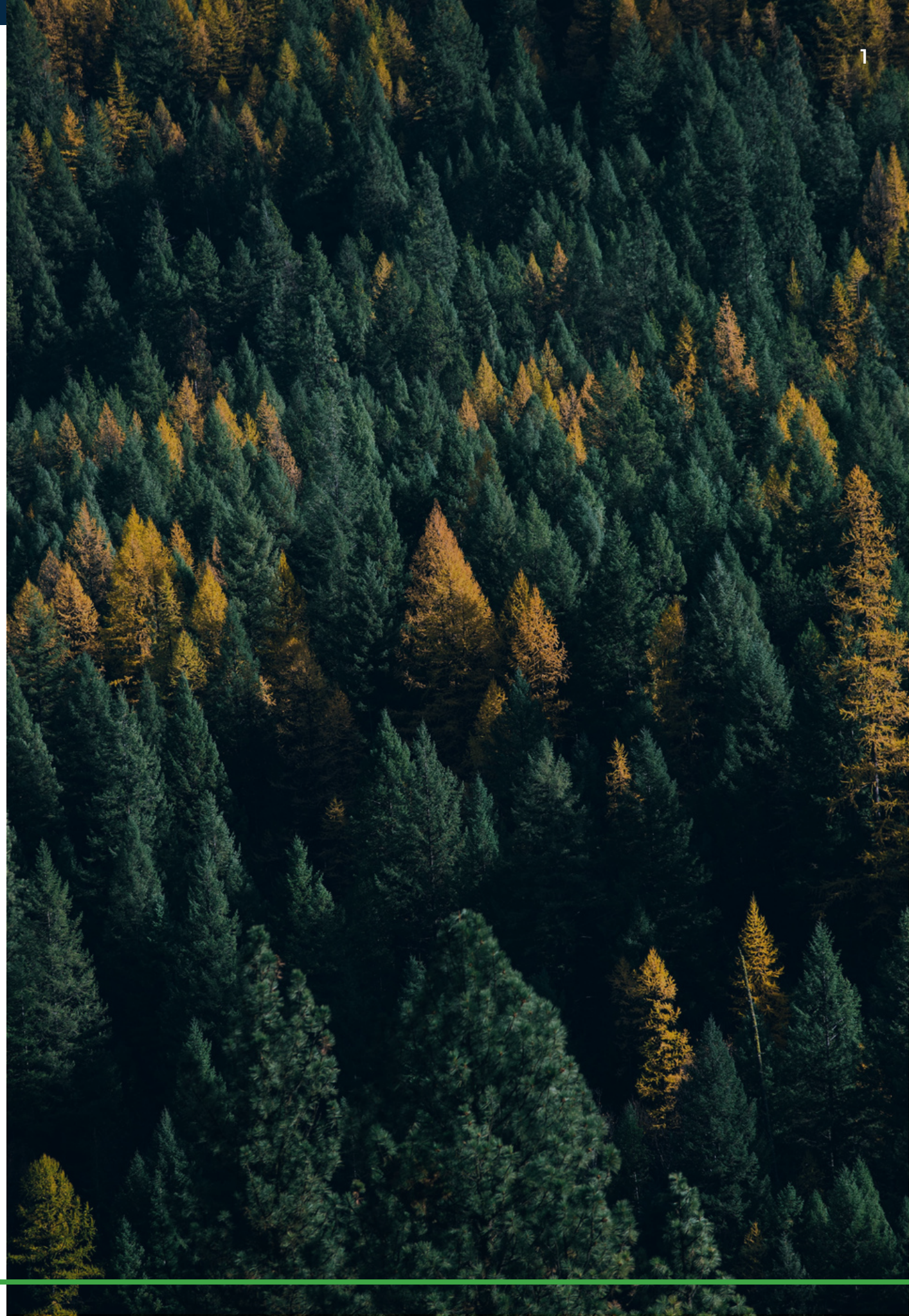




**Sustainability
Plan**
2023

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About 3R Sustainability

Since 2007, our team has been proud to be part of the group of experts providing project review services to Green Business Certification Inc. After gaining years of green building experience, in 2014, we branded as 3R Sustainability.

As 3R, we became a part of global environmental, social, and governance (ESG) initiatives. 3R has grown to provide broader ESG capabilities around its building sustainability practice. We provide sustainability/ESG and built environment consulting services to committed businesses, corporations, architects, engineers, developers, and owners.

MISSION

3R provides consulting services rooted in science, supported by data, and driven by innovation, education, and continual improvement. We deliver full-service sustainability solutions to our clients to achieve material business goals, and our team of experts creates an engaging environment where all our stakeholders can thrive.

We are an adaptive firm working on the global scale, with a mission to create a direct, measurable impact on the environment and the companies and communities which we serve that will make our clients ask, "Why would we work with anyone else?"

VISION

Be the partner of choice to help organizations realize the value of sustainability and create a world in which our team members and clients' employees live and work in an environment that is mutually beneficial for people, the planet, our partners, and profit, now and for generations to come.



OUR VALUES



**Continual
improvement**



Integrity



Teamwork

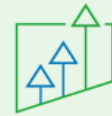


Transparency



Our values

CONTINUAL IMPROVEMENT



Internal: Staying ahead of the latest thinking, refining our strengths, and growing our collective body of knowledge through research, educational sessions, and innovative thinking

External: Meeting our clients where they are on their sustainability journey and working to establish a shared vision with achievable targets and milestones

INTEGRITY



Internal: Supporting, trusting, and relying on each other while holding one another accountable for actions

External: Providing services that reduce risk and add business value while protecting client data and information

TEAMWORK



Internal: Communicating openly, honestly, effectively, and inclusively and being responsible to each other by stepping in and stepping up

External: Teaming up with our clients to exceed expectations of project outcomes via open communication pathways and integrative processes

TRANSPARENCY



Internal: Working without walls, sharing experiences and knowledge to create a workplace where all employees can contribute and reach their full potential

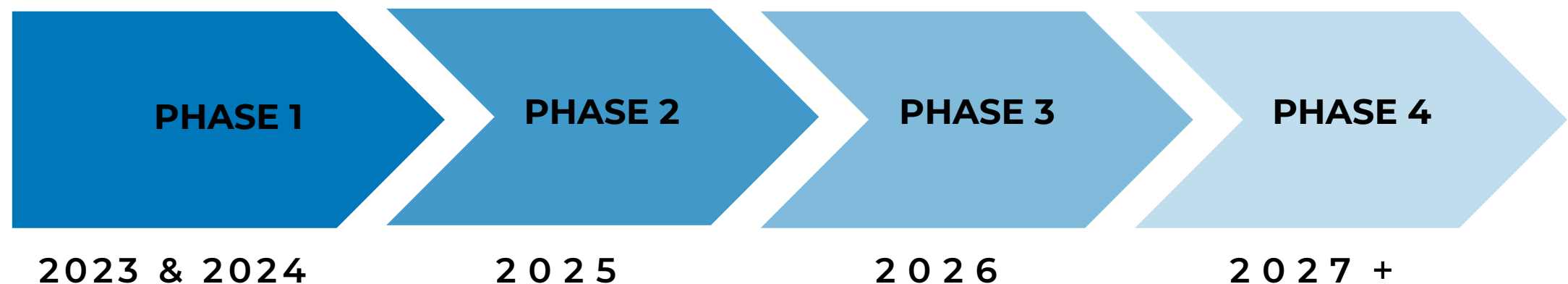
External: Utilizing advanced and secure communications and data sharing platforms, we collaborate with our clients in such a way that we become an extension of their internal team



How to use this plan

This plan lays out a detailed four-phase timeline for 3R Sustainability to improve its ESG activities and performance. This document is intended to guide 3R Sustainability forward in setting ESG goals, while also highlighting and summarizing efforts already underway in these areas.

Three sections are outlined in this plan, each describing the initiatives for environmental, social, and governance, in a four-phase timeline. The phases are established by level of impact, ease of completion, and additional resources needed.



The sections Environmental, Social, and Governance are organized by:

Material topics the topics we have identified as most important to our business

Goals the objective we are trying to achieve

Steps actions to take to achieve our goals

Goals and steps are organized internally and externally.

INTERNAL refers to our ESG impact via 3R Sustainability operations

EXTERNAL refers to our ESG impact via our clients

Each goal has a **quantitative target**. This is a measurable aim we will track to measure progress toward a goal.



+ In this plan, steps listed with a blue plus sign (+) are steps that will continue beyond the phase they are listed in.



Sustainability Pillars

3R Sustainability built its sustainability plan on three pillars: Environmental, Social, and Governance. These pillars guide our goals and the material topics we focus on.

ENVIRONMENTAL

Goals

Pursue a low carbon economy

- Reduce 3R Sustainability Greenhouse Gas (GHG) emissions
- Help clients reduce GHG Emissions
- Contribute to the global implementation of green buildings

Optimize offerings in holistic solutions to minimize environmental impacts

- Minimize our environmental footprint
- Help clients reduce their environmental impacts to meet goals
- Advise clients on holistic, nature-based solutions

SOCIAL

Goals

Promote transparency, development, diversity, and well-being for our employees and the employees of our clients

- Attract a more diverse employee base
- Increase supplier diversity
- Increase organizational knowledge on DEI topics
- Help clients meet DEI Goals
- Increase employee engagement
- Provide best in class employee benefits
- Help clients meet employee health, safety, and wellbeing goals
- Define career development for every employee
- Expand employee onboarding process

GOVERNANCE

Goals

Ensure integrity in all business practices

- Be the preferred choice for all of our clients' sustainability needs
- Increase ethical training and financial awareness
- Do business with organizations who share similar values
- Achieve ISO certification for 3R management system
- Instill total confidence in our data privacy and security by achieving ISO 27001

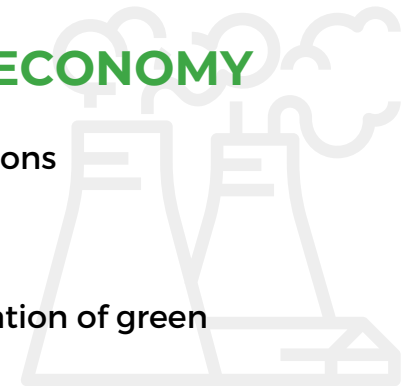


Environmental

3R provides consulting services in the built and corporate sustainability environments, enabling companies across the world to better meet their own ESG goals. 3R's consulting services cover numerous environmental and climate-related impacts. We strive to minimize the environmental footprint of our company and our clients.

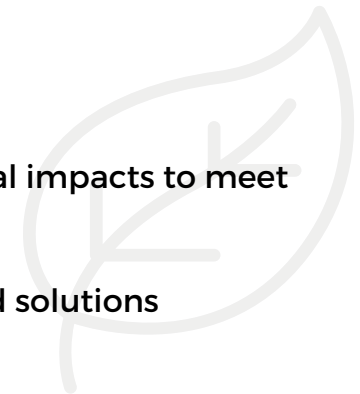
PURSUE A LOW CARBON ECONOMY

- Reduce 3R Sustainability GHG emissions
- Help clients reduce GHG emissions
- Contribute to the global implementation of green buildings



OPTIMIZE OFFERINGS IN HOLISTIC SOLUTIONS TO MINIMIZE ENVIRONMENTAL IMPACTS

- Minimize our environmental footprint
- Help clients reduce their environmental impacts to meet goals
- Advise clients on holistic, nature-based solutions



Reduce GHG emissions

Pursue a low carbon economy



PHASE 1

INTERNAL

- Monthly or quarterly GHG emissions Scope 1 & 2 tracking
- Determine relevant categories for Scope 3
- Monthly or quarterly GHG emissions relevant Scope 3 tracking
- Commit to SBTi
- Purchase third-party verified offsets until net zero emissions are achieved +

EXTERNAL

- Set quantitative target for # clients we provide climate-related services to
- Grow GHG team and expertise +
- Research new GHG tech and data options

PHASE 2

INTERNAL

- Set a science-based target for Scope 1 & 2 emissions
- Create and implement an emissions reduction plan for both in-office + and work-from-home employees
- Purchase third-party verified Renewable Energy Credits +

EXTERNAL

- Expand internal dashboarding and automation options +

PHASE 3

INTERNAL

- Set science-based target for Scope 3 emissions



Quantitative targets



Retain carbon neutrality



Achieve net-zero across Scope 1 and 2 by 2050 and assess a Scope 3 target



Halve our Scope 1 & 2 emissions by 2030



Source 100% of energy from renewables



Define our baseline of clients that have scopes related to GHG inventory, carbon reduction strategy, and/or SBTi targets and establish a target % of clients we provide climate-related services to in 2023



Green buildings

Pursue a low carbon economy



PHASE 1

EXTERNAL

Built environment team subject matter experts (SMEs) train non-SMEs

Improve project management program and implement new sustainability standard operating procedures (SOPs) to maintain consistency across all projects

PHASE 2

EXTERNAL

Expand BE team skillset to various sustainable building certifications + (beyond LEED)

Retain and implement client feedback and lessons learned from + projects



Quantitative target



Annual client satisfaction score over 90%





Environmental performance

Optimize offerings in holistic solutions to minimize environmental impacts

PHASE 1

INTERNAL

Update waste audits to understand our waste production, and/or record the number of times the trash and recycling is taken out and the weight of the waste +

EXTERNAL

Complete thorough research on how to set reasonable, data-based targets and make progress toward them

Pursue training on circular economy and implement options for clients

Complete thorough research on how to set reasonable, data-based targets and make progress toward them

PHASE 2

INTERNAL

See if submetering is possible for 3R's water fixtures or determine how to estimate water use

Create an action plan to reduce waste and divert from landfill

Engage remote employees to reduce their work-related environmental impact

EXTERNAL

Expand environmental data management options and expertise +

Create a database of water-stressed areas

PHASE 3

INTERNAL

Create an action plan to minimize water use



Quantitative targets



Set waste and water reduction Targets and Develop Plan



Determine baseline of clients that we work with to establish waste or water reduction plans or audits and set a target for reaching a certain % of clients we work with on waste or water reduction plans or audits in 2023



Nature-based solutions

Optimize offerings in holistic solutions to minimize environmental impacts



PHASE 1

EXTERNAL

Complete thorough research on how to set reasonable, data-based targets and make progress toward them

Pursue training on circular economy and implement options for clients

Complete thorough research on how to set reasonable, data-based targets and make progress toward them

PHASE 2

EXTERNAL

Include nature-based solutions consulting in our portfolio

PHASE 3

EXTERNAL

Implement nature-based solutions in our client recommendations + regularly



Quantitative target



Determine baseline number of employees with professional certification related to biodiversity/nature and set a target for number of certified employees in 2023



Social

Our people are critical to our business, and we recognize that the same is true for our clients. As such, we prioritize our employees' health, safety, and well-being, and offer health and safety audit services to our clients. We foster a work environment that values diversity and inclusivity, and we will continue to help our clients to achieve the same.

PROMOTE TRANSPARENCY, DEVELOPMENT, DIVERSITY, AND WELL-BEING FOR OUR EMPLOYEES AND THE EMPLOYEES OF OUR CLIENTS

- Attract a more diverse employee base
- Increase supplier diversity
- Increase organizational knowledge on DEI topics
- Help clients meet DEI Goals
- Increase employee engagement
- Provide best in class employee benefits
- Help clients meet employee health, safety, and wellbeing goals
- Define career development for every employee
- Expand employee onboarding process



Diversity, equity, and inclusion

Promote transparency, development, diversity, and well-being



PHASE 1

INTERNAL

Conduct a diversity hiring audit on current hiring practices and implement corrective action plan

Complete employee surveys on DEI

PHASE 2

INTERNAL

Pursue additional partnerships and memberships to promote DEI and diverse recruitment

Switch to diverse suppliers where possible +

Switch to local suppliers where possible +

Formalized and continuous DEI training; upon hire, annual training, + and bimonthly social dialogue at team meetings

Pursue additional partnerships and memberships

EXTERNAL

Partner with a local DEI consultant/consulting firm to ensure workforce diversity, equity, inclusion, and belonging

PHASE 3

INTERNAL

Explore new recruitment pipelines to expand diversity

EXTERNAL

Hire DEI consultant



Quantitative targets



Work to baseline 3R's internal diversity and set diversity target



Increase the percentage of purchased materials, goods and services from diverse companies to 20% by 2025



Increase the percentage of locally purchased materials, goods and services to 35% by 2025



100% of employees trained in DEI and aware of DEI issues



Determine baseline of DEI services offered to clients and set a target for expanding DEI service line projects in 2023



Employee health, safety, & wellness

Promote transparency, development, diversity, and well-being



PHASE 1

INTERNAL

Relaunch sustainability committee and subcommittees pertaining to relevant ESG topics

Relaunch employee satisfaction/engagement survey

Develop virtual suggestion box

Define sabbatical program

Create remote worker engagement plan

Develop system to ensure all performance reviews are completed on time and feedback from performance reviews is heard and when needed, acted upon

More consistent tracking of employee turnover and satisfaction, create improvement action plans based on results

PHASE 2

INTERNAL

Launch employee resource group (ERGs)

Expand volunteer opportunities and awareness for the organization and individuals

Formalize 3R charitable donations program

Define employee health and wellness benefits program

PHASE 3

INTERNAL

Internal quarterly newsletter

Define profit-sharing mechanism



Quantitative targets



Achieve net promoter score of 50



100% of employees receive performance reviews on time



Achieve annual turnover rate below 10%



Employee health, safety, & wellness

Promote transparency, development, diversity, and well-being



PHASE 3 continued

INTERNAL

Explore new recruitment pipelines to expand diversity

EXTERNAL

Increase number of employees with certifications related to health, safety, and wellness

PHASE 4

EXTERNAL

Hire employee health, safety, and wellness consultant



Quantitative targets



Determine baseline of health and wellness service lines and determine a target in 2023 to increase internal trainings and education so employees can better consult and suggest actions for clients to take



Human capital development

Promote transparency, development, diversity, and well-being



PHASE 1

INTERNAL

- Create career path progression chart
- Communicate clear job descriptions and expectations
- Formalize promotion communication template/messaging
- Support continuing education such as conferences, sustainability related events, courses, degrees, and certificates
- Support training for employees
- Build a clear, set internship program, defining the mentorship component of the internship and policies formalizing expectations of interns
- Ensure all new employees complete sustainability assessment/certifications
- Build a clear, set onboarding program for all new employees

PHASE 2

INTERNAL

- Set performance goals for each employee



Quantitative targets



100% of employees have a career progression plan



50 hours of career-specific training per employee per year



All employees receive onboarding including relevant trainings, policy review, benefits review, review of IT and tech, and defined expectations



Governance

We work to achieve the highest standard of governance. We uphold ethical business practices to ensure our clients' satisfaction and confidence. Going forward, we plan to increase ethical training and financial awareness of our employees and will continue to make sure our clients' information is secure.

ENSURE INTEGRITY IN ALL BUSINESS PRACTICES

- Be the preferred choice for all of our clients' sustainability needs
- Increase ethical training and financial awareness
- Do business with organizations who share similar values
- Achieve ISO certifications for 3R management systems
- Instill total confidence in our data privacy and security by achieving ISO 27001



Client satisfaction

Ensure integrity in all business practices



PHASE 1

INTERNAL

Create a more robust client satisfaction survey to be sent to multiple client team members

PHASE 2

INTERNAL

Launch a client referral program

Analyze feedback from non-returning clients to understand reasons for not returning

PHASE 3

INTERNAL

Create a remediation plan to improve areas where feedback is received

Develop improvement plan based on request for proposal (RFP)/proposals lost



Quantitative targets



Annual client satisfaction score over 90%



Baseline client referral rate in 2023



Ethical business conduct

Ensure integrity in all business practices.....

PHASE 1

INTERNAL

- Conduct annual business ethics training
- Incorporate policy on fraud into existing policies
- Document procedure for sensitive transactions

PHASE 2

INTERNAL

- Conduct quarterly financial health reports on team meetings

PHASE 3

EXTERNAL

- Integrate social and environmental clauses in business contracts



Quantitative targets



100% of employees receive quarterly financial health update and involved discussion



100% of employees trained on business ethics and standards



100% of 3R's supplier contracts have social and environmental clauses



Data privacy and security

Ensure integrity in all business practices

PHASE 2

INTERNAL

Annually review security policy, non-disclosure agreements (NDAs), and other policies

Conduct information security risk assessments

EXTERNAL

Annually review security policy, NDAs, and other policies

Conduct information security risk assessments



Quantitative targets



Achieve ISO 27001 certification



100% of employees trained in data privacy and security



Zero annual information security incidents



Glossary

Carbon footprint - the amount of carbon dioxide and other carbon compounds emitted due to the consumption of fossil fuels by a particular person, group, etc.

Diversity, equity, and inclusion (DEI) - Diversity includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another. Equity is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Inclusion is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to participate

Green building - a building that, in its design, construction or operation, reduces or eliminates negative impacts, and can create positive impacts, on our climate and natural environment. Green buildings preserve precious natural resources and improve our quality of life

Greenhouse gas (GHG) - a gas that contributes to the greenhouse effect by absorbing infrared radiation

Materiality - a topic that reflects a reporting organization's significant economic, environmental, and social impacts or that substantively influences the assessments and decisions of stakeholders

Nature-based solutions - involve working with nature to address societal challenges, providing benefits for both human well-being and biodiversity

Science-based target initiative (SBTi) - a collaboration that defines and promotes best practice in emissions reductions and net-zero targets in line with climate science

Scope 1 - direct GHG emissions that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles)

Scope 2 - indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling

Scope 3 - emissions that are the result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly affects in its value chain

