



GREEN OPERATIONS POLICY



EXECUTIVE SUMMARY

Extraordinary green buildings originate from design firms that are committed to sustainable design and demonstrate a respect for the environment within their internal operations. From an ecological perspective, HKS continually looks to improve the operations of our company and minimize our environmental footprint. This policy has been developed to formalize our goals and provide an operational framework for each of our offices worldwide.

Although the green operations policy includes several items that we have been implementing for many years, others are currently being implemented. We encourage each of our employees and offices to embrace this important initiative.

HKS is already a well established leader in our industry due to our unprecedented 68 million square feet of LEED projects and our internal education program that has resulted in over 400 employees receiving their LEED AP credential. Elevating our emphasis on green operations will further strengthen our firm and create an environment and culture within each design studio that will foster the innovative green buildings of the future.



A handwritten signature in black ink that reads "Ralph Hawkins".

Ralph Hawkins
Chairman & CEO



A handwritten signature in black ink that reads "Kirk Teske".

Kirk Teske
Chief Sustainability Officer



IMPLEMENTATION

This document identifies the intents and methods HKS is using or implementing to advance our environmental goals. Policies listed have taken or will take effect throughout the company. The implementation of the policies will vary from office to office. A list of initiatives is suggested, which is not exhaustive nor is it meant to describe the operations of each office.

Reporting mechanisms to measure the success of the following initiatives are contained in a companion document entitled, "HKS Sustainable Operations Metrics."

This Sustainability Plan will be reviewed and amended annually.

2030 CHALLENGE

HKS adopted the 2030 Challenge in 2007, and officially became a partner in the AIA 2030 Commitment program in early 2009. This national AIA initiative establishes aggressive targets for both the energy efficiency of our projects and the internal operations of participating architectural firms. HKS agreed to provide the Institute with the energy use intensity (EUI) of its projects, and environmental metrics associated with our internal facility operations.

SUSTAINABLE DESIGN

The challenge to improve building performance will continue to mount as society depletes the world's resources. Delivering a building to an owner that has the potential to operate significantly below baseline values for energy and water usage is critical to the environment. These efforts also reduce operating costs for the owner.

HKS will remain committed to perpetually modifying its design processes to take advantage of technology and analytical software that informs our design decisions and adds value to our clients' projects.





PRODUCT DEVELOPMENT & DELIVERY

The methods by which HKS chooses to develop and deliver its products have an environmental as well as a financial impact for both HKS and its clients.

CLIENT & TEAM MEETINGS

Architectural design and construction services are collaborative efforts, which require integrating input from owners, operators, designers, builders and numerous project stakeholders. Exchanging ideas and information is critical. HKS intends to conduct its frequent project meetings in an environmentally responsible manner.

Policy:

Decrease the need for travel by increasing the number of virtual meetings.



Initiatives:

- Distribute published meeting/travel recommendations to clients and all team members at the beginning of each project.
- Conduct virtual meetings via teleconference, web-conference or video-conference when face to face meetings are not required.
- Target to reduce the number of meeting-related travel miles by 25 percent through the promotion of virtual meetings.

Policy:

Reduce the consumption of natural resources used for meetings.



Initiatives:

- Issue paperless meeting guidelines to project managers and team members.
- Install permanent video projectors in conference rooms with an occupancy of at least six persons in order to easily conduct paperless meetings.
- Deliver presentations to clients on HKS-branded flash drives in lieu of printed materials.
- Discontinue the use of bottled water (initiated September 2009 at headquarters).
- Issue guidelines to caterers/vendors with respect to eco-friendly food service (initiated August 2009 at headquarters).

TRAVEL

When travel is necessary to conduct business, HKS intends to minimize its carbon emissions.

Policy:

Reduce the amount of airline travel.

Initiative:

- Combine airline trips when possible to decrease the number of miles flown.

Policy:

Increase the use of mass transit for company travel within cities.

Initiative:

- Encourage the use of mass transit travel in large cities with optimal systems (i.e. Washington D.C., San Francisco, Atlanta, Chicago and New York City).

Policy:

Ride share to local meetings.

Initiatives:

- Coordinate local automobile travel with other team members and consultants when possible.
- Share one rental car among several HKS employees and consultants as practicable.

Policy:

Rent hybrid or gas-efficient vehicles.

Initiatives:

- Amend rental car default selections with travel agent to specify high gas mileage vehicles.
- Adhere to default selections rather than upgrade vehicles when offered an upgrade.
- Monitor the hybrid rental car market and rent a hybrid vehicle if the price differential does not exceed 10 percent.





DOCUMENT MANAGEMENT

HKS strives to publish and exchange information and documents in such a way as to reduce the volume of printed materials and the necessity for shipping documents.

Policy:

Reduce the amount of document printing.

Initiatives:

- Utilize the HKS Thru site for electronic transmission of data files to decrease the volume of printing and shipping drawings and files.
- Increase the utilization of web-based digital plan rooms such as Planwell or Oce' Plan Center, and use this system to allow team members to order the documents they need to minimize wasteful printing.

Policy:

Reduce the amount of document shipping.

Initiatives:

- Increase the utilization of web-based digital plan rooms such as Planwell or Oce' Plan Center, to allow the documents to be printed locally by each team member.
- Utilize a web-based system that supports construction administration services resulting in a significant decrease in printing and long distance shipping of submittals (initiated in 2009).

Policy:

Reduce carbon emissions associated with local deliveries and courier services.

Initiative:

- Select green courier services that utilize hybrid vehicles for local daily deliveries (initiated January 2010).





INTERNAL OPERATIONS

HKS operates its headquarters in Dallas as well as 17 U.S. regional offices and six international offices. Operations and the possibility of implementing these strategies will vary from office to office as feasible. Incorporation of as many practical sustainability measures is to be pursued in all offices.

NEW BUILDING CHECKLIST

It is HKS's intention to seek at least LEED Silver certification on all of its new offices. The Detroit office - located in Northville, Mich. - anticipates receiving LEED Silver CI certification in 2011, the new Atlanta, Ga. office location is seeking LEED Gold CI certification, and the Miami office location is in a LEED Silver EB certified facility.

Policy:

Select new office space using a detailed set of mandatory and desirable criteria.

Initiative:

- Develop a comprehensive checklist of mandatory and desirable characteristics when selecting new lease space (completed in early 2009).

ENERGY CONSERVATION

Through well-designed building systems, the energy-smart use of those systems and increased employee awareness, HKS is committed to decreasing its energy consumption throughout its offices.

Policy:

Assess energy use within HKS offices.

Initiatives:

- Collect energy data from HKS office locations where data is available.
- Conduct a level-one energy audit to aid HKS's decision to upgrade current headquarters facility or move to another location.

Policy:

Invest in renewable energy.

Initiative:

- Purchase Renewable Energy Certificates (REC's) to offset 100 percent of electricity use at HKS headquarters.





Policy:

Reduce energy consumption within HKS facilities through building operation measures.

Initiatives:

- Add occupancy sensors in restrooms, conference rooms, private offices, work floor areas and break rooms.
- Adjust building cooling and heating temperatures during non-work hours.
- Exchange incandescent bulbs with fluorescent bulbs as replacement is necessary.

Policy:

Reduce energy consumption within HKS facilities through individual employee efforts.

Initiatives:

- Request that employees turn off their computers/monitors, task lighting and any other personal electric devices at the end of the day or when away from their workspaces for extended periods.
- Enforce prohibition of space heaters at employee work stations.

INFORMATION TECHNOLOGY ENERGY INITIATIVES

HKS's Information Technology group has led HKS in its efforts to conserve energy. Ensuring HKS's IT systems are on the cutting edge of energy-saving technology has been a priority of the IT group.



Policy:

Reduce IT energy use by improving technologies.

Initiatives:

- Replace all CRT computer monitors with LED computer monitors (completed in 2008).
- Implement LANDesk software program which tracks energy use of office computers and places inactive computers into hibernation mode at 11 p.m. (installed in 2003).
- Upgrade corporate computer servers to provide full virtualization of the servers by 2012. This allows for consolidation of multiple functions on a single server or disk array (initiated in 2005).
- Replace all 120-volt servers with 208-volt three-phase power servers.

Energy savings of 32 percent will be achieved when this replacement occurs. Additional savings will occur with the reduced demand for air conditioning in server spaces (currently underway, 26 percent decrease achieved to date).

- Deployment of Hie Electronics' Terastack storage for backups, archiving and third-tier hierarchal storage. This initiative implements Blu-ray optical discs that are idle, thereby conserving energy until data is needed rather than using continuously active discs for sporadic data retrieval.



EMPLOYEE COMMUTING

Over 80 percent of the HKS San Francisco office staff walk, ride bicycles or ride mass transit systems to work. HKS aims to increase the percentage of its employees companywide who use mass transit or carpool to decrease the total carbon commuter footprint.

Policy:

Offer incentives to employees who use alternative transportation and do not require a parking space, and to employees who carpool or drive hybrid or extra fuel-efficient vehicles for their commute.

Initiatives:

- Conduct annual employee survey regarding commuter options.
- Offer pre-tax deduction on employee's cost of mass transit passes.
- Subsidize the cost of mass transit passes for employees who do not have parking spaces. The amount of subsidy will be determined annually.
- Investigate the feasibility of a vanpool for employees whose residences are clustered close together in suburban communities. (Provide preferred parking if service is implemented.)
- Provide an incentive (available once every four years) for employees who purchase 40+ mpg EPA-rated vehicles (adjusted yearly, \$250 for 2011).
- Install bicycle racks as space allows near the building's entrance, if the office is a standalone facility.





WATER CONSERVATION

Our world's potable water supply is rapidly decreasing. HKS seeks to increase its role in implementing water reduction strategies.

Policy:

Reduce water consumption in HKS offices.

Initiative:

- Install water flow restrictors on washroom and breakroom faucets.

RECYCLING/WASTE REDUCTION

HKS actively takes measures to print two-sided documents, reuse and recycle paper as well as decrease the number of unnecessarily printed documents. Other types of waste and recycling efforts are being addressed as well.

Policy:

Reduce the amount of waste that goes to the landfill.

Initiatives:

- Enhance recycling efforts by clearly labeling and placing recycling containers in the conference rooms, open meeting spaces and in individual workstations (completed April 2010).
- Post a link on the SOURCE where employees can remove their names from junk mailing lists.
- Encourage employees in adjoining work stations to reduce the number of personal trash cans to reduce the amount of required trash can liners.



Policy:

Reduce the amount of printer paper used.

Initiatives:

- Encourage reuse of paper printed on only one side by providing a bin for letter and legal size paper that can be reused in each work station bay.
- Encourage employees in every studio to recycle and promote paper reuse.
- Install duplexer units on existing single-sided printers as funds for equipment become available.
- Set the default on each employee's computer to print to the duplex printer.



Policy:

Reduce the amount of printing and copying of documentation.



Initiatives:

- Execute invoicing procedures electronically, which streamlines the process as well as saves printing costs.
- Complete internal billing coordination electronically.
- Post paystubs electronically rather than printing biweekly pay stubs.
- Institute electronic inter-office purchase orders by 2011.
- Scan rather than copy expense reports for each traveler if allowed by the owner/architect agreement.
- Eliminate printing hard copy of expense report cover page.
- Scan or electronically save copies of documents rather than photocopying originals (expense reports, FedEx slips, courier items).
- Provide training for work group sectors specific to the key initiatives that work group can best implement (e.g. training for administrative staff, project managers, etc.).
- Provide second monitors when practical at workstations to encourage use of electronic documents rather than reliance on printed materials (especially for training).

Policy:

Provide for disposal of specialized waste.



Initiatives:

- Discard batteries and fluorescent lamps properly.
- Provide opportunities for small electronics recycling to employees.
- E-recycle all durable office equipment such as electronic equipment, etc.
- Research opportunities for composting organic/biodegradable waste products by 2011.

GREEN HOUSEKEEPING

The industrial cleaning service is becoming increasingly environmentally conscious, and HKS intends to adopt green housekeeping measures.

Policy:

Institute green housekeeping practices in offices where housekeeping services are contracted.

Initiative:

- Initiate plan with current housekeeping service or contract with new service for implementing green housekeeping practices in accordance with LEED EB O&M standards.



PURCHASING

As environmental awareness grows, manufacturers of office supplies and furnishings are incorporating a greater percentage of post-consumer and pre-consumer recycled content. Office and kitchen equipment is also becoming more energy efficient. The HKS purchasing department intends to continue to research and purchase environmentally friendly products. HKS also intends to streamline its operations through paperless ordering procedures both internally and with external vendors.

Policy:

Purchase consumables that have a minimal impact on the environment.

Initiatives:

- Compare each ongoing consumable item on the HKS supply form with LEED EB O&M purchasing guidelines. Whenever practical, purchase items according to at least one of the following LEED guidelines:
 - At least 10 percent post-consumer and/or 20 percent pre-consumer material
 - At least 50 percent rapidly renewable materials
 - At least 50 percent materials harvested or extracted and processed within 500 miles of the project
 - At least 50 percent Forest Stewardship Council certified paper products
 - Use rechargeable batteries.
- Compare HKS supply form to a list of current products annually, to assess where products with increased recycled, regional content can be substituted for current items.
- Purchase 30 percent of the following products (by cost) that meet one of the following standards or guidelines:
 - Green Seal Standard GS-37 for general-purpose, bathroom and glass-cleaning products when practical
 - Environmental Protection Agency Comprehensive Guidelines for janitorial paper and plastic trash can liners
 - Green Seal GS-09 for paper towels and napkins
 - Green Seal GS-01 for tissue paper
 - Environmental Choice CCD-082 for toilet tissue
 - Environmental Choice CCD-086 for hand towels
 - Environmental Choice CCD-104 for hand cleaners and hand soaps
- Continue to use remanufactured toner cartridges for all company printers.





Policy:

Purchase durable items that have a minimal impact on the environment.

Initiatives:

- Replace durable goods including office equipment, IT equipment, appliances, external power adapters, audio-visual equipment, etc. with ENERGY STAR certified products, whenever possible.
- Select office furniture with preference for furniture with low VOC content, recycled content and recycled packaging.

Policy:

Streamline the purchasing process and reduce printing.

Initiative:

- Use one nationwide vendor for as many office supplies as possible to consolidate purchasing and delivery.

EMPLOYEE ENGAGEMENT

HKS will endeavor to positively influence the workplace culture by growing employee's environmental awareness, highlighting conservation successes and rewarding employees' commitments to sustainability.

HKS eco-byte



Initiatives:

- Promote employee use of personal water bottles and coffee mugs.
- Publish recycling news, energy conservation reminders and report progress quarterly on the SOURCE (HKS intranet).
- Highlight individual employee environmental efforts quarterly on the SOURCE.
- Recognize designers and other employees who incorporate a high level of sustainability both in their design and their delivery.
- Organize two efforts per year to collect architectural and interior design samples and make collections available to employees for their use or donate to area schools.
- Organize an employee exchange where employees bring unused items and swap resources with fellow employees.
- Elicit and publish employee conservation tips for both office and/or home use.