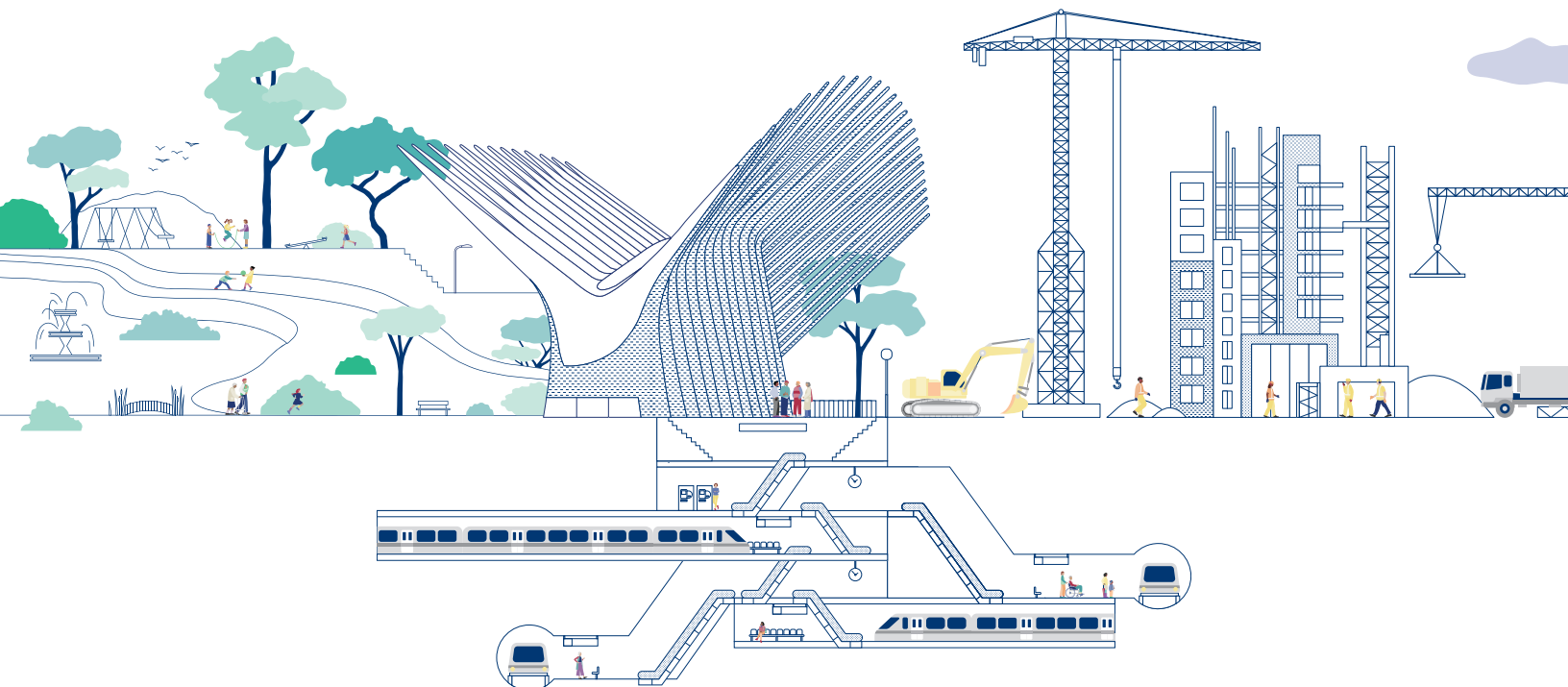


Skanska USA Civil

Diversity and Inclusion Impact Update

Published March 2024



Diversity and inclusion: a reflection and commitment

Our commitment to diversity and inclusion is one of the cornerstones of our culture and what it means to live our values.

The strength of Skanska lies in the individual contributions of each team member. We strengthen our company by building a diverse team and working in an inclusive way. This enriches our culture, fosters innovation, and propels us forward as we build some of the most complex and iconic infrastructure in the U.S.

Across our projects and offices, our focus is to ensure every individual, regardless of role or background, has the best possible experience and equal opportunity within our organization. From craft to management, true diversity and inclusion should permeate all levels of the company. Throughout our journey at Skanska USA Civil, we’ve emphasized empathy and understanding.

I’m particularly proud that we’ve taken the time to look introspectively through our Lived Experience Project, which you can read more about in the following pages. We asked ourselves tough questions, sought meaningful answers, and took time to comprehend the unique experiences and perspectives of each team member to better understand our diverse workforce.

Our commitment is about real, practical action. We’ve taken tangible steps to make Skanska and our communities better for everyone.

Spanning from developing programs for our employees and establishing scholarships for students, to supporting veterans transitioning to civilian life and investing in the local workforce – our actions are not just aspirational. They are driving meaningful results throughout our organization and in the communities in which we live and work.



As we reflect on the past several years in this Diversity and Inclusion Impact Update, I’m optimistic about the future. We are taking decisive actions toward making our culture stronger and continuing to foster a workplace that values the uniqueness of everyone.

I’d like to thank each employee for their hard work and commitment to making Skanska a great place to work, as well as our customers and partners. From coast to coast, we are building for a better society where individuals and our communities can thrive. This update is a snapshot of some of the accomplishments we’ve achieved together.

Don Fusco

President and CEO
Skanska USA Civil

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Sixth Street Bridge in Los Angeles, CA
Skanska completed the project in 2022.

A world-leading construction and development company, 137 years in the making

About Skanska Global

Skanska is one of the largest construction and development companies in the world, operating across select markets in the Nordics, Europe and the United States. For more than 135 years, we have used knowledge & foresight to shape the way people live, work and connect.

Global headquarters
Stockholm, Sweden

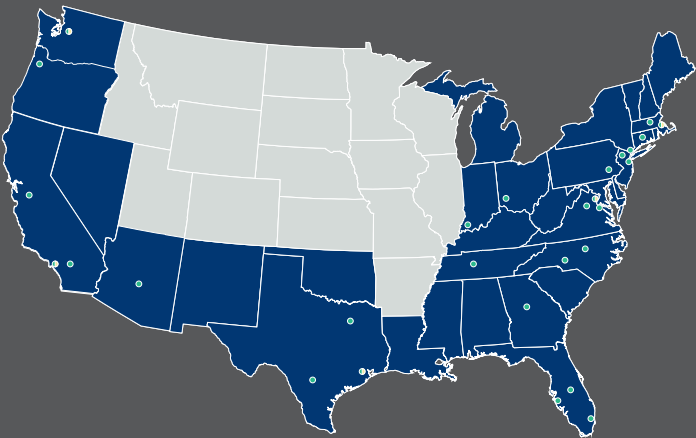
14.8 billion
total 2023 global revenue

27,000
global employees

Countries include:
Czech Republic, Denmark, Finland, Hungary, Norway, Poland, Romania, Slovakia, Sweden, United Kingdom and the United States

Skanska in the US

In the United States, Skanska continues to be one of the largest, most financially sound construction and development companies and an industry-leading innovator in both safety and project execution. Our work offers competitive solutions for both traditional and complex assignments to help build a more sustainable future for our customers and communities.



Skanska USA headquarters
New York, NY

\$7.1 billion
total 2023 U.S. revenue
representing 48% of
Skanska's global revenue

6,500
U.S. employees

29
offices across the U.S.

3 business units
USA Civil, USA Building and
USA Commercial Development

About Skanska USA Civil

Skanska USA Civil has constructed some of the most complex and challenging heavy civil projects in the United States. We've developed complex road and highway systems, built iconic bridges, and tunneled under major metropolitan cities. Our teams are leaders in the safe and environmentally sensitive delivery of these projects, and we are committed to partnering with our customers, project stakeholders and communities to deliver infrastructure projects that build a better society.

Skanska USA Civil core competencies:

- Rail transit systems
- Roads and bridges
- Complex steel structures
- Aviation infrastructure
- Tunneling
- Marine construction
- Mass earthwork
- Water treatment
- Deep foundations and drilling
- Mechanical and utilities
- Waterfront resiliency

USA Civil Headquarters
Queens, NY
3,300
overall employees

Skanska industry recognitions

World's Best Employers, 2023
(Forbes)

Best Large Employers, 2024
(Forbes America)

#10
Top 400 Contractors, 2023 (ENR)

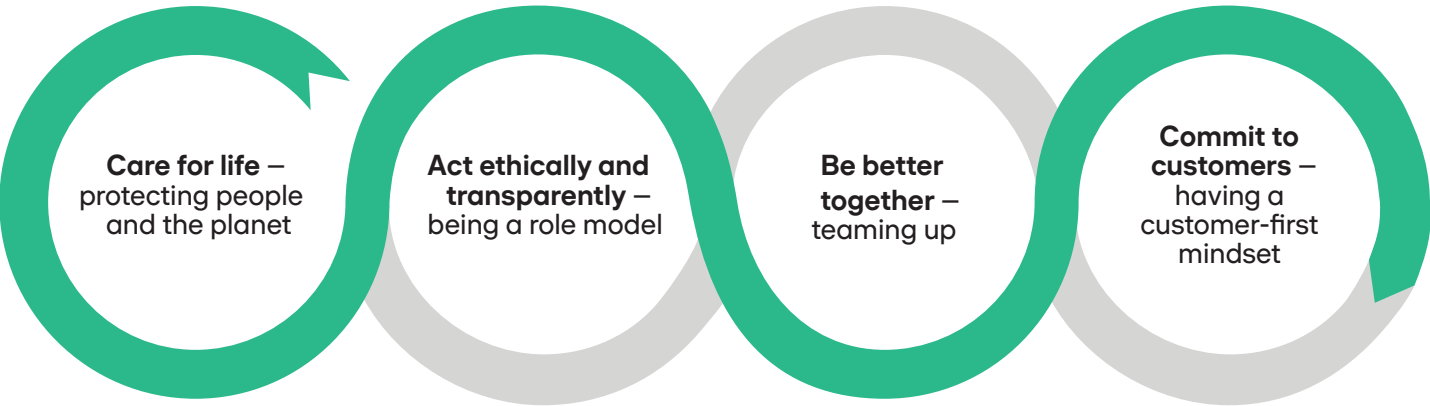
#6
Top 20 Contractors by Sector:
Transportation, 2023 (ENR)

#7
Top 50 Domestic
Heavy Contractors, 2023 (ENR)

Setting the path for an inclusive culture

Valuing the experiences of our diverse team members is key to creating strong teams to fulfill our purpose to build for a better society.

That is why everything we do is linked to our core values:



Our values have helped create Skanska’s diversity and inclusion (D&I) efforts globally. While our D&I journey is ongoing and continually evolving, our intentional strategy is rooted in a shared commitment to people, culture and community.

Skanska USA Civil’s approach to D&I

Skanska USA Civil created the Diversity & Inclusion Steering Council (D&ISC) to guide its D&I efforts. D&ISC is led by the business unit’s vice president of human resources, alongside the business unit president, and includes rotating members representing all functions and regions within Civil.

The mission of D&ISC is to guide and evaluate how diversity and inclusion are incorporated day-to-day in our work environment. It also often acts as a change agent to improve our culture, which in turn benefits our employees and supports our business goals. D&ISC’s work is grounded in a regular and holistic review of how our business unit is addressing evolving D&I needs and has subcommittees that further its mission.

Since forming in 2020, D&ISC has laid out a framework to guide the business unit’s efforts based on research and feedback from our employees.

The Lived Experience Project

In 2022, D&ISC carried out the Lived Experience Project to further understand the reality that every one of our employees has their own experiences and that those experiences shape who they are in and out of the workplace.

The project assessed feedback data from Skanska’s employee survey, Your Voice, Our Success (YVOS), conducted employee focus groups, analyzed compensation and recruitment data, engaged external expertise and more. The Lived Experience Project uncovered our diverse employee population’s real and authentic experiences, along with candid perspectives about D&I within our business unit. This led to the creation of a working framework that outlines the focus areas of Civil’s D&I strategy.

Real experiences form our D&I framework

The Skanska USA Civil D&I framework identifies four focus areas to enable a dynamic approach that connects back to Skanska’s core values and gets us closer to building a sustainable culture of inclusion.

These include:

- Organization
- Workforce
- People programs
- Communication

Our framework emphasizes that by implementing structural elements as well as cultivating behavioral elements, we can better build, integrate and sustain a culture of inclusion.

Focusing on these areas, we advance the way D&I is incorporated into our everyday practices. We are developing employee programs, working with local businesses and communities, investing in our talent and expanding recruiting efforts.



A snapshot of our journey

This D&I update highlights the thoughtful programs, exceptional individuals and remarkable achievements that represent Skanska USA Civil’s journey. It’s a recognition of the impact our people are having across our projects, offices and the communities we are proud to serve.

Young talent shaping the future

The future of construction relies on the young talent of today. Many choose to begin their careers with Skanska, and we want to prepare those early in their profession for long-term success.

Opportunities like networking, professional development and mentorship are available throughout the company and further demonstrate our commitment to developing emerging talent. We work hard to prepare the next generation of industry leaders for success.

Core Competency Training Program

The Core Competency Training Program (CCTP) is a full-time employment, rotational program for recent college graduates on Skanska projects and in offices. Created in 2005, CCTP offers entry-level engineers valuable and formative experiences that shape their early years as working professionals. Since the start of the program, our Civil business unit has graduated 174 young professionals from the program.

The two-year program is designed to provide an understanding of how Skanska operates in the field and in the office to establish a well-rounded foundation for a successful career in civil construction. The program includes four- to nine-month rotation assignments in areas including operations, estimating, engineering, safety and project controls. A wildcard rotation provides opportunities in additional areas such as corporate support, quality engineering and more.

CCTP creates a framework where advisors, mentors, and sponsors offer support and enables senior management to identify high-performing and high-potential employees. Upon completing CCTP, participants are assigned to a position that is a best fit for the employee and Skanska based on an individuals’ interests and their ability to contribute to business goals.

For nearly 20 years, the success and caliber of CCTP graduates has motivated our continued investment in the program.



Field Engineer Urias Soto at the Moynihan Train Hall project in Manhattan, NY, participated in the CCTP program.

“You never truly appreciate the work your colleague does until you do it yourself. The CCTP program offers the unique opportunity to engage in a widespread range of projects immediately at the start. Projects big and small, underground and high up in the air, on land and sometimes on water, in the field and in the office – my experiences in the CCTP program are a collection of the entire industry compacted in a two-year stretch that forces us to escape our comfort zone in order to achieve the project’s goals.”
– Urias Soto, field engineer II

Development programs for up-and-coming leaders
Development programs tailored for each career level support the growth of existing talent and cultivate leadership potential.

Through Skanska’s Leading by Example and Outperforming Leader professional development programs, emerging and mid-level managers can enhance their leadership competencies and discover new tools for understanding and leveraging their managerial skills. To date, 209 Civil employees have graduated from these programs.

Candidates are nominated by local leadership to attend the four-day programs, which emphasize an integrated approach to leadership and the importance of building an inclusive and collaborative team environment.



Participants of Skanska USA's Outperforming Leader Program complete a team building activity.

Skanska Young Professionals
Skanska Young Professionals (SYP) is a chapter-based network of young employees seeking insight into Skanska’s projects, offices and processes. At its core, SYP focuses on connecting a diverse group of employees to expand their knowledge, experiences and relationships, and advance their careers. Throughout the year, SYP chapters host networking and knowledge-sharing events, connecting members with executive leadership and broadening their peer network.



A Skanska Young Professionals group tours the Skanska Koch facility in Carteret, NJ.

Providing diverse opportunities on the jobsite

Skanska’s civil projects often involve significant self-perform work components, enabling senior management to create hands-on development opportunities, like on our Lynnwood Link Extension (L300) project in Seattle, Washington. With the goal of developing skilled talent in this market, project leaders intentionally transitioned many team members through different roles, broadening their skills and abilities. This created a stronger and more versatile group. Now, these individuals have increased opportunities on other projects and are prepared to wear multiple hats and successfully perform in various roles



Assistant Project Manager Erin Gaffney took on various roles on our Lynnwood Link Extension (L300) project in Seattle, WA.

“I started on the L300 project as a project engineer and worked in various areas I wasn’t used to, like landscaping and environmental. I also got the opportunity to work in different areas of the job. I learned technical skills and how to leverage team resources to be successful. Being with a company that supports women and diversity and inclusion, and ensuring everyone has equal access to growth is important.”
– Erin Gaffney, assistant project manager

Seeking exceptional talent

At Skanska, people are our most valuable asset. Our company offers opportunities to a broad and diverse candidate pool to ensure we attract, hire, develop and retain the best talent. We view our inclusiveness as an important competitive advantage as we continue to strive to be one of the best places to work.

Talent recruitment partnerships

Skanska has cultivated strong partnerships with organizations across the United States. Our talent recruitment team is intentional in its efforts to connect with individuals from a variety of backgrounds who can contribute value to our work. Some of our educational and professional partnerships include:

- Society of Women Engineers (SWE)
- National Society of Black Engineers (NSBE)
- U.S. Army Partnership for Your Success (PaYS)
- Society of Hispanic Professional Engineers (SHPE)
- Out in Science, Technology, Engineering and Mathematics (oSTEM)

College recruitment

College career fairs, one-on-one mentorships and proactive engagement continue to be the foundation of our efforts to recruit recent college graduates. We seek high-quality talent from a wide variety of institutions including universities, trade schools and community colleges, and we don't limit our potential employees to engineering and construction-focused majors. We offer a variety of career opportunities throughout our business unit including in areas such as finance, human resources, marketing, communications, business development, IT and more. All of which are critical to our operations.



Skanska USA Civil team members at the Society of Women Engineers (SWE) conference in 2023.



Skanska USA Civil team members at the National Association of Women in Construction (NAWIC) conference in 2023.



Field engineers Abigail Pawliczak and Audrey Nieuwenhuizen at a Binghamton University career fair.

Applying knowledge to real-world experiences

Skanska offers a robust internship program tailored for students interested in pursuing careers in heavy civil construction, civil engineering and construction management. These paid internships are typically twelve to fourteen weeks, with interns working up to forty hours per week. This hands-on experience gives students the opportunity to work closely with our project teams, participate in project meetings and contribute to the day-to-day completion of specific project tasks.

In addition to their daily work, interns meet with various members of our leadership team, gaining insight into the many aspects of the construction industry. At the end of their internships, students prepare and present a final presentation outlining their overall learning experiences.

Skanska's leadership invests heavily in the internship program, which has created a path for students to learn on-the-job skills that lead to future success in construction. In many cases, these internships have led to entry-level positions at Skanska, including participation in our Core Competency Training Program (CCTP) (read about CCTP on page 8).



Jimmy Murphy

Summer intern '23, University at Buffalo

"My manager and team included me and made me a valuable member of the team rather than just a summer intern. Since my first day, the team went above and beyond to help me become integrated with the project. The work environment instantly made me feel comfortable and not shy to ask questions, which I feel is the most important part of any internship."



Rachel Bottles

Summer intern '23, University of Washington

"My favorite parts of the internship were participating on the project as if I were a full-time employee and seeing the progress of the project. Helping with day-to-day tasks on site made me feel like part of the team! The responsibilities of a field engineer I had this project gave me real experience for the workforce after graduating."

Inspiring the future workforce

Skanska actively invests in the communities where we operate. That includes efforts to introduce students of all ages to career opportunities in the architecture, engineering and construction (AEC) industry. Through volunteerism, sponsorships and scholarships, we encourage local students to reach their full potential and build their future in the construction industry.

Construction Management & Civil Engineering Technology Merit Scholarship



Skanska team awarding Construction Management & Civil Engineering Technology Merit Scholarship at New York City College of Technology.

In 2021, Skanska USA Civil established the Construction Management & Civil Engineering Technology Merit Scholarship to support local community college and technical college students’ academic pursuits through need- and merit-based scholarships in New York and New Jersey. To date, we’ve awarded a total of \$20,000 in scholarships to students who went above and beyond to show a strong interest in pursuing a career in construction.

ACE Mentor Program

The ACE Mentor Program, which began in 1994 in New York, has been supported by Skanska as part of a national coalition that annually contributes over \$2.5 million. In addition, many of our team members volunteer their time with local ACE Mentor chapters across the country.

In the Inland Empire in California, Jeff Smith, senior project manager, volunteers as the chair of the local ACE Mentor Program. This past year, the local chapter celebrated a record-breaking graduation of over 120 students and awarded 30 scholarships to high-achieving high school seniors intending to pursue further education in architecture, construction or engineering.

Smithfield High School solar challenge



Smithfield High School students celebrating their solar challenge victory after several months of hard work. (Photo credit: Smithfield High School)

In Virginia, Skanska sponsored students from Smithfield High School as they vied for the opportunity to compete in the national competition for wind, solar and water engineering projects. Nineteen students worked for over four months to participate in the local competition round, advancing to the national round. In addition to their design and process presentations, each team was tasked with building a solar water pump to address the solar needs of an imaginary KidWindlandia.

“We could not have done this without the support of Skanska.”
– Heather Greer, engineering teacher at Smithfield High School

The Associated Schools of Construction student competition



Skanska emerging leaders volunteering at the Associated Schools of Construction (ASC) student competition.

For many years, Skanska has sponsored and actively participated in the Associated Schools of Construction (ASC) annual competition. This competition consists of college students from across the country interested in learning about what it takes to have a career in the construction industry. Each year, several Skanska team members serve as owners presenting a design-build project for different schools to bid on. Students then have the weekend to develop a complete design, schedule, cost estimate, safety plan and more. Our team offers feedback on their approaches, aiding students in deepening their understanding and engaging with the construction industry.

Offering whole health and well-being

No two employees’ life circumstances are alike. That is why Skanska’s total rewards package offers customizable options that are inclusive of our employees’ diverse needs.

A combination of competitive compensation, comprehensive benefits and work-life resources come from Skanska’s commitment to living our Care for Life value. Our programs provide our people and their families the resources to achieve overall health throughout each stage of their lives and careers.

Below are some of the programs offered to Skanska employees.



Support for work and life

Skanska acknowledges that each employee has a unique perspective on family and work-life balance.

Expansive family planning and family care benefits include financial assistance for fertility, adoption and surrogacy-related expenses. Our family care support program subsidizes backup care and assists in permanent sourcing for self, child and aging parent care needs.

Generous paid time off and leave programs include paid holidays, parental leave and military leave. Employees wishing to observe a religious holiday of personal significance may do so through personal time off (PTO) days. Sick and safe time are also accessible for unexpected or disruptive life events.



Inclusive whole health coverage

Skanska employees have access to a large portfolio of whole health benefits that can be tailored for their individual and family needs.

One benefit given to employees is access to enhanced assistance through our Employee Assistance Program (EAP), which provides a wide array of work and personal resources. Our EAP offers extensive support for single households and various family units, available 24/7, 365 days a year. Eligible employees can utilize our EAP to navigate life events, including but not limited to stress, anxiety, parenting, grief, financial pressures, aging parents, chronic health conditions and more.

Our benefits package also offers a flexible fitness reimbursement program where employees can prioritize their physical and emotional well-being. Additionally, our programs provide access to a 24/7 virtual network of physical and behavioral health physicians, a digital physical and exercise therapy program, robust emotional well-being resources, a dedicated family care advocate with chronic care support, a mindfulness mobile app and more. Competitive insurance plans that cover physical and mental health are available, and life, disability and voluntary plan options cater to diverse needs.



Compensation and financial well-being

Skanska’s framework for supporting employees’ financial health is multifaceted, recognizing that individual financial goals vary. Market-based compensation and pay-for-performance practices ensure competitive base salaries, while a robust bonus program rewards individual performance alongside our company’s financial accomplishments.

Through tax-exempt savings accounts, immediate 401k eligibility, employer contributions with immediate vesting, and the Skanska Employee Ownership Program (SEOP), comprehensive financial wellness is achievable.

Know|the line.

Be better together

Imagine you are having a conversation with a colleague, and they make a comment about your work ethic and performance based on your personal attributes rather than your professional abilities. Although it was not meant to be offensive, it has left you feeling unwelcome and potentially uncomfortable. This is not the first time comments like these have been made, and you find yourself avoiding situations where you expect these interactions to occur. This has resulted in missed educational and career opportunities.

You're quite tech-savvy
for your age.

Tu nombre es tan único,
pero demasiado difícil de pronunciar.

She won't be able to travel
because she has children.

El permiso parental es excelente,
pero los hombres de verdad deberían trabajar.

Parental leave is great,
but real men should work.

Ella no podrá viajar
porque tiene hijos.

Your name is so unique,
but way too hard to pronounce.

Eres bastante experto en tecnología
para tu edad.

Working with you is great,
but your political party is stupid.

Words matter

Sometimes, what may appear as a harmless or neutral statement can unintentionally have a negative impact, even if there's no intent to offend others. Unfortunately, these types of exchanges happen in any workplace across all industries.

Recognizing this, Skanska developed a training program to help our employees consider and understand where the line is—for themselves and others. It also empowers employees to stand up when the line is crossed and supports others to feel comfortable speaking up.

Fostering a safe and inclusive work culture

In 2020, Skanska introduced "Know the Line," a training program with the goal of raising awareness and establishing expectations for workplace behaviors where no form of disrespect, harassment, discrimination or bullying is tolerated.

The workshops encourage reflection on various common workplace scenarios, some of which may not be clear-cut, and provide a platform for open and constructive discussions on how to handle them. Through facilitated training, participants develop the skills and language to:

- Understand the unique experiences and perceptions of individuals
- Practice constructive conversations with someone who may have crossed the line
- Recognize the role of bystanders and learn how to intervene safely and respectfully
- Familiarize themselves with Skanska resources that support employees in difficult situations

"Know the Line" is not about shaming particular behaviors but about initiating proactive and constructive conversations to improve and maintain a healthy workplace. These facilitated conversations alert employees to the "line" between respect and inclusion and their opposites: disrespect, harassment, bullying and discrimination.

We need to first know the line, so we don't cross it.

Employees want a sense of belonging. Knowing that their company supports them as both unique individuals and members of a team can make a big difference. These perspectives should be celebrated and are central to our value **Be Better Together**.

The positive reception and feedback from our employees about "Know the Line" are encouraging. Based off employee response, Skanska plans to continue and evolve the program as a tool to strengthen our practices and culture.

The three principles

When we harness the diverse perspectives, experiences, expertise and backgrounds of our teams, everyone benefits. The three fundamental principles of "Know the Line" convey that this is achievable when each of us upholds and safeguards workplace respect and inclusiveness.



Know the line

Words and actions matter. Sometimes what may seem like a harmless or neutral statement can have a negative impact even if we don't mean to offend others. Improving self-awareness by looking at yourself, others and events objectively fosters understanding of how someone's experience of words or actions can vary greatly from person to person.



Draw the line

Be courageous and speak up. If you hear or see something that doesn't feel right, say something.



Respect the line

Support can make a difference. Be an ally and create a safe environment where everyone feels comfortable speaking up. Promote a healthy work environment where everyone is empowered to speak up and take action if the line is crossed.

Women in construction

Industrywide, women continue to play critical roles in construction. At Skanska, initiatives and programs support the development of women and promote a gender-inclusive workplace to help build a more innovative and skilled industry of both women and men.



A tour led by our Skanska Women's Network at our Portal North Bridge project in New Jersey during WIC Week 2023.

Skanska Women's Network

In 2013, Skanska Women's Network (SWN) became Skanska's first employee resource group (ERG). It was created to promote and support an inclusive work environment by advancing allyship for women in the construction industry.

Since then, SWN has led initiatives such as national mentorship programs and professional development opportunities. It has also advocated for enhanced benefits like paid parental leave, flexible work arrangements and caregiving support for all employees.

Outside of Skanska, SWN has been a part of the movement for more gender inclusion in the construction industry. Members have served as thought leaders and public speakers at both community and industry events.



SWN members volunteering at a Girl Scouts event during WIC Week in 2023.

Women in Construction Week™

Women in Construction Week™ (WIC Week) is an annual national campaign that celebrates and promotes the role of women in the industry. Every year, Skanska participates in the week's activities within our organization and in our broader communities.

In 2023, Skanska served as an official sponsor of WIC Week, themed "Many Paths, One Mission." Throughout the week, our teams organized activities and events to raise awareness of the different journeys women have taken in the industry. Some activities included jobsite panels, luncheons and jobsite tours led by the women on our projects.

SWN also organized a national panel conversation, "Connecting All to I," where we explored how allyship shows up at Skanska and identified steps every employee can take to create and foster an inclusive workplace.

In our communities, Skanska employees participated in events that recognized women in the industry and raised awareness of opportunities for the next generation of young women in STEM.

Mentorship opportunities for career development

An employee's success is often supported by the guidance of others. SWN spearheads a national mentorship program to connect people across business units, provide resources for career growth and advancement, and promote inclusivity across the construction industry. Participants are paired with mentors across the business to learn from those with similar career trajectories and receive guidance from subject matter experts.

Since the program launched in 2014, more than 450 Skanska employees participated both as mentors and mentees.

"What stood out in my experience was the collaborative effort between my mentor and me. It really felt like we learned from each other, and both brought relevant insight to the table."
- Wendy Bracamontes, project DBE compliance coordinator



SWN kicked off its mentorship program at our Westside Purple Line Extension project in Los Angeles, CA.

Empowering women industrywide



Skanska USA Civil participates in Women In Non Traditional Employment Roles (WINTER) program in Los Angeles, CA. Photo credit: WINTER

Skanska invests in active partnerships to support training, education and career preparation for a skilled workforce that embraces women. An example is Skanska's participation in pre-apprenticeship programs like Women In Non-Traditional Employment Roles (WINTER). This program prepares women for transformative careers in construction trades. Skanska has

hosted WINTER participants on our active, large-scale civil infrastructure projects to help develop hands-on construction and engineering skills.

Exploring future career opportunities

It's never too soon to explore the world of construction and put early learning into action. Tools & Tiaras is a summer camp providing girls ages 6 to 14 the opportunity to visit and meet with female professionals in STEM fields and learn about various careers. In 2023, the Underpinning & Foundation Skanska team hosted the organization's summer camp at our East Side Coastal Resiliency project in New York City. The girls started the day with a safety briefing, followed by experiments showing how different types of soils act, a bearing pressure demonstration, and ending with a discussion with the project team.



Underpinning & Foundation Skanska hosted a site visit and soil demonstration for the Tools & Tiaras summer camp. Photo credit: Tools & Tiaras Inc.



Our military community

Our military employees represent all branches of the United States Armed Forces, and their invaluable skillsets and personal experiences contribute to the success of Skanska's iconic civil infrastructure projects.

Skanska has established partnerships and internal initiatives to recruit and support our veteran, reservist and active-duty military personnel as they pursue careers in construction.

Caring for our veteran, reservist and active-duty families

Across the country, approximately 312 veterans work at Skanska USA. We have frameworks in place to support our employees and their families who have served, are on reserve or are currently serving in the military. Several resources and benefits are dedicated to the overall well-being of our military employees, as well as military leave for active-duty personnel.

In 2023, Skanska initiated a fundraiser, allocating fifteen percent of the proceeds from all veterans merchandise sold in our company store between September and November towards assembling care packages for Skanska U.S. military personnel currently serving or awaiting active duty.

Creating career opportunities through partnerships

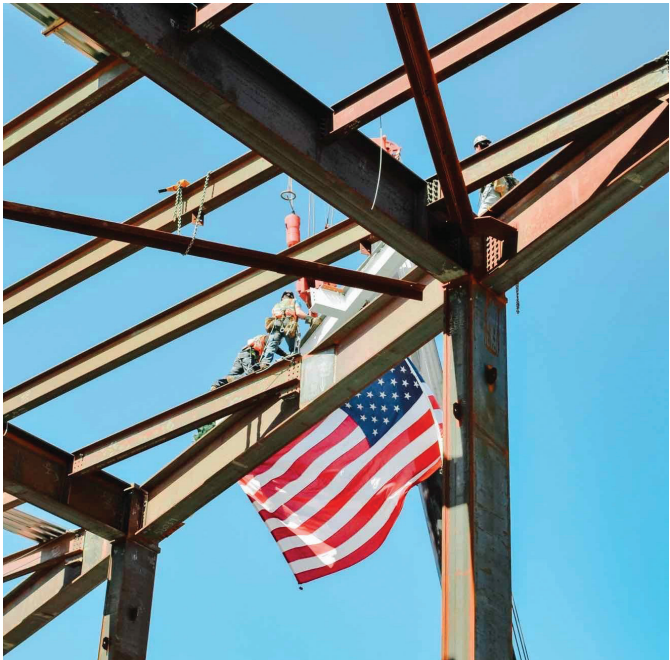
Skanska is an official partner with the U.S. Army's Partnership for Your Success (PaYS) Program. The program matches men and women currently serving with affiliate businesses, such as Skanska, to provide employment opportunities after their Army service.

We have also developed relationships with groups like Helmets to Hardhats, Veterans Advocacy Group of America, and the U.S. Army's Soldier For Life program to enhance our efforts to provide education, opportunities and employment to a growing workforce in construction.

Supporting educational goals

In addition to recruiting and providing opportunities for entry into the civilian workforce, Skanska awards academic scholarships to veterans pursuing careers in construction. We partner with the Society of American Military Engineers to provide scholarships that enable veteran students to pursue STEM careers.

We have also partnered with San Diego Community College District (SDCCD) to award merit scholarships established for veterans looking to further their education in STEM. The scholarships were accompanied by a potential internship with Skanska's civil team, providing a career opportunity as well as support for the educational goals of veterans transitioning from active duty.



Our team hangs an American flag on the LaGuardia Terminal B Redevelopment project in Queens, NY.

Supporting local businesses

Skanska has built strong partnerships with diverse, underrepresented firms including, but not limited to, minority, women, small, local, disabled and veteran-owned businesses. Our efforts help to level the playing field and provide opportunities for these businesses to win work on large public works projects. This furthers local economic growth and workforce development, and creates healthy competition within the construction industry.

Over the past five years within our national Civil construction business alone, Skanska has paid approximately \$2.5 billion to 1,400 D/M/WBE firms.

Through inclusive subcontractor and supplier hiring practices, and established training and mentorship programs, we provide businesses with the skills and experience needed to be successful on current and future projects.

business owners with critical skills such as estimating, billing, project management, contract compliance for project labor agreements and more. In addition, these programs help contractors understand diverse hiring practices and recruit and retain local, diverse workers. Many participants go on to win contracts for our projects.

Since 2007, more than 800 companies have engaged in Skanska’s programs. Participating firms have collectively exceeded \$740 million in contracts on Skanska projects.

Skanska is an official member of the U.S. Department of Transportation’s Bonding and Education Program, and our teams participate in local programs as well. In addition, our regional leadership participates in one-on-one mentorship programs with local protégé businesses.

Through outreach, contracting and curriculums like these, we are creating sustainable opportunities for our business, industry and society.

Strengthening business through partnership and collaboration

Strategic partnerships are crucial to bringing together the resources, expertise and support needed to strengthen small, local and minority-owned business. This is why we are active participants in programs led by local, state and federal transportation agencies; partners with local contractor organizations; and members of several chambers of commerce on both the national and local level. Some affiliated organizations include:

- United States Department of Transportation
- National Association of Minority Contractors
- Veterans in Business (VIB) Network
- Conference of Minority Transportation Officials (COMTO)
- American Contract Compliance Association (ACCA)
- Women in Transportation Seminar
- Regional Hispanic Chamber of Commerce
- African American Chamber of Commerce

Skanska is an industry leader in large-scale, complex infrastructure projects. We construct some of the most challenging projects that also strengthen the economy through employment opportunities, investment into local businesses and economic activity.

LaGuardia Airport Terminal B Redevelopment

The 1.3 million-square-foot Terminal B at LaGuardia Airport opened in phases beginning in 2018 and completed in 2022. The \$4 billion redevelopment is the largest public-private-partnership in U.S. aviation history and one of the most complicated projects ever undertaken by Skanska. As part of the construction, Skanska’s inclusion of minority- and women-owned (MWBE) businesses on the project represents the largest use of such firms to date on a single project in New York State history.

Disadvantaged & local businesses on the project: **452**
Contracts awarded: **\$1.6 billion**
Economic activity created: **\$10 billion**
Jobs created: **+18,000**



Regional Connector

The Regional Connector is a \$1.4 billion, 1.9-mile underground transit line with three new stations in downtown Los Angeles, California. This nearly nine years long project, beginning in July of 2014, was a priority transit project for Los Angeles County. The construction of the project achieved a record for safety with almost 6.7 million work hours with zero lost time accidents and a 0.72 recordable incident rate. It well exceeded its 18% disadvantaged business participation goal and had over 5.2 million Project Labor Agreement (PLA) and union work hours.

Disadvantaged & local businesses on the project: **136**
Contracts awarded: **\$261.2 million**
Economic activity created: **\$2.4 billion**
Jobs created: **+15,400**



Creating opportunities through supplier diversity

Across our U.S. markets and construction business units, Skanska has created in-house programs designed to equip diverse firms with the knowledge and resources to become successful as contractors and pursue opportunities on large-scale construction projects. These programs provide



Portsmouth Marine Terminal team member and pile driver Alonzo Sessoms graduated from our On-the-Job Training program.

Developing a skilled local workforce

Skanska’s workforce development initiatives such as apprenticeship and on-the-job training programs give local trade workers the skills and opportunities to achieve journeyman status. These efforts help diversify the workforce on our projects, increase local work pools and help prepare individuals for a successful career in construction. The newly skilled workers also help meet the growing demand for trades where shortages are experienced.

Union partnerships and apprenticeship programs

In many of our regions, Skanska’s Civil business unit is a union contractor that partners with local trade unions to provide good-paying construction jobs and benefits for individuals and their families. When partnering with unions, we ensure craft workers are continuously trained in safety protocols and proper trade skills, making them recruitable for future jobs.

Our partnership with these unions also often includes participation in apprentice programs. These programs combine on-the-job training with classroom instruction and mentorship opportunities. Graduates pave a pathway for a career in the construction industry that includes higher wages, good benefits, and educational growth opportunities.

As official sponsors of many apprenticeships, we develop and lead the programs that provide jobs to apprentices and oversee their training and development. Apprenticeships provide sustainable growth opportunities for more skilled and experienced construction workers.

Skanska partners with community organizations to introduce new skilled workers to the construction industry:

- Construction Skills
- Apprenticeship and Nontraditional Employment for Women/Providing Apprenticeships with College Education (ANEW/PACE)
- Helmets to Hardhats
- Northwest College of Construction and Industry (NWCi)
- Palmer Pathways
- YouthBuild
- Tribal Employment Rights Ordinance (TERO)
- Trades Related Apprenticeship Coaching/ Carpenters Training Committee (TRAC/CTAP)
- Urban League
- Women in Non-Traditional Employment Roles (WINTER)
- HireLAX - Los Angeles World Airports Apprenticeship Readiness Program
- 2nd Call

Skanska’s Civil operations have trained more than 340 individuals through the On-the-Job Training program throughout the Southeast and Mid-Atlantic.



Nicholas Dillon Cavey, pile driver and graduate of our On-the-Job Training program, works at Portsmouth Marine Terminal.

The On-the-Job Training program

Skanska participates in the federally funded On-the-Job Training programs, providing training and job opportunities in construction to individuals from the local community. Many participants are economically disadvantaged with little to no formal training in construction. Through this program, they gain the skills needed for a long-term career in a growing industry.

Year-round, we recruit enthusiastic eligible participants that will benefit from the On-the-Job Training program. In the last five years, Skanska’s Civil operations have trained more than 340 individuals through the On-the-Job Training program throughout the Southeast and Mid-Atlantic.

Going beyond the norm

Skanska continues to implement the On-the-Job Training program in both federally funded and non-federally funded programs. Programs are facilitated on individual jobsites to experience in the trades. We partner with our clients to recruit, hire and review walk-in applications. This not only builds a skilled local workforce but also fills trade shortages and boosts the local economy.

On the Portsmouth Marine Terminal project in Virginia and the Nice/Middleton Bridge project in Maryland, we offered training in classifications such as carpenter, pile driver, heavy equipment operator, mechanics, and oiler.

Individuals recommended into these programs demonstrate a strong work ethic and passion for construction. At Skanska, we see great value and opportunity in on-the-job training programs for our projects and the individuals who participate.

Our work begins with caring for our community

The work we do connects us to the heart of many different communities. Places where our employees also live and call home. We are committed to being a responsible member and a good neighbor through community investment and outreach.

We believe this is where we can have the greatest influence and live out our purpose to build for a better society. Here is a snapshot of the widespread work we have done.



Beavers Purple Line Extension tour
The Westside Purple Line Extension project in Los Angeles, California, partnered with the Beavers program to give students from across Southern California a behind-the-scenes tour of the megaproject and the opportunity to ask Skanska employees questions.



Veterans Thanksgiving Appreciation Dinner
Our Southern California project teams participated in the 7th Annual Veterans Thanksgiving Appreciation Dinner. They served over 500 veterans and their families a Thanksgiving meal as well as provided career resources.



Camp buildHER
In Seattle, Washington, four women from our Lynnwood Link Extension (L300) project volunteered as part of Camp buildHER. This free, two-day camp provided hands-on, construction-based activities for girls in grades 7-10. Our team worked one-on-one with campers as they learned the elements of various construction trades.



Earth Day with Boys & Girls Club
For Earth Day 2023, volunteers from local Skanska offices in the New York metropolitan area joined the Boys & Girls Club at the Queens County Farm Museum event. Together, our team members sifted compost, weeded flower beds and learned about the importance of bees for a biodiverse urban environment.



Toys for Tots
During the holidays, Skanska teams across the country collect new, unwrapped toys to be distributed to less fortunate children at Christmas. Through the gift of a new toy, we helped put a smile on a child's face.



Cycle of Support for children's mental health
Skanska employees participated in the Cycle of Support. Proceeds from the event fund a broad range of mental health programs for kids in New York City and Westchester.



Breast cancer awareness fundraiser
Our Skanska Koch team in Carteret, New Jersey raised over \$10,000 for breast cancer awareness in 2023. Individuals received a pink insulated tumbler for a \$20 donation.



Moles Student Day at Portal North Bridge
Our Portal North Bridge project hosted 340 college students during The Moles' 2023 Annual Students Day event. Students from New York University, Lehigh University, Rutgers University, Hofstra University and other universities visited the jobsite for a day to see how a complex, heavy construction project is built.



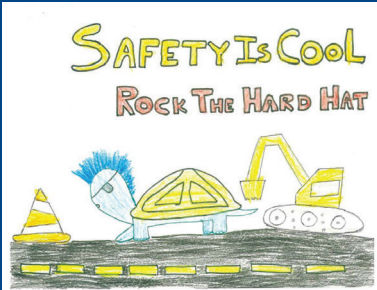
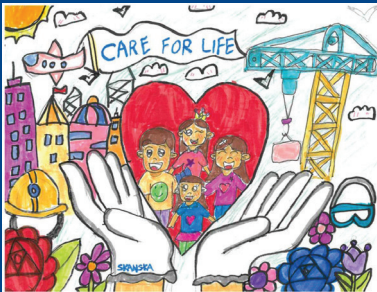
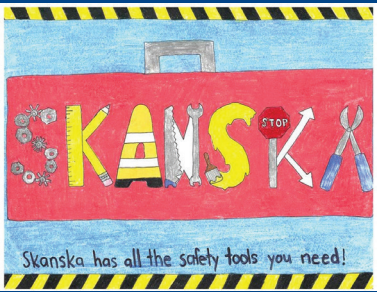
Tunnel to Towers 5K

Skanska participated in the annual Tunnel to Towers 5K held in honor of those lost on 9/11. The Tunnel to Towers Foundation helps to provide mortgage-free homes to families of fallen first responders with young children, build smart homes for injured veterans and work to eradicate veteran homelessness.



Green Leaders Summit

Skanska partnered with CalREN on a career-focused event for hundreds of students from schools across Los Angeles Unified School District. Our booth had activities that showed what a future career in sustainability and energy looks like on our transportation and infrastructure projects.



Annual Children's Safety Calendar contest

In the Northeast, our Civil teams held a safety drawing contest for the families of our employees and those of our JV partners. Thirteen winners were chosen for our 2024 safety calendar, and the winning selections received a \$1,500 scholarship.

Charting our journey with genuine long-term dedication

At Skanska our culture is strong, and our organization takes pride in our guiding principles as we aspire to create a workplace that is positive and enriching for all.

This is what builds strong sustainable teams and makes Skanska a place where the best talent wants to work.

Within Skanska USA Civil, we have directed our efforts towards listening, learning, and fostering a culture of inclusion that aligns with our values: Care for Life, Act Ethically and Transparently, Be Better Together, and Commit to Customers. Our efforts are emphasized by a genuine, long-term dedication that guides each intentional step we take as an organization so everyone can experience the best possible journey.

Some of these steps include ensuring our employees have benefits and support focused on their whole health and well-being that can be tailored to individual and family needs. We also offer employee training and development programs focused on promoting awareness and understanding.

In addition, seeing our teams volunteer and invest in our local communities and schools makes a real impact on individuals and in the places we live and work.

I'm proud to acknowledge these tangible achievements as we continue to embrace openness and work transparently to identify areas for improvement.

This Diversity and Inclusion Update serves as a reminder of the positive strides we have made and highlights the collaborations happening at all levels of Skanska, both across our business units locally and globally. Our shared commitment to D&I makes us better together.

By connecting these dots and through our collective efforts, we will continue to build on our successes and create an even more inclusive and vibrant workplace.

I'm grateful for the ongoing dedication of our organization and the numerous contributions of our employees.

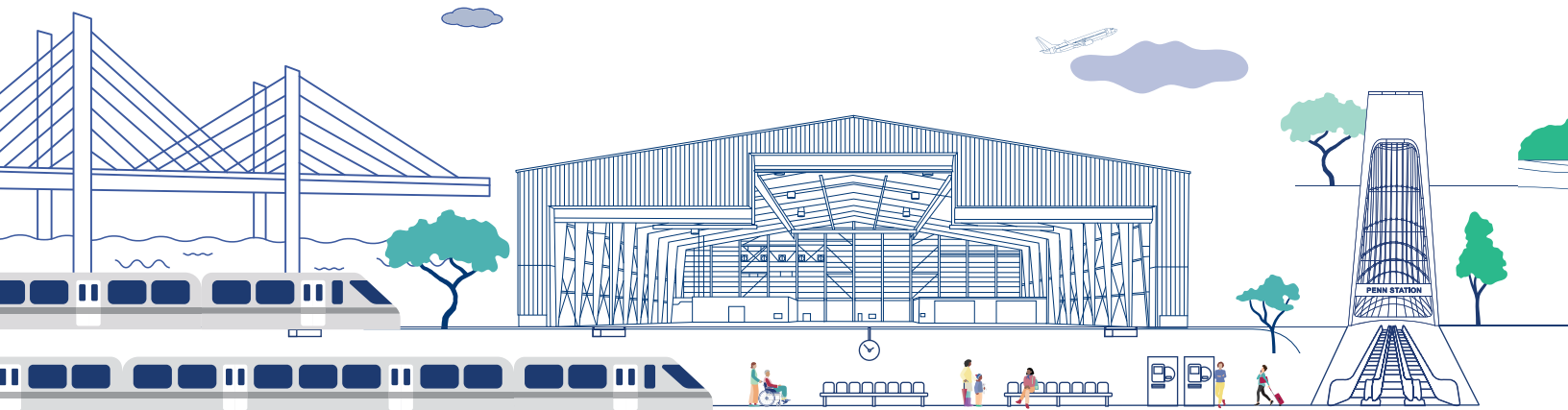
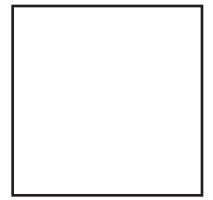
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