
DESIGN™

Environmental, Social and Governance
Communication on Progress 2021

HKS

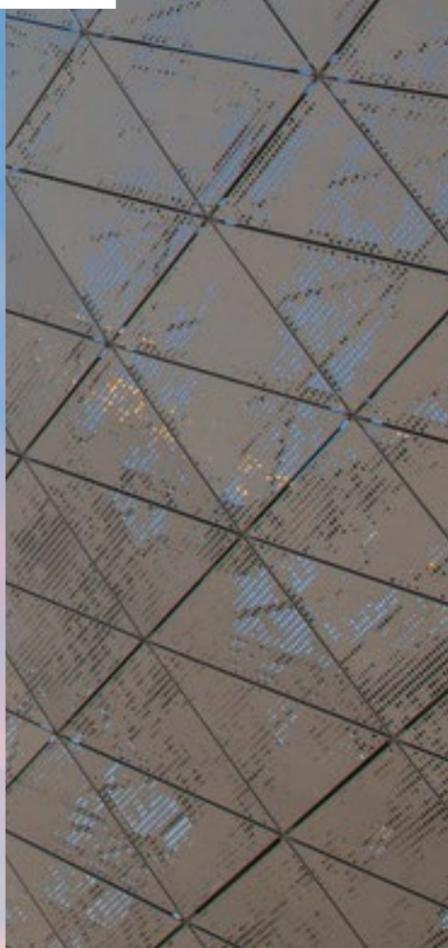


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EXECUTIVE SUMMARY

1.1 Letter from ESG Leadership

Globally, 2020 was a year of learning, especially for HKS. It was a year of reflection on crucial social and environmental tensions and one that demonstrated the remarkable resiliency of the human spirit, the body and the economy. It was a year of sadness for the many who lost lives and livelihoods in the pandemic. The events of 2020 starkly highlighted social inequities in the United States and around the globe. We learned how to adapt and align our strategies and operations with United Nations Global Compact principles on human rights, labor, environment and anti-corruption.

HKS' commitment to the U.N. Global Compact and Sustainable Development Goals (SDGs) has provided a framework for us to make progress together as we design a world we want to live in. The following is our inaugural Communication on Progress.



DAN NOBLE
PRESIDENT AND CHIEF
EXECUTIVE OFFICER



YISELLE SANTOS RIVERA
DIRECTOR OF JUSTICE, EQUITY,
DIVERSITY AND INCLUSION



NICK COOPER
CO-DIRECTOR OF CITIZEN HKS



LISA ADAMS
CO-DIRECTOR OF CITIZEN HKS



RAND EKMAN
CHIEF SUSTAINABILITY OFFICER

EXECUTIVE SUMMARY

1.2 ESG in Design

In 2020, HKS adapted an ESG governance structure to serve, strengthen and sustain both people and planet. To underscore the importance of ESG to our firm, we launched a program that we call ESG in Design™. The point is to say: ESG is embedded in our practice. It is at the core of our work, our firm's character and all our relationships.

Moving forward, we will use environmental, social and governance data to evaluate our firm, from our employees to our processes, our policies and our design portfolio. When we analyze this data, we do so through a justice, equity, diversity and inclusion (J.E.D.I.) lens, asking questions such as: who is included? Are we equitable in our practice? Do we see the diversity that we desire? Are we advancing social justice through our work?

This 2020 Communication on Progress focuses on the work we are doing to create a more equitable and sustainable firm and profession, resulting in more just and resilient communities for all. We believe there is great power in transparency because it makes accountability visible and accessible, and challenges us all to participate and assess our progress.

Thank you for reading this report and sharing in our journey.



DESIGN™

ENVIRONMENTAL, SOCIAL & GOVERNANCE

EXECUTIVE SUMMARY

1.3 Report Framework

SUSTAINABLE DEVELOPMENT GOALS

HKS remains focused on eight of the 17 Sustainable Development Goals.

Goal 3: Good Health & Wellbeing

Goal 5: Gender Equality

Goal 6: Clean Water and Sanitation

Goal 9: Industry, Innovation, and Infrastructure

Goal 10: Reduced Inequalities

Goal 11: Sustainable Cities and Communities

Goal 13: Climate Action

Goal 17: Partnerships for the Goals

This Communication on Progress highlights the actions we have taken focusing on these SDGs as they apply to the designs we create (Our Work), our mission to serve communities (Public Interest Design) and the organization and business that we are (Our Enterprise).

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.



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.

1.4 Relationship to HKS Strategic Plan

Within the last two years, ESG has become a core aspect of HKS' organizational structure. This continues the direction charted through the HKS Strategic Plan developed in 2019. Participation in the U.N. Global Compact is at the core of this work and provides the framework for improvement and ongoing governance.

This Communication on Progress is organized with a framework that details the purpose, context, stakeholders, materiality, and assessment, policy & goals indicating HKS' progress on each of our primary ESG objectives as well as the relationship between our commitments and firm-wide strategic plan.

Materiality

This Communication on Progress covers aspects that reflect HKS' significant economic, environmental and social impacts; and substantively influence the assessments and decisions of stakeholders. Progress on both business operations and proper design solutions are included.

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



1.5 Progress on Objectives

In 2020, HKS committed to a slate of ambitious ESG objectives. Here, we outline those objectives and the progress we have made toward achieving them.

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

- **Fundraising for our 2020 Citizen HKS project, Reimagining Benefield.**

Citizen HKS raised \$25,630 through staff and community donations for the project Reimagining Benefield.

- **Our 2020 Month of Service, which is scheduled September 15 – October 15, 2020.**

We conducted our 6th annual Month of service. Additional information on this can be found on page 47.

- **Hosting a NOMA (National Organization of Minority Architects) fellow this summer—and we will continue to do so annually.**

In 2020, HKS hosted a NOMA Fellow for the winter and plans to continue hosting in 2021.

- **We will fund our AIA Diversity Scholarship at a higher rate.**

At the collegiate level, we continue to sponsor the AIA Diversity Advancement Scholarship and we expanded our AIA Dallas HKS Equitable Design scholarship to \$6,000 per year for one student.

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

- **Creating our first firm-wide J.E.D.I. plan.**

To ensure that HKS better reflects society's diversity, we supported and expanded our Justice, Equity, Diversity, and Inclusion (J.E.D.I.) team led by its Director, Yiselle Santos Rivera. Now in its third year, our J.E.D.I. governance structure continues to provide representation and accountability.

- **Increasing the diversity of our Board of Directors.**

We increased Asian participation on our Board and are committed to developing a more diversified Board in 2022 and beyond. We are evaluating our leadership pipeline, our training and mentoring programs, and our election protocols to determine how to improve the diversity of our leadership teams going forward.

- **Promoting more diverse candidates.**

The demographics of our Forum and Associate level employees continue to diversify, and we are working to mentor and retain employees who will advance through the ranks of our firm. We clarified all job descriptions across our firm, broadened our Promotions Committee's oversight to include Recruitment and Retention of our top talent, and modified the Promotions Process by utilizing our J.E.D.I. metrics to better inform decision making.

- **Attracting and retaining a greater number of diverse design professionals.**

Despite increasing outreach to more diverse candidates, these demographics remained flat. We are carefully analyzing to achieve better, more diverse results in the coming year.

- **Increasing our engagement and talent acquisition efforts with historically Black colleges and universities.**

We made a five-year commitment to partner with Prairie View A&M University by funding, supporting and mentoring an HKS Design Studio Laureate.

We supported the Florida A&M University School of Architecture, Engineering & Technology (SAET) by hosting Design 4.2 Studio.

Additionally, we have increased our outreach and engagement at Tuskegee and Howard Universities.

- **Increasing our investment in firm-wide education on unconscious bias and implicit bias.**

We have consulted with Dr. Jonathan Jenkins, who facilitated a firm-wide conversation on race. We also invited DeDe Church to give a firm-wide presentation on unconscious bias.

We have incorporated implicit bias education into all our core leadership competency trainings, which address topics such as conflict resolution, delivering feedback, inter-generational communication, reaching agreements, and emotional intelligence.

- **Funding NOMA dues for all employees who want to join.**

As a result of this change to firm policy, we realized a 30% increase in NOMA members in the last year. We accepted the 2020 Southern California NOMA DEI Challenge as an inaugural DEI Challenge ally.

EXECUTIVE SUMMARY

1.5 Progress on Objectives

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.*

Over the past year, HKS has successfully adopted this framework. Our CRIT program, Top Projects and design curriculum are all now aligned and support this effort.

- *Energy modeling every one of our projects. Identifying goals inclusive of energy, carbon and cost reductions.*

This remains a core objective. In 2020, we energy modeled 77% gross square footage.

- *Conducting 24 client-facing eco-charrettes.*

Early phase eco charrettes were conducted for 16 new projects.

- *Reporting all HKS projects to the AIA 2030 Challenge.*

HKS reported 282 projects in design in 2020. 57 of these are interior-only projects and 225 are whole building.

- *Conducting a whole building life cycle analysis (LCA) as well as increasing performance analysis and research activities with a focus on embodied carbon.*

HKS is moving quickly on this front and has conducted 13 whole building LCAs.

- *Sharing data on our practice.*

HKS remains committed to transparency. We have posted our Touchstone report on the UN website and followed this with a series of website videos and content. This is a core value and will continue to be so.

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.*

Pivoted to a Donor Advised Fund which carries all of the benefits of a foundation but reduces the amount of clerical work from Citizen HKS so that we can use our time to strategically implement our programs for maximum influence.

- *Creating and sharing a plan for a zero-carbon practice, to include operations and professional services.*

HKS did not progress on this goal. Time and attention was largely focused on the urgencies of the pandemic.

- *Conducting periodic firm-wide carbon footprint analysis, identifying improvements and implementing policy adjustments.*

Similarly, to the previous goal, HKS did not progress on this. It remains an active objective.

- *Transparent industry engagement regarding governance objectives.*

This work continues, with industry sharing through the Large Firm Roundtable, the American Institute of Architects and other governance organizations.



SECTION TWO:
Our Work

OUR WORK

2.1 Design Leadership

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. GLOBAL COMPACT PRINCIPLES:



Purpose

To define a transparent, firm-wide 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 Measures for Design Excellence, HKS has developed a repeatable and measurable approach to achieving design excellence.

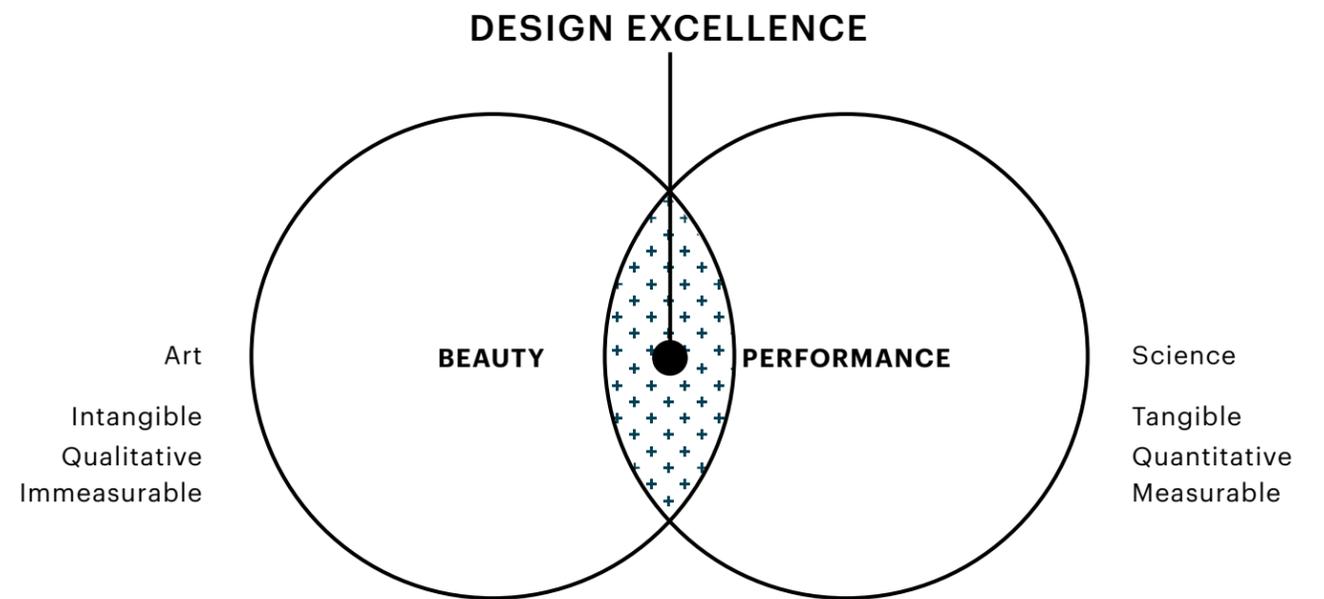
A project that achieves Design Excellence...

- ...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:

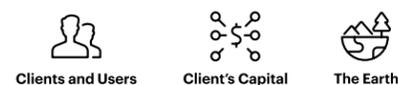
- 1. Methodology:** The way we work, the resources we provide, and the measures we require.
- 2. Research:** Knowledge-led, create and test hypotheses.
- 3. Performance:** Environmental and Social Governance, credibility, and outcome-driven design.
- 4. Innovation:** Applying what we know to push the 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 CRIT process and Top Projects process to measure our work based on three categories: Integration, Innovation and Impact. Throughout our projects, we hold critical discussions, evaluations and reviews that lead to more beneficial outcomes and at the end of each calendar year, we elevate successful case studies across the firm to support our teams' future work.

Implementation

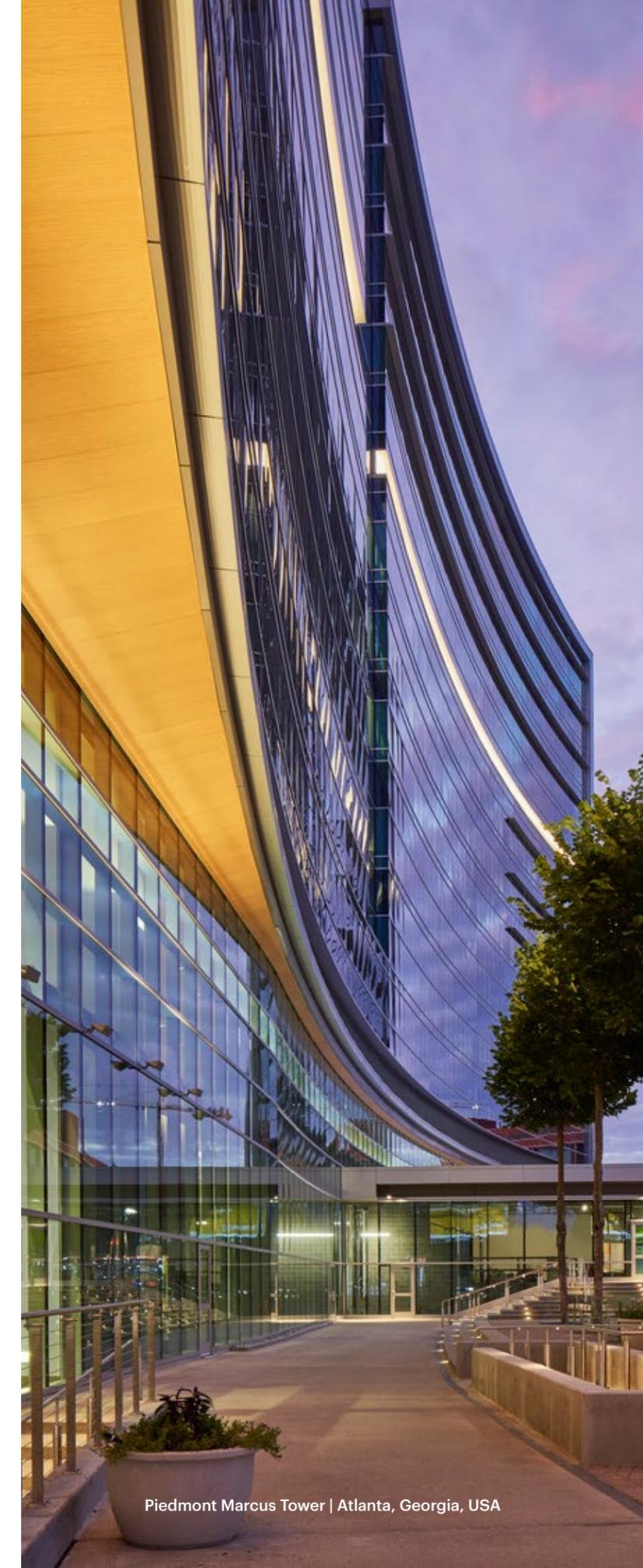
In 2020, HKS continued the Top Projects rigor through a six-month submission process geared toward communicating the integration of the 10 measures into our everyday process. Using the AIA Framework for Design Excellence and the 10 measures as our submission criteria, HKS evaluated more than 140 submissions 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

As an organization that strives to achieve design excellence in everything we do, we must understand and define our roles and responsibilities 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 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 2021 and beyond. HKS has established objectives based on 2020 results and continues to focus on developing curriculum, training and education around improving our work and focusing on impact.



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.

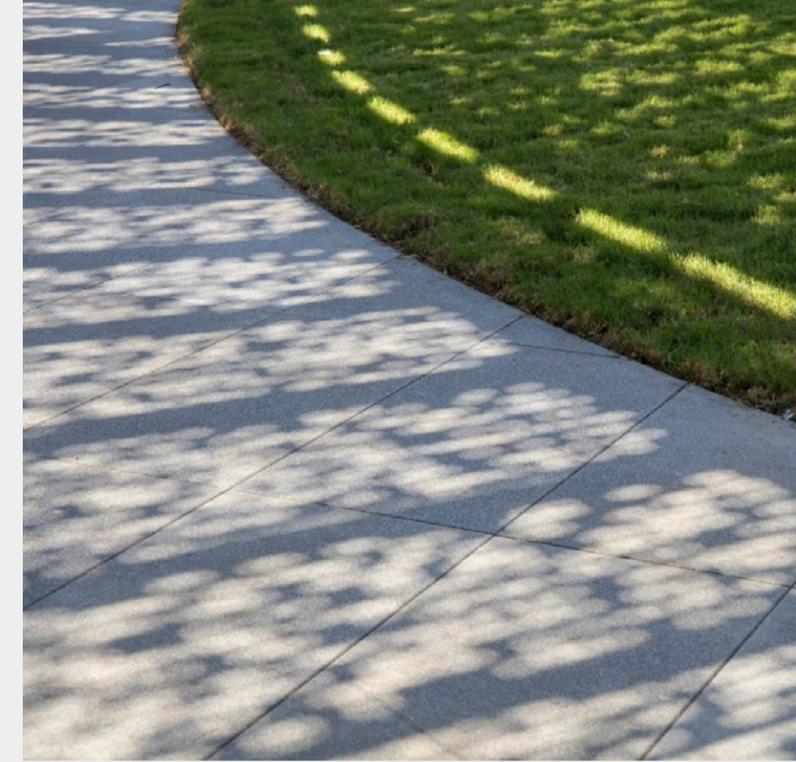
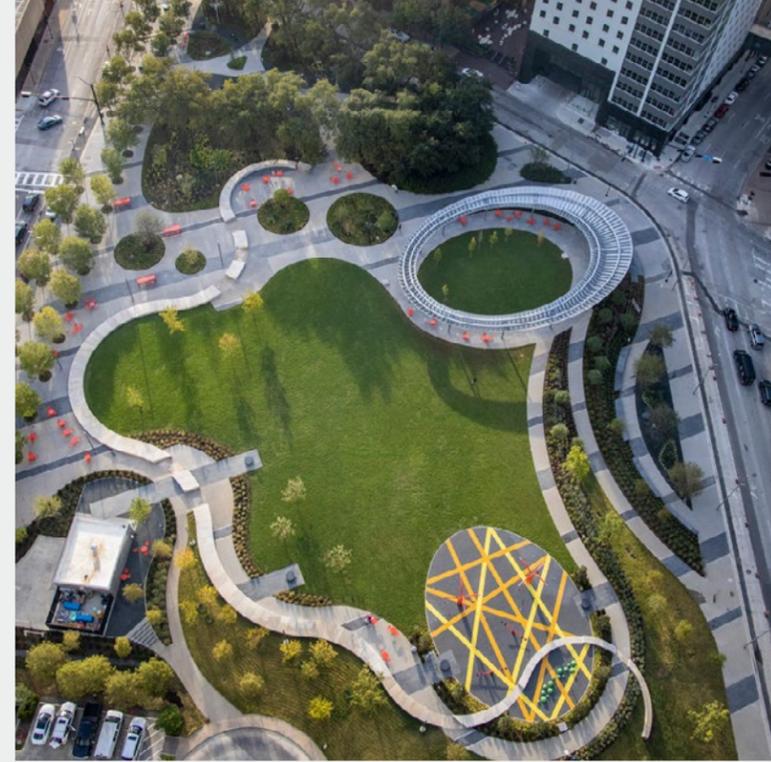
At HKS, our design work touches every single one of the United Nations Sustainable Development Goals (SDGs). For some, this is focused, and for others, it is across the board. We recognize this as an opportunity.

- Critical SDGs for HKS 
- Focus Needed 
- In Progress 
- Established Focus 

| | 1 NO POVERTY | 2 ZERO HUNGER | 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUITY | 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 | |
|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MEASURE 1: Design for Integration | | |  | | |  |  |  |  | |  |  |  | | | | |  |
| MEASURE 2: Design for Equitable Community |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |
| MEASURE 3: Design for Ecology | | | | | | | | | | |  |  |  |  |  | | |  |
| MEASURE 4: Design for Water | | | | | |  | | | | |  |  |  |  | | | |  |
| MEASURE 5: Design for Economy |  |  |  |  |  |  |  |  |  |  |  |  |  | | |  |  | |
| MEASURE 6: Design for Energy | | | | | | |  |  |  |  |  | |  | | | | |  |
| MEASURE 7: Design for Wellness |  |  |  |  |  |  |  | | |  |  |  | | | |  |  | |
| MEASURE 8: Design for Resources | | | | | | | | |  |  |  |  |  | | | | |  |
| MEASURE 9: Design for Change | |  |  | | |  |  |  |  |  | |  |  | | |  |  | |
| MEASURE 10: Design for Discovery |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |

CASE STUDY: DESIGN LEADERSHIP

Transforming an Eyesore into an Urban Oasis



Pacific Plaza Pavilion

Dallas, Texas, USA

Designing within a dense urban area poses unique challenges, and the pavilion within the city of Dallas' downtown Pacific Plaza was no exception. The location is surrounded by tall buildings, requiring that the pavilion look appealing from a bird's eye view as well as at pedestrian level. In addition, any construction had to avoid interfering with the sightline through the park, an important element when enticing passersby on all sides to enter.

HKS designed the Pavilion to connect with itself and its elliptical shape is appealing from a skyscraper window. The Pavilion itself sits approximately 15 feet above the ground and is supported by 11 columns. These cruciform columns are angled to appear as thin as possible, preserving the sightlines through the park.

Like many cities, Dallas is eager to re-create its downtown district to appeal to residents and workers. The Pavilion is part of an ongoing initiative to develop more parks in downtown Dallas and serves as a key element in the city's "green link" of parks that will run through and connect several disparate Dallas neighborhoods.



OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. GLOBAL COMPACT PRINCIPLES:



Purpose

J.E.D.I. is a lens, a mindset, a way of seeing. It is how we do business and bridge across differences.

We cultivate belonging for everyone to contribute to a more just, equitable society.

Our impact is not only in the places we design, but also in how we practice design and the people with whom we choose to design. We believe inclusion spurs creativity, and that innovation is born from an engaged culture of diverse people with diverse ideas. In a global environment, we commit to building an international design practice that reflects the diversity of the clients and communities we serve.

Context

The future of our work must withstand the ebbs and flows of the economy and society. The building and design industry is constantly facing challenges to find and retain its best talent. Our ability to be nimble and responsive to our changing world is crucial and ever present. We have no choice but to build resilience from within for our industry, our clients and our communities. We must lead with knowledge by including all voices at the table, advising for influence and rewarding the behaviors we value in our firm.

Relationship to Strategic Plan

Embedding justice, equity, diversity and inclusion in the workplace is the imperative for the future of business in the design and construction industry. Our J.E.D.I. framework builds upon the HKS values of character, relationships and purpose. It reinforces practices of self-awareness, empathy, vulnerability and trust for all stakeholders. It promotes accountability and discipline in how our teams develop and implement goals. The J.E.D.I. overlay requires an organizational structure supported by internal and external communications. It is widely reported that well-managed, diverse teams outperform homogeneous teams, encourage innovation, and increase profitability. We believe J.E.D.I. is not only good for business, but also the right thing to do to positively impact our clients and communities.

Stakeholders

PRIMARY:



RELATIONAL:



Through a community-driven process, HKS created a resilient, net zero design solution to help push Cuban culture and influence into the future.

CasaCuba Concept | Miami, Florida, USA

OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

Materiality

By designing for equity and inclusion, we can deliver outcome-driven solutions aided by research and exploration. Industry partners look to collaborate with those that align with their values and HKS has an obligation to embody J.E.D.I. principles. Promoting fair and just practices where diversity is valued and celebrated in the design process and beyond, we support our clients and community's efforts to build spaces where all feel like they belong. By encouraging a J.E.D.I. mindset, HKS can deliver high-impact, sustainable and equitable designs that embody the values of human and ecological health and are also reflective of the diverse future of our workforce.

HKS is to be considered an 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.

Assessment, Policy & Goals

In 2019, HKS created a "people-first" Justice, Equity, Diversity, and Inclusion (J.E.D.I.) framework to encourage and promote a workplace environment that builds and supports high-performing, diverse teams to consistently deliver innovative, sustainable and authentic design solutions. Using the J.E.D.I. lens, HKS defines flexible policies and strategies that build belonging, promote psychological safety and design for inclusion to mirror the communities we serve with the goal of creating a more resilient, just, equitable, diverse and inclusive workplace.

In terms of our industry position, we have two major J.E.D.I. objectives:

- Become known as the leading J.E.D.I. firm in the architecture, engineering, and construction industry
- Become a leading partner in socially responsible practices by building knowledge, agency and relationships.

These J.E.D.I. goals are in development across all parts of our business including our Design, Process, Marketing and Communications, Human Resources, Talent Acquisition, and Organizational Development teams.

The 2020 firm-wide J.E.D.I. commitments to our objectives included:

- The development and adoption of a firm-wide J.E.D.I. plan
- Increasing the diversity of our Board of Directors
- Promoting more diverse candidates
- Attracting and retaining a greater number of diverse design professionals
- Increasing engagement in K-12 and Higher education
- Investing in J.E.D.I. firm-wide education
- Fund and support engagement in the National Organization of Minority Architects (NOMA)
- Provide a platform to discuss J.E.D.I with clients and partner leaders in these topics to lead with influence.

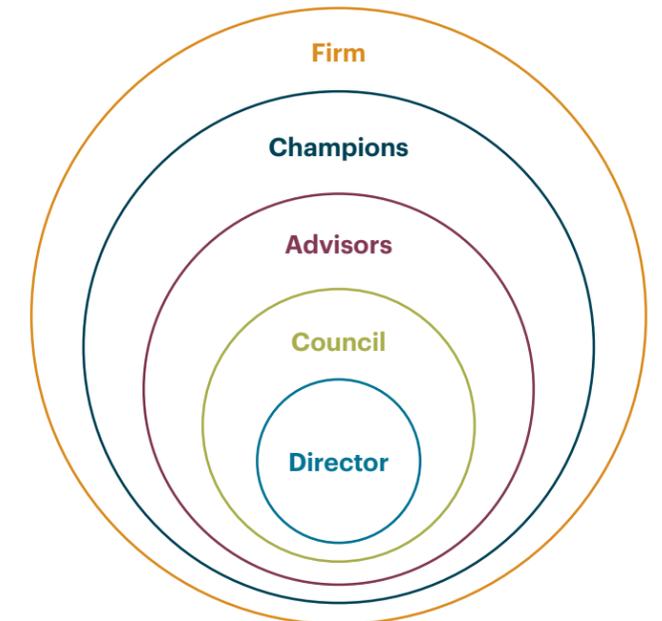
Implementation

HKS has defined its J.E.D.I. framework by four pillars: firm equity, workplace culture, designing for inclusion, and advising for belonging — Equity, Culture, Design, and Advocacy, respectively.

All HKS employees are accountable for promoting and supporting the HKS justice, equity, diversity, and inclusion mindset to enhance the culture of our firm reinforcing our values of relationships, character, and purpose.

HKS J.E.D.I. accountability structure is comprised of three groups that support the Director of Justice, Equity, Diversity, and Inclusion on implementation of the J.E.D.I. pillars. The J.E.D.I. Advisory Group facilitates collaboration internally; the J.E.D.I. Champions lead their respective office or sector J.E.D.I. teams, and the J.E.D.I. Council leads firm-wide implementation of initiatives and programming.

Members of these groups participate in firm-wide efforts like CRIT, Citizen HKS, Sustainability, Month of Service, and are active participants in design associations and community organizations that support building a more inclusive industry. Our J.E.D.I. handbook is a resource that outlines each group's roles and responsibilities, organizational partnerships and collaborations.



J.E.D.I. CHAMPIONS

Lead office or sector J.E.D.I. teams in building culture through workplace initiatives and grassroots efforts.

J.E.D.I. ADVISORY GROUP

Firm-wide cross-sector practice leaders that support J.E.D.I. initiatives and their implementation.

J.E.D.I. COUNCIL

Provides representation and thought leadership creating, leading, and implementing firm wide initiatives.

FIRM-WIDE DIRECTOR OF J.E.D.I.

Defines the J.E.D.I. framework, strategies and direction. Partners with the Talent, Marketing, Design, BD, and ESG team to promote J.E.D.I. integration in all firm-wide process.

OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

Measures or Outcomes

At HKS, we believe we have a moral imperative to play a bigger role in promoting justice, equity, diversity and inclusion in our firm, our profession, and our world. To show transparency about the work we have done as well as the work we have yet to do, we share the progress we have made toward our 2020 firm-wide J.E.D.I. commitments.

In 2020, we implemented our J.E.D.I. organizational structure to create accountability for our progress by identifying leaders in each office and region that meet monthly to identify content to be shared firm-wide that educates and elevates language and methods for discussing justice, equity, diversity and inclusion.

We increased Asian participation on our Board from 2019 and are committed to developing a more diversified Board in 2021 and beyond. We are evaluating our leadership pipeline, training and mentoring programs, and representative body election protocols to determine how to improve the diversity of our leadership teams going forward.

To support more promotions and career progressions of a more diverse candidate pool, we brought a third-party consultant to assess our process and biases. The consultant developed a report and shared impact metrics on gender and race including recommendations on how to develop a more equitable promotions process.

The demographics of our Forum and Associate level employees continue to diversify, and we are working to mentor and retain employees who will advance through the ranks of our firm. Despite increasing outreach to more diverse candidates, these demographics remained flat. We are carefully analyzing and ideating on how we may achieve better results in the coming year.

To increase firm-wide education on diversity and inclusion, we consulted with Dr. Jonathan Jenkins, who facilitated a firm-wide conversation on race and assisted in developing on-demand learning modules on allyship, microaggressions, psychological safety and privilege. J.E.D.I. Champions also conducted 10+ listening conversations raising awareness of these issues within their studios and practices. The J.E.D.I. Council reviewed the Employee Manual for inclusive practices and language; resulting in the removal of gendered terms and a recommendation to include sexual orientation, pronouns and gender identities in our voluntary personal reporting categories.

The design industry currently does not mirror global demographics. To support the pipeline into our industry, we engaged with the U.S.-based National Organization of Minority Architects (NOMA) both nationally and locally. We financially sponsored their national conference, presented on our commitment to the UN Global Compact, and reimbursed NOMA memberships for all our employee members. As a result of this change to firm policy, we realized a 30% increase in NOMA members in the last year. We accepted the 2020 Southern California NOMA DEI Challenge as an inaugural DEI Challenge ally. We also joined NOMA President's Circle, Project Pipeline and committed to supporting a NOMA Foundation Fellow in 2021.

We also committed to increase engagement with Historic Black Colleges and Universities (HBCU). We are partnering with Prairie View A&M University to develop an Equity Scholarship in 2021 that will fund, support, and mentor a student for 5 years. We are also looking to support the Florida A&M University School of Architecture, Engineering & Technology (SAET) studio program, and look to increase our outreach and engagement at Tuskegee and Howard Universities through studio crits, portfolio reviews, and participation on student juries.

In November, we launched the HKS Limitless Webinar Series, a quarterly panel discussion series in which HKS leaders' partner with experts in other industries to explore innovative ideas influencing design today through the lens of justice, equity, diversity and inclusion. In our first webinar, our Senior Living practice leaders hosted a discussion on the Future of Senior Living discussing balancing access and equity in this rapidly expanding sector, the value of community partnerships and the importance of flexibility for stakeholders in senior living facility design.

To further foster a culture that values diversity and celebrates representation, we dedicated a space on our firm intranet for J.E.D.I. resources. Part of the platform, HKS Voices, encourages storytelling and sharing in heritage month celebrations. In 2020, employees shared stories for Black History Month, Asian American and Pacific Islander Month, Hispanic Heritage Month and Pride month.

In 2020, HKS partnered with U.S.-based organizations, the Center with WorkLife Law and the Architects Foundation, to submit a grant proposal to the Equality Now Challenge with the topic "Fast Tracking Women in Architecture."

HKS' J.E.D.I. and Research groups will continue to facilitate the collection and interpretation of data on our cities, practices and J.E.D.I. initiatives for internal and external distribution as well as support the development on grants and research incubators that increase our capacity and knowledge of designing for belonging.



HKS' Knowledge Manager mentoring a student intern in design and career opportunities.

OUR WORK

2.2 Justice, Equity, Diversity, 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.

Led by the HKS Talent team, which is comprised of Human Resources, Organizational Development, Operations, and the Director of Justice, Equity, Diversity and Inclusion, HKS continues to make strides in the following employee-centric areas:

Retention

In 2015, HKS began to regularly track employee attrition, to understand the firm's position in the industry and quantify and qualify reasons people may choose to leave. 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 2020, HKS' voluntary turnover rate was 5.74%, down from 9.7% in 2019.

Recruitment

In 2020, HKS continued to customize our applicant tracking system for greater efficiency, 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. We participate in

diversity and veteran career fairs, as well as encourage our employees to lead and engage in organizations that promote STEM education in students at a young age. These 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. In 2020 we continued to define roles for the more specialty and enterprise groups, which further provided an equitable and tangible way for a larger number of employees to understand expectations and career development. Through this effort, we created a framework for a future gender pay gap analysis to ensure equitable pay by role, rank, tenure and geographic location.

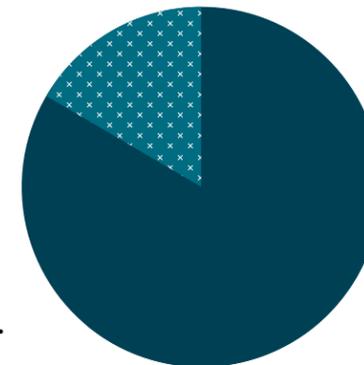
Leadership Training

HKS 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, manage conflict and eliminate unconscious bias, all aimed at increasing interpersonal skill literacy.

We surveyed our employees and found that

83%

report feeling a sense of belonging at HKS.



8%

Of the employees who chose to share, identify as LGBTQIA+.

51

U.S. team members identify with having or previously had a disability.

11

U.S. team members identify as protected veterans.

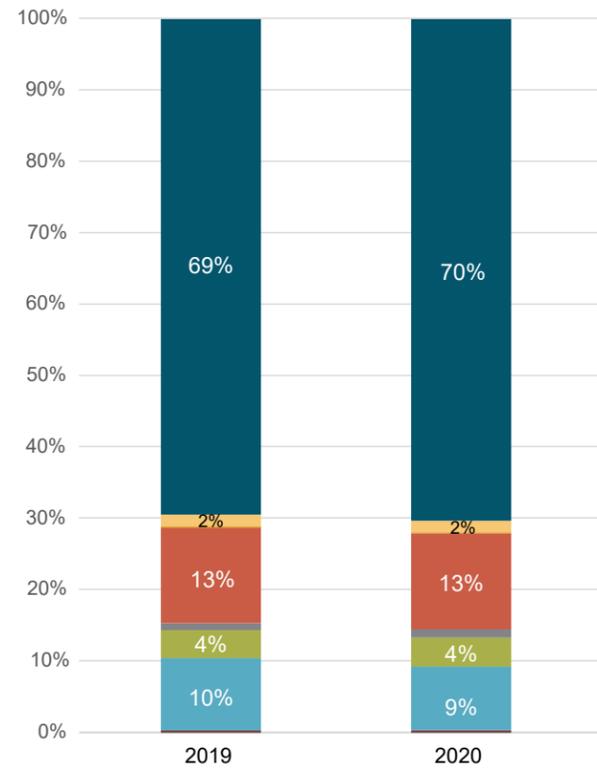


OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

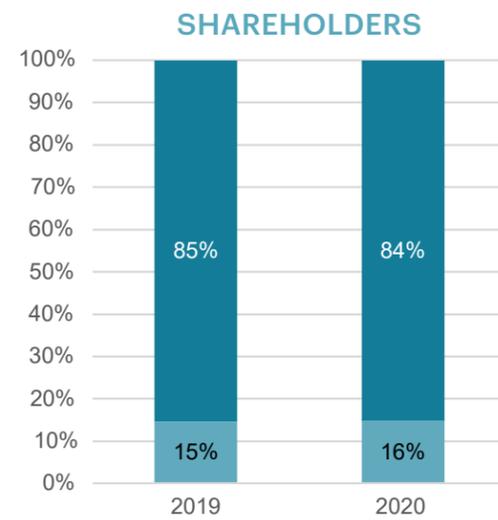
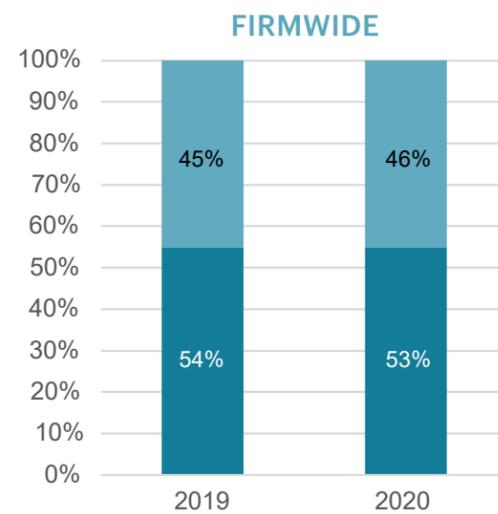
Yearly Employee Breakdown

US RACE & ETHNICITY



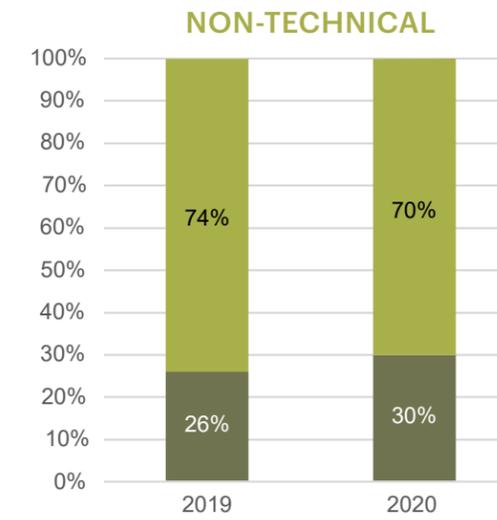
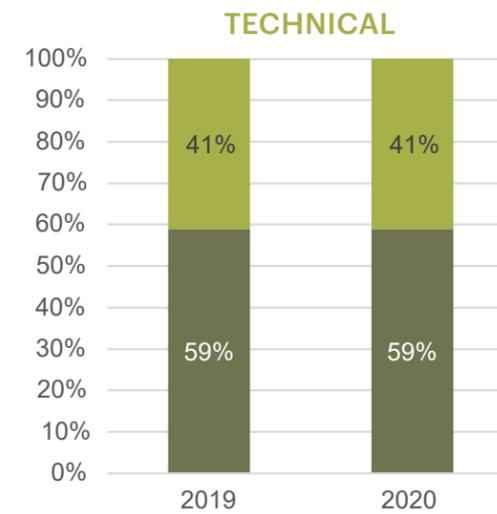
- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Two or More Races
- White
- Decline to State

GENDER



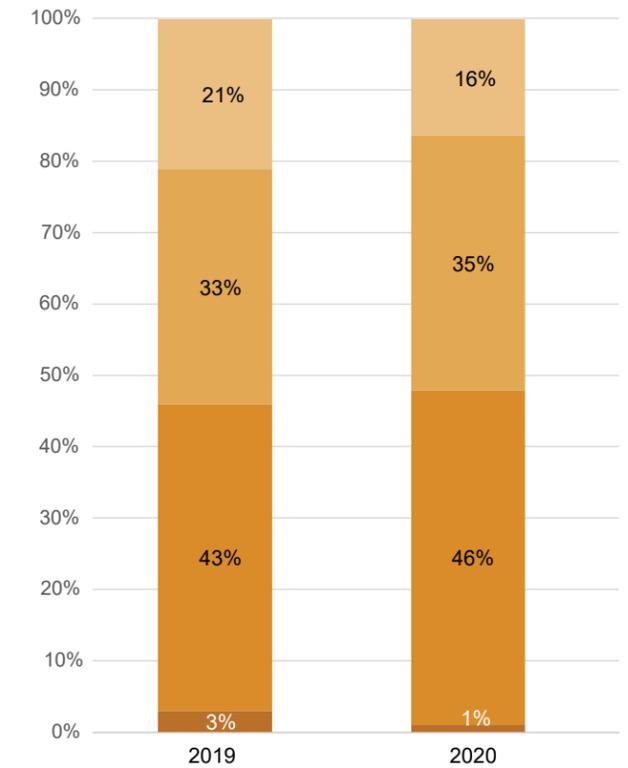
- Female
- Male

GENDER



- Female
- Male

AGE



- Baby Boomers (1946 -1964)
- Generation X (1965 -1980)
- Generation Y / Millennials (1981 -1996)
- Generation Z (1997 and onwards)

OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

Global Statistics

39

LANGUAGES SPOKEN

32

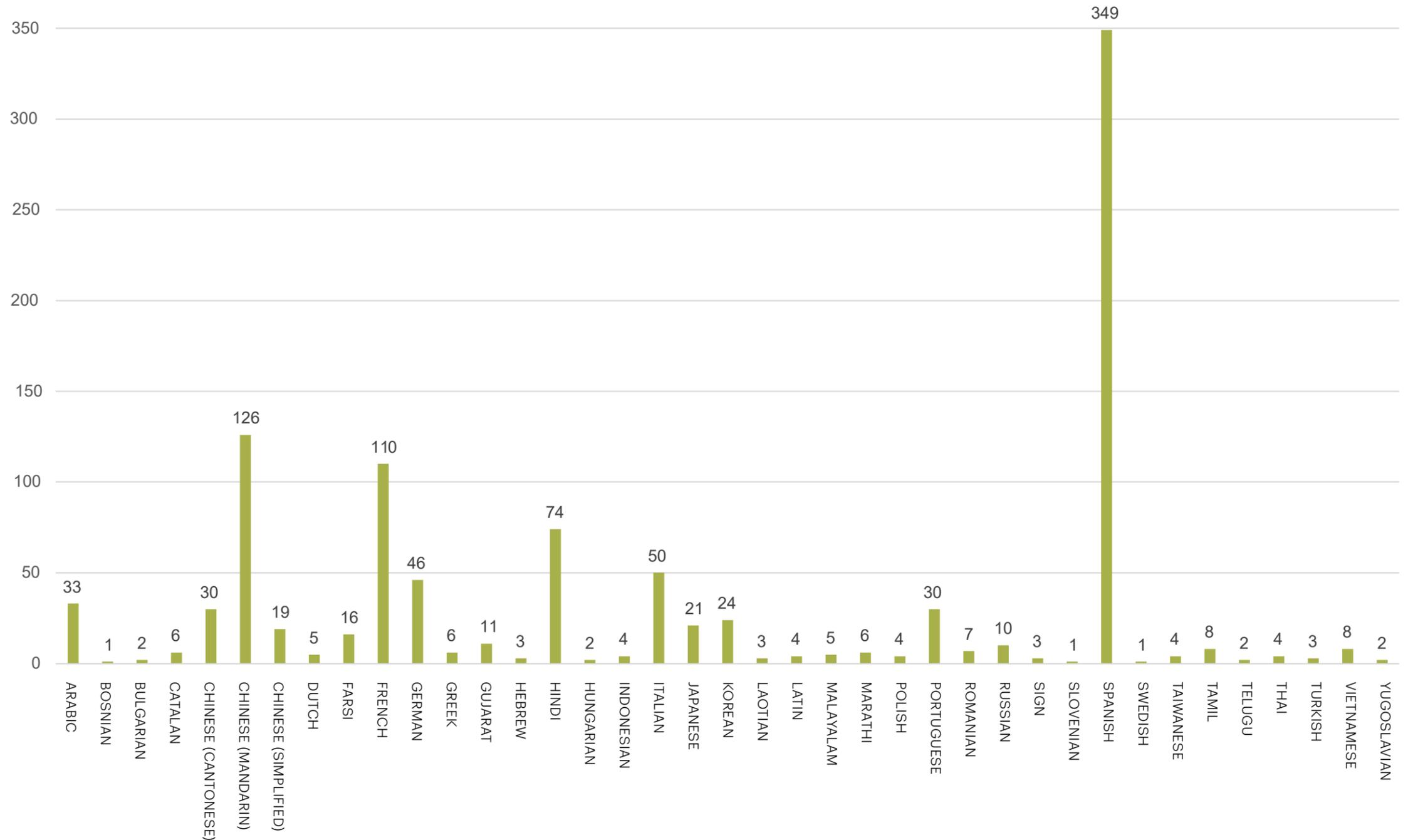
GLOBAL COUNTRY OF ORIGINS

28

US COUNTRY OF ORIGINS

13

NON-US COUNTRY OF ORIGINS



OUR WORK

2.2 Justice, Equity, Diversity, Inclusion

Building Belonging

The HKS Organizational Effectiveness team routinely visits studios and regional offices to assess office culture and belonging. 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, we incorporated a robust new performance management software platform that allows us to track our work and individual performance toward firm objectives.

We are using these tools to encourage our teams to provide one-on-one development and conduct annual performance reviews through an unbiased lens.

Pillars of J.E.D.I. Practice

ADVISING FOR BELONGING

Lead with knowledge and advocacy to provide support in alignment with our clients, our partners, and our communities.

WORKPLACE CULTURE

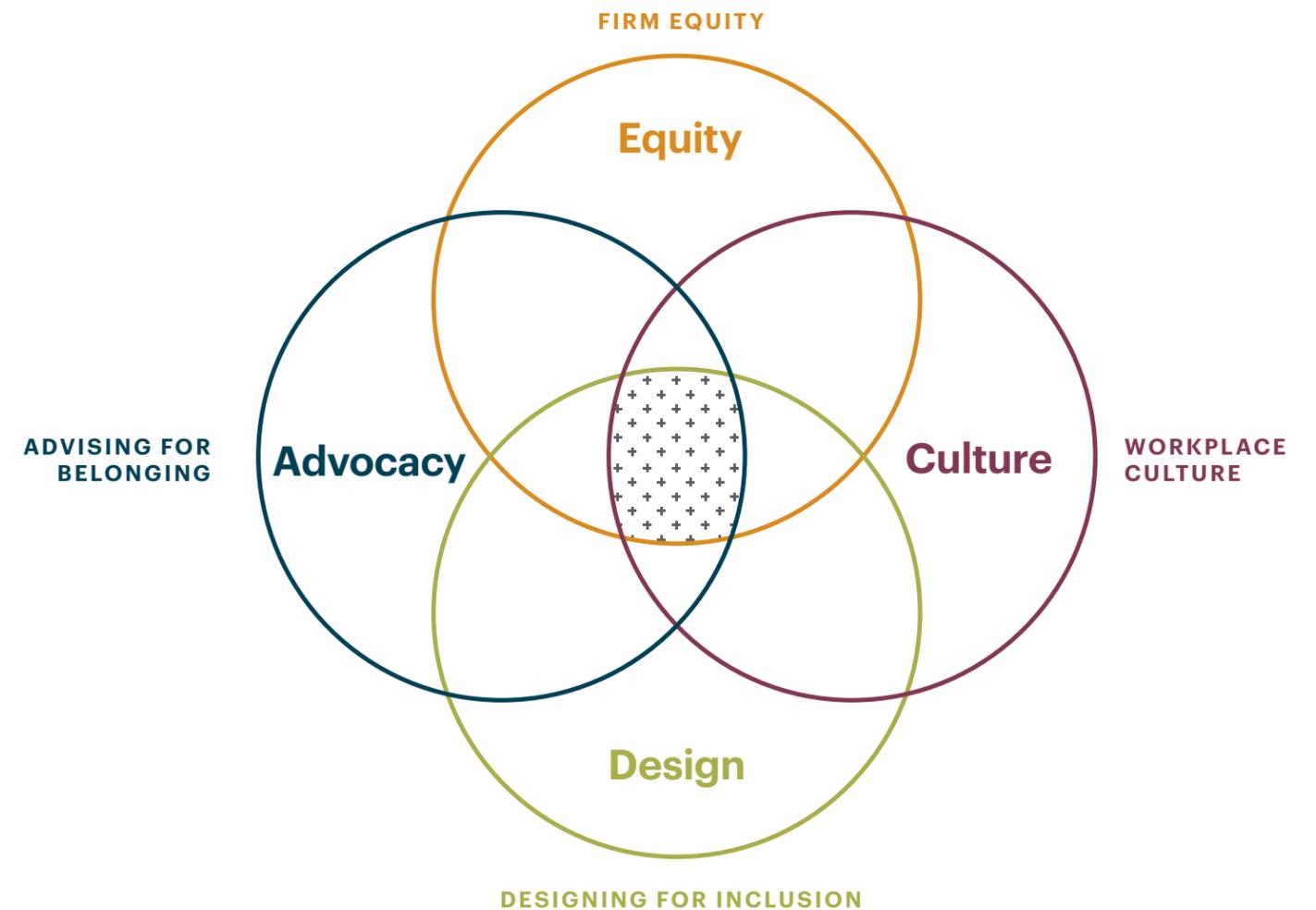
Office and project dynamics that develop high-performing teams and community involvement that promote engagement and belonging in all our teams and offices.

DESIGNING FOR INCLUSION

Design that responds to all stakeholders creating equitable communities using sustainable and resilient strategies to reduce inequality and climate justice.

FIRM EQUITY

Commitment, policies, benefits, organizational structure, and professional development strategies created and implemented by our firm that allow all equal access and opportunities to achieve success.



CASE STUDY: JUSTICE, EQUITY, DIVERSITY
AND INCLUSION

A Dynamic Space for a Champion of LGBT Rights

National LGBT Chamber of Commerce

Washington, D.C., USA

Leaders at NGLCC asked HKS to repurpose a sterile commercial furniture showroom into an inviting headquarters for their nonprofit, while finding a style reflective of the group's identity and the different aesthetic preferences of its two co-founders.

HKS reimaged the showroom to create a bright, professional look for NGLCC, also known as the National LGBT Chamber of Commerce, which had recently undergone a brand makeover. The NGLCC headquarters feature a custom graphic that deconstructs the nonprofit's new logo and showcases its vibrant colors.

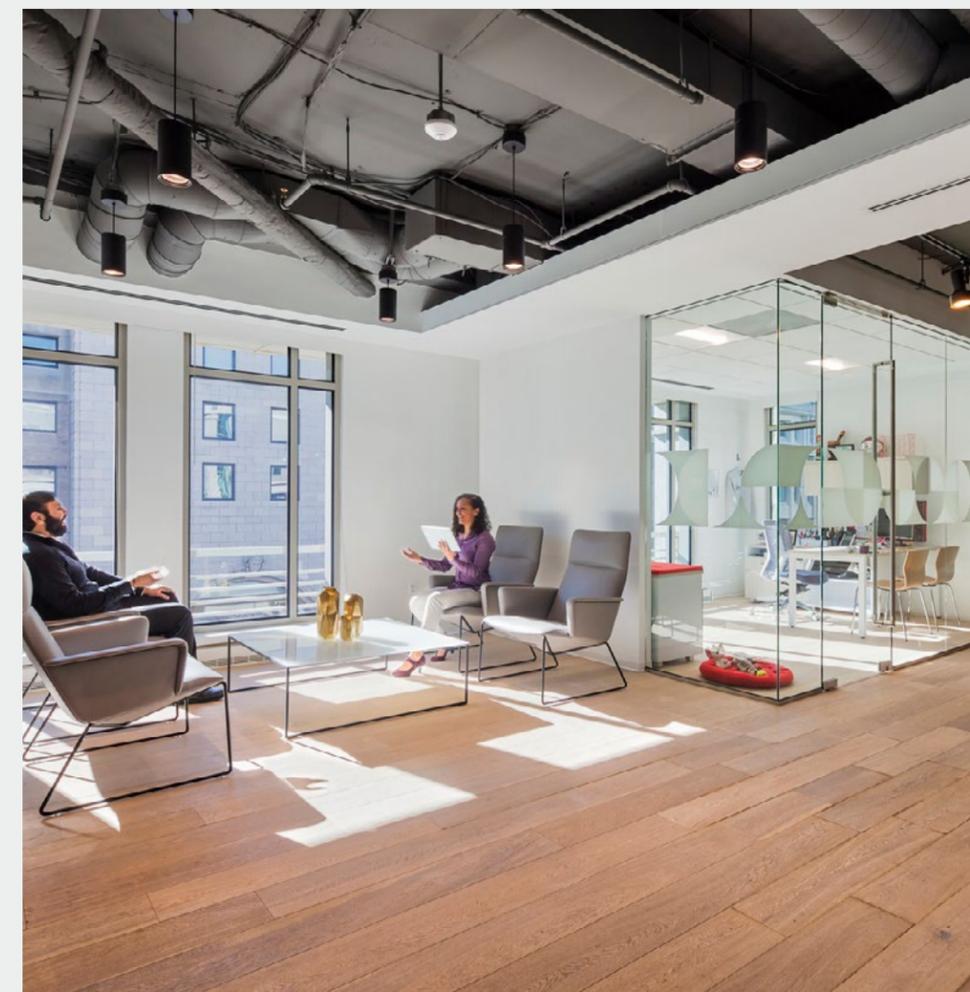
The HKS team preserved the wood floors to create a warm environment and enhanced existing spaces to boost the nonprofit's capacity to host events. It outfitted a glass rotunda room with furniture and audio/visual equipment that could be arranged in different configurations to accommodate anything from a board meeting to a cocktail party. Designers eliminated a wall that had enclosed a catering pantry and transformed it into a sleek space that now doubles as an employee break area and a bar for entertaining.

HKS worked with NGLCC's co-founders to personalize their individual offices. The rest of the workspace elegantly merges modern and traditional elements favored by the nonprofit's leaders.

The renovation allowed NGLCC to move into a space where its team could work more communally by sharing a single floor. Since settling into this office in 2018, the nonprofit has received business leaders from around the world and hosted panels, a news conference and other gatherings, including a reception following a memorial service at the Washington National Cathedral for gay-rights icon Matthew Shepard.

NGLCC's partner organizations frequently request the space for their own meetings and events.

“Our new office has, literally, shed new light on NGLCC’s mission as the world’s LGBT business voice and champion. ... we are finding it easier than ever to ideate and innovate in our new home.” —Justin Nelson, co-founder and president, NGLCC



OUR WORK

2.3 Sustainability Survey: Understanding HKS' Potential

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. GLOBAL COMPACT PRINCIPLES:



Purpose

To gauge the level of broad professional and cultural sustainability engagement within HKS, we conducted our second firm-wide Sustainability Survey in early 2021 for employees to reflect on the year 2020. The second survey follows one we conducted in 2019 based on industry work prepared by the AIA Large Firm Roundtable.

Context

The survey was distributed to all HKS staff through the firm's "Weekly Happenings" internal communications e-blast. Firm 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 184, roughly 14% of HKS staff. This is a response increase of 4.5% from the 2019 survey.

While the 2020 survey did not address client demand, it is reasonable to state that sustainability and high-performance design continue to be in demand from clients as characteristics of quality design. Additionally, the past year, has elevated critical additional concerns related to justice, equity, diversity, and inclusion. 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."

Stakeholders

PRIMARY:



HKS Shareholders



Co-Creators



Clients and Users

RELATIONAL:



Client's Capital



Communities



The Earth

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.

Assessment, Policy & Goals

Based on guidance created by the AIA Large Firm Roundtable's Sustainability Committee, our survey aligns with peer firms' internal sustainability reporting. There were 187 responses (~15%) to the firm-wide survey.

This guidance has four organizing concepts:

1. A point of view – Design matters and the voice and impact of large firms matter.
2. A call to action – Move from discourse to action.
3. Attributes – Pervasive, imperative, cultural, agile and results-driven.
4. Actions – Raise the bar, live it, explore, invest and give back.

Key take-aways from this survey follow:

- There is a strong agreement that leadership is supportive and actively engaged.
- This is supported by a strong perception of HKS' commitment to assessment and transparency. Engagement with the U.N. Global Compact is one example of this.
- The responses indicated that there is still room for improvement as we seek to be the leading, influential firm that we envision.
- Projects are actively engaged, but consistency can be improved.
- A strong design process is emerging.
- Staff wants to engage but is stretched and focused on other priorities and rely on others to bring expertise.

- Some projects integrate sustainability / high-performance, but not most.
- Research is a strength but distilling insight and distributing knowledge could improve from more rigor and consistency.
- HKS actively invests in knowledge, professional development and design analytics, but accountability remain elusive.
- A strong point at HKS is our commitment to J.E.D.I. Deeper work related to community engagement would be beneficial.
- This is a journey of active participation and learning experience. We are building personal engagement and a deeper cultural commitment across all of HKS.

Implementation

This survey will be repeated at the end of 2022 for comparison and adjustments as needed.

Measures or Outcomes

HKS will use this survey as input into the annual development of firm objectives. We would like to utilize the same survey format in coming years and to engage a larger percentage of HKS staff in replying to this survey. A 35% or higher response rate is desired.

OUR WORK

2.3 Sustainability Survey: Understanding HKS' Potential

| | 1 - LOW IMPACT | 2 - TRANSITIONAL | 3 - HIGH-PERFORMANCE |
|--|----------------|------------------|----------------------|
| PERVASIVE | | | |
| As a practice, HKS' attitude toward sustainability can be characterized as: | | | ● 2.57 |
| How do you think HKS approaches sustainability overall, including internal and external efforts and project engagements? | | | ● 2.38 |
| RAISE THE BAR | | | |
| How would you describe the project goals and outcomes HKS achieves on a consistent basis? | | ● 2.14 | |
| Thinking about your answer to the last question, when do you see the conversation around intended outcomes and goals occurring during the design process? | | ● 2.12 | |
| LIVE IT | | | |
| "Climate justice" acknowledges climate change can have differing social, economic, public health, and other impacts on underprivileged populations. Where do you think HKS is in engaging with this topic? | | ● 1.89 | |
| How would you assess our overall culture? | | ● 1.92 | |
| How would you assess our overall process? | | ● 1.98 | |
| How would you assess our project staffing? | | ● 2.17 | |
| How would you assess our integration of sustainability in project planning and budgeting? | | ● 1.95 | |
| How would you assess our overall application of the AIA Framework for Design Excellence? | | ● 2.15 | |
| How would you assess our overall accountability regarding sustainability practices? | | | ● 2.34 |

| | 1 - LOW IMPACT | 2 - TRANSITIONAL | 3 - HIGH-PERFORMANCE |
|---|----------------|------------------|----------------------|
| LIVE IT, CONTINUED | | | |
| How would you assess our approach to sustainability transparency? | | | ● 2.55 |
| Teams at HKS generally: are reluctant to act, have some knowledge, but defer to "experts," or have a high knowledge level, are empowered to lead from every role. | | ● 2.18 | |
| Teams at HKS generally: are not engaged, want to engage but are focused on other priorities, or treat sustainability as an imperative and top priority. | | ● 2.15 | |
| People at HKS generally have: limited knowledge of key indicators, some knowledge but generally rely on others, or advanced and deep knowledge. | | ● 2.07 | |
| Regarding sustainability practices, people at HKS generally: act with a scripted, checklist approach, go somewhat beyond prescriptive processes, or focus on high impact actions, exhibit situational awareness with an agile, adaptable, and iterative approach. | | ● 1.78 | |
| How would you assess projects at HKS regarding sustainability / high performance: | | ● 2.06 | |
| How would you assess the team approach at HKS regarding project process and integration? | | ● 2.14 | |
| How would you assess sustainability within the kick-off process at HKS? | | ● 2.22 | |
| How would you typically characterize sustainability conversations with clients? | | ● 2.03 | |
| How would you assess sustainability within the project review (CRIT and Quality Assurance) process at HKS? | | | ● 2.10 |

OUR WORK

2.3 Sustainability Survey: Understanding HKS' Potential

| | 1 - LOW IMPACT | 2 - TRANSITIONAL | 3 - HIGH-PERFORMANCE |
|---|----------------|------------------|----------------------|
| EXPLORE | | | |
| To what extent does HKS focus on research and contribute to new knowledge? | | | ● 2.39 |
| How does HKS collect and utilize data to inform design including a feedback loop to generate insight on future projects? | | ● 1.94 | |
| In your experience, how often are occupancy evaluations completed at HKS? | | ● 1.76 | |
| INVEST | | | |
| To what extent does HKS reward and incentivize sustainability / high performance advancement on projects? | | ● 1.90 | |
| To what extent does HKS invest in the tools, knowledge, and deployment of sustainable / high performance design analysis? | | ● 2.11 | |
| Which of the following best represents your awareness of any programs for staff development of skills and knowledge to deliver sustainable / high performing buildings? | | | ● 2.33 |
| How often does HKS communicate and advocate internally for sustainability / high performance design? | | ● 2.28 | |
| GIVE BACK | | | |
| How would you assess HKS's commitment to Justice, Equity, Diversity, and Inclusion (J.E.D.I.) within the profession? | | | ● 2.60 |
| How would you assess HKS's general community engagement? | | ● 2.08 | |
| How would you assess HKS's level of external, civic and/ or professional advocacy for sustainability? | | | ● 2.53 |



Our annual firm-wide sustainability survey found that there is a strong perception among staff that HKS is committed to assessment and transparency.

OUR WORK

2.4 Energy & Carbon: The AIA 2030 Commitment

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. GLOBAL COMPACT PRINCIPLES:



Purpose

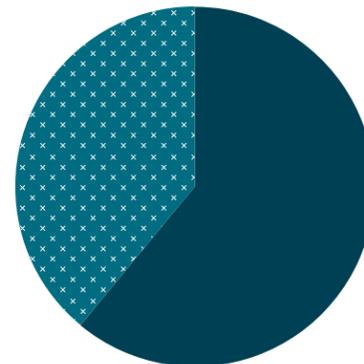
Buildings account for 38% of annual global greenhouse gas emissions.

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, firm-wide, 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 **38%** 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 important 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. We submit the data to the AIA annually at the end of the first quarter or the following year. The data shared in this section of the Communication on Progress report is for projects in design in 2020. Program goals are for an 80% reduction from baseline by 2020, a 90% reduction by 2025, with carbon neutrality by 2030.

HKS goals are incrementally stepped to meet the 70% reduction goal by 2024, with a 65% goal for 2021. 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.

OPERATIONS:

All HKS employees play a vital role in reducing our corporate carbon footprint. We commit to addressing our internal operations to make them more sustainable. We promote awareness of green operations and policies and encourage our employees to design and provide our clients with energy-efficient processes and buildings.

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.

The AIA 2030 Commitment program goals are for an 80% reduction from baseline by 2020, a 90% reduction by 2025, and carbon neutrality by 2030.



OUR WORK

2.4 Energy & Carbon: The AIA 2030 Commitment

Implementation

HKS Principals, project managers, project designers and 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 requirements are included in the project scope, contracts and 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 Energy Use Intensity (EUI) targets.

PROJECT ACCOUNTABILITY:

HKS engages with this effort on all projects. 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 2020, HKS had 283 projects in design and submitted to the AIA, comprising a total of 72,798,400 GSF.

Forty-two of these projects are interior-only projects comprising 1,907,200 GSF.

The HKS target for 2020 was a 60% pEUI reduction. As a firm, we did not meet this goal, but four offices achieved this standard, including Chicago, San Diego, Phoenix, and New Delhi.

HKS shows 21 projects that have a 70% or greater pEUI reduction. This resulted in a potential savings of annual energy cost savings of \$2.4 million for our clients. There are another 51 with 60% or greater.

While we did not achieve our goal of 100% energy modeling for our projects, we did model 76.8%.

Eight offices met the 100% energy modeling goal, including Washington D.C., Fort Worth, Los Angeles, Phoenix, New York, New Delhi, Denver, San Diego. Please reference the following pages for additional context and data breakdown.

Predicted Energy Use Reduction



Percentage of GSF that is Energy Modeled



Lighting Power Density Reduction

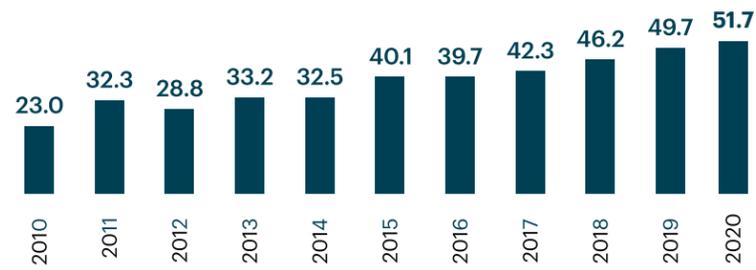


Marriott Austin | Austin, Texas, USA

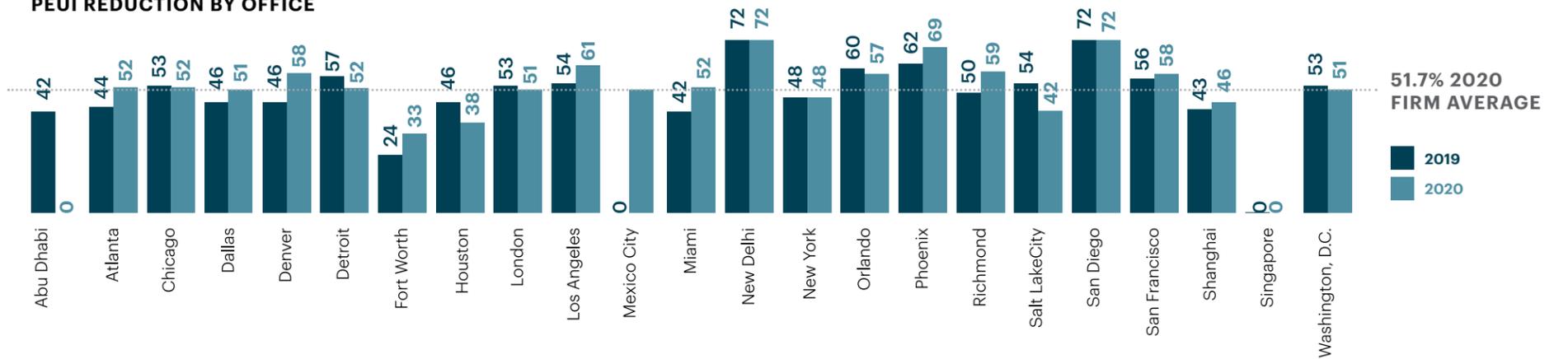
OUR WORK

2.4 Energy & Carbon: The AIA 2030 Commitment

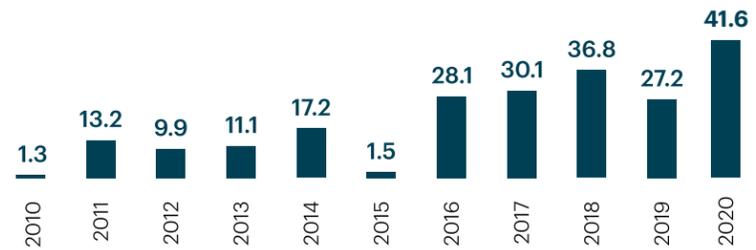
PREDICTED ENERGY USE INTENSITY (PEUI) % REDUCTION



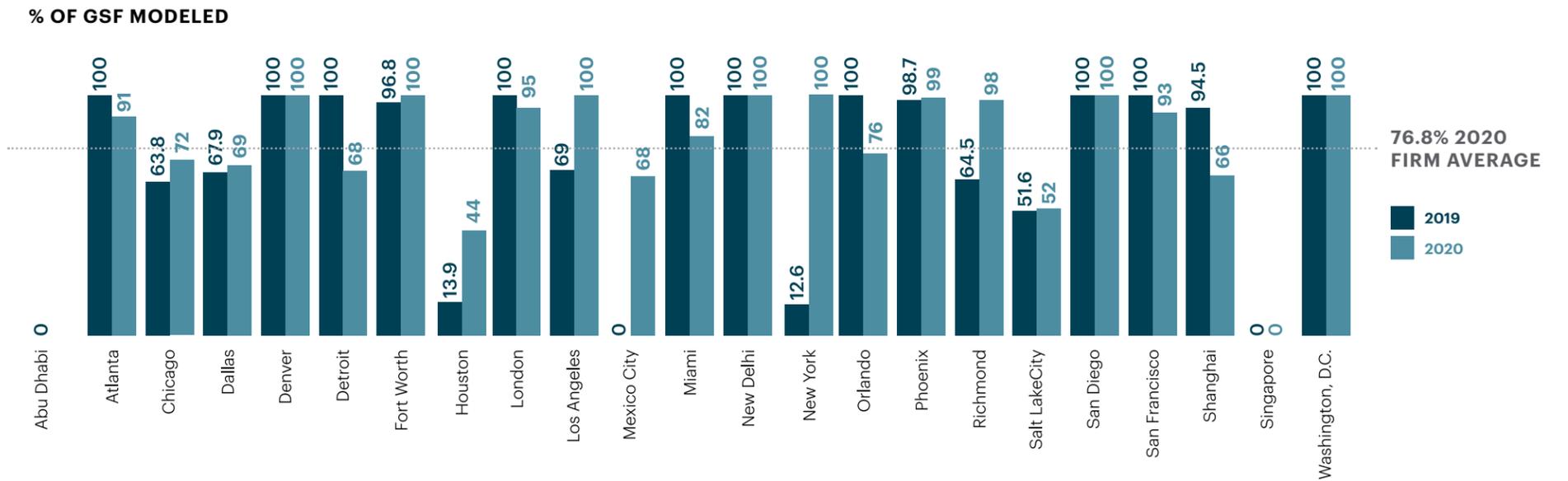
PEUI REDUCTION BY OFFICE



LIGHTING POWER REDUCTION (LPD) % REDUCTION



% OF GSF MODELED

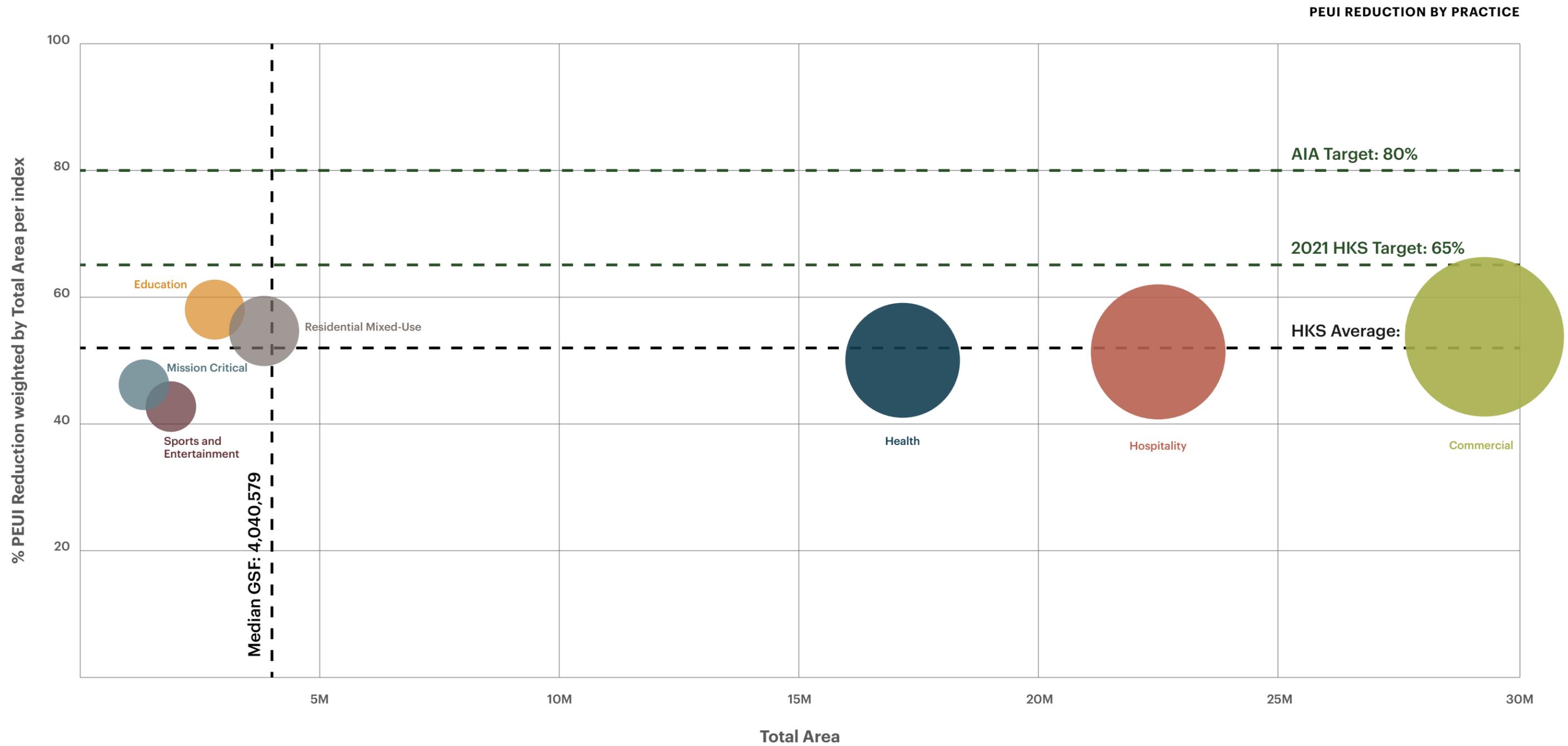


GROSS SQUARE FOOTAGE IN THOUSANDS REPORTED



OUR WORK

2.4 Energy & Carbon: The AIA 2030 Commitment



CASE STUDY: ENERGY & CARBON

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 (NTPLLN) 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 NTPLLN. 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, NTPLLN adds 2,000 undergraduate beds to accommodate a growing student population.

NTPLLN 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. NTPLLN 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.



OUR WORK

2.5 Materials Selection: Environmental & Human Well-being

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. GLOBAL COMPACT PRINCIPLES:



Purpose

By focusing on material and product selection, HKS is building capacity to deliver projects with a positive 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 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 impactful projects that improve the quality of health for people and the planet.

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.

HKS worked with Vidrepur, a leading manufacturer and distributor of glass mosaic tiles with commitment to quality and the environment, using 100% recycled Italian glass tile.



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. We promote and expect a holistic approach.

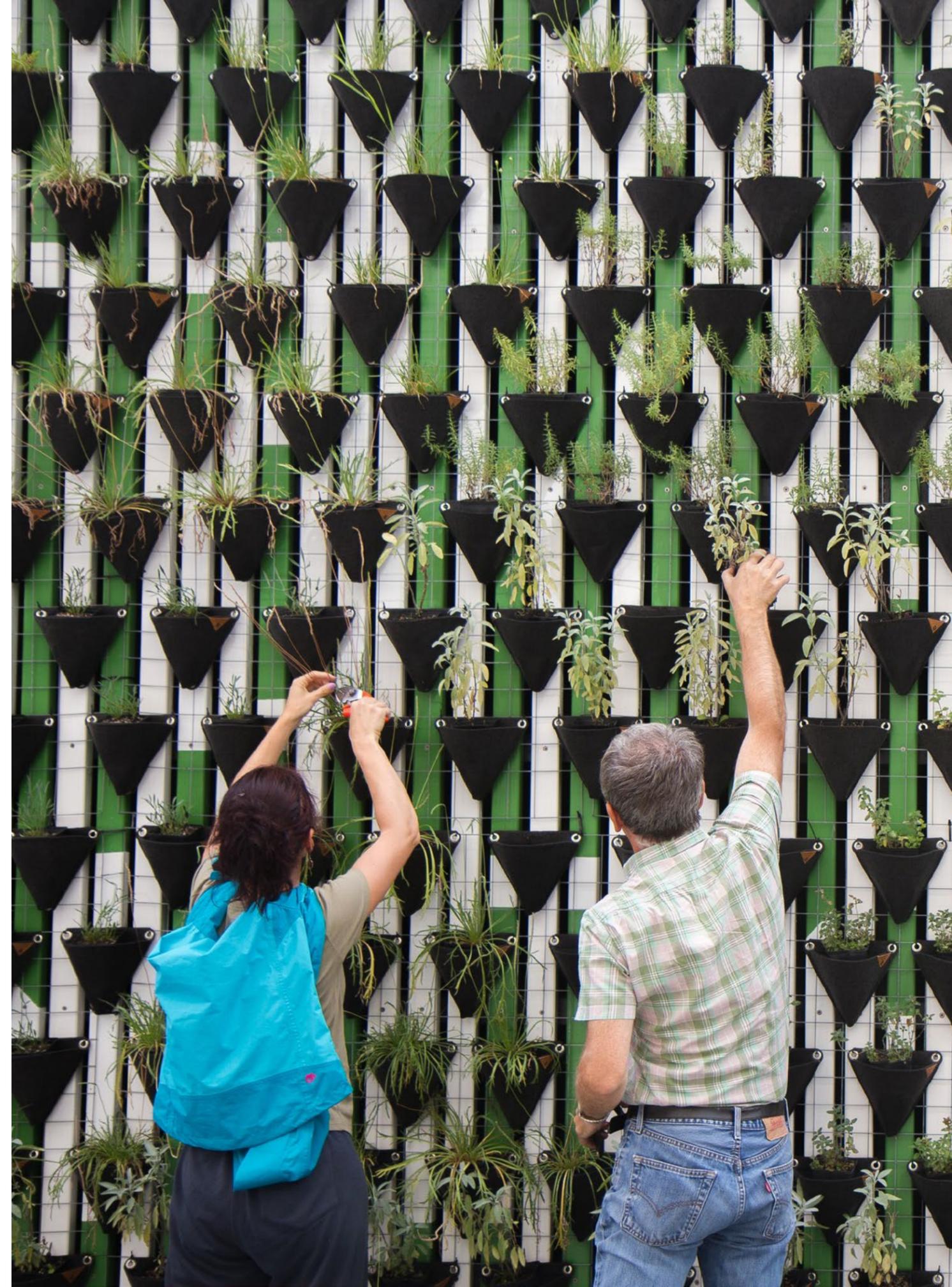
HKS considers the Precautionary Principle a framework for decision making regarding materials and product chemical constituents, components and substances. We use the Precautionary Principle to determine the applicability of a material or product to our design solutions.

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 programs 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. HKS values relationships and 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. In 2019, HKS made a revision to our firm's standards for Division One specifications requiring transparency and optimization documentation on every single one of our projects including Environmental Product Declarations (EPDs), Health Product Declarations (HPDs) and product emissions testing.

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.

Our target list includes:

- 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 positive 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

In 2020, 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 firm is assessing the impact of Division One specification transparency reporting requirements for all projects, however the collection and reporting of transparency documentation for projects pursuing certification is well established and projects have increased tracking of optimized products which eliminate the most hazardous chemicals.

In 2020, the firm repeatedly educated clients around the efficacy of antimicrobials in building products due to increased demand in response to the pandemic.

For 2021, HKS plans to engage with Parson's on product selection for a CitizenHKS affordable housing project, Benefield Building. Project goals include eliminating Red List Chemicals whenever possible.



Right: Parsons Healthy Materials Lab and HKS collaborated on our Reimagining Benefield project to integrate healthier, sustainable materials to positively impact end-users.

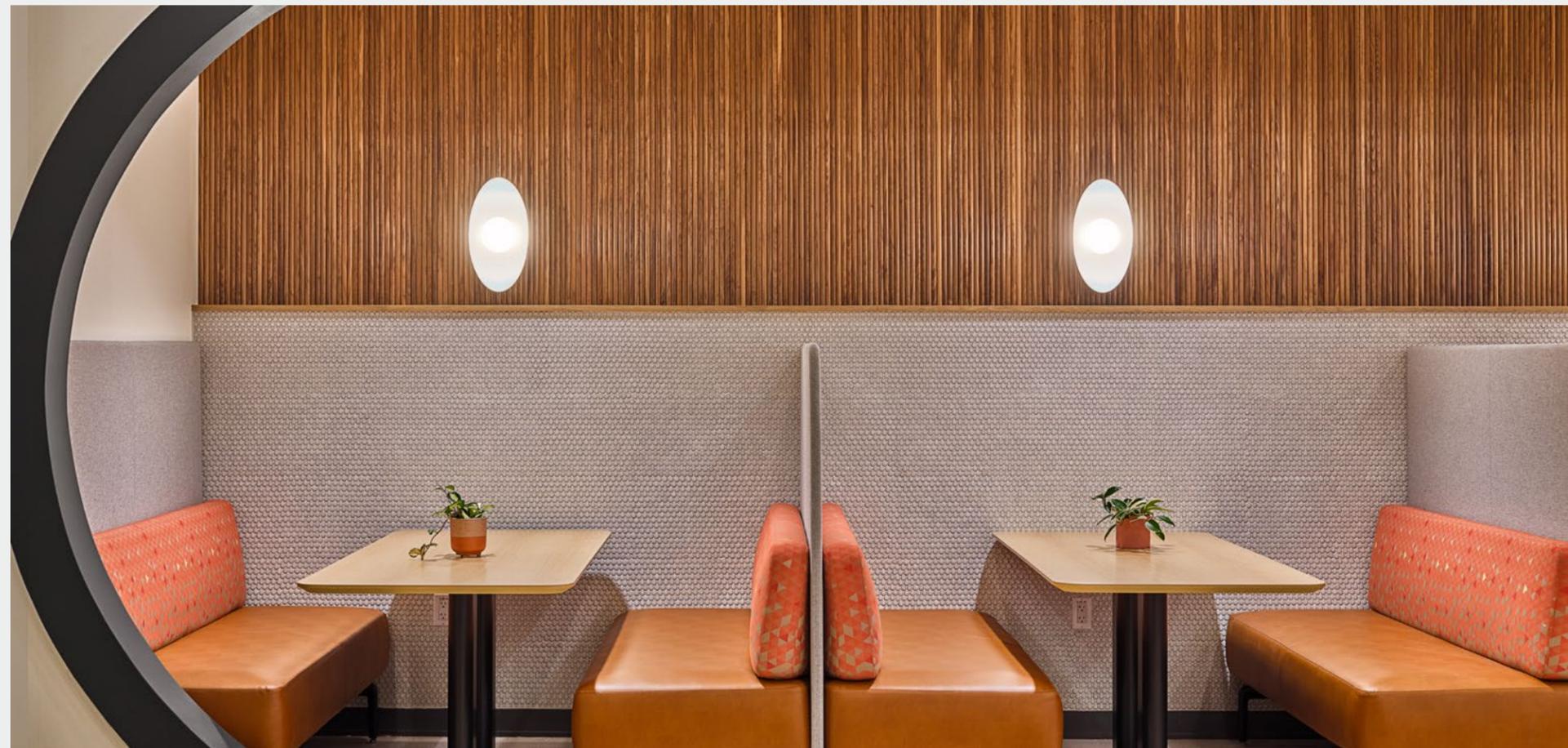
CASE STUDY: MATERIALS SELECTION

Sustainable Products Create Big Design, Low Environmental Impact

Confidential Southwest Beverages Headquarters

Dallas, Texas, USA

For the headquarters of a large beverage company, our goal was to refresh an existing space and fully redesign key selected areas. Due to the large square footage of the space, we discovered we would need to install more flooring using than any other material, so we carefully considered and specified our choices. All carpeting selected for the project came from Shaw and Interface, two manufacturers that are leaders in the industry when it comes to sustainability, recyclability and sharing the content of their products. The wood floor featured throughout the main circulation path is comprised of engineered reclaimed planks. To further limit impact, we opted to repurpose workstations and private office furniture, making minor adjustments to some fabrics and surfaces. Despite the limited design changes in these areas, we replaced the lighting with more efficient, and brighter LED fixtures that transformed the space. Where we were able to specify new ancillary furniture pieces, the bulk of the upholstery was made from Maharam fabrics, who like our flooring vendors, provide as much transparency as possible with their environmental certifications, and declarations.



OUR WORK

2.6 Embodied Carbon and Life Cycle Analysis

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



Purpose

Embodied carbon is a growing area of focus for the AEC industry, as well as a key part of addressing climate change. HKS is committed to generating 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 approaches to reduce 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.

RELATED U.N. GLOBAL COMPACT PRINCIPLES:



ENVIRONMENT

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. An embodied carbon working group, co-led by DesignGreen and HKS Structures, is implementing a research project and workplan that will enable all projects to take action on reducing embodied carbon. Concurrently, the firm is performing in-house life cycle analysis on their first projects. These are an important milestones in HKS' journey to fully incorporate this process into common practice.

Measures or Outcomes

Through the embodied carbon working group, the firm is coordinating and organizing around this topic and generating a standard procedure of action, with DesignGreen and HKS Structures co-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. At the time of the last reporting, the firm was working on the first in-house life-cycle assessments. Over the last year, the firm has completed several LCAs and is kicking off many additional ones in the coming year.



Texas Health Hospital Frisco
and UT Southwestern Medical Center |
Frisco, Texas, USA

CASE STUDY: LIFE CYCLE ANALYSIS

An LCA for a Health and Well-Being Destination That Provides Better Access to Specialized Care

Texas Health Hospital and UT Southwestern Medical Center

Frisco, Texas, USA

In the last year, we have significantly increased the number of LCAs performed on projects. We have also been able to assess carbon impacts on built projects to help better understand how our designs stack up to current industry standards.

For the Texas Health Frisco project, we used the construction models to perform a comprehensive assessment for the structural, enclosure and interior building components. Three separate LCAs were conducted, analyzed, and compiled to reveal that the new THF project performed 2% better than the average healthcare project using the Carbon Leadership Forum database.

The concrete superstructure and precast panels of the building enclosure had the most carbon impact. Product sourcing and manufacturing stage for all products was most impactful contributing to over 68% of the embodied carbon impact at THF and highlighting the impact of the materials we select.



OUR WORK

2.7 The Market Value of Third-party Certifications

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. 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 obtaining third-party certifications for our projects. 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 does not have a policy for third party certifications. This is responsive to client requests and is likely to stay this way. We have advanced in the ability to provide triple bottom line financial assessments on projects through the use of a third party software. We have also advanced in assisting clients with finding and seeking financial incentives. This is an area we will continue to build upon.

Implementation

HKS DesignGreen will continue to provide its expertise and deliver services related to third-party certifications. Occasionally an outside consultant provides this service to an HKS design project.



OUR WORK

2.7 The Market Value of Third-party Certifications

Measures or Outcomes

In the year 2020, we received the following certifications:



LEED

- HKS Shanghai Office, LEED Gold
- Rod Laver Stadium, LEED Gold NC v2009
- University of California Davis Yosemite Hall, LEED Gold NC v2009
- Methodist University Hospital Expansion, LEED Silver HC v2009
- The Union Office, LEED Silver NC v2009
- The Union Restaurant, LEED Silver NC v2009
- Cherokee Nation Outpatient Health, LEED Silver NC v2009
- Ballpark of the Palm Beaches, LEED Certified v3
- HCA Las Palmas Medical Center Women's Tower Expansion, LEED Certified HC v2009



WELL

- HKS Shanghai Office, WELL Platinum
- HKS Chicago Office, WELL Gold



AEGB (AUSTIN ENERGY AND GREEN BUILDING)

- Cesar Chavez Marriott, AEGB 3 Star
- Moxy Hotel Downtown Austin, AEGB 1 Star

In 2020, HKS Shanghai received LEED Gold Certification as well as WELL Platinum Certification.



OUR WORK

2.7 The Market Value of Third-party Certifications

Measures or Outcomes

To date we have the following certification data:



LEED

Certified: 26 certified & 28 registered
Silver: 64 certified & 61 registered
Gold: 76 certified & 29 registered
Platinum: 10 certified & 6 registered
Total: 156,793,207 sf (14,566,565 sqm)



BREEAM

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



WELL

8 completed
Total: 794,518 sf (73,813 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)

10 completed
2 in process
Total: 5,450,000 sf (506,321 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: THIRD-PARTY CERTIFICATION

First Historic Shophouse to Achieve Green Mark Gold Plus Certification

HKS Singapore

Singapore

The HKS Singapore team is honored to receive Green Mark Gold Plus Certification for the design of its office. It is an historic designation, because it's the first shophouse in Singapore to achieve such a high sustainability certification. The recognition is meaningful to us, because it represents our stewardship of our environment as well as our city's culture.

Shophouses are distinct to Singapore's identity. Like the city itself, they elegantly blend East and West, combining Chinese porcelain tile with batwing-shaped air vents, Portuguese shutters with Corinthian pilasters. Shophouse styles were defined by Sir Stamford Raffles, founder of modern Singapore, in his first town plan of 1822. Shophouses are an early example of live-work environments. The merchant

shop was typically located on the lower floor with family quarters above.

Today, just 6,000 shophouses remain, and they are protected by strict historic preservation regulations. In Duxton, the neighborhood that houses our office, many have been converted into stylish cafes and boutiques.

When we were looking for a location for HKS Singapore, our design team—Chad Porter, Julia Hager, Kenneth Yeo and I—hoped to find a space that was unique to our city. A shophouse was the perfect solution for us, offering a building distinctly integrated into Singapore's historic fabric with a style befitting our company standards, because the shophouse layout is more like a design studio, and less like a typical work environment.



SECTION THREE:

Public Interest Design



PUBLIC INTEREST DESIGN
3.1 Citizen HKS

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. GLOBAL COMPACT PRINCIPLES:



Founded in 2014, Citizen HKS is the firm’s social impact program—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.



PUBLIC INTEREST DESIGN

3.1 Citizen HKS

Purpose

This public interest design program dedicates up to 1% of the firm's hours on an annual basis. HKS staff have an opportunity to work on a pro bono design project while positively impacting an under-served community or marginalized population.

Context

Citizen HKS (CHKS) 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 industry's social and environmental impacts. For designers, it provides a platform for creative freedom, exploration, problem-solving and pushing boundaries. It is also an opportunity for staff to engage in meaningful work that helps address some of the world's most systemic challenges.

Relationship to Strategic Plan

Citizen HKS reflects our firm's 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 architect's 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 project begins with one of our Strategic Plan's key pillars: outcome-driven design. We employ responsible design and our 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.

The Citizen HKS Initiative fits squarely within the "Social" part of our ESG commitments as our contribution to creating a more equal and just society through design, philanthropy and volunteerism in the communities in which we live and work.

Stakeholders

PRIMARY:



Communities



Clients and Users



HKS Shareholders

RELATIONAL:



The Earth



Co-Creators

In Atlanta, a multi-site transit oriented development initiative takes on the play equity gap.



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 and business management rigor, we have carefully developed, evolved and cultivated a motivated steering committee that has met every two weeks since founded in 2014.

We strictly adhere to our guiding principles and project selection protocol when soliciting and vetting projects. Project applicants must complete our project request form before a project is considered. We prioritize to select projects where design thinking can provide the greatest impact for marginalized and under-served populations. 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 align with CHKS values of inclusion for all, are 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 we deliver to 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.
- Establish three (3) strategic external partnerships for increased connections and influence
- Expand our Month of Service initiative throughout the entire calendar year
- Create a framework so every HKS project can take steps to solve crises related to social issues such as attainable housing, mental health, digital equity, youth empowerment, etc.

Implementation

After seven years, the Citizen HKS initiative is well-established within HKS and is fully supported by its leadership and executive committee. We function with the firm's 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 impact of serving marginalized communities as recognized by 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.



Citizen HKS team working with neighbors and city officials in South Dallas to support the project Shingle Mountain, a revitalization of a dumping site with plans to put a park on the land.

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 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 the represents the values of 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

Create

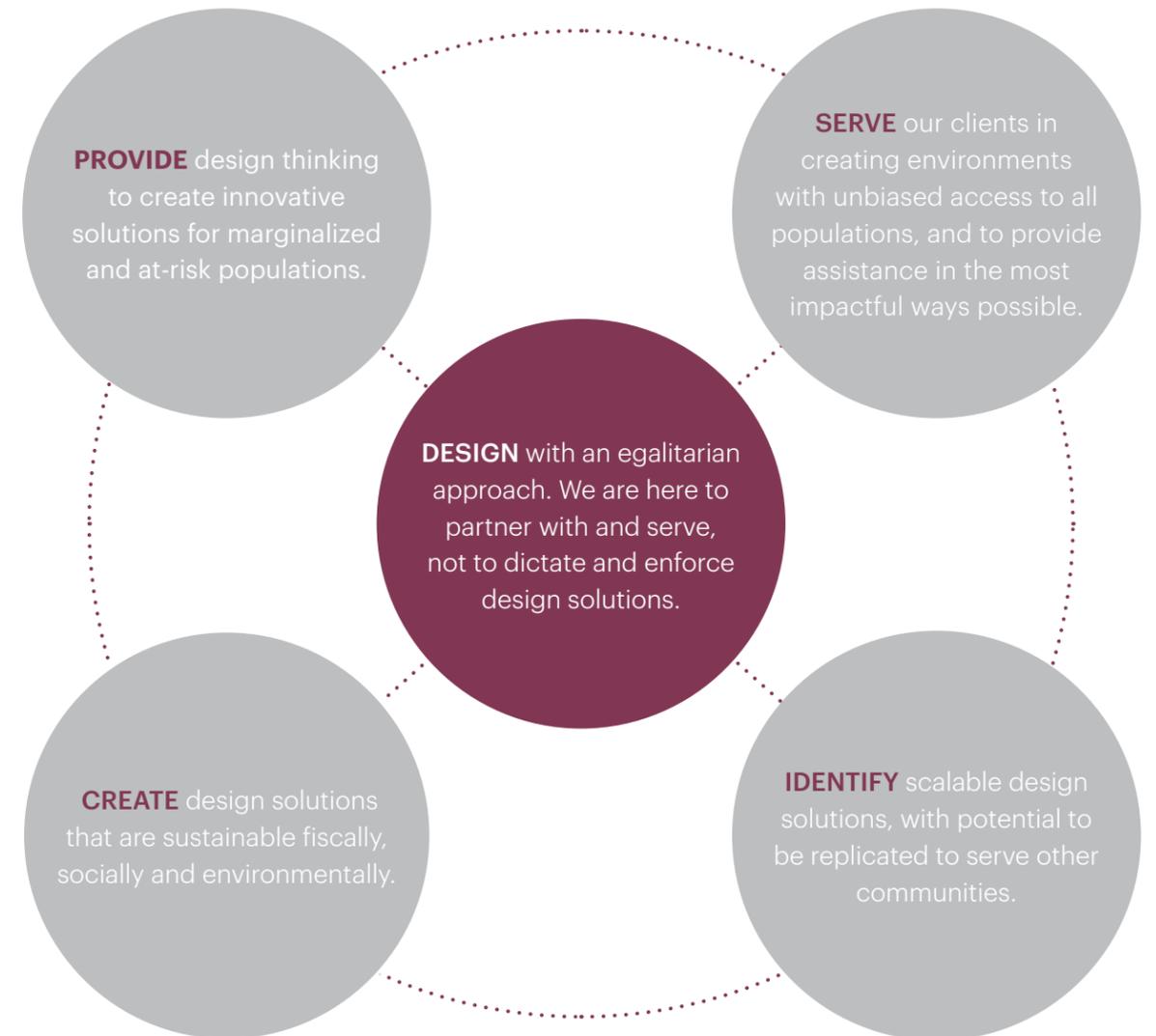
Residing at the heart of great design is joy, health, happiness and safety. In that same vein, every Citizen HKS design project begins by asking: how can our work improve the world?

Citizen HKS looks beyond the creation of a single building. We set about reimagining how design can transform lives and 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

Connect

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, painting a school, teaching kids, making and serving meals, cleaning beaches and parks, planting trees or volunteering with veterans, we're making a difference in the communities we call home.

Our impact story is powerful: in six years, HKS employees have volunteered more than 27,193 hours serving more than 623 non-profit or community organizations spanning nearly 790 individual events, raising roughly \$440,000 for charity.

Despite a global pandemic keeping most people at home, HKS was still able to make a significant impact worldwide in 2020. While it looked a bit different than most years, the need for community support was ever-present and, in some cases, more needed than before.

Month of Service 2020 Snapshot

2,118 Hours Volunteered

90+ Non-Profit & Community Organizations

95+ Individual Events

\$30,000 Raised For Charity



Top: *Oak Cliff Veggie Project* – HKS Dallas Education studio + families spent a Saturday morning with Oak Cliff Veggie Project harvesting, planting, and packing up fresh produce for the community members to drive-thru and pick up for free

Bottom Left: *Miami Office Beach Clean-up* – The HKS Miami office teamed up with the International Coastal Cleanup organization, a nonprofit dedicated to the protection and enjoyment of our world's oceans, waves, and beaches, to clean up a mile long beach.

Bottom Right: *Shanghai Office Student Sponsorship* – The HKS Shanghai Office has partnered with their local community social service center since 2017 and have been sponsoring college students in their neighborhood who have lost either both parents or live with a single parent with no/limited income.

PUBLIC INTEREST DESIGN
3.1 Citizen HKS

Contribute

HKS conducts firm-wide 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.

Reimagining Benefield. In 2020, CHKS' Reimagining Benefield campaign raised nearly \$24,000 to kick off the Richmond citywide fundraising campaign for our client, Boaz & Ruth, and be the seed money for the start of construction. This money will go towards constructing the donor wall and jewel box entry that will tell the rich historic story of Black culture and the people of Highland Park.



CITIZEN HKS

CASE STUDY: PUBLIC INTEREST DESIGN

Net Zero Dental Center Aspires to Revitalize a Community

Hope Dental Center

Kigali, Rwanda

Currently 18% of morbidity cases are linked to treatable oral diseases and are preventable with access to basic dental care, but Rwanda only has one dentist per every 250,000 people. The vision for this project extends well beyond these three buildings. The goal is to use the funds and newly trained dentists from this clinic to set up community clinics throughout the city and eventually create mobile clinics to reach out to more rural areas of the country.

The site utilizes abundant sunshine by using solar panels atop the warehouse roof to generate energy for the entire site. 300 solar panels cover the 1,000 m² (10,700 ft²) roof area. Because of the minimal tilt of the sun near the equator, the panels can maximize their 300 watt capacity and generate a total of 130,000 kWh per year offsetting the energy consumption from lights and plug load and resulting in a net zero project.

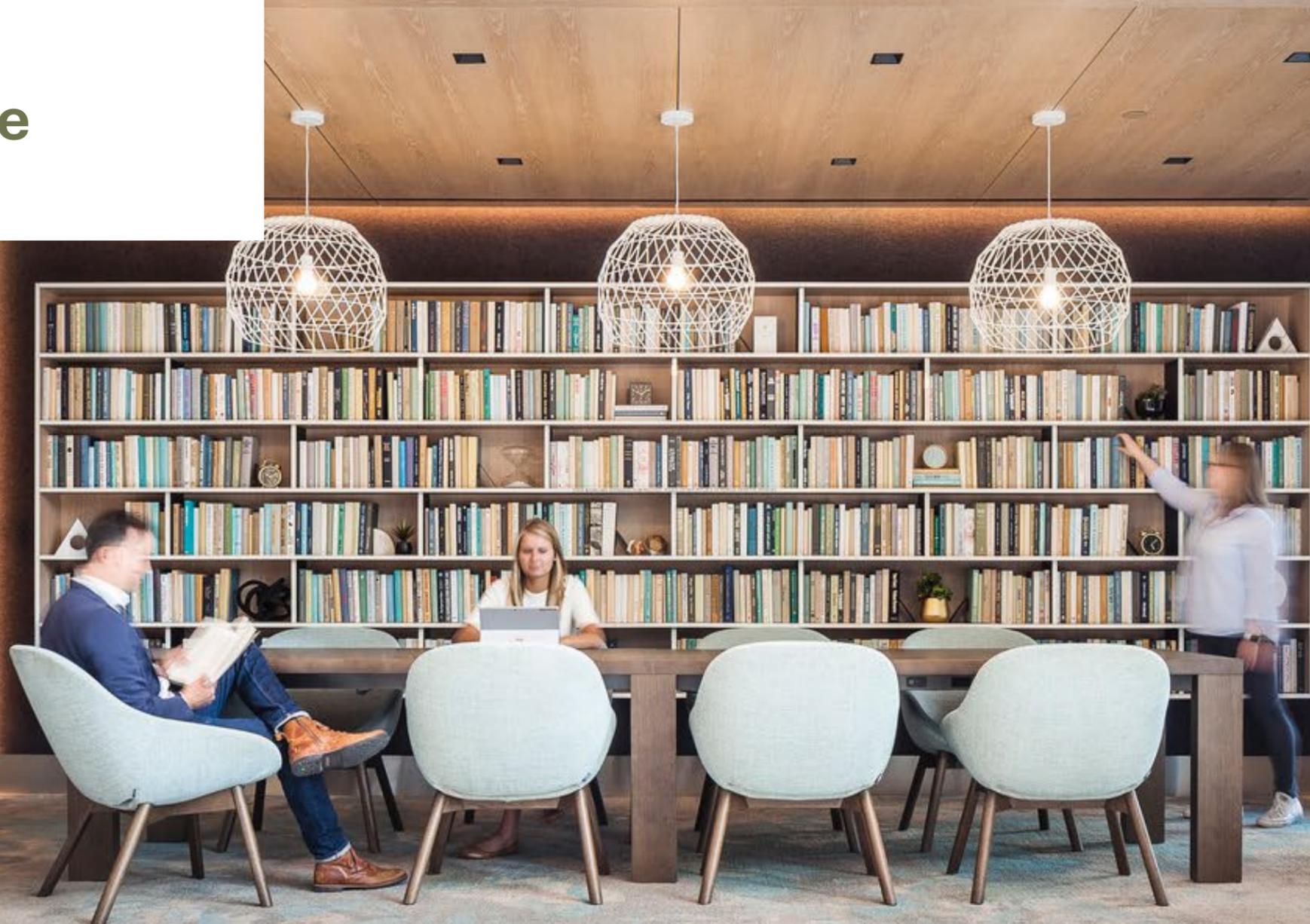
The Hope Dental Center will act as an economic catalyst for boosting accessibility to oral care by using the profits from the dental clinic to fund the mobile clinics that would eventually provide health care to rural areas where people may not have the means to get to the center itself.

Designing for the future was integral to this project's framework. The campus will serve as a step in the transformation of Rwanda's health care system by training the new dentist's, but the efforts to provide better and more accessible health care go beyond oral hygiene. At it's core this project serves as a training facility and in the future it could expand to open its doors to training other necessary positions including medical doctors, mental health professionals, and health care policy workers.



SECTION FOUR:

Our Enterprise



OUR ENTERPRISE

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

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. 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.

Stakeholders

PRIMARY:



RELATIONAL:



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.

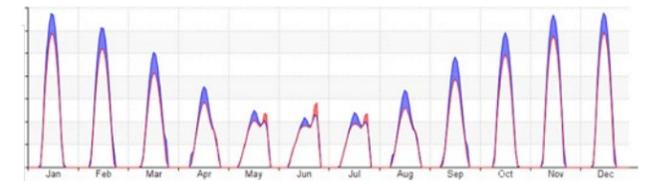
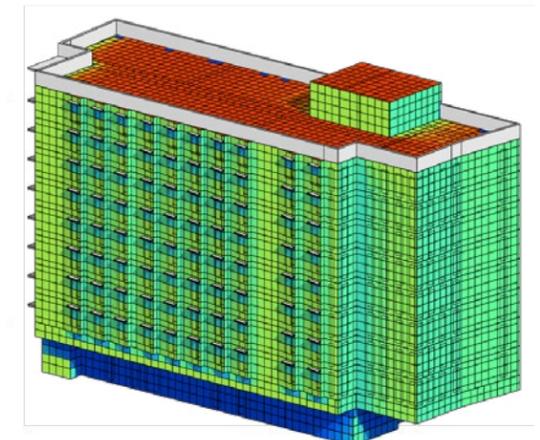
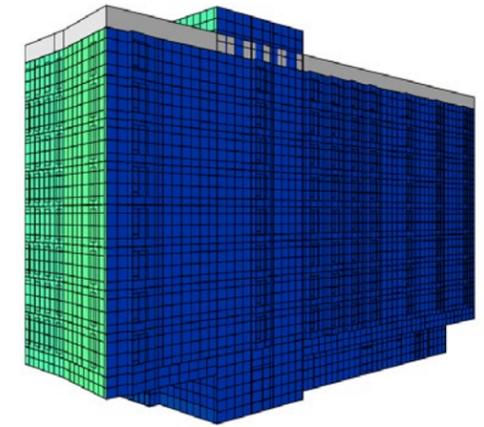
Materiality

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.

Assessment, Policy & Goals

HKS has implemented a directive to energy model 100% of our projects. To support this effort and to build knowledge and agency so we may become a global leader as a sustainable, socially impactful, and responsible practice, we put in place an education curriculum as well as operational, contractual and reporting procedures to assess compliance and guide progress. With the assistance of our professional development and practice technology teams, sustainability experts are continuously developing curriculum centered around energy modeling and building sciences that includes both foundational knowledge as well as immersive learning. We apply this knowledge and gauge the efficacy of energy modeling and building sciences curriculum on a quarterly basis with the expectation that project adoption increases. HKS employees have access to 50 paid hours for professional development and training per year, and we encourage staff to dedicate a minimum of eight hours towards the energy modeling and building sciences courses. To support the energy modeling directive, we generate quarterly progress reports with Design Data Exchange (DDx) exports that track progress across regional offices, sectors and practices. As the primary data management tool for all project-related energy data, DDx has been utilized for over a decade with recent improvements integrating dashboards such as Power BI and Tableau.

[Learn more about the AIA 2030 Commitment on page 25.](#)

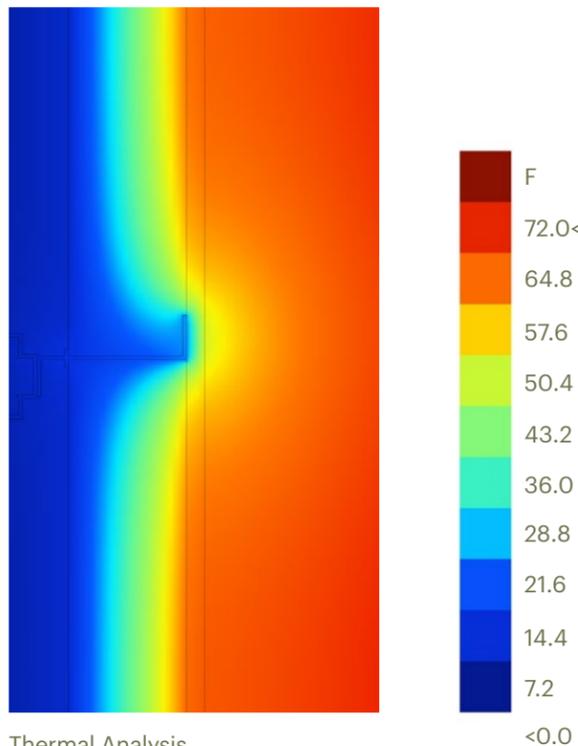


HKS has implemented a directive to energy model 100% of projects.

4.1 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.



Thermal Analysis

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).

HKS' Building Envelope Thermal Calculator (BETC) is a tool project architects can use to determine the thermal resistance of various building envelope assemblies to support project delivery.

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.

In addition to our energy curriculum, we have developed a Building Envelope Thermal Calculator (BETC) for project architects to determine the thermal resistance of various building envelope assemblies and to support project delivery. The tool allows for the creation of unique building assemblies that properly account for the impact that thermal breaks have on the overall thermal performance and assists with energy model preparation and COMCheck reports for building permit.

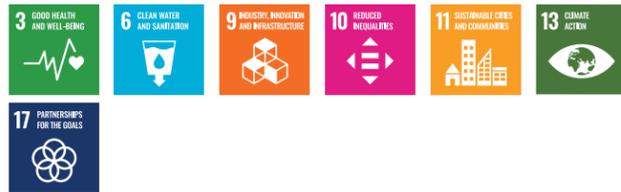
Measures or Outcomes

Our broad goals include energy modeling 100% of HKS projects. This goal supports the associated primary objective of delivering energy-efficient design in all instances. Our education metric is for all HKS employees who are directly responsible for architecture and design enroll in our energy curriculum and complete the course requirements in full. In 2020, we achieved energy modeling on 78.7% of projects and over 250 HKS employees have enrolled in the Early Phase Energy Modeling course, which has achieved a 4.5 star rating by users.

OUR ENTERPRISE

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

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. GLOBAL COMPACT PRINCIPLES:



Purpose

While we live in an increasingly digital and virtual world, the materials we build with are tangible and carry qualities that have a lasting impact on environmental and human health. Our educational efforts are directed at developing knowledge and capacity among 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, many staff members are taking or have completed this course work.

Relationship to Strategic Plan

Knowledge and capacity related to materials and environmental and human health impacts and capacity is directly linked to our strategic goals to lead with knowledge, advise for influence and develop outcome-driven designs.

Stakeholders

PRIMARY:



RELATIONAL:



Materiality

This effort 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; In addition to the 14 staff who completed the certificate program in 2019, in 2020, we added an additional 63 employees.

Implementation

Engagement with this program 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 how our engagement with this program impacts individual projects. We continue to discuss and explore means of project-level assessment and engagement with staff globally.



OUR ENTERPRISE

4.3 Industry Influence and Thought Leadership

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. 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. We contribute to many professional organizations in numerous ways. This Communication on Progress draws attention to those efforts that have an environmental, public interest and justice, equity, diversity and inclusion mission or objective over the past year.

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 of 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 continues to encourage industry engagement influence and thought leadership in environmental, social and governance issues.

Notable activities during the past year include:

- Sponsorship of the Department of Energy's Solar Decathlon
- Sponsorship of the Health Product Declaration Collaborative
- Sponsorship of mindful MATERIALS
- Sponsorship of NOMA and the NOMA Fellow program

Measures or Outcomes

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



Top: HKS Shanghai Office

Bottom: HKS' Senior Editor, Video Producer and Director of Photography at Globe Life Field in Arlington, Texas, USA preparing for Opening Day

OUR ENTERPRISE

4.3 Industry Influence and Thought Leadership

For more than 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. In 2020, we increased participation in industry-wide conversations about sustainability, public interest design, and justice, equity, diversity and inclusion.

380 LEED Professionals

HKS employs 380 full-time, LEED Accredited Professionals including 3 LEED Fellows.

100 WELL Professionals 8 WELL registered Projects

HKS employs 100 WELL Accredited Professionals and has 8 WELL registered projects.

INDUSTRY ROLES



HKS employees contribute countless hours advancing sustainability and equity in our industry and communities through leadership service.

10+

HKS employees served as board officers and committee members for national and international organizations in 2020.

Major organizations include:

- The American Institute of Architects
- The U.S. Green Building Council
- The International Living Future Institute
- Urban Land Institute

SPEAKING ENGAGEMENTS



Whether streaming virtually or traveling for in-person events, HKS leaders speak to audiences worldwide on topics of sustainability, public interest design and justice, equity, diversity and inclusion.

50+

Local, national and international speaking engagements in 2020 – highlights include:

- 48th Annual National Organization of Minority Architects (NOMA) Conference
- Healthy City Design 2020 Congress
- 2020 Participatory Design Conference - South America
- Greenbuild 2020
- 2020 Building Performance Analysis Conference and SimBuild

PUBLISHED CONTENT



Every year, HKS experts foster greater industry-wide and public understanding of our work by writing original articles and contributing stories to leading publications.

60+

Stories published on HKSinc.com in 2020.

15+

Articles authored in industry-leading publications in 2020.

These publications include:

- Architectural Record
- BuildingGreen
- Metropolis
- ARCHITECT

4.4 Staff Health and Well-being

RELATED U.N. SUSTAINABLE DEVELOPMENT GOALS:



RELATED U.N. 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

4.4 Staff Health and Well-being

Assessment, Policy & Goals

HKS assessed staff health and well-being with a firm-wide 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, and paid parental leave. In early 2021,

we launched a new work-from-home policy that gives our employees greater flexibility over their work spaces. 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 firm-wide performance management system that will increase transparency and alignment and drive accountability for individuals and departments reaching their objective.

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: STAFF HEALTH AND WELL-BEING

From Temporary to Transformative: FWx

What is the Aim

During COVID-19, when our 1,300-member workforce was suddenly forced to work remotely, we were presented with an opportunity to seize upon the disruption to study our effectiveness. We wondered: Will remote work change our productivity? Once people work from home, will they ever want to come back to the office? And if they do want to come back, how can the office best complement any advantages of working outside the office?

We conducted this research to identify how the work-from-home experience could inform the future of workplace design. Our objectives were:

- To understand the nuances of how working from home has affected people differently based on living conditions and demographics
- To keep a pulse over time on how our employees' health and well-being evolved
- To identify how work processes changed while people worked outside our corporate offices
- To understand how people's preferences for flexible work experiences are changing
- To identify implications and strategies that can inform flexible work policy and behavior
- To learn how working from home will impact what people want from the office when they return

What We Did

On Friday 3/13/2020 HKS sent its employees in the US home to work remotely. We conducted weekly (and then monthly) surveys to glean insights into their work-from-home experiences. We devised questions that offered insights into our employees' mental health and social connections, environmental conditions, work processes and more.

Method

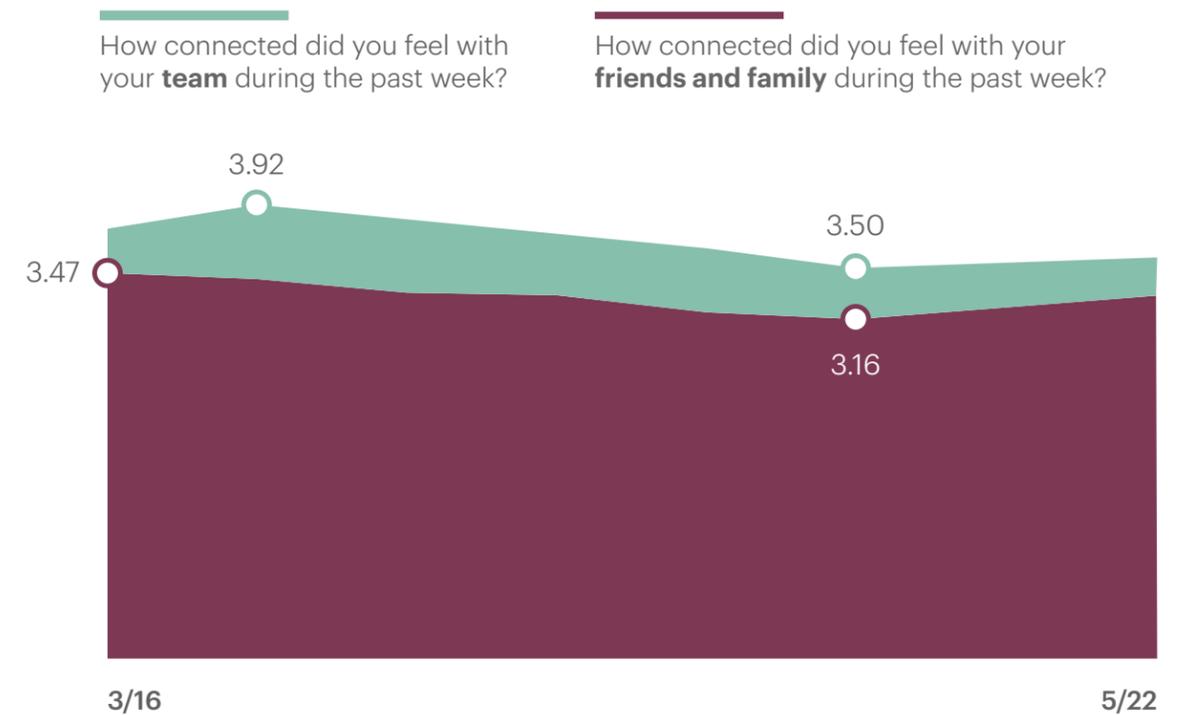
We developed survey modules on the themes of health and well-being, communication, work from home behaviors, flexible work experience preferences, psychological safety, and environmental satisfaction. We conducted surveys weekly from March through May, 2020, and we continue to deploy monthly surveys at the time of this report. On average, 400+ employees participated in each survey, representing approximately 30% of our firm.

“I feel that my work is always present, and it is just going from the bedroom to work and back and there is not a separation and guilt about not working during the day at all times.”

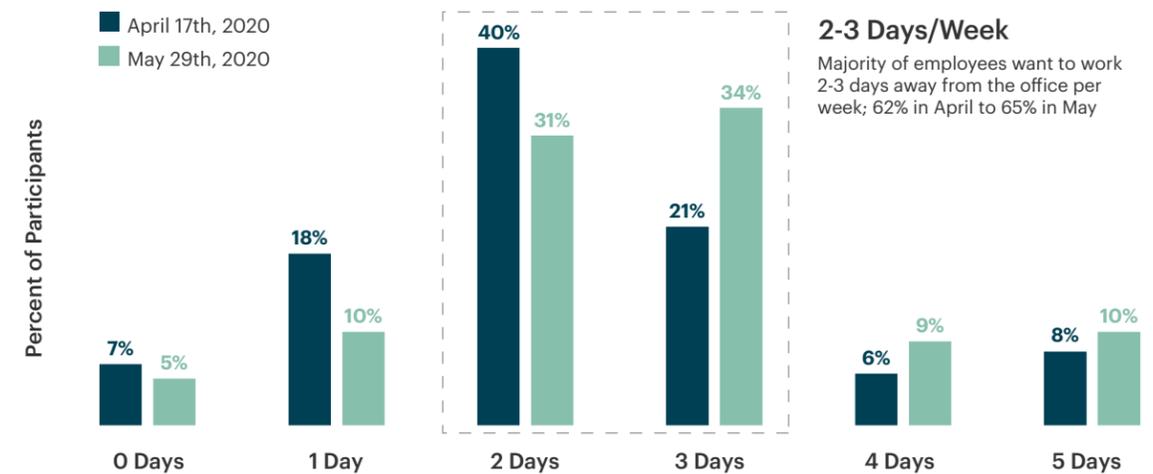
What We Found

People want boundaries, regardless of where they're working. Switching between digital and physical, home and office, work and life, is hard. From physical boundaries that separate work vs home life zones, to notable drops in work-life balance after 20 hours of meetings a week, we see the need to design boundaries. These designs should clarify limits and borders in both space and time, which are all too easy to blur. We think there is an opportunity here to design different kinds of thresholds for different kinds of experiences.

We've consistently seen that people feel more connected to their teams than their own families.



Considering a time in the future WITHOUT a pandemic threat, how many days a week would you be interested in working away from the office?

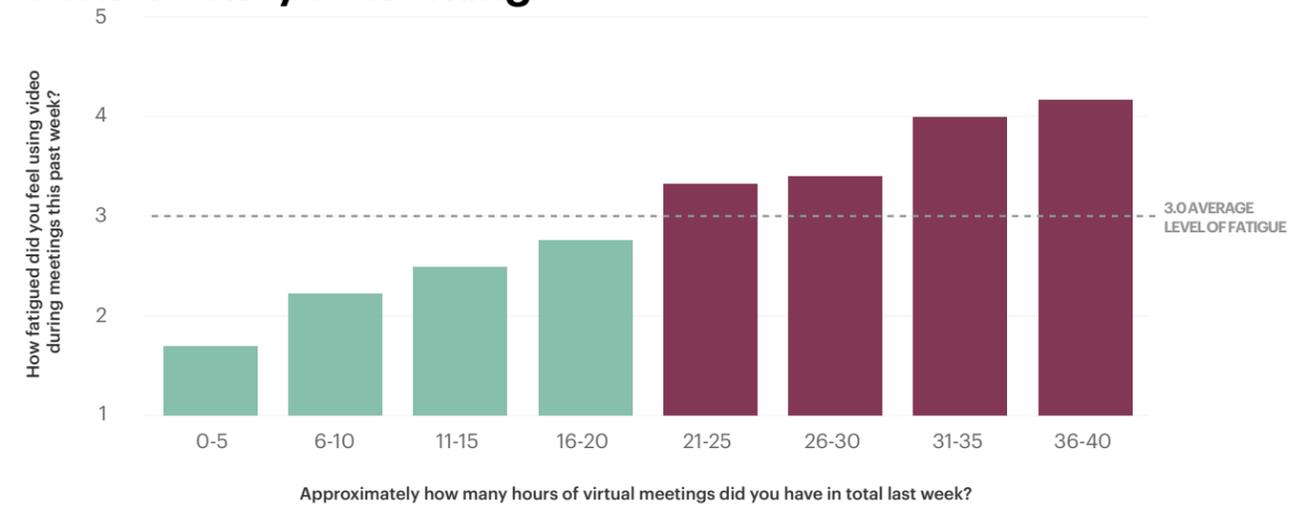


CASE STUDY: STAFF HEALTH AND WELL-BEING

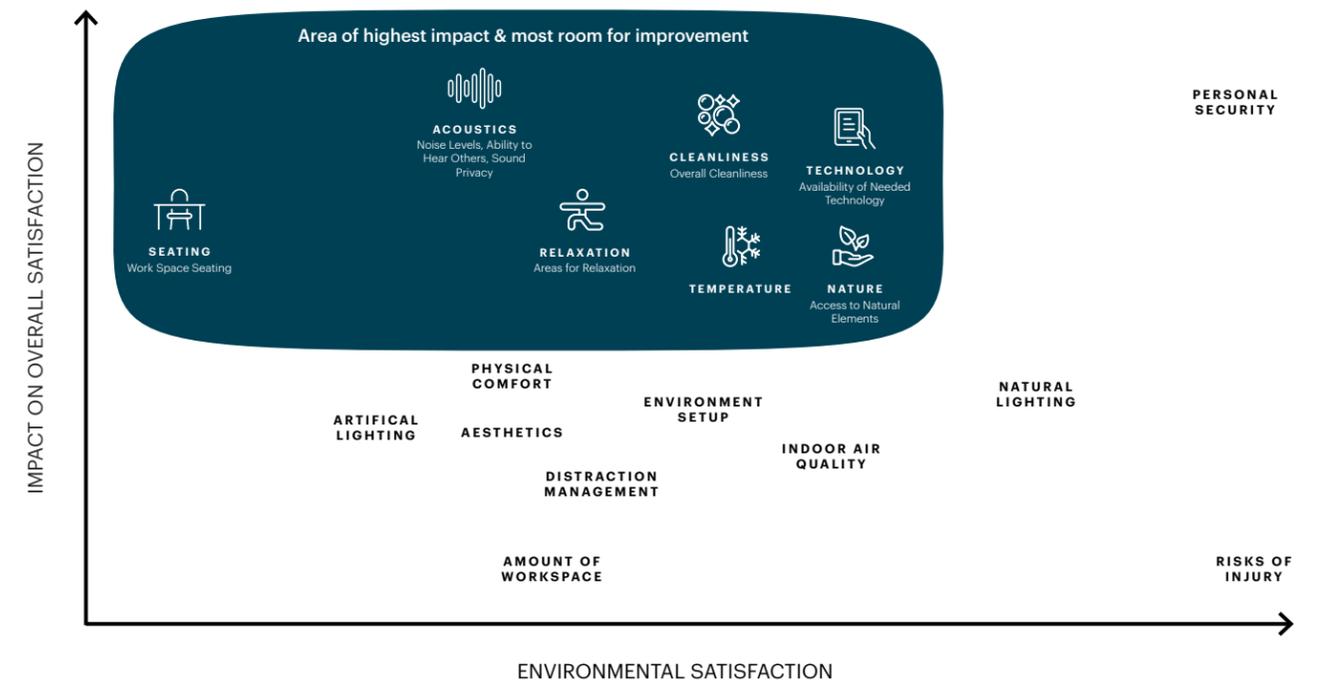
From Temporary to Transformative: FWx



People Want Boundaries, Regardless of Where They're Working.



Environmental Factors Impacting Overall Satisfaction



CASE STUDY: STAFF HEALTH AND WELL-BEING

From Temporary to Transformative: FWx

Home Workspaces are not Created Equally.

The design of each person's living environment has an impact on their satisfaction with working from home. Those living in apartments were less satisfied overall than those in single family homes. People living in apartments don't always have as much access to nature or outdoor spaces, which can lead to less satisfaction. Regardless, working remotely offers people the ability to take control over and adjust their work experience, which is beneficial. Can we apply these lessons to improve both office and residential experiences?

Employees Want Flexible Work Options.

When our teams were forced to work remotely, they invented new ways of connecting, developed new communications patterns, and found themselves connecting more with people across our network of offices, yet less with people in their own office. Overall, people enjoy the ability to work from home, and in the future want a balance of time at and away from the office. Our challenge will be to determine: what work happens where, and when does it happen?

These insights, with many more outlined in the pages that follow, help us understand how to design more healthy, productive environments for knowledge workers.

Deliverable

This study resulted in both a set of survey tools for evaluating remote work experiences as well as strategies that individuals, teams, and companies can utilize.

What the Findings Mean

Rather than merely reacting, we intentionally dug in to understand how work could happen when all the variables changed. How does work happen when it's no longer a place? This provides insight into the future of work, and from there we can define the future of place.

Learning from our ongoing research will help us think beyond reactionary short-term decisions, so that we are able to design a more intentional framework that identifies potential for business risk, recovery, resilience, and soon, reimagination.

As our work processes and preferences evolve, our designs and policies must evolve, too. As part of our Living Labs, our ongoing initiative of testing and innovation in our own offices, we will rethink our workplaces and work policies, both at the office and everywhere else work happens. Doing so will enable us to advise our clients and partners on how to do the same.

TAKEAWAYS

Overall satisfaction remains high while other experiences have varied over time.

Workspaces at home are not equitable.

Those in apartments rated their overall work satisfaction lower.

Comfort & control are rated highly at home, but with room for improvement.

Social needs are important predictors of overall WFH experience.

Desire for flexible work experiences is growing across demographics.

Location preferences and communication patterns are changing.

IMPLICATIONS

01 Thresholds:

Create boundaries to help define where and when different experiences happen.

02 Agency:

Provide opportunities for increased control over workspace conditions in the office and at home.

03 Connections:

Foster social connections in digital and physical space.

04 Network:

Establish networks that retain global connectivity without compromising local relationships.

05 Access:

Enable the office to be a library to access social, cultural, and functional resources.

06 Agility:

Create agile digital and physical systems that support equity and creativity.

HKS

WORLD HEADQUARTERS

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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 1,370 people in 24 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.