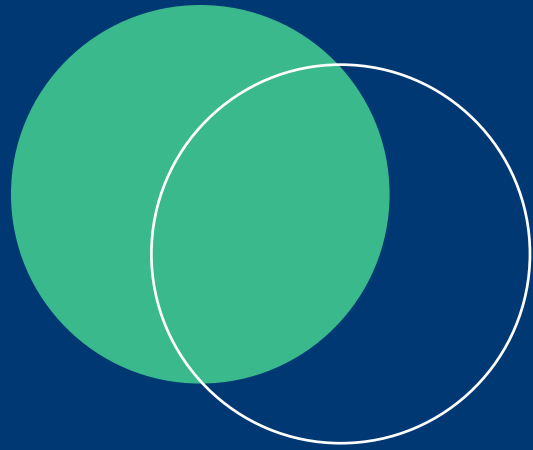




# 2022 Diversity and Inclusion Annual Report

*Executive Summary*

Skanska USA Building Inc.



# Our Stories Shape Our Journey

Honor, Elevate, Inspire

The focus of Skanska USA Building's 2022 D&I Annual Report is ***Our Stories Shape Our Journey***. Our unique experiences shape who we are—they become our stories, and they motivate our commitment to D&I. The care and dedication to D&I that our people have shapes Skanska's culture and drives inclusive efforts that ultimately strengthen our relationships with our teams, partners, customers and communities.

This report is intended to honor and elevate the stories our teams have created as we look back at what's been achieved. We also hope to inspire those reading this report by showing what D&I *is* and what it *can be* for ourselves as individuals, our teams and our business.

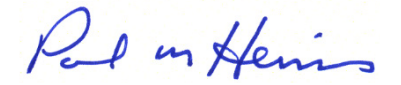
"Skanska started on its D&I journey in the early 2000s, and we've made good progress. We've taken an even deeper dive these past several years on our journey to become a truly diverse and inclusive company. This inaugural report highlights how we're advancing this mission, and harnessing the power that comes with operating our business with this mindset in all that we do."



  
**Richard Kennedy**  
President and CEO  
Skanska USA

"Our foundation is set, and we maintain positive momentum by staying respectful, curious and open and enabling individual and team creativity. My hope is that, through this report, our people gain a better understanding of the breadth of D&I, why it's so important for our business and the endless opportunities that lie ahead."



  
**Paul Hewins**  
Business Unit President, CEO  
Skanska USA Building

"Skanska's focus on evolving an inclusive culture of fairness, trust and respect is inspired by our people. I'm encouraged by the D&I journey that our company is on, but it's just that—a journey. By working together, we have a great opportunity to continue the momentum. We're guaranteed to face twists and turns as each of us develop more muscle in empathy, fairness and inclusion. From my perspective, it's definitely worth the effort."



  
**Dina L. Clark**  
Senior Vice President,  
Diversity and Inclusion  
USA Building

"Becoming a diverse and inclusive company is fundamentally the right thing to do. This journey starts with an end goal in mind, and the steps we must take to reach it are embedded in everything we do. Within Skanska USA Building's first annual D&I report, we've shared some of the many steps that have been taken so far, steps that have shaped our culture and business for the better."



  
**Chris Toher**  
Chief Operating Officer  
USA Building

# Our Commitment

We are committed to an inclusive culture that respects our people, builds strong teams and enhances our performance.

Within every layer of our organization—from the jobsite to the executive team—we’re committed to creating an inclusive culture, amplifying different voices and respecting other points of view. We know that the projects we build contribute to our communities and the environment around us, and we believe our business must do the same.

## Our History

Across 19 years of intentional effort, Skanska USA Building (Skanska) has come far on our D&I journey. But there is much more we can and should be doing. In taking a brief look back to recognize our achievements, we can learn from them and continue our forward momentum.

In 2019, our Leadership Team recognized we needed to do more for our people and their families as well as our customers, partners and communities. Although we listed D&I as a business need and discussed its importance and value, we needed to dig deeper.

From internal D&I listening sessions and work completed with an external consulting firm in 2019 and 2020, we identified what Skanska stands for and what it stands against. Subsequent actions and work could only result by listening to and learning from our people.

### D&I Focus Groups

More than 150 volunteers joined Focus Groups centered around people/inclusive culture, education, and partnerships.

Results from our D&I Focus Groups

150+

Volunteers from entry level to senior leadership across the U.S. reviewed our efforts and identified opportunities for improvement

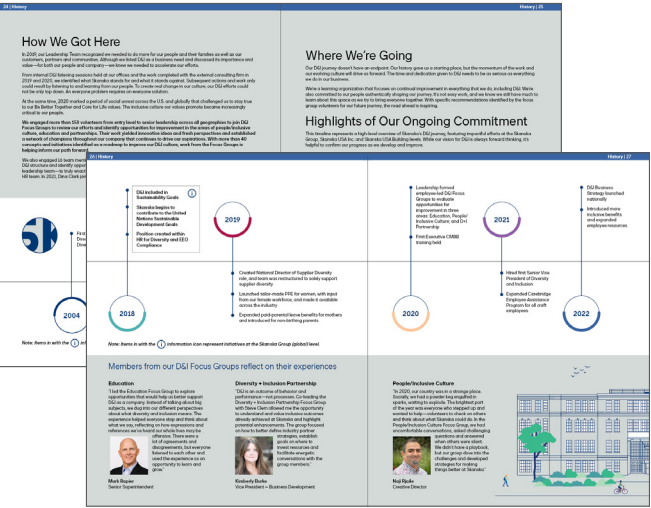
40+

Concepts and initiatives identified to improve our D&I culture

“In 2020, our country was in a strange place. Socially, we had a powder keg engulfed in sparks, waiting to explode. The brightest part of the year was everyone who stepped up and wanted to help—volunteers to check on others and think about what Skanska could do. In the People/Inclusion Culture Focus Group, we had uncomfortable conversations, asked challenging questions and answered when others were silent. We didn’t have a playbook, but our group dove into the challenges and developed strategies for making things better at Skanska.”



Naji Rjaile  
Creative Director



# D&I Strategy

Skanska USA Building’s D&I Strategy ensures our efforts are sustainable and embedded in our business. It serves as a framework that reinforces our approach to D&I and provides guidance to our teams in support of their efforts.

Our people shape our culture.

Our culture drives our inclusion.

Our inclusion positively impacts our society.

Our Foundation

Authentically anchor and evolve our why as a business imperative, building a solid foundation that will enable sustainable change.

Our People

Recruit, retain and develop an inclusive workforce, where people are cared for and can be their best selves. Our people are the drivers of our inclusive culture.

Our Culture

Build an inclusive environment that recognizes, supports and connects our people.

Our Community

Expand our commitment through our collaboration with customers, vendors and community partners.

Our Accountability

Identify and track key metrics that measure progress in four key areas:

- Compliance
- Culture
- Community
- Progress

Our Impact

Share and elevate the evolution of our efforts.



# Our People

Our people drive our inclusive culture. To support our people, we aim to create a workplace where every voice is heard and a sense of belonging is felt by all. We’re committed to the success of our people at every career stage. Their recruitment, retention and development are key to sustaining a diverse and inclusive workplace.

## Highlights of our inclusive recruitment methods, benefits and development resources

Recruit	Retain	Develop
<div>Recruitment methods</div> <ul style="list-style-type: none"><li>• College recruiting</li><li>• Internships</li><li>• Student mentorships</li><li>• Partnerships</li><li>• Events</li><li>• Job boards</li></ul>	<div>Benefits</div> <ul style="list-style-type: none"><li>• Flexible work</li><li>• Mental health and wellbeing resources</li><li>• Family planning benefits</li><li>• Enhanced paid parental leave</li><li>• Backup care for children, aging parents and self-care</li></ul>	<div>Development resources</div> <ul style="list-style-type: none"><li>• Skanska Learning Center</li><li>• External workshops</li><li>• Talent reviews</li><li>• Local leadership assessment meetings</li><li>• Annual performance and development plans</li></ul>

## Holding open the door to opportunity

Assistant Project Manager Monica Martinez is introducing college students to the vast opportunities the industry has to offer. Certified in drone piloting and infrared technology, she gives technology demonstrations to her alma mater’s students and coordinates hardhat tours of Skanska jobsites.

“I was fortunate to receive a scholarship to the University of Texas at San Antonio as well as an internship and job offer from Skanska. . . Many of the people I encounter are first-generation college students who have parents in the construction trades. I want to help them get the same opportunities that I did and also understand the numerous options available to them within the construction industry.”



“Skanska invested in me while I was still in school, during a time when I didn’t have much experience. The company took a chance on me and gave me the tools I needed to be successful, and that’s why I’ve chosen to invest more than a decade of my life here. I genuinely believe that when a company’s commitment to D&I is strong and is pursued in an authentic way, that company will build an effective and fiercely loyal workforce.”

**Brittany Faircloth**  
Healthcare Market Strategy Manager



**Keys to enhanced leadership skills**

Our Pennsylvania office hosted a **Dare to Lead Workshop** to help our leaders develop their leadership skills by focusing on their core values and how their leadership aligns with those values. They also learned the key elements of connecting with others to establish trust and build relationships.



## Our Culture

Our people care for one another and know we’re better together because everyone brings unique perspectives and skills. This is the very essence of D&I, and it’s the culture we’re building upon—an inclusive and connected work environment where everyone feels seen, supported and valued.

### A Culture of Caring and Safety

“I’m surrounded by a team of dedicated individuals, and all I am is a simple little piece of the puzzle. Why do I make the extra effort to engage them with safety? Because I care about them. You’ve got to have a heart for the human aspect of the workforce and treat every person the same, no matter language or cultural differences.”

**Kevin Smiley**  
Senior Superintendent



### A Culture of Gratitude

Veterans are an important part of our culture, as their experiences in leadership and teamwork make them an invaluable addition to our teams.

We recognize our veterans in a variety of ways, from sharing their perspectives as thought leaders within our company and across the industry to honoring them with limited-edition safety helmet stickers and apparel in our company store for Veterans Day. We also actively recruit veterans through RecruitMilitary.

### A Culture of Empowerment



Our Employee Resource Group, Skanska Women’s Network (SWN), is a strong network of women and men within our company who provide professional development and mentorship opportunities; share new perspectives on professional and personal balance; advocate for positive change in our policies and practices; and embolden women to thrive.



During Women in Construction Week, Skanska team members from USA Building and Civil joined Senior Project Engineer and SWN NY/ NJ Chapter Liaison Susan Bazik for a tour of Central Hall at our LaGuardia Airport, Terminal B Redevelopment project.

## Our Projects and Communities

Across the U.S., our teams invest in our communities alongside our team members, customers and partners.

### Supplier Diversity

For 16 years, Skanska’s national supplier diversity team has worked with our teams to cultivate local relationships and create opportunities for our partners and communities.



**Joycelyn Yue**  
National Director –  
Supplier Diversity

“Our mission is values-based, but our execution is procedure and compliance driven. Even when there’s no contractual requirement for supplier diversity, we set internal, voluntary goals. Our team sees opportunities everywhere to facilitate introductions between our project teams and diverse suppliers; support small businesses and build their capacity; procure services in a way that breaks from tradition and promotes a new way of thinking about inclusion; and invest in our communities. Our approach to supplier diversity is holistic and works synergistically with our core values.”

### Breaking down barriers to build up connections

When four superintendents approached him asking for help learning basic Spanish to improve communication on their jobsites, Johnny Ortiz, regional director – supplier diversity, saw an opportunity to create opportunity.

A native Spanish speaker, Johnny approached our customer and partner Wake Technical Community College about developing a course for adults learning Spanish as a second language that specifically focuses on terminology common to the construction industry. The pilot “Spanish for Construction” program launched with 15 students, all of whom were Skanska employees. The benefit was immediate.

“These superintendents and project managers made an effort to take what they were learning in the classroom and practice it on-site every day,” said Johnny. “Of course, they weren’t perfect, but they were trying, and the workers on-site were so excited. That’s inclusion—when you’re approaching people in their own language, making that effort to build a connection. That creates a better environment, improves safety and inspires quality.”



**Johnny Ortiz**  
Regional Director –  
Supplier Diversity

Spanish for Construction is now a permanent course at Wake Tech and is available to all students.

2013

Founded

9

Regional chapters





### LaGuardia Airport Terminal B Redevelopment

The LaGuardia Airport Terminal B Redevelopment Project in New York City is one of the most complex projects we’ve ever undertaken. Working together, Skanska USA Building and Civil and our joint venture team developed and executed a multi-phase construction plan that allowed for the ground-up construction of a new terminal on a small geographic footprint, all without disrupting the existing facility’s operations.

\$984M

in contracts awarded to 305 MWDBE firms by the Skanska-led joint venture team

\$664M

in contracts awarded to 147 Locally Based Enterprise (LBE) firms

### Lawrence E. Boone Elementary School

The \$52.4 million elementary school renovation created an 83,000-SF, LEED® Platinum certified, 21st century learning environment in one of the most disadvantaged neighborhoods in Washington, D.C.

50%

of the project workforce were D.C. residents

56%

of the subcontract spend went to D.C.-based MWDBEs



### Construction Management Building Blocks™ (CMBB)

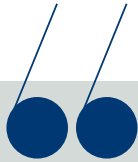
800+

MWDBE firms have graduated from our free CMBB program.

Launched in 2007, Skanska’s CMBB program equips MWDBE participants with the knowledge and tools to thrive in the construction industry. Taught by Skanska team members and other industry professionals, the program covers topics ranging from preconstruction and HR to risk management.

#### University of South Florida (USF) partners with Skanska on CMBB

In Tampa, Florida, we partnered with USF on a CMBB program called the USF Mentor Protégé Program, which completed its second year in 2022. Upon graduating, each participant received a Skanska mentor and was offered a scholarship for a financial management program led by the Muma College of Business Small Business Development Center.



“I was ecstatic to be chosen for the USF Mentor-Protégé Program. The training has given me the confidence to take on larger projects because the mentors taught us how to break projects down, not let the numbers overwhelm us, and seek out the proper subcontractors to assist us. Thanks to this training, I know my company is going to grow.”

**Darrick Fullwood**  
Owner, AAA Restoration & Builders Team LLC

### D&I and Sustainability

While Skanska actively supports all the United Nations Sustainable Development Goals (UNSDGs), we’ve identified seven where our business will have the most impact.



### Renewable resources, renewing lives

The Kendeda Building for Innovative Sustainable Design at Georgia Tech (The Kendeda Building) is the first educational facility in the Southeast to earn The Living Building Challenge v3.1 certification. While renewable resources were at the heart of its construction, the strategy didn’t stop with building materials.





## Accountability

We are holding ourselves accountable as we build our diverse and inclusive workplace. To take a deeper look at key metrics, we need to measure the impact of our D&I efforts. Our four accountability categories align with the D&I strategy: compliance, culture, community and progress.



## Inspiring the next generation of leaders

### Girl Scouts of Greater Los Angeles (GSGLA)

Each year women from our LA Building, Civil and Commercial Development teams host the GSGLA on a project site to talk about their careers and what it's like to work in construction and development. Of the 32,000 girls that GSGLA serves, one-third are from low-income communities.



### Seattle Public Schools Office of African American Male Achievement (AAMA)

In 2022, we partnered with AAMA on the organization's mission to dismantle anti-Black racism within the education system. We co-sponsored a program called Youth in Construction, which provides opportunities for local Black high school students to learn about the careers available in our industry with or without a college degree.



## Continuing the Journey

The intent of this report is to honor, elevate and inspire. We've highlighted efforts from across the country to recognize our personal and collective commitment and share the stories that have shaped our journey.

### Looking ahead at the months to come, our D&I efforts will focus on:

- Strengthening an inclusive culture in our offices and on our jobsites
- Building and deepening relationships with our trade partners and vendors
- Refining how we collect data and metrics to measure our impact
- Expanding resources and support for our teams with new national D&I roles
- Continuing to share stories that we're proud of, which reflect the steps we're taking on this journey
- Maintaining our momentum through regional D&I Councils, which will lead action-oriented efforts within our business that cultivate and sustain an inclusive culture in support of our people, customers and communities

## Thank You

Skanska USA Building's inaugural D&I Report would not have been possible without the passion, commitment and unique skills of many people. Thank You to those who shared their stories and those who helped coordinate, develop, and review the report.

**Read the full Skanska USA Building 2022 Diversity and Inclusion Annual Report**

# SKANSKA



@skanska



@skanskausa



@skanskausa



@skanskausa



[www.usa.skanska.com](http://www.usa.skanska.com)