



**SAUNDERS**  
*Building Confidence®*

# 2010

Corporate Social  
Responsibility Report



## CONTENTS

<b>ABOUT US</b> .....	1
<b>MESSAGE FROM THE CEO</b> .....	2
<b>MINIMIZING OUR ENVIRONMENTAL IMPACT</b> .....	3
Environmental Stewardship.....	4
Resource Conservation .....	5
Sustainable Design and Construction .....	6
<b>CONTRIBUTIONS TO THE COMMUNITY</b> .....	7
Building Strong Communities.....	8
Employee Volunteerism .....	9
Fitness Program.....	10
Risk and Safety Management.....	11
Training and Development .....	12
Future Workforce Development.....	12
<b>ECONOMIC DEVELOPMENT</b> .....	13
Financial Review .....	14
Business Improvement Practices Program .....	15
Minority and Women-owned Business Utilization .....	15
Charitable Giving.....	16
<b>SUMMARY</b> .....	17

## ABOUT US

Headquartered in Centennial, Colorado, Saunders is a full-service construction manager and general contractor that is completely employee-owned. The culture Dick Saunders established in 1972 is one that promotes personal integrity and open communication, values which the organization continues to hold at the forefront.

From well-known places where people work, play, heal, shop, learn and worship, Saunders brings the value, reliability and integrity that comes with a company based upon a proud tradition of excellence.

Here at Saunders, every project we build comes from a passion for what we do, the people we serve, and the communities we improve. It is this passion that drives our daily work. We firmly believe our reputation and relationships are built on care, collaboration, commitment, and community – qualities you will find inherent throughout our organization and our project work.

For more information or to comment on this Corporate Social Responsibility Report, write to us at: [frontdesk@saundersci.com](mailto:frontdesk@saundersci.com).

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## MESSAGE FROM THE CEO



I am pleased to introduce the first Corporate Social Responsibility (CSR) report for Saunders Construction.

Responsibility to a triple bottom line—people, profit, planet—has been an emerging part of our company’s vision for some time. Now, with the establishment of this initial CSR report, we have created an important benchmark for our organization. I believe the CSR report is one of the most significant ways to develop and promote a sustainable and responsible business model. It places a stake in the ground marking where we are today, giving us a real measure by which to check our growth in coming years. It gives us one more way hold ourselves accountable to do things that are not easy in the short run, but are imperative for sustainability.

Our company’s values are as follows: “At Saunders, our Reputation and Relationships are built on Care, Collaboration, Commitment, and Community. I believe the CSR report touches on each of the ‘C’s’ in our values, and will drive us to new expressions of who we already are. Corporate Social Responsibility is about owning our impact, and giving back to our community, as defined not just locally, but globally. At Saunders, we have a long history of committing time, energy, expertise, and financial resources—both as individual employees and as an organization. Corporate Social Responsibility is about working together, and about caring for the communities we work for and with.

The CSR reporting process pushes us to expand our definitions of community and the many ways in which we impact them. It starts with the Saunders community, how we help and care for each other. It extends to the communities where we live, helping those in need where and when we can. It also extends to our global community, being mindful of our environmental impact. Continuing to grow in our commitment to the environment through sustainable design, construction, and business practices are all ways we can and do make a difference.

Joel Barker, a celebrated visionary articulates, “Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world.” Our CSR report has helped us to document our vision around each of the three bottom lines, and chart a course for action. We have identified things we are already doing well, as well as areas we will target for growth. With this report, we have provided a benchmark both for ourselves and for our industry to measure growth against. This CSR report will help us to tell our story, hold ourselves accountable, and celebrate positively impacting the world around us.

This CSR report is one more reason I am proud to lead this organization.

A handwritten signature in blue ink that reads "John P. Beeble". The signature is written in a cursive, flowing style. The signature is set against a background of a light blue and white dotted pattern.

John P. Beeble  
President & CEO

# MINIMIZING OUR ENVIRONMENTAL IMPACT



PHOTO: Construction Recycling Bin at the Colorado School of Mines Residence Hall Project (Imagetek Photography)

## Environmental Stewardship

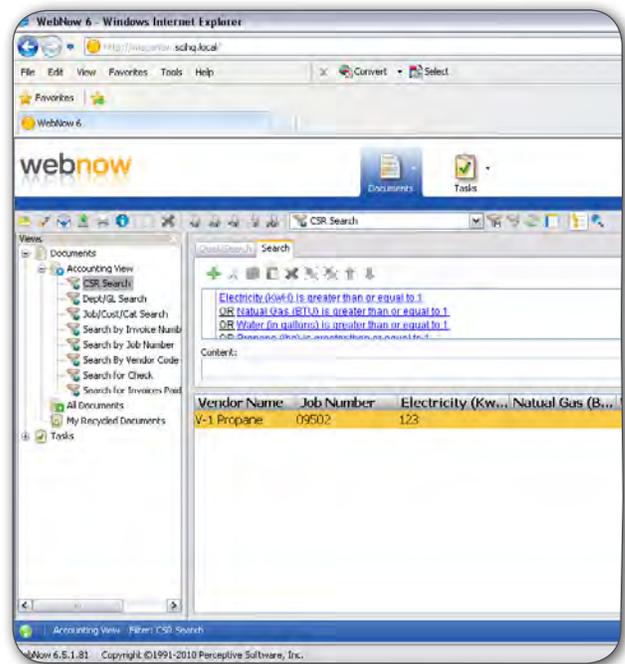
We understand that our business and industry has an enormous impact on the environment. At Saunders, we are committed to lessening our impact on the environment by reducing our use of water, minimizing our primary carbon footprint, and decreasing the amount of waste sent to landfills. In 2001, Saunders began construction waste recycling programs at select construction project sites, with an end goal of all project sites having such programs in 2011. We devote substantial efforts to maximize the amount of materials that are sent for recycling and continue to implement innovative ways to reduce our overall waste.

### 2010 Accomplishments:

- Implemented comprehensive multi-stream recycling at the corporate office, including individual desk recycling options.
- Developed and implemented a program to reduce the use of paper on business contracts, accounting files, building maintenance manuals, and construction drawings.
- Installed automatic programmable thermostats at all jobsite trailers to reduce our energy consumption.
- Sent electronics at their end of usefulness, to authorized third party vendors for recycling. In addition, we host an electronics recycling day where employees can turnover personal electronics for recycling free of charge.
- Implemented an electronic signature services on all subcontracts and change orders to reduce paper use.

**2011 Waste Reduction Pledge:** Saunders will recycle at 100% of our construction project sites. In addition, we will continue to educate our employees, vendors and subcontractors on recycling practices in the office and on the jobsite.

We will research ways to reduce our use of paper through online collaboration tools, finalizing the implementation of electronic document management systems, and encouraging duplex printing.



### Jobsite Recycling Participation

	2008	2009	2010
<b>Percent of Projects by Revenue with Recycling Programs</b>	31%	51%	70%

In 2010, Saunders implemented comprehensive electronic document management systems to reduce the amount of paper used in printing contracts and other related documents.

**Job site collaboration (electronic documentation and communications) is used with our subcontractors on 91% of our jobs.** This results in extensive paper and courier savings.

## Resource Conservation

In addition to focusing on waste reduction, we are working towards reducing our water use and primary carbon footprint. This includes benchmarking our current status and implementing conservation programs.

Programs we have begun to implement include:

- Replacing plumbing fixtures with low flow models.
- Developing a comprehensive storm water and erosion control management program at every jobsite.
- Gathering and evaluating data on the energy consumption and carbon output of our offices, equipment and jobsite trailers.
- Promote sustainable communications through video conferencing and online collaboration tools — reducing the amount of auto and air travel.
- Sponsoring and promoting bike to work programs.

It is our goal to raise awareness and educate our employees, vendors and clients on our environmental stewardship efforts. Empowered with this knowledge, we will encourage all our partners to join in the effort to conserve these important resources.

**2011 Carbon Footprint Pledge:** Conduct a lighting and energy audit at our corporate headquarters to determine our baseline usage and possible energy savings for the purpose of reducing our primary carbon footprint.



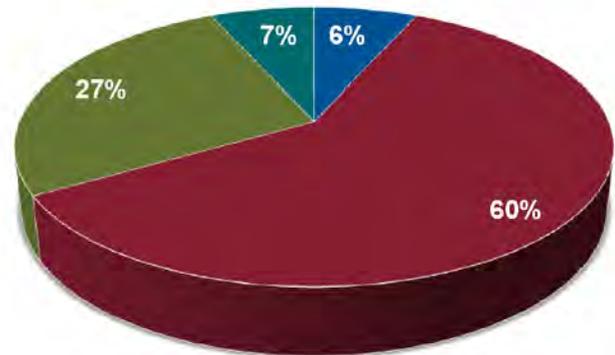
## SUSTAINABLE DESIGN AND CONSTRUCTION

In the United States, buildings account for:  
39% of total energy use  
12% of the total water consumption  
68% of total electricity consumption  
38% of the carbon dioxide emissions<sup>1</sup>

Since our first LEED project in 2001, Saunders has made a commitment to build and actively pursue sustainable building projects. Saunders is one of the Rocky Mountain region's leading contractors in sustainable construction with 22 completed LEED projects and seven in design or construction. This equals over 7.3 million square feet of sustainable construction. To keep abreast of current trends, standards, and certifications, Saunders is a member of the USGBC (United States Green Building Council) and currently employs 60 LEED (Leadership in Energy and Environmental Design) Accredited Professionals.



LEED Projects by Certification Level



■ Platinum ■ Gold ■ Silver ■ Other

*"Saunders is a devoted partner with the Colorado Chapter of the USGBC and has truly demonstrated their dedication to sustainable building practices."*

*- Deb Kleinmen, Executive Director  
U.S. Green Building Council, Colorado Chapter*



<sup>1</sup> Source: U.S. Environmental Protection Agency, [www.epa.gov/greenbuilding](http://www.epa.gov/greenbuilding)  
PHOTO: Evie Garrett Dennis K-12 Campus - LEED Gold, Denver, Colorado (Terry Shapiro Photography)

# CONTRIBUTIONS TO THE COMMUNITY



PHOTO: Ground Breaking for The Baby Haven Mother’s Recovery Center - Contributions by Saunders and employees made this project possible



## Building Strong Communities

Saunders has a distinguished history of giving back to its community by supporting several local non-profits. Our business model was created to give us the freedom to support worthy charitable causes through hands-on participation and financial contributions. Giving back to the community has been a core value of the company since its inception. This takes many forms, like performing volunteer service, supporting a co-worker's fundraiser, or participating in a cycling or foot race. A community is only as strong as the people who live, work, and play in it, and we are committed to both participating and giving back.

## Building Confidence in Kids®: An Employee-Driven Program

In 2009, Saunders launched the Building Confidence in Kids™ program. This initiative, conceived in 2007, is designed to involve employees from all levels of the company, while creating an outlet for volunteerism and community impact. Managed by a 10-member employee committee and senior management, the program creates a one-year partnership with a non-profit organization centered on children, families, and/or education. The partnering non-profit, chosen through a multi-step selection process, identifies volunteer opportunities for Saunders employees. In addition to volunteer hours donated by Saunders employees, the non-profit receives monetary and in-kind donations.



The University of Denver's Bridge Project was selected as Saunders inaugural partner. The mission of the organization is to provide educational opportunities for children living in Denver's public housing neighborhoods so they graduate from high school and attend college or learn a trade. At the close of the 2009 program, **nearly 50 percent of Saunders employees and their families participated in various projects for The Bridge Project.** The collaboration between Saunders and the Bridge Project was so successful and the ongoing need so acute, the committee opted to extend the partnership through 2010.



*“Saunders’ company-wide commitment to The Bridge Project will do nothing less than transform the lives of the more than 500 children we serve annually. We are humbled by their generosity and passion for making a difference in the lives of Denver’s youth, and beyond thrilled to collaborate with them to expand our programming and renovate our facilities.”*

— Mary Krane, The Bridge Project Executive Director

### 2010 Accomplishments:

- Provided in-kind and monetary contributions.
- Planned and organized a holiday party and book drive for the Bridge Project children.
- Sponsored and attended the annual Bridge Inspiration Gala.

**2011 Pledge:** Continue the Building Confidence in Kids program with a new non-profit through:

1. Completing the selection process by the first quarter.
2. Develop a needs analysis and provide volunteer time and monetary donations to selected non-profit organization.

## Employee Volunteerism

Saunders encourages and provides opportunities for employees and their families to volunteer in the community. Saunders provides opportunities to support worthy charitable causes through hands-on participation and financial contributions. **In 2010, Saunders employees volunteered 5,075 hours.**

## Charities Supported in 2010

- 4-H Youth Development Organization
- AIDS Coalition for Education
- American Cancer Society
- American Heart Association
- American Lung Association
- Arapahoe & Douglas County Libraries
- ARC Thrift Stores
- Baby Haven Mother's Recovery Center
- Big Brothers Big Sisters
- Boy Scouts of America
- Broomfield FISH
- Children's Make-A-Wish Foundation
- Colorado UpLift
- Compassion International
- Craig Hospital
- Crossroads Church
- Dare 2 Share
- Denver Curling Club
- Denver Dumb Friends League
- Denver Food Bank
- Denver Green Jobs
- Denver Rescue Mission
- Elizabeth Stampede
- Exempla Saint Joseph Hospital
- Families First
- Family Homestead
- Food for the Poor
- Girls, Inc.
- Giving Tree
- Good Samaritan Medical Center Foundation
- Goodwill
- Griffith Centers
- Harvest Fellowship
- High Plains Horse Club
- Hispanic Contractors of Colorado
- Hope Community Church
- Horizons International
- Jeffco Youth & Families
- Jefferson County
- Kaiser Permanente
- Kids Uganda & Global Orphan Relief
- Loveland Ski Patrol
- Mi Casa Resource Center
- Mount St. Vincent
- National Kidney Foundation
- National Sports Center for the Disabled
- Nature Conservancy
- Outward Bound
- Parker Task Force
- Partners International
- Project Safeguard
- RamRide Carpool Program
- Red Cross
- Samaritan House
- Senior Support Services
- Special Olympics
- St. Andrew's Methodist Church
- St. Jude Children's Research Hospital
- Susan G. Komen Foundation
- Taste of God's Love
- Teaching Tree
- The Catholic Church
- The Children's Hospital Foundation
- The Church of Jesus Christ of Latter Day Saints
- The Delores Project
- The National Multiple Sclerosis Society
- The Navigators
- The University of Denver Bridge Project
- The Wildlife Experience
- Tom McMahon Construction Scholarship Fund
- Toys for Tots
- United States Green Building Council
- United Way
- Urban Peak
- USO
- Veteran's Hospital
- Winter Park Ski Patrol
- YMCA

**2011 Pledge:** Promote and encourage volunteering for all employees in order to achieve a total of 6,000 hours of service, an increase of approximately 18% from 2010, through:

1. Surveying employees on volunteering efforts.
2. Facilitate volunteering opportunities throughout the year through Building Confidence in Kids®, charity fund raising events, and other charitable events.



PHOTO: Colorado UpLift Career Days 2010

## Fitness Program

Since the program began in 2004, Saunders' Fitness Program has grown substantially. Our program now includes **over 100 employees participating** in more than 20 different athletic activities and events including: racquetball, soccer, softball, flag football, basketball, volleyball, running, skiing, and cycling.

Our program provides continuing nutritional and health education to ensure a holistic approach to employees well being. In addition, Saunders sponsors employees and business partners to participate in local community fund-raising athletic events. **In 2010, 17% of Saunders employees participated in company-sponsored fitness events that not only support health and wellness but also provided much needed fund raising to local charities.**

## 2010 Accomplishments:

- Raised \$35,000 for various charities through athletic fund-raising events.
- Provided opportunities for 76 additional individuals as family and friends of Saunders employees to participate in activities.

## 2010 Fitness Program Events:

- Denver Colfax Marathon
- Lungs 4 Life
- Stadium Stampede benefitting the National Sports Center for the Disabled (NSCD)
- Fans on the Field benefitting the NSCD
- Bike to Work Day
- Fat Tire Classic benefitting the NSCD
- Bike MS benefitting the National Multiple Sclerosis Society
- Courage Classic benefitting The Children's Hospital Foundation
- Good Sam Bike Jam benefitting The Good Samaritan Medical Center Foundation
- Wells Fargo Ski Cup benefitting the NSCD

**2011 Pledge:** Increase employee participation in the fitness program by 10% through:

1. Adding weekly exercise classes based on interest survey results and program feasibility analysis.
2. Hiring a part-time nutritionist/trainer to visit Saunders office on a monthly basis to educate and support individual employee nutrition and fitness plans.
3. Implementing an overall Health and Wellness program.



PHOTO: Fans on the Field 2010, Saunders Employees and Families

## Risk and Safety Management

Construction presents considerable risks to the safety of employees, clients, end users, subcontractors, and vendors. For over 20 years, Saunders has been dedicated to safety on the jobsite and in the office. This dedication, as well as our comprehensive safety program, has provided us with one of the best safety records in the industry.

Saunders has received numerous industry Safety Awards and is a Blue Level participant of the Associated General Contractors (AGC) & OSHA's Construction Health and Safety Excellence Program (CHASE). The CHASE program recognizes Saunders' commitment to safety on all projects and acknowledges that our safety record and written policies are at least 10% better than industry standards. In order to maintain certification, this program requires voluntary safety audits of jobsites conducted by OSHA on an annual basis. In addition, no severe safety violations must have occurred in the past year in order to maintain certification.

## Improving our Safety Management Processes

Consistency in our safety management processes will result in a reduced risk to our employees and the project, reduce overall costs, and promote a proactive safety culture. We will implement a corporate oversight leading indicator assessment to measure a project's safety management performance. This will measure a project's regulatory compliance as well as the site personnel's commitment to fully implementing internal safety processes, training and documentation. The results of these audits will be distributed to senior and executive management to ensure that appropriate resources are allocated and project's safety management efforts are in place and adequately supported.

**2011 Pledge:** Implement a new internal Safety Project Audit Score Index System and maintain good standing with the CHASE program through:

1. Continuing to provide safety training to all employees.
2. Performing an annual safety audit every Superintendent.

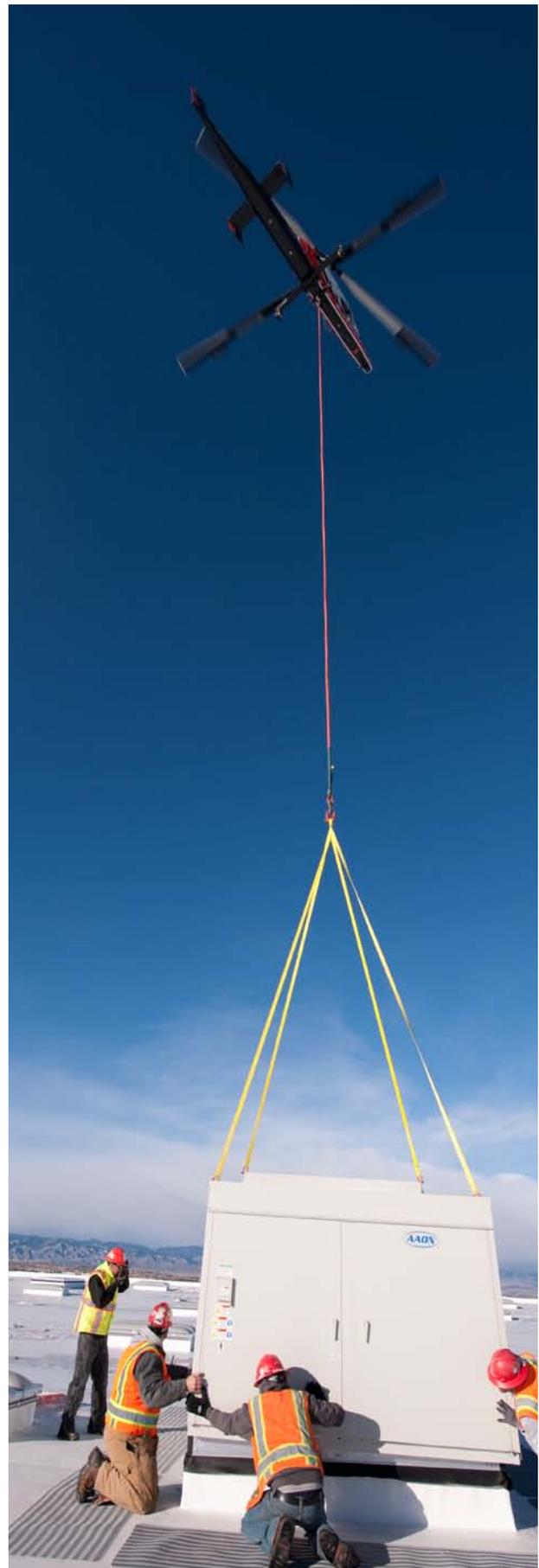


PHOTO: Installation of Roof Top Units at IKEA Centennial Store (Lacasse Photography)

## Training and Development

We strive to be a learning organization. Learning is accomplished through several means:

- *Learning* provides access to over 600 online classes for employees through the company intranet. This method of education allows each employee to take classes at their own pace and tailor their learning to best fit their schedule.
- Peer-to-Peer learning offers monthly training sessions geared to teaching the art of building and the technical skills necessary to keep up with the industry changes. Senior-level employees teach these classes for superintendents and foremen. The curriculum is guided by employee training committees.
- In-classroom instruction provides varied educational opportunities by the Organizational Development Department, employees, and/or outside consultants. These classes focus on interpersonal, leadership, and management skills. The set of courses of this corporate-wide training is identified by an annual survey of employees and the annual performance evaluation process.
- In 2010, we introduced Learner-Centered Mentoring, a program focused on mutual learning, with each partner setting personal goals, and the mentor serving as a resource, rather than a subject matter expert.
- In addition, we provide specialized training on infection control, protocol and procedures for all employees, clients, subcontractors and industry partners who work on our healthcare projects.

### Training Programs Participation

	Participating Employees	Training Opportunities	Hours of Training
2009	113	119	230
2010	140	299	4,755*
2011 (goal)	170	320	5,000

\* The significant increase in participation is contributed to a new internal marketing program launched in 2010 to communicate the available training opportunities.

**2011 Pledge:** Increase participation in training opportunities where 90% of employees complete four training/learning sessions per year through:

1. Continuing to market classes and training opportunities internally.
2. Develop individual employee participation tracking system.
3. Continue to conduct leaning needs assessments through employee surveys and performance evaluations.
4. Offer subject matter focused classes including communication, leadership, and teamwork skills.

### Future Workforce Development

We believe in preparing the future working generation with hands-on experience. The goal of the program is to have interns experience the construction industry beyond the classroom and textbook. Our college internship program includes internships of three or six months to provide hands-on experience in construction and business to future graduates. During the school year, we participate in four to five college or university career programs. Saunders has worked with the following institutions: Colorado State University, California Polytechnic University at San Luis Obispo, Montana State University, Purdue University, University of Colorado and Warren Technical School. In 2010, Saunders employed eight college interns and two high school interns. In the field, Project Engineers provide daily supervision for the intern program, and Preconstruction Managers offer the same oversight in the office. The Department of Organization Development manages these intern programs in partnership with the supervisors.

Saunders is an Affirmative Action employer. We encourage minorities and women to consider a career in construction at Saunders.

ECONOMIC DEVELOPMENT



PHOTO: University of Colorado Boulder Center for Community - LEED Gold (Paul Brokering)

## Financial Review

The recession that struck the United States in 2008 challenged everyone in business. Often referred to as the “Tool Belt Recession,” the construction industry endured significant declines in revenues as well as unemployment rates from 17% to 20% in 2010.<sup>2</sup> Despite the economic challenges, Saunders has remained financially stable. Our company achieved \$349 million in revenues for 2010 and remains one of Colorado’s largest contractors. Saunders remains dedicated to financial stability throughout 2011 by maintaining and growing our work program.

Our indicator of economic impact includes continued community support through payroll taxes of \$7,764,100 or approximately \$14,300 per employee, in support government programs and services. In addition, Saunders contributed \$6,461,800 in sales and use tax, where applicable. This is significant during a time when governments at all levels are struggling to find solutions for their shrinking revenue levels.

## Business Awards

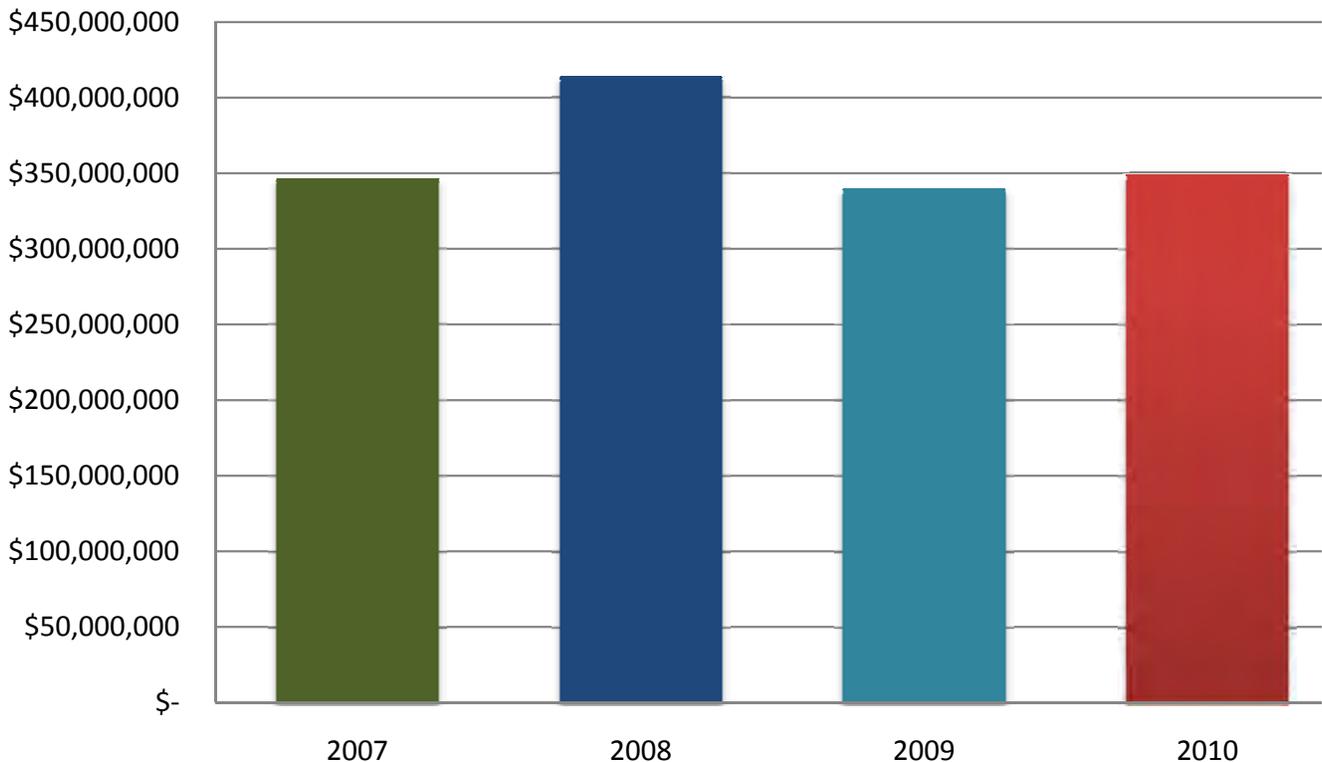
In 2010, Saunders was recognized for the strength of our business model with two prestigious awards:

- *McGraw-Hill* Mountain States Construction Magazine – 2010 Contractor of the Year
- The Mayor’s Award of Excellence – The Best of Centennial 2010

*“Though the firm enjoys long-term relationships with high-profile clients—including HealthONE, Kaiser Permanente, Gates Corp., Whole Food Market Inc., Target Corp., Samsonite Corp., ProLogis and AT&T—it appreciates and nurtures all client relationships.”*

- *Engineering News Record, Mountain States Construction Magazine, July 2010*

## Revenues



<sup>2</sup>Source: Bureau of Labor Statistics, <http://www.bls.gov/iag/tgs/iag23.htm>

## Business Improvement Practices Program

In 2010, Saunders introduced our own version of “LEAN” business practices through the Value Stream Improvement Program. The purpose of this program is to evaluate current processes, utilize best practices, and innovate or improve upon systems that need changed. The Business Practices Committee developed a future alignment guide for each committee and task force to use as they worked. We have focused upon aligning corporate initiatives with processes employees have identified that need improvement. This program began in 2010 with establishing a framework for achieving our goals. Our goal for 2011 is to begin evaluating the current state of 15 processes, defining the future state of the organization and developing an action plan to move the company towards completion of these goals.

**2011 Pledge:** Evaluate and implement 15 business improvement processes, including formalized documentation and training. As a result, we strive to increase productivity by 5% as well as provide an overall better client experience and satisfaction.



PHOTO: Saunders Employees Providing Computer Skills Training to the Member of the Hispanic Contractors Association

## Minority and Women-owned Businesses

As a good corporate citizen, we believe that continuing to optimize opportunities for small business, minority and disadvantaged (M/WBE) companies is an important investment in the community. We are purposefully working toward the standard participation from small business and M/WBE community on all Saunders projects. There are five key elements to this effort:

1. Create an environment where subcontractors are actively encouraged to partner with or mentor small business and M/WBE firms.
2. Present opportunities to customers to include small business and M/WBE firms in their projects regardless of whether it is a contractual obligation.
3. Prioritize cultivating long-term relationships with organizations such as African-American Construction Council, Hispanic Contractors Association, Hispanic Chamber of Commerce, Colorado Black Chamber of Commerce, Mi-Casa Resource Center, and Denver Green Jobs.
4. Provide education and training to various workforce agencies in areas related to construction, interviewing skills, resume writing, blueprint reading, and basic computer skills through the organizations listed in 3.
5. Establish a tracking program in order to quantify actual participation of M/WBE firms on projects.

**2011 Pledge:** Achieve 5% small business and M/WBE participation on all projects.

## Charitable Giving

We understand that the needs of our community do not decrease as the economy slows down and the belt tightens. Instead, these needs increase, because funding dries up from other sources. Saunders is proud to have provided consistent financial support to our community throughout our history, continuing through the current recession.

### **In 2010, Saunders donated 10% of net profit in monetary contributions to the following non-profit organizations.**

- 27J Education Foundation
- 9 Cares Colorado Shares
- Ace Scholarships
- Adams County Economic Development
- Adams County Education Consortium
- Associated General Contractors of Colorado
- Alzheimer's Association, Colorado Chapter
- Apex Parks and Recreation District Foundation
- Arapahoe County Fair
- Arvada Junior Baseball Association
- Arapahoe Library Friends Foundation
- Aurora Economic Development Corporation
- Best of Centennial
- Bonfils Blood Center Foundation
- Denver Area Council, Boy Scouts of America
- Broomfield Community Foundation
- Broomfield Economic Development Corporation
- Brighton Economic Development Group
- Branch Ricky Award Dinner
- Centennial Institute
- Cherry Creek School Foundation
- Colorado Business Committee for the Arts
- Colorado Business Hall of Fame
- Colorado Lungs4Life
- Colorado Meth Project
- Colorado School of Mines Foundation
- Colorado Symphony Association
- Colorado Uplift
- Craig Hospital Foundation
- Denver Children's Home
- Devereux Cleo Wallace
- Denver Community Service Fund
- Denver Health Foundation
- Denver Public Schools Foundation
- The Denver Street School
- Education Foundation for the St. Vrain Valley
- Exempla Good Samaritan Medical Center Foundation
- Excel Institute
- Families First, Inc.
- Foundation for Urban Youth Ministries
- Gala 2010
- Girls Inc. of Metro Denver
- Governor's Residence Preservation Fund
- Green Valley Ranch Foundation
- Hispanic Contractors of Colorado
- High Point Academy Building Corporation
- HomeAid Colorado
- Jefferson Economic Council
- Kempe Children's Foundation
- Littleton Rotary Foundation
- Longmont United Hospital Volunteers
- Metro Denver Economic Development Corporation
- Mental Health America of Colorado
- Metro State College of Denver
- Mile High United Way
- National Association of Industrial of Office Properties
- National Sports Center for the Disabled
- Park County Livestock Committee
- Perry Park Foundation
- Project Safeguard
- Regis Jesuit High School
- Robert E. Loup JCC Annual Dinner
- Rocky Mountain Children's Law Center
- Rocky Mountain Deaf School
- Shalom Park
- Special Olympics Colorado
- St. Joseph Hospital Foundation
- Susan Fitch
- The Franklin L. Burns School of Real Estate and Construction Management - University of Denver
- The Children's Hospital Foundation
- The Leukemia & Lymphoma Society
- The Senior Hub, Inc.
- The Wildlife Experience
- Total Community Options Foundation
- Tom McMahon Construction Scholarship Fund
- UCP Colorado
- University of Colorado Foundation
- University of Colorado Hospital Foundation
- University of Colorado Real Estate Foundation
- U.S. Green Building Council Colorado
- Volunteers of America

**2011 Pledge:** Saunders is proud of having provided consistent support throughout our history, especially through the current recession, and pledges to maintain the same level of support as 2010.

## SUMMARY

Because Saunders is a leader in providing construction services, we know that others look to us for our example. That brings responsibility. We want to also lead the way for our industry to conduct business sustainably. That is the purpose of this report, and our pledge to implement long-term strategies towards employing a zero waste stream process, significantly reducing our water use and carbon output, continuing and expanding our efforts in philanthropy, and expanding the breadth of our ethical business practices. This initial CSR report will serve as a baseline measurement for all future goals and initiatives.

At Saunders, our identity is deeply rooted in giving back to and working conscientiously around our community. There are more known and unknown challenges that face our industry, community and world than we can count. It is vital for our organization to continue to innovate and grow within a sustainable framework to preserve our future as a company and as citizens. Simply put, we believe holistic corporate social responsibility is the right thing to do.

**Thanks to the CSR committee, and all of the others who contributed to this report.**

All financial and project data is based on information available on March 15, 2011.

Saunders's logo, "Building Confidence" and "Building Confidence in Kids" are registered trademarks of Saunders Construction, Inc.



**SAUNDERS**  
*Building Confidence®*



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