



CELEBRATING
60
YEARS
1962 - 2022

**For over 60 years,
we have been
building Pittsburgh
communities.**

The Big Picture

We started with big dreams and big projects – South Hills Village and the Monroeville Mall, two of the largest indoor shopping malls between New York and Chicago, breaking ground in 1962 and 1966 respectively.

Then in 1983 we led Pittsburgh's Renaissance and built the (now third) tallest office tower Downtown, One Oxford Centre.

Our latest decade is no exception to big thinking as we built UPMC Children's Hospital of Pittsburgh, the first LEED® Gold Certified hockey arena, PPG Paints Arena, and helped reshape the Strip District, one of Pittsburgh's oldest neighborhoods, into a thriving tech hub where you can live, work, and everything else.

Oxford's legacy - the creation of new centers of community and commerce - is what drives our vision for the future. A future where urban growth in the region is innovative, inclusive, and sustainable. Pittsburgh is a world-class city that benefits all its citizens. We work together with mutual respect to realize this shared vision.

Letter from our President and CEO



The times they are a changing and we must accept the challenge of change to remain successful, relevant, and satisfied with our place in the community. The civil, political, and economic discourse regarding race, equity and the planet's wellbeing has led Oxford to reflect on how we conduct business and how we relate to our community.

Our reflections have led us to a deeper understanding of our company and community. We have reaffirmed our strong foundation of purposeful community building, philanthropic support, and sustainable development. We

need to do more to support those that are underrepresented in our company, industry, and our region and to continue to push the boundaries of sustainable and responsible business practices.

In 2020 we created a Corporate Responsibility framework that incorporates Diversity, Equity and Inclusion, Sustainability, and Wellness.

Using this lens, we have begun to investigate our current business practices at all levels and are evaluating and implementing enhanced processes that will ultimately allow us to expand

our business networks, create more innovative and inclusive projects, increase productivity and performance, and protect our planet.

We were already focused on employee wellness with a program created in 2013. In 2015, we built upon that foundation through an in-depth look at our company culture as it related to sustainable business practices and products provided to our clients.

In our first first-ever Corporate Responsibility report, we lay out our goals, successes, and challenges with the hopes of benchmarking our

efforts to remain a leader in sustainable, inclusive, and healthy practices for the built environment and greater community.

It is my sincere hope that we will all continue to learn and evolve personally and professionally along the way as we do our best to understand and accept our differences and work every day to contribute to a better global community.

Steven J. Guy - President and CEO
Oxford Development Company

Executive Summary

In 2020 Oxford created a comprehensive Corporate Responsibility framework that incorporates Diversity, Equity and Inclusion (DEI), Sustainability, and Wellness to investigate current business practices at all levels and build better processes that will ultimately expand our business networks with underrepresented groups, create more innovative and inclusive projects, and increase productivity and performance.

Initially, a small team evaluated different frameworks and through that process installed and empowered a Vice President of Communications and Corporate Responsibility to oversee the initiative which involves collaboration across all departments.

Three separate working groups were organized for a specific focus within DEI, Sustainability, and Wellness. All staff was encouraged by leadership to participate on a volunteer basis in one of the three groups.

Additionally, opportunities have been created for all staff to be involved in these initiatives through educational trainings, employee events, and feedback channels.

These groups work to dive deeper into company systems and policies, investigate new ways to focus on recruitment, hiring, and employee training, uncover ways to integrate corporate responsibility initiatives into the customer experience, and measure, track, and communicate with employees and customers

The Corporate Responsibility initiative has no endpoint.

Oxford intends to integrate these practices into day-to-day business. Incorporating these initiatives and adapting viewpoints is the right thing to do for the company, for employees, for the industry, and the communities in which we do business.



Oxford is not operating alone – support is provided through many regional non-profit organizations that dedicate themselves to economic development and quality of life issues including:

The Allegheny Conference on Community Development

Vibrant Pittsburgh

Green Building Alliance

Sustainable Pittsburgh

The Pittsburgh Promise

And many more.

Five-Year Goals 2022 - 2025

Five-Year Goals

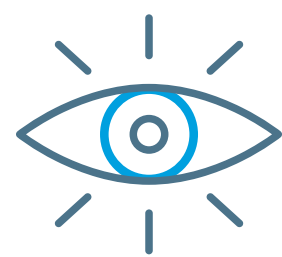
- Develop a strong foundation and rationale for Corporate Responsibility initiatives that hold leaders accountable for implementation and regular reporting.
- Ensure that Corporate Responsibility initiatives are woven into the organizational culture and employees are continuously educated, engaged, and encouraged to lead.
- Assess, measure, and benchmark Corporate Responsibility initiatives. Communicate these results internally and externally.
- Integrate Corporate Responsibility initiatives into Oxford's work in the community, our service delivery, marketing, and customer service.

Mission, Vision, Values



Mission

Our mission is to elevate and inspire our people, our partners, and our communities by creating places of personal and economic opportunity for all.



Vision

Oxford will continue to be a leader in and evolve our sustainable, inclusive, and healthy practices for the built environment.



Values

Oxford employees operate daily by the following core values:

- Do the Right Thing
- Be Different
- Listen, Communicate, Collaborate
- Stay Humble
- Educate Yourself
- People and Environment First



Five-Year Goals

DEI Committee Mission

- Our mission is to build a culture where being different is valued and to create a workplace that reflects the communities we serve.

Sustainability Mandate

- Our commitment to a sustainable culture enables us to build, operate, and maintain the properties we influence to deliver the highest possible performance and value over time.

Wellness Committee Mission

- The Wellness Committee promotes mental, physical, and emotional well-being by fostering a workplace that supports employees in making healthy choices.

UN Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership.

They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

Culture of Sustainability 2015

In 2015 Oxford engaged evolveEA to produce a Culture of Sustainability report for the company which led to the sustainability mandate that clearly articulates Oxford's commitment to building and operating sustainably into the future.

The report provided a road map for each business line to incorporate sustainable measures into business practices.

Oxford met several of the goals outlined in the report prior to the 10-year mark. These achievements are noted in the text that follows.

All Oxford initiatives are aligned with pieces of the **UN Sustainable Development Goals** framework and will be noted within.



Diversity, Equity, and Inclusion

Pledge

We have signed the **CEO Action for Diversity & Inclusion™** pledge to create a more diverse, inclusive, and equitable workforce. Nearly 2,000 CEOs have pledged to:

- Cultivate environments that support open dialogue on complex — and often difficult — conversations around diversity, equity, and inclusion
- Implement and expand unconscious bias education and training
- Share best-known diversity, equity, and inclusion programs and initiatives — as well as those that have been unsuccessful
- Engage boards of directors when developing and evaluating diversity, equity, and inclusion strategies



Culture

In 2019, Oxford made our largest shift in culture to date by moving the corporate headquarters from two disparate floors in a downtown high-rise to a brand new office building in the 3 Crossings campus.

The new office space consolidated our corporate team on one floor with a shared café and many conference room spaces. New technology provided to employees and within the space allowed for collaboration on a whole new level.

The move also came with a shift of digital files via a Microsoft SharePoint Server, a cloud-based platform that provides access to documents from anywhere.

The timing of these upgrades was serendipitous, as several months later the COVID-19 pandemic struck and forced everyone into a remote work situation for which the team would have otherwise been left unprepared.

Communications

The remote work necessity of 2020 led to several other cultural changes which improved company-wide communications including the integration of Microsoft Teams, a monthly employee newsletter with company news, employee welcomes and congratulations, and other industry-related information.

A monthly wellness newsletter was also distributed to discuss health and wellness issues particularly related to mental health and work from home challenges.

Additionally, quarterly virtual “All Hands” Meetings were put in place to allow the company to “see” one another and communicate news on policies, practices, and new projects and clients.

These cultural additions have all been adopted into the new communications routine and have been appreciated by employees.

CEO ACTION FOR DIVERSITY & INCLUSION

CEO Action for Diversity & Inclusion™ aims to rally the business community to advance diversity and inclusion within the workplace.



Microsoft SharePoint is a web-based, collaborative document management and storage system that integrates with Microsoft Office.



Education and Accreditation

Education

In conjunction with Vibrant Pittsburgh, we were able to offer all staff two trainings related to Diversity, Equity, and Inclusion.

The first hour-long presentation addressed diversity in the Pittsburgh region and made the business case for incorporating DEI into business practices.

The second discussed the Power of Empathy, encouraging employees to bring their whole self to work, while also developing skills of listening while staying out of judgment.

Approximately 80 employees attended each training.

Professional Accreditations

In partnership with the **Green Building Alliance**, training was offered for the **LEED® Green Associate Accreditation** to all who chose to do so.

This brings the total number of Oxford employees with LEED accreditations to nine.

Additionally, Katie Wesolowski, Director of Property Management, earned her **GPRO** accreditation for operations and management.

Wellness Lunch and Learns

During 2020 and 2021 Oxford hosted four lunchtime seminars to review topics related to employee wellness such as heart health, nutrition, and ergonomics.

Approximately 50 employees attended each session.

Flu shots were offered to all Oxford employees as well as the tenants and residents in our buildings at 3 Crossings.



GPRO is a certificate program created by Urban Green Council that teaches the people who build, renovate, and maintain buildings the tools to integrate high-performance construction and maintenance practices into their everyday work.



Green Building Alliance advances innovation in the built environment by empowering people to create environmentally, economically, and socially vibrant places.



The LEED Green Associate credential affirms a professional's thorough comprehension of green building principles and practices. The exam is ideal for those newer to sustainability and LEED.



Philanthropic Endeavors

Oxford has a long history of purposeful community building and philanthropic support in the Pittsburgh region.

For many years Oxford ownership and staff have supported the work of the Pittsburgh Promise by providing a challenge grant for dollars raised for the Promise Walk.

In 2021, Oxford formed a team and hosted our own Pittsburgh Promise Walk as the full walk was not held due to the pandemic.

Oxford employees and family members walked from the Strip District to Point State Park and back, stopping to take photos at some of the public school buildings who are recipients of Promise Scholarships along the route.

Oxford employees raised and donated a total of \$12,397. A total of 40 employees and their family members participated in the walk.

Oxford has supported the ALS Association of Western PA for many years and most recently through the ALS CEO Soak, an event created by Oxford's former Executive Vice President, Mike Daniels.

Since the event's inception in 2017, Oxford has helped raise over \$315,000 for ALS patient care.

Oxford has been the number one supporter of the Pittsburgh event and it has now been rolled out for all 39 ALS chapters across the country.

On August 12, 2021, Vice President of Property Management Joe Piccini was soaked alongside Mike and raised a total of \$23,615.

Joe and Mike were cheered on by 25 employees and their family members.

The Green Building Alliance (GBA) has been a great partner in sustainability and leads Pittsburgh's 2030 District.

Oxford has supported the GBA's Emerald Evening annual gala for the last five years.

Additionally, Mike Barnard, our Vice President of Development, is currently a Board Member, and formerly served as Board Secretary.

Oxford was an original signatory of the Pittsburgh 2030 District during its creation in 2012, signing up downtown high-rise buildings One Oxford Centre and 411 Seventh Avenue.

As Oxford's presence grew into the Strip District, the buildings within 3 Crossings were all subsequently voluntarily committed to the district.



the pittsburgh promise.

The Pittsburgh Promise promotes high educational aspirations among urban youth, funds scholarships for post-secondary access, and fuels a prepared and diverse regional workforce.



Established in 1985, The ALS Association's mission is to discover treatments and a cure for ALS, and to serve, advocate for, and empower people affected by ALS to live their lives to the fullest.



The Pittsburgh 2030 District is an internationally recognized, locally driven strategic initiative of Green Building Alliance that supports building owners and managers as they strive toward 50% reductions in energy use, water consumption, and transportation emissions by 2030, while improving indoor air quality.

Resilient Design

Oxford designed, constructed, and operates the buildings in the 3 Crossings campus to be resilient in the face of man-made and natural disasters.

From flexible floor design to lower energy demand, the COVID-19 pandemic helped to prove the importance of resilient design's four R's -

Robustness, Resourcefulness, Rapid Recovery, and Redundancy.



Robustness

- HVAC systems provided the capability without modification or addition to increase the total amount of outdoor air moved through occupied spaces, which at the beginning of the pandemic was identified as an important way to mitigate the spread of the virus.

Resourcefulness

- Ensuring our tenants and residents felt safe returning to the office was paramount to our operations.
- The WELL Health–Safety Rating provided a cost effective, constructive way to ensure our buildings and operational policies were appropriate responses to the pandemic, and that our buildings would be ready to reoccupy.

Rapid Recovery

- Policies and procedures created through the WELL Health–Safety framework allowed our tenants to return to their offices as they saw fit on their schedule with no disruption.

Redundancy

- While the pandemic did not affect building systems to require redundancy, the use of Microsoft SharePoint and Teams allowed us to move seamlessly from an in office to work from home environment, proving no loss of productivity or effectiveness.



Building Certifications



HOT METAL FLATS

LEED® Silver Certified



2501 SMALLMAN ST

LEED Silver Certified | Energy Star Certified
WELL Health-Safety Rated



2555 SMALLMAN ST

LEED Gold Certified
WELL Health-Safety Rated



CODA on CENTRE

LEED Gold Certified
WELL Health-Safety Rated



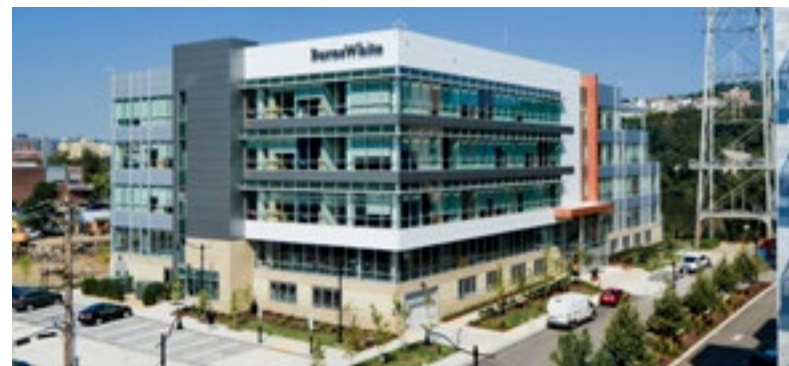
RIVERFRONT WEST

LEED Gold Certified
WELL Health-Safety Rated



THE YARDS@ 3 CROSSINGS

LEED Gold Certified
WELL Health-Safety Rated



BURNS WHITE CENTER

LEED Silver certified
WELL Health-Safety Rated



THE STACKS @ 3 CROSSINGS

LEED Silver certified
WELL Health-Safety Rated



75 HOPPER PLACE

LEED Gold Certified



HELM on the ALLEGHENY

WELL Health-Safety Rated
LEED Gold Certified



DORCHESTER APARTMENTS of MT. LEBANON

Passive Haus

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Renewable Energy



- 📍 **3 CROSSINGS** is home to two of the three largest solar arrays in the City of Pittsburgh.



- 📍 **THE YARDS** houses a 95.4 kW bi-facial solar array that provides power to all common spaces within the facility.
- 📍 The lobby is equipped with a digital monitor that broadcasts the output of energy and energy savings in real time.



- 📍 **RIVERFRONT WEST** houses a 136.8 kW solar array that provides power to common lobbies, hallways, and exterior lighting.

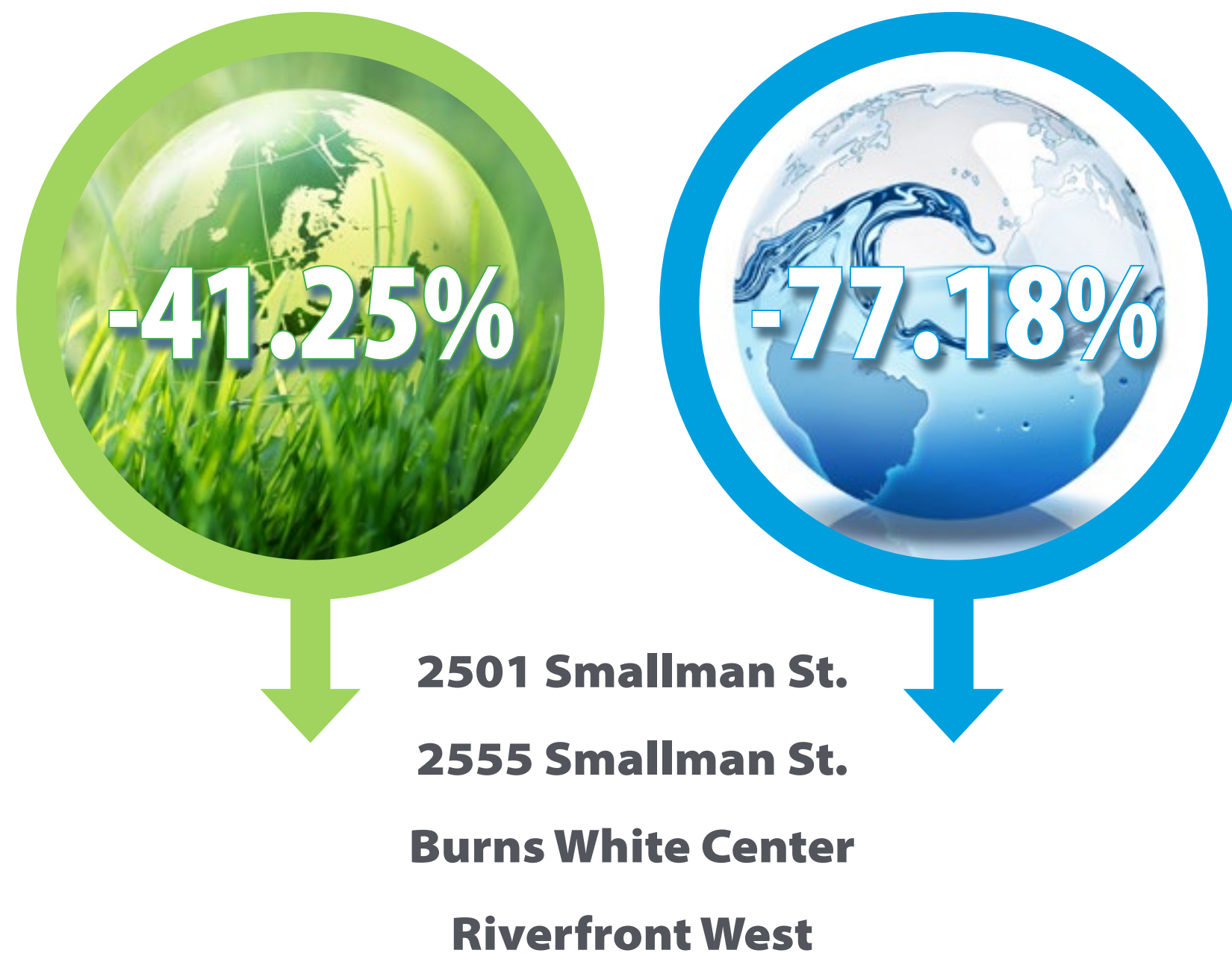


Energy / Water Efficiency — 3 Crossings

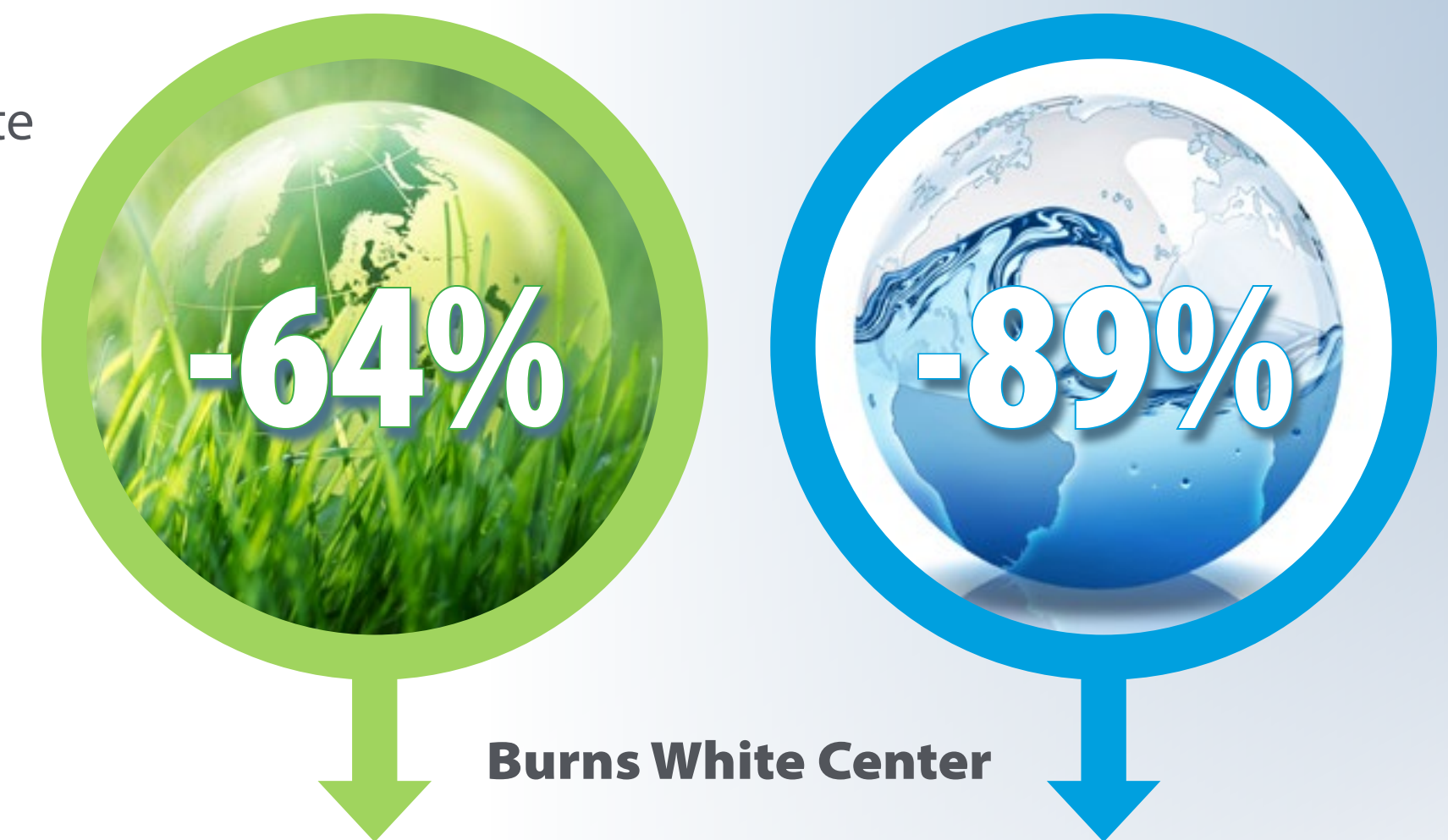


The buildings within the 3 Crossings campus have all been constructed with a concerted focus on energy and water efficiency, our most precious resources.

Over the course of the lifetime of all currently measured buildings are performing 41.25% below a baseline building in energy usage, and 77.18% below baseline for water use.



Since its construction in 2018, the Burns White Center has met 2030 District goals as soon as it opened, dropping as low as 64% below baseline for energy performance and 89% for water usage.



By 2020, the continual drop in energy and water usage saved 26% of operational carbon emissions from the baseline of the building's first year of operation.



Energy / Water Efficiency — Managed Properties



411 Seventh Avenue

Project Management — Oxford Development

Year Built — 1916

Square Feet — 333,339 SF

Notable Tenants — Duquesne Light, Commonwealth of Pa.



- Transitioning to an all-electric building in 1993, 411 Seventh Avenue has made many changes over its lifespan to become one of the highest performing buildings in the Pittsburgh 2030 District.
- Overall, the driving forces behind the retrofits at 411 Seventh Avenue fell into the following categories:
 - Oxford's sustainability goals and objectives, participation in the 2030 District, the owner's vision for the building, and the impending end of life of mechanical systems.
 - The owner's focus on improving the property was instrumental to its performance, freeing up capital and allowing Oxford to make improvements.
 - Under Oxford's management, improvement plans were created in five year increments, and retrofits were planned based on the life of existing mechanical systems.
- Notable improvements to the property included elevator modernization, roof replacement with increased insulation, ongoing lighting and occupancy sensor upgrades, and the upgrade of the building automation system.
- Trane's Tracer Summit BAS was installed in 1994 and was among the first of its kind in Pittsburgh.
- In 2017, the building upgraded to the Trane ES BAS allowing the Building Management Team to access and address building performance at all hours of the day.
- The Tracer ES provides real time information and critical alerts allowing the Building Management Team to make timely adjustments.

Energy / Water Efficiency — Managed Properties



AHN Wexford Hospital

Project Management — Oxford Development

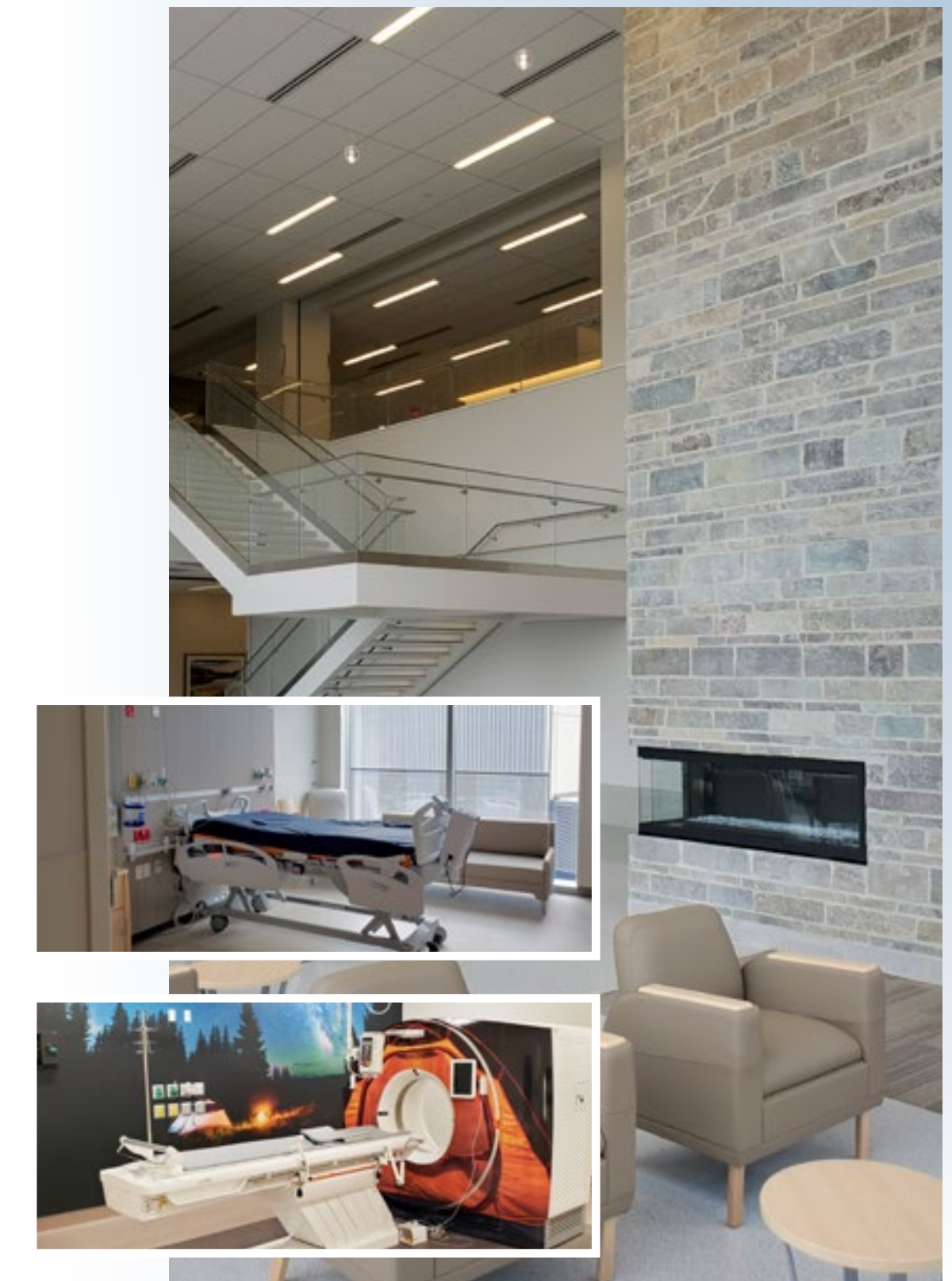
Year Built — 2020

Square Feet — 344,000 SF

Client — Allegheny Health Network



- AHN retained Oxford to provide owner's representative services for the construction of a \$270 Million, five level hospital in Wexford, Pennsylvania.
- The hospital accommodates 160 beds in total with an 8-bed observation unit and a 4-bed special care nursery.
- It also includes inpatient and outpatient services including an emergency department, imaging services, perioperative and surgical services, and support services such as labs, pharmacy, kitchen, and a loading dock.
- A helistop is provided on the roof for outbound transport of patients.
- The project also includes a 515-car parking garage and a new central utility plant powered by a natural gas generator.
- Of note is the hospital's certification of LEED for Healthcare which was achieved through thoughtful design features including:
 - Exceeding ASHRAE requirements
 - Collecting stormwater and equipment condensate to be reused for irrigation via in-ground cistern
 - Low-flow plumbing fixtures
 - Automated controls and sensors for lighting and building equipment
 - Selecting responsible building materials for the project location and orientation
 - Green roofs for storm water management and heat island reduction



Energy / Water Efficiency — Managed Properties



UPMC Mercy Pavilion

Project Management — Oxford Development

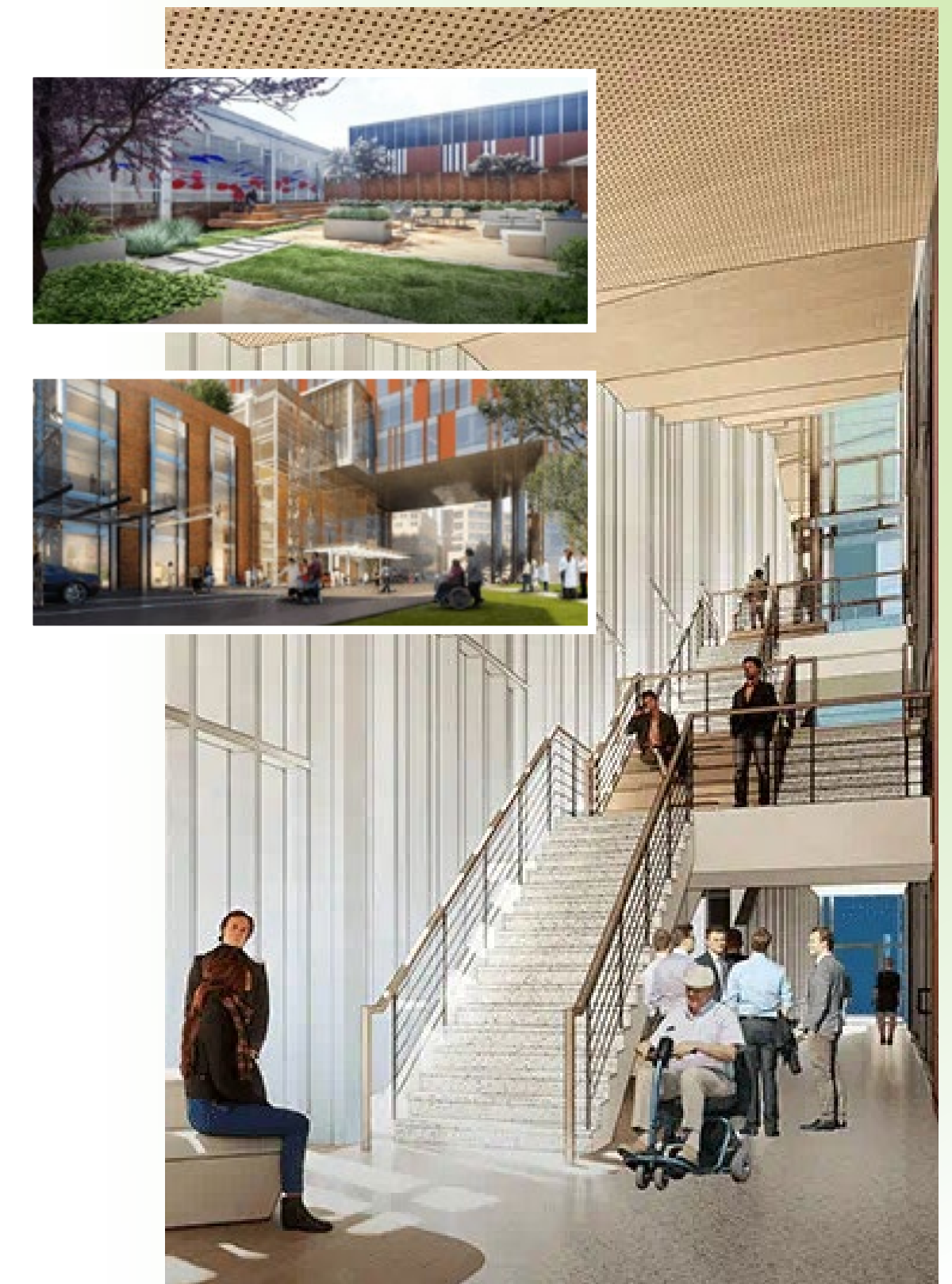
Year Built — 2022

Square Feet — 400,000 SF

Client — University of Pittsburgh Medical Center

- The UPMC Mercy Pavilion is medical facility consisting of outpatient, research, retail, and office components, with a focus on specialty care of patients requiring physical rehabilitation or vision impairment.
- The new structure is under construction on the UPMC Mercy Campus, and will directly connect to the existing Hospital to expand the capabilities for outpatient and follow-up care.
- Oxford was hired to be embedded in UPMC's construction management team to oversee the MEP (Mechanical, Electrical & Plumbing) engineering scope, interacting closely with the design team, contractors, equipment vendors, and end users.

- The UPMC Mercy Pavilion is on track to achieve LEED Certification, with sustainable highlights such as:
 - A fully addressable lighting control system which allows for precise scheduling and control of occupied and unoccupied spaces
 - Connection to district energy for the building's chilled water and steam. In partnership with the energy provider, we can utilize the high efficiency of their central equipment, allow the supplier to monitor peak and low demand times to optimize their operations, and create more predictable energy costs for UPMC with long term energy contracts.
 - Energy Recovery systems capture energy from the air exhausted by research processes and utilize that to pre-condition ventilation air required within the building.



Management and Leasing Practices



Green Workplace Challenge

- Oxford had the privilege of being a top competitor in the **Sustainable Pittsburgh Challenge**, formerly known as the **Green Workplace Challenge**.
- The purpose is for business, non-profits, municipalities, and universities to include sustainability-based activities in a competition like setting that provides the necessary guidance and information to help reduce costs, improve performance, and increase long-term sustainability.
- The challenge featured seven actionable categories that allowed each participant to make progress over the course of one year, including engagement, social equity, energy, water, materials management, transportation, and air quality.
- Oxford was a participant in all five years of the competition earning recognition among 250 other local businesses for sustainability efforts and achievements.
- This challenge provided Oxford the ability to pursue sustainability specific goals that are still being implemented to this day.

Recycling and Composting Program

Coinciding with the move to the new office in the Strip District, Oxford updated its trash and recycling methods.

- Composting was added in the new café alongside paper, plastic, metal recycling, and trash.
- Individual trash cans were removed from work areas to several centralized trash cans that offered separate paper and metal recycling.
- This was done to influence more recycling, as individual desk cans tend to allow for everything to be directed to trash and therefore landfills.

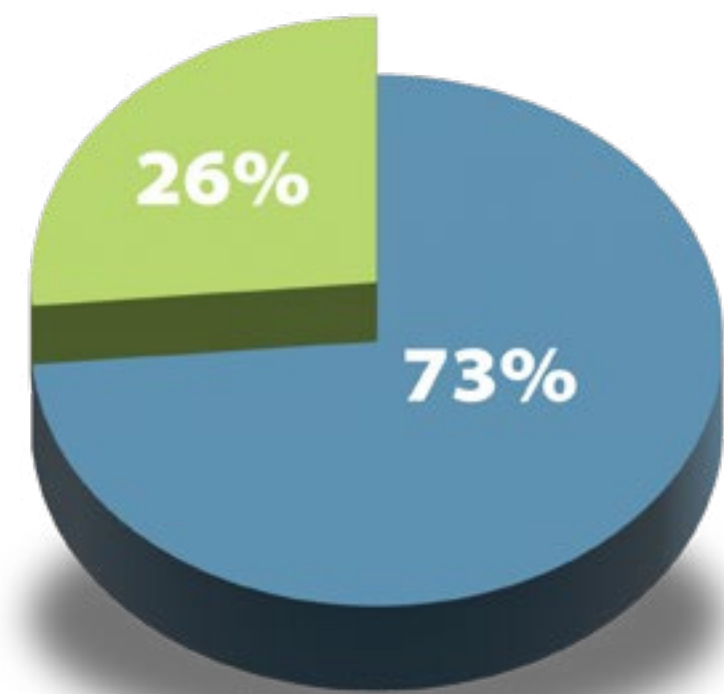
Glass Recycling

In 2019, Oxford provided a temporary glass recycling pop-up at our Village Square Mall property in cooperation with the Pennsylvania Resources Council (PRC) for community-based glass recycling in response to residential haulers ending glass pick up in many communities.

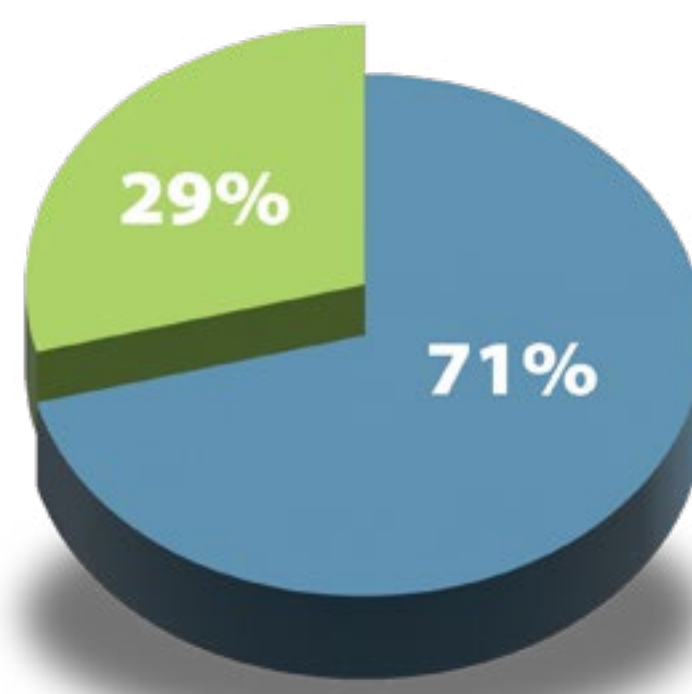
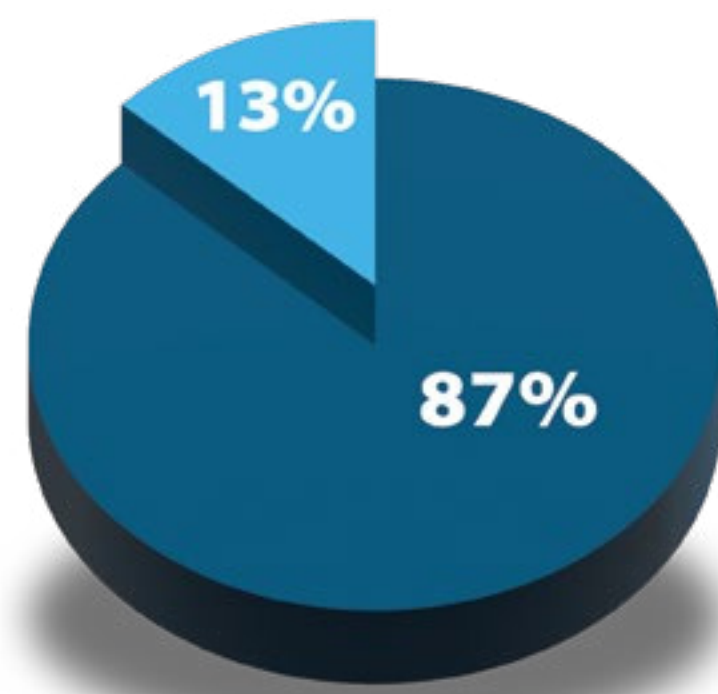
- The pop-up resulted in nearly two tons of glass being diverted from landfills and being recycled.
- Oxford realizes appropriate re-use of resources is a vital step in limiting climate change and reducing reliance on plastics and virgin products.
- The importance of recycling glass is growing as it is often not being picked up by municipal residential haulers due to difficulties in single stream recycling processes.



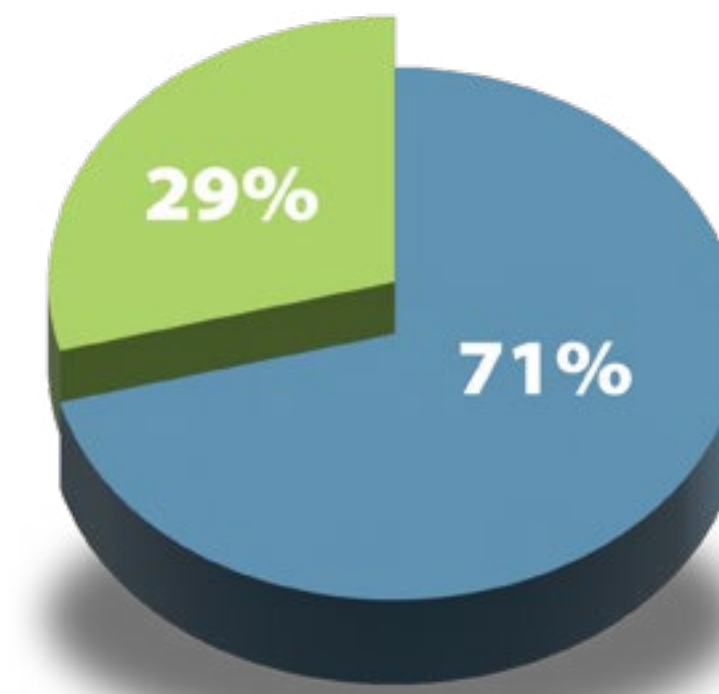
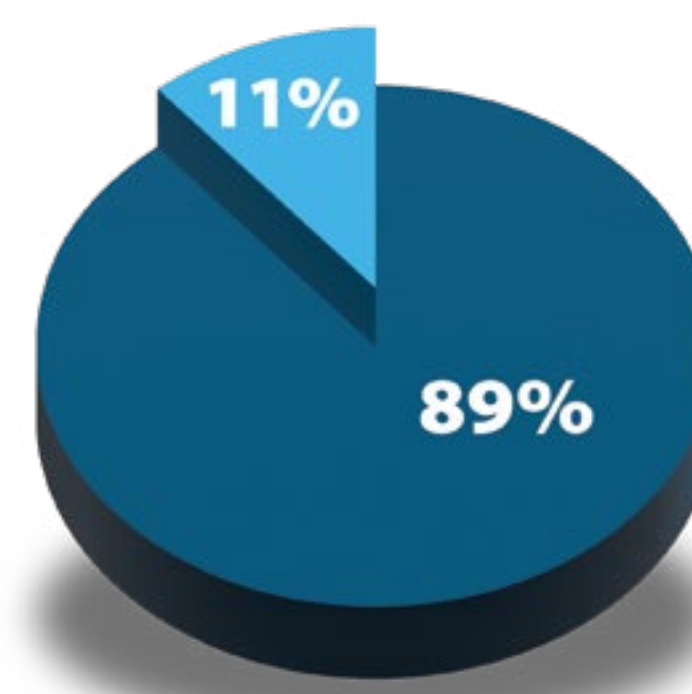
Employment



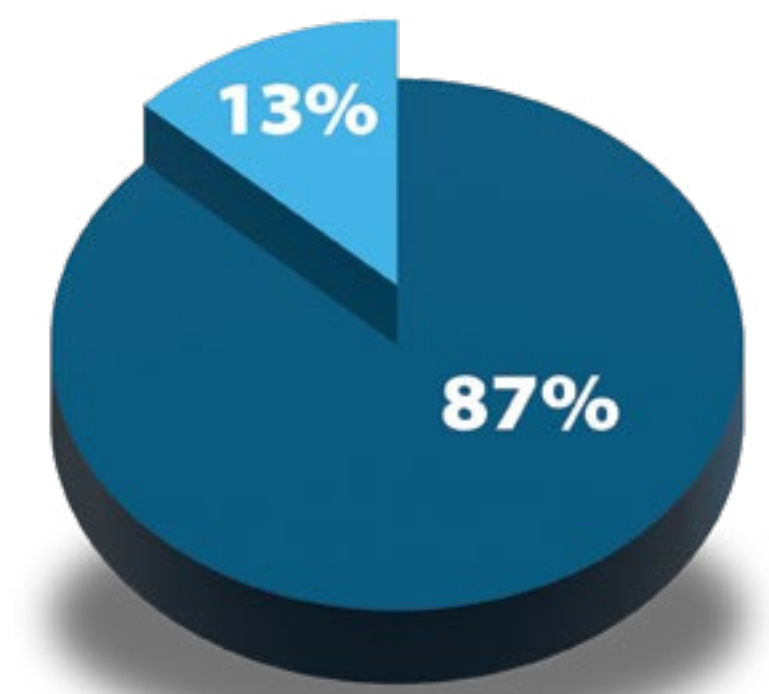
2019
Oxford Reported
A Total Of 195 Employees



2020
Oxford Reported
A Total Of 181 Employees



2021
Oxford Reported
A Total Of 190 Employees



Male

Female

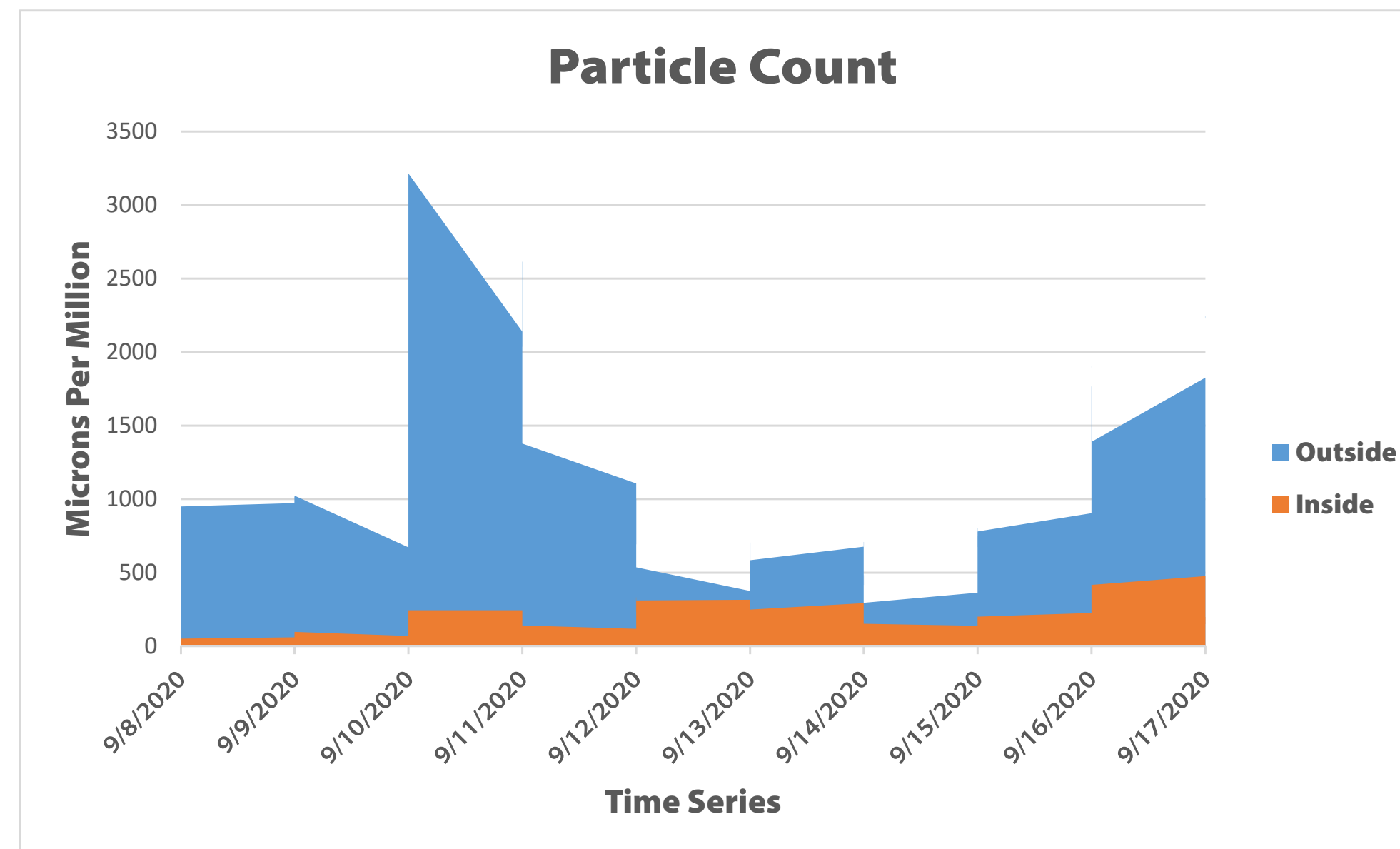
Identified Race
as White

Identified as a Race
Other than White

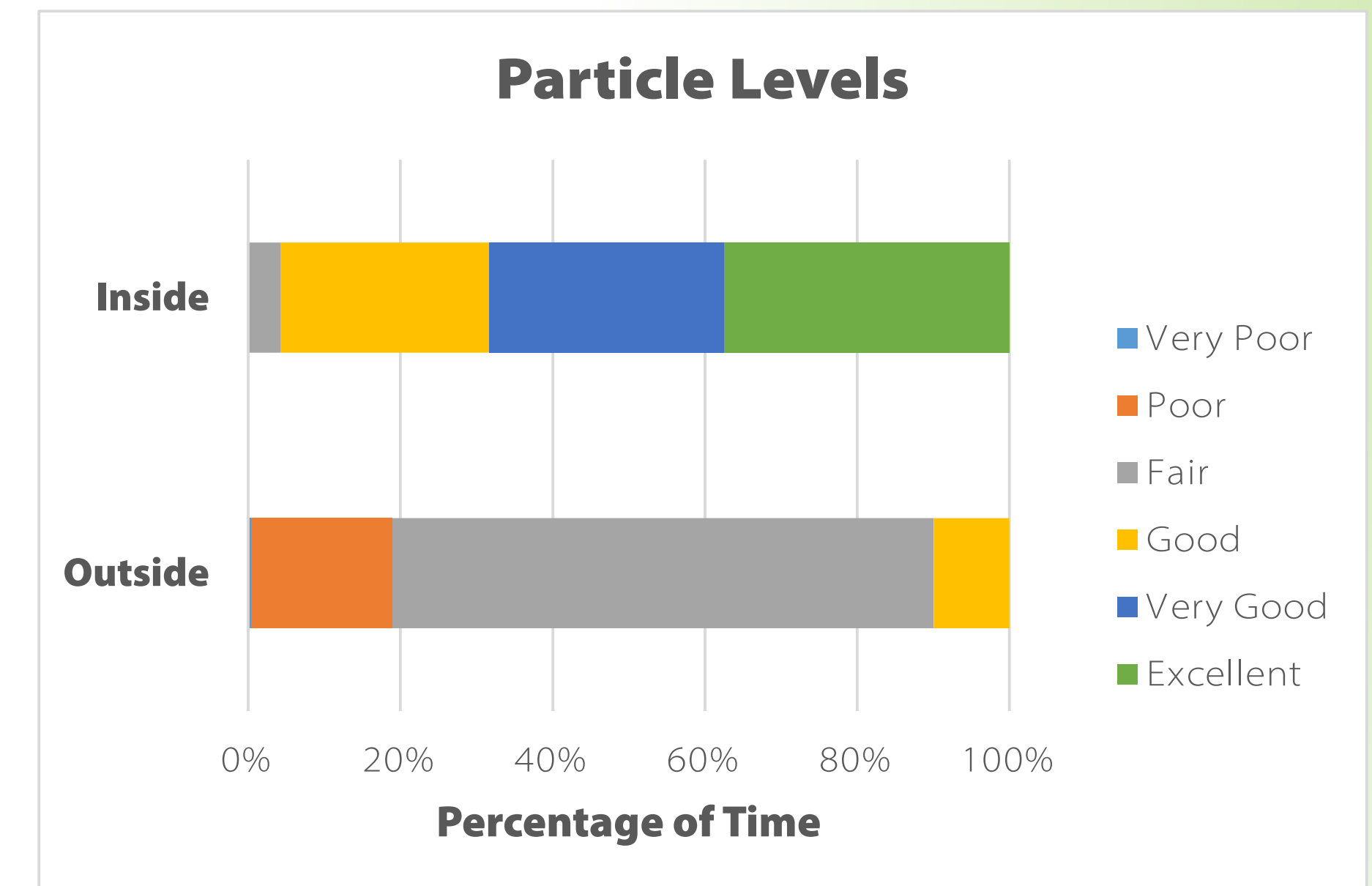
Indoor Air Quality (IAQ) — Project Examples

In 2020, the Oxford offices took part in the three-week **Reducing Outdoor Contaminants in Indoor Spaces (ROCIS)** Low-Cost Monitoring Project.

- The mission is to reduce the impact of exterior environmental pollution to improve healthy and energy efficient indoor environments.
- Data is gathered on large and small particles in the air (>0.5 and >2.5 microns), carbon monoxide, carbon dioxide, radon, temperature, and humidity.



There is a marked difference of microns per million between the outdoor air and indoor air, showing our air filtration and handling systems effectively maintain filtration even during events where outdoor numbers spike.



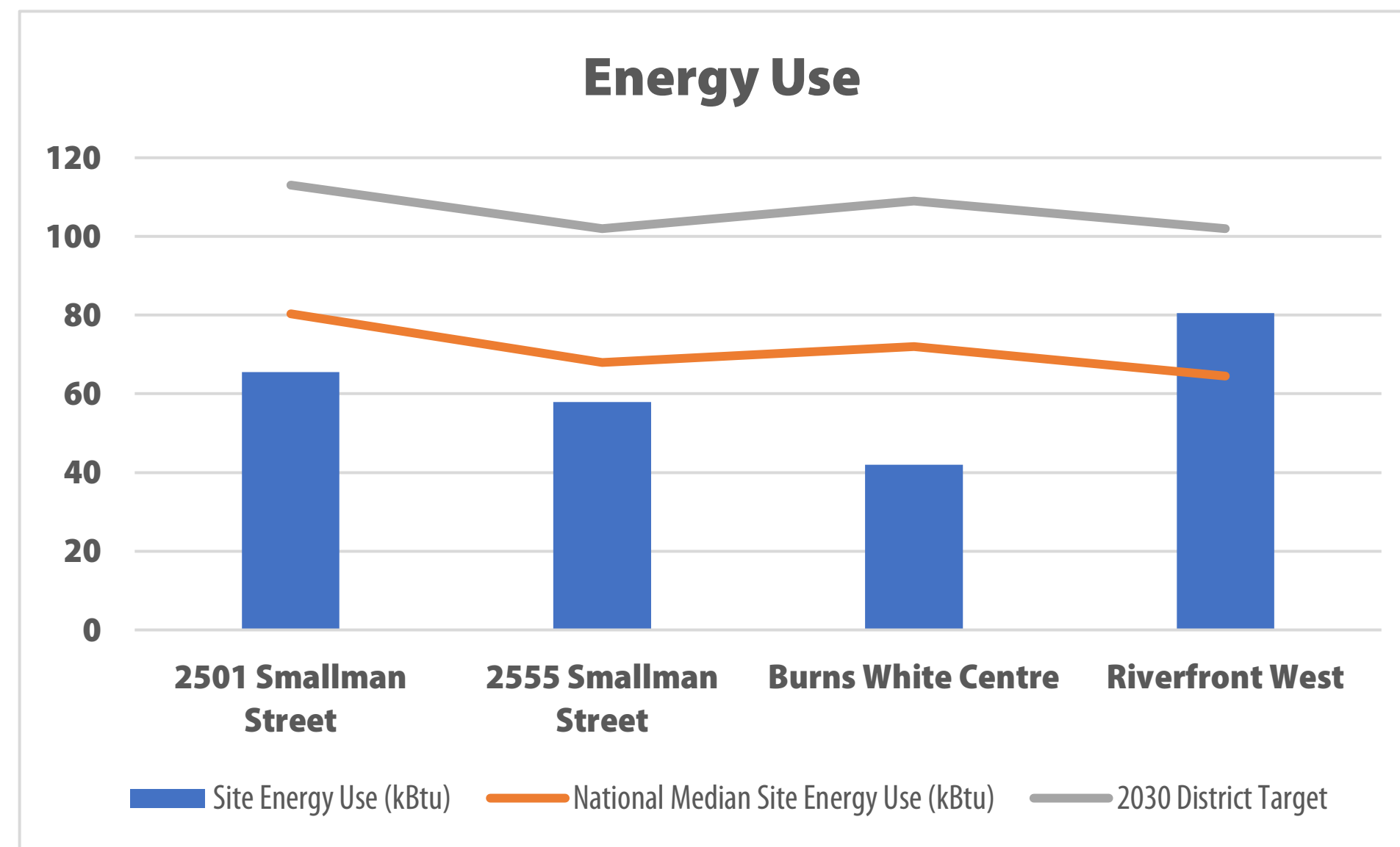
Additionally, only 25 percent of the three-week measurement period had small particle count approach the 'fair' cutoff, and levels in the poor or very poor range was only reached in less than 10 percent of the monitored time.



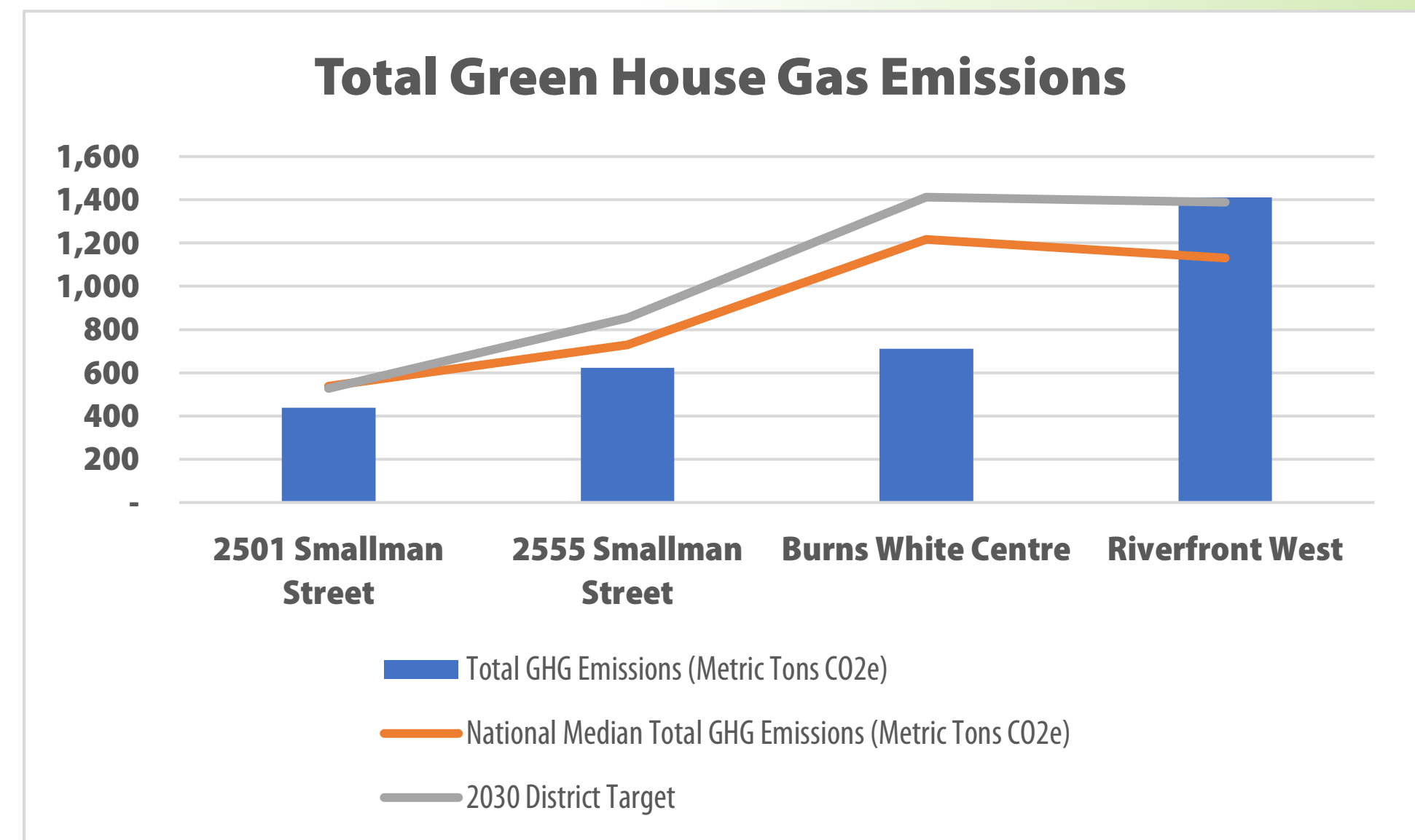
Owned Property Benchmarking

Oxford uses Energy Star Portfolio Manager to collect and compile data on energy and water usage of our owned properties within 3 Crossings.

Each property is compared against its opening year, the current year, and the national median. Additionally, milestones for the 2030 District are noted in the following charts.



Three of the buildings in 3 Crossings are using less energy than the national median and are exceeding the 2030 District target measures for 2022. Riverfront West while exceeding 2030 District target, is above the national median. The buildings signature tenant is an autonomous vehicle technology company that does not use typical office type technology.



Again, three of the buildings in 3 Crossings produce green house gas emissions that are below the national median and are exceeding the 2030 District target measures for 2022. Riverfront West falls below both of these targets due to the nature of the work by the buildings signature tenant.



Supplier Tracking and Benchmarks

One of the goals for the Diversity, Equity, and Inclusion (DE&I) committee is to promote and nurture a diverse supplier base and encourage suppliers to advocate for DE&I.

Oxford has not had a system to track the identity of our vendors in the past. In 2021, our accounting software was updated to include this mechanism to track whether our vendors identify as Minority, Woman, Service-Disable, LGBTQ, Veteran, or Disability-Owned business enterprises.

All current vendors have been cross checked against the Commonwealth of Pennsylvania's supplier database.

We have identified that 1.5 %* of our total vendor payout in 2020 went to MWDBE suppliers.

** This percentage does not include payouts on development projects.*

Our next step is to survey all vendors to gather more information and potentially help them to achieve any such fitting certifications, as well as to expand upon our list of diverse businesses.

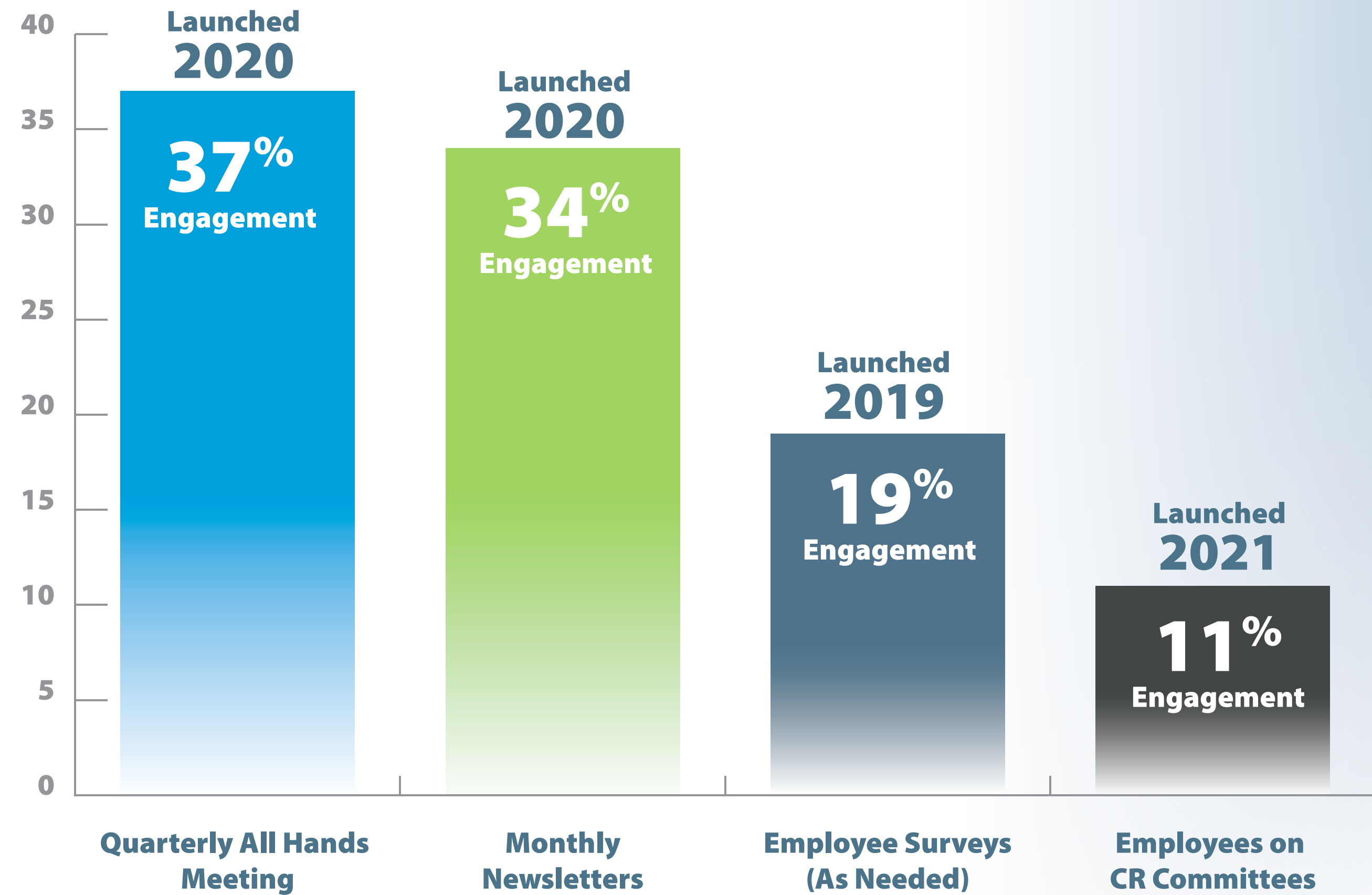
Additionally, we will compile and report on data for development projects' diverse vendor spending.



Employee Engagement

Ensuring that all employees are provided opportunities to be active contributors to the health of the company is a top priority for Oxford.

Over the past two years, we have provided several channels to share information and collect feedback from employees. Below is a chart of the average participation across these channels.



Where Do We Go from Here?

Oxford's legacy, the creation of new centers of community and commerce, is what drives our vision for the future.

Our vision for Pittsburgh is one shared by corporate leaders, public officials, and community - Urban growth in the region is innovative, inclusive, and sustainable.

In order to do our part, we have established the following five-year goals for our Corporate Responsibility initiative:

- Develop a strong foundation and rationale for Corporate Responsibility initiatives that holds leaders accountable for implementation.
- Ensure that corporate responsibility initiatives are woven into the organizational culture and employees are continuously educated and engaged.
- Assess, measure, and benchmark corporate responsibility initiatives. Communicate these results internally and externally.
- Integrate corporate responsibility initiatives into Oxford's work in the community, our service delivery, marketing, and customer service.



Where Do We Go from Here?

Specifically, over the next year we will:

- Strategically position the Company for growth in a post-COVID 19 real estate market using the lens of the corporate responsibility initiative.
- Work collaboratively with each department head to align departmental goals, systems, and policies to corporate responsibility initiatives.
- Maintain the framework of corporate responsibility through monthly meetings of committee leaders, sharing goals, process, and budgets.
- Identify and implement opportunities for work-life integration and flexibility with a focus on employee wellness and inclusion.
- Expand our vendor network to include more diverse businesses.
- Compile and catalogue our M/WBE spend on all development projects.
- Integrate corporate responsibility initiatives/language into recruitment, talent development, advancement, and retention by working with hiring managers and human resources.
- Work with vendors to explore opportunity to certify as a disadvantaged business.
- Continue to communicate monthly through employee e-mails.
- Include DEI and sustainability initiatives in monthly employee newsletter.
- Develop and implement educational programs that focus on DEI, sustainability, and wellness including employee orientation, customer service, and management programs.
- Continue to engage employees through a wellness platform for education and incentives toward reaching personal wellness goals.
- Partner with community and other non-profit organizations to advance diversity, wellness, and sustainable initiatives.



Where Do We Go from Here?

We're also exploring what's further down the road and have been asking ourselves some important questions like -

- Is LEED enough?
- What impact do autonomous vehicles have on parking?
- How do we ensure that small businesses have a place in newly developed parts of Pittsburgh?
- How do we partner to create a formidable riverfront trail system?
- How can we leverage public-private partnerships to ensure that housing is safe, available, cost-efficient, and inclusive?
- What can we do to develop a diverse talent pipeline for the real estate industry?
- What is our Climate Action Plan?
- How can we work with our clients to help realize their own climate action plans and energy usage goals?
- And many more.





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