

Capabilities

2024

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OUR COMPANY

MISSION

3R provides consulting services rooted in science, supported by data, and driven by innovation, education, and continual improvement, delivering full-service sustainability solutions to our clients to achieve material business goals. Our team of experts creates an engaging environment where all our stakeholders can thrive. We are an adaptive firm working on the global scale, with a mission to create a direct, measurable impact on the environment and the companies and communities which we serve that will make our clients ask, “Why would we work with anyone else?”

VISION

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



VALUES

CONTINUAL IMPROVEMENT



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

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

INTEGRITY



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

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

TEAMWORK



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

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

TRANSPARENCY



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

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

HISTORY

Using the integrative, triple bottom line approach to sustainability, 3R helps organizations define their goals, create an action plan, and build sustainability into their management system to achieve their business strategy.



3R's roots first began as part of SRI Quality System Registrar. SRI was founded in 1992 as part of an initiative to ensure quality within the steel industry. Among the first to be accredited to offer environmental and quality assurance to steel and automotive supplier industries, SRI has grown to serve the assurance and validation needs of leading companies across 40 major industries.

In 2006, SRI entered into a partnership with U.S. Green Building Council (USGBC) in which SRI used its environmental assessment expertise to provide project review services. The team's knowledge base and success grew it into its own division dedicated to sustainability. Through this work, the team has reviewed more than 6,500 projects from around the world.



In 2015, this division spun off as its own firm, 3R Building Sustainability, providing a broad range of sustainability consulting services to meet the demand of organization and industry stakeholders. In 2019, 3R proudly became certified as a women-owned business. In 2024, 3R helps clients realize the business value of sustainability through organizational education, operational change, and top-down buy-in.

In 2023, the sustainability assurance division was spun off from SRI and rebranded as Sustainability Assurance Services (SAS) to provide data validation and sustainability assurance services to multiple frameworks, such as LEED, GRESB, and AA1000. 3R continues a close partnership with SRI to provide 3rd-party validation to ISO management system certifications



WHO WE ARE

3R is a full-service sustainability consulting solutions provider of corporate strategy, reporting and building performance. 3R helps organizations achieve their sustainability goals while realizing the business value of sustainability through their people, operations, supply chain, and built environment.

CONSULTANTS

3R consultants bring a wide range of knowledge regarding the environmental, social, and economic aspects of sustainability, with expertise in business management, consulting, design, engineering, and assessments, grounded in vast industry experience. 3R's team members have worked on both consultancy and verification sides of business, so 3R understands where the business value truly lies and what is expected to meet and/or exceed a standard or stakeholder expectation. With the diverse backgrounds present among 3R consultants, a customized team can be tailored to best meet client goals and walk through the discovery, goal setting, and implementation phases of a successful sustainability program or other initiative.

ENGINEERS

Our team of mechanical, civil, and environmental engineers can facilitate building improvements, green building certifications, and environmental initiatives as part of your ESG program. With nearly 50 years of combined experience, 3R has successfully reviewed cutting-edge building technologies deployed in over 6,500 LEED projects. Our team of consultants, energy modelers and engineers can help you make decisions in the planning or design phase of a new space, building, plant, or in making improvements to an existing built environment.



ASSESSORS

Assurance is a vital element of sound business solutions. Data validation and verification shows your stakeholders you are doing the things you say, and information is accurate. This trust and transparency is essential to the success of your business and reduces the risk of greenwashing. Our partners at Sustainability Assurance Services are equipped to prepare a broad range of data for validation and audits depending on your goals. With decades of experience, our resources can validate your GHG inventory, ensure sustainability is built into your organization, and conduct social responsibility audits.

LEADERSHIP AND SUPPORT

With over 20 years of consulting experience 3R President, Jana Lake, leads the 3R team to help companies realize the business value of sustainability. In addition to helping clients demonstrate their own continual improvement and commitment to sustainability via various certifications or rating system submissions, in 2019, 3R achieved its women-owned business certification. With a passion for innovative ideas, 3R's leadership and team drive the industry. Having worked around the globe with internationally recognized companies, the 3R executive team has seen some of the best (and not so great) business solutions out there. Supporting staff is thoroughly trained to programs they support to ensure you receive timely, accurate service and presentation-ready deliverables. In an ever-evolving industry, our consultants stay up to date on latest trends, trainings, and standards so you don't have to. As an adaptable and agile firm, 3R will be position your project to achieve beyond the desired goals. Our small team means Jana and senior leadership always have hands and eyes on your project.

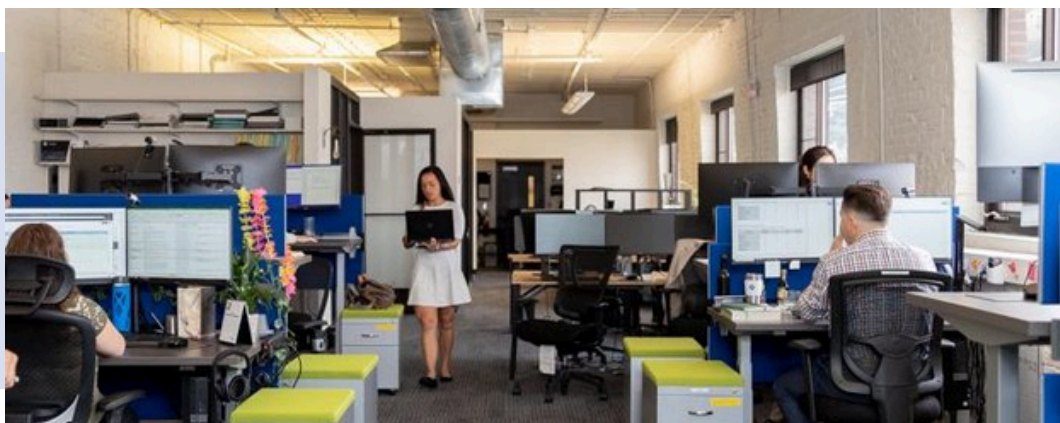


Our team combines years of experience with the industry's latest thinking to deliver holistic and value add project plans and results.

OUR IMPACT AREAS

SUSTAINABILITY STRATEGY, PROGRAMS, AND REPORTING

Well-rounded ESG programs increase business value and brand equity. They show how your company has contributed to environmental progress, social improvement for the people you engage and communities you serve, and responsible and effective corporate governance. The process is not prescriptive. We work with you to define your unique material topics, set your goals, and help you design and implement the programs to achieve them. Considering stakeholder and market interests, 3R helps companies build the tools and processes to track and collect accurate and decision-useful data. 3R's reporting process is rooted in internationally recognized best practices and standards. We ensure that our clients' reporting is relevant and impactful to all stakeholders, and the reporting process integrates sustainable management practices designed for long-term organizational success.



SUPPLY CHAIN AND CUSTOMER REQUESTS

Supply chain sustainability equips companies across all industries to build resilience by 1) identifying and managing potential financial, social, and environmental risks, 2) monitoring and increasing the diversity of their supplier portfolio, and 3) improving their brand reputation by increasing their supply chain transparency and traceability.

3R's sustainability experts offer clients company-specific sustainable supply chain services that are rooted in current best practices and can push past compliance. These services allow clients to build their company's resilience by yielding benefits including, but not limited to:

- **Risk Management** - Develop Codes of Conduct and Policies to clearly communicate supply chain ESG requirements and expectations to stakeholders.
- **Transparency** - Gain insight into supply chain ESG performance and commitments through questionnaires and supplier engagement.
- **Brand Enhancement and Protection** - Align supply chain ESG initiatives with best practices defined by leading sustainability assessments and standards.

GREENHOUSE GAS INVENTORY AND CLIMATE REPORTING

3R is a leading provider of greenhouse gas (GHG) and climate consulting services. Our team of experts offers a comprehensive suite of services, including conducting GHG inventories, setting science-based targets, creating carbon reduction roadmaps and climate transition plans, assessing climate risks and opportunities, and reporting to CDP. We provide organizations with the tools they need to confidently set and achieve their climate-related goals in alignment with the Task Force on Climate-Related Financial Disclosures (TCFD).

If you are just beginning your GHG and climate journey, the consultants at 3R can help you prepare by establishing the collection and management of data needed to baseline your GHG inventory across Scopes 1, 2, and 3. After the initial inventory is calculated, we can work with you to set realistic targets and establish a prioritized action plan based on your unique business type, stakeholder expectations, and material impacts. For companies who have a partial or full inventory already complete and are ready to formalize a climate transition plan, 3R can assist in creating the cross-functional strategies necessary to reach your targets and transition to a low-carbon economy.

Sustainability Assurance Services can provide data and inventory validation, earning companies' additional points in assessments as well as organizational transparency in the form of independent assurance.

BUILDING OPERATIONS, PERFORMANCE, AND CERTIFICATIONS

3R provides high-performance building consulting to integrate and optimize all major building performance attributes, including energy efficiency, durability, life-cycle performance, and occupant productivity across single buildings and portfolios. 3R is uniquely qualified to integrate its building design consulting with broader environmental and energy management services to deliver total 360-degree solutions. 3R works with its clients to reduce the use of natural resources and related emissions, improve occupant health and productivity, increase building asset value, and achieve certification to recognized green building standards.

We have reviewed more than 10,000 LEED project phases and more than 6,500 projects around the world. We see healthy buildings as a key component to help companies meet many of their sustainability goals around employee health and productivity, environment, and energy management.



OUR SERVICES



STRATEGY AND BENCHMARKING

Industry Analysis, Gap Assessment, Prioritized Action Plan, Facilities Efficiencies, Feasibility Analysis/Study



MATERIALITY ASSESSMENTS

Stakeholder Engagement, Material Topic Identification



TARGET SETTING

Material KPI Identification, Strategic Targets and Goals, SBTi/Net Zero Goals, Building Performance



DATA COLLECTION AND MANAGEMENT



SUSTAINABILITY REPORTING

GRI, SASB, TCFD, UNSDGs, Content Creation + Design, Communications, Management Review



RATINGS AND CERTIFICATIONS

EcoVadis, MSCI, SAQ, CDP, GRESB, Cradle to Cradle, ISO, LEED, BREEAM, WELL/WELL H+S



POLICY WRITING

OUR SERVICES



SUPPLY CHAIN SUSTAINABILITY

Diversity, Procurement, Transportation, Risk Analysis, Assessments



SUSTAINABILITY MANAGEMENT SYSTEMS



POLICY SUPPORT



GHG INVENTORY - SCOPE 1, 2, 3 AND CARBON REDUCTION PLANNING



DATA VALIDATION AND ASSURANCE



CLIMATE RISK AND OPPORTUNITIES ANALYSIS



CLIMATE RELATED REPORTING



ENERGY MODELING

OUR TECHNICAL CAPABILITIES

- RISK ANALYSIS
- ASSESSMENT EXPERTISE AND BACK-END KNOWLEDGE
- SYSTEMS MAPPING
- DATA ANALYTICS + VISUALIZATIONS
- REPORT DESIGN
- TECHNICAL CONTENT WRITING
- CDP ACCREDITED PROVIDER
- ECOVADIS TRAINING PARTNER
- SCOPE 1, 2 & 3 INVENTORIES
- SCOPE 3 SCREENING
- VERIFICATION AND VALIDATION
- ENERGY MODELING
- AUDITS
 - Systems, Site, Waste, Energy, Utilities
- TRUE WASTE
- ASHRAE STANDARDS
- LIFE CYCLE ANALYSIS
 - GHG Product and Building, Whole Building
- QUALIFICATIONS/EXPERTISE
 - Sustainability Excellence Professions and Associates (SEP/SEA), LEED AP + Reviewers, BREEAM International AP / BREEAM In-Use Assessor, WELL AP, Supply Chain Logistics, Business Value, Social/Community Value, Environmental and Public Policy, Engineering Management, Urban Planning, GRI Professionals, Engineers in Training, GARP



OUR ASSURANCE PARTNER:



SUSTAINABILITY ASSURANCE SERVICES

Sustainability Assurance Services (SAS) was established to meet the growing need for third-party validation of sustainability-related data and reporting. SAS draws on decades of experience to provide tailor-made sustainability assurance services for corporations and certification bodies.

While historically voluntary, sustainability reporting is becoming an ever-increasing expectation and even requirement for organizations. Obtaining third-party validation and assurance on your non-financial information, such as ESG-related (environmental, social and governance) reporting, reduces risk and increases stakeholder confidence in your claims.

Sustainability Assurance Services has been granted ANAB-accredited ISO/IEC 17020:2012 certification meaning that we meet both the technical competence requirements and management system requirements necessary to consistently deliver technically valid results.

FOR ORGANIZATIONS

As an AA1000 Licensed Provider, SAS provides third-party assurance for Sustainability Reports along with a variety of sustainability-related disclosures and plans. Assurance to AA1000 helps to validate your company's process of identifying, prioritizing, and responding to sustainability challenges in addition to the transparency and credibility of your organization's sustainability program and data.

SAS can also provide support with an audit readiness assessment to prepare for emerging third-party assurance requirements.

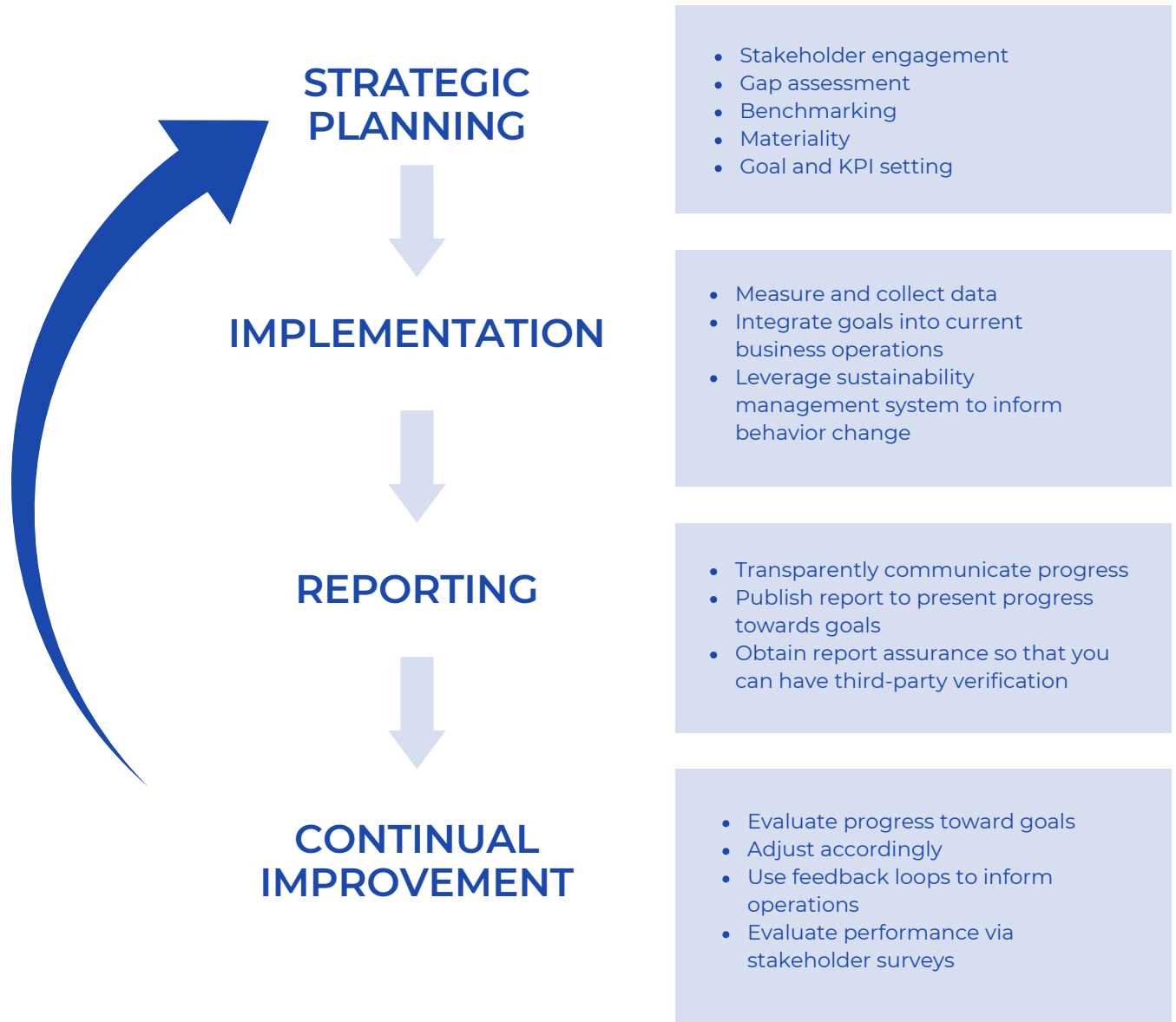
FOR CERTIFICATION BODIES

SAS can support certification bodies by acting as an independent third-party assessment reviewer and validator.



With SAS, you'll discover the difference a true partnership makes. Because when it comes to success, there's not a one-size-fits-all path—there's only what fits you.

OUR APPROACH



DELIVERABLES

- Materiality Assessment
- Benchmark Report
- Gap Assessment
- Sustainability Plan
- Actionable Road Map
- Sustainability Report
- Data Management Tools
- Policies
- Rating/Certification Submissions
- EcoVadis, CDP, TCFD
- Risk Analysis Report
- Supplier Assessment
- Supplier Development Program
- Sustainability Management System
- GHG Inventory Calculations
- Climate Action Plan
- Energy Audit
- IAQ Testing
- Waste Audit
- LEED, BREEAM, WELL Credit Review and Documentation

REAL-TIME METRICS DASHBOARD

Monitoring and/or reporting your data in real-time allows you to make proactive decisions, assess potential risks, and transparently disclose your performance to stakeholders. With 3R's Sustainability Dashboard, the metrics of your choosing are consistently tracked, monitored, and available for quick reporting. See the image below for an example of our dashboard tool in action. Note that the metrics, visuals, and comparisons can all be tailored to meet your needs and help you reach your goals.



COMMUNICATION AND PROJECT MANAGEMENT

- Regular client meetings
- Real time access to assignments, tasks and progress on all work via shared folders - full transparency
- Communication as frequent as desired
- Cross-collaboration with key client stakeholders
- Board and Executive level presentation skills
- Sustainability education integrated into all services
- Scalable services from individual projects to portfolio management
- Flexible team unique to client's specific needs

PROJECT HIGHLIGHTS

ESG STRATEGY + REPORTING - STRATEGIC MATERIALS, INC.

Strategic Materials, Inc. ("SMI") is a leader in the recycling industry, specializing in providing innovative solutions, promoting the efficient reuse of glass and plastics, and facilitating the circular economy. SMI contacted 3R to create a 2020 Impact Report to present their efforts to create a greater positive impact for the environment as well as its employees, customers, and other stakeholders.

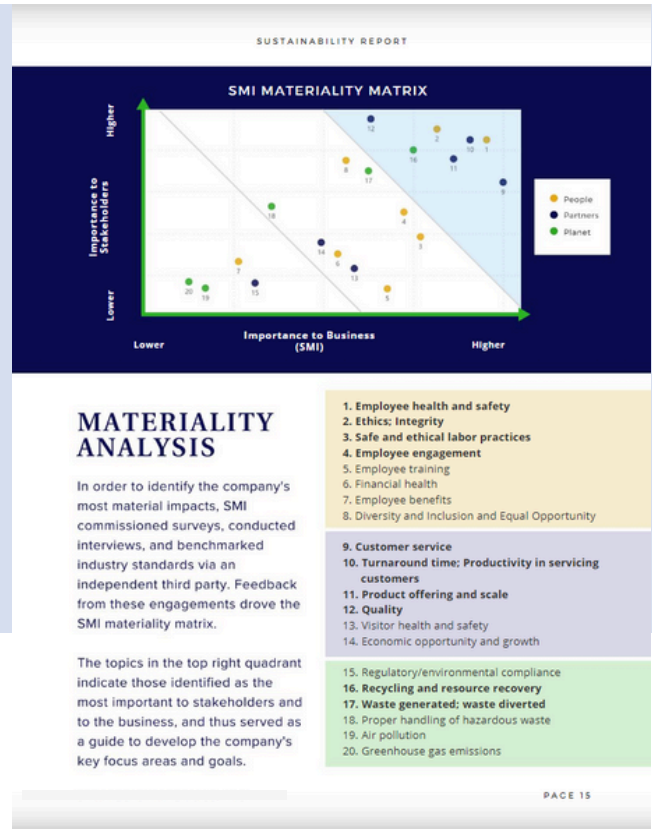
3R's ESG experts worked in collaboration with SMI leadership to create a report in alignment with their mission, vision, and values. After conducting stakeholder engagements, collaborating across business sectors and locations and working to centralize and collect relevant data, the team realized SMI was well-positioned to prepare a GRI Core Compliant Report.

3R conducted a materiality assessment through benchmarking industry standards, commissioning surveys, and conducting interviews with key stakeholders. The results provided guidance for establishing the focus areas of people, partners, and planet and allowed for the setting of Key Performance Indicators (KPIs) in these areas. SMI's 2020 GRI report contains data points, impact stories, and goals to measure SMI's sustainability program development.

SMI will be continuing its partnership with 3R into the 2024 reporting season. The 3R team will be building upon their sustainability plan and reporting on SMI's progress toward their people, partner, and planet goals.



The team took a lot off of my plate, and it is nice to have a partner who can make your job easier."
– Strategic Materials



IMPACT REPORTING - AMERICAN TEXTILE COMPANY

3R partnered with American Textile Company to create its 2020 Sustainability Impact Report. American Textile Company is one of the largest bedding manufacturers in the U.S. with product divisions in Retail, eCommerce, Contract Manufacturing, and Hospitality.

The project consisted of conducting an industry analysis and benchmark assessment of American Textile Company's current initiatives against industry best practices. Leveraging industry and benchmark insights, 3R helped American Textile Company define and prioritize its material topics, metrics and KPIs.

3R collaborated across the organization to create and gather the content and stories to highlight the great work completed by American Textile Company during the reporting year. 3R then worked with the American Textile Marketing team to ensure report design, tone, and content aligned with American Textile standards. 3R held biweekly meetings with key internal stakeholders.

Upon project completion, American Textile Company shared the report publicly on their website and internally throughout their company.

“Professional, helpful and have the technology to deliver a very nice end product.”
– American Textile Company

Arkay Packaging contracted 3R Sustainability to conduct a feasibility study for the implementation of a Photovoltaic Solar power system (PV Plant) and/or a CoGeneration plant (CHP) at the Arkay Packaging facility in Roanoke, VA. 3R's Certified Energy Manager traveled to the Roanoke site in April 2021 to meet with the Corporate Vice President of Operations, and the Facilities and Maintenance Manager. While at the Arkay site, these stakeholders were interviewed to discuss the goals and objectives of Arkay as they relate to PV and CHP as well as general energy management. The key factors identified in the discussion were:

- Reduce energy cost
- Energy cost security
- GHG reductions

After the goals and objectives were identified, an interview was conducted to determine the current energy use, process energy flows, and general layout and program of the facility equipment. 3R then toured the facility to conduct a walk-through survey of the plant and equipment used.



Working with the 3R team was a wonderful experience: with their seemingly limitless knowledge and consistent availability, they put together a brilliant, informative CSR report for our company."

– Arkay Packaging Sustainability Committee

After an extensive on-site consultation, 3R informed Arkay that initial analysis indicated that CHP was not a good fit for the Arkay facility due to the lack of a process heat load. Additionally, it was recommended that Energy Efficiency would be the best way to approach lowering energy consumption.

3R also helped Arkay with an EcoVadis submission and BRCGS Packaging Materials Global Standard certification. EcoVadis is a worldwide trusted provider of business sustainability ratings for global supply chains. The EcoVadis platform allows an organization to assess the environmental, social and ethical risks and efforts associated within its supply chain and business model. Arkay Packaging achieved Gold level recognition on its EcoVadis assessment, placing them in the 96th percentile of all companies assessed by EcoVadis in their industry. This was an increase from Arkay's previous Silver level recognition.

The BRCGS certification consisted of a gap assessment of Arkay's current operations and documentation against BRCGS requirements and standard. The gap assessment was conducted across 49 requirements pertaining to: senior management commitment, hazard and risk management, product safety and quality management, site standards, product and process control, personnel, and requirements for traded products.

During the three-month engagement, 3R supported Arkay with policy and procedure creation. Examples of documentation that were developed include, but were not limited to: corrective action procedure, quality policy, expansion of Arkay's internal audit program, and updates to the employee handbook.

Additionally, 3R assisted in developing an expansive hazard analysis and risk assessment. This included an assessment framework, supplier risk analysis, and updates to the supplier questionnaire..

In the weeks prior to the audit, 3R created a document that mapped Arkay documentation to the BRCGS standard. This provided Arkay with a reference document that allowed Arkay to be prepared to quickly provide the auditor with the appropriate proof for each BRCGS requirement. Lastly, 3R conducted an internal audit of the standard to ensure that Arkay was fully prepared and practiced for the BRCGS audit.

In partnership with 3R, Arkay was able to implement several new policies and procedures that reduced risk, improved the health and wellness of Arkay employees and the end consumer, and streamlined operational practices. The expansion of the internal audit program has helped Arkay better identify opportunities for improvement throughout

its manufacturing process. Additionally, the increased focus on risk assessments allows Arkay to better understand and mitigate their operational and supply chain risks.

Overall, 3R successfully helped Arkay close over 30 pre-audit non-conformities including four critical non-conformities and receive BRCGS certification with a B grade.



CONFIDENTIAL GHG

3R Sustainability was hired to partner with a company that owns over 15.5 million sq. ft. of building space and produces over \$9 billion in annual sales, looking to establish its GHG baseline. With a significant fleet, as well as on-site sources of GHG emissions, 3R was tasked with calculating scope 1 and scope 2 emissions using the GHG protocol and ISO 14064 standards.

The GHG experts at 3R worked to collect data from facilities, refrigerants, and mobile sources, as well as utility bills and other potential sources of emissions. From there, the GHG emissions were calculated using regional global warming potential factors. Absolute, as well as net emissions were quantified and broken down based on source, as well as operations to facilitate analysis.

Following the establishment of the GHG inventory, 3R conducted analysis to facilitate goal setting and created an action plan to help its partner reach its carbon neutrality goal. Highlighting key findings from the GHG inventory to identify potential areas for process improvements, efficiency upgrades, and local considerations for renewable energy, the action plan enabled the partner to set high-level targets and near-term action goals.

BREEAM - THE CENTER FOR SUSTAINABLE LANDSCAPES AT PHIPPS

The Center for Sustainable Landscapes (CSL) is a 24,350-square-foot education, research and administration facility at Phipps Conservatory and Botanical Gardens, a public garden attraction in Pittsburgh, Pennsylvania, USA. Designed and built to generate all of its own energy while treating and reusing all water captured on-site, the CSL is the first facility in the world to meet four of the world's highest green construction standards — The Living Building Challenge, WELL Building Platinum, SITES Platinum and LEED® Platinum — and chose to attempt the distinctive BREEAM Outstanding In-Use rating.



3R was hired to assist with the documentation and submission process for Phipps' BREEAM certification. Phipps had a goal of hitting the maximum six stars in the BREEAM assessment. 3R's role consisted of completing a gap assessment between the documentation Phipps had already implemented from previous achievements, and what was still needed to achieve the maximum six stars in the BREEAM assessment. Throughout this process, 3R determined which "issues" were complete, which still needed supporting documentation, and which were not feasible for the client to achieve based on the existing building's systems. For the issues that were not feasible, 3R created an action plan that was given to the client detailing measures that could be implemented during future renovations to ensure progress towards receiving all six stars in both Part 1 and Part 2 of rating system.

In addition, 3R prepared the documentation for each issue, which consisted of, but was not limited to, photographic evidence of compliance, narratives explaining each how each piece of provided documentation met BREEAM's requirements, as well as cover sheets for a simplified review process.

As of February 2020, Phipps Conservatory and Botanical Gardens, in collaboration with BRE Global, officially announced that Phipps' Center for Sustainable Landscapes (CSL) has been certified using the BREEAM USA standard for existing buildings. The CSL is the first building in the United States to achieve a BREEAM Outstanding rating, and the first building certified under BREEAM in the state of Pennsylvania. The CSL earned a score of over 90% in each of the BREEAM categories, which include: Land Use, Materials, Energy, and Water, Health and Well-being, and Pollution. These results are reflective of a brownfield remediation, natural hazard management, sustainable purchasing, net zero energy and net zero water, as well as Phipps' dedication to occupant satisfaction and biodiversity.

LEED - THE POINT AT SILVER SPRING

The Point at Silver Spring is a 1.4 million square foot full service apartment building located in Silver Spring, MD. The building was originally built in 1967 and has undergone several renovations and additions. When looking at the building, it has 16 stories above ground, 891 apartment units, 14 retail space surrounding the perimeter of the ground level, and two levels of above ground and two levels of below ground parking. The Point has changed ownership several times over the years, and Pantzer Properties had recently purchased the building within the last five years of the project.



The project has achieved LEED Platinum certification for Existing Buildings: Operations and Maintenance v4 for Multi-Family. 3R has been involved with the building's LEED certification goals from the onset, starting with the Pantzer Properties Feasibility Study. Once the decision to pursue LEED certification was made, we determined the necessary steps to achieve certification:

- Created methods to communicate certification progress with Pantzer Properties executives, on-site building management staff, and internal 3R employees to educate about the LEED process, green initiatives, and process of changing building culture regarding "Going Green."
- Worked with onsite building staff and outside vendors to create Site Management, Green Cleaning, and all other necessary policies for the building.
- Provided a road map for implementing the green initiatives and ensured meeting the necessary credit thresholds to achieve the LEED points.
- Developed a tracking infrastructure and provided training to building staff regarding the importance of tracking progress in meeting required credit thresholds in order to demonstrate compliance. Provided additional education in how tracking can support preventative maintenance and ensures optimal building performance.
- Implemented a Green Education and Occupant Engagement plan to help engage building Residents about the LEED process and progress of the building; as well as, introduced initiatives that Residents can partake in to help improve building operations such as reducing water and energy consumption, using green cleaning products, reporting maintenance issues, etc.
- Monitored all credit progress to ensure the desired level of certification was met while balancing other resources such as dollars invested and time invested to ensure optimal return on investment.

LEED - LIBERTY EAST

Liberty East is a new nine story mixed use development in Pittsburgh, Pennsylvania, consisting of Class A office space, ground floor retail, and a Whole Foods location. The project owners are committed to providing a high performance and healthy building to their tenants that emphasizes outdoor space, views, and natural lighting.

The project is currently pursuing LEED Gold certification and has passed the Design Phase review earning all credits and prerequisites attempted without comment. 3R performed the energy model for both LEED and Code compliance. The project is on track to earn the projected LEED Gold rating at the end of the construction period.



ANONYMOUS APARTMENTS

3R was hired to lead the sustainability certification efforts for a 290,000 square foot new mixed-use building in downtown Pittsburgh. The building is designed to have retail on the ground floor and residential space on the remaining 23 above-ground floors. The project is ongoing and the owner has goals of the building reaching LEED BD+C silver level certification as well as Fitwel certification. 3R has contributed throughout the design process to ensure that design choices are made that align with each certification system. The 3R team has identified synergies and similarities between the LEED and Fitwel goals to streamline the certification process. Additionally, 3R has led communication and collaboration across the many disciplines and parties involved with the project in order to efficiently work through any issues that arise during the design phase. Our team is tasked with preparing documentation for LEED and Fitwel, which includes narratives, schematics, and photographs. While the project is still in progress, the building is on track to achieve its targeted goals for both LEED and Fitwel.

ANONYMOUS RETAIL

3R has been providing ongoing construction support for a general contractor in their effort to obtain LEED Gold and BREEAM Outstanding certifications. The project is in Elmont, New York and consists of 31,500 square meters gross floor area of an outdoor retail mall. The construction project started in May 2022 and is expected to be finished in 2024.

3R has been providing valuable insight to the client and design team about the different sustainability features of the project. All aspects of construction are being tracked, including monthly utility consumption (water, fuel and electricity), waste recycling efforts, erosion and sedimentation, site assessment (BREEAM A1 checklist), and ecological features. In addition, big emphasis has been placed on material selection to ensure that all the sustainability requirements of LEED and BREEAM certifications are met.



ADDITIONAL CLIENTS

3R works with clients across a variety of industries, including but not limited to, automotive, manufacturing, retail, investing, food services, and more (see a few below). Our team of experts is able to meet any client where they are on their sustainability journey and deliver a clean finished product, industry-specific strategic goals, and management systems to drive continual improvement long after a project is complete.



"3R Sustainability has been instrumental in assisting Ring Container Technologies on our pursuit of excellence with ESG. The level of communication, quality of work, depth of knowledge, and dedication of their consultants is outstanding. When working with 3R, we understood what we were working on, knew our progress at all times, and if we had questions, they can provide the answers. Many thanks the 3R team, who met with us weekly to guide us through our ESG journey towards excellence."

- Ring Container Technologies

OUR TEAM



Jana Lake President & Owner

Education

Duke University, Fuqua School of Business – MBA,
International Business
Copenhagen School of Business in Denmark
University of Michigan – BA, International Studies

Expertise

Sustainability Management Consulting
Value Proposition for Sustainability
Triple Bottom Line
Global Change Management & Program Management
ISO Management Systems

Certifications

SEP (Sustainability Excellence Professional) | Associate Sustainability Assurance Practitioner (AA1000)
SA8000 Social Accountability Auditing | Certified Sustainability Practitioner (CSR-P)
ISO 26000: 2010 (Social Responsibility) | LEED Green Associate | WELL AP
Global Reporting Initiative (GRI) | ISO 14001 EMS Auditor Training
Continual Improvement for Social Responsibility | From Corporate Social Responsibility to Corporate Social Innovation



Jason Clark Managing Director, Built Environment

Education

Slippery Rock University of Pennsylvania

Expertise

Energy Modeling
High Performance Buildings
Sustainable Design Strategies
Performance Testing
LEED

Certifications

Certified Energy Manager (CEM)
LEED Accredited Professional BD+C Specialty
LEED Project Reviewer
GBCI Trained WELL Performance Testing Agent
Parksmart Advisor



Lindsey Berger

Director, Sustainability and Business Operations

Education

Chatham University – Master of Sustainability
Seton Hill University – BS, Biology

Expertise

Sustainability Reporting
Scientific Analysis
Change Management
Project Management
EcoVadis
GRESB

Certifications

SEA (Sustainability Excellence Associate)
LEED Green Associate
GRI Certified Sustainability Professional
AA100 AP Practitioner
EcoVadis Approve Consultant



Gina Macilwraith

Associate Director, SAS

Education

Presidio Graduate School - MBA, Sustainable Systems
Montana Tech - BS, Environmental Engineering

Expertise

Sustainable Operations
ISO Management Systems/Standards
Risk Management
CDP

Certifications

SEP (Sustainability Excellence Professional)
Fundamentals of Engineering
TRUE Advisor



Matt Mooney

Associate Director, Sustainability Consulting

Education

University of Notre Dame BA, English, Computer Applications

Expertise

Sustainability Strategy
Reporting Frameworks
Change Management



Miranda Rankin

Senior Manager, Sustainability and Climate

Education

University of California, Berkeley - BS Society and the Environment

Expertise

Greenhouse Gas Inventories
Climate Risk and Opportunity Analysis
Climate Transition Planning
Science Based Targets
GRESB

Certifications

Sustainability Excellence Associate (SEA)
LEED AP O+M
GARP Sustainability and Climate Risk



Rachel Bukowitz

Senior Consultant, Sustainability

Education

Carnegie Mellon University - MS, Public Policy and Management

University of Pittsburgh - BA, Environmental Studies and Sociology

Expertise

GRESB

Policy Analysis and Writing

Sustainability Reporting

Stakeholder Engagement

Data Analysis and Visualization

Certifications

SEA (Sustainability Excellence Associate)

LEED Green Associate

GRI Reporting Micro-Credential

EcoVadis Approved Consultant



Eamon Geary

Sr. Technical Specialist II

Education

University of Pittsburgh - Master in Public Policy and Management

Allegheny College - BA, Environmental Policy

Expertise

LEED Implementation and Project Reviews

Proposal & Grant Writing

Zoning

Waste Reduction

Customer Relations

Certifications

LEED Accredited Professional ID+C Specialty

LEED Certified Reviewer

TRUE Advisor (zero waste)



Teresa Stutts

Manager, Sustainability

Education

Carnegie Mellon University - MS, Energy Science, Technology, and Policy
BS, Environmental Engineering

Expertise

GRESB
Data Analysis
GHG Inventory

Certifications

EcoVadis Approved Consultant
LEED Green Associate
SEA (Sustainability Excellence Associate)



Joseph Lewis

Sr. Technical Specialist II

Education

Allegheny College - BS, Physics

Expertise

Scope 1, 2, &3 GHG Inventories
Energy Modeling
LEED
eQuest
EnergyPlus
Trane Trace
Carrier HAP
HVAC, Plumbing, and Fire Protection Design



Joshua Knupp

Senior Manager, Sustainability

Education

University of Pittsburgh - MBA and Master of International Development
Allegheny College - BA, History

Expertise

EcoVadis Sustainability Assessment
Data Management and Visualization
Project Management
Sustainability Reporting

Certifications

SEA (Sustainability Excellence Associate)
GRI Certified Sustainability Professional
EcoVadis Approved Consultant



Stephanie Fleck

Sr. Technical Specialist II

Education

Villanova University - MS, Sustainable Engineering
University of Pittsburgh - BS, Civil Engineering

Expertise

LEED Project Reviews
Built Environment Consulting
Sustainable Design Strategies
Stormwater Management
Low-Impact Development

Certifications

LEED AP BD+C
MSSE



Linsey Shea

Senior Consultant, Sustainability

Education

BA – Public Relations and Advertising, Penn State,
MBA – the University of Nottingham

Expertise

Project Management
Event Operations Management
Stakeholder Engagement and Management

Certifications

LEED Green Associate



Robert Killeen

Consultant, Sustainability

Education

University of Michigan - MS, Environmental Policy and Planning,
Environmental Economics

Expertise

Statistical and Economic Analysis
Sustainability Data Analyst

Certifications

Sustainability Excellence Associate (SEA)
EcoVadis Approved Consultant



Danielle Caron

Technical Specialist I

Education

Arizona State University - MS, Mechanical Engineering Energy and Environment

Expertise

Energy Modeling
Thermodynamics

Certifications

EIT (Engineer in Training)
LEED AP BD+C



Taylor Pelow

Consultant, Sustainability

Education

Chatham University - BS, Chemistry
BA, Political Science

Expertise

GRESB
Data analysis
Policy writing

Certifications

SEA (Sustainability Excellence Associate)
LEED Green Associate
EcoVadis Approved Consultant



Borbala Cross-Boda Manager, Built Environment

Education

University of Technology and Economics, Budapest, Hungary - MS, Civil and Environmental Engineering
Virginia Tech Polytechnic Institute - MS, Environmental Engineering

Expertise

LEED Project Reviews
Green Building Project Management
Built Environment Consulting
WELL Health and Safety

Certifications

LEED Accredited Professional with BD+C Specialty
BREEAM International Assessor
EIT (Engineer in Training)



Aubree Halusic Senior Consultant, Sustainability

Education

Duquesne University - BBA, Marketing, Finance and Economics
Duquesne University - MBA, Sustainable Business Practices, Sustainable Business

Expertise

Client Engagement
Project Management
ESG Strategy

Certifications

Approved EcoVadis Consultant
Sustainability Excellence Associate (SEA)



Sara Diamond

Consultant, Sustainability & Climate

Education

Duke University- Master in Environmental Management
The University of Georgia - Bachelor of Science in Forest Resources (B.S.F.R.)

Expertise

Climate Transition Planning
Community-Based Climate Resilience
Geospatial Analysis
Sustainability Strategy

Project Experience

City of Durham Community-Based Climate Resilience Plan
Wolfspeed Climate Transition Action Plan
GRI, SASB, TCFD Reporting
GHG Inventories

Certifications

EcoVadis Approved Consultant



Sruthi Easwaran

Technical Associate I

Education

BE, Mechanical Engineering - Anna University
MS, Energy Science, Technology and Policy –
Carnegie Mellon University

Expertise

LEED
GHG Calculations

Certifications

LEED Green Associate



Valen Huang

Consultant, Sustainability

Education

University of Connecticut- B.S. Environmental Engineering
Carnegie Mellon University- Master in Civil and Environmental Engineering

Expertise

Economic Market Indicator Analysis
Community Engagement: Environmental Justice Focus
Community Revitalization Initiatives
Sustainability Strategy

Certifications

Sustainability Excellence Associate (SEA)
EcoVadis Approved Consultant



Mackenzie Pias

Consultant, Built Environment

Education

University of Connecticut- B.S. Environmental Engineering
Carnegie Mellon University- Master in Civil and Environmental Engineering

Expertise

Life Cycle Assessments
LEED

Certifications

LEED Green Associate
Engineer in Training
Fitwell Ambassador



Siqing Ge

Consultant, Sustainability

Education

Carnegie Mellon University - MSc, Sustainable Design & Master of Urban Design

Expertise

ESG Reporting

Certifications

CFA ESG



Lindsey Shoffeitt

Consultant, Sustainability

Education

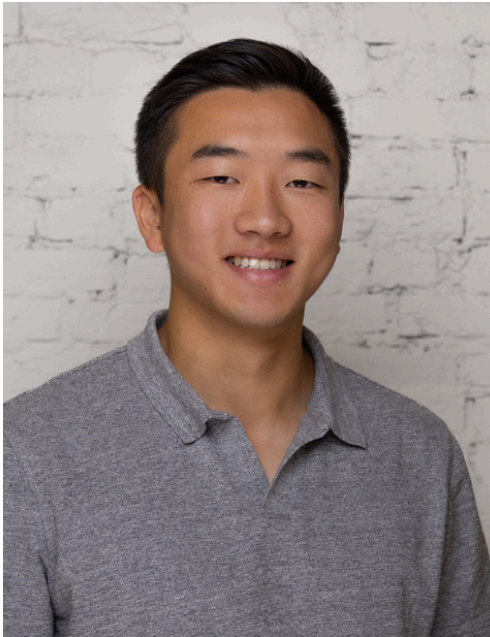
Kingston University, Bachelor of Engineering - BE, Civil Engineering
Chatham University - MBA and Masters in Sustainability

Expertise

Client Engagement
Project Management
ESG Strategy
GRESB

Certifications

Sustainability Excellence Associate (SEA)
EcoVadis Approved Consultant



C.Y. Cheng

Consultant, Sustainability & Climate

Education

University of Michigan Ross School of Business,
Bachelor of Business Administration, Minor in
Sustainability

Expertise

Sustainability in Sports
Project Management
Industry Market Research
GHG Inventories



Allie Henninger

Consultant, Sustainability

Education

Master of Sustainability and MBA Candidate at
Chatham University
Villanova University, Environmental Studies

Expertise

Sustainability Strategy
Manufacturing

Certifications

Sustainability Excellence Associate (SEA)
Approved EcoVadis Consultant



Natalie Halliday

Consultant, Sustainability

Education

Texas A&M University - BS, Public Health
Chatham University - MBA and Masters in Sustainability

Expertise

ESG Reporting
Sustainability Assessments
GRESB
Sustainability Planning

Certifications

Sustainability Excellence Associate (SEA)
EcoVadis Approved Consultant



Preston Buck

Associate, Sustainability & Business Development

Education

University of California, Berkeley - BA, Sustainable Environmental Design
Minor, City and Regional Planning

Expertise

Client Engagement
Program Management
Systems Thinking
Event Operations and Sustainability

Certifications

Sustainability Excellence Associate (SEA)
Approved EcoVadis Consultant



Jessica Mast Manager, Human Resources Manager

Education

Penn State University
Labor and Employment Relations

Expertise

Office Administration
Human Resources



Melissa Kaufold Operations Administrator

Education

Bachelor of Arts: English Literature
Master of Education: Reading Specialist

Expertise

Office Administration

START YOUR JOURNEY

CONTACT

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