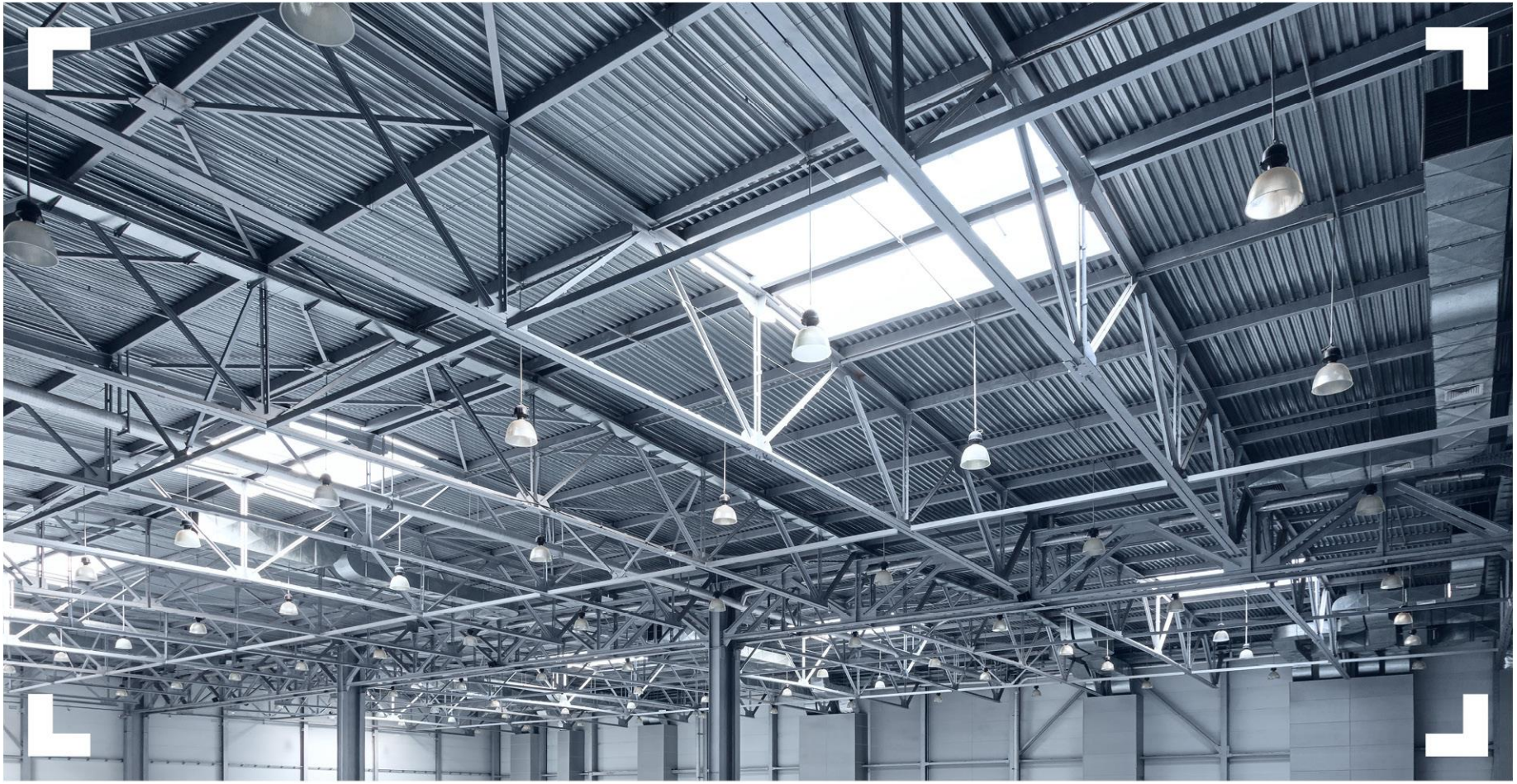

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Sustainable Development

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2023 / 2024

ESG Strategies for Development Projects

Strategies	Focus Areas	Development Strategies Considered
Land Use and Biodiversity	• Green Spaces • Protect habitat • Increase density	• Dedicated green spaces, featuring native planting and terraced landscapes • Preserve open space • Develop a conservation management plan on-site • Integrates greenery into aspects of the building
Building Safety	• WHSE Framework • WHSE General Contractor and Subcontractor Requirements • Third-Party Safety Consultant	• All developments are held to the same standards and comply with Occupational Safety and Health Administration (OSHA) standards, state and local health and safety codes and regulations, and the U.S. Environmental Protection Agency (EPA). • \Workplace Health, Safety and Environmental framework qualifications and requirements are in-place for all development projects. • HSE Preconstruction and Onboarding of General Contractors and Subcontractors to new development projects. • Ongoing third-party safety audits are conducted throughout development in-progress.
Climate/climate change adaptation	• Decarbonization plan • Net Zero emissions by 2050	• Develop projects to LEED design and construction standards • Reduce energy and water usage • Reduce environmental footprint by incorporating materials with reduced embodied carbon
Energy Consumption / Efficiency	• Address the building envelope • Install high performance mechanical systems • High-efficiency infrastructure	• Insulate walls and roof • Install high-performance glazing to minimize heat gain or loss • Properly weatherize building • Use ENERGY STAR appliances • Reduce plug load demands • Efficient LED Lighting internally and externally • Identify and prioritize energy efficiency opportunities • Ensure building systems control system, building automation system performance • Commissioning and retro commissioning conducted

ESG Strategies for Development Projects (continued)

Strategies	Focus Areas	Incorporated Development Strategies
Green Building Certifications	• U.S. EPA ENERGY STAR • United States Green Building Council – LEED Certification	• Pursue ENERGY STAR • LEED Certification for all assets
Health and Wellbeing / Occupant Health	• ASHRAE guidelines • Taking building design considerations for occupant health • Occupant experience	• Indoor air quality management plan • Manage Mold & Moisture • Business Continuity Plans and Preparedness Training
Indoor environmental quality	• Air Quality	• Low Volatile Organic Compound (VOC) paints, sealants, adhesives and carpets • For new construction or renovations – follow a construction indoor air quality management plan • Test for radon and other on-site contaminants • Air filters with MERV 8 or higher • Prevent mold by protecting all materials from moisture exposure • Conduct regular flush-outs • Ensure adequate ventilation • Monitor outdoor airflow and carbon dioxide • Prohibit smoking, enforcing no-smoking near building, any entrances or operable windows • A biophilic design with green space to improves air quality throughout building
Life-cycle assessments / embodied carbon	• Whole building life cycle assessment (LCA) • Embodied Carbon Intake	• Conduct whole building life cycle assessment (LCA) to encourages developments to make early design decisions to reduce environmental impact. LCA allows architects and other building professionals to understand the energy use and other environmental impacts associated with all life cycle phases of the building: raw material procurement, manufacturing, construction, operation and decommissioning. • Seek to incorporate responsible material sourcing and embodied carbon

ESG Strategies for Development Projects (continued)

Strategies	Focus Areas	Incorporated Development Strategies
Location and transportation	• Walk • Bike • Public Transportation	• Encourage connectivity to transportation • Bicycle paths • Select assets near transportation network • Install secure bike racks and showers • Designate preferred spaces for carpool vehicles • Provide EV Charging stations
Material Sourcing	• Air Quality	• Select low-emitting materials • Obtain products with third-party certifications such as Forest Stewardship Council, Green Seal and ENERGY STAR • Specify sustainable cleaning products that meet Green Seal and Ecologo to protect indoor environmental quality and reduce environmental damage. • Environmentally Preferred Products (EPP) as they are less harmful to the environment than their standard counterparts. • Recycled content including products containing recycled content are made from materials that would otherwise be discarded. • Non-toxic products which will not cause adverse health effects, either immediately or over the long-term. • Energy efficient products such as ENERGY STAR Certified
Net Zero / Decarbonization Plan	• Energy Efficiency • Net Zero GHG	• Targeted net zero reduction • Submetering Technology • Reduce Natural Gas use in all buildings and move towards 100% electric heating • Adding on-site EV Charging Stations • High performance façades reduce heat gain, increases efficiency to boost thermal comfort

ESG Strategies for Development Projects (continued)

Strategies	Focus Areas	Incorporated Development Strategies
Pollution Prevention	• Reduce pollution, airborne dust • Control soil erosion	• Create and implement an erosion and sedimentation control plan for all construction activities associated with the project. The plan must conform to the erosion and sedimentation requirements of the 2012 U.S. Environmental Protection Agency (EPA) Construction General Permit (CGP) • Reduce pollution from construction activities by controlling soil erosion, waterway sedimentation, and airborne dust.
Renewable Energy	• Generate on-site or off-site renewable energy	• Install photovoltaic cells • Install solar hot water heaters • Buy green power or renewable energy certificates to reduce environmental impact • Promote renewable energy generation through off-site purchases
Resilience to catastrophe	• Avoid coastal zones inundated by sea level rise • Incorporate wind design measures per the Minimum Design Loads for Buildings	• Design and construct buildings that can resist, with minimal damage, reasonably expected natural disasters and weather events (i.e. flooding, hurricanes/high winds, tornadoes, earthquakes, tsunamis, drought, wildfires, landslides, extreme heat, and winter storms). • Reduce the project's landscape water requirement by at least fifty percent (50%). • Provide high-reflectivity paving materials, such as light concrete or white aggregate. • Orient buildings and massing to self-shade in summer and extreme heat conditions. • Design systems for ties to renewable energy sources/district energy solutions, reference: https://www.green-e.org/programs/energy/documents

ESG Strategies for Development Projects (continued)

Strategies	Focus Areas	Incorporated Development Strategies
Site Selection and Land Use	• Encourage construction in environmentally preferable locations and avoid development of sensitive lands	Site Selection Criteria considered include: • Select a lot such that at least 75% of the land within ½ mile (800 meters) from the project boundary is previously developed land. • Close proximity to major transportation hub. • Connect to multi-modal transit networks. • Locate projects within existing developed areas. • Protect, restore, and conserve aquatic ecosystems. • Protect, restore, and conserve farmland. • Protect, restore, and conserve floodplain functions. • Protect, restore, and conserve habitats for native, threatened and endangered species. • Protect, restore, and conserve historical and heritage sites. • Redevelop brownfield sites.
Sustainable Procurement	• Locally sourced materials • Specify green materials and equipment	• Use local materials not only reduces the environmental harms associated with transportation • Outline the goals, thresholds and procedures for procurement of ongoing consumables and durable goods. • Give preference to rapidly renewable materials, regional materials, salvaged materials and those with recycled content.
Waste Management	• Waste Management	• Targeted construction waste diversion waste • Establish baseline performance for the facility and identify opportunities for increased recycling, education and waste diversion • Maintain recycling program, provide occupants with easily accessible collectors for recyclables. • On-site composting program to turn landscaping into mulch. • Institute an annual durable goods drive where e-waste recycled

ESG Strategies for Development Projects (continued)

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Strategies	Focus Areas	Incorporated Development Strategies
Water Consumption	• Indoor and outdoor water usage reduction	• Low flow restroom fixtures • Select EPA WaterSense and ENERGY STAR products • Install new flush valves or flow restrictors • Choose locally adapted plants that require less water • Use drought-tolerant plantings have extremely low water needs • High efficiency / dry fixtures • Commissioning of water systems • Drip/smart irrigation • Leak detection system
Performance Management	• Preventative maintenance • Staff Training • Incentives for occupants and tenants	• Empower management to maintain and improve the performance of buildings • Develop a robust preventative maintenance program to keep the building in optimal condition • Involve occupants in energy efficiency strategies • Submeter readings • Encourage energy conservation
Reduce Heat Island Effect	• Reflective roof surfaces	• Light colored or white roofs installed to absorb less heat • Use street trees, shrubs and landscaping to reduce heat island effects and provide shade
Stormwater management	• Control stormwater • Redirect stormwater	• Install dry ponds, rain gardens, bioswales • Mulch that both builds soils and holds moisture
Occupant comfort and control	• Acoustic design	• Give occupants temperature and ventilation control • Include appropriate acoustic design. Use soft surfaces and other strategies to ensure that sound levels remain comfortable for the activity level of the space. • Conduct occupant surveys • To save energy, sensors may be included to inform the HVAC system to shut down if a window is open • Though signage or meetings, educate occupants about the importance of recycling and reducing waste

Development Project Considerations
Site Selection Criteria

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Site Details for Consideration

- Connection to multi-modal transit networks
- Locate projects within existing developed areas

Waste

- Manage waste by diverting construction and demolition materials from disposal
- Manage waste by diverting reusable vegetation, rocks, and soil from disposal

Pollution Control

- Minimize light pollution to the surrounding community
- Minimize noise pollution to the surrounding community

Environmental Assessment

- Perform environmental site assessment

Air Quality

- Protect air quality during construction

Protection Measures

- Protect and restore habitat and soils disturbed during construction and/or during previous development
- Protect, restore and conserve surface water and aquatic ecosystems by controlling and retaining construction pollutants
- Protect, restore, and conserve farmland
- Protect, restore, and conserve floodplain functions
- Protect, restore, and conserve habitats for native, threatened and endangered species
- Protect, restore, and conserve historical and heritage sites
- Redevelop brownfield sites

Site design and construction requirements

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Manage waste by diverting construction and demolition from disposal
Manage waste by diverting reusable vegetation, rocks, and soil from disposal
Minimize light pollution to the surrounding community
Minimize noise pollution to the surrounding community
Protect air quality during construction
Protect and restore habitat and soils disturbed during construction and/or during previous development
Protect surface water and aquatic ecosystems controlling and retaining construction pollutants

Material Selection Requirements
Environmental and Health Product Declarations

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Material Preferences include but not limited to:

- Locally extracted or recovered materials
- Low embodied carbon materials
- Low-emitting VOC materials
- Materials that can be easily recycled
- Materials that disclose environmental impacts
- Materials that disclose potential health hazards
- Rapidly renewable materials and recycled content materials
- “Red List” or prohibited materials or ingredients that should not be used on the basis of their human and/or environmental impacts
- Third-party certified wood-based materials and products
  - Forest Stewardship Council *FSC
  - US EPA National Recycling Strategy
  - ISO 14044
  - ISO 14025
  - ISO 21930
  - GreenScreen for Safety Chemicals
  - US EPA

Development
Minimum Energy Efficiency Requirements

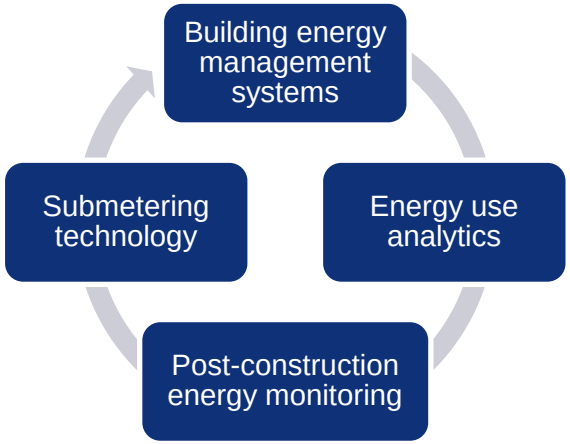
Planning and Design

- Development and implementation of a commissioning plan
- Integrative design process
- To exceed relevant energy codes or standards
- Maximum energy use intensity post-occupancy

Energy Efficiency Measures may include:

- ✓ Air Conditioning
- ✓ Commissioning
- ✓ Energy modeling
- ✓ High-efficiency equipment and appliances
- ✓ Lighting
- ✓ Occupant controls
- ✓ Passive design
- ✓ Space heating
- ✓ Ventilation
- ✓ Water heating

Operational Energy Efficiency Monitoring Measures



Development
Water Conservation Requirements

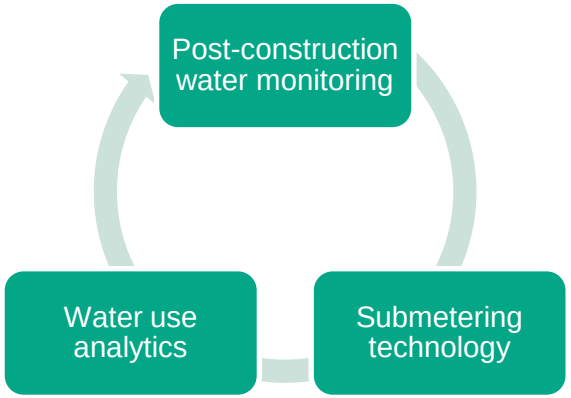
Planning and Design

- Development and implementation of a commissioning plan
- Integrative design for water conservation
- Requirements for indoor water efficiency
- Requirements for outdoor water efficiency
- Requirements for process water efficiency
- Requirements for water supply
- Requirements for minimum water use intensity post-occupancy

Energy Efficiency Measures may include:

- ✓ Commissioning of water systems
- ✓ Drip / smart irrigation
- ✓ Drought tolerant /low-water landscaping
- ✓ High-efficiency / dry fixtures
- ✓ Leak detection system
- ✓ Occupancy sensors

Operational Energy Efficiency Monitoring Measures



Planning and Design - Commissioning Plan

Conducted by Third-Party

Commissioning Process Scope to include:
Complete the following commissioning (Cx) process activities for mechanical, electrical, plumbing, and renewable energy systems and assemblies, in accordance with ASHRAE Guideline 0-2005 and ASHRAE Guideline 1.1–2007 for HVAC&R Systems, as they relate to energy, water, indoor environmental quality, and durability. Requirements for exterior enclosures are limited to inclusion in the owner's project requirements (OPR) and basis of design (BOD), as well as the review of the OPR, BOD and project design. NIBS Guideline 3-2012 for Exterior Enclosures provides additional guidance.

The commissioning authority (CxA) must do the following:

- Review the OPR, BOD, and project design.
- Develop and implement a Cx plan.
- Confirm incorporation of Cx requirements into the construction documents.
- Develop construction checklists.
- Develop a system test procedure.
- Verify system test execution.
- Maintain an issues and benefits log throughout the Cx process.
- Prepare a final Cx process report.
- Document all findings and recommendations and report directly to the owner throughout the process.

Current Facilities Requirements and Operations and Maintenance Plan
Prepare and maintain a current facilities requirements and operations and maintenance plan that contains the information necessary to operate the building efficiently. The plan must include the following:

- a sequence of operations for the building;
- the building occupancy schedule;
- equipment run-time schedules;
- setpoints for all HVAC equipment;
- set lighting levels throughout the building;
- minimum outside air requirements;
- any changes in schedules or setpoints for different seasons, days of the week, and times of day;
- a systems narrative describing the mechanical and electrical systems and equipment;
- a preventive maintenance plan for building equipment described in the systems narrative; and
- a commissioning program that includes periodic commissioning requirements, ongoing commissioning tasks, and continuous tasks for critical facilities.

The review of the exterior enclosure design may be performed by third-party who is not directly responsible for design of the building envelope.