

2025 Global Impact Report

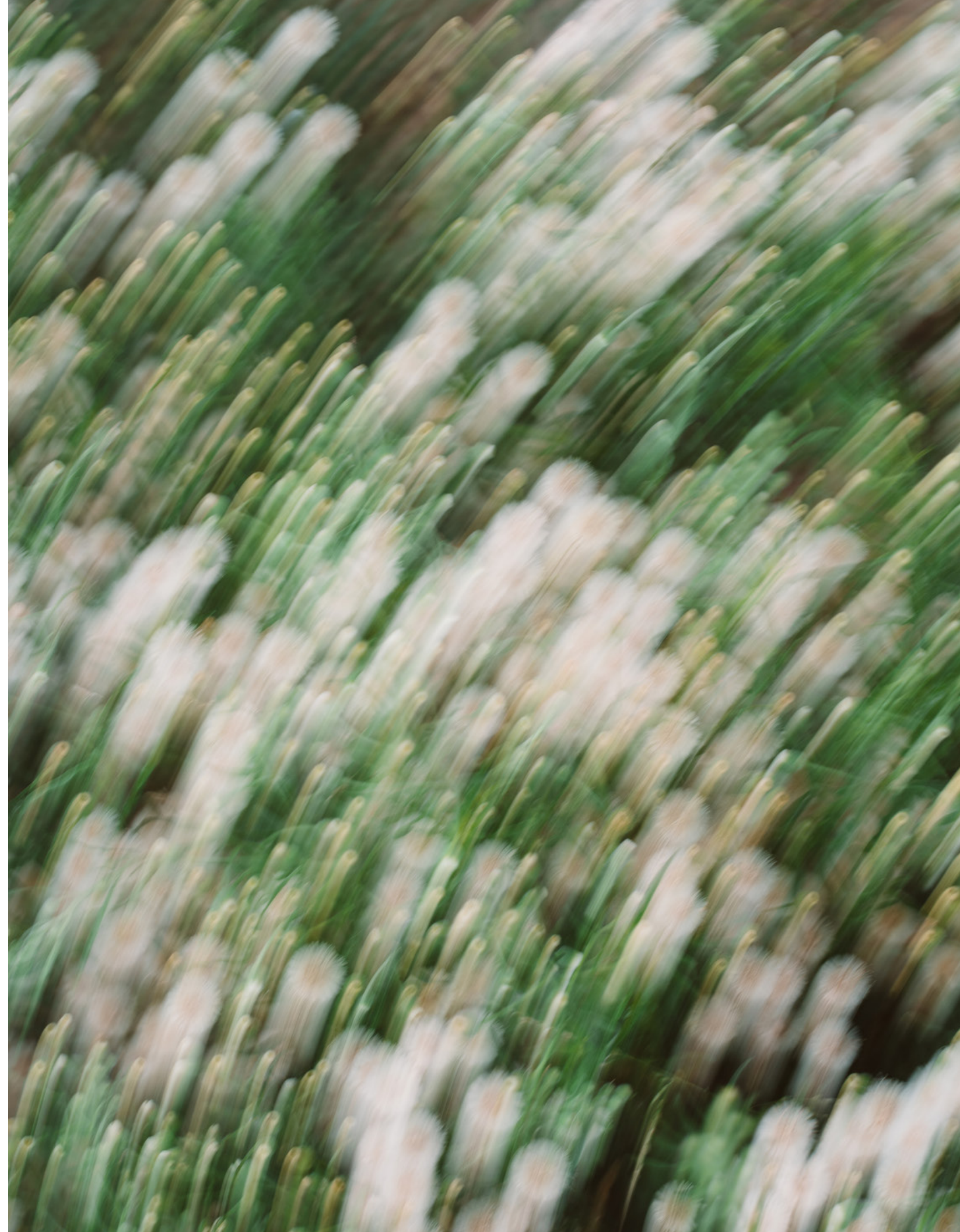
HKS

Environmental, Social & Governance



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A message from our CEO

Dear reader,

At HKS, we are pragmatic, visionary, innovative, and adaptable. And, we are fortunate to deploy our talent as leaders of change. During the last 86 years, our firm has constantly evolved, always seeking to push the boundaries of how design can positively impact people and our planet. Together with our clients and partners we tackle the very real and pressing challenges of our day. Climate change, social inequities, public health challenges, and economic barriers threaten the prosperity and resilience of communities around the globe.

Design thinking is a key part of the solution. That is why an Environmental, Social, and Governance (ESG) framework is at the center of our business.

As a global architecture, design, planning, and advisory firm, HKS reaches the lives of millions of people with our work, ideas, and ultimately the complete, built projects. In 2020, we became one of the first large interdisciplinary design firms to join the UN Global Compact. Since then, our teams have developed sophisticated approaches to setting targets, instituted new policies and deployed a data informed feedback loop to assess the progress we are making toward the UN Sustainable Development Goals and to amplify how the architecture and design industry can contribute.

HKS has been a carbon neutral business since 2023. In 2024, we celebrated the ten-year anniversary of Citizen HKS, our public interest design program. These are just two milestones in a sea of change we are undergoing to meet the moment and shape the future of our shared world.

After more than a decade leading HKS, I will soon pass the torch to our new CEO & Chairman, Heath May. Under Heath's leadership, the firm is poised to take this work further, to embed regenerative design thinking into all of our projects, to explore and incorporate the ethical use of artificial intelligence, and to advance research and innovation centered on life—all to guide us, our clients and our communities forward.

This report reflects HKS' commitment to leadership in our industry. I am enormously proud of all that we have accomplished and energized by the work that HKS has yet to imagine, design and deliver. Our commitment to environmental, social and governance principles is a vital part of our path forward.



A handwritten signature in black ink that reads "Dan Noble".

Dan Noble
Chief Executive Officer
& Chairman

A message from our CSO, Emeritus

Dear reader,

Dan has covered the context of HKS as a firm enormously well. I would like to comment on the people. It is by no means an understatement to say that all the progress that HKS has made regarding environmental, social and governance is the result of the passion, commitment and heart of the people at HKS. This is true from the new hire just entering the profession to the leadership of the HKS Board.

This passion is real and animates our work. It is also coupled with the rigor of human curiosity and a deference to analysis, transparency and learning. This is our journey, one of continuous improvement where what we do tomorrow is even better than what we have done today. I am grateful to be surrounded by people so deeply engaged with environmental, social and governance at HKS to deliver remarkable results.

As you read this report, please keep in mind that this is much more than a report of accomplishments at a particular time. It is an expression of hope and a demonstration of how design can deliver a better world to all. It is proof that our teams are dedicated to influencing positive change for our clients and the communities where we work, guided by our core values of relationships, character and purpose. It shows where we have been, where we are going, and how we work together to tackle crucial, complex challenges with dedication, curiosity, knowledge and—most importantly—heart.

Lastly, I feel the need to follow Dan's lead and mention that I will be retiring at the end of 2025. Admittedly there are some mixed feelings, however, I am most happy that Brendan Owens has stepped into the role of Chief Sustainability Officer. HKS is in for some exciting times.



A handwritten signature in black ink that reads "Rand Ekman".

Rand Ekman
Chief Sustainability Officer,
Emeritus

A photograph of a modern architectural terrace. The terrace has a large, overhanging roof with a white, ribbed underside. A woman in a dark blazer and white pants is walking on the left side of the terrace. A man in a light-colored shirt and dark pants is standing on the right side, looking out over a cityscape. The terrace is surrounded by a metal railing. In the background, there is a cityscape with a bay and a large body of water under a sunset sky. The text "The future isn't happening to us, we are its designers." is overlaid on the image.

The future isn't happening to us, we are its designers.

HKS Overview

Where Purpose and Practice Align

Our work is inspired by curiosity, driven by research and technology and informed by a deep understanding of human and environmental needs. Our firmwide commitment to a built environment where people and the planet thrive means we center human health, resource optimization, and social equity in our work while addressing how climate change creates new and intensifies existing challenges.

Our ESG framework aligns business strategy and our diverse practice areas to address today's relevant environmental, social and economic realities. We are committed to exploring new technologies, using data-driven insights, and learning from dialogue with the communities we serve.

Together, we will define new best practices for our business operations that will further enable the design work we do to positively impact people, planet and the economy.



Our Approach to This Report

This report aligns with the United Nations Global Compact (UNGC), reflecting our long-standing commitment as one of the first large interdisciplinary design firms to join this influential initiative. With 29 offices worldwide and a business model that prioritizes the intersection of environmental and social responsibility, our global strategy and values align with the ten universally accepted principles of the UNGC, which promote responsible business in the areas of human rights, fair labor, environment and anti-corruption. By building an organization rooted in these principles, we are better positioned to deliver innovative and impactful solutions for our clients.

Since joining the UNGC in 2020, we have used its Communication on Progress (CoP) framework to guide our ESG reporting. While our initial reports were narrative-based, the shift to a questionnaire-based CoP in 2022 offered a valuable structure for deepening our governance practices and accelerating progress. This year, we're reintroducing a full ESG report as a more holistic reflection of how HKS is embedding environmental and social governance across our operations and advancing sustainability within the AEC industry.

HKS is an interdisciplinary global design firm

1,700 employees

\$661.9 million global revenue : 2024

#3 Top Architecture Firm by Architectural Record : 2025

#3 Top Sustainability Giant by Interior Design : 2025

#4 Most Innovative Architecture Firm by Fast Company : 2022

#9 Top Green Design Firm by Engineering News-Record : 2025

Key 2025 Achievements

- 1 Continued Carbon Reduction**

Following our 2023 carbon neutrality milestone, HKS reduced operational emissions to 7,931 metric tons CO₂e in 2024—a 53% decrease from our 2018 baseline, advancing our journey toward net zero.

[Read more](#)
- 2 Expanding Leadership Opportunities**

The share of women in managerial roles at HKS rose from 38% to 41%, driven by our PATH@HKS People Leader model that broadens leadership access and fosters equitable growth firmwide.

[Read more](#)
- 3 Citizen HKS Fundraiser**

Our largest Citizen HKS fundraiser to date raised \$78,000 for Dallas 24 Hour Club, supporting the retrofit of a rehabilitation center that empowers residents toward recovery, renewal, and long-term stability.

[Read more](#)
- 4 Responsible AI Governance**

HKS is advancing responsible AI governance through transparent, ethical, and human-centered innovation. Our _MADEAI team leads firmwide oversight, ensuring accountability, traceability, and creativity in integrating AI across design and operations.

[Read more](#)
- 5 Coalition Leadership**

HKS co-founded the Building Brains Coalition and CAUSE to advance open-source, evidence-based frameworks linking design to learning, health, and cognitive outcomes.

[Read more](#)

Environmental

Carbon & Energy
Materials & Resources

Carbon & Energy

Operational Carbon & NetZero Targets

In 2023, HKS achieved a major climate action milestone: carbon neutrality across all of our business operations. Our 2024 operational footprint totaled 7,931 metric tons of CO₂e—down from 16,812 tCO₂e in 2018. This total represents a 53% reduction in total greenhouse gas emissions since our 2018 baseline year.

We calculate our emissions annually using internal methodologies aligned with GHG Protocol standards. Verdis Group provides third-party review and validation to ensure

accuracy and transparency across Scopes 1, 2, and material Scope 3 categories. Carbon neutrality is a milestone on our journey to net zero—a broader goal of using carbon management to strengthen health, equity, and resilience across communities. We are building a pathway to eliminate operational carbon from 100% of our active design work by 2030 and to reduce the net carbon emissions from our business operations to as close to zero as possible.

Our 2024 Carbon Footprint

1	1.1 Stationary Combustion	405
	1.2 Mobile Sources	6
	1.3 Fugitive Emissions	62
2	2.1 Purchased Electricity	1,658
3	3.1 Purchased Goods & Services	2,535
	3.2 Capital Goods	398
	3.5 Waste	28
	3.6 Business Travel	1,459
	3.7 Employee Commuting	1,379

Total Metric Tons CO₂e



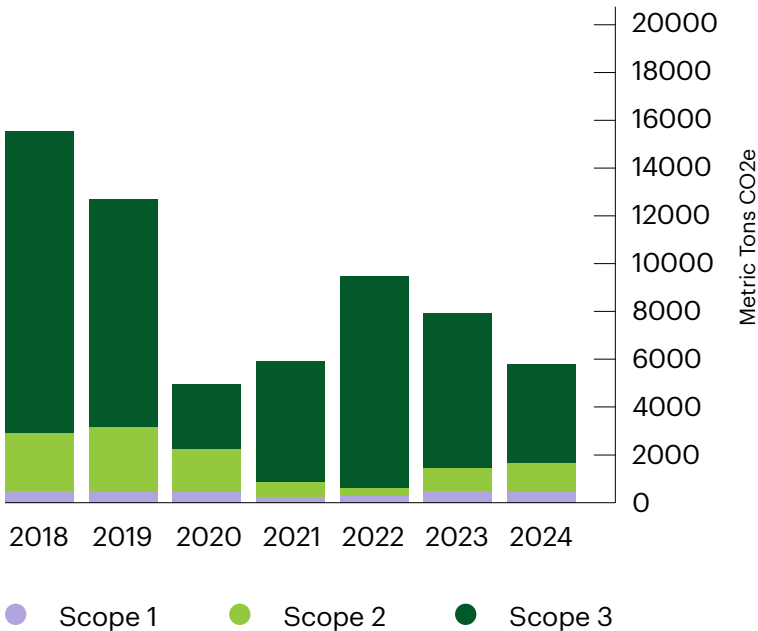
“We’re shifting our thinking around sustainability in order to look more closely at our own business practices and what we do as part of our industry.”

Rand Ekman
Chief Sustainability Officer, Emeritus



- Targets:**
- Annually measure and publicly report Scope 1, 2, and 3 greenhouse gas emissions, verified by an independent third party.
 - Annually offset 100% of residual emissions with high performing offsets.
 - Validate SBTi targets by 2026.

Progress Over Time



Our Carbon Offset Strategy

In line with our HKS Carbon Neutrality Commitment, we have developed a deliberate, high integrity offset strategy aligned with the Oxford Principles for Net Zero Aligned Carbon Offsetting. Our portfolio prioritizes carbon removal, favors long-term durability, and is designed to scale with increasing climate ambition.

In 2025, our carbon offset portfolio comprised 26% technology-based reductions, 24% nature-based reductions, and 50% nature-based removals, collectively supporting progress across 16 UN Sustainable Development Goals.

We source all offsets through third-party verified registries and work with independent

climate action platforms to ensure every project meets high environmental and social standards. Our investments are guided by ESG values, supporting measurable benefits to both ecosystems and communities.

Due to the nascent and evolving nature of the carbon market, we recognize that responsible offsetting extends beyond procurement. Partnering with organizations that enhance transparency, regulation, and compliance is critical to building trust in the market and accelerating the global transition to a low-carbon economy. HKS is committed to supporting the maturation of offset markets that are ethical, effective, and accessible.

“Investing in high-quality offsets is more than a carbon accounting tool—it’s critical to building trust in the market and accelerating the global transition to a low-carbon economy.”

Apryl Dailey
ESG Communications Strategist



NativState Bottomland Forests of the Louisiana Plains

Improved Forest Management
Oxford Category 2 - Avoid or reduce emissions from biosphere
LOUISIANA, USA | SDGS: 03, 06, 09, 13, 15



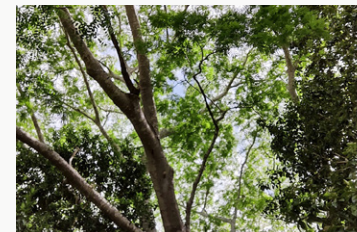
Kuamut Rainforest Conservation

Improved Forest Management
Oxford Category 4: Carbon removal to the biosphere
SABAH, MALAYSIA | SDGS: 01, 03, 04, 13, 15



Istanbul Landfill Gas to Electricity Project

Landfill Gas Capture
Oxford Category 1: Technology-based emission reductions
ISTANBUL, TURKEY | SDGS: 07, 08, 13



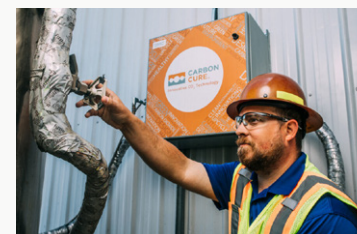
X-Hazil

Removal; Improved Forest Management
Oxford Category 4: Carbon removal to the biosphere
YUCATAN PENINSULA, MEXICO | SDG: 01, 04, 05, 08, 13



Katingan Mentaya Project

Tropical Peatland Forest Conservation and Restoration
Oxford Category 1: Technology-based emission reductions
CENTRAL KALIMANTAN, INDONESIA | SDG: 09, 11, 12, 13, 15



CarbonCure

Carbon Capture and Concrete Decarbonization
Oxford Category 3: Emission reduction from geosphere
UNITED STATES | SDG: 09, 13



A-Gas South Korea 1

Ozone Depleting Substance Destruction
Oxford Category 1: Technology-based emission reductions
OHIO, USA | SDG: 09, 11, 12, 13, 15



Driving Industry Change Through Collaboration

Our embodied carbon work is a foundation from which other green design choices stem. Our HKS Structures and DesignGreen teams are strategically engaging general contractors, trade partners, owners, architects, and engineers in conversations that advance embodied carbon reduction and set new standards. In 2024, on a mission critical project, an HKS team identified a gap in regionally relevant material data and partnered with manufacturers to initiate the creation of new Environmental Product Declarations (EPDs) specific to the U.S. South Central.

Embodied Carbon Working Group

The Embodied Carbon Working Group is driving industry leadership from within HKS. As active contributors to SE2050 and the Carbon Leadership Forum, the team is shaping benchmarks for complex building types like health care and mission critical facilities. Their advocacy extends beyond projects—setting embodied carbon benchmarks, influencing specifications, and innovating through design. We are actively providing feedback to advance embodied carbon tools as part of the C.Scale Life Cycle Leaders network, while widening the database of new EPDs within One Click LCA.



Target:

Complete Life Cycle Assessments (LCAs) on 100% of new HKS offices.

HKS Achieves SE2050 Best in Reduction Award

In 2024, HKS received the inaugural SE2050 Best in Reduction Award, reflecting firmwide decarbonization strategies embedded in our design process, advancing our long-term commitment to decarbonization.



Embodied Carbon

Integrating LCA into Our Operations

Since 2023, HKS has conducted Life Cycle Assessments (LCAs) for all new office renovations to inform low-carbon decision-making. We use tools like Tally and One Click LCA to evaluate embodied carbon and compare material choices early in design.

To promote consistent sustainability performance across our offices and client projects,

HKS is developing standardized materials evaluation criteria—including embodied carbon, material health, durability, and certification performance. These standards are designed to guide project teams in making informed, low-impact design decisions from the earliest phases of work. Additionally, we have established, and continue to expand, a firmwide dataset from project-based LCAs to guide future benchmarks and performance targets for embodied carbon reduction.



Energy Efficiency & Renewable Energy

We use a market-based accounting approach to calculate Scope 2 emissions, prioritizing data accuracy and transparency in our operational reporting. As a tenant-only organization, we do not own our office spaces, which presents challenges in controlling energy infrastructure, but also opportunities to advocate for higher-performing environments. In 2020, only one HKS office was equipped with energy metering. Since then, we've adopted a more data-driven strategy, catalyzed by our alignment with the UN Global Compact and the evolution of our ESG reporting framework.

To date, five HKS offices have active submetering in place. Our goal is to meter 100% of new office renovations and relocations mov-

ing forward. This investment in real-time energy data strengthens our ability to establish meaningful energy efficiency baselines and identify peak usage patterns that can guide behavior change initiatives.

Starting in 2025, HKS purchases Green-e® certified Renewable Energy Certificates (RECs) equivalent to 100% of Scope 2 electricity use, ensuring all operational electricity is backed by renewable sources. These RECs are sourced from grid-connected renewable projects within the regions where we operate, strengthening renewable energy markets by directing investment into the clean power grid, and we will continue these purchases annually.

Starting in 2025, HKS purchases Green-e® certified Renewable Energy Certificates (RECs) to cover 100% of our global Scope 2 electricity use.

Energy Modeling as a Design Standard

Energy modeling is fundamental tool that HKS is scaling up to employ on every project. As we continue to embed sustainable design across our practices, we’re equipping our teams with the tools, knowledge, and metrics needed to deliver better building performance from day one. Energy optimization is critical to meeting the underlying zero carbon objectives.

Last year, we launched a firmwide High-Performance Buildings Program that recognizes projects going beyond baseline sustainability. Project teams are rewarded for delivering measurable improvements in energy efficiency and carbon reduction, reinforcing our commitment

Accessible Sustainability Training

We believe that advancing sustainable design starts with empowering our people. That’s why we provide firmwide access to training on high-performance design tools, including energy modeling platforms like Sefaira and Autodesk Forma. These resources are available to all staff and play a vital role in building fluency in environmental analysis and data-informed design decisions.

to design that supports climate action and accountability.

In 2024, we used energy models to optimize energy use for 74% of our client projects. This is both the most square footage of projects to date and a 16% increase over the previous year. This upward trend reflects a growing realization of our alignment with AIA 2030 Commitment expectations and our own internal targets. We are addressing operational decarbonization through energy modeling, for ourselves and our clients, to meet zero carbon objectives laid out by clients and global governing bodies.

Training is integrated into onboarding for relevant roles and accessible on-demand, supporting both new users and seasoned professionals looking to deepen their expertise. By making sustainability education widely available, we are strengthening our internal capacity to deliver more energy-efficient, climate-resilient design solutions.

“Regenerative design isn’t just a strategy—it’s a mindset. And we’re teaching people to think that way from the start.”

Mike Brown
Senior Sustainable Design Engineer

Tracking Progress: AIA 2030 Commitment Metrics

0.7	kBtu/sf/yr reduction in average EUI across projects
88,503,340	Total GSF reported
73.9%	Portfolio percent modeled (whole building projects)
3,250,758	GSF of whole building projects are meeting 2030 target
50.51%	pEUI reduction
620,904	GSF interiors meeting 2030 target
27.43%	LPD reduction



Targets:

Achieve 100% coverage of Scope 2 emissions with Renewable Energy Certificates (RECs) by 2026.

Install energy submetering in 100% of new HKS offices.

Model 100% of eligible projects to maximize insight and improve energy outcomes on all project designs across the firm.

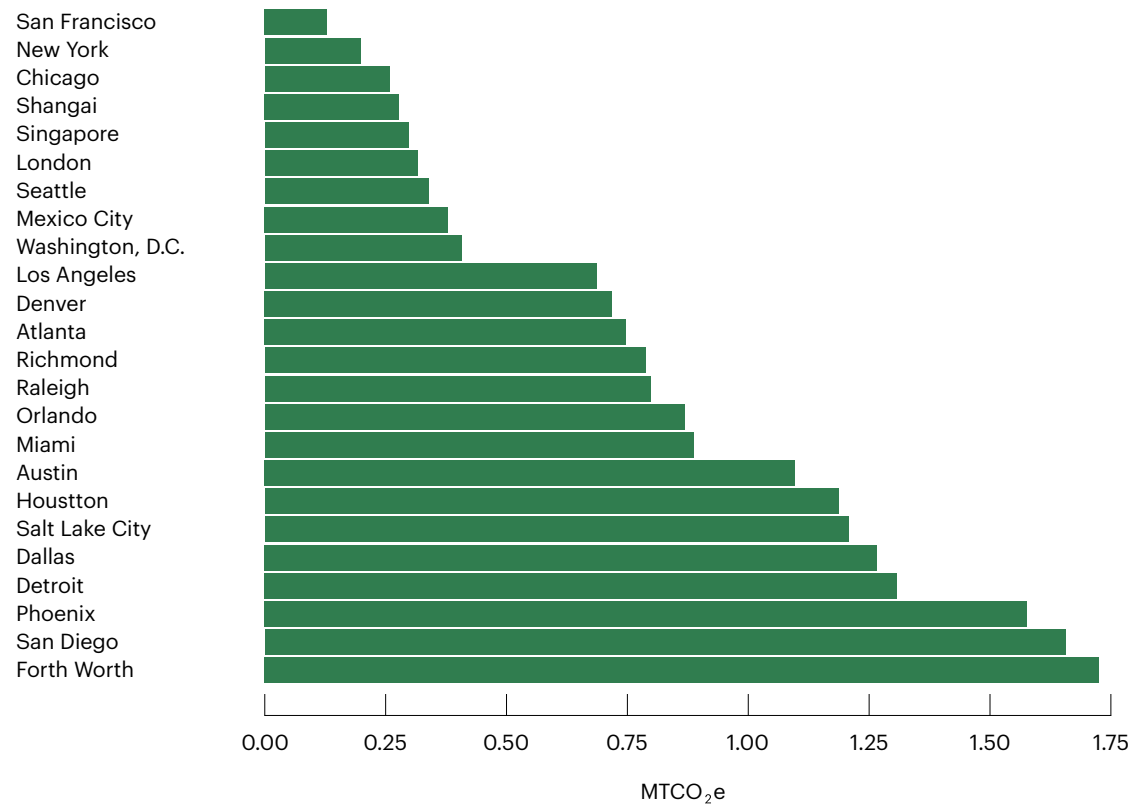
Note: Due to the nature of our leased office portfolio, specific locations may change between the base year and target year. Our commitment to match 100% of total electricity use with renewable electricity (via RECs or other instruments) will remain regardless of office location.

Commuting, Travel and Flex Work

We support low-carbon ways of working through robust virtual collaboration tools that minimize the need for travel, and our Flex Work model continues to serve as a carbon reduction strategy for employee commuting. In parallel, our enterprise and research teams are evaluating community transportation data to inform site selection decisions for future office moves that align with ESG principles—including urban density, walkability, access to green space, and local amenities.

While our Flexible Work Experience (FWx) Policy and business model has contributed to emissions reductions, and business travel remains below pre-pandemic levels, we are closely monitoring upward trends to inform future reduction strategies and maintain progress toward our climate goals.

Employee Commuting Emissions Per Person



Supply Chain

We are refining both our data gathering and optimization methodologies for Scope 3 emissions to better account for the carbon impacts of our operations and supply chain. We are considering supplier engagement standards that prioritize the top 20% of vendors by emissions or spend to help align our purchasing decisions with our environmental and social strategy. These evolving guidelines aim to reinforce ethical sourcing and reduce lifecycle impacts across goods and services.

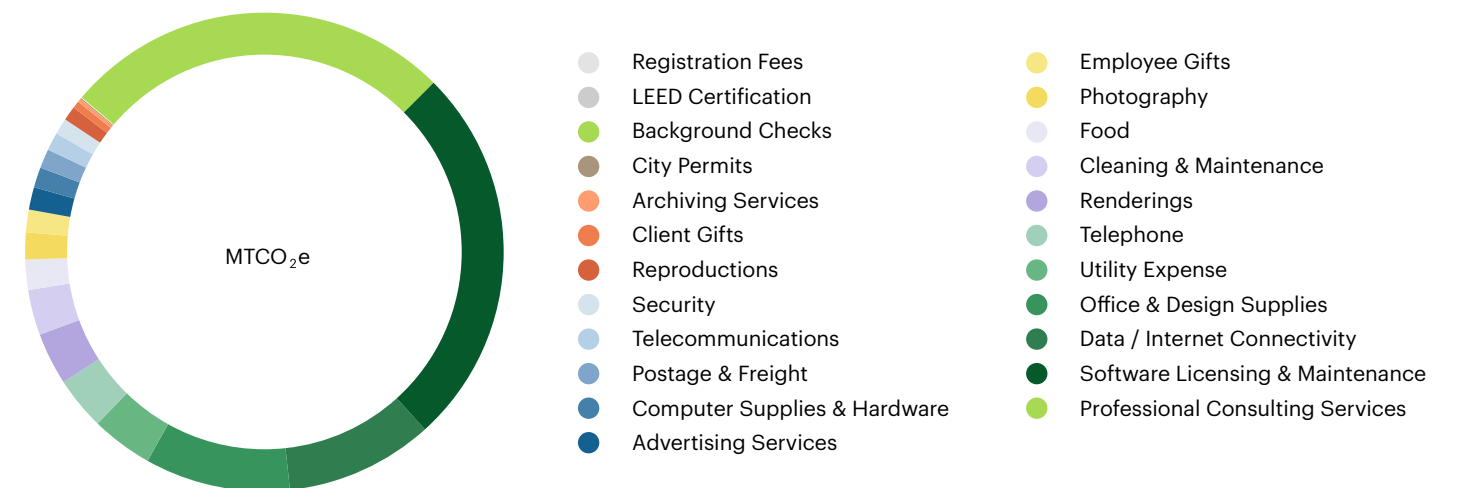
We are also working toward a more refined approach to tracking emissions from our cloud and technology services. While we currently rely on a spend-based method, we are exploring a shift to a consumption-based approach to improve accuracy. This transition will enable more targeted reductions and support smarter procurement decisions in the future.



Targets:

Achieve 90% or above participation in the annual commuter survey.

Purchased Goods and Services by Category



Materials & Resources

Water Conservation and Efficiency

HKS installs low flow, efficient water fixtures in newly renovated office buildings, reducing our water consumption. Based on LEED and WELL standards for certification, this corresponds to a 20%-50% reduction in water usage.

Through our WELL certifications our research team surveys employees to assess factors such as overall satisfaction with water access and perceived water quality.

As an architecture firm, HKS has the unique opportunity to design solutions for clients

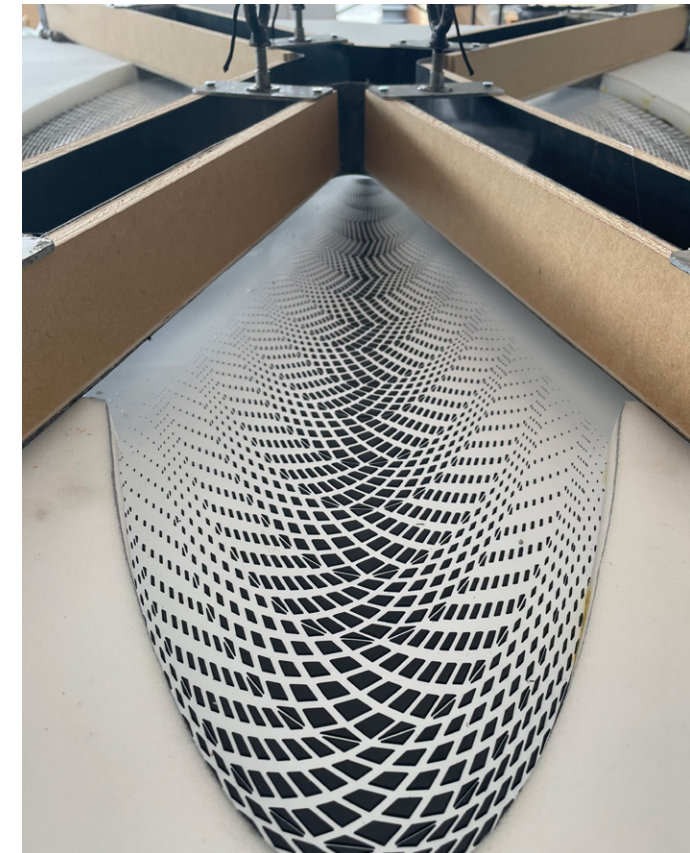
that address rainwater and storm-water management where appropriate. We often have less influence on our own leased office space storm management systems. For new leases and relocations, we seek to ensure drinking water meets enhanced water quality indicators and employees have easy access to drinking water to promote proper hydration as outlined by WELL certification.

The Elsley House Living Lab, our London office, saw a 20% increase in water quality satisfaction one year post occupancy.

Circularity

We prioritize circular strategies such as reusing, reclaiming, and selecting low-impact materials. HKS has developed a vendor database to support circular economy practices for HKS office renovations, including reused furniture, take-back programs, and material donations, which is shared with internal project teams and used to guide sustainable interior renovations.

By embedding circularity, transparency, and embodied carbon reductions into our client solutions, HKS supports healthier, longer-lasting spaces that contribute to reduced environmental impact across the built environment.



Low-Waste X-Cast at AMAD 2025

At AMAD 2025, HKS collaborated with Cemex, Thornton Tomasetti, and other global firms to explore the future of sustainable manufacturing. The HKS proposal, X-Cast, developed by HKS LINE and Structures teams, introduced a universal adaptive formwork for casting complex concrete geometries using Resilia low-waste concrete mix. This innovative process dramatically reduces material waste while maintaining structural and aesthetic precision. By merging computation, material science, and collaboration, X-Cast demonstrates HKS' commitment to circular design innovation and leadership in advancing sustainable fabrication methods.



Targets:

Conduct a new firmwide waste audit by the end of 2027.

Waste

We track our office waste emissions in alignment with the Greenhouse Gas Protocol, using data from waste stream outputs to calculate associated emissions in metric tons of CO₂ equivalent. In 2019, we conducted a firmwide waste audit to measure weekly volumes of mixed municipal solid waste, recycling, and organics, reported in kilograms and tied to emissions factors for each stream.

We plan to conduct an updated waste audit in 2027 to inform the development of firmwide operational waste management guidelines. These will help standardize tracking, reporting, and reduction strategies across all offices.

HKS has adopted an internal policy to refurbish and responsibly manage end-of-life technology equipment. Devices are reused, donated, or recycled through certified e-waste vendors, reducing landfill contributions and supporting circular resource use in our operations.

For new office renovations and relocations, every HKS project sets construction and demolition (C&D) waste diversion goals during onboarding. Reuse is prioritized wherever possible, whether through salvaged materials, furniture repurposing, or donations to organizations like Habitat ReStore.



Culture in Action: HKS TRASHion Show

At HKS, minimizing waste is more than an operational goal—it’s a creative opportunity. The TRASHion Show, part of our annual ESG in Design event, invites designers to craft high-fashion garments using at least 90% repurposed materials. It’s a cultural driver that brings circular thinking to life through design. By embedding waste reduction into our culture in engaging, visible ways, we aim to amplify its relevance in client work and industry-wide change.



Applying Circular Strategies to Project Design

Reducing a project’s waste starts with conscientious design. Working with clients to understand their goals includes exploring multiple material iterations, ensuring the client understands the environmental impact of their choices. By comparing baseline scenarios with updated designs that incorporate circular economy principles, we can demonstrate the impact of designing for reduced waste and prioritizing adaptive reuse. By opting for

materials with higher recyclability and integrating modular designs that facilitate disassembly and reuse, HKS designers embed waste reduction into a plan from the start.

From selecting materials with lower embodied carbon to designing for cradle-to-cradle sustainability strategies, HKS is continually exploring ways to minimize project impacts and align with client strategy.

Healthy Materials

We believe great design shapes both the built environment and the future. Our commitment to sustainable materials is rooted in the understanding that every choice we make can and should support human health, advance social equity, protect ecosystems, mitigate climate impact, and contribute to a circular economy.

To drive firmwide understanding, sustainability knowledge spreads through embedded networks such as the Sustainability Champi-

ons Network and Sustainable Interior Advisors, with regular knowledge-sharing meetings and project manager engagement.

HKS has a long history of leadership in this space. From founding mindful MATERIALS to sponsoring large internal cohorts through the Parsons Healthy Materials to contributing to LEED v5 and the latest Health Product Declaration Collaborative (HPDC) standards, we continue to lead the industry toward a healthier, more regenerative future.

HKS Preferred Products

To promote consistent sustainability performance across our client projects, HKS is developing standardized materials evaluation criteria—including embodied carbon, material health, durability, and certification performance. These standards are designed to guide project teams in making informed, low-impact design decisions from the earliest phases of work.

Tracking and Transparency

We are signatories of the AIA Materials Pledge, and have developed internal systems to track and report our progress. These systems, including tools to vet Environmental

In parallel, we are piloting a comparative analysis approach on select client projects—evaluating materials side by side for chemical safety, embodied carbon, and cost. Early results are encouraging: products that removed harmful ingredients often had equal or lower embodied carbon, and many came at no additional cost. These findings challenge the perception that healthier, more sustainable materials must come with trade-offs.

Product Declarations (EPDs) and Health Product Declarations (HPDs), inform decisions for office renovations and influence standards for design and procurement.



Dallas Materials Lab

Designed as a community resource, the Materials Lab was updated in 2024 to enhance usability and emphasize its role as a sustainability incubator at HKS. Preferred Products, materials that have been researched and identified as aligning with HKS sustainability guidelines, are prominently labeled, assisting interior designers to select materials that align with the AIA Materials Pledge. All vendors highlighted in the Lab are vetted through the HKS Vendor Request Form, which requires suppliers have at least one of several green material certifications: EPD, HPD, Green Squared Certified, FSC Certified, and Cradle to Cradle Certification are just a few examples.



Having these resources at the designer's fingertips reduces our carbon footprint by scaling back overnight sample requests, reducing the emissions impact of a busy practice. The Lab is also dedicated to returning and recycling products no longer needed, keeping waste out of landfills, and providing repurposed samples to local community colleges and non-profits.

Design For Freedom: Ethical Sourcing in Action

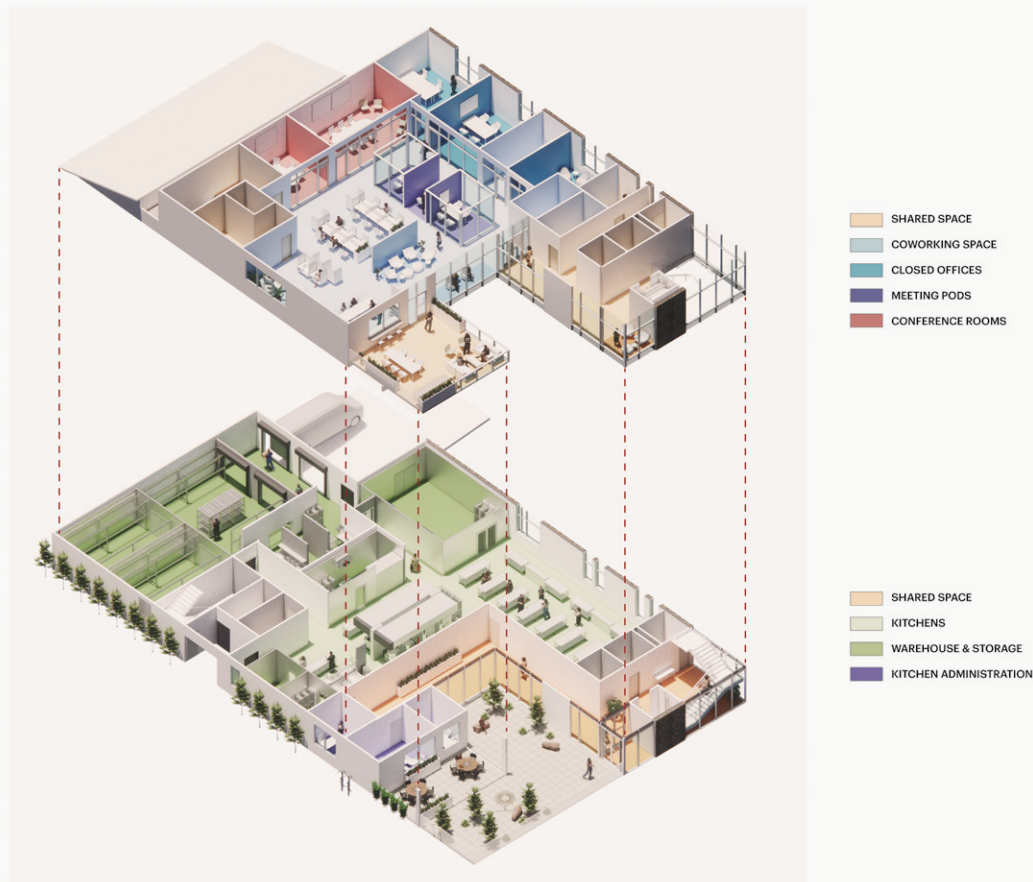
Focused on ensuring the products and services recommended to clients are ethically sourced and free from forced labor, HKS has partnered with the Grace Farms Foundation and the Design for Freedom movement. Participating in Design for Freedom's Pilot Program, a Citizen HKS project team is researching the supply chain and production methods of eight materials that will be used in the Citizen HKS Hunger Busters project, ensuring the

team can make informed decisions for specifications. Not only does the program center ethical sourcing throughout the supply chain, it also helps us become better designers.

Our goal is to integrate ethical supply chain considerations into all client project recommendations. We are excited to share the learnings from this pilot project throughout the firm and industry.

“Choosing responsible materials isn't just the right thing to do—it's smart business for our clients and for HKS.”

Rand Ekman
Chief Sustainability Officer



Social

Equity & Inclusion
People & Culture
Community Impact



Equity & Inclusion

Leadership and Representation

Our People, Our Foundation

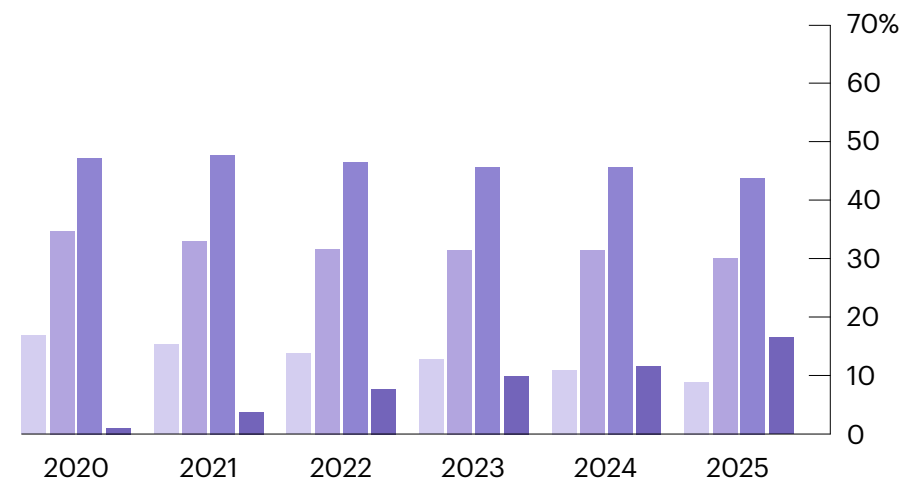
Our social impact begins with our people. Grounded in our strategic pillars—Relationship, Character, and Purpose—we are building a culture of equity and belonging that unlocks the full potential of our teams and

the communities we serve. These workforce snapshots offer a window into the languages, cultures, and identities that shape our practice and drive our collective purpose.

Employee Breakdown

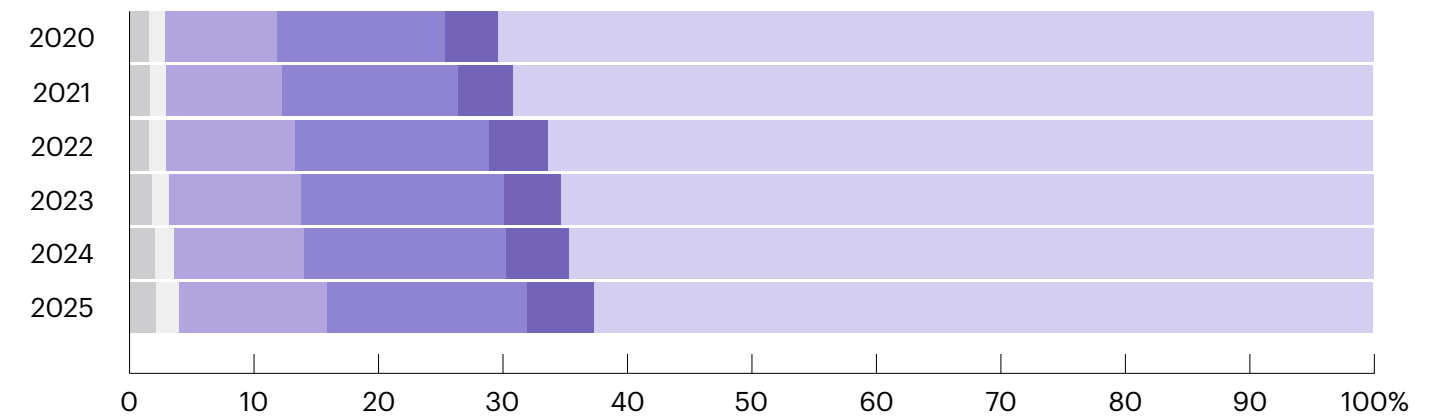
Ages by Generation

- Baby Boomers
- Gen X
- Millennials
- Gen Z

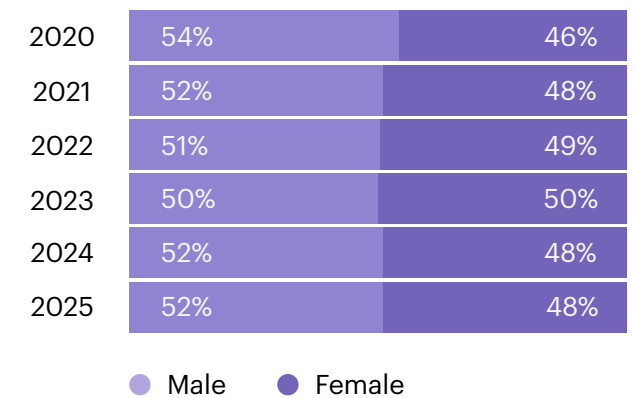


United States Race & Ethnicity

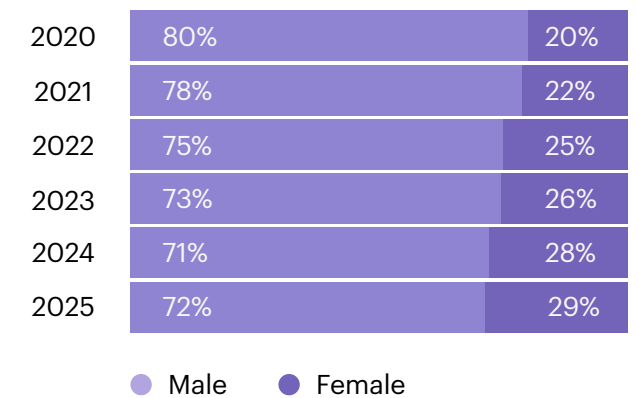
- White
- Black or African American
- Non-Declared/Unknown
- Hispanic/Latino
- Asian
- Two or More Races



Gender Firmwide



Gender Leadership



1,700 Employees

● Office Locations

- Atlanta
- Austin
- Chicago
- Dallas
- Denver
- Detroit
- Dubai
- Fort Worth
- Houston
- London
- Los Angeles
- Mexico City
- Miami
- New York
- Orlando
- Phoenix
- Raleigh
- Richmond
- Salt Lake City
- San Diego
- San Francisco
- Seattle
- Singapore
- Washington, D.C.



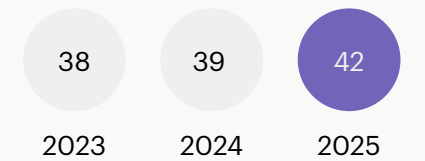
Identifying having a disability



Identifying as LGBTQIA+



Languages Spoken



Data reflects only individuals who voluntarily self-identify and opt in to share information.

Embedding a Culture of Belonging, Innovation, and Accountability

HKS is committed to embedding a culture of belonging across all business practices, elevating outcomes for colleagues, partners, clients, and the communities we serve. We recognize that representation is only one part of the equation. Equally vital are the systems we create to ensure every individual feels seen, supported, and empowered to thrive. In 2024, we appointed a Director of Social Equity, a new role within the firmwide Strategy

team, tasked with leading efforts to integrate equity into all aspects of our operations, policies, and culture. Supported by the Social Equity Council and the reimagined Equity in Action Champions Group, this structure enables a scalable, distributed approach to equity. By empowering local teams to lead initiatives while aligning with enterprise goals, HKS strengthens cohesion and accountability across the firm.

“Structure drives outcomes. We’re building the tools and accountability systems so equity is not just aspirational—it’s operational.”

Ashli Pettigrew
Director of Social Equity



Equality 100 Award Recipient

HKS earned the Equality 100 distinction on the Human Rights Campaign Foundation’s Corporate Equality Index for both 2023 and 2024, recognizing the firm as a leader in LGBTQ+ workplace inclusion.

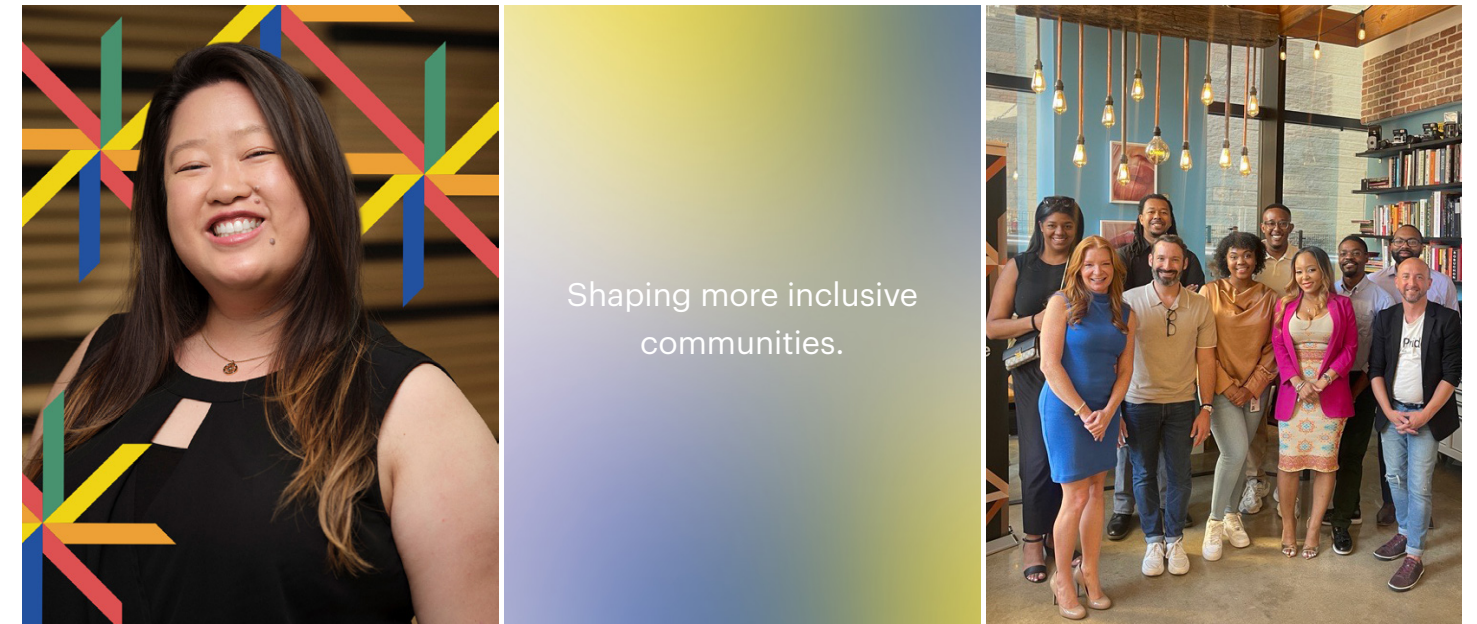
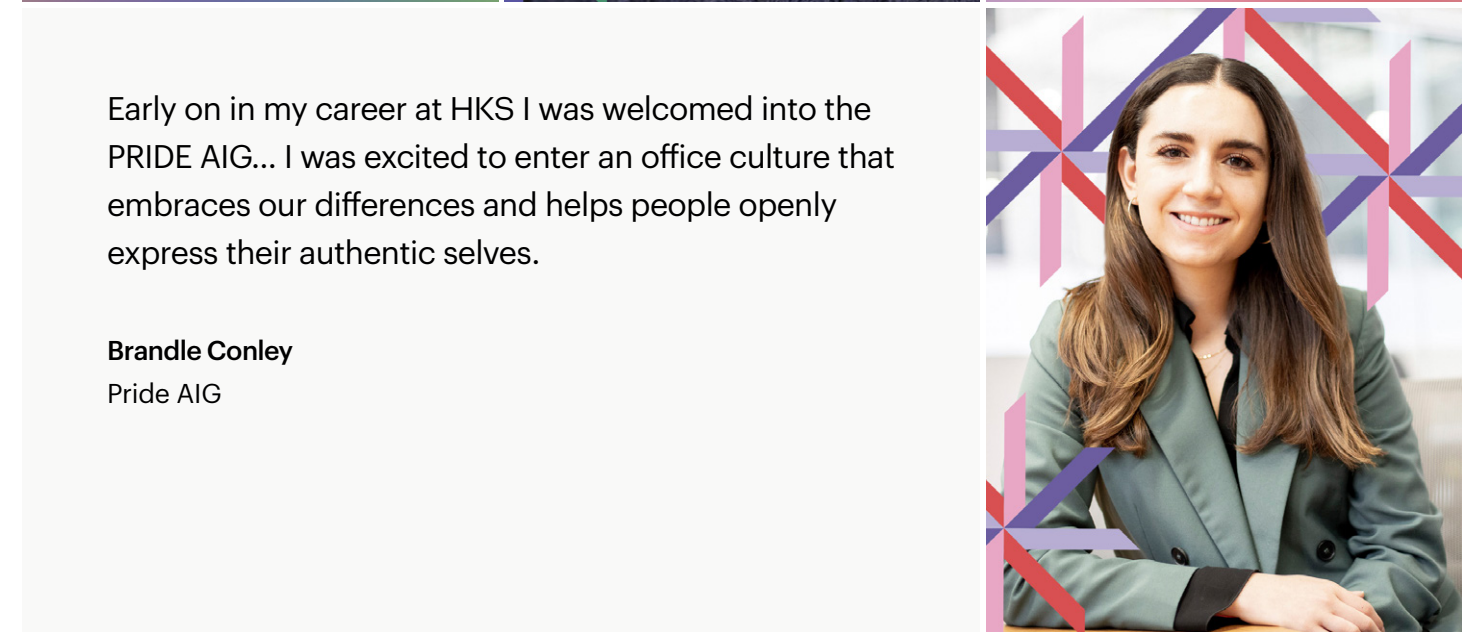
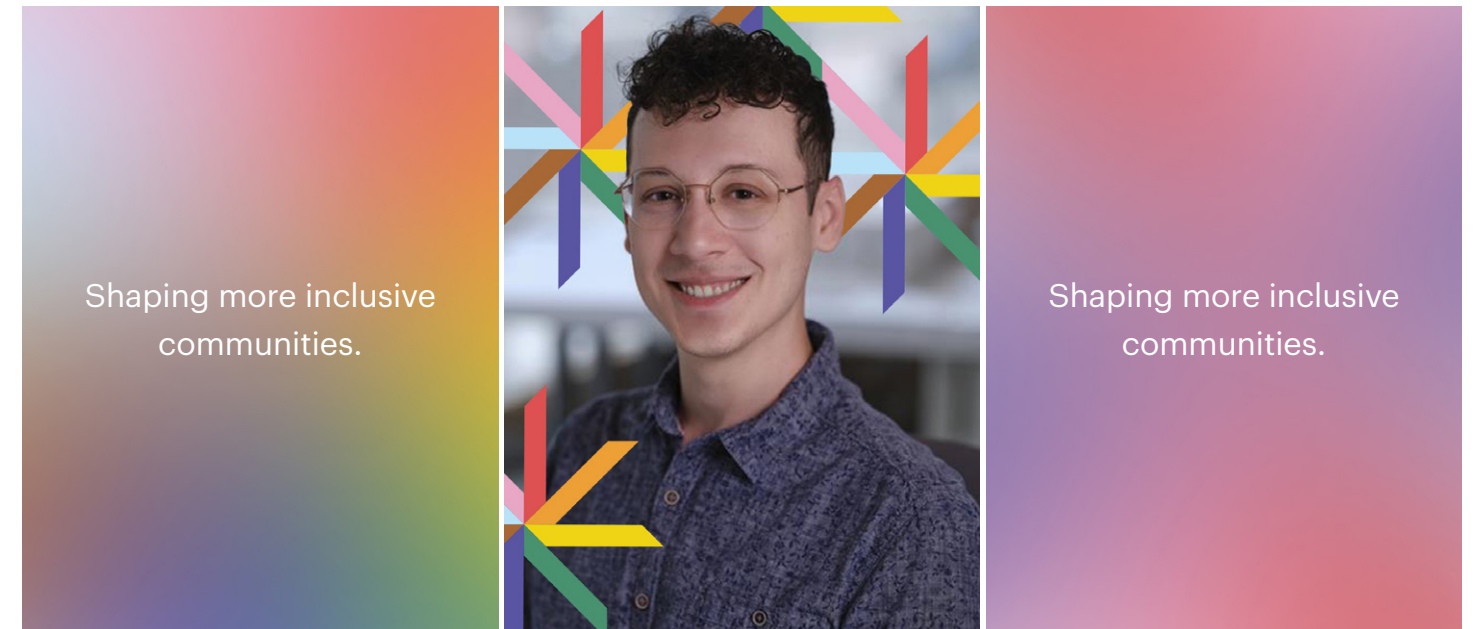
Affinity and Inclusion Groups

HKS' Affinity and Inclusion Groups (AIGs) are employee-led communities create space for connection, culture, and progress, and they are central to our vision of an inclusive workplace.

Each AIG supports members' personal and professional development, leads firmwide equity initiatives, and contributes to HKS' broader impact through education, advocacy, and service.

These groups play a vital role in building belonging, informing policy, shaping talent strategies, expanding mentorship, and advancing leadership representation.

By elevating lived experience and amplifying underrepresented voices, our AIGs are helping drive meaningful, systemic change across the firm.



Shaping more inclusive communities.



The community we build through outreach, casual lunches, and weekend brunches has not only connected me with others but also created opportunities for mentorship and honest conversations I didn't always know I needed.

Kenny Jackson
Black Collective AIG

Shaping more inclusive communities.



Being part of an AIG means joining something larger than myself, an opportunity to be inspired by the journeys of incredible colleagues while contributing to a culture of authenticity and belonging.

Mariana Aizpuru
Women in Design AIG



Our culture has grown to embrace the idea that who we are—our families, our experiences, our passions—are part of our strength as individuals and as a firm. That shift matters deeply to me.

Laura Pike Seeley
Parents & Caregivers AIG

Shaping more inclusive communities.



It has marked a turning point in my career at HKS... it has given me global visibility, and it has motivated me to step outside my comfort zone.

Adriana Rubio
Hispanic & Latin AIG

Shaping more inclusive communities.

We've become more visible and helped our group see that speaking up isn't disruptive—it's actually a valuable contribution to HKS' diversity.

Denise Tang
API AIG

Shaping more inclusive communities.

Access & Advancement

Commitment to Gender Equity

In 2025, HKS reaffirmed its global commitment to gender equity by completing the UN Global Compact Target Gender Equality Accelerator and becoming a signatory of the Women’s Empowerment Principles (WEPs). Through this effort, we developed a Gender Action Plan focused on strengthening anti-discrimination policies and expanding mentorship programs that empower women and girls in the AEC

Compensation Philosophy and Fair Hiring

HKS is committed to maintaining fair and competitive compensation practices that help attract, retain, and reward top talent. We take a total compensation approach that includes base pay and performance-based incentives, guided by relevant market data.

Pay decisions are based on factors such as functional role, experience, licensure, location, and performance. To support consistency and fairness, we provide tools and resources to decision-makers and regularly review compensation structures to help reduce bias and

industry. In 2023, we formalized our Workplace Gender Identity and Transition Guidelines to provide a flexible yet consistent framework for supporting employees through gender transitions at work. The guidelines outline roles for Human Resources, managers, and support networks, and offer resources to ensure dignity, privacy, and workplace continuity throughout the process.

promote transparency. All job descriptions are developed with clear functional role expectations and are reviewed to ensure alignment with our anti-discrimination policies.

We evaluate candidates based on qualifications, experience, and alignment with role requirements, regardless of gender, race, age, or other protected characteristics. Our Talent team provides structured guidance to support fair decision-making throughout the recruitment and promotion process.



Respect in the Workplace Training

HKS upholds the dignity of every individual and expects all employees to demonstrate respect toward colleagues, clients, guests, consultants, and vendors. All new HKS employees receive the Respectful Workplace and Non-Harassment Policy, which prohibits discrimination in the workplace. HKS offers learning modules about preventing harassment and discrimination in the workplace.

In 2024, 92% of employees completed our biennial Respect in the Workplace training. Additionally, individuals in leadership positions at HKS receive anti-bias training on an ad-hoc basis.



Targets:

100% employee completion of biennial anti-discrimination training.

Fellowships & Mentorships

HKS is committed to building an inclusive and equitable workplace by investing in programs that support mentorship, professional development, and expanded access to opportunity. These initiatives are designed to increase rep-

resentation within the AEC industry, strengthen community relationships, and create platforms for emerging and current talent to grow in their careers and lives.

Investing in People, Advancing the Profession

- **Equitable Impact Fellowship**
A 10 week, paid summer internship program at HKS U.S. offices designed to provide students with architectural training, real-world project experience, and mentorship opportunities.
- **Dallas AIA Equitable Design Scholarship**
An annual scholarship supporting underrepresented architecture students with funding, mentorship, and access to professional development opportunities at HKS.
- **Designing Tomorrow's Leaders**
A firmwide initiative connecting students from K-12 to career through early exposure, education partnerships, and equitable recruiting. Through Cristo Rey's Corporate Work Study Program, Girls Inc., and the ACE Mentorship Program, HKS professionals engage with hundreds of students each year to help expand the future pipeline of talent.
- **HKS Summer Shadow Program**
An immersive design experience introducing high school and early college students to the AEC profession through hands-on learning and mentorship. The program reaches over 500 students annually across multiple cities.
- **NOMA Professional Development Program**
A professional development program for students from Historically Black Colleges and Universities (HBCUs) and NOMA student members, building a pipeline of diverse talent that reflects and strengthens the communities we serve.



“From day one, HKS has supported me, trusted my contributions, and cared for my growth—leaving me hopeful for a better tomorrow.”

Theophile Ngangnemi

former Equitable Impact Fellowship recipient
and current HKS employee

People & Culture

Benefits

At HKS, we know our people are our greatest asset. That recognition begins with how we support their health, well-being, and everyday lives. Our benefits are designed to support the well-being of every team member and help them thrive personally and sustainably.

We offer comprehensive medical, dental, and vision coverage, along with robust mental health support through employee assistance programs, wellness resources and personalized care navigation through our healthcare concierge service. HKS provides paid parental leave, flexible work arrangements, transportation cost assistance, and generous paid time off to support work-life balance. We also invest in long-term financial security through retirement plans, life insurance, and financial planning resources.

Our benefits are reviewed regularly to ensure they remain inclusive, competitive, and aligned with the needs of our global workforce.

Our benefits are reviewed regularly to ensure they remain inclusive, competitive, and aligned with the needs of our global workforce.

Flexible Work

Flexibility is a core part of how we work at HKS. Our FWx (Flexible Work Experience) program is more than a policy—it's a framework supported

by our culture, technology, office spaces, and leadership to help employees balance flexibility with team collaboration and client service.

What FWx Means at HKS

- Empowers employees to align personal needs with the goals of their teams and clients.
- Promotes well-being while ensuring high-quality client service.
- Informs real estate strategy by evolving how we use space to support collaboration.
- Elevates performance through increased engagement and autonomy.





Why Time Together Still Matters

Our studios are more than buildings; they're the people and relationships that shape our work. Flexible schedules allow us to meet personal and professional needs, but our culture is rooted in moments of togetherness. When we're in the same space, we collaborate more freely, learn from one another, and build lasting trust. Research backs this up: from improved team communication and real-time mentorship to the value employees place on social connection, being together at the right times helps us grow stronger, as individuals and as a firm.

Guidance for Success

Our FWx guidelines offer clarity on when, where, and how flexible work happens. Employees and managers have tools to support success whether working in-office or elsewhere, including resources for successful collaboration, meeting participation, and contributing to firm culture.



HKS Atlanta Living Lab

The Atlanta office's 2023 redesign explored how flexible, hybrid workspaces can enhance performance and well-being. Grounded in autonomy and self-determination, the Atlanta Living Lab empowers employees with choice and control, resulting in a 17.5% decrease in multitasking, 8.3% improvement in workday balance, and 7.7% increase in connecting with others, along with more brain breaks and focused productivity each day.

Health, Safety and Well-being

Well-being is more than a benefit. It is a design principle, a workplace priority, and a commitment to our people. We take a holistic

approach that supports physical, mental, and cognitive health across all offices.

Designing for Wellness

Many of our offices are WELL Certified, reflecting our commitment to healthy environments that promote movement, comfort, and high standards for air and light quality. Every HKS office includes a wellness room, a dedicated space for restoration, privacy, and quiet

reflection. We also employ a certified ergonomist who ensures workspaces are optimized for comfort and injury prevention. Flexible work options support personal balance and reflect our people-first culture.

Mental Health and Emotional Support

HKS offers confidential, no-cost mental health and support services for employees and their families.

- Employee Assistance Program (EAP): Available 24/7 to employees and family members, this program provides up to five free in-person counseling sessions per person, per issue, per year.
- Kindly Human: Peer-to-peer support for everyday challenges with 240 minutes of free, on-demand connection each month.
- Substance Abuse Counseling: All employees, regardless of benefits enrollment, can access five free behavioral therapy sessions per situation each year.
- Virtual Mental Health Visits: Enrolled employees have access to 24/7 virtual behavioral health services for issues like anxiety, ADHD, addiction, and more.
- Behavioral Health Access for Non-Enrolled Employees: Those not enrolled in medical plans still receive no-cost telemedicine mental health services.



Brain Health as a Business Strategy

We believe cognitive thriving has the power to transform workplaces around the world. Following a six-month study with the Center for BrainHealth involving nearly 200 HKS employees, we gained measurable insights into how daily habits and workplace design can improve cognitive performance and well-being. The findings continue to inform how we support brain health across our studios.

Insights from the report are shaping how we support brain health across our studios, influencing workspace design, company policies, and the solutions we deliver to clients.

Key Outcomes:

- Improved cognitive well-being for employees who completed the full training program.
- 17.5% decrease in multitasking, leading to better focus and productivity.
- More frequent brain breaks were linked to greater well-being and task completion.



HKS Singapore Office

HKS' Singapore office demonstrates how design governance can advance brain health. Guided by co-design workshops and surveys, employees shaped flexible, sensory-rich environments that enhance cognition and creativity while reducing cognitive load. Dedicated zones for focus, collaboration, rest, and social connection empower staff to regulate stimulation and sustain flow throughout the day. Outcomes include improved psychological safety, greater employee agency, and inclusive, neurodiverse-ready spaces. With WELL and Greenmark certifications underway, the office sets measurable benchmarks for health-first, brain-centered workplace design.



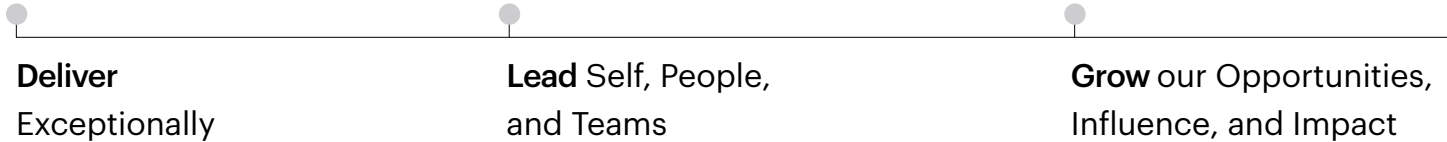
Growth

Developing Talent Through Clear Expectations

Launched in 2025 in response to employee feedback, PATH@HKS is our performance management program designed to support employee growth and impact. The framework clarifies expectations through defined rank expectations, helping employees understand their roles and track progress. Each employee is supported by a People Leader who guides development, provides feedback, and advocates for growth opportunities. Regular check-ins throughout the year support align-

ment, reflection, and progress toward individual and team goals.

This year, the percentage of women in managerial roles at HKS increased from 38% to 41%. This shift was driven by the introduction of the People Leader role through PATH@HKS, which broadened access to leadership by capping team sizes and creating more opportunities across the firm.



Growth is how we realize our vision to become the most influential design firm in the industry. The Professional Development team supports this vision by creating learning opportunities, building leadership capabilities, and nurturing a culture of connection and continuous improvement.

We offer a wide range of resources to help employees at every level develop and thrive. These include self-paced learning, technical training, team workshops, coaching, and firm-wide development programs.

“Our vision is for HKS team members across the world to have a synchronized career experience that is built on clarity, equity, and mobility.”

Stevi McCoy
Chief Strategy Officer



Targets:

Ensure 100% of talent engages in meaningful conversations about career growth and performance throughout the year.

Reimagine leadership program framework by 2027.

Maintain or exceed a Gallup employee engagement score of 70+.

Learning Opportunities

Continuous learning is core to how we evolve as a firm and as individuals. Our learning ecosystem includes weekly Lunch & Learns, monthly Innovation Conversations, and Design Reviews that connect employees across offices. HKS Learning On-Demand, our internal eLearning portal, gives employees access to recorded trainings, seminars, and external resources. Tools like the HKS Hub offer step-by-step tutorials tailored to our design standards, with training on modeling, visualization, and building performance strategies led by our Practice Technology team.

Our signature Emerging Professionals program, which guides the first three years of a new architect's journey with HKS, is being refined and reimagined to stay responsive to evolving industry and employee expectations. The new

model will feature increased flexible learning opportunities, built-in leadership development, and tailored support.

In 2025, HKS introduced an Analytics Manager role within Learning & Development to unify and measure learning across the firm. This role spans beyond L&D to analyze people data firm-wide in connecting learning, engagement, and retention to inform strategic decisions.

We support participation in professional development through annual paid time off and an annual learning allowance for events, memberships, and materials. In 2024, more than 1,000 employees completed additional training, contributing to nearly 25,000 hours of learning across the firm.

“Leadership at HKS is about influence, not hierarchy. We’re expanding access to leadership training so every team member, regardless of role, can lead with purpose.”

Tom Raffalski
Director of Learning & Development



ESG in Design Celebration

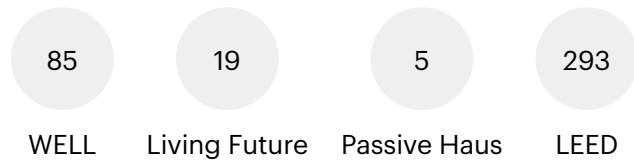
ESG in Design Celebration is HKS' annual firm-wide celebration of environmental and social responsibility. While ESG principles guide our work year-round, this week offers space to pause, connect, and learn from each other and from leaders across the industry. Regional offices host their own events to come together and explore themes of equity and sustainability. Sponsorships from industry partners help support the event, with proceeds donated to mission-aligned causes that extend our impact beyond the firm.

Licensing and Credentialing

To support long-term career development, we offer paid time off, reimbursement, and milestone bonuses for employees pursuing licensure in architecture, engineering, interior design, CPA, or CMA programs. We also provide stipends to employees who pursue

credentials that support sustainable and human-centered design, including LEED AP, WELL AP, and EDAC. These benefits are investments in both our people and the communities we serve.

Certified Staff



In 2025, 100% of the HKS Cities and Communities team held the Just Communities Practitioner accreditation, underscoring our commitment to equity-centered planning and embedding recognized social governance standards into every project.

Employee Engagement and Satisfaction

We conduct an annual engagement survey to understand how to better support our people. In 2025, 87% of employees responded, with a score of 4.39 out of 5 for learning and growth opportunities. When we learned that employ-

ees wanted more meaningful dialogue with their managers, we created “Connections”, a structured, recurring check-ins that support performance and build strong relationships.

HKS Mentorship Program

Designed to expand connections and encourage networking across the firm, the HKS Mentorship Program provides a structured space for long term professional relationship

building. Mentors volunteer their time to support their mentees, helping both navigate challenges, grow as leaders, and align their work with purpose.

“Mentorship has been key to my professional growth. I’m grateful for my mentor’s guidance and hope to pay it forward someday.”

Claire Dobbs
Design Professional

Employee Appreciation Week

A new annual tradition, HKS celebrated its first Employee Appreciation Week in August 2025. With firmwide and office specific

events, Appreciation Week celebrated the people who are shaping HKS’ future.

Community Impact

Citizen HKS

Citizen HKS is our firm’s global impact initiative that integrates public interest design, community service, and philanthropy to improve lives and advance equity. Now in its 11th year, the program reflects our belief that design can be a powerful tool to expand access to health, safety, and opportunity.

Through Citizen HKS, we mobilize the talents of our people to address systemic challenges that extend beyond traditional fee-based work.

Public Interest Design

Citizen HKS advances public interest design by delivering no-cost architecture and planning services to nonprofits and community organizations. These projects embed environmental and social performance goals from the start and often serve as testbeds for innovation. HKS commits resources equivalent to up to 1% of total firm hours annually for public interest design, supporting projects

The initiative creates pathways for staff to meaningfully engage with nonprofit partners and community-led efforts around the world.

Citizen HKS is governed by a volunteer council of employees across offices and disciplines, led by our Director of Citizen HKS. The council ensures alignment with firm values and oversees a consistent, equitable process for project selection and support.

that advance community and social impact. All projects apply our Nature of Place sustainability framework, which aligns with key UN Sustainable Development Goals (SDGs) and emphasizes climate resilience, equity, and health outcomes. Citizen HKS projects also allow our teams to pilot strategies such as net zero design, and adaptive reuse, often informing best practices on fee-based work.





Employee Volunteering: Month of Service

Citizen HKS' volunteer program, Month of Service, is an annual, employee-founded initiative that empowers staff to support the communities where we live and work. Each year, HKS employees across the globe dedicate time to causes they care about through hands-on service and local engagement. The program is a tangible expression of our belief that design firms thrive when deeply connected to the communities they serve.

- Since its founding, employees have volunteered more than 32,797 hours through Month of Service.

Funding Purpose-Driven Projects

To help our nonprofit partners bring Citizen HKS projects to life, we established the Citizen HKS Donor-Advised Fund in 2021. The fund channels employee and partner contributions directly into community-led projects and nonprofit initiatives. To date, Citizen HKS has raised more than \$500,000 to support this work. The fund connects every employee with the opportunity to contribute financially, regardless of their role or project assignment. These financial commitments help bring pro bono work to completion and further demon-

- In 2024, employees contributed 2,067 volunteer hours during the program.
- The initiative has supported over 933 nonprofit and community organizations, with nearly 1,134 volunteer events hosted worldwide.
- Volunteers participate in a wide range of activities, from neighborhood revitalization and educational programming to food security and disaster relief.

strate our accountability to the communities we serve.

In 2025, we led our largest fundraiser to date, raising approximately \$78,000 to support the retrofit of the Dallas 24 Hour Club, a nonprofit that provides safe, sober transitional living for individuals recovering from addiction. This effort exemplifies how our people unite around shared purpose, combining design, philanthropy, and community engagement to create lasting social impact.

Governance

Corporate Governance & Accountability
Business Ethics & Anti-Corruption
Data Privacy & Responsible Technology

Corporate Governance & Accountability

Organizational Structure

As a global, partner-owned AEC firm, HKS balances the unique strengths of individual employees with a shared “HKS Way” of working. Our organizational structure supports continuous evolution, strengthens alignment, and promotes clear communication across the firm. HKS is governed by an Executive Committee elected by our shareholders.

Reporting to the Chairman and Chief Executive Officer and the President and Chief Financial Officer, our Senior Leadership Team (SLT) comprised of Enterprise, Sector, and Geography leaders, elevate the voices of each practice and office, using cross-sector resources and insights to better serve our clients.

ESG oversight comes from our Global ESG Leadership Team, which is led by the Chief Sustainability Officer and supported by the Executive Committee, Board and regional ESG Champions. Our structure also includes a Director of Social Equity, a Social Equity Council, a Communications Strategist, and a Director of Citizen HKS.

The ESG Leadership team helps guide strategy across the firm, while the Executive Committee approves ESG related goals and reports. The ESG Leadership team works closely with each enterprise business unit to ensure sustainability and social impact priorities are embedded in core business functions across HKS.

Board of Directors

Dan Noble

Chairman & CEO
Executive Committee

Jason Schroer

Global Sector Director, Community
Executive Committee

Dr. Upali Nanda

Global Sector Director, Innovation
Executive Committee

Angela Lee

Managing Director, Asia Pacific,
Europe and Middle East

Norman Morgan

Global Practice Director, Health

Meena Krenek

Global Sector Director, Interiors

Heath May

CEO Elect
Executive Committee

Kirk Teske

Global Sector Director, Place
Executive Committee

Shannon Kraus

Global Geographies Director
Executive Committee

Billy Hinton

Chief Talent Officer

Sergio Saenz

Global Practice Director,
Hospitality

Sam Mudro

President & CFO
Executive Committee

Mark A. Williams

Global Sector Director, Venues
Executive Committee

Anthony Montalto

Chief Design Officer
Executive Committee

Bernita Beikmann

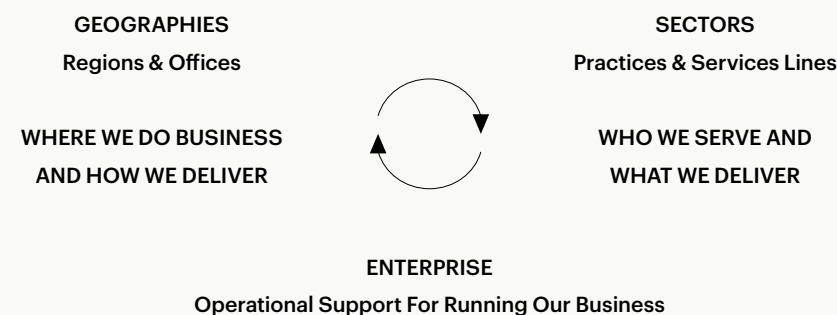
Chief Delivery Officer

Robin Craig Williams

Chief Legal Officer

Operating Model

Our operating model is a symbiotic collaboration of **Sectors** and **Geographies** supported by our **Enterprise**



Global Practice

Neil Alexander

Global Practice Director, Advisory

Michelle Jutt

Global Practice Director, Advisory

Dr. Deborah Wingler

Global Practice Director, Applied Research

Tony LaPorte

Director of Brand Experience

Jim Whitaker

Global Practice Director, Government & Alternative Project Delivery

Mark Buskuhl

Global Practice Director, Commercial/Mixed Use

Brett Shwery

Global Practice Director, Commercial Interiors

Sergio Saenz

Global Practice Director, Hospitality

Chad Porter

Global Practice Director, LINE

Leonardo Gonzalez Sangri

Global Practice Director, Education

Brad Robichaux

Global Practice Director, Education Interiors

Jennifer Sutton

Global Practice Director, Experience Interiors

Amber Wirth

Director of Sustainability

Tommy Zakrzewski

Director of Building Engineering Physics

Sheba Ross

Global Practice Director, Cities & Communities

Norman Morgan

Global Practice Director, Health

Jeff Kabat

Global Practice Director, Health Interiors

Dan Getz

Global Practice Director, Structures

Cory Brugger

Global Practice Director, HUB

Mark Nakatani

Global Practice Director, Mission Critical

Mary Alice Palmer

Global Creative Director, ROAM

Siobhan Farvardin

Global Practice Director, Senior Living

Jen McDermott

Global Practice Director, Senior Living Interiors

Fred Ortiz

Global Practice Director, Sports & Entertainment

Meena Krenek

Global Sector Director, Interiors

Russell Crader

Global Practice Director, Culture

Tony Brocato

Practice Manager, Aviation

Office

Chi Lee

Austin Office Director

John Avdoulos

Detroit Office Director

Juan Carlos Pineda

Mexico City Office Director

Nancie Constandse

San Diego Office Director & Studio Practice Leader, Life Science

Julie Volosin

Atlanta Office Director

Nathan Butler

Orlando Office Director

Angela Lee

Managing Director, Asia Pacific, Europe and Middle East

Gary Clark

Community Regional Director, UK

Regional

Steve Jacobson

Regional Director

Joe Cliggott

Chicago Office Director

Brent Sparks

Fort Worth Office Director

Scott Hunter

Los Angeles Office Director

Jennifer Wagner

Houston Office Director & Studio Practice Leader, Education

David Morris

Denver Office Director

Jonathan Borrell

Miami Office Director

Lynn Dunn

Raleigh Office Director

Shantee Blain

Washington D.C. Office Director

Angela Lee

Managing Director, Asia Pacific, Europe and Middle East

Ryan Schutt

Dallas Office Director

Sidney M. Smith

Phoenix Office Director

Douglas Demers

Seattle Office Director

Mike Drye

Richmond Office Director & Business Development Director, Sports

Eric Thomas

New York Office Director

Emir Tursic

Salt Lake City Office Director

Ben Gonzalez

Managing Director, UAE

Gordon Gn

Managing Director, Singapore

Shannon Kraus

Global Geographies Director

Enterprise

Billy Hinton
Chief Talent Officer

Brendan Owens
Chief Sustainability Officer

Sam Mudro
President & Chief Financial Officer

Michael Gussow
Chief Information Officer

Dr. Mike O'Neill
Global Practice Director, Enterprise Research

Anthony Montalto
Chief Design Officer

Rand Ekman
Chief Sustainability Officer, Emeritus

Lisa McDonough
Chief Marketing Officer

Tyler Goss
Chief Data Officer

Stevi McCoy
Chief Strategy Officer

Bernita Beikmann
Chief Delivery Officer

Michelle Carroll
Chief HR Officer

Robin Craig Williams
Chief Legal Officer

Julie Hiromoto
Director of Integration

Natasha Luthra
Chief Technology Officer

ESG Leadership Team

Brendan Owens
Chief Sustainability Officer

Ashli Pettigrew
Director of Social Equity

Rand Ekman
Chief Sustainability Officer, Emeritus

Lisa Adams
Director of Citizen HKS

Apryl Dailey
Communications Strategist

“In preparation for this transition, we developed leadership programs, training initiatives, and clearly defined the role of CEO at HKS—not only for today, but for what would be needed in the future.”

Dan Noble
Chairman & CEO

Leadership Transitions and Governance Continuity

HKS is currently navigating a period of leadership transition, including the appointments of a new Chief Executive Officer, Chief Marketing Officer and Chief Sustainability Officer. These changes reflect our continued evolution and commitment to long-term impact.

In 2024, the board approved splitting the CEO and President roles enabling HKS to capitalize on market opportunities and drive an even higher level of design excellence and innovation for our global clients.

We recognize that moments of change affect the entire organization. We are approaching

this time with care by prioritizing transparent communication, cultural alignment, and thoughtful support for our people. Succession planning and leadership development are helping us navigate the transition with clarity and consistency, while honoring the values that define HKS.

Our governance structure remains strong and adaptable. It continues to guide the organization as we welcome new perspectives and pursue future opportunities.





Designed by HKS and EYRC. Photography by Lawrence Anderson

Firmwide Commitments

The HKS strategic plan is guided by three pillars: Leading with Knowledge, Advising for Influence and Outcome Driven Design. As an architecture and design firm, our decisions influence everything from carbon impact and resource efficiency to human health, social equity, and climate resilience—shaping the built environment and the communities it serves. We acknowledge that change within the AEC industry is required to ensure global emissions reduction targets are met and Sustainable Development Goals supported.

We are proud to be early adopters of industry specific and international commitments: from advancing sustainability through embodied carbon reductions and advocacy, to leading the way on design's impact on brain health, HKS is innovating for a better tomorrow.

HKS Commitments

- United Nations Global Compact
- AIA 2030 Commitment
- AIA Materials Pledge
- SE 2050 Commitment
- RIBA 2030 Climate Challenge
- National Organization of Minority Architects
- The China Accord
- UN Race to Zero
- United Nations Women's Empowerment Principles
- Science Based Targets Initiative (SBTi)
- Human Rights Campaign (HCR) Corporate Equality Index
- Living Wage Employer
- Regenerative Design Index

Walking the Talk: Office Certifications

Our office spaces are testbeds for innovation. Each renovation and relocation serves as an opportunity to push the boundaries of performance. Office relocations offer opportunities to craft spaces that support social and environmental sustainability. Each location is carefully chosen to optimize urban connectivity, encouraging more sustainable transportation and community building.

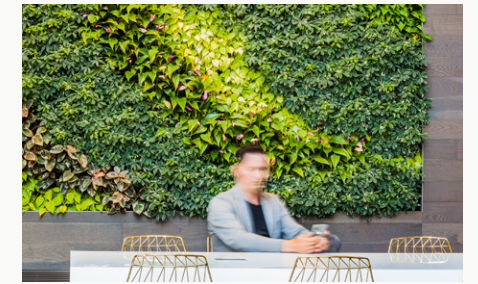
As part of our commitment to sustainable operations, 100% of HKS office renovations and

relocations since 2023 have pursued certification or recertification under LEED, WELL, or regionally appropriate rating systems. These certifications ensure that we meet rigorous standards not only for energy efficiency and sustainable materials, but also for occupant health, comfort, and wellbeing—including air and water quality, lighting, acoustics, movement, and mental health support. By prioritizing these elements, we create high-performing, human-centered environments that reflect our values and support our people.



HKS New York Office

Our New York studio earned LEED Platinum, reflecting sustainability and wellness leadership. Located in a dense, transit-rich neighborhood, the office reduces indoor water use by 47% and energy costs by 35.5%, with advanced energy metering and enhanced ventilation that promote performance, brain health, and long-term environmental impact.



Target:

100% of newly constructed or relocated HKS offices to pursue LEED and WELL certifications (or local equivalent)



“We have to walk the walk. That means hitting the best levels of performance—not just for our clients, but for ourselves.”

Lisa Adams
Sustainable Interiors Design Leader

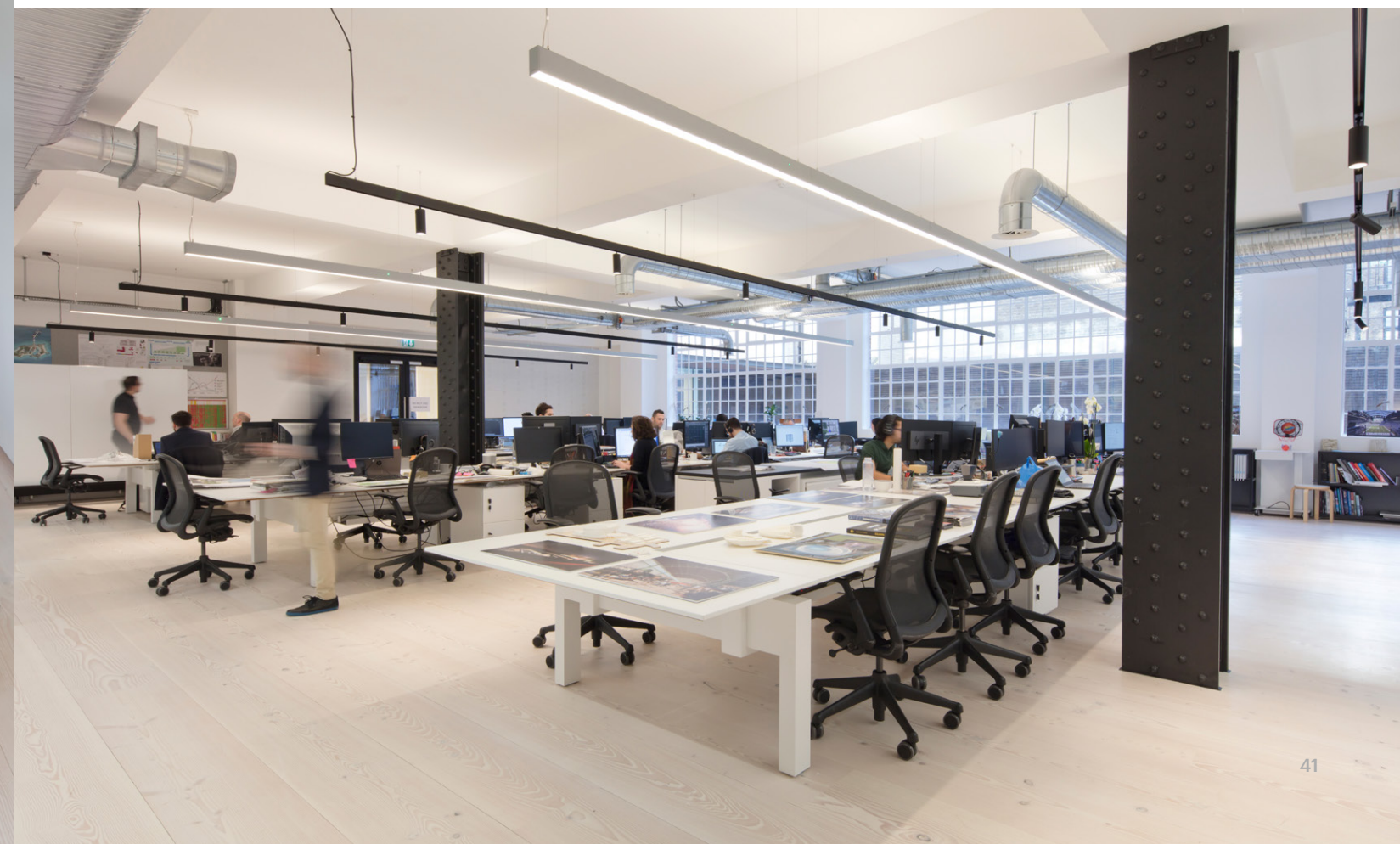


Business Ethics & Anti-Corruption

Risk and Compliance

Identifying and mitigating risk is simply good business. We take risk assessment seriously; from identifying environmental risks material to our business to ensuring internal processes respond to changing AEC guidelines and global laws, we strive to stay ahead of the curve.

HKS London has long pursued International Standards Organization (ISO) certification and currently holds ISO 9001 and ISO 14001 certifications.



Due Diligence Practices

We maintain a comprehensive due diligence process to evaluate and manage risk across all partnerships, projects, and engagements. Our process includes a thorough review of legal status, financial health, team qualifications,

project experience, quality assurance protocols, cybersecurity measures, and ESG commitments. This approach helps ensure transparency, alignment, and long-term success for our clients, collaborators, and communities.

Anti-Corruption: Control Procedures

HKS has earned its reputation for integrity by consistently doing business with the highest ethical standards. We implement a stringent transaction approval process wherein no employee, regardless of their position within the company, is permitted to approve their own expenses. Additionally, audits of control pro-

cedures, such as accounting and purchasing, help safeguard against corruption and bribery. In 2024, we hired our first Director of Internal Audit, stepping up our commitment to ensuring HKS conducts business fairly, honorably, with integrity, and in compliance with all applicable U.S. and foreign anti-corruption laws.

Whistleblowing and Reporting Mechanisms

HKS is committed to investigating and remedying any conduct or behavior that may be in violation of the HKS Code of Ethics or other Employment Policies and Practices. Multiple avenues exist for reporting such conduct or behavior, including reporting to a supervisor, a member of the HKS Executive Committee, the Chief Compliance Officer, or by using

the HKS Ethics Hotline. The HKS Ethics Hotline is a confidential third-party hotline for anonymously reporting corporate misconduct, unethical behavior, or illegal activity. It is available on the HKS internal website to all employees. HKS has a non-retaliatory policy for whistleblowing.

Annual Third Party Audits

We ensure the work done within our firm meets stringent standards. Annual third party audits help validate processes and confirm best practices across the organization. Below are examples of how third-party audits are used to enhance HKS:

- Fiscal audits support our financial sustainability.

- Auditing and validating our yearly greenhouse gas inventory helps ensure we are accurately accounting for and tracking our Scope 1, 2 and 3 emissions.
- Third party certification and audits of cybersecurity measures ensure our data, and our clients, are safe and secure.

Ethical and Sustainable Procurement

While we believe the risk of slavery and human trafficking to be low in our immediate supply chain, we endeavor to monitor and reduce this risk at every opportunity. We are developing robust sustainable procurement guidelines for our own operations, to ensure the products we purchase and businesses we support align with our values. As an international firm

with an office in the United Kingdom, we also produce a Modern Slavery Statement in accordance with the UK's Modern Slavery Act 2015. HKS additionally maintains a Supplier Non-Discrimination Standard Policy that aligns with our broader commitment to equal opportunity, operating in accordance with applicable laws and regulations.

In 2023 HKS publicly shared relevant ESG policies – you can find them here:

[Anti-Corruption Policy](#)

[Labor and Human Rights Policies](#)

[Carbon Neutrality Commitment](#)

[Sustainable Development Policy](#)

[Environmental Policy](#)

[Social Equity Policy](#)



Data Privacy & Responsible Technology

Building Digital Trust

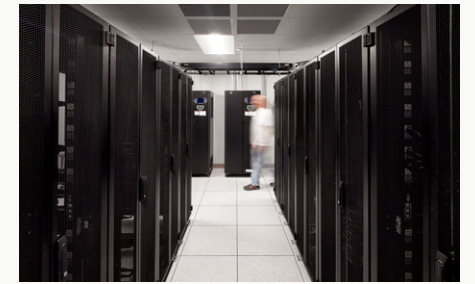
HKS adheres to stringent data privacy and cybersecurity policies which protect the employee, client and visitor data. The Data Governance Committee, consisting of cross-team members, is responsible for championing and advocating for data governance. They provide the necessary

direction, support, resources, and authority to promote the success of data governance initiatives throughout the firm. Appointed by the Data Governance Committee, the acting Data Protection Officer (DPO) ensures that offices are compliant with data protection laws, such as GDPR and CCPA,

while providing training and awareness around cybersecurity and data privacy risks. Additionally, the Security, Governance, Risk, and Compliance Committee, established in 2024, is focused on making and enforcing critical high-level security risk decisions, ensuring there is a diversity of thought, visibility, and ongoing consistency in the enforcement of security risk controls at HKS.

HKS engages in an annual external third-party assessment, affirming the quality and fortifying resilience against vulnerabilities in our cyber security framework. This includes risk assessments for all critical systems. We aim to ensure 100% of employees annually complete cybersecurity awareness training and conduct biannual phishing simulations, with a goal of having a <5% click through rate.

In 2024, HKS replaced aged legacy firewall infrastructure with a next-generation solution that includes SASE (Secure Access Service Edge) capabilities. Aimed at delivering a resilient, flexible and intelligent approach to HKS protection for on premises, cloud, and remote environments, the new technology enables deeper threat detection and prevention.



Target:

Conduct annual third-party cybersecurity risk assessments for all critical systems.

100% completion of employee cybersecurity awareness training annually.

Conduct biannual phishing simulations with <5% click rate target.

AI & Responsible Innovation

We are committed to navigating the opportunities and risks of generative AI with discretion, prioritizing transparency, accountability, and ethical considerations within all AI related initiatives. With the AI and tech transition, we are doubling down on human potential in a big way – our aim is to improve productivity and creativity by incorporating AI strategically in daily workflows without replacing the human-centric design process.

Our strict transparency and traceability rules around generative AI tools at HKS promotes trust in our digital content by automatically attaching Content Credentials metadata to image outputs. This allows anyone to understand how and when an asset was created.

We have established guidelines and controls to ensure our AI initiatives align with our values and ethical principles. These guidelines and controls are developed by the _MADEAI team within HKS: these strategic, cross-collaborative and innovative individuals are informing ongoing governance implementation and research across the firm.

This responsible governance includes regular audits, oversight, and improvement of our AI-driven resources. By critically examining how third-party AI tools can support HKS, while simultaneously developing internal tools that are built to purpose, we are always learning and growing responsibly.



Innovation, Research & Industry Leadership

Research & Innovation
Industry Leadership



Research & Innovation

Building a Learning Organization

We believe research and innovation are foundational to evolving responsibly, mitigating risk, and remaining adaptive in a rapidly changing world. By embedding research deeply within our practice, we align our work with global priorities, driving sustainability, ethical transformation, and a healthier, more enriching human experience.

We recognize that innovation requires intention, structure, and investment. HKS has established a dedicated Innovation Sector to lead, coordinate, and amplify innovation across the firm. This sector, led by a Global Director of Innovation, is a strategic and catalytic business unit designed to integrate research, sustainability, and design innovation across all scales and markets.

“Innovation is the shortest (and most beautiful) distance to impact. It is not the mandate of any one person or group within an organization, but rather the ability to leverage diverse perspectives in solving wicked problems – together.”

Dr. Upali Nanda
Global Director of Innovation



Catalyzing Curiosity: HKS Publishes Its First Research Compendium

In 2025, HKS published Catalyzing Curiosity, a collection of original, firm-funded research exploring how design can create positive impact across communities, organizations, and the planet. The book showcases five years of inquiry-driven projects led by HKS employees through our internal Research Incubator and Accelerator programs. These initiatives invest directly in ideas that improve client outcomes, strengthen design performance, and advance innovation in the built environment.



Research as a Foundation

Our approach to innovation is guided by a formal Research & Development (R&D) process that supports our firmwide goals and stakeholder needs. This process fuels new tools, services, and strategies that shape the built environment and influence market transformation. HKS Research is led by our Director of Applied Research and our Director of Enterprise Research.

HKS maintains two research arms:

- Applied Research: Directly tied to project and client outcomes, often involving co-design workshops and client collaboration.

- Enterprise Research: Supports internal capability building, tools, and thought leadership.

To support the development and scaling of ideas, HKS uses a three-tiered internal research platform available to all employees. The program enables early-stage ideas to surface through firmwide ideation, be developed further through a structured incubator process, and advance through targeted investment and review by practice leaders. These programs prioritize topics with ESG relevance, including carbon reduction, equity, artificial intelligence, and brain health.

“Innovation is a muscle we need to exercise across the organization. Research helps build that muscle.”

Dr. Mike O’Neill

Global Practice Director, Enterprise Research

R&D Innovation Process

External Impacts

Stakeholder Value

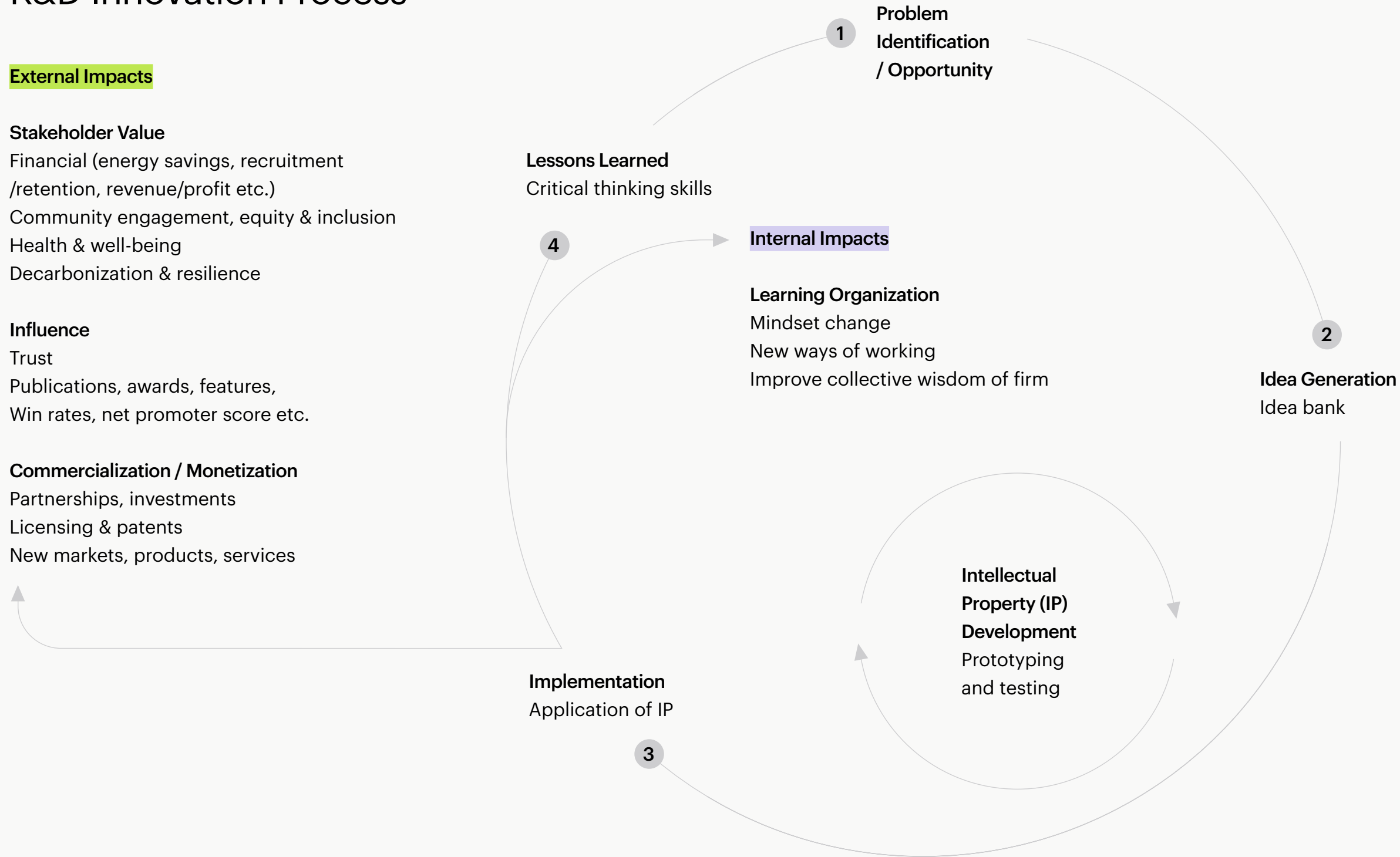
Financial (energy savings, recruitment /retention, revenue/profit etc.)
 Community engagement, equity & inclusion
 Health & well-being
 Decarbonization & resilience

Influence

Trust
 Publications, awards, features,
 Win rates, net promoter score etc.

Commercialization / Monetization

Partnerships, investments
 Licensing & patents
 New markets, products, services



Prototyping the Future

Our Hub Studios in Dallas and Los Angeles act as creative engines that transform ideas into actionable solutions. We invest in dedicated innovation studios that transform emerging ideas into actionable solutions. LINE (Laboratory for Intensive Exploration), Futures, and MADE (Materials, Applications & Digital Explorations)

serve as testing grounds for new design methods, technologies, and materials. These studios focus on computational design, speculative futures, and real-world prototyping, helping us anticipate challenges and scale solutions that enhance sustainability, resilience, and human well-being.

“We designed MADE to bridge concept and realization—testing ideas early, rapidly, and at scale. It’s where bold thinking meets rigorous making.”

Cory Brugger
Chief Technology Officer



Computing for Resilience : ACADIA 2025

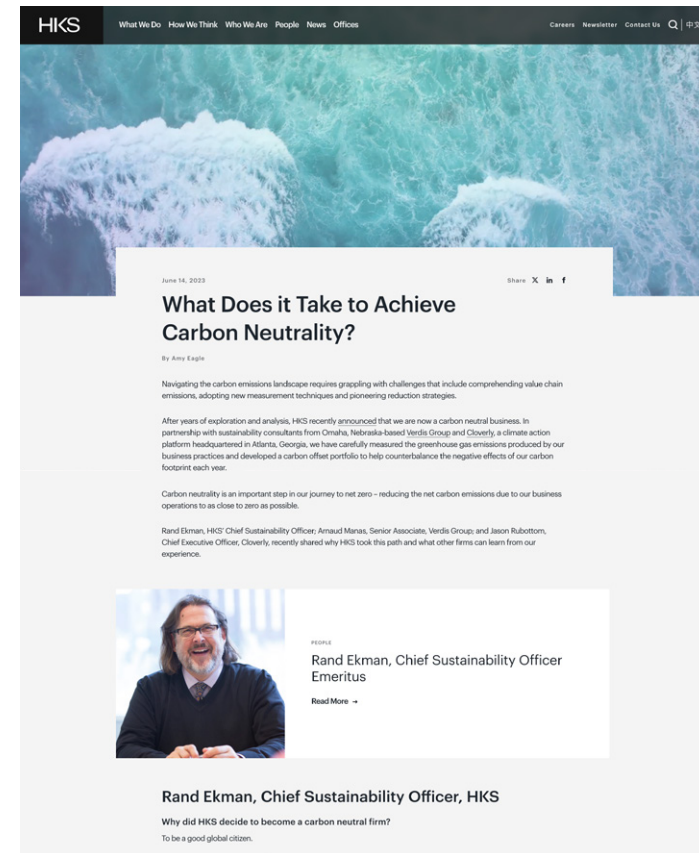
At ACADIA 2025, HKS researchers led Forces in Clay, a hands-on workshop exploring how computational design and digital fabrication can advance ecological resilience. Using 3D Graphic Statics and robotic clay printing, participants created coral-inspired structures that promote marine biodiversity and coastal protection. The work demonstrated how parametric modeling and reusable clay materials can reduce embodied carbon while supporting regenerative ecosystems. By bridging research, technology, and nature, HKS continues to explore how design innovation can strengthen resilience across both built and natural environments.

Industry Leadership

Collective Leadership for a Thriving World

At HKS, we believe advancing sustainability, equity, and resilience requires more than internal commitment—it demands industry leadership and collective action. Our people serve as board members, government advisors, educators, and advocates shaping the future of the built environment. From global climate frameworks to local community initiatives, HKS experts help establish standards, influence policy, and share knowledge that drives measurable

change. In the past year, HKS leaders have spoken at international forums, published research, and served on advisory boards and coalitions that connect architecture to planetary health, social value, and innovation. Through these contributions, we amplify impact beyond our firm—championing climate literacy, equitable design, and regenerative practice across disciplines and geographies.



Advancing Knowledge Through Coalitions

HKS partners with leading researchers and design firms to translate science into better buildings and communities. As a founding member of the Building Brains Coalition and the Coalition for the Advanced Understanding of School Environments (CAUSE), HKS is helping create open-source tools and shared frameworks that link design decisions to human outcomes, from cognitive health to student performance.

Together, these collaborations advance an evidence-based, data-driven, and human-centered approach to shaping healthier, more resilient environments.

180+ Conferences
50+ Stories/Reports
170+ Publications

ESG in Design

Design Excellence Framework
Case Studies

Design Excellence Framework

At HKS, we understand that design carries both responsibility and opportunity to make sustainability, equity, and well-being visible and tangible in the world. Our goal is to create measurable environmental and social value, advancing a regenerative future where the built environment supports ecological and community health.

Our practice aligns with frameworks such as the AIA Framework for Design Excellence, which considers interconnected measures of environmental and social well-being. By linking creativity with accountability, we ensure beauty and responsibility evolve together.

We complement these standards through our own tools, reviews, and critique. The HKS Design Playbook defines our integrated process, and Nature of Place assessments deepen understanding of environmental, social, and cultural context. Top Projects, our annual firmwide design review, invites internal and external jurors to evaluate work and hold us accountable to high standards of design excellence and impact.

Together, these frameworks and peer reviews guide HKS in designing for people and planet—turning aspiration into action and design into proof of what we believe.

“Design is our way of shaping possibility. When we lead with empathy and imagination, we don’t just make spaces—we make futures.”

Anthony Montalto, AIA, LFA
Chief Design Officer



Case Studies

A More Resilient Future

UC San Diego North Torrey Pines Living and Learning Neighborhood (NTPLLN) and UC San Diego Theatre District Living and Learning Neighborhood (TDLLN)

LA JOLLA, CALIFORNIA, USA

HKS partnered with the University of California San Diego to design two next-generation academic neighborhoods—the North Torrey Pines and Theatre District Living and Learning Neighborhoods—shaping vibrant, walkable communities that unite learning, living, and wellbeing.

An AIA COTE® Top Ten Award winner, North Torrey Pines reimagines how campus design can enhance health, equity, and environmental performance. Drawing from research and climate-responsive strategies, the neighborhood

fosters social connection, restores ecological systems, and supports measurable improvements in student wellbeing.

The Theatre District neighborhood builds on this success, advancing UC San Diego's carbon-neutral goals through resilient design and the restoration of native landscapes. Together, these projects demonstrate how holistic planning and regenerative thinking can transform higher education into a model for sustainable living and learning.

Impact Report:

81% reduction in measured energy use (NTPLLN)

35% reduction in embodied carbon vs. baseline

50% lower water use intensity than benchmarked trends

8.2% reduction in student depression rates

85% construction waste diverted from landfill

\$611M in triple bottom line value generated

LEED Platinum (NTPLLN) + LEED Gold (TDLLN)





Leading All-Electric Health Care

Baptist Health Sunrise Hospital

SUNRISE CITY, FLORIDA, USA

The Baptist Health Sunrise Hospital in Sunrise, Florida, marks a transformative step in sustainable health care design. Upon completion, it will be the first all-electric hospital in Southeast Florida and the first in the United States designed to operate with an Energy Use Intensity (EUI) below 90, setting a new national benchmark for energy-efficient care.

Designed by HKS in collaboration with Arup, the 354,000-square-foot campus integrates architecture, landscape, and infrastructure to advance community health and environmental stewardship. The all-electric design eliminates

on-site combustion and prepares the hospital for 100% renewable energy. Solar photovoltaic systems and passive strategies reduce heat gain, cooling demand, and operational emissions.

Targeting LEED Platinum and WELL Platinum, the project preserves protected wetlands, uses low-embodied-carbon materials, and applies the HKS/Arup Resilience Toolkit to prepare for future climate challenges. Together, these measures define a new model for carbon-neutral, resilient, and regenerative health care design that prioritizes people and planet alike.

Impact Report:

67% reduction in predicted EUI

First all-electric hospital in Southeast Florida

354,000 SF greenfield hospital and clinics

18,000 SF central energy plant

First BHSF property to preserve protected wetlands

Utilizes HKS/Arup Resilience Toolkit

Targeting LEED Platinum and WELL Platinum

Breathing Life Into Cities

Astra Tower

SALT LAKE CITY, UTAH, USA

Rising 41 stories above downtown Salt Lake City, Astra Tower redefines how tall buildings can serve both people and the planet. Designed by HKS, the city's tallest residential tower transforms urban living into a model for climate health and wellness.

In a region challenged by some of the poorest air quality in the nation, Astra Tower acts as a vertical air purifier. Its central air-intake system filters and tempers outdoor air before distributing it throughout the building, releasing exhaust air cleaner than what is drawn in. Partnering with Utah Clean Air, the tower connects to a citywide sensor network, displaying real-time

air-quality data through its illuminated crown to raise community awareness. Set to achieve LEED Gold certification, the tower reduces energy use, water consumption, and embodied carbon through high-performance modeling, efficient HVAC systems, and performance-based structural design engineered for seismic resilience. Inside, biophilic interiors, natural materials, and abundant outdoor amenities support healthy lifestyles and social connection.

Astra Tower is more than Utah's tallest building—it's a prototype for regenerative urban living that turns architecture into active environmental infrastructure.

Impact Report:

2.5 million kg CO₂e embodied-carbon savings

4 million gallons of water saved annually

37% reduction in annual energy use

Crown lighting displays real-time air quality

Central air-filtration system cleans city air

70% of site open; 18% vegetated

Engineered for 2,500-year seismic resilience

Targeting LEED Gold





Redefining Workplace Reuse

Walter P Moore Office Portfolio

WASHINGTON, D.C.; AUSTIN, TX; LOS ANGELES, CA; ATLANTA, GA, USA

Walter P Moore partnered with HKS to create a connected portfolio of workplaces that advance sustainability and reflect local character. Across offices in Washington, D.C., Austin, Los Angeles, and Atlanta, the firm embraced material reuse, wellness, and performance—proving that thoughtful design can both honor place and reduce environmental impact.

The D.C. office launched the journey with LEED v4.1 Gold, integrating embodied carbon analysis and healthy materials. In Austin, a new Beck building and high-efficiency systems helped achieve LEED Platinum with 97 points—the na-

tion's highest-scoring v4 Commercial Interiors project at the time. Los Angeles transformed a former art space into a LEED Platinum office that celebrates its 360-degree views and city culture while reusing 95% of existing furniture. Atlanta, currently pursuing LEED Gold, continues this adaptive-reuse ethos by retaining wood portals, lighting, and glass while adding new wellness features.

Together, these workplaces demonstrate how reuse and research-driven design create beautiful, high-performing offices that scale sustainably across markets.

Impact Report:

95% furniture reuse in Los Angeles

Up to 97 LEED points achieved

100% embodied-carbon analysis integrated

30%+ indoor water-use reduction

4 cities, 1 sustainable real estate strategy

3 Platinum / 1 Gold certifications

Designing Connected, Equitable Mobility

Austin Light Rail Design Guidelines

AUSTIN, TEXAS, USA

The Austin Light Rail Project, led by the Austin Transit Partnership (ATP) with design partners HKS, UNStudio, and Gehl, redefines urban mobility through a vision of access, equity, and sustainability. Spanning nearly 10 miles and 15 stations, the system establishes a new framework for how Austinites move, connect, and experience their city.

Each station is designed to reflect its neighborhood's unique culture and identity while promoting safety, comfort, and a sense of place. HKS is leading the architectural delivery and design integration across the corridor—ensuring each transit hub supports community vitality and environmental resilience.

Beyond transportation, the project introduces tree-lined streets, shaded pedestrian paths, and expanded green infrastructure to promote alternative mobility modes and climate adaptation. A new signature bridge over Lady Bird Lake will serve as both a connector and a civic landmark, anchoring the light rail as part of Austin's evolving urban landscape.

Through collaboration, innovation, and community-centered design, the Austin Light Rail project advances a more inclusive, sustainable, and connected future for one of America's fastest-growing cities.

Impact Report:

10 miles of light rail corridor

Design Guidelines for 15 new transit stations

100% neighborhood-specific

Signature bridge over Lady Bird Lake

Expanded green infrastructure and pedestrian connectivity



Appendix

ESG Timeline

HKS ESG Timeline

2006

- HKS joins the USGBC

2008

- HKS launches DesignGreen Studio

2009

- HKS signs on to the AIA 2030 Commitment

2014

- HKS co-founds mindfulMATERIALS
- Launch of Citizen HKS

2015

- HKS signs Architecture 2030 China Accord

2016

- HKS launches Better Together initiative

2018

- First firmwide carbon footprint assessment completed

2019

- HKS becomes a signatory of The Materials Pledge
- HKS signs on to the RIBA 2030 Climate Challenge
- Equity Leadership and Council formalized
- HKS adopts AIA Framework for Design Excellence

2020

- HKS joins the UN Global Compact
- First HKS Equitable Design Scholarship Recipient
- HKS expands personal and parental leave benefits in the U.S.

2021

- Firmwide Flex Work program Launches
- ESG in Design Celebration Launches

2022

- HKS Brain Health partnership with the Center for BrainHealth
- Employee AIGs Launches
- Named to Fast Company's World's Most Innovative Companies list
- HKS joins Design For Freedom
- HKS joins the SE2050 Commitment

2023

- HKS becomes a Carbon Neutral Business
- HKS expands parental leave benefits in the UK
- First AIA COTE Top Ten project win
- Launch of HKS xBE Program
- HKS achieves Equality 100 Award for LGBTQ+ workplace inclusion
- HKS and AIA publish Resilience Design Toolkit

2024

- First Brain Health Summit convened in Texas
- Operational footprint reduced 53% from 2018 baseline
- Executive governance restructured (CFO expanded to President role)
- Established _MADEAI to lead responsible AI governance

2025

- First purchase of Green-e® certified RECs to cover Scope 2 operational energy
- Co-founded the Building Brains Coalition and CAUSE

