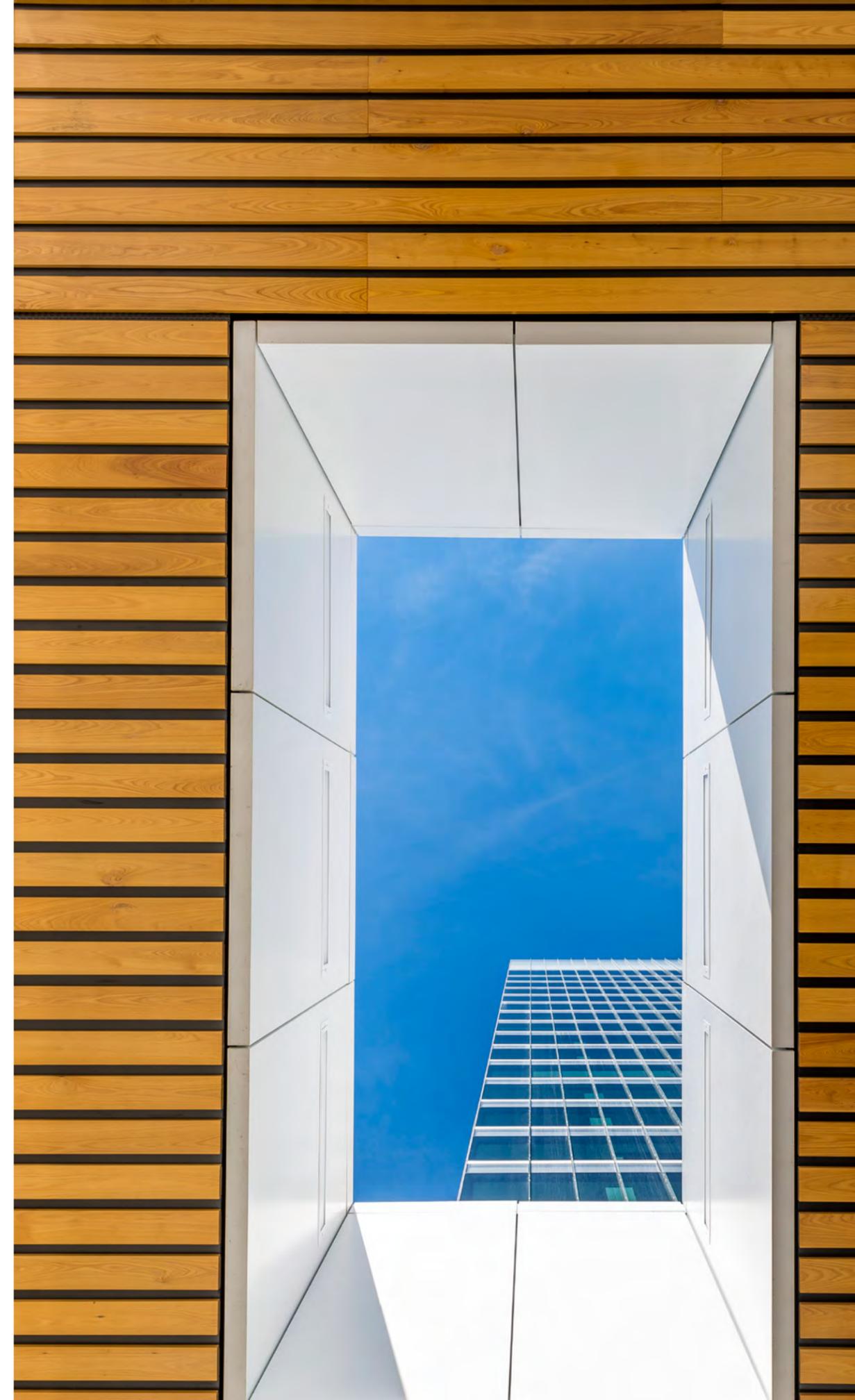
DAN NOBLE
CEO

Now is the time to put words into action. Hope is not a strategy for success. By joining the UN Global Compact, we pledge to join other global companies in aligning our strategies and operations with universal principles on human rights, fair labor practices, environmental stewardship, anti-corruption practices, and to advance equal opportunity and a more sustainable future for all.

Achieving real change requires us to set definable goals, implement effective processes and track our objectives and results in alignment with the UN's Sustainable Development Goals (SDGs). This report outlines the years of commitment and foundational work that we have already completed as well as the work we have yet to do. This is a touchstone from which we will measure, assess, and build upon our progress. This is how we will hold ourselves accountable to our pledge.

HKS is a global architecture, design, planning and advisory practice that touches the lives of millions. It is within our power to make a positive difference in protecting our planet, creating more equitable, sustainable and beautiful communities, and encouraging others to join us on that journey. We are pleased to join the United Nations and our fellow Compact participants in that mission.

A handwritten signature in black ink that reads "Dan Noble". The signature is written in a cursive, flowing style.



1.2 Objectives

SUSTAINABLE DEVELOPMENT GOALS

The 17 Sustainable Development Goals (SDGs) are the world's shared plan to end extreme poverty, reduce inequality, and protect the planet by 2030. HKS has selected goals 3, 5, 6, 9, 10, 11, 13, 17 to focus on as our commitment to doing our part to make a difference.



United Nations
Global Compact

The United Nations Global Compact was launched in 2000 by UN Secretary-General Kofi Annan with the explicit mandate to “advance United Nations values and responsible business practices within the United Nations system and among the global business community.”



HUMAN RIGHTS

- 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
- 2 make sure that they are not complicit in human rights abuses.



LABOUR

- 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 4 the elimination of all forms of forced and compulsory labour;
- 5 the effective abolition of child labour; and
- 6 the elimination of discrimination in respect of employment and occupation.



ENVIRONMENT

- 7 Businesses should support a precautionary approach to environmental challenges;
- 8 undertake initiatives to promote greater environmental responsibility; and
- 9 encourage the development and diffusion of environmentally friendly technologies.



ANTI-CORRUPTION

- 10 Businesses should work against corruption in all its forms, including extortion and bribery.

EXECUTIVE SUMMARY

1.2 Objectives

HKS' working practice relationships to the
SDGs and Global Compact Principles:

	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	= HUMAN RIGHTS	LABOUR	ENVIRONMENT	ANTI-CORRUPTION
DESIGN LEADERSHIP			●			●					●	●	●			●	●	●	●	●	●
JUSTICE, EQUITY, DIVERSITY, INCLUSION			●		●					●	●							●	●	●	●
SUSTAINABILITY SURVEY			●			●			●		●		●				●				●
AIA 2030 COMMITMENT									●		●		●				●				●
MATERIAL SELECTION			●			●		●			●	●	●					●			●
EMBODIED CARBON						●			●		●	●	●	●	●		●				●
THIRD-PARTY CERTIFICATIONS			●		●	●			●		●		●				●	●	●	●	●
CITIZEN HKS	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
HKS CARBON FOOTPRINT									●		●	●	●					●			●
ENERGY & CARBON CURRICULUM									●		●	●	●					●			●
MATERIALS CURRICULUM			●			●			●	●	●		●				●	●	●	●	●
INDUSTRY INFLUENCE & THOUGHT LEADERSHIP					●				●		●						●	●	●	●	●
STAFF HEALTH & WELL-BEING			●		●					●								●	●	●	●

EXECUTIVE SUMMARY

1.2 Objectives

This report details our objectives and explains how we will measure progress. Highlights include:



1. We will leverage our global influence to assist under-served communities through:

- Fundraising for our 2020 Citizen HKS project, Reimagining Benefield.
- Our 2020 Month of Service, which is scheduled September 15 — October 15, 2020.
- Hosting a NOMA (National Organization of Minority Architects) fellow this summer—and we will continue to do so annually.
- We will fund our AIA Diversity Scholarship at a higher rate.

2. We will be a design firm that leads in Justice, Equity, Diversity and Inclusion (JEDI) by:

- Creating our first firm-wide JEDI plan.
- Increasing the diversity of our Board of Directors.
- Promoting more diverse candidates.
- Attracting and retaining a greater number of diverse design professionals.
- Increasing our engagement and talent acquisition efforts with historically Black colleges and universities.
- Increasing our investment in firmwide education on unconscious bias and implicit bias.
- Funding NOMA dues for all employees who want to join.

3. We will design and deliver higher-performance buildings by:

- Adapting the American Institute of Architects Framework for Design Excellence as our internal measures of design excellence for all HKS projects.
- Energy modeling every one of our projects. Identifying goals inclusive of energy, carbon and cost reductions.
- Conducting 24 client-facing eco-charrettes.
- Reporting all HKS projects to the AIA 2030 Challenge.
- Conducting a whole building life cycle analysis (LCA) as well as increasing performance analysis and research activities with a focus on embodied carbon.
- Sharing data on our practice.

4. We will lead our industry in sustainable, socially responsible practice by:

- Establishing a 501(c)3 to support our public interest design projects, which fall under our Citizen HKS program. This 501(c)3's mission includes other firm programs and initiatives that fuel design innovation.
- Creating and sharing a plan for a zero-carbon practice, to include operations and professional services.
- Conducting periodic firm-wide carbon footprint analysis, identifying improvements and implementing policy adjustments.
- Transparent industry engagement regarding governance objectives.

1.3 Relationship to HKS Strategic Plan

The HKS Strategic Plan, developed in 2019, identified the value and need for a comprehensive Environmental, Social and Governance structure at HKS. HKS' leadership brought together the leaders for Sustainability, Public Interest Design and Justice, Equity, Diversity and Inclusion to form the core HKS ESG leadership team.

This is a clearly identified and influential part of the HKS Strategic Plan with active connections to all parts of the practice. Much of this work was already well established at HKS. In some instances, commitment and initiatives had been in place for many years. Bringing the ESG focused efforts was a distinctly strategic direction that grew directly from the Strategic Plan. Building on this, the HKS 2020 ESG Touchstone Report serves as the initial alignment and benchmark for our ongoing ESG work. The HKS 2020 ESG Touchstone Report is not a formal GRI G4 report.

HKS is not publicly traded, and this is not a requirement. This is voluntary and driven by HKS Values: Relationship, Character, Purpose, and Vision. We believe that through limitless thinking, we will be the most influential firm in our industry.

The HKS 2020 ESG Touchstone Report is aligned with global best practices. Oriented with the UN Global Compact and Global Reporting Initiative (GRI) G4 guidelines, HKS will use these frameworks for process, assessment and reporting. This brings several benefits.

- Embed sustainability, public interest design, equity, diversity, and inclusion strategy within universal principles, building on international standards
- Communicate commitment and actions both internally and externally
- Provide stakeholders with studied, strategic and credible information
- Establish a standard for HKS ESG reporting and a foundation for continuous improvement building on the Strategic Plan

The bounding contexts of Materiality, Stakeholders, Sustainability Context, and Completeness form the framework.

Materiality

The report covers aspects that reflect HKS' significant economic, environmental and social impacts; and substantively influence the assessments and decisions of stakeholders. To this end, both business operations and project design solutions will be addressed. Broadly stated, the operational business issues relate to the internal business of HKS, while project design solutions relate to client solutions and the impact on external stakeholders.

Stakeholders



The Earth including global and local impact



The HKS Shareholders financial and business interests



The Co-Creators with whom we work including all HKS staff and consultants



The Clients and Users our design solutions serve



The Client's Capital and financial interests

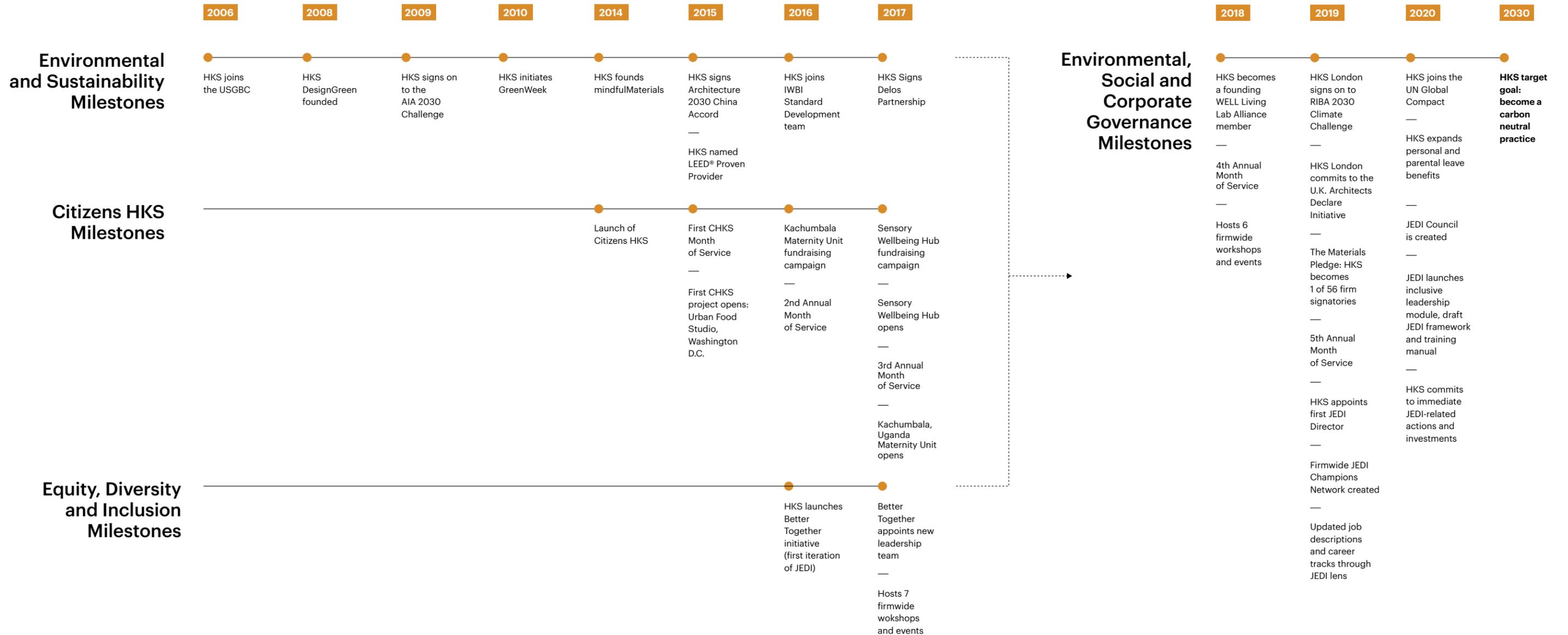


The Communities in which we work and in which we deliver design solutions

EXECUTIVE SUMMARY

1.4 How We Got Here

“Now is the time to put words into action” reflects core values that HKS has held for years. To advance our actions more deliberately and with greater speed, we are building on our rich history of sustainability, public interest design and justice, equity, diversity and inclusion.



1.5 Governance Structure



Environmental & Social Governance Leadership -----> **ESG Advisory**

Governance is an essential core component of HKS' long-term commitment to ESG. The Chief Sustainability Officer, Director of Sustainability, Director of Citizen HKS and Director of Equity, Diversity and Inclusion all report to Senior Leadership and the Chief Executive Officer.

Supporting each ESG pillar are dedicated leadership teams.

Action and impact are the underlying objectives. To support this, each ESG pillar has also engaged firm-wide, cross discipline Champions. The Champions networks are both idea incubators and actively engage each HKS office at all levels.

CHIEF SUSTAINABILITY OFFICER

DIRECTOR OF SUSTAINABILITY

DIRECTOR OF CITIZEN HKS

DIRECTOR OF EQUITY, DIVERSITY & INCLUSION

- Chief Design Officer
- Chief Process Officer
- Chief Technology Officer
- Director of Research
- Director of Integration
- Regional Director
- International Office Representative

Topical Leadership

DESINGREEN STUDIO

CITIZEN HKS STEERING COMMITTEE

JEDI COUNCIL



Champion Network

SUSTAINABILITY CHAMPIONS

PUBLIC INTEREST DESIGN CHAMPIONS

JEDI CHAMPIONS

SECTION TWO:
Our Work

OUR WORK

2.1 Design Leadership

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

To define a transparent, firmwide benchmark of design excellence and establish HKS' role and responsibility to peers, clients, the industry and the Earth. HKS is committed to continuous improvement by developing processes that advance our goals and maintain rigor.

Context

As a design thinking firm, HKS defines and commits to projects that are innovative, valuable, aesthetic, honest, environmentally responsible, intuitive, enduring and useful, macro to micro. Aligned with the AIA COTE Measures of Sustainable Design, HKS has developed a repeatable and measurable approach to achieving design excellence.

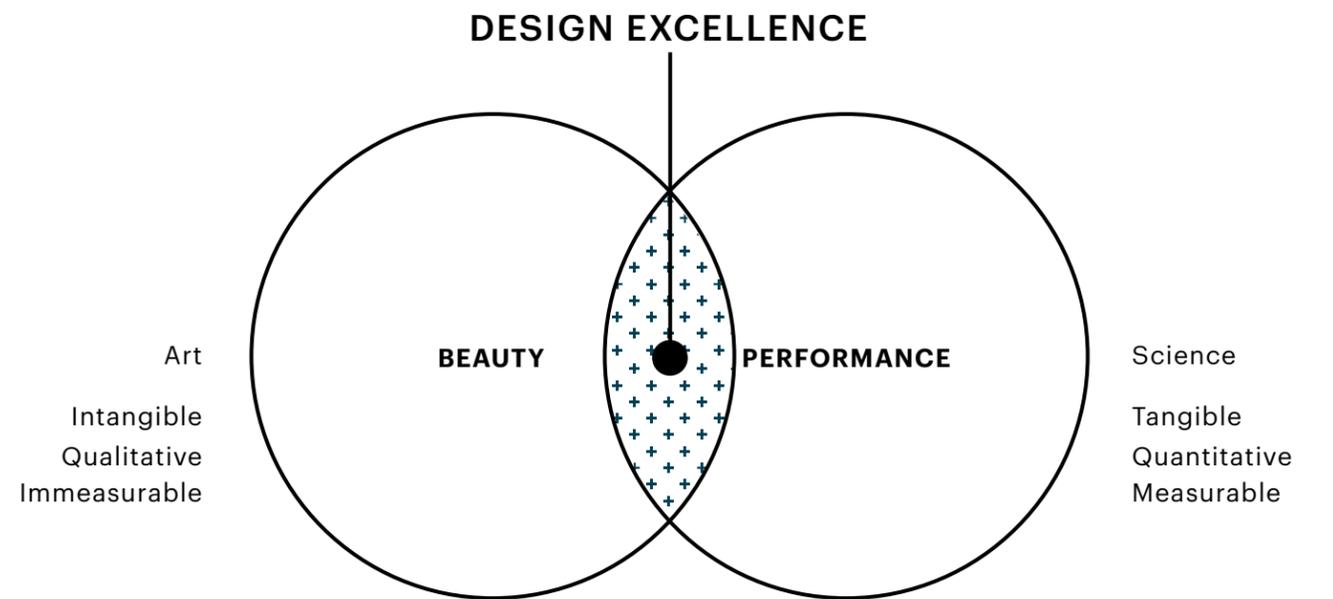
A project that achieves Design Excellence...

- ...is **innovative**. Each project is a step of some scale toward innovative practice.
- ...is **valuable**. Our design work is useful to our clients and communities, and therefore we have something to offer. Our client then has something to use that has lasting value.
- ...is **aesthetic**. Design excellence is aesthetic in all circumstances.
- ...is **honest**. Our work should express truth and authenticity. In materials, in use, in operations, in performance and more.
- ...is **environmentally and socially responsible**. Excellent design acknowledges its environment and impacts it in positive ways.
- ...is **intuitive**. Design should speak for itself. It should narrate its own story and require few words. It should be evident of the essence and vision with simplicity and clarity around the solutions.
- ...is **enduring**. Our work should endure time, but it isn't timeless. Design is unapologetically and unfailingly of its time.
- ...is **effective**. From macro to micro, our work should manifest in permeation of the idea at all scales.

Relationships
Character
Purpose

"Through Limitless Thinking we will be the Most Influential Firm in the Industry."

Lead with Knowledge Advise for Influence Outcome Driven Design



OUR WORK

2.1 Design Leadership

Relationship to Strategic Plan

Driven by the firm's Strategic Plan to be the most influential firm in the industry, HKS embeds outcome-driven design throughout the design process. This methodology celebrates exploration while honoring accountability in all decision making. HKS is responsive to the process and lessons learned. For this reason, HKS has developed five foundational pillars through the enterprise for alignment and deeper purpose:

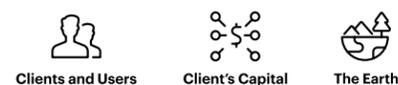
- 1. Methodology:** The way we work, the resources we provide, and the measures we require.
- 2. Research:** Knowledge-led, create and test hypotheses.
- 3. Performance:** Environmental and Social Governance, credibility, and outcome-driven design.
- 4. Innovation:** Applying what we know to push the future and progress our purpose.
- 5. Technical:** Material sciences, system detailing, and life cycle analysis.

Stakeholders

PRIMARY:



RELATIONAL:



Materiality

HKS values are firmly rooted in Relationships, Character, and Purpose. Our challenge is to exemplify these values in the outcomes. HKS endeavors to uplift the Earth and our communities, leaving them in a better place than before we were engaged in the work. We seek to align ourselves with like-minded clients and to elevate every relationship we have.

Assessment, Policy & Goals

HKS believes that through an authentic and rigorous methodology and documentation, we will elevate our work and challenge ourselves to make an impact. We have implemented a design thinking methodology that tracks project development through seven stages: Dream, Decide, Define, Develop, Deliver, Distill and Distribute. Through these seven phases, we continuously evaluate our goals and measure outcomes to refine and improve our project approach and goals. We have established the HKS Top Projects process to measure our work based on three categories: Integration, Innovation and Impact. Through measuring and elevating successful case studies at the end of each calendar year, the entirety of our firm's work benefits.

Implementation

In 2019, HKS instituted a six-month submission process geared toward communicating the integration of the 10 measures into our everyday process.

Using the AIA Framework for Design Excellence and the 10 measures as our submission criteria, HKS evaluated more than 180 submissions and provided critical feedback for continued improvement for each project.

Each project team was asked to clearly state and describe the challenge, solution and impact within each of the measures as to how the project design incorporated each aspect of the framework.

Measures or Outcomes

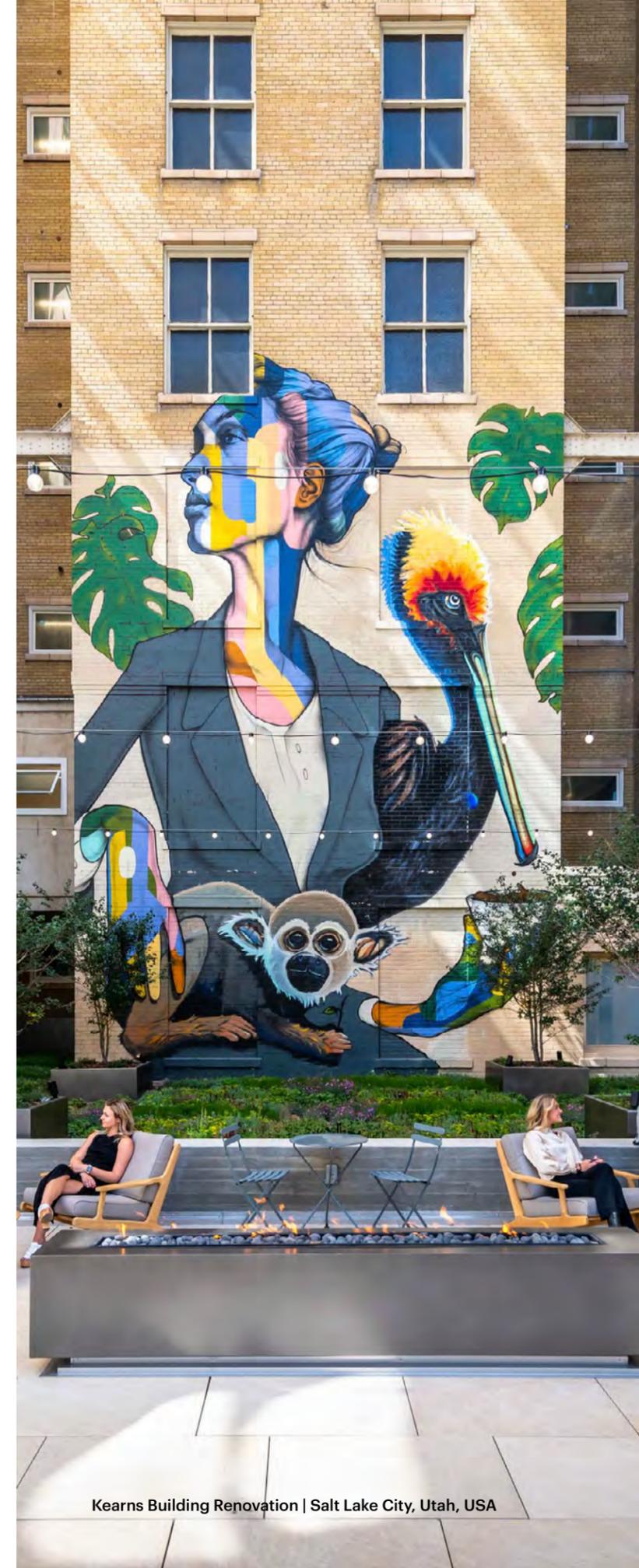
HKS involved external and peer jurors to not only evaluate our work but also solicit unbiased opinions for improvement. The Top Projects effort also identifies areas that we need to educate and place more focus on in 2020 and beyond. HKS has established objectives based on 2019 results and continues to focus on developing curriculum, training and education around improving our work and focusing on impact.

As an organization that achieves design excellence, as HKS characterizes it, we must understand and define our role and responsibility to our clients, peers and colleagues, communities, the industry and the Earth.

HKS creates an environment that promotes people to critically question, explore and be transparent in everything we do. To achieve a workplace environment of continuous improvement and excellence, we must accept that exploration is iterative and requires knowledge, rigor and investment. Our design leadership holds the primary responsibility to establish a process and goals to maintain this rigor.

HKS is aligned with the AIA Framework for Design Excellence. This grows from long-term professional and ethical imperatives about the purpose and impact of design. The framework has 10 measures, each part of a holistic system defining and advancing great design.

At HKS, our design work touches every single one of the United Nations Sustainable Development Goals (SDGs). For some, this is focused, and for others, it is across the board. We recognize this as an opportunity.



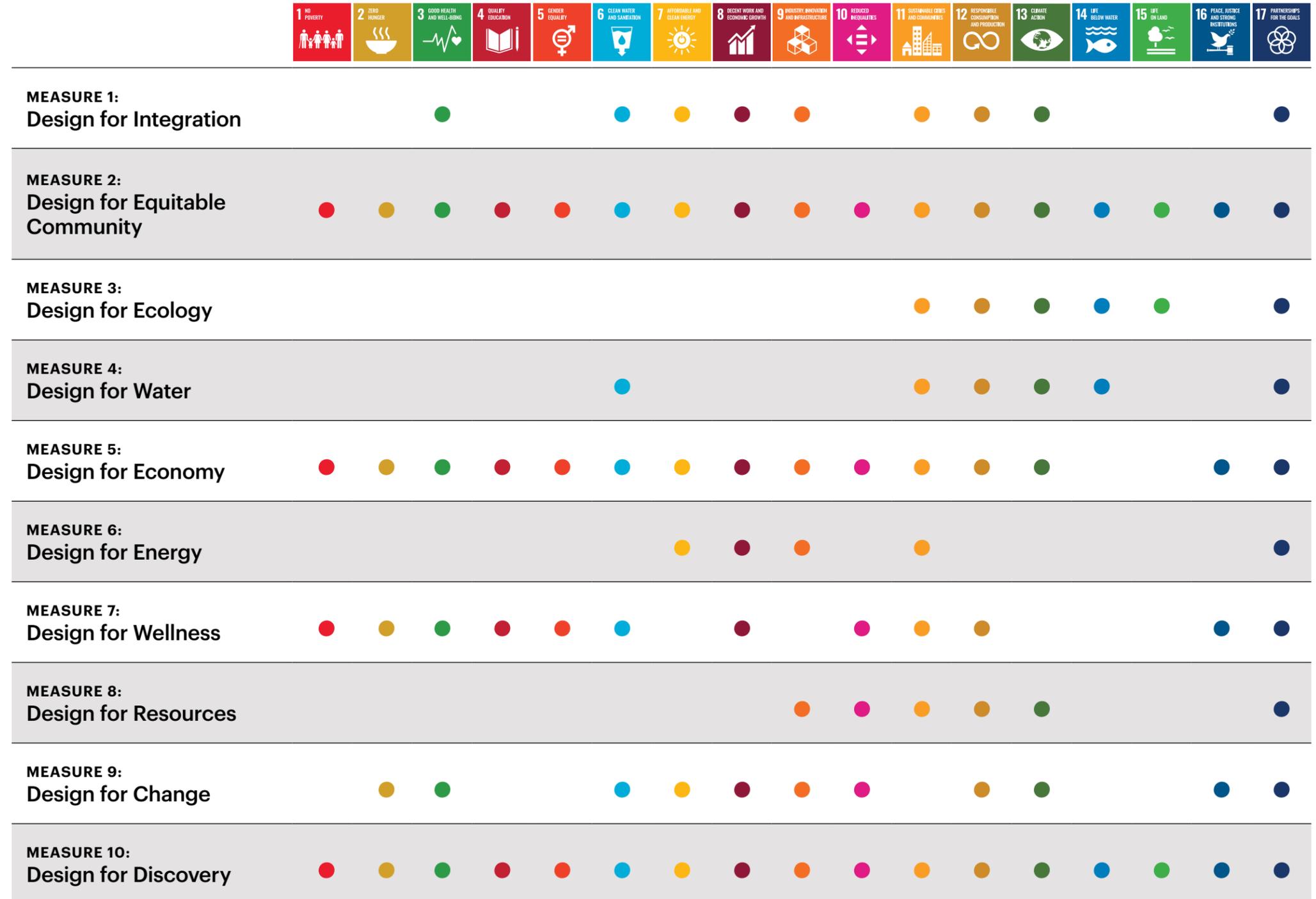
OUR WORK

2.1 Design Leadership

HKS has aligned with the AIA Framework for Design Excellence.

This grows from long-term professional and ethical imperatives about the purpose and impact of design. The framework has 10 measures, each of which is part of a holistic system defining and advancing great design.

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CASE STUDY

Adaptive Reuse Design That Improves Community Well-Being

ProMedica Headquarters

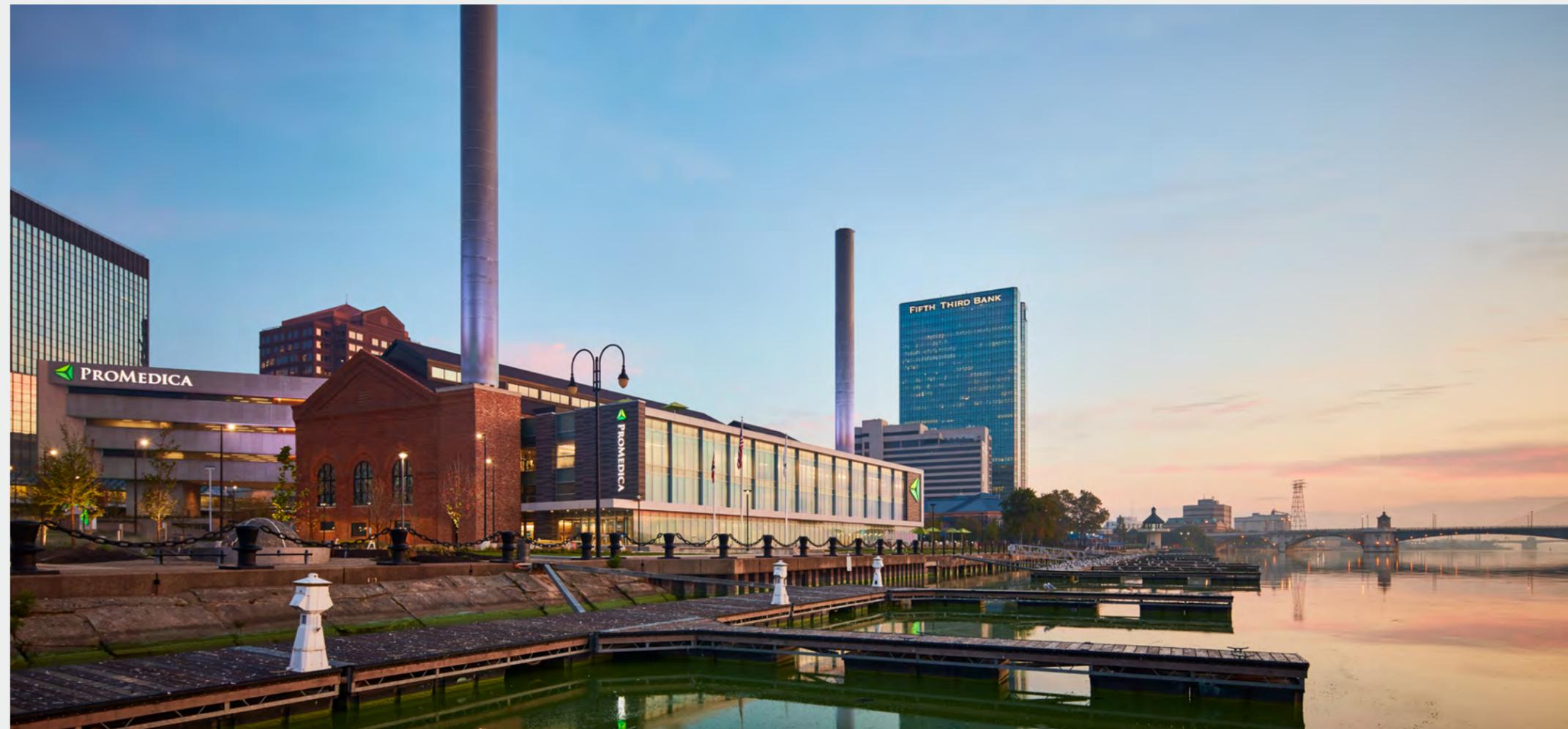
Toledo, Ohio, USA

The ProMedica adaptive reuse project has resulted in a **reduction in Global Warming Potential of approximately 65.7%** through structure and envelope material reuse.



ProMedica Headquarters is an adaptive reuse of two buildings: a historic, Daniel Burnham-designed steam plant and a Brutalist junction building adjacent to Promenade Park on Toledo's Maumee River. The downtown buildings combine to become the headquarters for ProMedica, a not-for-profit health care organization whose mission is to improve community health and well-being. Our design for the new headquarters demonstrates ProMedica's commitment to Toledo's community health, connecting it to its city by celebrating its heritage and history. As the historic steam plant powered the city, a fresh vision for two existing buildings energizes Toledo's waterfront with new life. Our project offers employees a modern workplace designed to improve performance and employee well-being.

Since ProMedica's announcement to move downtown, more than \$500 million of additional investment has come into Toledo from other developers and businesses. The move represents the largest influx of jobs into downtown Toledo.



CASE STUDY

A Modern Agri-Destination Aspires to Revitalize a Community

The Farm at Crossroad Commons

Merrillville, Indiana, USA

Through sophisticated integration of ecology and history, innovative performance-based design and advanced environmental systems, HKS proposed the community a project worthy of one of its most valued resources: the land.

With its ideal climate and soil conditions, Lake County enjoys a long and productive agricultural tradition. However, in recent decades, development patterns have converted this vital resource into buildings, pavement and soil-depleting monoculture crops. HKS design intends to unlock the site's potential and return it to its roots, evoking Northwest Indiana's rich agricultural heritage.

The site creates a raw interface between the architecture that equally supports the people and the agriculture of the region that has historically provided for the community. Abundant amenities provide health, wellness, and education through diversified

agricultural production and livestock. Farm-to-table restaurants tap produce grown on the farm, and the microbrewery and distillery use hops and wheat grown just a stone's throw away. The visitors center and greenhouse, equestrian arena, farmer's market and more offer a variety hands-on activities and engagement.

The Farm provides economic opportunities for a new generation of farmers and access to local and healthy foods that decrease the region's reliance on imported and processed foods—a major contributor to health problems including obesity and diabetes.

The estimated \$350 million private-public investment project is expected to create 600 construction jobs, 1,000 permanent jobs and nearly \$100 million in new local, regional and state tax revenues over 10 years.



OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

Established in 2019, the HKS Justice, Equity, Diversity, and Inclusion (JEDI) “people-first” framework was created to encourage and promote a workplace environment that builds and supports high performing teams able to consistently deliver innovative, sustainable, and authentic design solutions.

Through the JEDI lens, HKS defines flexible policies and strategies that build belonging, promote psychological safety and design for dignity mirroring the communities it serves with the goal of creating a resilient and equitable workplace.

Context

The future of our workplace must withstand the ebbs and flows of the economy. Our industry is losing talent. Our ability to be nimble and responsive to our changing client needs ever present. We have no choice but to evolve or perish. We must lead with knowledge, with all voices at the table, advising for influence and rewarding the behavior we value in our firm.

Relationship to Strategic Plan

The JEDI framework is the future of the workplace and the design profession.

The framework aligns perfectly with our values of character, relationships, and purpose. It promotes practices of social and self-awareness, empathy, vulnerability, and trust for all stakeholders. It requires accountability and discipline, and is embedded within cultural and marketing communications delivered through inclusive storytelling by a diverse team of participants.

Stakeholders

PRIMARY:



RELATIONAL:



JEDI Director Yiselle Santos Rivera at the AIA DC Women Inspiring Emerging Leaders in Design event.

OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

Materiality

Designing for dignity delivers outcome-driven design solutions through research and exploration. Industry partners look to collaborate with those that align with their values and mirror their communities. HKS has an obligation to support their efforts in building inclusive spaces for all. By promoting and encouraging a design JEDI mindset, HKS can deliver high-impact, sustainable, and equitable designs that embodies the values of human and ecological health and are reflective of the future of our workforce.

Assessment, Policy & Goals

The JEDI framework is defined by four pillars: workplace culture, firm equity, designing for dignity, and advising for inclusion. The framework has two objectives: be known as the leading JEDI firm and build knowledge and agency to become the global leader in sustainability and socially responsible practices. JEDI policies are currently in development in partnership with the Human Resources, Talent Acquisition, and Organizational Development teams.

Implementation

The JEDI Framework is composed of four collaborative groups:

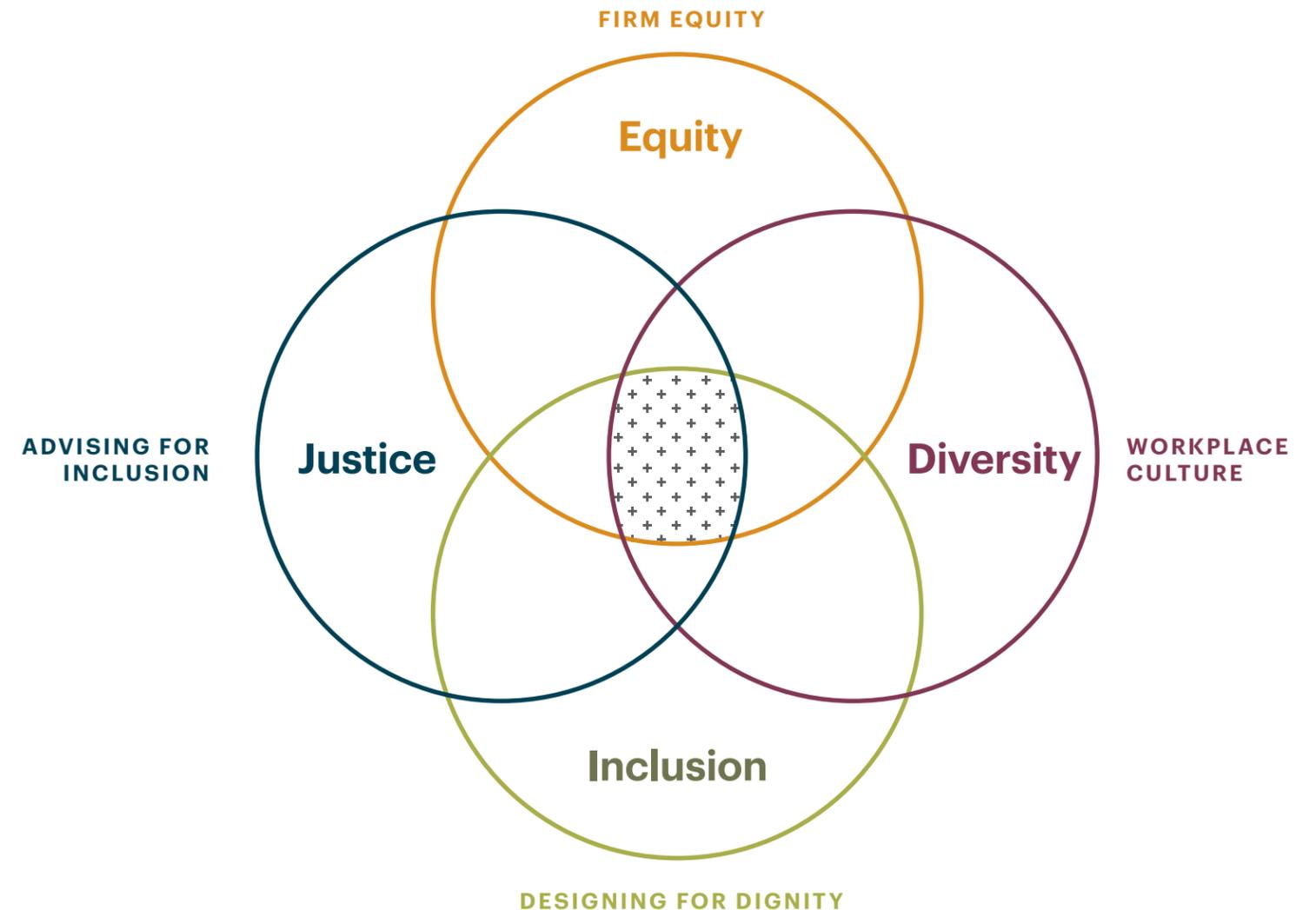
1. Director of JEDI
2. JEDI Council
3. JEDI Champions
4. JEDI Essential Enablers.

The JEDI Essential Enablers will facilitate collaboration internally. The JEDI Champions lead their respective office or sector JEDI teams in building culture through belonging, and lead JEDI workplace initiatives. They are the grassroots feedback structure that helps inform firmwide equity initiatives. The JEDI Council defines the relevant strategies and direction for our initiatives. Each group meets regularly as defined by their respective roles and responsibilities.

Measures or Outcomes

The 2020 firmwide JEDI key results are to develop a firmwide JEDI plan and to adopt and socialize this plan. The plan is to include metrics on firm composition by gender and race shown by discipline and job descriptions. In support of equity, we will establish firmwide JEDI training with the Professional Development team. HKS is to be considered the employer of choice by benchmark recruiting, retention and referral bonus metrics as well as study the promotions process considering diversity and equity for greater transparency.

HKS, in collaboration with its Research team, will produce data on our practice and JEDI initiative for internal and external distribution while developing a metric for what constitutes and defines a high-performing and profitable team.



OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

The Talent team at HKS is comprised of Human Resources, Organizational Development, Operations, Internal Communications and the Director of Equity, Diversity and Inclusion.

With a focus on developing firm culture by attracting, training, developing and retaining the most talented professionals in the industry, HKS strives to create a workforce representative of the communities it serves.

Retention

In 2015, HKS began to regularly track employee attrition, not only to understand the firm's position in the industry, but to quantify and qualify reasons for leaving. This enabled the firm to define a culture that would encourage retention and reduce attrition. These efforts align with the goals of creating an equitable environment for all, where psychological safety and authenticity are valued. In 2019, HKS' voluntary turnover rate was 9.7% while the industry averages fluctuated between 4% and 10%.

Recruitment

In 2019, HKS implemented a new applicant tracking system customized for greater efficiency, automation, reporting, and flexibility. As our reporting functionality increased, a better understanding of applicant demographics emerged in comparison to hiring statistics. The data showed an alignment with an industry suffering from a talent shortage due in part to the previous recession, yet the numbers showed greater gender equity as more women graduates with relevant degrees joined

the applicant pool. This has been reflected in our hiring statistics.

HKS recognizes the responsibility to influence the talent pipeline and the future of the industry. Employees lead and engage in organizations that promote STEAM education in students at a young age in K-12 programs such as ACE Mentorship, Cristo Rey, Mayor's Intern Program, and others. The HKS Talent team adopted a "call to action" mindset encouraging diverse viewpoints, promoting equitable practices, and building resilience.

Pay Parity

Initiatives developed by the Talent team are aimed at increasing clarity in job roles and responsibilities within the firm. The goal is encouraging action and to promote greater employee engagement in defining professional paths to success.

To increase equity throughout the firm, job descriptions were defined consistently across all offices and practice areas. This provided an equitable and tangible way for employees to understand expectations and career development. This effort enabled the creation of a framework for a future gender pay gap analysis to ensure equitable pay by role, rank, tenure, and geographic location.

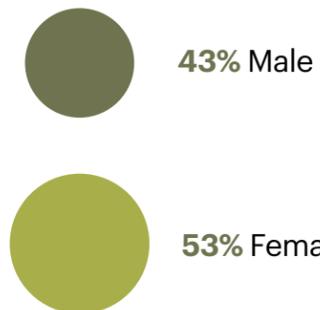
Leadership Training

HKS also uses attrition data to inform the development of training opportunities. To build more equitable and inclusive teams, the firm offers Gallup StrengthsFinder assessments and Wiley DiSC assessments. These tools assist employee growth in emotional intelligence and self-awareness. Other training opportunities include how to give feedback, managing conflict, and unconscious bias all aimed at increasing interpersonal skill literacy.

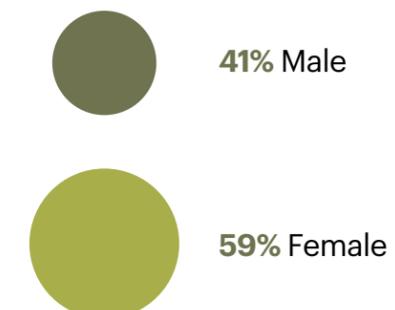
2019 Hiring Stats

Gender

APPLICANT POOL

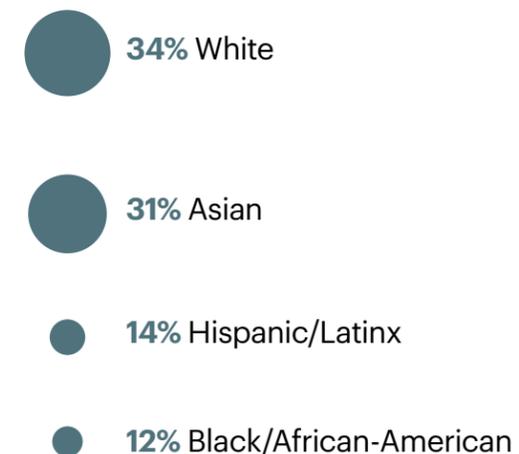


HIRED

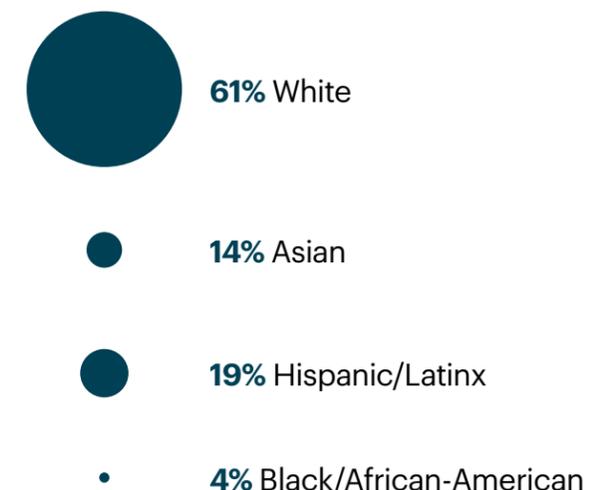


Ethnicity

APPLICANT POOL



HIRED



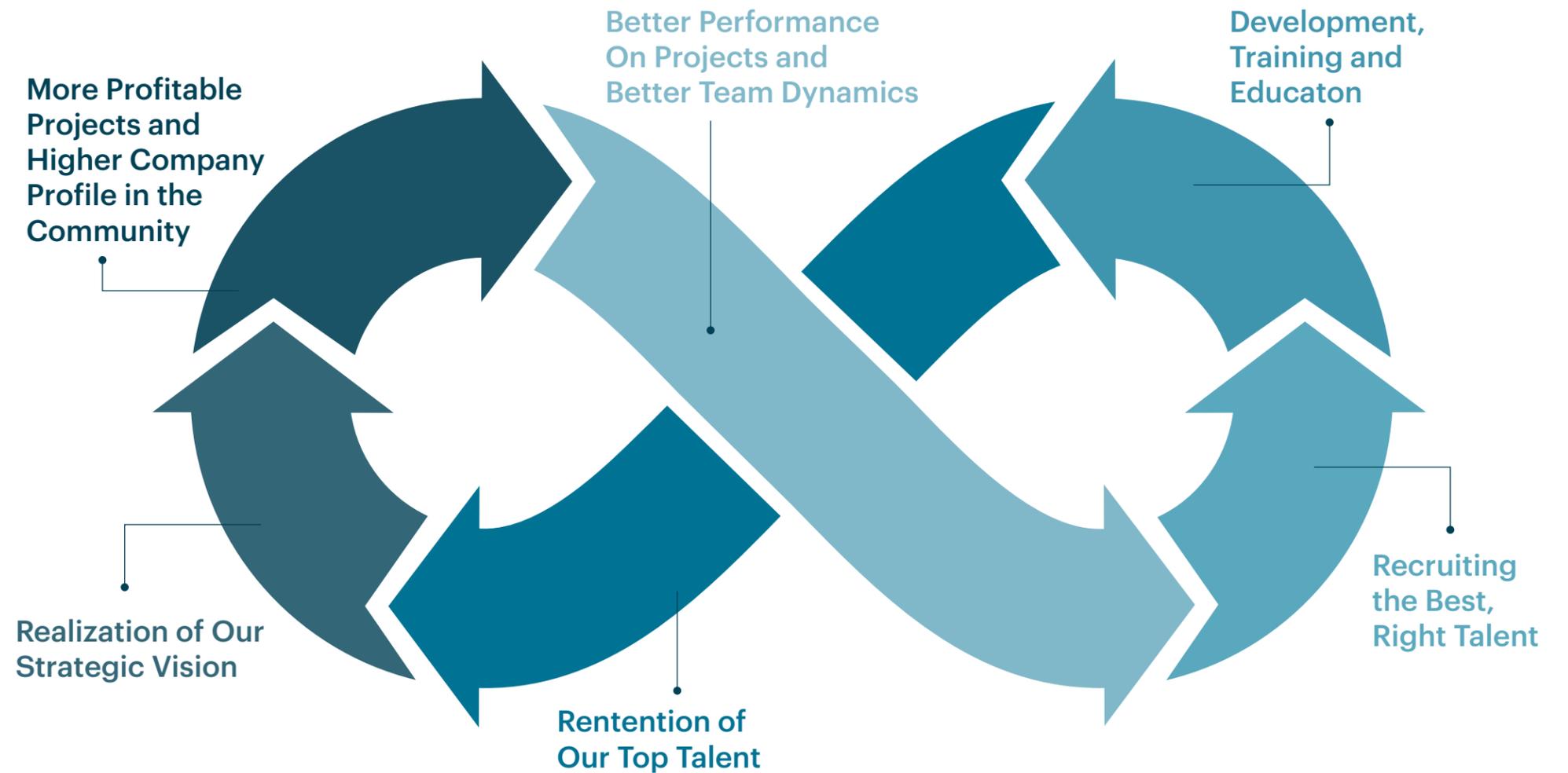
OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

Building Belonging

The HKS Organizational Effectiveness team routinely visits studios and regional offices as a culture assessment tool. Teams are trained, behaviors and attitudes observed, and self-survey data is analyzed and compared with attrition and demographic data. All of our findings and observations are compiled into a Culture Assessment Report and delivered to the office or studio leader along with an executive summary including recommended action items to address inequities and shine a light on what is working well.

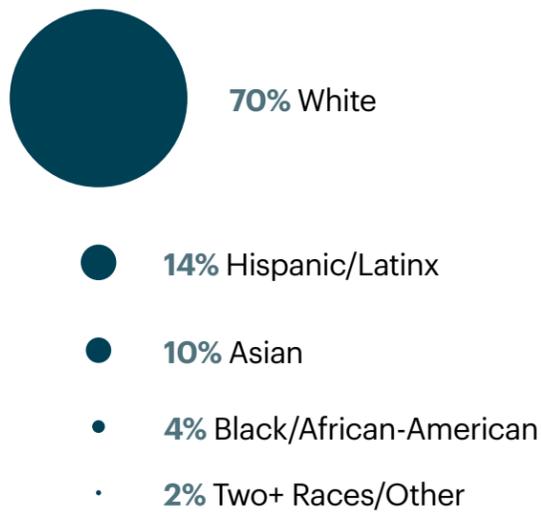
We are seeing great advances in the way our teams interact and perform and attrition is lower than in previous years. To formalize this progress, a new and robust performance management software platform has been incorporated that will allow us to track our work and individual performance toward firm objectives. We are using these tools to encourage a culture that provides one-on-one development, conducts annual performance reviews all through an unbiased lens.



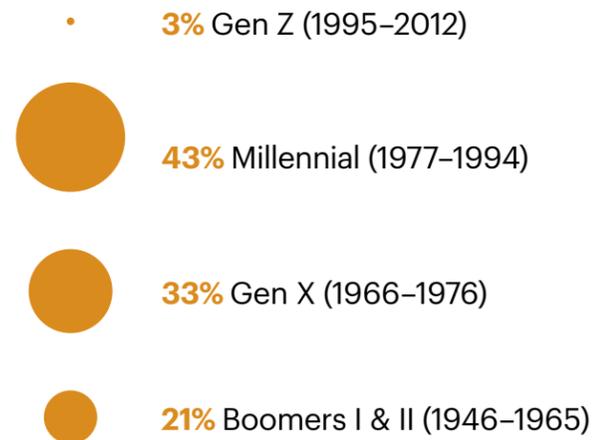
2.2 Justice, Equity, Diversity, Inclusion

2019 Employee Breakdown

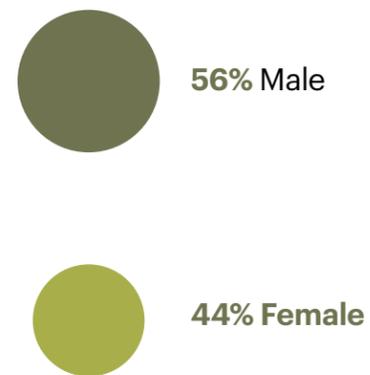
ETHNICITY



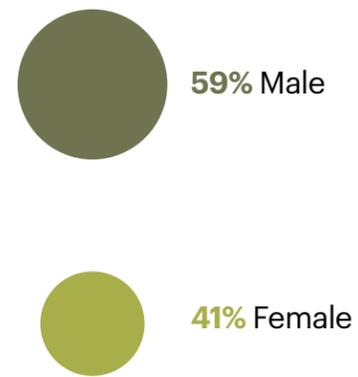
AGE



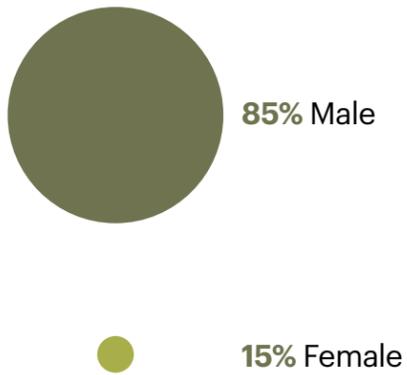
GENDER : OVERALL



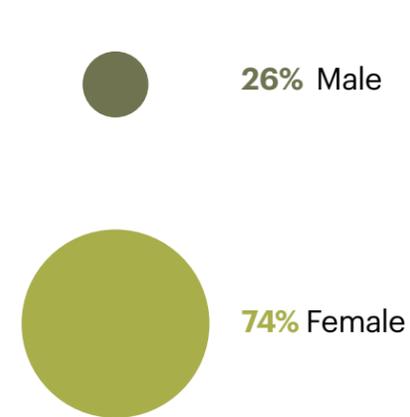
GENDER : TECHNICAL ROLES



GENDER : LEADERSHIP



GENDER : NON-TECHNICAL ROLES



We are making steady progress in increasing global female representation at senior levels in our business. **Women represent about 15% of our Principal Shareholder, Executive Vice President and Senior Vice President roles**, yielding a solid foundation to grow the number of women in executive leadership to our 18% target.

59% of our technical roles are held by males, and 74% of our non-technical roles by female employees. This negatively impacts our gender pay gap figures for regions as a whole. Our internal efforts in 2019 worked to define and clarify job roles at HKS to align employees based on skills and experience. The alignment will allow us to continue our efforts toward pay equity across the firm.

CASE STUDY

Offering Dignity and Comfort in a Welcoming Environment

True Worth Place

Fort Worth, Texas, USA

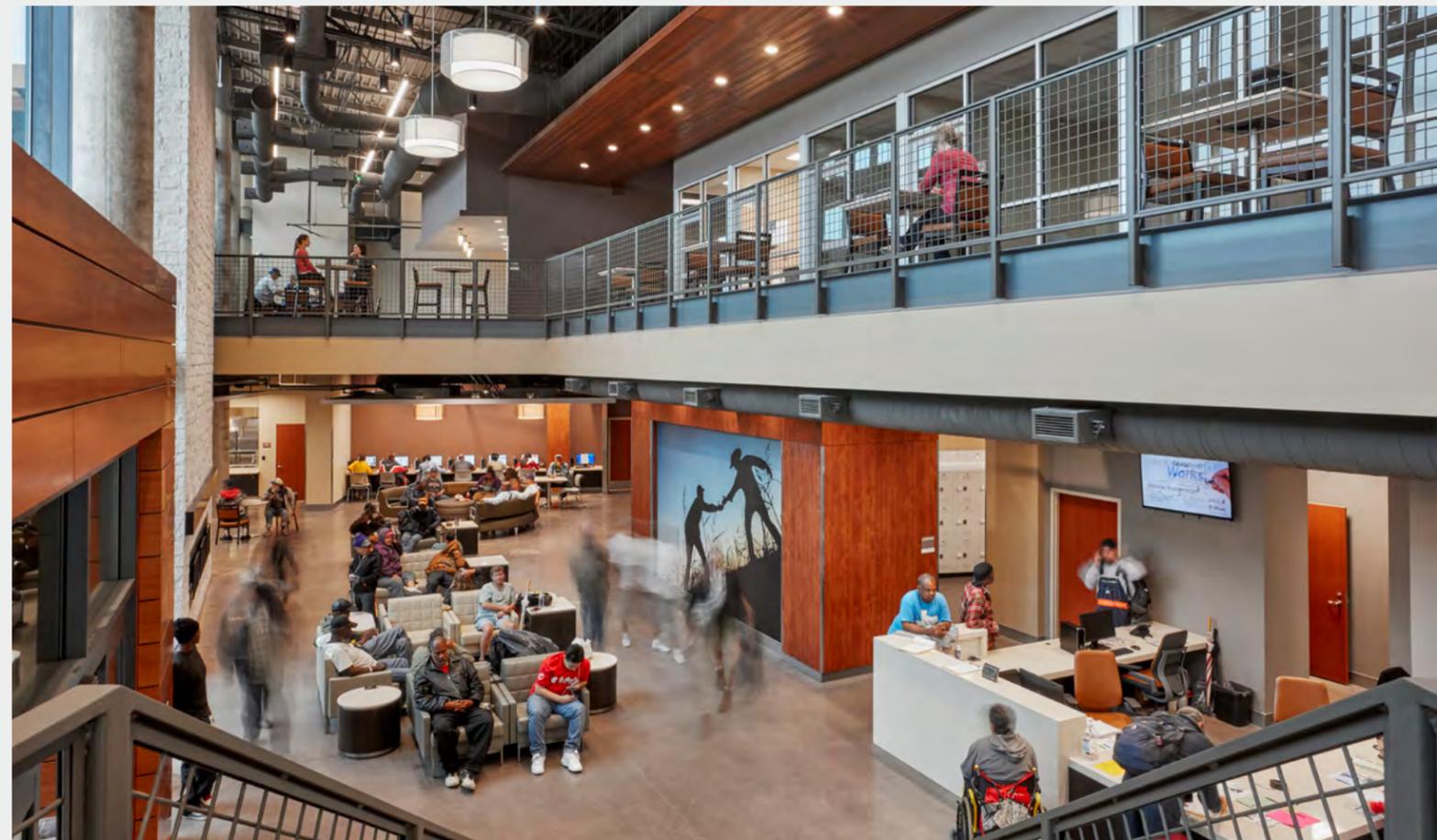
HKS designed a resource center that embodies True Worth Place's mission to empower the disenfranchised and restore their hope and dignity. Serving as a model facility that provides critical support services to people experiencing homelessness, True Worth Place rebuffs a sterile, institutional setting for design that offers dignity and comfort.

True Worth Place, a comprehensive resource center and day shelter, represents a new approach to supporting unsheltered populations. The environment exudes a hotel or health club ambiance, with a central two-story hearth surrounded by club chairs and an exposed wood ceiling. The center welcomes and provides services to anyone in need in an environment featuring warm and thoughtful amenities.

Guests can eat, take classes, check e-mail or apply for jobs online, receive mail, shower, do laundry, charge electronics, meet with a case manager and even access health care, creating a consolidated, one-stop location with a wide array of service offerings, all in a single facility.

Several interior glass walls provide a sense of safety and openness through clear sight lines, while filling the space with daylight. The site features a community courtyard and outdoor dining on a roof deck with a beautiful view of Fort Worth. An industrial-grade kitchen provides 200 meals each at breakfast and lunch every day. HKS provided architectural and interior design services for the project, which features health and dental clinics, showers, storage lockers, a mail room, rooftop deck, and technology center classrooms.

In its first year of operation, True Worth Place served nearly 5,000 people—or nearly all the people who experienced homelessness in Tarrant County. The project has been honored with a 2018 Social Innovation Award (Healthcare Environment Award); 2018 Merit Award, AIA Fort Worth; and a 2018 Design Excellence Award (Healthcare Large Category).



CASE STUDY

Nourishing Bodies, Minds & Souls

Capital Area Food Bank Urban Food Studio

Washington, D.C., USA

Created for the Capital Area Food Bank (CAFB), with seed funding from a USGBC Legacy Project grant, the Urban Food Studio is a flexible, all-season space and hands-on learning environment that hosts workshops and gardening, cooking classes, nutrition education sessions and events, while providing a place of respite for volunteers. This community gathering space supports CAFB's Urban Demonstration Garden and reflects the mission and operations of the CABF by incorporating reused and recycled materials. The pavilion itself is a demonstration of sustainable systems and includes a water collection system — it's also solar panel-ready for installation in the future.

The realities of hunger are crippling in and around Washington, D.C.—15 percent of the area's population is food insecure. The CAFB assists one out of every 10 people living in Virginia, Maryland and throughout the District of Columbia — one-third are children. CAFB's goal is to educate, empower and enlighten

the community around issues of hunger and nutrition. The CAFB answers the problem of hunger and food insecurity by providing leadership, education, training and food to more than a half million people and 450 partner agencies, including churches, synagogues, senior centers and other community groups that serve the hungry.

About 21,000 people volunteer with the CAFB. In addition to distributing food, CAFB works with multiple partners to address the root causes of food insecurity.

Since opening in 2015, the HKS Washington D.C. office has continued its relationship with CAFB during the firms' annual Month of Service, including designing and constructing a compost bin for the Urban Demonstration Garden in 2018.



Statistics for the Urban Food Studio's first year of operation:

45 Education Seminars

570+ Community Members Educated

17 Events

790+ Garden Volunteers

40+ Volunteer Project Team Members

30+ Donors Contributed \$450,000 to Complete Project Construction

2,233 Pounds of Food Raised & Harvested



OUR WORK

2.3 Sustainability Survey: Understanding HKS' Potential

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

This 2019 survey was a means of gauging the level of broad professional and cultural sustainability engagement within HKS. Survey results provided an opportunity to assess potential areas for advancement. HKS is utilizing this first survey as a benchmark for future surveys and continuous improvement.

Context

The "Sustainability at HKS" survey was distributed to all HKS staff through the firm's "Weekly Happenings" internal communications e-blast. All office and studio leaders were asked to make staff aware and advocate for survey completion. Additional communication forums were used to advocate for input. The survey response was 135, roughly 9.6% of HKS staff.

Sustainability and high-performance design continue to be in demand from clients as characteristics of quality design. A broad cultural commitment to the topic is an increasingly important imperative of 21st-century architecture. This is crucial for industry influence and for business development.

A culture of high-performance design and sustainable outcomes is supported by HKS. The firm is committed to creating an ethical and sustainable organizational ethos and governance structure. This survey is a view into how deeply that ethos reaches.

Relationship to Strategic Plan

The core relationship to the Strategic Plan is "character" and "purpose." Character is a measure of the energy and generosity we deploy throughout our work to all stakeholders. Purpose ties directly to the contributions that design creates for our clients, communities and the Earth.

Stakeholders

PRIMARY:



RELATIONAL:



Materiality

The Sustainability Survey is directly material to HKS and its consultants. The depth of HKS engagement directly influences the relationships and quality of design team consultants we work with. Indirect relationships are material to our clients through the quality of design.

Specifically, this survey is a cultural accounting, assessing HKS staff alignment around sustainability.

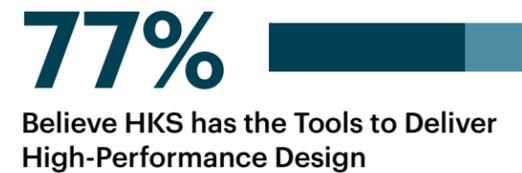
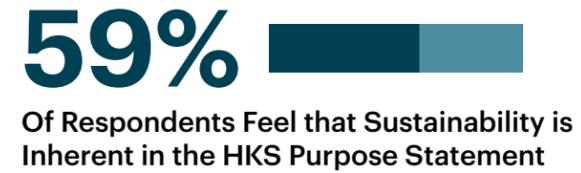
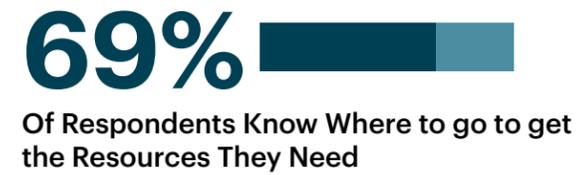


OUR WORK

2.3 Sustainability Survey: Understanding HKS' Potential

Assessment, Policy & Goals

Key take-aways from the 2019 survey are:



Implementation

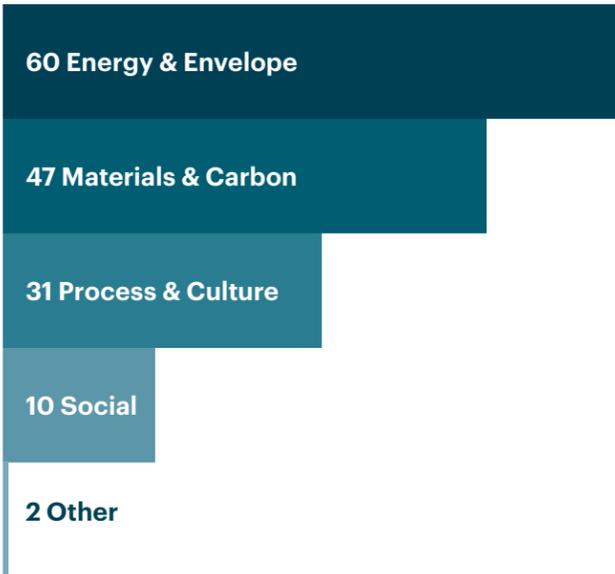
This survey will be repeated at the end of 2020 for comparison and adjustments as needed.

Measures or Outcomes

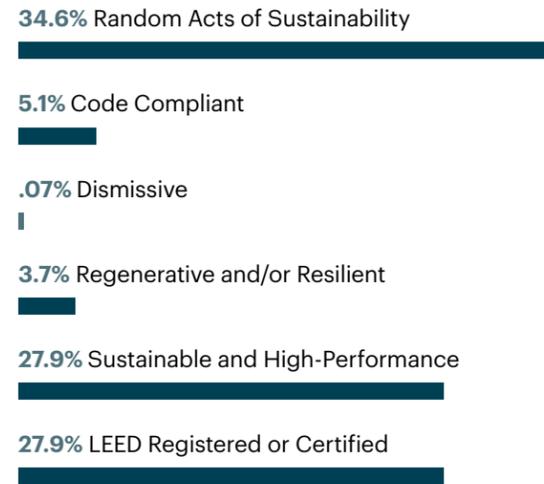
One primary measure will be to engage a larger percentage of HKS staff in replying to this survey. A 35% or higher response rate is desired.

2.3 Sustainability Survey: Understanding HKS' Potential

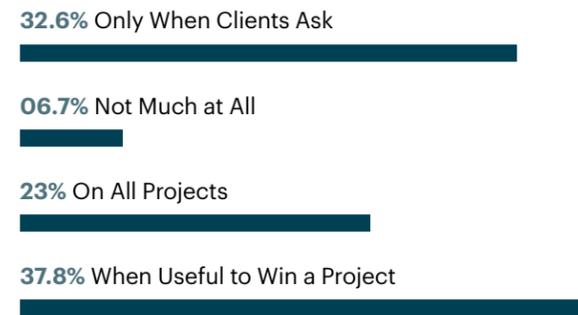
What sustainable, high-performance issue do you consider to be the most important or urgent?



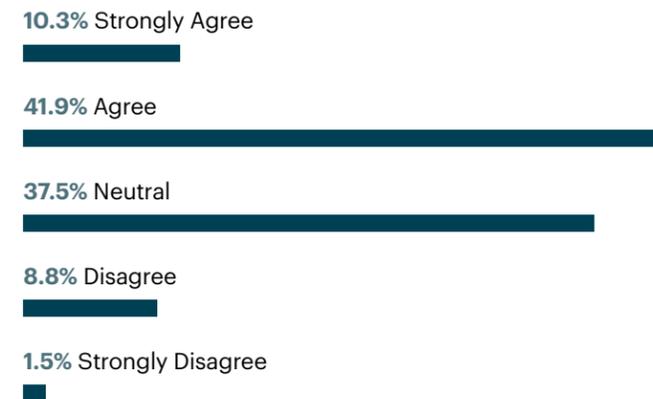
As a practice, HKS' attitude toward sustainability can be characterized as:



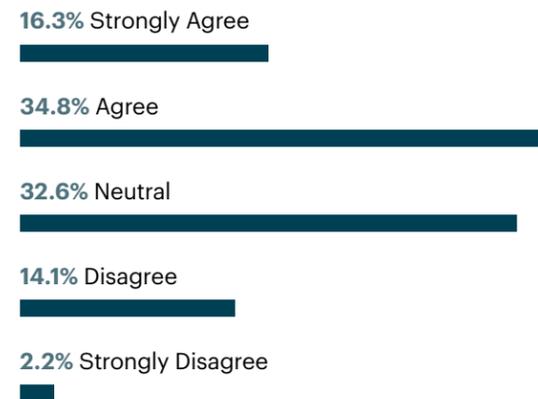
Sector and Practice Leaders clearly advocate for integrated sustainable and high-performance design.



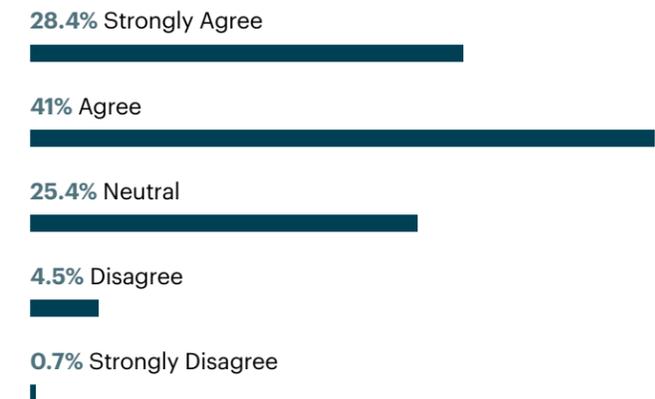
HKS has a design process that supports integrated, high-performance teams.



I feel like I have knowledge to personally deliver sustainable, high-performance projects.



I understand where to go to get the resources I need to deliver sustainable, high-performance projects.



CASE STUDY

Transforming the Passenger Experience

San Francisco International Airport's Harvey Milk Terminal 1, Boarding Area B

San Francisco, California, USA

To deliver SFO's Boarding Area B, HKS became fully immersed in the airport's paradigm for Exceptional Project Outcomes (EOP), which encompassed all project aspects with a focused passion on design, project management, construction, economics, business and sustainability.

Key design challenges included defining the program and footprint for the new boarding area while keeping the existing terminal and airfield operational with minimal disruption; delivering a new level of service and standards; incorporating the latest technology, industry trends and aviation processing to future-proof the facility; and fulfilling the airport's ambitious sustainable and healthy building outcome goals.

Focusing on the passenger experience, the design creates a calm and curated journey: a generous central concourse features intuitive wayfinding, advanced acoustics and lighting, art galleries, comfortable furnishings and plentiful amenities and food halls offering regional Bay Area fare.

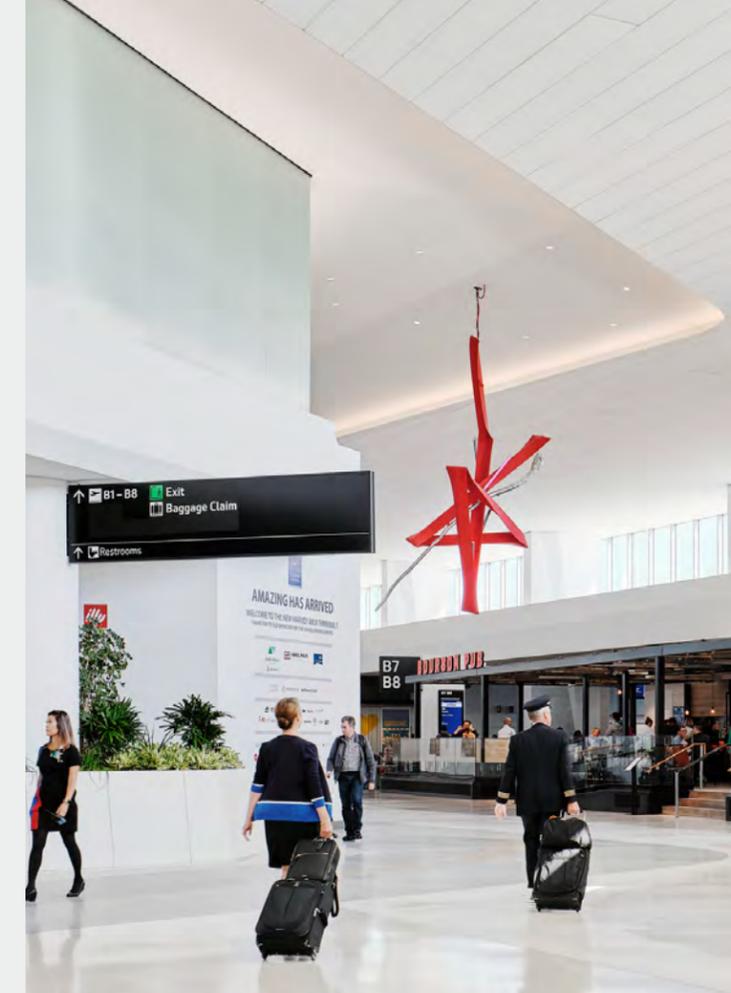
Radiant heating and cooling, dynamic glazing and 5-filter carbon air filtration systems create a comfortable ambiance while meeting SFO's stringent healthy building and sustainability goals.

The phased project includes 25 gates, including four international swing gates, two airline lounges and one common use lounge; 14 food and beverage spaces; 20 retail spaces and extensive amenities, including SFO Museum exhibits, a children's play area, pet relief room and 10 site-specific art commissions.

This project initiates SFO's vision—incorporating next-generation building systems, aviation trends and setting innovation standards—for the entire airport. Despite the complexities of upgrading to new systems, SFO is reaping the long-term benefits of operating common-use gates, building management systems and all-electric shared-use ramp service vehicles.

SFO has achieved some notable "firsts," including operating the first ICS baggage handling system in North America. It is the first common-use terminal at SFO and provides the first gender-neutral restroom facilities at the airport.

The project will achieve USGBC LEED Gold certification and is pursuing WELL certification. The design included LEED Platinum-ready and Net Zero energy-ready installations for the future. The project will achieve a 50% Energy Use Intensity (EUI) reduction.



OUR WORK

2.4 Energy & Carbon: The AIA 2030 Commitment

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

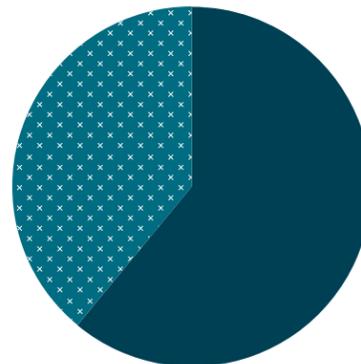
Buildings account for 39% of annual global greenhouse gas emissions.

According to the AIA website, “The mission of the AIA 2030 Commitment is to support the 2030 Challenge and transform the practice of architecture in a holistic, firmwide, project-based, and data-driven way. By prioritizing energy performance, participating firms can more easily work toward carbon-neutral buildings, developments and major renovations by 2030.”

Context

H. Ralph Hawkins, former HKS Chairman and CEO, signed HKS onto the AIA 2030 Commitment in February of 2009. The commitment focuses HKS project teams on the urgent issue of climate change, the impact of the buildings we design for our clients and reducing our corporate carbon footprint.

The built environment accounts for **39%** of annual global greenhouse gas emissions.



Introduced in 2006, The 2030 Challenge states that all new buildings, developments and major renovations shall be carbon-neutral by 2030. The challenge encompasses the architecture and building community and focuses on lowering energy consumption and greenhouse gas emissions. The 2030 Commitment was established in 2009 by the American Institute of Architects (AIA) and provides an actionable tool for tracking progress toward achieving the objectives of the 2030 Challenge.

Additionally, at HKS the AIA 2030 Commitment serves to advance a critical aspect of design quality, energy use and carbon reductions. It advances an integrative design process and connects to the HKS objectives of Design Excellence, Beauty and Performance.

As an international firm, HKS supports aligned efforts around the world. In October of 2015, HKS became a founding signatory of The China Accord - a commitment to plan and design cities, towns, developments, and buildings in China to low carbon/carbon neutral standards.

The Royal Institute of British Architects (RIBA) launched a complementary program, the 2030 Climate Challenge, in October of 2019. HKS immediately committed. The RIBA 2030 Climate Challenge addresses three outcome metrics: operational energy, embodied carbon and potable water use.

At a local scale, HKS supports the efforts of the cities and municipalities we work within. In May 2020, HKS wrote in support asking that the Dallas City Council adopt the Dallas Comprehensive Environmental and Climate Action Plan (CECAP). Throughout the years, HKS has provided similar support to many civic leaders as they advance the specifics of their local climate agendas.

Relationship to Strategic Plan

It is fair to say that the AIA 2030 Commitment touches on each of the three pillars of the Strategic Plan: Leading with Knowledge, Advising for Influence and Outcome-Driven Design. Delivering high-performance projects to our clients and communities requires deep knowledge

of integrative design, building systems and technical outcomes. Positioning our design solutions for long-term relevancy and asset value is the core of Advising for Influence. Energy efficiency and carbon reductions are integral to this pillar. Metrics, performative design and building analysis is at the core of the AIA 2030 Commitment. The Design Data Exchange (DDx) is central to advancing Outcome-Driven Design.

This program enables HKS to assess the body of its project work, providing data-driven feedback and building our knowledge and capacity to lead.

Stakeholders

PRIMARY:



RELATIONAL:



OUR WORK

2.4 Energy & Carbon: The AIA 2030 Commitment

Materiality

The AIA 2030 Commitment is directly material to the professional leadership position of HKS. We work within a competitive industry and addressing energy and carbon will continue to grow as a relevant part of business development. This effort is relevant to our clients as they advance their organizational objectives related to resiliency and risk management.

All stakeholders — businesses, communities and much more — are nested inside of a healthy Earth and environment. Addressing energy use and carbon/greenhouse gas emissions in every project is material to all stakeholders.

Assessment, Policy & Goals

HKS uses the Design Data Exchange (DDx), a tool developed by the AIA, to annually manage and track our design work. HKS has used this assessment protocol since signing on to the 2030 Challenge in 2009. This is an annual assessment of all HKS projects globally in design for a 12-month period. The data is submitted to the AIA annually at the end of the first quarter or the following year. The data shared in this section of the Touchstone Report is for projects in design in 2019. Program goals are for an 80% reduction from baseline in 2020, a 90% reduction in 2025 and carbon neutrality by 2030.

HKS goals are incrementally stepped to meet the 70% reduction goal by 2024, with a 62% goal for 2020. An associated goal is 100% energy modeling on all projects.

HKS Policy on the 2030 Commitment: HKS adopted the 2030 Challenge in 2009 and is a partner firm. We reaffirmed this commitment in 2016. All HKS employees play a vital role in reducing our corporate carbon footprint, which includes awareness of green operations policies and designing and providing our clients with energy-efficient buildings.

OPERATIONS:

We commit to addressing our internal operations to make them more sustainable. All HKS employees play a role in increasing or decreasing our corporate carbon footprint.

PROJECTS:

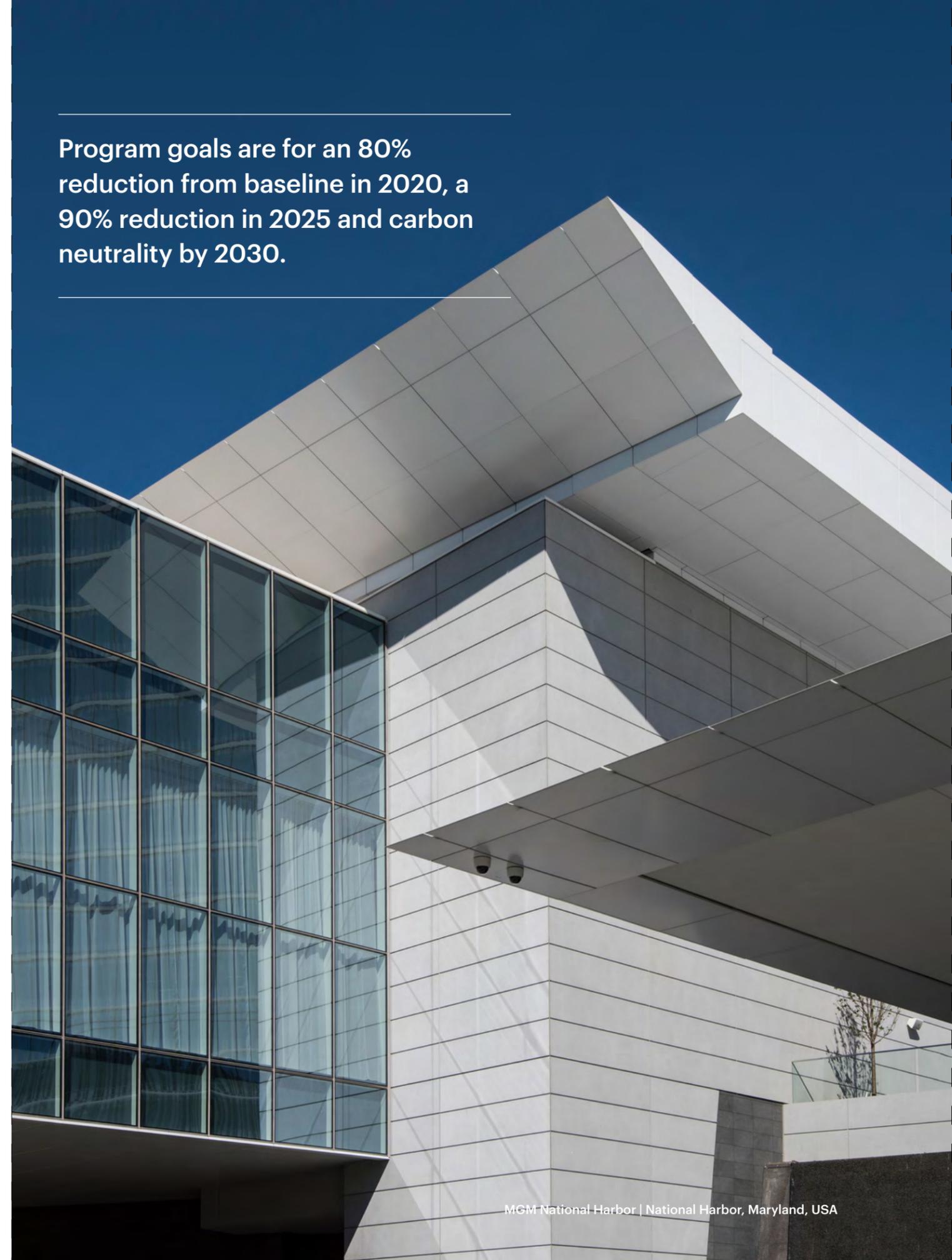
We commit to design our new projects to achieve aggressive energy efficiency standards. Project designers, project managers, project team members, construction contract administrators, etc. affect our projects' overall energy efficiency targets. By aiming to have more architecturally energy-efficient designs, as well as teaming with strong MEP firms that design innovative integrated systems, we can meet the aggressive energy targets set by the AIA for the 2030 Challenge.

It is an HKS policy to document project performance in the AIA 2030 DDx tool.

Implementation

HKS Principals, project managers, project designers and

Program goals are for an 80% reduction from baseline in 2020, a 90% reduction in 2025 and carbon neutrality by 2030.



OUR WORK

2.4 Energy & Carbon: The AIA 2030 Commitment

project team members are asked to set energy targets and document project performance in the AIA2030 DDx online tool. HKS policy states that project teams will document the designed energy consumption metrics on all projects, new construction, major renovation, and interior design lighting. Its applicability shall determine other types of HKS work, such as urban design, to reporting protocols.

INTEGRATED DELIVERY:

Project Managers ensure that appropriate scope and contract requirements are in the project scope, work plan and as needed in consultant agreements.

TECHNICAL OWNERSHIP:

Project Architects assist in establishing and reporting an energy target appropriate for the project using the 2030 DDx. Project Architects enter project data into the DDx and manage updates as the design develops.

DESIGN LEADERSHIP:

Project Designers address energy as a design criterion and utilize design performance modeling to achieve aggressive EUI targets.

PROJECT ACCOUNTABILITY:

All projects engage in this effort. The HKS Technical Resource Group, Project Management and DesignGreen leadership manage the overall effort. DDx Champions in all offices support this work and lead the discussion across all HKS offices.

PERSONAL ACCOUNTABILITY:

HKS is explicit about this responsibility in project reviews.

Measures or Outcomes

In 2019, HKS had 264 projects in design and submitted to the AIA, comprising a total of 76,649,000 GSF.

Forty-two of these projects are interior-only projects comprising 4,200,000 GSF.

Predicted Energy Use Reduction



Percentage of GSF that is Energy Modeled



Lighting Power Density Reduction

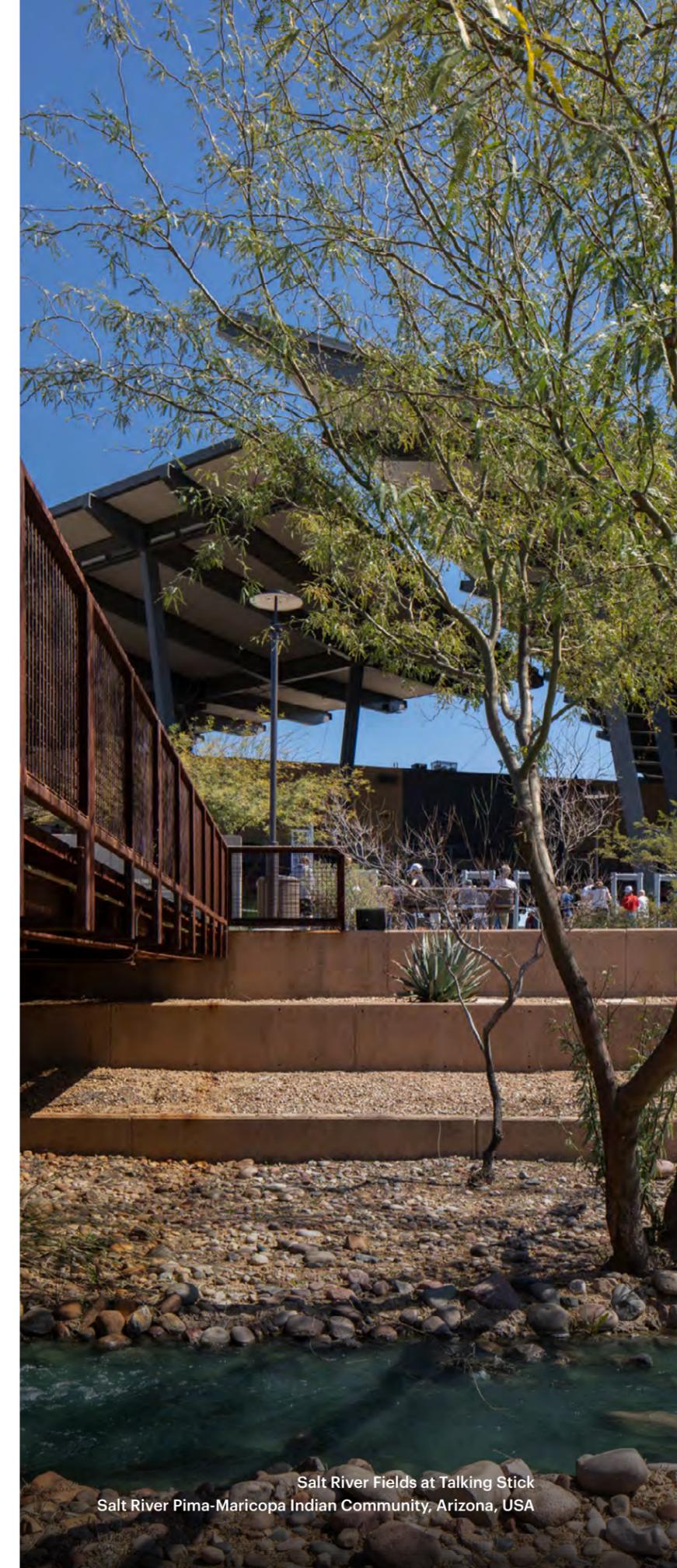


The HKS target for 2019 was 56%. As a firm, we did not meet this goal, but six offices achieved this standard, including Detroit, New Delhi, Orlando, Phoenix, San Diego and San Francisco.

HKS shows 21 projects that have a 70% or greater pEUI reduction. There are another 31 with 60% or greater.

While the goal of 100% energy modeling was not achieved, the 78% GSF energy modeled was a dramatic jump from 46% in 2018.

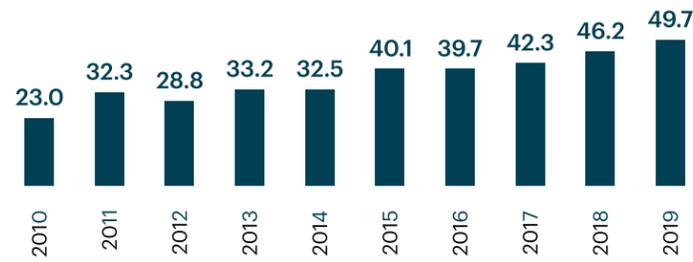
Twelve offices met the 100% energy modeling goal, including Atlanta, Denver, Detroit, Fort Worth, London, Miami, New Delhi, Orlando, Phoenix, San Diego, San Francisco and Washington, D.C. Please reference the following pages for additional context and data breakdown.



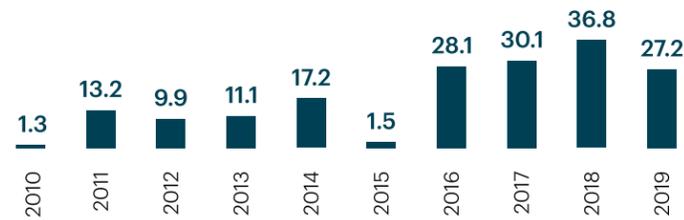
OUR WORK

2.4 Energy & Carbon: The AIA 2030 Commitment

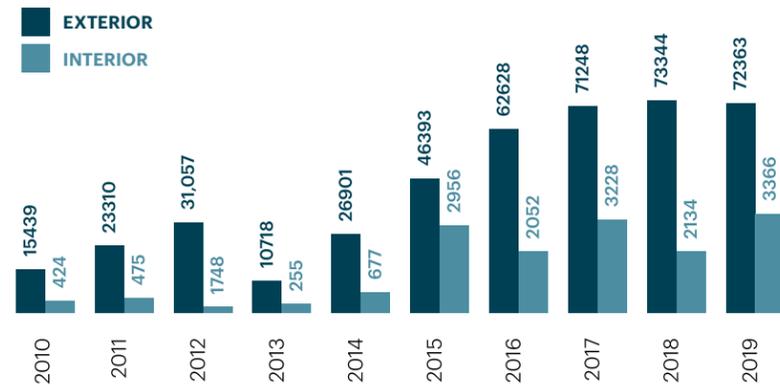
PREDICTED ENERGY USE INTENSITY (PEUI) % REDUCTION



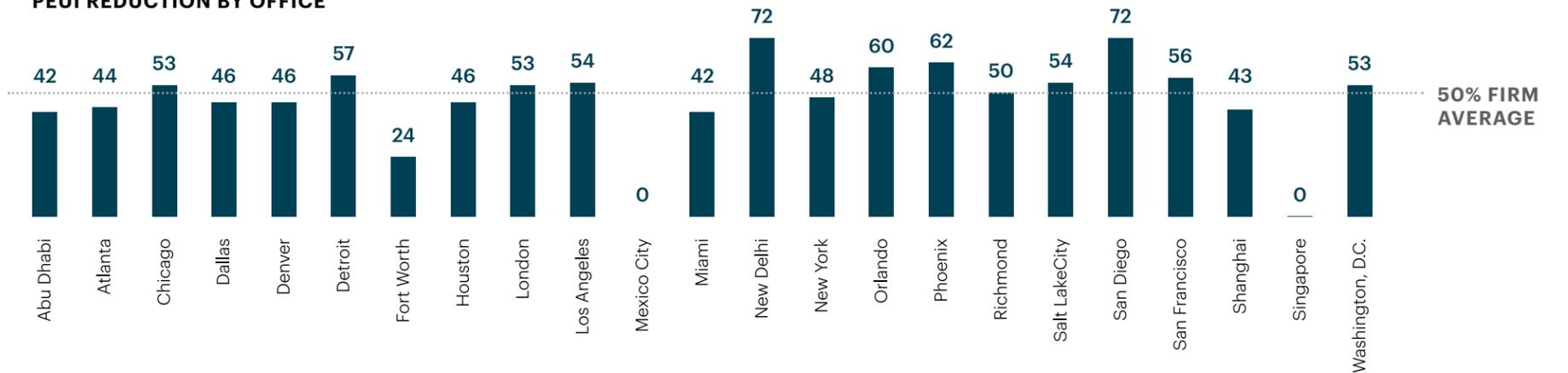
LIGHTING POWER REDUCTION (LPD) % REDUCTION



GROSS SQUARE FOOTAGE REPORTED



PEUI REDUCTION BY OFFICE



% OF GSF MODELED



CASE STUDY

Living and Learning Neighborhood Embodies Sustainable, Human-Centered Design

UCSD North Torrey Pines Living and Learning Neighborhood

La Jolla, California, USA

The North Torrey Pines Living and Learning Neighborhood (NTPLL) at the University of California at San Diego (UCSD) embodies sustainable, human-centered design. This new mixed-use campus supports state and regional climate change objectives through the university's Climate Action Plan, which considers all aspects of academics and research, energy and climate, sustainable operations, waste diversion, clean transportation, water conservation and environmentally preferable procurement.

Human social dynamics, psychological needs and learning behaviors drove every design decision for NTPLL. Weaving together living and learning at a massive scale forms the foundation of this vibrant, healthy and exciting community. By understanding the myriad points of view of those who live, work and visit the North Torrey Pines campus, the project team designed for interaction and collaboration to enable a rich learning and life experience.

From building and program placement to the place-making of spaces between the built environments, the project addresses the needs of a broad user base that will enliven this new campus. The 1.6-million-square-foot project includes housing, academic buildings, faculty and administrative offices, rooftop terraces, a market, two-story dining hall, coffee shop, a craft center for students and community members, classrooms and

lecture and performance halls, public and outdoor spaces, retail, dedicated bike paths and recreational areas, and a 1,200 space below-grade parking structure designed for conversion in a car-free future.

Slated to be the largest living and learning community in the University of California system when it opens in 2020, NTPLL adds 2,000 undergraduate beds to accommodate a growing student population.

NTPLL is targeting Parksmart and LEEDv3 Platinum certifications for the entire project. The campus design includes active and passive integrated sustainability features including operable windows for natural ventilation, photovoltaic arrays powering the net-zero parking structure and an anaerobic digester that processes dining hall food waste into electricity and fertilizer.

With specific targets and timelines developed from its operational baseline data, UCSD is on a trajectory to meet its ambitious sustainability goal to be climate-neutral by 2025. NTPLL demonstrates that it is possible to accommodate growth and at the same time, improve public health and well-being, air quality and increase clean energy production, enhancing the quality of life and well-being of the campus community.



CASE STUDY

First Collegiate Venue to Incorporate On-Site Renewable Energy

University of North Texas Apogee Stadium

Denton, Texas, USA

After opening in September 2011, Apogee Stadium became the nation's first LEED Platinum-certified collegiate stadium. It was also the first collegiate venue to incorporate on-site renewable energy using wind turbine power, which substantially offset external energy demand.

The HKS designed UNT Apogee Stadium provides the entire North Texas region with a venue for a variety of outdoor events, from college football to high school band competitions. Nestled into the site's contoured sloping terrain, the stadium grounds have a campus feel, which is an element of the University Master Plan. HKS designers preserved a grove of Post Oak trees and respected the natural, open character of the site. A natural amphitheater and areas for tailgating, picnics and pregame festivals surround the stadium, integrating game day celebrations into the on-field action.

The 29,000-seat venue features 21 suites, 750 club seats, a private club and team store. The stadium's circulation follows the sloping site descending from east to west through plazas, special event areas and concourses. The stadium features state-of-the-art high-efficiency mechanical systems, water-efficient plumbing, regionally obtained materials and permeable paving. Three 150-foot tall wind turbines provide a half-million kilowatt-hours per year to UNT's power grid.

The project achieved an 80% reduction in landfill construction waste, 20% in recycled content, 45% regional material selection and more than 40% in FSC certified wood. Apogee, which opened in 2011, replaced the 59-year-old Fouts Field and has reduced its energy consumption by more than 20%. In 2013, Apogee Stadium was named Renewable Energy Project of the Year by the U.S. Green Building Council (USGBC) North Texas Chapter.



OUR WORK

2.5 Materials Selection: Environmental & Human Well-Being

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

By focusing on material and product selection, HKS is building capacity to deliver projects with a lower impact on human health and improved environmental performance.

Context

HKS has been working toward a more informed and data-driven product and material selection process for nearly a decade.

The mindful MATERIALS (mM) program was conceived, nurtured and launched by HKS staff and leadership. We participate in industry forums such as the USGBC LEED Materials and Resources Technical Advisory Group as well as Committee and Board participation on the Health Product Declaration Collaborative. Advocating for our industry to be transparent around material ingredients and substances of concern is core to HKS' values.

Relationship to Strategic Plan

Driven by the strategic direction to be the most influential

firm in our industry, a focus on healthy material and product selection will enable HKS to deliver projects with an increasingly lower impact on human health and improved environmental performance.

Stakeholders

PRIMARY:



RELATIONAL:



Materiality

HKS does not procure materials within the supply chain for building construction. We do, however, use our collective purchasing power and product/material selection and specifications to create the contract requirements by which the contractors and subcontractors construct the buildings we design. In this arrangement, HKS has a significant, meaningful and direct influence on the specification and impact of materials, products and systems that create the built environment.

OUR WORK

2.5 Materials Selection: Environmental & Human Well-Being

Assessment, Policy & Goals

HKS prioritizes human health and environmental well-being as critical factors in material and product selection process for our design solutions. As such, we strive for material and product selection decisions to be made with consideration of human health and environmental welfare in all instances. These considerations are not exclusive but complementary to the many other factors (aesthetics, cost, durability, standards, constructability) deployed in the design process. A holistic approach is expected.

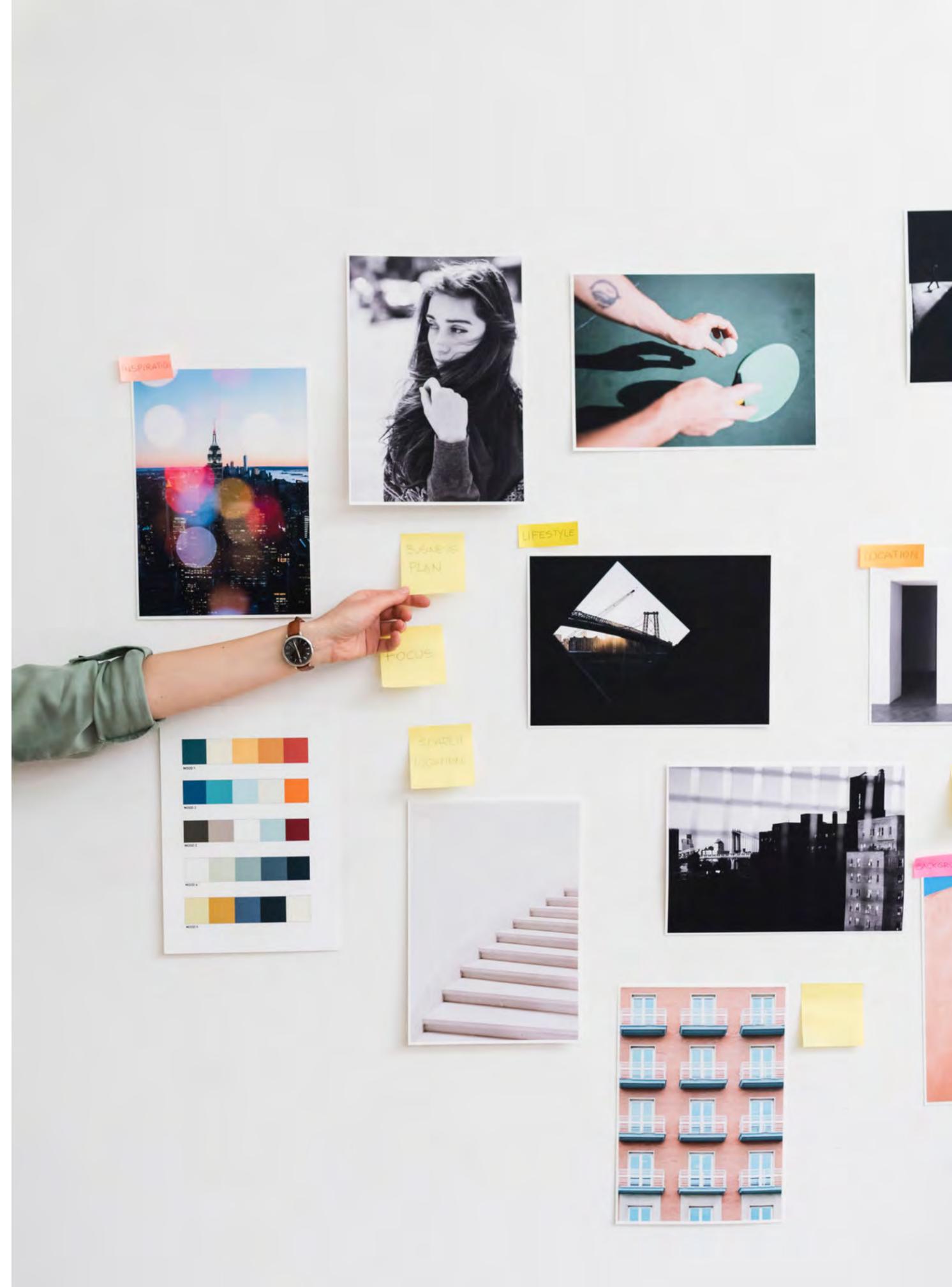
HKS considers the Precautionary Principle a framework for decision making regarding materials and product chemical constituents, components and substances. We use the Precautionary Principle to determine the applicability of a material or product to our design solutions.

The Precautionary Principle guides our decisions in situations where there is the possibility of harm (human or environmental), and when extensive scientific knowledge on the matter is lacking. We act with respect for life and on the side of caution. We consider this a broad approach to risk management that includes all stakeholders impacted or potentially impacted by our design solutions.

HKS understands that we work within a business system and material supply-chain that includes downstream and upstream implications for our work. We will deploy a life cycle approach (extraction through repurpose) to material and product selection to the extent that we are able and for which information systems exist.

HKS advocates for transparency in material and product ingredients and the impact on both human health and environmental welfare. As such, we support organizations, programs and systems that enable greater transparency. These organizations include Mindful MATERIALS, Environmental Product Declarations, Health Product Declarations, Declare, Cradle 2 Cradle and the organizations that support these systems.

There is exceptional momentum in both the design and manufacturing industries to better engage with material impacts on human health and environmental welfare. This is evident in programs like mindful MATERIALS, the Health Product Declaration and other industry efforts. Addressing these issues is not the sole responsibility of any stakeholder. As such, HKS values relationships and partnerships as we engage more deeply ourselves. We seek innovative and inspired partnerships.



OUR WORK

2.5 Materials Selection: Environmental & Human Well-Being

Implementation

HKS deploys transparency requirements on all projects. A 2019 revision of Division One specification requires transparency and optimization documentation, including Environmental Product Declarations (EPDs), Health Product Declarations (HPDs), and product emissions testing, for all projects.

HKS modified its technical specification sections to support the firm's purpose and goals. This is supportive of and integrated within the design and materials selection process.

As part of this effort, all HKS projects will require management of Indoor Air Quality during construction, will identify products that meet Mindful Materials library criteria, and will eliminate, when possible, certain chemicals of concern. HKS created a targeted list of chemicals of concern to eliminate from product selections due to the association to environmental and human well-being. Though the list is short, it encompasses thousands of chemicals.

Antimicrobials
Bisphenol A (BPA)
Cadmium
Chromium
Flame Retardants
Formaldehyde
Highly Fluorinated Chemicals
Phthalates

In addition to product literature, we use Material reporting, such as HPDs, to evaluate and limit these chemicals of concern. We hope that in the future we can continue to eliminate additional chemicals that are rated by GreenScreen as Benchmark 1 (BM-1), List Translator 1 (LT-1), and List Translator possible 1 (LT-p1), however the firm realizes that we work within a product ecosystem and are limited to available products. HKS has a long history of advocacy for material transparency, which we will continue so that all in the industry can benefit from this work. Because HKS practices globally and regulations vary, the Precautionary Principle is a best practice approach.

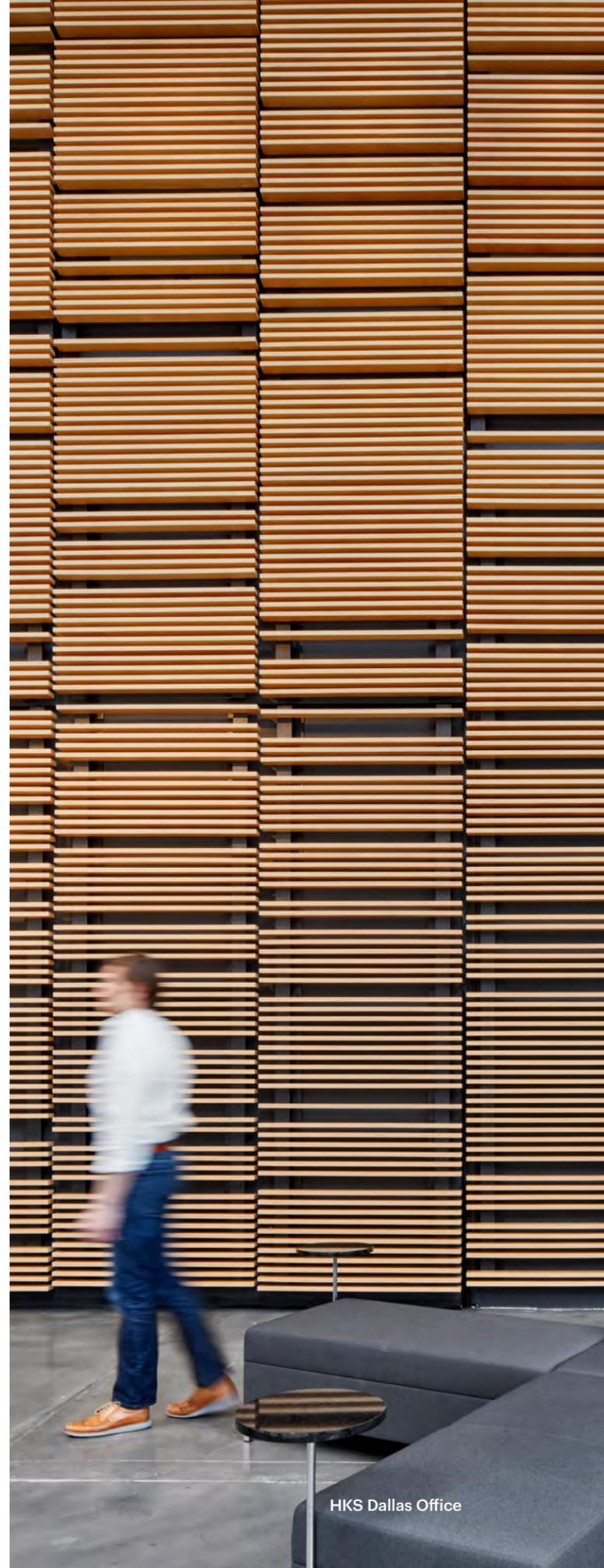
When competitive product options exist, HKS will select and specify products and materials to only include companies that support material transparency. Likewise, when competitive options exist, products that do not have transparency documentation for a product or material will be removed from product selections and specifications, this is a continual and ongoing process. When competitive options exist, HKS will "optimize" materials and products to deliver projects with an increasingly lower impact on human health and an improved environmental performance. Some of the material transparency documentation that we prioritize, includes:

Health Product Declarations
Declare Label, Red List Free or Declared
Cradle 2 Cradle certified
Environmental Product Declarations
TVOC Emissions testing
California Air Resource Board (CARB) ultra-low-emitting formaldehyde (ULEF) resins or no added formaldehyde (NAF) resins
FSC Certified

HKS created and delivered an educational program supporting an optimized product and material selection approach. This effort supports an integrated project specification process. We continue to develop directed educational opportunities ranging from human and environmental health impacts to life cycle thinking to detailing for deconstruction.

Measures or Outcomes

The means for assessing the deployment of optimized materials, products and systems will be determined in 2020.



OUR WORK

2.5 Materials Selection: Environmental & Human Well-Being

Chemicals of Concern Awareness

Focusing on material and product selection enables HKS to deliver projects that reduce harmful human and environmental health impacts on each project we design.

To help project teams engage in materials selection on a deeper level and make informed decisions that drive market transparency and deliver healthier projects, HKS has developed a variety of educational and project-focused guidance tools for employees.

HKS' Chemicals of Concern posters, affixed on HKS office walls and in breakrooms around the world, use the human anatomy to help employees quickly visualize how some of the chemicals used in building products and architectural finishes—everything from carpet, furniture, textiles, countertops, interior paint, insulation and more—negatively impact human health and well-being.

This simple tool enables employees to make a meaningful connection: the choices they make have an impact on the health of their projects' future occupants.

Antimicrobials

are also known as antibacterials, a group of chemicals added to products to kill or inhibit microbe growth; examples include triclosan and nanosilver.

Direct or Indirect Exposure
Antimicrobials enter the body through ingestion, inhalation, or skin contact:

Construction Products & Materials

- Insulation
- Flooring
- Countertops
- Textiles
- Paints
- Wallboard
- Furniture
- Wall coverings
- Grouts & sealants
- Door hardware

Impacts throughout Product Life Cycle

Production & Manufacturing

Distribution & Installation

Use

End of Use

Raw Material Extraction

Recycle

Dispose

Design in Practice

- + Use an HPD to evaluate product contents
- + Use HKS Product Guides to identify preferable products
- + Discuss avoiding antimicrobials with clients
- + Select and/or ask for products manufactured free of antimicrobials
- + Address end-of-use and recyclability

HKS

Formaldehyde

a colorless gas that functions as a fixative, preservative, disinfectant, and antimicrobial, commonly identified as urea-formaldehyde (UF) and phenol formaldehyde (PF), but also listed as formalin, formic aldehyde, methanediol, methanal, methylaldehyde, methylene glycol, methylene oxide

Direct or Indirect Exposure
Formaldehyde enters the body through ingestion, inhalation, or skin contact:

Construction Products & Materials

- Insulation
- Composite wood products
- Furniture
- Textiles
- Resins
- Paint & coatings
- Adhesives & sealants

Impacts throughout Product Life Cycle

Production & Manufacturing

Distribution & Installation

Use

End of Use

Raw Material Extraction

Recycle

Dispose

Design in Practice

- + Use an HPD to evaluate product contents
- + Use HKS Product Guides to identify preferable products
- + Look for wood products that are ULEF (ultra-low emitting formaldehyde) or NAF (no-added formaldehyde)
- + Look for low-emitting products with a general emissions evaluation (i.e. Greenguard Gold or SCS Indoor Advantage Gold)
- + Address end-of-use and recyclability

HKS

CASE STUDY

Making Concrete Change

MGM National Harbor

National Harbor, Maryland, USA

The cement industry plays a significant role in global carbon emissions at 8% of the total and is the highest polluting component of concrete. While designing and constructing MGM National Harbor, HKS worked with CarbonCure, a company reducing the carbon footprint of the built environment using recycled CO₂ to trap sequestered CO₂ inside the concrete used and reduce the need for cement.

Adding CO₂ in liquid form to concrete during the mixing process provides several benefits including reducing the amount of cement needed, improving the concrete's strength as well as turning carbon into a mineral captured within the concrete, preventing it from being released into the atmosphere in the case of demolition.

The premier entertainment destination and the first luxury gaming resort in the Capital Region is LEED Gold Certified and employs 3,700 people. The hotel reached capacity 242 nights during its first year of operation and totaled more than 6 million visitors.

Green technologies are visible and celebrated within the design. HKS placed a large emphasis on transparency and disclosure of the project's building materials.

The amount of carbon sequestered in the concrete masonry units is equivalent to the amount of carbon sequestered by **1.2 acres of forests in one year.**



OUR WORK

2.6 Embodied Carbon and Life Cycle Analysis

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

Embodied carbon is a growing area of focus for the AEC industry, but is also a key part of addressing climate change. HKS is committed to generate a positive impact on the environment and adapt to the changing industry.

Context

HKS supports a culture of high-performance design with sustainable outcomes and is committed to making progress toward these goals. Addressing sustainability and climate change from myriad vantage points, HKS has long focused on energy consumption and we are now layering in the embodied carbon for the buildings we design. This will create a much fuller picture of the total carbon impact of our work.

Relationship to Strategic Plan

Addressing embodied carbon will place HKS at the forefront of a topic gaining traction, which is crucial for industry influence.

Materiality

Addressing the embodied carbon of projects will allow HKS to grow into a leadership role in the industry. Quality design, through material selection, especially in structure design, will generate influence.

Stakeholders

PRIMARY:



The Earth



HKS Shareholders



Co-Creators

RELATIONAL:



Communities

Assessment, Policy & Goals

Embodied carbon in architecture is the measurement of Carbon Dioxide (CO₂) emitted during the extraction, manufacture, and transportation to the site, the physical construction of the building and the materials end-of-life encompasses the total embodied carbon of a building. These emissions, combined with building operations emissions, amount to the total carbon footprint of a building. As the industry reduces the operational carbon of buildings, embodied carbon becomes a bigger part of the carbon footprint; furthermore, embodied carbon has an immediate impact as these emissions are mostly created by the time the building is first occupied. Despite this importance, in common practice, the analysis of the materials' environmental costs is typically not considered. This can be attributed to a lack of available data, loyalty to conventional construction methods, or the complexity of embodied carbon calculations.

Implementation

Life cycle analysis (LCA) is the study used to determine the environmental impact of materials, which includes their carbon footprint. LCA allows designers to obtain information on how their material choices affect the environment and make informed decisions. Currently, HKS is in the initial stage of implementing LCA as part of the design process, collaborating with designers and informing them of less carbon-intensive product, detail, and design alternatives. The firm is working on the first in-house life cycle analysis. It will become an important milestone in HKS' journey to fully incorporate this process into common practice.

Measures or Outcomes

The implementation of embodied carbon assessment and analysis as part of the design process is a new goal for HKS and it is still in an early phase of development. The firm is coordinating and organizing around this topic and generating a standard procedure of action, with DesignGreen leading the effort. The current goal is to have an established system around embodied carbon, allowing DesignGreen to participate in more projects, reach more people, and have a bigger impact. By establishing this system, HKS will be able to integrate embodied carbon analysis as a fundamental part of the design process.

CASE STUDY

What You Don't See Matters

Parkland Outpatient Clinic Building

Dallas, Texas, USA

HKS worked with Walter P Moore to conduct a life cycle analysis (LCA) for the Parkland Outpatient Clinic Building. This analysis resulted in a critical strategic decision to adjust the concrete mixture and, ultimately, lower CO₂ emissions from 19776063 kgCO₂e to 16393385 kgCO₂e.

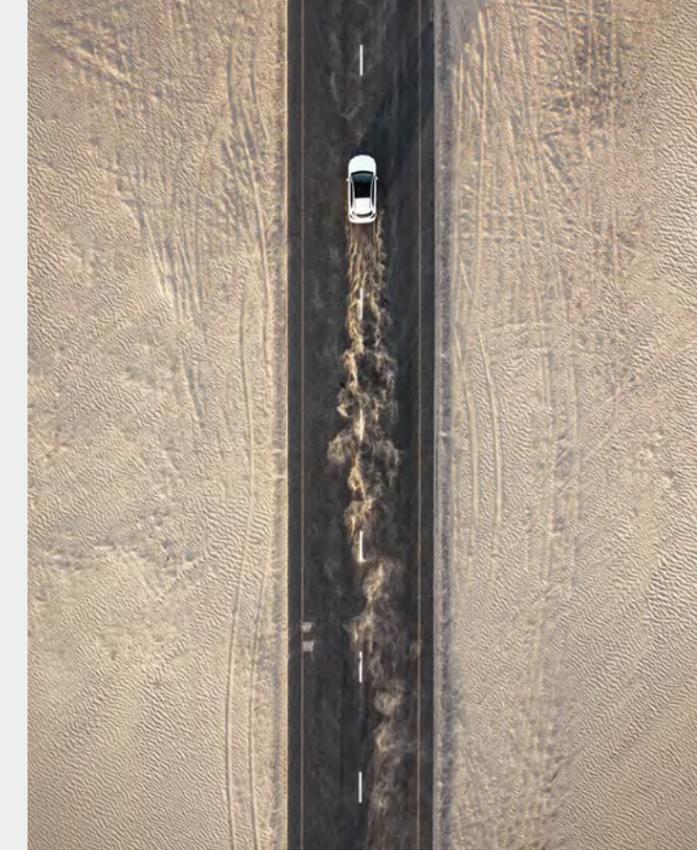
Parkland is a value-driven, change-ready clinic designed to unite Parkland's fragmented specialty outpatient services into a unified building to serve Dallas County. As a tax-funded county hospital, Parkland has a 125-year legacy of serving the diverse patient population of Dallas County, including lower socioeconomic populations, many of which lack access to healthcare.

While seeing 800 patients a day, the community continuously stayed a primary focus of design, including substantial sustainability decisions that will help the project achieve LEED Silver certification.

The LCA approach, using the Tally analysis tool, was focused on improvements to the concrete mixture design and reduced emissions from the concrete structure. Tally analysis accounts for the full cradle-to-grave life cycle impacts for a building life of 60 years with design options studied, including material extraction, building product manufacturing, transportation to site, product maintenance and replacement, deconstruction, demolition and disposal.

Early in the design phase, the team used WBLCA to understand hot spots and found that the concrete structure and foundation were the dominant contributor to most LCA impacts. The cement and fly ash content of these mixes was then manipulated for the building, which achieved the impact reductions.

The life cycle analysis resulted in a **17% reduction in carbon emissions**, equal to **8,393,742 miles** driven by an average passenger vehicle.



CASE STUDY

How Design Can Play a Role in Decreasing CO2 in Data Centers

ServerFarm

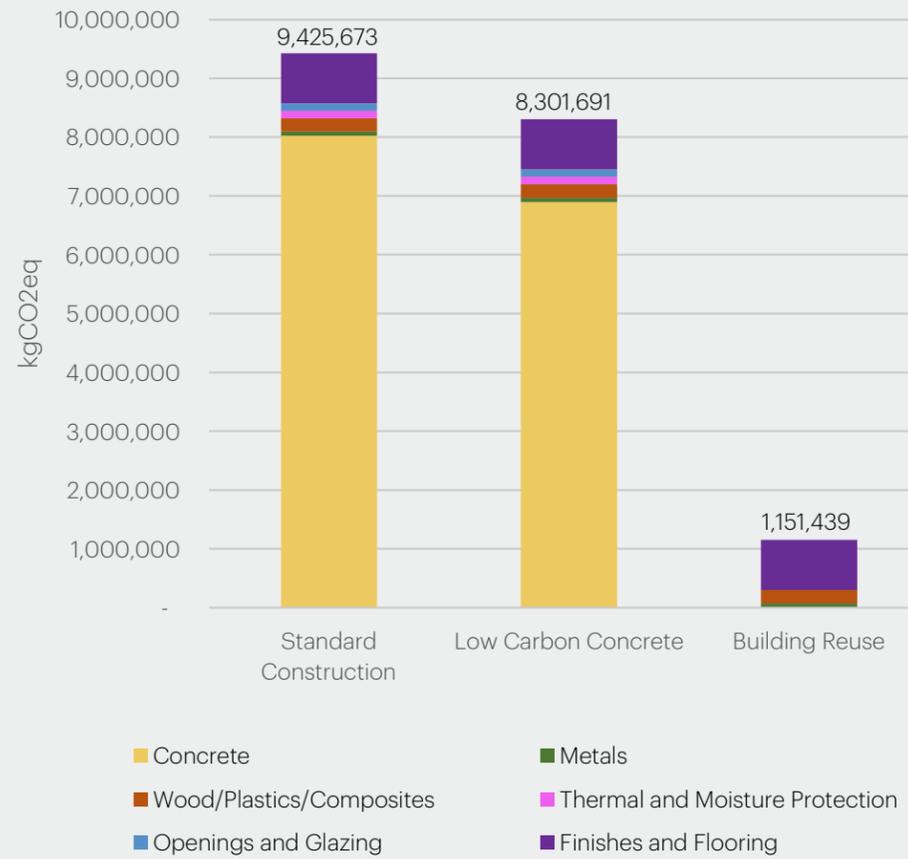
Chicago, Illinois, USA

In our modern data-driven economy, data centers are major consumers of energy, contributing to carbon emissions and impacting the climate. How can design play a role in decreasing CO2 in data center design?

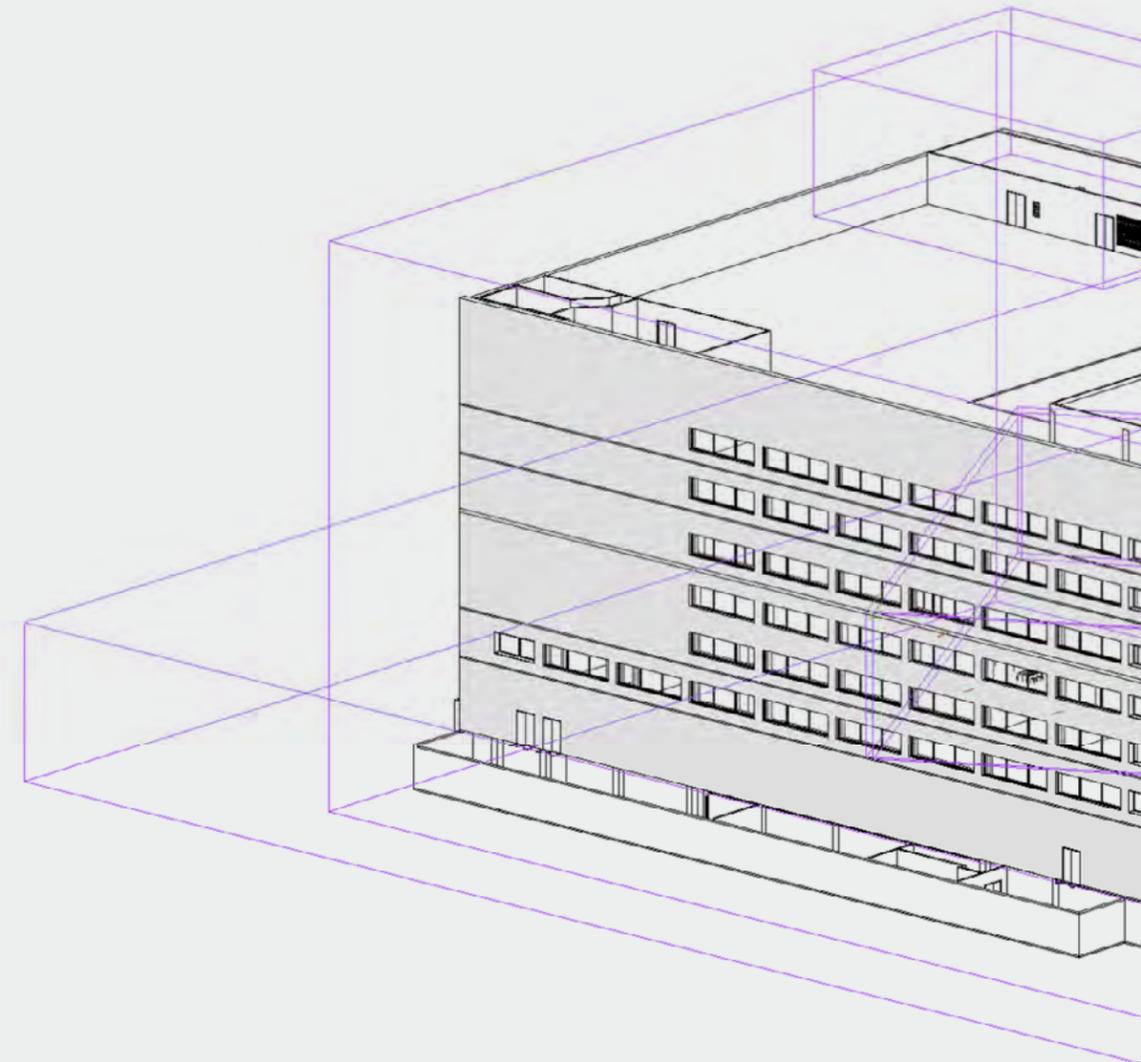
HKS partnered with Mission Critical client ServerFarm on a life cycle assessment (LCA) to determine the impact of reusing existing building stock as compared to new construction. HKS' analysis demonstrated that modernizing a data center using an existing building while expanding capacity can deliver embodied carbon savings of 88% when compared with the material carbon cost of the new project.

Conducting a LCA is a discovery process that examines multiple impacts of building materials, including their carbon emissions potential, over their entire life cycle—from material extraction and manufacturing through recycling and finally, the landfill. Armed with scientific data and credible analysis, WBLCA provides designers and clients with deep insight into a project's energy savings potential, enabling informed decision making related to reducing both embodied and operational carbon.

Embodied Carbon per Material



This graph shows the embodied carbon for the same building in the three different scenarios. The first one is a standard new construction, the second is a standard new construction with a low carbon model and the third is reusing an existing building. These scenarios are broken down per material, showing concrete is the main contributor of embodied carbon in this case.



OUR WORK

2.7 The Market Value of Third-party Certifications

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

The assessment of third-party certifications is an important gauge of client and market interest in sustainable design and the related value to the real estate asset and organizational brand. Third-party certification systems are found all over the globe, with the primary certifications including LEED, BREEAM, WELL and Energy Star (in the U.S.).

Context

HKS is a leader in third-party certifications. Staff participates in the development of these standards and we use these systems globally.

Relationship to Strategic Plan

Third-party certifications are an accountability assessment of our design. They are directly related to a set of outcome-driven design issues. They enable large objectives to be articulated in a way the project team can align around and are regarded as best-practices standards in the industry and enable the articulation of large objectives for project team alignment.

Stakeholders

PRIMARY:



RELATIONAL:



Materiality

Third-party certifications are directly material to the design quality and asset of the clients for whom we work. The rigor and outcome-based approach create added value for our clients. It also creates a framework from which we can advise for influence. This, in turn, is materially relevant for the global business interests of HKS.

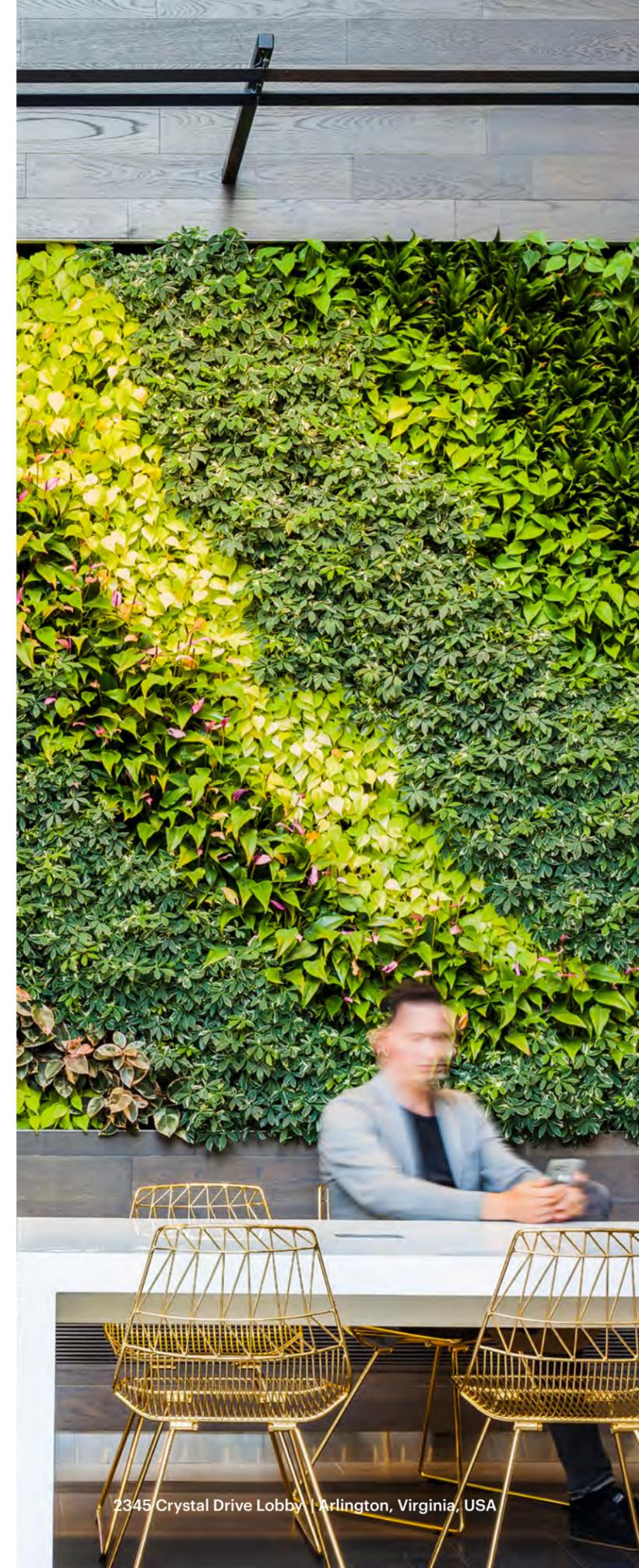
Assessment, Policy & Goals

HKS will evaluate the need for any related policy. Currently, there is nothing in place. The bearing of third-party certifications is largely determined by client demand, which is influenced by the market, client brand and building use.

Building staff capacity for broad advocacy for the value and impact is a goal. The current primary obstacle is data on construction cost and value creation. A cost of certification and value research activity would be a highly valuable data point for HKS.

Implementation

HKS DesignGreen will continue to provide its expertise and deliver these services. Occasionally an outside consultant provides this service to an HKS design project.



2345 Crystal Drive Lobby | Arlington, Virginia, USA

OUR WORK

2.7 The Market Value of Third-party Certifications

Measures or Outcomes

To date we have the following certification data:



LEED

Certified: 24 certified & 30 registered
Silver: 61 certified & 64 registered
Gold: 73 certified & 32 registered
Platinum: 10 certified & 6 registered
Total: 154,022,000 sf (143,091,12 sqm)



BREEAM

24 completed
10 in process
Total: 6,082,000 sf (565,036 sqm)



WELL

6 completed
1 in process
Total: 769,106 sf (71,452 sqm)



PEARL

1 completed
Total: 602,000 sf (55,927 sqm)



PARKSMART

1 completed
1 in process
Total: 4,300,000 sf (39,948 sqm)



NEAT (NON-EXERCISE ACTIVITY THERMOGENESIS)

4 completed
Total: 92,022,000 sf (8,549,123 sqm)

GRIHA

1 in process
Total: 1,900,000 sf (1,76,515 sqm)

GREEN STAR

2 completed
Total: 2,915,000 sf (270,812 sqm)



AEGB (AUSTIN ENERGY AND GREEN BUILDING)

8 completed
3 in process
Total: 4,768,000 sf (442,961 sqm)

GEORGIA PEACH

1 completed
Total: 225,000 sf (20,903 sqm)



ENERGY STAR

7 completed
Total: 1,476,000 sf (137,124 sqm)



CASE STUDY

Residential Tower Aims to Be Healthiest High-Rise in Texas

Hall Arts Residences

Dallas, Texas, USA

Standing at 28 stories, the Hall Arts luxury residential tower is designed to give homeowners the highest level of comfort and health in their built environment. With infrastructure and amenities focused on soothing the mind and body, the building will be the first residential development to register for WELL certification in Texas.

The WELL Standard was created in conjunction with medical institutions, including the Mayo Clinic, Cleveland Clinic and Johns Hopkins. It is a performance-based system for measuring and certifying features of the built environment that impact human health and well-being through air, water, nourishment, light, fitness, comfort and the mind. It marries best practices in design and construction with evidence-based medical and scientific research—harnessing the built environment as a vehicle to support human health and well-being. Hall Arts is a building with medical integrity that will ensure it upholds the highest levels by continuous performance monitoring and re-testing.

Features include a raised flooring system to promote energy efficiency and advanced technologies such as air purification, water filtration, active design, acoustic and thermal comfort.

Through the scientific rigor of the WELL Building Standard, every resident can take comfort in knowing that the design and operation of their building is actively contributing to a better, healthier environment, so residents may breathe, sleep and live better. All three buildings designed by HKS within the development are pursuing LEED Gold Certification.

Some key design strategies that have been implemented to excel in each of the seven WELL categories are the minimization of indoor air pollutants using multilevel air filtration, the elimination of building materials containing VOCs, thick demising walls that mitigate noise transfer between and within homes, a sound-reducing membrane installed in floors, on-site fitness facilities, light-optimal interior design palettes created by Emily Summers Design Associates to maximize comfort, and an environment infused with beauty and inspiring art to stimulate the mind.



CASE STUDY

First LEED Gold Major League Baseball Spring Training Facility

Salt River Fields at Talking Stick

Salt River Pima-Maricopa Indian Community, Arizona, USA

HKS redefined the fan experience while creating lasting value for the community with the design of Salt River Fields at Talking Stick. It is the first professional sports venue built on Native American land, blending environmental stewardship and innovation with ancestral custom. It is also the first LEED Gold-certified sports venue of its kind.

Widely regarded as Major League Baseball's (MLB) top Spring Training facility and the ultimate baseball destination environment, Salt River Fields at Talking Stick was designed as an unprecedented immersive fan experience while supporting the interests of the community beyond baseball.

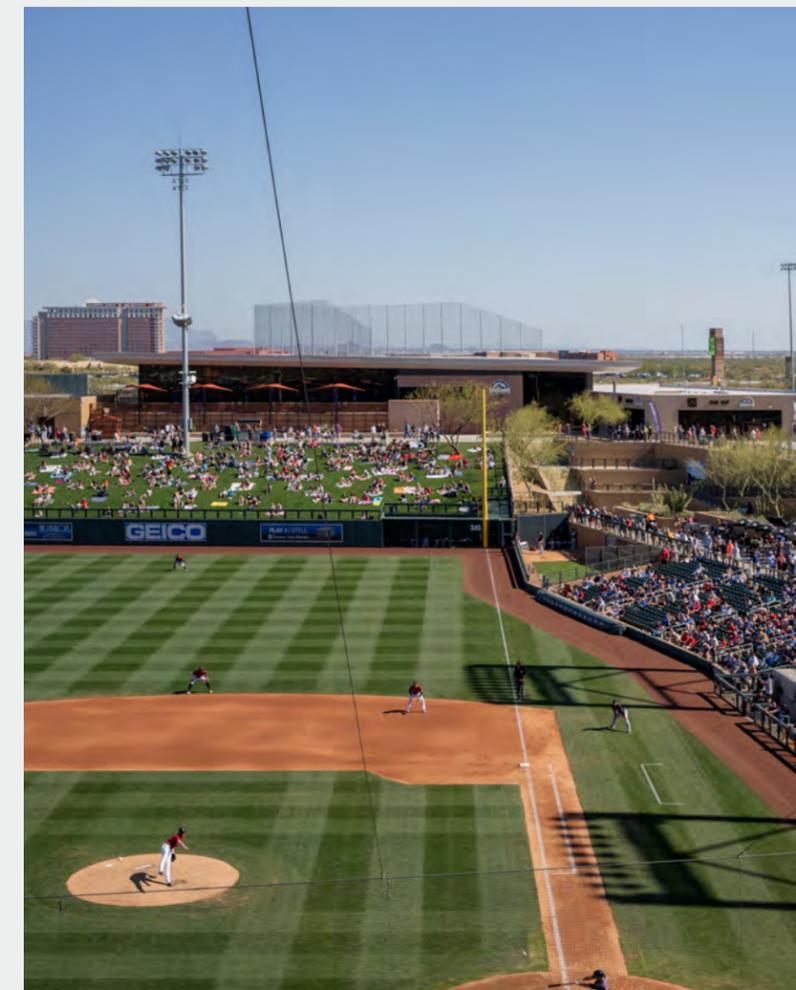
The 145-acre, 11,000 seat venue hosts two major league teams and is surrounded by beautiful desert mountain views. The design is inspired by traditional native dwellings situated around a central courtyard. Radiating from this central courtyard, 12 support and administrative buildings, 18 practice fields and two clubhouses form an overall cohesive complex. The walls and roofs recall traditional and historic native culture and life. The masonry simply yet eloquently serves as a backdrop to the landscaping and playing fields.

Inside the stadium, the detailing is carefully designed to reveal concessions and fan support amenities. Collectively, the walls, openings and pathways serve multiple purposes: to promote an immersive experience and interaction of fans and players; to frame key views of the surrounding landscape and to encourage environmental awareness and stewardship.

The stadium features stone materials from the Salt River Pima-Maricopa Indian Community lands, enhanced by native landscaped grounds that include more than 85 replanted trees and cacti.

A community resource beyond baseball, Salt River Fields was the first Spring Training venue to incorporate community events outside daily or annual MLB operations. Since opening in 2011, Salt River Fields has become a premier location for event planners and promoters, including annual food and beverage events, music and community festivals, private events and local sports tournaments.

In 2019, Ballpark Digest named Salt River Fields at Talking Stick the Best Spring Training Ballpark of the Decade. It was also Ballpark Digest's 2020 Best of the Ballparks venue for the Cactus League as voted by fans.



SECTION THREE:

Public Interest Design

PUBLIC INTEREST DESIGN

3.1 Citizen HKS

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Founded in 2014, Citizen HKS is the firm's social impact initiative—a global platform for socially responsible engagement. Citizen HKS focuses on improving lives and communities by leveraging design, volunteer service and financial philanthropy to help lift communities in need.

Citizen HKS is divided into three impact areas: Create, Connect and Contribute.



CITIZEN HKS

PUBLIC INTEREST DESIGN

3.1 Citizen HKS

Create

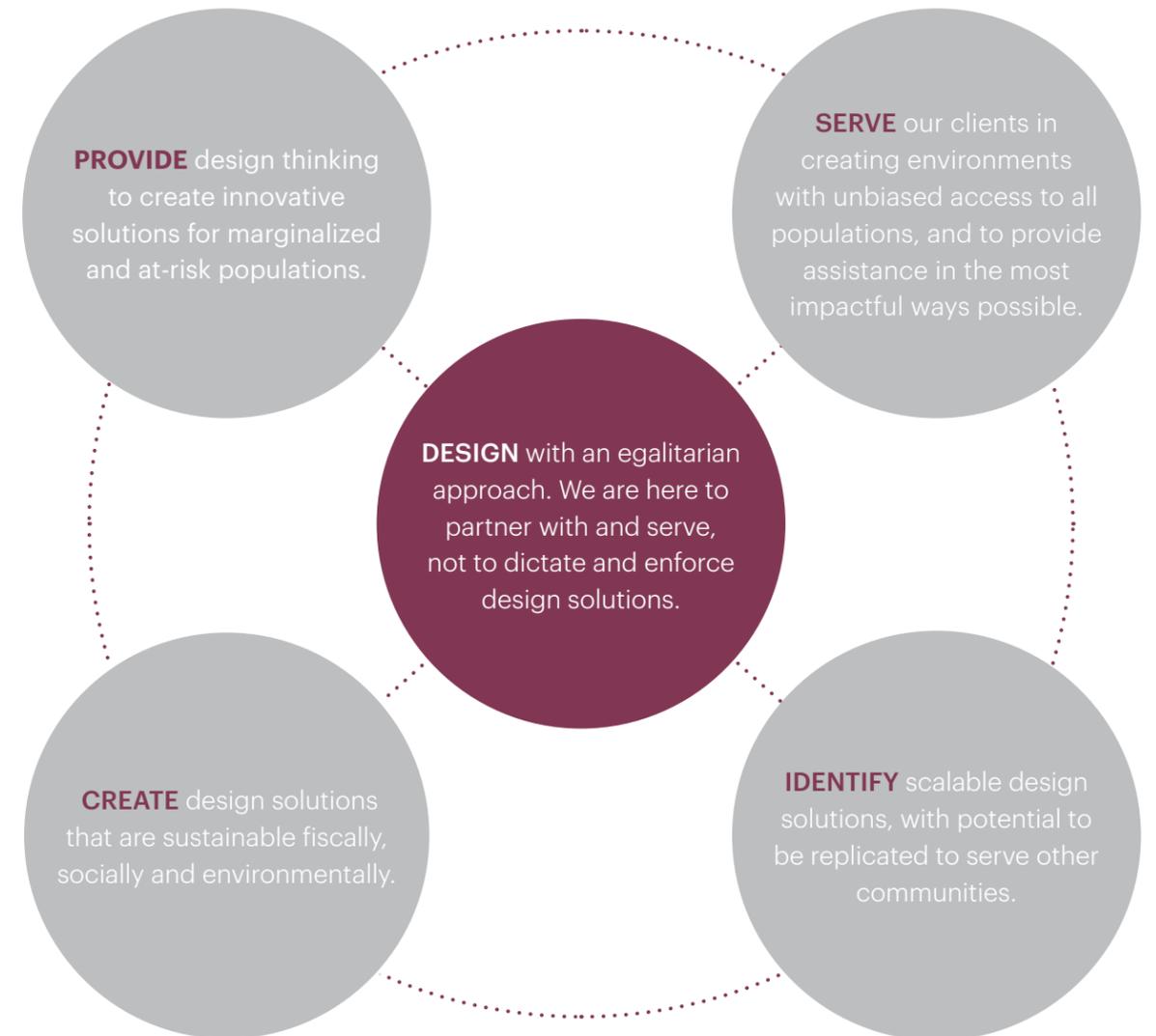
Residing at the heart of great design is joy, health, happiness and safety. In that same vein, every Citizen HKS design project begins by asking: how can our work improve the world?

Citizen HKS looks beyond the creation of a single building. We set about reimagining how design can transform lives, address the complex dynamics and systemic challenges alongside the communities facing them.

We know design by itself isn't a solution to a problem. We partner with non-profits, civic and community leaders, like-minded contractors and design industry colleagues to get projects built, outfitted and operational.

Citizen HKS' Guiding Principles inform the projects we choose, as well as our design approach.

- Provide design thinking to create innovative solutions for marginalized and at-risk populations.
- Serve our clients in creating environments with unbiased access to all populations and to provide assistance in the most impactful ways possible.
- Design with an egalitarian approach. We are here to partner with and serve, not to dictate and enforce design solutions.
- Create design solutions that are sustainable fiscally, socially and environmentally.
- Create scalable design solutions with potential to be replicated to serve other communities.



PUBLIC INTEREST DESIGN

3.1 Citizen HKS

Purpose

This public interest design initiative dedicates up to 1% of the firms' hours on an annual basis. HKS staff have an opportunity to work on a pro bono design project while positively impacting an underserved community or marginalized population.

Context

Citizen HKS demonstrates how design thinking contributes to solving some of the world's most systemic challenges, including access to health care, equity in education and affordable housing, job creation, livable cities and more.

Public Interest Design is becoming increasingly important as our profession addresses our work's architecture's social and environmental impacts. For designers, it provides a platform for creative freedom, exploration, problem-solving and pushing boundaries: design teams aren't as constricted by client demands and budgetary limitations inherent in the process and the typical fee-driven client-architect relationship. It is also an opportunity for staff to engage in meaningful work that is helping address some of the world's most systemic problems.

ESG

The Citizen HKS initiative fits squarely within the "S" as our contribution to creating a more equal and just society through design, volunteerism in the communities in which we live and work, and financial philanthropy.

Relationship to Strategic Plan

Citizen HKS is reflective of our firms' values regarding Relationships, Character and Purpose.

Inherent in Public Interest Design is the fundamental principle that all people deserve to live in socially, economically and environmentally healthy communities. Focusing on three key actionable areas for socially responsible engagement, Citizen HKS is how we express our shared humanity. We're focused on bettering lives and driving social change through design, community service and philanthropy to help lift communities in need. Nothing better expresses the humility and humanness of an architects' quest to improve the world and lift mankind through our craft and making design accessible to all people, whether they can afford to pay for our services or not. HKS leads with knowledge and advises for influence by empowering its people to share their knowledge and skills as part of the community engagement and design process.

Every Citizen HKS projects begin with one of our strategic plan's firm's key pillars: outcome-driven design. We employ responsible design and the Nature of Place protocol on every project from the onset of the design process. Designing high-performance buildings and projects is critical to our initiative's credibility.

Access to our services combined with HKS' desire to be a relevant contributor in our communities creates a powerful opportunity: in the process of doing this work, we can make ourselves, our firm and the design profession itself agents for positive change.

Stakeholders

PRIMARY:



Communities



Clients and Users



HKS Shareholders

RELATIONAL:

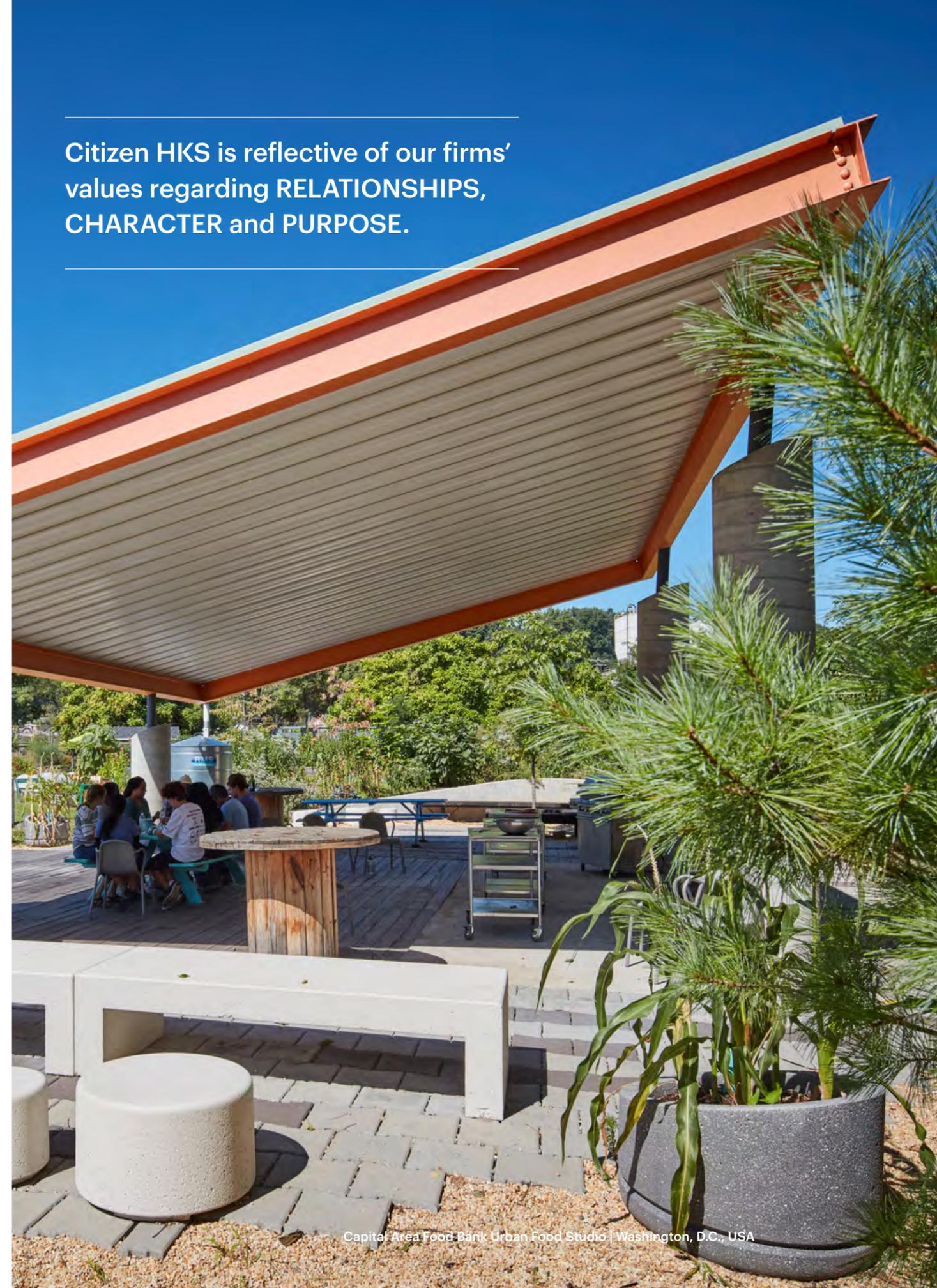


The Earth



Co-Creators

Citizen HKS is reflective of our firms' values regarding RELATIONSHIPS, CHARACTER and PURPOSE.



Capital Area Food Bank Urban Food Studio | Washington, D.C., USA

PUBLIC INTEREST DESIGN

3.1 Citizen HKS

Materiality

As we grapple with the most pressing issues of the 21st century, we believe that a business-as-usual approach will eventually render us obsolete. We can no longer only serve the top 10% of the global population that can afford professional design services and stay relevant in a world of growing societal inequity.

Assessment, Policy & Goals

Because our initiative is not revenue-generating, we must align with HKS' "Non-Negotiables and Must-Haves for Success" to stay relevant and maintain the firm's leadership support. In relationship to HKS' Business Development and Design & Business Management Rigor, we have carefully developed, evolved and cultivated a motivated Steering Committee that has met every two weeks over the last five years.

We strictly adhere to our Guiding Principles and project selection protocol when soliciting and vetting projects. Each applicant must complete (and revise, given our questions or concerns) our Project Request form before a project is considered. Each project is carefully reviewed on multiple levels, including its funding sources, constructability, ongoing support and maintenance and more, and every organization we work with is carefully screened to ensure they're well-regarded, financially stable, community-supported and boast a legitimate, credible board and staff.

Since the inception of Citizen HKS, we have consistently understood and managed our initiative in relationship to the value it is delivering to the firm and the communities in which we live and work.

Citizen HKS Goals

- Establish 501c3 status: it is important related to our ability and flexibility to fundraise to help complete our projects, whether in the U.S. or internationally.
- Develop a Champions Network to extend our reach into each HKS office. It will help us better serve our communities, assist in finding new opportunities, and help office leadership better understand and support CHKS project staffing needs.
- Continued and ongoing Marketing Communications support, which has been strong and is reflected in numerous articles and media placements, on our web site, awards garnered, Top Projects recognition and industry and public presentations.
- Enhanced internal alignment with Human Resources and Global Knowledge Services to ensure all employees can learn about, access and engage in Citizen HKS.
- Partnerships with NGOs and non-profit organizations engaged in global disaster relief efforts—not only to partner "on the ground" with direct, hands-on relief efforts, but in rebuilding affected communities using resilient and sustainable design strategies.

Implementation

After five years, the Citizen HKS initiative is well-established within HKS and is fully supported by its leadership and executive committee. We function with the support of budgets (both hours and dollars), communication, KPIs and processes. We have been holding ourselves accountable from Day One by:

- Using guiding principles and including diverse perspectives of the steering committee to carefully vet project opportunities and determine which projects

are the most appropriate to undertake while having the greatest community impact and adding value to our overall portfolio.

- Monitoring, tracking and reporting the hours dedicated to Citizen HKS on an annual basis
- The volume of awards, recognitions, media placements, speaking engagements and employee testimonials that are directly attributed to Citizen HKS, whether through the initiative itself or individual projects.

Measures of Outcomes & Goals

Citizen HKS projects, volunteerism and fundraising have impacted the communities in which we live, work and design, and the initiative has impacted our employees, firm and business. Through outcome-driven design, Citizen HKS is the embodiment of how we are demonstrating character and purpose as a firm.

Since inception, Citizen HKS has completed 12 projects: 10 in the U.S. and two international (Uganda and Mexico). As of June 2020, we have 11 projects in various stages of design or construction — two of these projects will open in 2020. Additionally, CHKS has formed partnerships to support two non-profit organizations on an ongoing basis.

Other ways that Citizen HKS adds value:

- Opportunity for staff to engage in meaningful work that connects them with other people and helps tackle some of the world's most systemic problems.
- Opportunity for networking with non-profits, clients' philanthropic foundations, board engagements, etc.
- Citizen HKS projects advance other efforts that are important to the firm but can be a challenge on



Citizen HKS team in Kachumbala, Uganda

traditional projects—responsible design, integrative design, net zero, resilient design, COTE Top 10, Nature of Place, etc.

- Citizen HKS projects garner prominent media placements and enhances the HKS brand.
- Citizen HKS projects allow younger staff an opportunity to assume leadership roles and learn different skills than they are not typically afforded on traditional projects.
- Citizen HKS is a differentiator—our organized and structured approach to public interest design is helping us win traditional work.

PUBLIC INTEREST DESIGN

3.1 Citizen HKS

Citizen HKS Awards & Media Highlights

Citizen HKS—its projects and as a social impact initiative—has been recognized in the global press and has been honored with numerous awards. Here is a partial listing.

KACHUMBALA MATERNITY UNIT

Awards

- 2020 Telly Silver Award Winner in the Branded Content — Social Impact category (Kachumbala Maternity Unit video)
- 2020 Telly Bronze Winner in the Social Video — Social Impact category (Kachumbala Maternity Unit video)
- 2019 Frame Social Award
- 2018 European Healthcare Design Award: Health & Wellness
- 2018 European Healthcare Design Award: Healthcare Design under 20,000sm
- 2017: Fast Company World Changing Ideas, Health Finalist
- 2019: Architizer Award Plus: Architecture for Good
- 2017: SXSW Place By Design Finalist
- World Architecture Festival Built Health Category Finalist
- British Construction Industry—Exporting Excellence Award Finalist

Media placements

- Featured in 2019 “Architecture Guide to the 17 UN Sustainable Development Goals”
- Dezeen: “Maternity Facility in Rural Uganda is Entirely Self Sustaining”
- Interiors & Sources: “Service that Saves”
- Designboom: “HKS Employs Local Workers to Build Sustainable Maternity Unit in Uganda”
- Architectural Digest: “These Designs Have Made the World a Better Place”

LANE TECH SENSORY WELLBEING HUB

Awards

- ASID Foundation Grant Recipient
- 2018: Fast Company Innovation in Design Honorable Mention: General Excellence
- 2018 Fast Company Innovation in Design Honorable Mention: Spaces, Places and Cities
- 2018 EDRA Core Award with Merit
- 2019 Interior Design HiP Award Winner (Lisa Adams honoree)
- 2020 ASID Outcome of Design Award Winner

Media placements

- Chicago Unheard: “Inside Lane Tech’s Sensory Wellbeing Hub”
- Chicago WGN: “New Program at Lane Tech Helps Students with Autism”
- DNAINfo: “Innovating Sensory Room A Boon to Lane Tech Students with Disabilities”
- Featured in 2020 “Architecture Guide to the 17 UN Sustainable Development Goals”

CITIZEN HKS (OVERALL)

Awards

- 2015 Malcolm Lewis Impact Award Greenbuild Legacy Project, Urban Food Studio
- 2015 Malcolm Lewis Impact Award Greenbuild Legacy Project 2015, Urban Food Studio
- 2019 AIA Detroit People’s Choice Award Winner—Cass Community Master Plan

- 2019: Detroit Design 139 Feature, Cass Community Master Plan
- 2019 AIA National Emerging Leaders Exhibit Finalist, North Texas Food Bank
- 2017 AIA Washington DC Unbuilt Award Winner, North Texas Food Bank
- 2019 AIA Richmond Lehmen Prize, Reside Mumbai
- 2018 Global Architecture & Design Award, Reside Mumbai
- 2018 Boston Society of Architects Design Award, Reside Mumbai
- 2018 AIA National Emerging Leaders Exhibit Finalist, Reside Mumbai
- 2019 AIA Virginia Merit Design Award for Contextual Design, Benefield
- 2019 AIA Richmond Excellence in Design Merit Award, Benefield
- 2019 AIA Richmond Lehmen Prize, Benefield
- 2020 Telly Silver Award Winner in the Branded Content — Social Impact category (Kachumbala Maternity Unit video)
- 2020 Telly Bronze Winner in the Social Video — Social Impact category (Kachumbala Maternity Unit video)

Media placements

- Texas Architect: “How For-Profit Firms Benefit from Not-For-Profit Work”
- Hospitality Design: “Social Good”
- AIA National: “Social Impact Design is Good for Your Career and the Profession”
- Interior Design: How 5 Design Professionals are Giving Back Around the World

AN ARCHITECTURE GUIDE to the UN 17 Sustainable Development Goals

Architecture Guide to the 17 UN Sustainable Development Goals, 2018 and 2020; The Royal Danish Academy of Fine Arts Schools of Architecture, Design and Conservation, The Danish Association of Architects and the NUIA Commission on the UN Sustainable Development Goals.

PUBLIC INTEREST DESIGN

3.1 Citizen HKS

Connect - Month of Service

Since 2015, HKS offices across the globe have participated in the firm's annual Month of Service. Offices select volunteer service projects in their home communities and our employees fan out on evenings and weekends to volunteer for a cause. From raising money for non-profits, swinging hammers to repair homes or paint a school, teaching kids, making and serving meals, cleaning beaches and parks, planting trees or volunteering with veterans, in orphanages and gardens, we're out making a difference in the communities we call home.

Our impact story is powerful: in five years, HKS employees have volunteered nearly 25,000 hours serving more than 530 non-profit or community organizations spanning nearly 700 individual events, raising roughly \$375,000 for charity.

25,000 Hours Volunteered

530+ Non-Profit & Community Organizations

700+ Individual Events

\$375,000 Raised For Charity



Top Left: A team from HKS London and Arup summited Mt. Kilimanjaro, Africa's tallest peak, to raise funds to help build a project they designed: the U.K.'s first high energy proton beam therapy facility at The Christie Foundation Trust Hospital Manchester, England.

Top Right: A team of HKS employees in the Dallas office spent the afternoon volunteering at the Ronald McDonald House where they installed beds and served ice cream to resident families.

Bottom: The HKS New Delhi team collaborated with post graduate architecture students from Ansal University, Gurgaon, on their elective studio project called APNI SADAK, or "My Street" in English. This community event promoted ownership of neighborhood public space to encourage pedestrian-friendly design solutions to augment existing green spaces.

PUBLIC INTEREST DESIGN

3.1 Citizen HKS

Contribute: Donations and Fundraising

HKS conducts firmwide employee-focused fundraising campaigns to support Citizen HKS design projects in need of financial assistance to ensure they get built. This effort brings Citizen HKS design work full circle, providing every employee an opportunity to play a role in its completion, connecting us to something larger than ourselves.

HKS' global citizens have answered the call by raising funds to help complete two Citizen HKS projects—the Kachumbala Maternity Unit in Uganda, and the Sensory Wellbeing Hub at Lane Tech College Preparatory High School in Chicago.



Kachumbala Rising. In 2016, CHKS' Kachumbala Rising campaign raised nearly \$50,000 to complete construction and purchase interior finishes, including medical equipment, beds for the recovery ward, labor and delivery suite needs, staffing station desks and chairs, a small drug storage refrigerator and locking cabinets for patient's personal items.



Metamorphosis of Learning. In 2017, CHKS Metamorphosis of Learning campaign raised more than \$50,000 to complete the installation of the Sensory Well-being Hub at Lane Tech High School in Chicago, Illinois. The employee fundraising campaign provided ample funding for the design and research team to secure all of the items needed for each of the Well-being Hub's three groupings of artifacts: calming, stimulating, and a media hub. Non-virtual hubs provide tactile stimulation and include a pin art wall, Lite Brite wall, bubble tubes, a fidget wall, tactile garden, a bouncy platform with a padded wall and a curtain of rubber tubing notably referred to by the students as the "Car Wash." A digital media wall system houses a touch screen monitor, color-changing lights and a sound system.

CASE STUDY

Indigenous Materials and Ancient Infrastructure Enhance Education

Salihi Zirak High School

Gazhni Province, Afghanistan

Salihi Zirak High School (SZHS) opened in 1994 with a few open-air classes under the shades of local orchards. Serving Zirak and several surrounding villages, the school grew and moved to its current location and building in the late 1990s. The existing structure was completed in 2004 with many modifications added over the years. Extreme high and low temperatures and weather fluctuations throughout the year have deteriorated the building's condition.

The project site in the village of Zirak lies within a valley of the Jaghuri Region of the Gazhni Province of Afghanistan. The community is about 170 miles (270 km) from the national capital of Kabul.

The program, developed by the Zirak School Coordination Committee and the Citizen HKS project team, replaces the aging and dilapidated school. The new facility and campus are organized around a central, active courtyard and site that incorporates contextual materials native to the region and local building techniques.

Consisting of 15 classrooms, a kindergarten, administrative areas, computer and science labs and

a large auditorium, the new two-story, 13,000 square-foot (1,200 square-meter) infrastructure will serve both boys and girls in Zirak village its neighboring communities.

HKS conducted a daylight study to determine the facility's optimal orientation and wall to window ratio, allowing the right amount daylight into the education spaces.

Afghanistan's indigenous method of irrigation, known as Kariz, harnesses groundwater tapped by a tunnel. After running for some distance, the water passes through an outlet and is directed to a reservoir. It is a community enterprise managed by tribal tradition and run by social control. Spacing of the Kariz, their types, life, length, discharge, land development and allocation, water distribution and management are important aspects of the age-old irrigation system.

By incorporating passive strategies and intentional design decisions for this learning hub at the heart of a rural landscape, all design efforts aim to enhance the educational experience for students, teachers, and the community of the Zirak Valley for many years to come.



CASE STUDY

Welcoming New Life, Passive Design



Kachumbala Maternity Unit

Bukedea District, Kachumbala, Uganda
In Partnership with Engineers for Overseas Development

Giving life to architecture carries the responsibility to sustain life for many people—the people who design it, build it, use it, own it—and responsibility to the Earth, too. When we approach design by engaging this network of stakeholders, we can change the world. In November 2017, we opened a maternity unit in Kachumbala, Uganda—it's one shining example of how this design ecosystem can work.

Kachumbala is located in Uganda's Bukedea District, home to 160,000 people in rural eastern Uganda and one of the country's most impoverished regions. The area's only existing maternity unit was a two-room, 1950s-era facility that turned away four out of every 10 patients because it didn't have room for them. The region suffers from a high maternal and infant mortality rate: an estimated 35-40 children out of every 1,000 die before their first birthday.

To improve Kachumbala's health care facility, Citizen HKS designed a sustainable and passive maternity unit, partnering with Engineers for Overseas Development (EFOD) and Cyfle Building Skills on the design and construction. Furthering the challenge of expanding the regional maternity unit, Kachumbala doesn't have a reliable source of electricity. To construct the new unit, we designed a fully passive building, created with vernacular construction methods.



CASE STUDY

Welcoming New Life, Passive Design



By considering the building's current and future impacts, HKS and EFOD gave the region a health care facility that will improve the health of its mothers and children. We did it by changing how we approached the project:

The way we partner. For more than a decade, EFOD has been working in Kachumbala with village elders and community members on meaningful projects that have real impacts. We built and maintained trust with the community.

The people who build it. We hired and trained more than 40 community members to help build the maternity unit right alongside our team. These paid construction workers gained valuable skills for future employment, empowering community members to provide for their well-being into the future.

The materials we build with. We used only local materials and constructed the building with methods that didn't require electricity. Handmade bricks that form the building's structure were made on site, baked in the sun, not fired (saving trees from being cut and burned). Using regionally made materials is environmentally and socially responsible and supports the economy.

Our impact on the planet. The sustainable, passive design will have a minimal impact on regional resources, while improving health care for its people.

The new building accommodates up to six births each day, the average for the region. As a result, all women in the Bukedea District now have access to a maternity unit. The Kachumbala Maternity Unit is changing lives in this community, and its design example can change the world, too. The project was named a World Changing Idea by Fast Company magazine.

Environmental Impact

95% of the building materials used were sourced within 20 miles of the site.

96% reduction in predicted energy usage intensity compared to a typical U.S. clinic in a similar climate.

Comparison based on the Commercial Buildings Energy Consumption Survey (CBECS) 2003 Baseline for a medical office in Key West, Florida.

51% of power needs to the new maternity unit are supplied by on-site renewable energy.

75% of water needs to the site are supplied by a rainwater harvest system. (5,000-liter capacity)

100% of occupied area achieves adequate lighting levels without artificial lighting during daytime.

My heart just likes this place because it is really clean and I feel very safe.” —Akello, Mother

Human Impact

9.77 out of 10 Patient Satisfaction Rating Average

9.76 Accommodations; 9.83 Medical Care; 9.72 Experience

Business and Community Impact

29% More Deliveries per Month

58 deliveries in old ward; 75 in new ward

18% Fewer Mothers Referred to Other Facilities per Month

7.7 mothers referred to other facilities in old ward; 6.3 in new ward

40 local men, both skilled and unskilled, built the unit.

They were paid a living wage and learned construction techniques from visiting apprentices, creating opportunities for future employment.

In addition to maternity care, **the unit can offer additional health services to the community.**

These include cervical cancer screening, dental exam and treatment, eye exam, tuberculosis and HIV treatment and public health promotion.

SECTION FOUR:
Our Enterprise



EXIT

4.1 HKS Carbon Footprint

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

Acknowledging the need to understand the repercussions of the corporate activities, HKS has started to analyze its carbon footprint with the intent of reducing it. HKS is committed to generate a positive impact on the environment and adapt to the changing industry.

Context

An organization's carbon footprint is the result of the emissions generated (directly or indirectly) in the production of its goods or services. HKS' corporate carbon footprint equates to carbon emissions associated with the firm's professional activities.

The emissions are divided into three scopes. The first one includes all direct emissions by HKS, like natural gas or owned vehicles. The second scope is all purchased electricity consumed by our offices to conduct our business. Scope three is much broader and consists of indirect emissions by business activities like business travel, employee commuting, purchased goods and services, capital goods and improvements and waste.

Relationship to Strategic Plan

By addressing the firm's carbon footprint, HKS is aligning staff and corporate practice with sustainable values that can be measured and promoted.

Materiality

Likeminded clients in the industry are heading in the same direction, which incentivizes HKS to pursue an in-depth study of its corporate carbon footprint. Savings in carbon can also be translated to operational cost savings.

Stakeholders

PRIMARY:



RELATIONAL:



Tah Mah Lah Residence
Portola Valley, California, USA

4.1 HKS Carbon Footprint

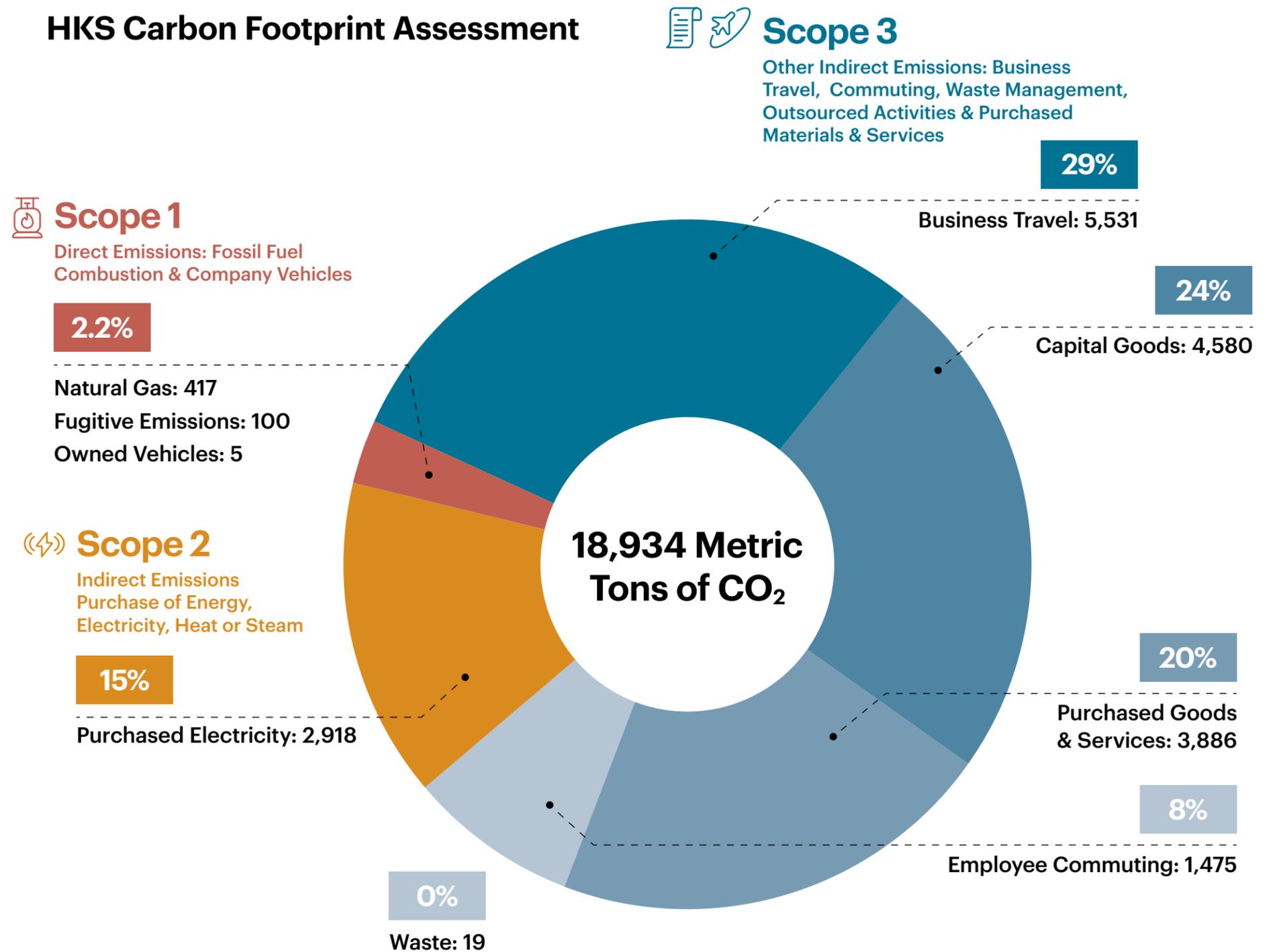
Assessment, Policy & Goals

The results of the carbon footprint for 2018 show some key takeaways. First, airline travel is the biggest contributor to the carbon footprint, comprising nearly 26% of the total footprint. Other big contributors include the renovation of offices, the software being used, and purchased electricity. One of the limitations of this study was the accuracy and quality of data. New focused studies will be conducted for a better understanding of these issues.

Implementation

HKS has performed its first carbon footprint study to analyze the environmental impact of the firm's actions and serve as a baseline for future years. This carbon footprint study was developed for the year 2018, and its results gave the firm an indication of the current state and a trajectory of the environmental impacts if business would continue as usual. The carbon footprint was obtained by analyzing available data from accounting, from employee reporting and industry averages.

HKS Carbon Footprint Assessment



4.1 HKS Carbon Footprint

Measures or Outcomes

With an initial carbon footprint as a basis, HKS is now in a position of analysis and optimization.

Optimizing and improving the quality of the data:

- Recommended to update the accounting methods to include parameters that can directly measure carbon footprint
- Add metering systems to offices
- Promote employee participation in the data gathering process

The second area to improve is the reduction of the firm's carbon footprint:

- Setting energy consumption as a priority when renovating an office
- Asking software manufacturers to offset the embodied carbon of their products
- Review the current business travel model and purchasing carbon offsets

Scope 1: Direct Emissions: Fossil Fuel Combustion & Company Vehicles

2.2%

NATURAL GAS

Top 4 Highest Consuming Offices kBtu/ft2

Washington, D.C. 42

Chicago 42

Atlanta 30

Dallas 18

Possible Optimizations:

- Consider moving offices to buildings without natural gas consumption and more renewable energy options.

Scope 2: Indirect Emissions Purchase of Energy, Electricity, Heat or Steam

15%

PURCHASED ELECTRICITY

Top 4 Highest Consuming Offices kBtu/ft2

Atlanta 60

Washington, D.C. 60

Dallas 66

Chicago 57

Possible Optimizations:

- More aggressive power conservation efforts in offices, such as turning off computers and lights after hours.

Scope 3: Other Indirect Emissions: Business Travel, Commuting, Waste Management, Outsourced Activities & Purchased Materials & Services

81%

BUSINESS TRAVEL

Metric Tons of CO2

Airfare 5,012

Mileage 247

Lodging 246

Rental Car 23

Bus 3

Subway 0.9

Train 0.01

Possible Optimizations:

- Use Egencia in international offices to obtain more accurate data.
- Egencia to breakdown US data per office.

CAPITAL GOODS

Metric Tons of CO2

Construction 2,301,557

Electrical & Optical Equipment 1,247,959

Furniture 1,009,240

Basic Metals & Fabricated Metals 22,002

Possible Optimizations:

- If a renovation of an office takes place, special attention to energy consumption could help reduce the emissions in a different category.

PURCHASED GOODS & SERVICES

Metric Tons of CO2

Renting of M&Eq & Other Business Activities 2,861

Pulp, Paper, Printing and Publishing 718

Food, Beverage & Tobacco 43

Other community, Social and Personal Services 9

Public Admin and Defense; Compulsory Social Security 0.3

Possible Optimizations:

- Software licensing has a significant impact. This can be reduced by requesting carbon offsets by the software firms.

EMPLOYEE COMMUTING

Metric Tons of CO2

Motorcycle or Moped 11

Car (Alternate Fuel, Eco) 52

Rapid Transit 55

Bus 76

Train 92

Carpool (2-3 people) 200

Car 9878

Walk, Bike, Scooter, Telecommute 0

Possible Optimizations:

- Promoting alternative options of commute will help reduce the emissions.

WASTE

Total Emissions for One Week
Six offices Audited, Metric Tons of CO2

Dallas (average 550 people) 8.7

Atlanta (average 45 people) 1.2

London (average 65 people) 0.9

New Delhi (average 32 people) 0.8

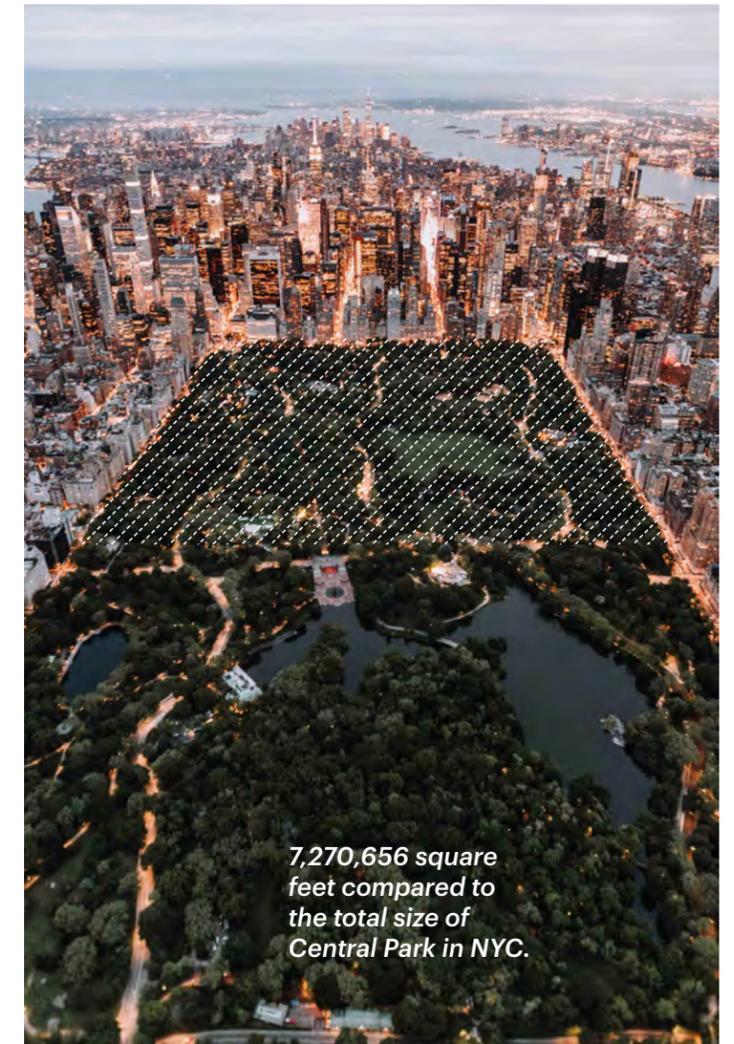
Washington, D.C. (average 50 people) 0.5

Denver (average 16 people) 0.1

Possible Optimizations:

- Identify better matches between offices to optimize the waste audit and obtain better results.
- Conduct the waste audit in more offices.

4.1 HKS Carbon Footprint



OUR ENTERPRISE

4.2 Energy & Carbon: Building Knowledge, Design Capacity and Action



RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

To establish a common core curriculum centered around the integration of early phase building energy modeling for HKS staff. This underpins the desired outcome to achieve a carbon-neutral built environment. HKS is committed to utilizing energy modeling to inform early design decisions and benchmark performance. This curriculum builds staff knowledge and the capacity to do this work.

Context

The AIA 2030 Commitment urges architects to become agents of change in the face of the global climate crisis. The impact of energy demand and consumption in the built environment is dependent on early design decisions. The American Institute of Architects (AIA) note that energy is a design problem. As suggested, the solution would be to “engage energy modeling directly with design generation, thus informing major design decisions and providing continuous feedback.” However, familiarity with Design Performance Modeling (DPM), including fluency in vocabulary, technologies, process and software tools that support energy and carbon considerations as an active element of design needs support.

Early phase building energy modeling must be seamlessly integrated into the HKS design process. It begins with knowledge. HKS encourages designers to learn the basics of energy modeling so that they can create simple models for their projects.

Relationship to Strategic Plan

The energy curriculum is squarely focused on the pillars of “leading with knowledge,” “advising for influence” and most directly, “outcome-driven design.” This talent development effort is core to meeting the demands of being a great global architecture firm.

Materiality

The delivery of energy-efficient design solutions is a core characteristic of quality architecture. Building knowledge is a competitive business imperative. This is crucial for the HKS brand and an essential component of being competitive and creating influential client partnerships.

Most directly, this is a fundamental skill set for the talent we need to deliver design solutions. Building capacity in staff is essential.

Stakeholders

PRIMARY:



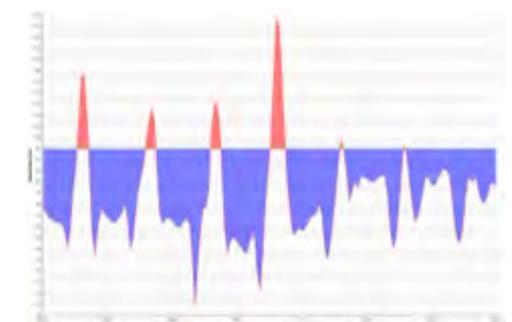
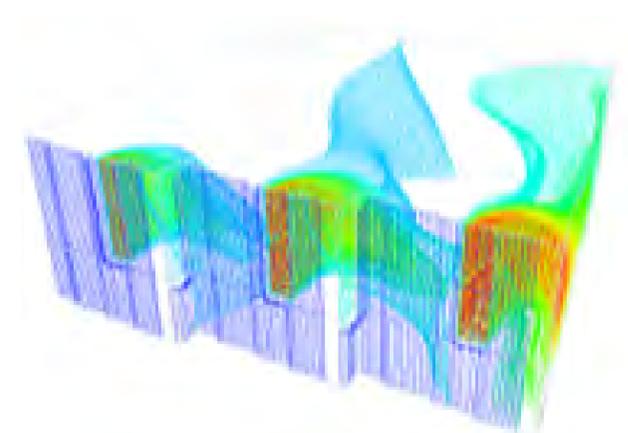
RELATIONAL:



Assessment, Policy & Goals

HKS has implemented a directive to energy model 100% of its projects. Supporting this educational curriculum, operational, contractual and reporting procedures are in place to assess compliance and guide progress. HKS uses the AIA 2030 Commitment program and the Design Data Exchange as the data management tool for all project-related energy data. We have used this program for 10 years. We draw on this data quarterly to create internal reports assisting the firm to understand and make progress.

[Learn more about the AIA 2030 Commitment on page 28.](#)



HKS has implemented a directive to energy model 100% of projects.

OUR ENTERPRISE

4.2 Energy & Carbon: Building Knowledge, Design Capacity and Action

Implementation

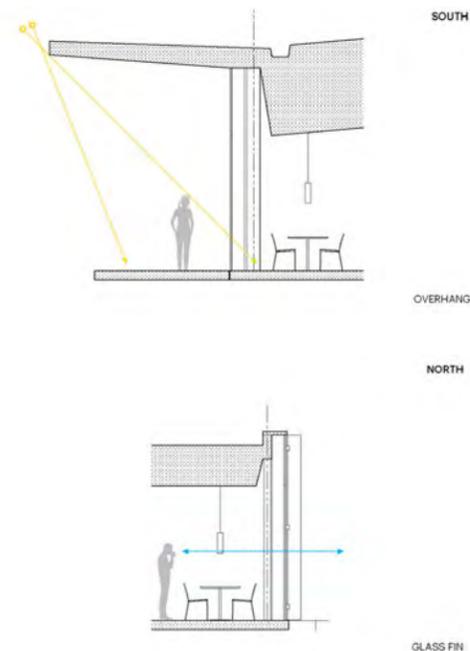
Digital-based learning introduces building energy modeling at the early phase of the design process for designing high-performance buildings. The topics covered include best practices for building geometry setup, appropriate input parameters for envelope, HVAC and internal gains, and how to quickly explore design options and better understand their impact of building performance. The training also covers building benchmarking utilizing energy use intensity in relation to a baseline building and tracked for standardized firm performance reporting.



Sunlight simulations for Novartis Pharmaceuticals/Alcon Laboratories in Fort Worth, Texas

For whole-building performance simulation and analysis, Sefaira is utilized to enable project teams and individuals to explore design options and understand their impact on building performance. This collaborative software for high-performance design enables design teams to collaboratively and rapidly analyze passive and active strategies to optimize their buildings' performance.

Defining consistent and relevant baselines are important in establishing meaningful benchmarks to track progress and compare performance. Thus for building benchmarking the AIA 2030 Design Data Exchange (DDx) and Zero Tool is used to compare a building's design or an



existing building's energy use intensity (EUI) with similar building types, understanding how a building achieved its EUI (via energy efficiency, on-site renewable energy, and/or green power purchase in comparison to a baseline; the 2003 Commercial Building Energy Consumption Survey (CBECS 2003).

The Early Phase Energy Modeling curriculum is structured in a way that architects receive AIA continuing education as two (2) Learning Unit (L.U.) and Health, Safety, Welfare (HSW) credits. Utilizing the AIA/CES continuing education system developed by the AIA serves a dual purpose to the firm: enables architects to keep current, master new knowledge and skills, plan for the future, and responsibly meet the role society entrusts to a professional and builds the knowledge and technical capacity to energy model all project work within the firm. The curriculum is self-paced, mobile and provides the core essentials in providing a common language for energy modeling.

The core essentials include:

- Understanding what building benchmarking is and how to benchmark a building using the ZeroTool and AIA 2030 Design Data Exchange (DDx) utilizing energy use intensity in relation to a baseline building.
- Learning the parameters of a building envelope that affects the energy use intensity of a building by examining climate zone specific requirements of building envelope performance.
- Learning best practices for building geometry setup, appropriate input parameters for envelope, HVAC and internal gains, and how to quickly explore design options and better understand their impact on building performance.
- Learning advanced features of Sefaira to compare design options for building performance.

To build the knowledge and technical capacity to energy model all project work within the firm, the Early Phase Energy Modeling curriculum is intended to be accessible by all; a necessary knowledge level-set to make progress toward outcome-driven design. The expectation is that all employees who are directly responsible for architecture and design (excludes Operations) enroll and complete the course requirements in full. The core essentials found in the curriculum are then embedded as part of the new-hire orientation program and completed voluntarily for the firm's current employees. The Early Phase Energy Modeling curriculum is a prerequisite to receiving more in-depth (project-specific) training.

As more architects complete the Early Phase Energy Modeling curriculum, a series of additional learning modules are envisioned that further supports the Integrated Design Process. This is a more intensive and rigorous curriculum focused on design refinement after the Concept and Schematic Design phases.

Measures or Outcomes

Broad goals include 100% of HKS projects energy modeled. This supports the associated primary objective of delivering energy-efficient designs in all instances. Therefore, in support, the educational metric for the energy curriculum is that all HKS employees who are directly responsible for architecture and design (excludes Operations) enroll and complete the course requirements in full.

4.3 Materials: Building Knowledge, Addressing Environmental Impact and Human Health

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

While so much of our world these days is digital, to coin a phrase from a 20th-century cultural sage, Madonna, we live in a material world. This is simply to recognize that what we build with is real, tangible, carries qualities, and has a lasting impact on environmental and human health. Educational efforts are directed on developing knowledge and capacity in HKS staff to select and specify products and materials with reduced negative impact.

Context

While many HKS staff have a solid base in this content, this is a rapidly developing area in our profession. Both environmental and human impact and technical content are expanding quickly.

The Parsons Material Lab at the New School has created a Healthier Materials and Sustainable Building certificate program. HKS staff development program supports this, and to date, more than 60 staff members are taking or have completed this course work.

Relationship to Strategic Plan

Building knowledge and capacity in materials is directly linked to “leading with knowledge,” advising for influence and “outcome-driven design.”

Stakeholders

PRIMARY:



RELATIONAL:



Materiality

This connects directly to the objectives related to design quality, which in turn elevates the ability of HKS to be competitive and win work.

This is also an issue of importance to material, product and systems manufacturers. The business relationship that HKS enjoys with leading manufacturers in the industry depends on our engagement with the selection and specification of materials. These partners are responding to industry messages for transparency and optimized materials. HKS has a reciprocal obligation to support these efforts and manufacturers who also value human and environmental health.

Assessment, Policy & Goals

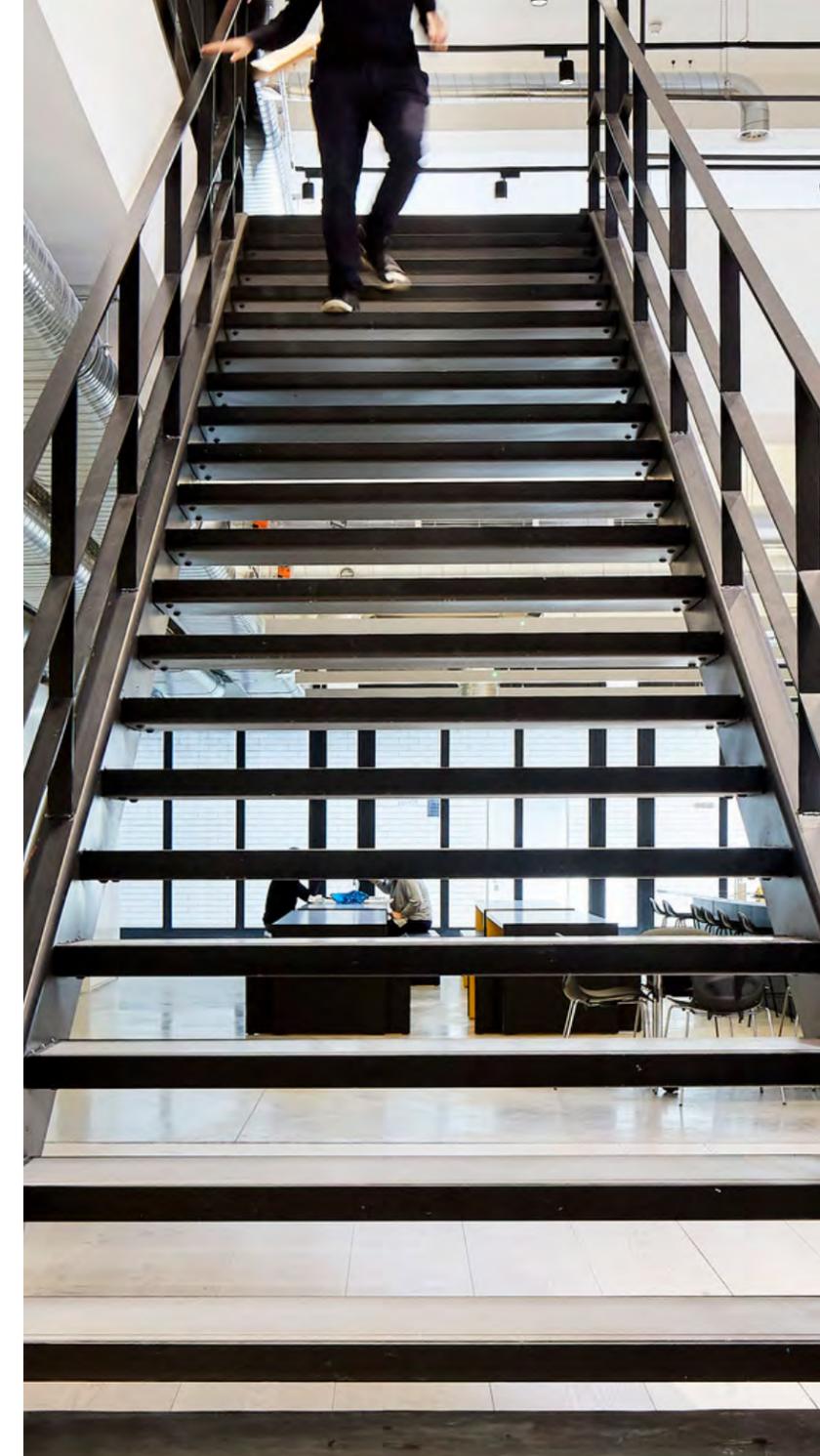
Participation in the Parsons Material Lab at the New School has created a Healthier Materials & Sustainable Building certificate program is elective. The HKS DesignGreen team supports this effort through advocacy and administrative efforts. There is currently neither stated policy nor a goal regarding certification; HKS will evaluate both policies and goals in the coming year.

Implementation

This is aligned with the Parsons/New School academic calendar. The learning is remote, and each participant works at their own pace. DesignGreen convenes conference calls with the participants to share notes, facilitate learning and discuss how to deploy this knowledge on projects.

Measures or Outcomes

Currently, HKS does not have a means of assessing the level of engagement at a project level. This will be a topic in the coming year. Current participation levels are between 20 and 30 staff globally. We plan to continue this level of engagement.



Of the more than 80,000 chemicals listed in the EPA inventory for use in the US, most have not been adequately tested for their effects on human health.

OUR ENTERPRISE

4.4 Industry Influence and Thought Leadership

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

To recognize, encourage and advance the many personal and professional, generous contributions of HKS subject experts to our profession and our communities, developing shared environmental and social objectives and outcomes.

Context

HKS is a global practice with deep roots in our local communities, cities, industry organizations and professional institutes. While we contribute to many professional organizations in numerous ways, this Touchstone Report draws attention to those efforts that have an environmental, public interest and justice, equity, diversity and inclusion mission or objective.

We see this as a means of recognizing personal contributions, encouraging further and deeper professional engagement and advancing Sustainable Development Goal 17, Partnerships for the Goals. Working in this way brings HKS knowledge and skills to address the broader challenges of the UN Global Compact.

Relationship to Strategic Plan

Staff engagement is a tangible manifestation of HKS' stated values of Relationships, Character and Purpose.

This directly supports the stated objective to “advise for influence” in a way that engages staff while connecting to personal career goals with professional advocacy progressing critical and stated objectives of the firm.

Stakeholders

PRIMARY:



RELATIONAL:



Materiality

This has a direct and primary importance to the HKS vision of being the most influential firm in the industry. This is how HKS staff contribute to the communities, businesses and organizations with whom we partner.

Assessment, Policy & Goals

Assessment is simply an accounting or activity.

HKS does not have a formal policy encouraging industry influence and thought leadership related to ESG issues. It is however, encouraged and supported as an important part of professional life. HKS does have an Ethics & Business Conduct policy outlining expected standards of behavior.

Implementation

HKS will continue to encourage industry engagement influence and thought leadership in environmental, social and governance issues. Currently, we see no need for a firmwide strategy or formal program advancing this area of professional engagement. We already have a high level of personal and professional interest across the firm. Specifically, the practices and business units, Research, ESG/DesignGreen, and LINE all engage in such work. This is supported by a robust network of Sustainability Champions, JEDI Champions and Citizen HKS Champions across all HKS offices.

Measures or Outcomes

HKS currently has no stated measures or outcomes. We envision this progressing organically.



Top: Metropolis Think Tank
Bottom: Brain Health Symposium

4.4 Industry Influence and Thought Leadership

For 80 years, HKS has been designing with purpose to create a better world. Our thought leaders impact how humans and the natural world interact in and with the built environment through purpose-driven leadership, research and practice innovation. HKS' influential thought leaders have made hundreds of public presentations over the years with a commitment and passion for sharing knowledge, whether as keynote speakers, presenters or panelists. The following is a partial list.

SPEAKING ENGAGEMENTS

"A Common Language to Design Carbon Neutral Projects by 2030," 2020 Building Performance Analysis Conference and SimBuild, Kyleen Rockwell, Tommy Zakrzewski, Mike Brown, August 12–14, 2020

"Spatial Daylight Autonomy Imprecision Correlated to the Increased Application of Daylight Driven Design," 2020 Building Performance Analysis Conference and SimBuild, Kyleen Rockwell, August 12–14, 2020

"Hidden Costs: An Examination of the Price We Pay for Workplace Inequity," AIA Houston Women in Architecture, 2020 Equity Series Panel, Yiselle Santos Rivera, March 4, 2020

"The Design Professional's Guide to Decarbonization of the Built Environment," CarbonPositive20 Conference, Miranda Gardiner, March 2–4, 2020

"Every Voice is Valuable," Design Voice Podcast, Yiselle Santos Rivera, February 19, 2020

Congressional Testimony, House Committee on Energy & Commerce hearing on "Saving Energy: Legislation to improve energy efficiency and storage," Testified on behalf of the AIA on H.R. 3962, the "Energy Savings and Industrial Competitiveness Act," Julie Hiromoto, February 12, 2020

"Why Colorblind Doesn't Cut it in Corporate America," Strange Fruit Podcast, Yiselle Santos Rivera, February 5, 2020

"The ROI of Investing in Diversity," AIA National, AIAU Live Course Webinar, Dan Noble, Yiselle Santos Rivera, Julie Hiromoto, January 2, 2020

"The Wrap Up: Life Beyond Design," She Builds Waves, The Quarterly Conversations, Yiselle Santos Rivera, December 10, 2019

"Assessing Building Envelope Performance and Resiliency with Forcing Climate Projections," 2019 Building XIV International Conference, Tommy Zakrzewski, Kyleen Rockwell, December 9, 2019

"Addressing Our Own Bias to Design Better," ARCHITECT Magazine, Podcast Episode 43, Yiselle Santos Rivera, December 2, 2019

"How and 'think different' culture drives diversity and business," Greenbuild International Conference and EXPO, Julie Hiromoto, Atlanta, GA, November 9, 2019

"The Architect of the New Era," AIA Virginia, yaf[CON] panel, Yiselle Santos Rivera, November 8, 2019

"Building Belonging: Equity, Diversity and Inclusion in the Workplace Panel," AIA Virginia, Architecture Exchange East, Yiselle Santos Rivera, November 7, 2019

"What is the Social Impact of Sustainable Architecture?," Metropolis Magazine Mrerpolis Perspective, Rand Ekman, November 2019

"Kklai-muht CHānj (Climate Change)," 2019 Energy Harvesting from Infrastructure and Ocean Systems (EHIOS) Conference, Tommy Zakrzewski, November 4, 2019

"FleXX: A Framework for Flexibility, Tested in Practice," Health Care Design Expo & Conference, Upali Nanda, Whitney Fuessel, New Orleans, LA, November 2–5, 2019

"Urban Design for Mental Health," The Conscious Cities Festival, Upali Nanda, Brooklyn, NY, October 4, 2019

"How Can Research Inform and Elevate the Practice of Architecture and Build the Bridge Between Academia and Industry?," The Conscious Cities Festival, Upali Nanda, Brooklyn, NY, October 4, 2019

"Making the Case For Custom Tool Development: In-house And Beyond," Panelist, 2019 Building Performance Analysis Conference, Kyleen Rockwell, September 25–27, 2019

"When the Client Asks: Can your Model Confirm my Design Day Field Measurements," 2019 Building Performance Analysis Conference, Kyleen Rockwell, September 25–27, 2019

Dallas COTE Healthy Materials Workshop & Fair, Ellen Mitchell-Kozack & Allison Smith, Dallas, TX, September 24, 2019

"Embracing the Wait: Using Waiting Rooms as Opportunities to Reduce Stress and Build Community," Stanford Medicine X | CHANGE, Upali Nanda and Elizabeth Jameson, Stanford, CA, September 20–22, 2019

"Equity, Diversity, and Inclusion in the Profession," AIA Blue Ridge, Equity in Planning — Person, Community, City Keynote, Yiselle Santos Rivera, September 20, 2019

"Research in Architecture: How Firms Find Success," Women's Leadership Forum, Upali Nanda, Minneapolis, MN, September 12–14, 2019

"Point of Decision Design: How Health Care Environments can be Catalysts for Health," Global Health Exhibition, Upali Nanda, Riyadh, Saudi Arabia, September 11, 2019

"M Live! Love It or Leave It: Talent Recruitment and Retention," SMPS Build Business 2019 Conference Panel, Yiselle Santos Rivera, August 1, 2019

"Out in Architecture," AIA National & AIA Chicago, "Embracing Our Differences. Changing the World," Series Panel, Yiselle Santos Rivera, June 25, 2019

"FleXX: A Framework for Flexibility," European Healthcare Design, Upali Nanda, London, UK, June 17–19, 2019

"2+2 Achieving Outstanding Design: College of Fellows & Young Architects," AIA National Conference, Julie Hiromoto, Las Vegas, NV, June 7, 2019

"The Housing Crisis: How Architects Can Drive Change," Holly Arnold, AIA National Conference, Las Vegas, NV, June 6–8, 2019

"How to Build a Successful Research-Minded Practice," AIA National Conference, Upali Nanda, Las Vegas, NV, June 6–8, 2019

"The Living Lab: A Design Framework," EDRA, Casey Lindberg, Brooklyn, NY, May 22–26, 2019

"Sensory Wellbeing for Adolescents with Developmental Disorders: Creating (and Testing) a Sensory Wellbeing Hub," EDRA, Giyoung Park, Brooklyn, NY, May 22–26, 2019

"Can Design Really Improve Health & Wellness? Let's Look at the Proof," AIA Huron Valley, Upali Nanda, Huron Valley, MI, May 15, 2019

"Advancing Campus Climate Neutrality with a Modular Micro-Anaerobic Digester," 2019 Municipal Green Building Conference, Tommy Zakrzewski, April 18, 2019

"Uncovering the Relationships Between Health and Our Environment," ULI APAC Thought Leadership Webinar, Casey Lindberg, April 17, 2019

OUR ENTERPRISE

4.4 Industry Influence and Thought Leadership

SPEAKING ENGAGEMENTS, CONTINUED

“Setting the Stage: The Role of Place and the Potential of Being a Living Lab,” Brain Health in Place Symposium, Upali Nanda, Dallas, TX, April 15–16, 2019

“Managing Cultural Differences in the Workplace,” AIA National, AIA Grassroots Panel, Yiselle Santos Rivera, March 7, 2019

“Health and Wellbeing in the Workplace,” TTI/Vanguard, Casey Lindberg, Berkeley, CA, March 4–6, 2019

“Sensory Wellbeing Hub: Cocoon 2.0,” SXSWedu, Giyoung Park, Jonathan Essary, Lisa Adams, Ashley Flores, Austin, TX, March 3–7, 2019

“Well Students, Safe Schools,” A4LE School and Safety and Security Symposium, Giyoung Park, Ashley Flores, Dallas, TX, March 2, 2019

“A’19 LGBTQ+ Architecture & Design Reception,” AIA National, A’19 Conference on Architecture, Yiselle Santos Rivera, 2019

“The Power of Design and Diversity,” DesignWell, Pre-Conference Workshop moderator, Yiselle Santos Rivera, 2019

“Women Entering the Workplace,” Phelps ACE High School, STEM Women’s Month panelist, Yiselle Santos Rivera, 2019

“WELL and Leedv4 Drives Displacement Ventilation Workplace IEQ Innovation,” 2018 GreenBuild Conference, Ellen Mitchell-Kozack Tommy Zakrzewski, Chicago, IL, November 16, 2018

“Building Integrated Cogeneration System Design Sizing and Analysis for Climate Disruption,” 2018 Building Performance Analysis

Conference and SimBuild, Tommy Zakrzewski, Chicago, IL, September 27, 2018

“Emerging Professional Story Slam,” AIAS Grassroots, Yiselle Santos Rivera, Washington, D.C., July 21, 2018

“A Living and Learning Neighborhood Community,” FEPPA Summer Conference 2018, Thom Greving, Tommy Zakrzewski, July 10, 2018

“LEEDING & Living WELL: A case study in delivering a high-performance workplace,” NeoCon 2018, Julie Hutchison, Ellen Mitchell-Kozack, Tommy Zakrzewski Chicago, IL, June 12, 2018

“ArchiTalk: Fundamentals of Leadership in a Design Firm,” AIA 2018 Convention, Julie Hiromoto, New York, NY, June 2018

“Designing for a Diverse Future,” AIA 2018 Convention, Julie Hiromoto, New York, NY, June 2018

“Equity Diversity & Inclusion, Beyond Census Statistics,” AIA HR Large Firm Round Table, Julie Hiromoto, Miami, FL, April 11-13, 2018

“Never Too Early to Make An Impact,” AIA DC Emerging Architects Committee, Mentorship Series, Yiselle Santos Rivera, March 27, 2018

“Displacement Ventilation Workplace Innovation: Improving Indoor Environmental Quality and Occupant Wellbeing,” IFMA Facility Fusion Conference 2018, March 21, 2018

“Woman’s History Month,” AIA Twitter Chat, Julie Hiromoto, March 7, 2018

“Energy efficiency success stories and proven strategies for overcoming common barriers,” Energy Innovators Forum, DOE and Seventhwave, February 28, 2018

“Planning, Action, Impact: Firm Action Plans for Carbon Neutrality,” AIA Conference on Architecture, Rand Ekman, 2018

“S, M, L, XL-2030 Commitment in all Sizes!,” AIA Conference on Architecture, Rand Ekman, 2018

“Building Energy Literacy: The 2030 Commitment’s Transformation of Firm Culture,” Greenbuild 2018, Rand Ekman, 2018

“Architect/Engineer/Contractor Panel on Integrative Design,” ASHRAE Building Performance Analysis Conference, Rand Ekman, Atlanta, GA, 2017

“Social Impact Design Roundtable,” AIA National, A’18 Conference on Architecture panel, Yiselle Santos Rivera, 2018

“The role of energy modeling in the design process and AIA 2030 Commitment,” AIA Chicago’s Environment KC, 2030 Working Group, November 6, 2017

“Introduction to Smart Buildings,” Cushman and Wakefield — PDS Development Service Monthly Call, October 20, 2017

“Advocacy: A Tool to Empower Leaders,” AIA DC, Design DC, Yiselle Santos Rivera, October 4, 2017

Closing Panel, Design Futures Council Sustainable Design Summit, Rand Ekman, Toronto, Canada, September 2017

“Business Imperative for Improving Diversity and Inclusion,” ILFI unconference, Julie Hiromoto, Seattle, WA, May 17, 2017

“Design and Health: Outside the Box,” CleanMed Conference, Julie Hiromoto, Minneapolis, MN, May 16, 2017

“Sefaira Professional Panel: The State of Sustainability in the AEC Industry,” GreenBuild, Rand Ekman, Los Angeles, CA, November 2016

“Partnerships & Tools Driving Sustainable Construction in Sports,” Greenbuild International Conference and EXPO, Julie Hiromoto, Los Angeles, CA, October 5, 2016

“Leadership in Professional Organizations,” AIA DC Emerging Architects Committee, Leadership and the Emerging Architect Panel, Yiselle Santos Rivera, January 26, 2016

“Leveraging the 2030 Commitment,” USGBC Illinois Spring Credential Blitz, Rand Ekman, Chicago, Illinois 2016

“Why Architecture?,” Takoma Elementary School, “Women of STEAM,” Yiselle Santos Rivera

“Innovative Approaches, Partnerships & Tools Driving Sustainable Construction in Sport,” Panel Discussion at Greenbuild International Conference and EXPO, Julie Hiromoto, Los Angeles, CA

“Catalyzing Behavior Change to Save Energy in Schools,” Greenbuild 2015, Amber Wirth and Kate Renner, Washington D.C.

KEY STATS

300 LEED Professionals

HKS employs 300 full-time, LEED-accredited professionals including 2 LEED Fellows.

No.10 Top Green Building Firm by BD+C

In 2019 BD+C ranked HKS as number 10 in its listing of Top Green Building Sector Firms.

154 Million SF LEED-Projects

HKS LEED-certified and LEED-registered projects equaled 154 million square feet as of 2019.

\$40.6 Billion LEED Projects

HKS accounted for \$40.6 billion in LEED-certified and LEED-registered projects as of 2019.

300 LEED Projects

HKS accounted for 300 LEED projects—168 certified and 132 registered as of 2019.

75 WELL Professionals 6 WELL-registered Projects

HKS employs 75 WELL-accredited professionals and has 6 WELL-registered projects.

OUR ENTERPRISE

4.4 Industry Influence and Thought Leadership

PUBLISHED CONTENT

Dallas' Shift to Net-Zero Construction: Strategies For Making It Work

D Magazine
Dan Noble
2020

The ROI of Investing in Diversity American

Institute of Architects
Dan Noble
2020

Spatial Daylight Autonomy Imprecision Correlated to the Increased Application of Daylight Driven Design

Building Performance Analysis Conference
SimBuild by ASHRAE and IBPSA-USA
Kyleen Rockwell
August 2020

A Common Language to Design Carbon Neutral Projects by 2030

Building Performance Analysis Conference
SimBuild by ASHRAE and IBPSA-USA
Tommy Zakrzewski, Mike Brown, Kyleen Rockwell
August 2020

Sustainability in the Built Environment

Prism
Julie Hiromoto
April 2020

House Energy Committee Discusses Energy Efficiency and Storage Bills

Environmental and Energy Study Institute
Julie Hiromoto
March 2020

What Will it Take - DC Building Energy Performance Standard (BEPS)

Achieving Zero Net Energy (ZNE) for Existing Buildings
Thomas Zakrzewski and A. Agarwal
February 2020

AIA to Testify on Climate Action Before the U/S/ House Subcommittee on Energy

ARCHITECT Magazine
Julie Hiromoto
February 2020

Defining Design Excellence | Measure 4: Design for Water

The American Institute of Architects
Julie Hiromoto
February 2020

Re-forming the Building Industry: Equity, Diversity, and Inclusion Spotlight Report

BuildingGreen
Yiselle Santos Rivera
January 2020

The Case for Zero Energy Buildings

D Magazine
Dan Noble
2019

Adapting to Technology and Process Disruptions Shaking the Foundations of A/E/C Firms

AEC Thrive
Dan Noble
2019

This Medical Planner is Working to End the Confusion Surrounding EDI

Plotlines
Yiselle Santos Rivera
October 2019

It's OK to See Color

ARCHITECT Magazine
Yiselle Santos Rivera
August 2019

Going Beyond the Punchlist: Why Architects Should Embrace Post Occupancy Evaluations

Metropolis Magazine
Julie Hiromoto
February 2019

Architect's guide to integrating energy modeling in the design process

The American Institute of Architects
Rand Ekman
2019

Assessing Building Envelope

Performance and Resiliency Forcing Climate Projections
Thomas Zakrzewski and Kyleen Rockwell
2019

Great Diverse Designers Library

Featured Designer
Yiselle Santos Rivera
2019

A COTE Snapshot from Living Future's Unconference

The American Institute of Architects
Julie Hiromoto
2019

Squire, Corey and Walker, Tate et. al. COTE Top Ten Toolkit.

One of 15 primary authors of the design practice guide to enable and support implementation of the AIA Framework for Design Excellence
Julie Hiromoto
2018

In 2008 HKS established what was one of the first non-profits of its kind in the United States. The Center for Advanced Design Research and Evaluation (CADRE) is a 501c3 non-profit entity committed to fostering innovation and excellence in design, first by contributing to the growing body of evidence related to design performance and impact on users, organizations and ecosystems, and second by disseminating such accrued knowledge to the design and user community in credible, open-source forums.

[Click here for more about CADRE >](#)



OUR ENTERPRISE

4.4 Industry Influence and Thought Leadership

INDUSTRY LEADERSHIP ROLES

Graciela Andraos

- ASID Ones to Watch Leadership Group

Rick Atkinson

- USGBC Green Building Provider
- City of Dallas Energy Code Provider

Kaitlyn Badlato

- AIA DC Equity Committee by WIELD, Chair

Cullan Barkau

- AIAS, Board Member

Mike Brown

- U.S. Green Building Council, North Texas Chapter
- The National Society of Black Engineers
- International Building Performance Simulation Association
- North Texas Association of Energy Engineers
- The American Society of Heating, Refrigerating and Air-Conditioning Engineers

Neil Bustamante

- CSI Houston Chapter, Director

Jenn Carlson

- AIA Dallas Communities by Design, Member
- AIA Dallas Committee on the Environment and Public Policy, Member

Kim Coates

- AIA DC Equity Committee by WIELD, Vice-Chair 2019

Nick Cooper

- AIA Richmond President, 2020
- ACE Mentor Richmond, Director
- AIA Virginia: Director

- Director AIA Virginia 2019 Emerging Leaders in Architecture (ELA) Vice Chair
- ULI Tap Committee; Virginia Technology & Real Estate Council

Greg Davenport

- NCSEA SE3 Committee Member

Rand Ekman

- AIA COTE Advisory Group, Chair 2015
- Chicago Architecture Foundation, Board Member 2015
- EPA and AIA 2030 Commitment Working Group, Chair 2014
- AIA Large Firm Roundtable, Co-Chair 2013-2014
- AIA Chicago Chapter, President 2012
- City of Chicago Energy Benchmarking Working Group, 2012 – Present
- AIA National 2030 Commitment Working Group, 2009 – present
- AIA National Energy Modeling Working Group, 2009 – 2018

Whitney Fuessel

- Women in Healthcare, Founding Board Member
- Committee on Architecture for Health, AIA Houston, Fundraising 2019 – 2016
- Committee on Architecture for Health, AIA Houston, Past Chair 2018 – 2017
- Committee on Architecture for Health, AIA Houston, Chair 2016 - 2017
- SES Student Healthcare Student Liaison, Event Coordinator 2013-2015

Miranda Gardiner

- Greenbuild Conference & Expo Advisory Board
- Greenbuild 2020 Host Committee - Partnerships Sub-Committee Co-Chair

- USGBC Los Angeles Women in Green Committee
- AIA Los Angeles Design Awards Committee
- William J. Worthen Foundation - Decarbonization of Buildings Working Group
- Urban Green Monthly Program Committee, 2017-2019
- ILFI Vancouver Collaborative Chair, 2013-2016
- ILFI Vancouver Collaborative - Chapter of the Year 2015

Marsha Getto-Aikens

- ULI Dallas/Fort Worth: Advisory Committee & Impact Awards Chair & DFW Topping Out Co-Chair
- ICSC (International Council of Shopping Centers:) Centerbuild Conference Planning Committee
- NTCAR (North Texas Commercial Association of Realtors: Board Emeritus
- CREW Network (Commercial Real Estate Women) Member
- WELD (Women Executive Leadership: Senior Mentor, 4Word for Women

Araceli Gutierrez

- Vida y Familia México I.A.P., Volunteer

Julie Hiromoto

- AIA Large Firm Roundtable Sustainability Group, Chair 2016-2017, Vice-Chair 2015
- AIA COTE Advisory Group, Chair 2020, Member 2018-current
- AIA 2021-2025 Strategic Planning, Committee Member 2019-2020
- AIA Nominating Committee Task Force, 2020
- AIA Sustainability Leadership Group, 2019-2021
- 2018 Global Climate Action Summit, Advisory Group to AIA Delegates

- WELL Community Working Group Member, 2018
- WELL Building Standard v2, Working Group Member
- Urban Land Institute, Sustainable Development Council, 2019-current
- International Living Future Institute (ILFI) Ambassador, 2015-current
- ILFI Living Building Leader, 2016-2020
- New York University School of Professional Studies Dean's Adjunct Advisory Council, 2015-2018
- Archstorming Design Competition Juror-Residential Stadium Adaptive Reuse, 2018
- Yann Weymouth Graduate Scholarship Juror, 2019 and 2020

Aaron Hollis

- AIA Communities by Design Committee

Denise Irlles

- Architecture Sans Frontieres at Quebec, Volunteer

Brian Junge

- Utah AIA Committee

Chris Knell

- AIA Urban Planning Board

Angela Lee

- Urban Land Institute's Women's Leadership Initiative, Asia Pacific Chapter, Steering Committee

Greg Luongo

- AIA DC Urban Design Committee

Elisabeth Mejia

- IIDA NY Committee Design Camp, Co-Chair

Patrick Nedley

- AIA Columns Publications Committee

Kate Renner

- AIA DC Christopher Kelley Leadership Development Program, Chair 2018

Wayne Reynaud

- Association for Learning Environments (A4LE) Recognized Ed., Facility Planner

Salvador Rivas

- Royal institute of British Architects (RIBA)
- Architects Registration Board UK (ARB)
- Instituto Mexicano del Edificio Inteligente y Sustentable (IMEI)

Yiselle Santos Rivera

- AIA National COVID-19 Health Impact, Task Force Member 2020
- AIA National Board Associate Representative, 2020
- AIA National Strategic Council Associate Representative, 2019
- AIA National Equity and the Future of Architecture, Board Committee 2019-2020
- AIA National New Urban Agenda, Task Force 2020
- AIA DC Board Secretary, 2020
- AIA DC Equity Committee by WIELD, Past Chair 2020
- AIA National Associates Committee At-Large Director, Advocacy Outreach and Education 2017-2018
- AIA DC Board Director At-Large, 2016-2019
- AIA Women's Leadership Summit, Organizing Committee Member 2017
- DCBIA Community Improvement Day, Team Captain 2014-2018
- AIA DC Latin American Interior Design, Engineers, and Architects (LA.IDEA) Committee Co-Founder, Treasurer 2013-2014

OUR ENTERPRISE

4.4 Industry Influence and Thought Leadership

INDUSTRY LEADERSHIP ROLES, CONTINUED

Kyleen Rockwell

- AIA Colorado EDI Committee, Secretary
- AIA CO Sustainability Advancement Knowledge Group

Ashley Schmidt

- Women in Healthcare, Founder and President

Janki Shah

- AIA DC Urban Design Committee

Lance Shields

- Layton City Board of Adjustment Planning Commission Committee

Allison Smith

- USGBC Materials and Resources Technical Advisory Group (MR TAG)
- WELL Airport Advisory
- WELL v2 Standard Reviewer, 2017
- WELL Community Standard reviewer, 2016
- Health Product Declaration Collaborative, Content Inventory Technical Sub-group (TSG)
- HPDC Technical Committee
- Health Product Declaration Collaborative, Hazards Technical Sub-group (TSG)
- Mindful Materials Outreach Working Group (mM OWG)
- Texas Materials Initiative (TMI) Founding Member

Rebecca Soja

- DCBIA Community Services Corporation
- DCBIA Young Leaders Committee

- AIA DC Equity Committee by WIELD, Community Outreach Director
- AIA DC Urban Design Committee
- AIA DC Emerging Architects Committee
- AIA DC Design + Wellbeing Committee

Gabriela Soto

- Living Future Florida Collaborative Steering Committee

Vince Tam

- AIA Dallas Women in Architecture, Chair 2013-2014
- ULI North Texas Partnership Forum, Chair 2017-2019
- Greater Dallas Planning Council, Board Member 2017

Kirk Teske

- BikeDFW and Dallas Bicycle Coalition. 2020
- LFRT, Treasurer, 2020
- mM, Board Member, 2020
- Word Affairs Council, Board Member, 2020

Bridgett Baker Thomas

- AI DC Equity Committee by WIELD, Treasurer 2019-2020

Emir Tursic

- Downtown Alliance Committee Salt Lake City

Mike Vela

- Commissioner for the Salt Lake City Landmark Commission
- Salt Lake County Board — Performing Arts
- AIA National, Executive Secretary 2017-2019

Greg Verabian

- AIA Los Angeles President, 2020

Agnes Warneford-Thomson

- AIA DC Urban Design Committee

Kenneth Webb

- AIA Academy of Architects for Health, Board Member
- AAH Foundation Board
- Clemson Architectural Foundation Trustee

Amber Wirth

- DDOE Building Energy Performance Working Group, 2019
- Greenbuild Conference, DC Host Committee Legacy Project, 2015
- USGBC NCR Green Schools Committee, Co-Chair, 2013-2017

Tommy Zakrzewski

- ASHRAE Building Energy Modelling Professional
- COTE Top Ten AIA Technical Reviewer (ENERGY), 2017
- COTE Top Ten AIA Technical Reviewer (ENERGY), 2018



OUR ENTERPRISE

4.5 Staff Health and Wellbeing

RELATED UN SUSTAINABLE DEVELOPMENT GOALS:



RELATED UN GLOBAL COMPACT PRINCIPLES:



Purpose

HKS is committed to creating a healthy, safe, equitable, supportive and equal opportunity environment for employees to grow professionally and personally. As a leading global design firm, we seek to create a workplace environment that aligns with our values that promote HKS' business objectives and individual professional development while supporting physical and mental health and well-being for our staff and their families.

Context

HKS is a global company working within different cultural contexts. We are sensitive to these differences and adjust policy and implementation to reflect these distinctions. We foster a culture of active learning and a healthy lifestyle throughout our organization. This section covers employee benefits, wellness programs, educational tools and newly implemented technologies.

Relationship to Strategic Plan

Staff health and well-being are directly related to our three core pillars; relationship, character and purpose, as well as key objectives from the strategic plan including "improved teamwork," "relationship-building and collaboration across teams and offices" and "becoming a true learning organization." Through the Strategic Plan, we have identified the specific need for investment in our talent. This is driving ongoing assessment and improvement.

Stakeholders

PRIMARY:



Co-Creators



HKS Shareholders

RELATIONAL:



Communities

Materiality

While much of this work is personally driven, the materiality for HKS is directly related to the contributions we offer, the influence we create and the partnerships we develop. This is material to the vitality of our business. HKS staff leadership is sought by both our clients and the communities we work within.



OUR ENTERPRISE

4.5 Staff Health and Wellbeing

Assessment, Policy & Goals

HKS assessed staff health and well-being with a firmwide survey in 2019 to understand what health and wellness benefits were of priority to our employees. That data resulted in a benefits package that included additional offerings based on the survey. A new wellness program aims to encourage employees to become more wellness-literate and to create new healthy habits through fitness, diet and medical evaluation.

To highlight education as a leading priority of the firm, HKS is devoting increased resources to learning and development for all in a way that is beneficial for the individual and the firm's goals. This includes an increased tuition reimbursement policy and a 150% increase in available learning hours and reimbursements by 2020. We will also introduce digital subscription study materials.

We will foster a culture of transparency and accountability through role clarity and regular feedback. We will use performance management tools and data to inform our recognition and reward processes and drive employee commitment.

Implementation

Wellness implementation includes a focused application that offers access to fitness challenges, insurance premium discounts based on completion of a biometric scan, wellness coaching call, and wellness survey. A scheduled Thrive Week focused on education of health and wellbeing. HKS is also partnering with our benefit providers to bring in medical clinics throughout the year.

We are proud to provide employees and their families with a valuable and comprehensive benefits program, floating holidays, paid parental leave, and are currently in

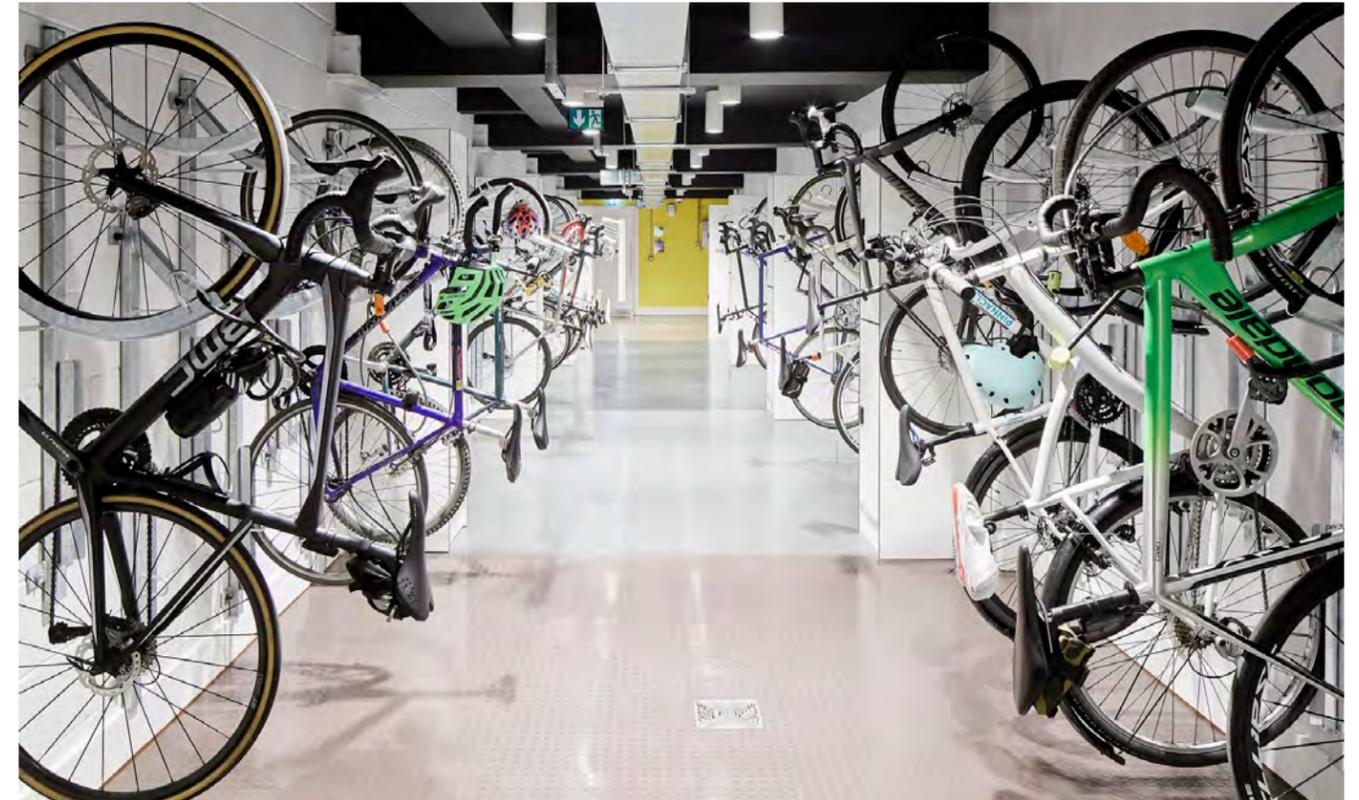
the process of revising our employee manual to provide work from home flexible possibilities. We offer benefits to protect their health, provide financial protection and help them save for the future.

HKS has prioritized ESG related education and credentials with internal rewards as having this for our staff helps us move toward our 2030 commitment as well as our firm's sustainability goals. HKS is implementing a firmwide performance management system that will increase transparency and alignment and drive accountability for individuals and departments reaching their objectives.

Measures or Outcomes

Many of the ways we plan to measure outcomes for our newer initiatives are still being vetted. Utilization of these benefits will be base-lined this year to see if we should grow it in 2021.

We are hoping to learn in 2020 what people want by how they are using their learning allowance dollars. We also work with our Forum Representatives to understand what tools and study materials are in demand/current so we can offer the best. We will also measure how many newly licensed and credentialed employees we have year-over-year and how many LEED and WELL certified projects we complete. The success of the wellness application will be based on how many people are registered and utilizing it as well as how many people qualify for the premium discount. Beyond just measuring how many people interact with it, we will also measure how soon people sign up (earlier adoption). Thrive Week success will be measured by event participation and engagement with vendors each year.



CASE STUDY

Promoting Well-being, Environmental Stewardship and Creative Discovery

HKS Chicago Living Lab

Chicago, Illinois, USA

HKS believes in the power of design to create places that foster well-being, spark creativity and conserve the Earth's limited resources. There is no better way to demonstrate our commitment to these ideals than to design the workspaces we occupy in ways that embody the values we espouse to clients.

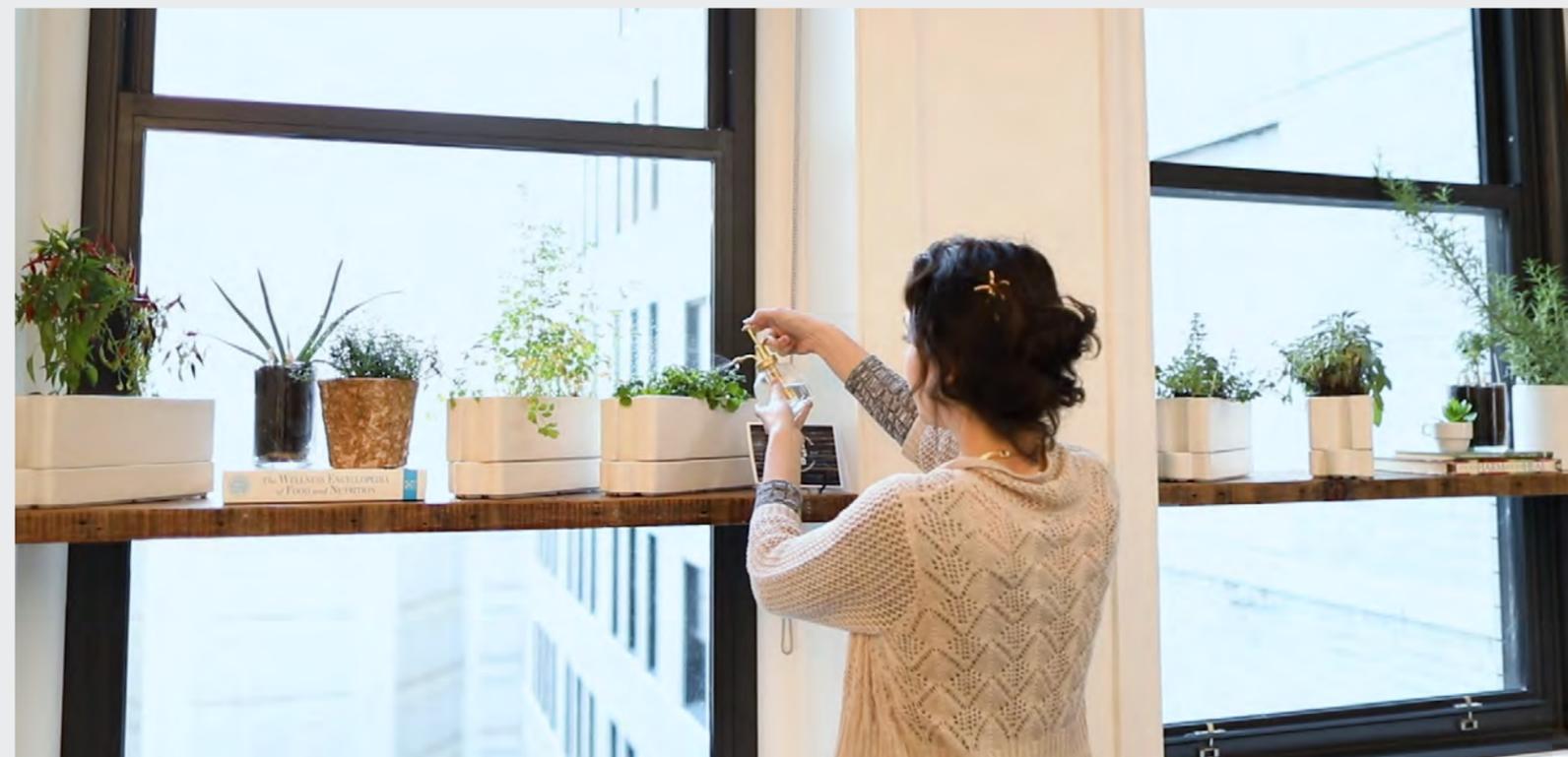
HKS Chicago is located within The National, a historic building designed by renowned Chicago architect Daniel Burnham and built in 1907. In crafting the interior layout, designers were inspired by the design of the city itself. The combination reception and large conference room — known as The Plaza — is a place to mingle, meet or unwind. The studio itself supports employee well-being with myriad unassigned workspaces, private break-out areas and acoustically private meeting rooms. A large multipurpose room includes a ping-pong table, café counter, maker space and materials library.

To promote health and well-being, designers employed biophilic design strategies. Graphics throughout the space harken to outdoor Midwestern landscapes, from Lake Michigan to an Illinois wheat field. Each workspace has sit/stand desks, fresh drinking water is accessed via filling stations adjacent to desk areas, and an energy-efficient displacement ventilation system maintains thermal

comfort, reduces energy use, and provides higher quality air to breathe. Live plants, including edible herbs, dot the office landscape.

The HKS Chicago office also functions as a living lab where we continually test, evaluate and evolve our environment. To calibrate our office, we track environmental conditions with sensors; survey employees to assess their health and well-being; monitor energy use with a dashboard and assess how we use our space with behavior mapping. Our living lab addresses the dynamic, continually changing aspects of design by existing as a space that evolves and adapts. It reflects our solution-seeking work culture that evaluates research and firsthand experience with an emphasis on health and well-being.

HKS Chicago achieved multiple sustainability ratings, including LEED for Commercial Interiors V4 Platinum, WELL Gold and ENERGY STAR Charter Tenant certifications. Measurable energy and well-being impacts include a 60% reduction in energy cost per square foot to operate, improved air and water quality, greater employee sleep satisfaction and increased employee presence in the office. It was named one of Crain's Chicago Business publications' Coolest Offices in 2018.



CASE STUDY

Promoting Well-being, Environmental Stewardship and Creative Discovery



Health Impact

7% Increase in Sleep Satisfaction

51% Increase in Lighting Satisfaction

56% Increase in Air Quality Satisfaction

44% Increase in Acoustic Satisfaction

25% Increase in Thermal Comfort

2% Increase in Employee Focus and Mood

Business and Community Impact

9% More Employees Present, Even with Flexible Work Policy

Behavior mapping showed an increase in mean number of employees in the office, potentially indicating greater comradery and space utilization for collaborative and focused work.

6000+ Online Views of Our Living Lab Story
HKS Website; YouTube; Facebook; Twitter; Instagram

2,564 People Visited HKS Chicago in Our First Year

From October 2017 through September 2018, we hosted public events that welcomed 2,564 visitors to our office. This is an increase of 2,489 more people than we hosted in our previous office, where we welcomed only 74 guests in the prior year.

Environmental Impact

	Energy	Carbon	Operation Costs
Previous Office	102.1 kBtu/ft ²	94.0 MT-CO ₂ e	\$1.51/ft ²
Modeled	48.7 kBtu/ft ²	69.2 MT-CO ₂ e	\$0.70/ft ²
Actual	42.6 kBtu/ft ²	59.4 MT-CO ₂ e	\$0.60/ft ²

“Greenhouse gases, just like viruses,
do not respect national boundaries.”

ANTÓNIO GUTERRES, UNITED NATIONS SECRETARY GENERAL

When the Earth paused to breathe for COVID-19, the world’s major economies shut down to slow the spread of the virus, and greenhouse gas emissions plunged — temporarily. New data shows that July 2019 to June 2020 tied as the warmest 12 months on record, even though global industrial emissions are estimated to drop 4-8% in 2020 than 2019.

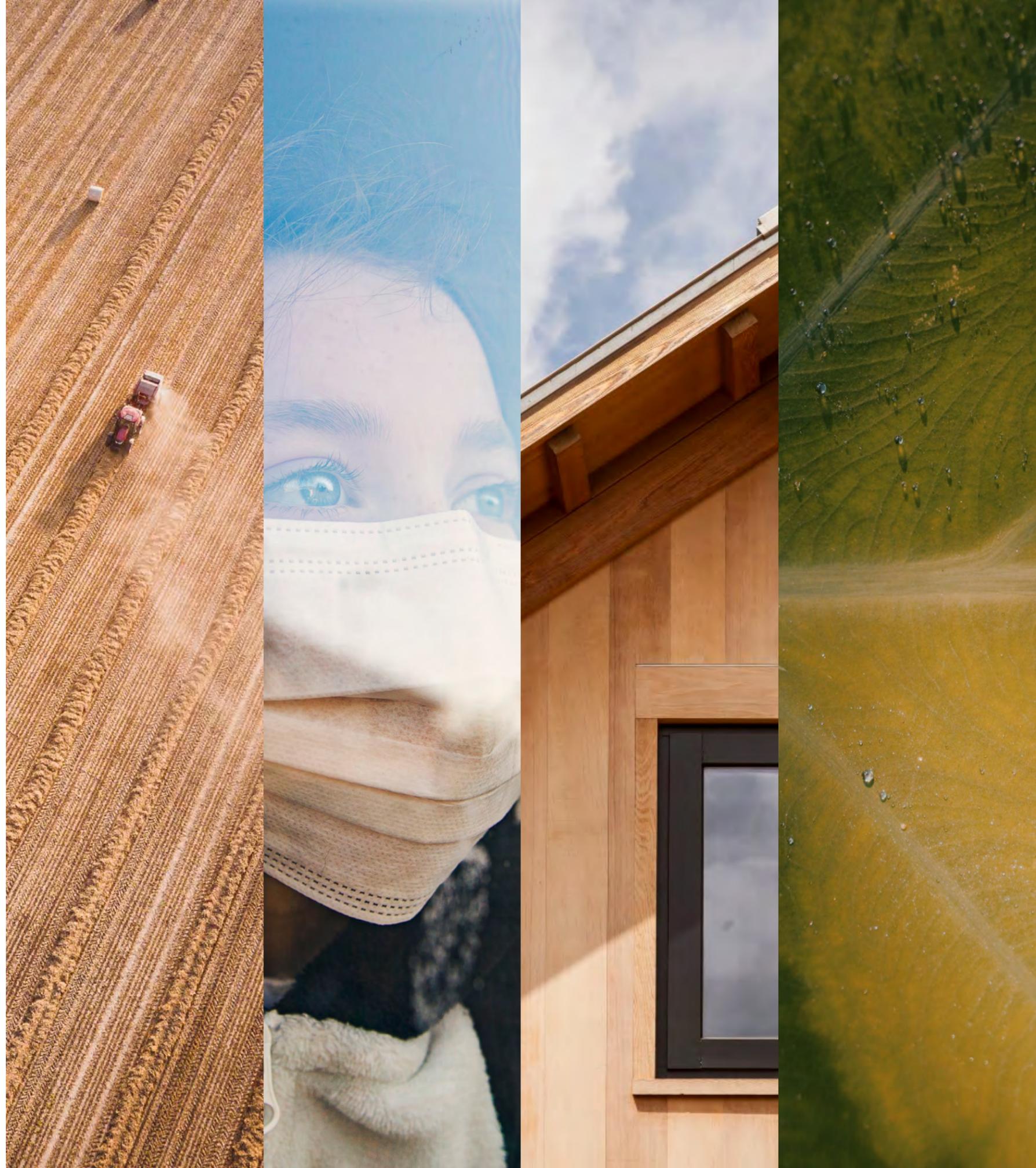
But this small reduction reveals a vital truth about the climate crisis, and it’s one we can no longer afford to ignore: even if we permanently shuttered factories, curtailed air travel and our daily commutes and slowed our consumption of fossil fuels and electricity, the world would still need to reduce its carbon emissions another 7% each year for the next 30 years to meet the Paris Climate agreement’s ambitious goal of a planet just 1.5°C warmer.

With a pandemic-induced recession confirmed and a global economic crisis looming, there is much talk about quickly returning to business as usual after the COVID-19 crisis is over. And yet normal is what got us here in the first place. We rely on nature to provide us with all that is essential to human survival — food, water, pollination, and

the air we breathe — and yet more than 70% of ice-free habitat and the land surface has already been altered significantly. By 2050, development and other land-use changes will affect 90% of the Earth’s biodiversity if we return to business as usual, pre-pandemic.

COVID-19 has starkly revealed that transformational change is needed — and we’ve never had a better chance to choose a more sustainable and equitable path forward.

Our new normal must integrate climate and carbon reduction strategies, green economic opportunities and social equality measures into our financial systems, policymaking and infrastructure development. Together, we can build a better, more balanced and harmonious future by striking a new social contract with nature, working toward a healthier and secure future in which all people co-exist within the means of our natural ecosystems and thrive — for generations to come.



HKS

WORLD HEADQUARTERS

350 N. St. Paul, Suite 100
Dallas, Texas 75201

ABOUT HKS

HKS is a global firm of architects, designers, advisors and makers driven by curiosity and devoted to creating places that combine beauty with performance. Our 1,350 people in 23 locations are united by our shared culture and sense of purpose. We value honesty, diversity and inclusion and we celebrate creative thinking across our firm. In partnership with each other, our clients and our partners, we craft powerful ideas and solutions. Together we create places that stand apart.