

C&S Companies Sustainability Plan

Plan Scope

We understand that becoming a more sustainable enterprise requires a balanced, comprehensive approach that considers the ecological, social and economic impacts of our activities. This plan is intended to govern and impact our internal business operations.

As a professional services firm, we touch several billion in construction projects each year and recognize that we have the opportunity and obligation to influence that activity toward more sustainable solutions. Strategies and achievements relating to our external service delivery are addressed in our business/action planning documents.

Company Overview

The C&S Companies plan, design, construct and maintain the built and natural environment. Our capabilities include transportation (air, highway, bridge, rail), facilities, energy, environmental, utilities and site development. Markets served include educational, industrial, municipal, healthcare, private development, recreational and institutional.

Our staff of more than 400 is distributed throughout our more than 15 office locations across the US. The lion's share of our resources reside in New York state, particularly at our headquarters location in Syracuse, NY.

Our vocational objective seeks to improve communities and quality of life in an evolving world.

Aspirational Future State

Although we may not have the resources and ability to achieve these goals in the short term, these aspirational targets are intended to inform and align our actions going forward. Where science has informed us of the limits and timelines that need to be met to avert significant consequences, target dates are included:

Internal:

- Remain financially profitable/viable
- Reduce our energy utilization intensity (EUI) as much as practical and shift 100% of our business-related energy sources to renewable/non-fossil fuel by 2050.
- Zero net carbon footprint by 2050.
- Zero Waste - Divert 100% of our outgoing resources from landfills.
- Use resources sustainably (i.e. paper, office products, and electronics) considering:
 - “Borrow,” don't consume
 - Recycled content/closed cycle
 - Rapid-renewable (within replenishment rates)
 - Minimize impacts of extraction/harvest/manufacture/transportation
 - The workforce used to produce—diverse, humane treatment, healthy working conditions, no use of child labor or other exploitations.

- Locally sourced
- Zero toxins
- Sustainable water management
 - Water issues are specific to each locale, therefore universal goals are not appropriate. Customize practices to be in balance with the capacities of each region of our operations.
 - Use appropriate state of water for the appropriate purpose. Examples:
 - Potable—cooking/consumption
 - Stormwater—irrigation/cleansing/process
 - Grey water—conveyance of human waste
 - Respect downstream users of water resources:
 - Understand and preserve the full-function of the water and ecological cycles
 - Water rights of other human and non-human users of water
 - Apply natural systems treatment of water/wastewater where appropriate, practical and permitted.
- Zero net carbon footprint of employee commuter travel by 2050
- Create value and enrich the communities where we live and work and in the greater global community.

External:

- Provide solutions that achieve these same aspirations in our design and construction activities so that our clients may realize similar benefits
- Zero net carbon footprint of business related travel

Goals/Metrics

We will commit to tracking and reporting to the following metrics with respect to this plan:

- Energy consumption and GHG footprint—establish current baseline performance for each office by end 2016—Target 10% reduction in 2017 over 2016 consumption
 - This will be tracked by office where individual metering and billing are available.
 - Where direct metering is not available, approximating methods will be used.
- Recycling performance—Target 80% diversion by end of 2017
 - This will be tracked and reported where within our span of control and measurement. If not currently within our span of control and measurement, steps will be taken to make that possible in the future.
- Paper consumption—establish current baseline consumption and target 10% reduction in 2017
- Related industry credentials attained—Track
- Sustainability-related training hours completed—Track
- Employee lost time—currently tracked by HR—not shared externally
- Employee satisfaction—Employee Engagement Survey conducted annually—results shared internally.
- Community service hours—Report shared externally

Elements of Our Sustainability Plan

Waste and Pollution Reduction

The primary products and materials consumed or generated in our business include paper and electronic equipment (computers, cell phones). Miscellaneous office supplies contribute a much smaller portion of the products consumed.

We have instituted a very robust recycling program in all of our offices where such services are available. Paper and cardboard recycling constitutes the most significant volume. The waste audit conducted during our LEED EBOM certification process of our headquarters building indicated we are recycling approximately 70% of paper and cardboard materials.

We will periodically conduct waste audits in facilities where we do not comingle our waste to confirm continued compliance and reinforce messaging to strive for attainment of 90+% recycling of paper and cardboard products.

We recycle nearly 100% of our electronics. Our IT department manages our electronics recycling program as outdated equipment is replaced by newer equipment. All of our computers and monitors are energy star rated, thereby reducing energy consumption and GHG emissions.

We developed a sustainable purchasing policy that seeks to identify more sustainable supplies are purchased (recycled content paper, pens, pencils, zero toxins, etc.). We will review materials purchased annually with suppliers to ensure better alternatives are identified and leveraged.

Ultimately, we hope to shift toward more electronic document practices in an effort to reduce overall the demand for paper in our business. These efforts are limited by client, legal and contractual requirements frequently.

We have instituted composting at a few facilities with mixed results and participation. While the potential impact of this is insignificant due to the volume generated, we feel it has value in educating staff on how to perform this activity appropriately.

Water

Our business is not a significant consumer of water. Toilet facilities, drinking fountains, HVAC cooling towers and irrigation are the extent of our use. Toilet facilities at the headquarters have been retrofitted with low-flow water fixtures. Landscaping has been replaced with low/no irrigation landscaping and mowing areas have been reduced significantly at the headquarters building. We have less control and involvement at our leased facilities.

Potential future water conservation considerations include:

- Evaluate potential to institute water-saving strategies for our cooling towers in Syracuse
- Consider replacement of all urinals with waterless urinals
- Rainwater capture and reuse
- Installation of natural, constructed wetlands treatment of sanitary waste at Syracuse office

We do not anticipate monitoring and reporting on water consumption because consumption is typically relatively constant and an insignificant impact of our operations. We do not anticipate the opportunity for significant improvement beyond modifications already in place unless future strategies are implemented.

Energy

We have implemented a number of energy improvements in our headquarters facility over recent years as noted earlier in this document. Future energy reduction opportunities will likely include evaluation of LED lighting throughout our existing headquarters facility. The installation of a real-time energy monitor in Syracuse will help provide instant feedback and awareness regarding energy use and raise awareness. The next focus will be to begin shifting our energy supply from fossil fuel based, to renewable energy sources (wind, solar) in order to reduce GHG emissions.

We will monitor and report on our energy consumption and GHG footprint annually.

Invest in Communities

Service to community has always been a core value at C&S. It is ingrained in our culture to give back to the communities we have the privilege of serving. We do this through community service volunteer efforts of our staff, internships, outreach and education via presentation and speaking engagements and financial contributions to local charities and causes.

We utilize green cleaning in our facilities to ensure our staff, clients, visitors and vendors enjoy a healthy workplace free of toxic chemicals. Additionally, we have a wellness team and programs to encourage healthy lifestyle practices for all our employees and their families.

Workplace safety is another element of our business and culture. We have extensive worker safety programs developed and administered by our in-house Health & Safety Manager and department managers to ensure the health and protection of our own staff as well as the impacted community in the delivery of our work.

Embrace New Technologies

Another element of our plan to more effectively address sustainability concerns is for C&S to test emerging technologies where practical in our own facilities. This enables us to become familiar with these technologies and be able to better counsel clients on the considerations of their use and performance. It also demonstrates our commitment to “walk the talk” when it comes to advising others to adopt new methods and strategies.

Some examples of where we have done this over the past years include:

- Green roof (test area)
- LED lighting
- Waterless urinals

Travel Impacts

It is frequently necessary for staff to travel extensively for business purposes. This may involve flights, automobiles or other forms of mass transit. Much of this is determined by the location of projects that we win relative to the location of appropriately skilled staff, which is somewhat random and out of our control. Client expectations and contractual requirements drive acceptable frequency and methods of meeting (face to face, teleconference, etc.), limiting our flexibility. We are conscious of the impact of this activity and are continually looking for suitable alternatives to reduce the environmental impact and the expense of this activity.

We have not found an accurate, time/effort/cost-effective method for tracking travel at this point, therefore we do not intend to track and report on this aspect of our business at this time.

Commuting to and from work is another travel impact that we are aware of, but do not currently track. We do encourage car-pooling, use of public transit (where available and suitable) and allow telecommuting for an increasing number of our staff.

Capacity Building

In order to continually elevate our own knowledge and capability to deliver more impactful projects, it is necessary to invest in the development of our staff. Staff across all departments and markets are encouraged to pursue and attain the training, accreditation and credentials that will provide them the qualifications and ability to achieve the desired performance impacts in the projects we deliver.

We will track industry credentials attained and training course hours completed.

Plan Stakeholders

The plan stakeholders include our corporate sustainability leader, office/procurement managers and the engaged members of our Sustainability Champions team. These are the individuals who will commit to monitoring and implementing the plan.

We will continue to strive toward embedding sustainability into our business practices through integration with the strategic and business planning activities, engagement with industry leading firms and speakers, signage/messaging and staff education and development. We will also educate our clients/marketplaces regarding what their opportunities are and advocate for solutions that more effectively address these concerns.

Appendix A:

Sustainability Journey

C&S became more consciously aware of the issues and potential consequences of perpetuating a way of life that is not aligned with the limitations and realities of our natural environment in 2000. This awakening was largely informed and sparked by the emergence of the United States Green Building Council and the LEED building rating system. This system clarified the breadth and scale of the impacts of conventional approaches to building design, construction and operation.

Inspired by this new consciousness, several individual staff members self-organized a “green team” with the goal of examining and transforming our business practices to incorporate this broader landscape of considerations. Company leadership supported the actions of this grass-roots team and implemented numerous recommendations for improvement to our operations over the years.

In 2009, the initiative was elevated to the corporate strategic level with the establishment of C&S’s Sustainable Society as one of 6 corporate strategic initiatives. C&S owns our Syracuse headquarters building, but leases all other office space. This arrangement provides more opportunities at headquarters than at our leased offices with respect to what strategies may be implemented. Several of the key initiatives implemented are included in the Appendix to this document.

Increasingly, more of our clients and markets have inquired, requested or demanded more sustainable solutions be considered for their projects, although interest varies. We have every expectation that competency in the delivery of sustainable solutions will be a fundamental requirement of remaining viable in the design and construction industry going forward. At C&S, we feel it is our obligation and our opportunity to positively impact the world we touch and the communities we are part of. The framework of sustainability provides the method to ensure that we truly are improving our communities for the long term.

Future areas of focus for C&S will increasingly shift to our external products and services as additional gain on internal initiatives will only be incremental in impact at this point while the potential impact of the work we touch is far more significant. A couple of internal issues we will continue to pursue include:

- Shift our energy supply from fossil fuels to renewable energy sources, reducing our GHG footprint and ensuring long-term supply stability and economics
- Continue to look for ways to reduce the impact of our business and commuter travel. This is one of the most significant impacts we have through our operations, but much of it is client and market driven and difficult to manage completely.

Externally, we will focus on the continually-evolving best-practices and leading projects in our industry. We can learn from each other as we work collectively to address these challenges. We will keep an eye on the emergence of new design guidelines and rating systems & practices,

ensure our staff are developing the skills and experience required to successfully deliver high-performing projects for clients and seek to work with clients whose mindset and values enables us to evolve our solutions toward more sustainable outcomes.

We understand that sustainability is a journey, not a snap-shot in time. As a species, we have the opportunity and necessity to live and work in greater alignment with the rest of the natural systems that govern and support our existence. Technology, products and practices are continually emerging that are more effectively addressing these issues, yet education and personal behavioral change offer the greatest opportunity to achieve significant impacts with minimal financial investment.

Recognizing this, we will track and monitor our key metrics on frequencies (TBD) that are appropriate for each metric. We will also revisit our sustainable policies and plans periodically to determine if they have an opportunity to be improved.

Sustainability Initiatives that have been implemented include:

Syracuse Office:

- Energy efficiency improvements including improved control sequencing and replacement of ventilation and exhaust units with heat recovery ventilation units.
- Construction of a LEED certified 22,000-square-foot addition to the office.
- LEED Existing Building Operations and Maintenance certification for the original office building and the addition.
- Conversion of parking lot lighting to LED.
- Installation of occupancy sensors in conference rooms and single person offices.
- Virtualization of IT server room and replacement of desktop computers and monitors to Energy Star rated equipment—*significant* energy reduction
- Expanded telecommuting policy for select staff (reducing commuter travel)
- Transformation to low irrigation landscaping and reduction of lawn area mowed.
- Installation of nature trail and improvements to natural wetland on the site
- Replacement of disposable cups with company issued coffee cups and glassware
- Implementation of green cleaning
- Replacement of fixtures with low-flow water fixtures
- Replacement of company vans with more fuel efficient alternatives
- Installation of a small, green roof demonstration project
- Development of sustainable catering policy
- Development of sustainable purchasing policy (system-wide)
- Instituted extensive recycling practices, particularly for paper/cardboard & electronics
- Institution of a small, “green fleet” of energy efficient, hybrid pool cars for staff use (this has since been abandoned due to operational complexities).

Regional Offices:

The following are practices that are implemented at some or all regional offices, dependent of regional services availability and lease limitations:

- Elimination of disposable tableware and glasses and installation of dishwashers
- Recycling
- Composting
- LEED certified or energy efficient office space
- LED lighting
- Occupancy sensors