

SKANSKA



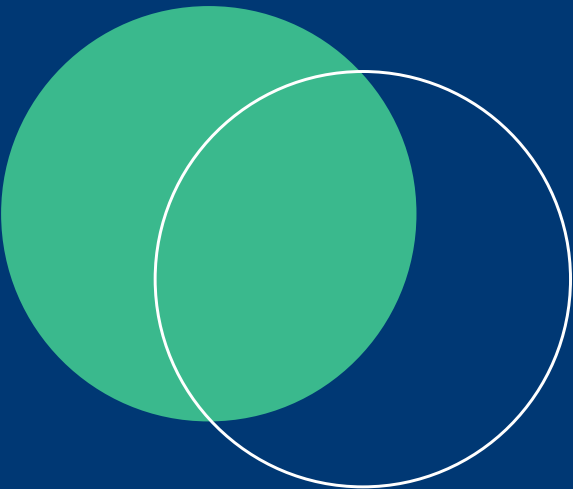
# 2022 Diversity and Inclusion Annual Report

Skanska USA Building Inc.

# 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.

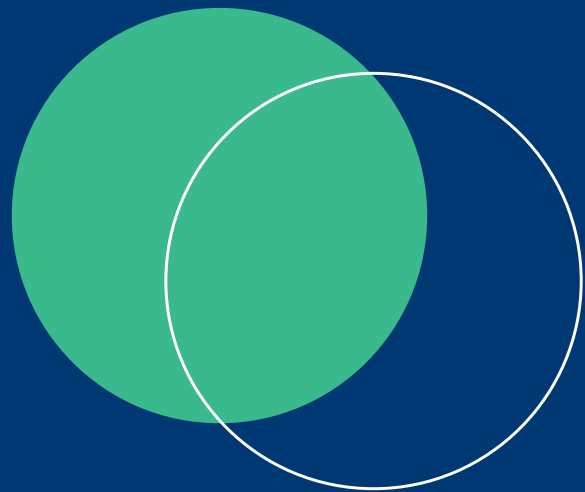


Skanska USA Building

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Parsippany, New Jersey 07054



# Our Stories Shape Our Journey



In this report, we look back at the work we've accomplished, which has led us to our efforts today—efforts that align with our business and move us further along the D&I Journey. D&I is a business imperative for Skanska USA Building, and our 'why' starts with our people.

The construction industry is slow to change, but it is changing. Different skills and fresh ideas are needed. Those who join our company must be heard and free to be themselves so they can be fulfilled and effective in their roles. If we get this right, Skanska will be a better place to work with more engaged, creative teams and remain an employer of choice. This will lead to increased performance and a resilient, thriving business.

To deliver on our purpose—to build for a better society—we must be active partners connected to our communities, trade partners and those who will work, travel through, and live in our buildings. We must also be great partners for our clients. For many of them, it isn't just meeting project cost and schedule that matters, it's our approach to D&I. We need to support their goals and address their challenges in a proactive, meaningful way that shows our care for their business and them as people.

We must continue to evolve. We're better than yesterday, but certainly not as good as we aspire to be and need to be. Some days we'll move forward and on others we may take a step back, however we're determined to keep moving. I'm confident we're heading in the right direction and will not waiver in our determination to be better.



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

We build great buildings for great customers and to help our communities thrive. In doing so, we must continue to nurture the humanity behind what and with whom we build. This requires establishing deeper connections with our team members and appreciating and respecting each person's individual experiences and journey. In short, we must lift each other up.

When I joined Skanska two years ago, the first thing I did was travel to every office to see up close and personal not just what we do, but who we are. When I asked my colleagues what they were most proud of at Skanska, their answer was always the same: the people. They're right—our people are the best part of our business, and our 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  
Skanska 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.

To foster an inclusive culture, leaders must live it—in our daily interactions with team members that take us to both our offices and our jobsites. It's our job to ensure everyone feels included, that their thoughts and ideas are heard and, ultimately, that they feel good about being part of the Skanska team.

Leadership can start the momentum but creating a truly inclusive workplace must also come from the ground up until it is who we are, how we work and how we treat each other every day. Achieving this isn't going to happen by flipping a switch. It's a purposeful and thoughtful march to a place of true inclusion, where everyone feels valued and respected. The result? A place where we not only attract and retain diverse talent, but one where we all thrive while building world class projects for our customers and communities.

I'm proud of all that our people have done to get us to a point where we can reflect on our efforts and achievements while continuing the path forward. My hope as a leader in the construction industry and the father of three daughters is to make workplaces better for generations to come. This journey will get us there—together—and we'll be much better and stronger for it.

**Chris Toher**  
Chief Operating Officer  
Skanska USA Building



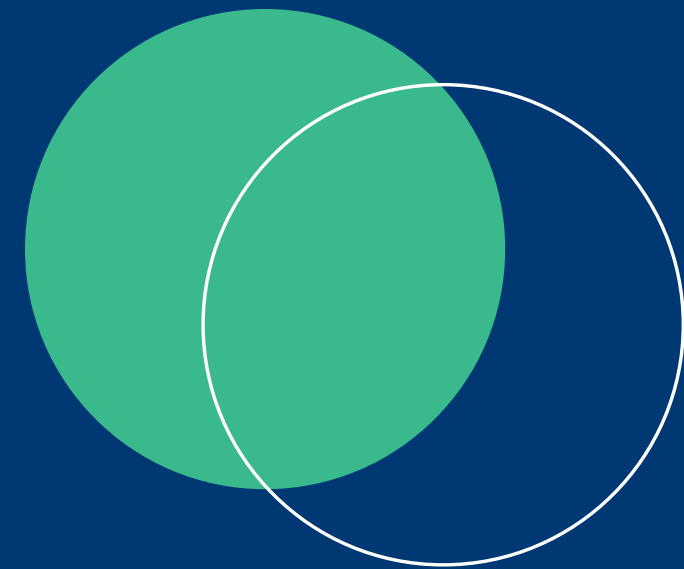


Our Stories Shape  
Our Journey

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# Commitment

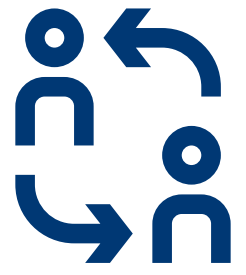


Construction is a people business. Who we build *with* and *for* are just as important as *what* we build. At Skanska USA Building (Skanska), our focus on people is reflected in our purpose—to build for a better society. We believe we must build *with* and *for* everyone. This is the driving force behind our D&I efforts.



Our people shape our culture.

Skanska USA Building is made up of 2,200 people. That’s 2,200 individual voices, backgrounds and points of view. These perspectives shape our culture. Every team member leaves a print on who we are. Our leaders do not dictate our identity. They listen carefully, provide resources and remove barriers, empowering everyone to shape an inclusive culture.



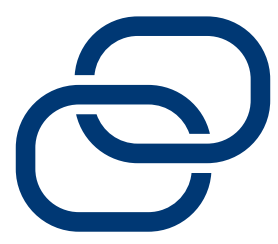
Our culture drives our inclusion.

While inclusion should happen organically at all levels of an organization, leadership must intentionally promote an environment where everyone who needs to be is at the table and heard. We dedicate time, money, and other resources to provide everyone at Skanska with tangible opportunities to grow, contribute and thrive.



Our inclusion positively impacts our society.

When we build a school, our children are the students. When we build a hospital, our family members are the patients. When we build teams, they reflect the community that will ultimately rely on our projects. We support community partnerships, promote sustainability efforts and sponsor mentorship programs for small and diverse businesses. We do all of this to build for a better society.



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.



Personal commitments lead to project-wide results

Sheila Bowles, diversity and outreach coordinator, joined Skanska as part of our UVA Health University Hospital Expansion project, where she originally worked as a subcontractor for one of the small, women and minority (SWaM) companies we hired. With a 42 percent goal for SWaM participation on public projects in Virginia, we brought Sheila on board because of her commitment to finding and helping diverse firms be successful. She understands “the only way to help people succeed is to get to know one another and build a relationship,” and she brings her personal touch to networking.

Sheila works with our project teams to make sure the SWaM firms we contract with have the support they need to be successful. Her approach to D&I includes regular site walks and honest conversations with firms about what they are doing well and where they can improve. She also researches and recruits the businesses we need if our teams anticipate a potential deficiency in meeting goals. This grassroots approach helps Sheila find great subcontracting partners for Skanska, and if those firms lack the necessary certifications from Virginia, she walks them through the qualification process so they have better opportunities with us and other large contractors.

Sheila goes above and beyond in her commitment to our SWaM partners because she wants “to put firms on better footing for success.”



“The only way to help people succeed is to get to know one another and build a relationship.”

**Sheila Bowles**  
Diversity and Outreach  
Coordinator

With Sheila’s commitment to helping firms succeed, our UVA Health University Hospital Expansion project achieved the Commonwealth of Virginia’s SWaM goal through \$131 million spent with SWaM businesses.





## Committed to shaping strong teams

Diverse teams are stronger than those made up of people from similar backgrounds—especially when everyone commits to learning about the things that make their peers unique. In Washington, our team members are shaping a more inclusive culture, one lesson at a time. Here are some of the initiatives taking place.

D&I Pulse Surveys

D&I is an ever-changing topic, and people can be hesitant to speak openly and honestly about the challenges they face. To help, quarterly anonymous surveys are sent to all local personnel, from craft employees to executives, so everyone’s voice is heard.



Skanska Inclusion Conversations

Team members organized a three-part workshops series about systemic racism in the U.S. During these sessions, break-out conversations created an open forum for team members from various backgrounds to share their personal stories. By modeling an atmosphere of equality, acceptance and inclusion, these conversations have helped broaden perspectives and better equipped our people to be champions of inclusion.



Furthering the Conversation with Toolbox Talks

The team developed Toolbox Talks that explore the Fourteenth Amendment (which guarantees citizenship, equal protection and due process) and how the Constitution protects civil liberties. Craft employees and other field personal discussed topics like same sex marriage, civil rights, and citizenship and how Americans have fought for their rights, relying on the courts and Constitution. These conversations provided everyone a chance to speak to one another and connect over similar experiences and unique perspectives.



## A commitment to small and diverse businesses

With two years to go before the completion of a large college campus redevelopment project in Fort Worth, our North Texas team has already passed the original 30 percent goal for partnering with historically underutilized businesses (HUB), reaching 37.5 percent.



Members of the Skanska team gathered at Build Fort Worth, an outreach event for HUB firms. L — R: EHS Manager Waldorf Nelson, Senior Project Manager Suhas Sreekantaswamy, Project Manager Rosalyn Asher, MWBE Program Manager, Supplier Diversity Director Marcus Thompson, Assistant Project Manager Francy Martinez, Senior Project Engineer Jordan Olsen, Senior Project Engineer Eli Dupuy, Intern Karishma Sheth



Engaging the HUB community to maximize its opportunities began long before construction. Our team:

- Identified HUB-eligible businesses and walked them through the HUB certification process.
- Engaged with local advocacy groups to share upcoming project opportunities.
- Led a four-part web series about working with Skanska, covering topics like safety, bonding and insurance, prequalification and our D&I programs.
- Held networking events for HUB firms to meet our team and help us better understand what the market could support in terms of scope, capacity and workforce. With this information, our preconstruction team customized bid packages to maximize the opportunity for HUB firms to win work.
- Hosted a web series that connected large and small HUB subcontractors. New relationships were formed, and up-and-coming businesses found opportunities to work alongside their larger, more established counterparts.





# Why D&I is integral to our business

The importance of D&I is widely recognized across the professional world—its business case is solid. Companies with impactful D&I efforts aren’t just gaining market share because of their strong teams, they are also increasingly profitable with higher employee engagement and retention as well as brand recognition.

As our industry evolves and technology and ways of working change, a variety of skills and perspectives are necessary to capture innovation and implement great ideas. The teams doing those great things will be successful because they respect one another, feel psychologically safe, and can speak up and be heard.

Most importantly, building a diverse and inclusive workplace is our focus, which is why D&I is central to all of Skanska’s values and Business Plan. Our people are what make Skanska successful, and they are advancing the inclusive culture at Skanska, better connecting us to one another, our partners, our communities, and our customers. We are committed to D&I and continuous improvement, and the momentum of our journey will not slow.

Our customers recognize the importance of D&I and they are looking beyond a compliance approach. Meeting participation goals is not enough. We aim to ensure the contracts awarded to MWDBEs create meaningful opportunities for growth.



## Three questions with Anita Nelson, chief strategy officer

Q1

**Why is inclusion essential from a business perspective?**

We tend to design our spaces based on our own perspective. Your custom home might have a grand staircase—but if a friend visits who can’t physically use the stairs, you’ll realize the home isn’t fully accessible. Until you see it, you don’t see it. When you do see it, you’re compelled to refine the space. This applies to developing a strategy or designing a workplace. It is essential to ask, “Who is this for and what do they need? What do they want?”

Every indicator we use to measure business success—revenue, profit, sales, employee retention, shareholder return—is connected to D&I. You’ll achieve more success by listening to a broad range of people and casting a wide net to generate ideas and solutions. If we aren’t intentional and inclusive in our planning, our strategy will be insufficient.

Q2

**How do our business strategy and D&I strategy complement one another?**

The foundation of our business strategy is People, Portfolio, and Performance. 150 of our teammates contributed to this strategy, because our people are our foundation. Our people are also the core of Skanska’s D&I strategy. They shape our culture, helping our team members and communities thrive.

Our value Commit to Customer is an important part of our business strategy. The expertise of our teams and unique perspectives and skills of each team member are critical to achieving our customer’s goals—this requires Skanska be a place where employees can bring their whole selves to work. Additionally, market analysis shows that many customers expect not only cost and schedule certainty, but also a thoughtful, project-specific D&I strategy that reflects our commitment to people and strengthens our communities.

Q3

**What is a challenge we are facing in this space?**

We cannot lose momentum. As time passes and corporate trends and headlines shift with market headwinds—we must remain focused and keep moving forward. Just as we do with any business strategy, we must monitor our progress, evaluate obstacles and opportunities, and then reset our goals. We also need to recognize progress, even if our work isn’t done. Change won’t happen overnight; if it’s going to be impactful and sustainable, it’ll take time.



**Mia Walton**  
VP – Communications

“Often, we are selected for jobs before we even talk about cost, and that says a lot about who we are as a company. Our customers care about things like our values and our priorities, if we’re authentic, if we do what we promise and if they can trust us. Who we are as a business, as project teams and as individuals makes a real difference in our ability to compete.”



## Embracing racial and economic equality

Bryan Northrop, EVP – GM, shares his insight on how a project with historical meaning can transform a city and create positive change.

Racial inequity in this nation is both historic and present. Each of us walks a unique path to meaningfully participate in this conversation.

One path we’ve pursued has been our partnership with nonprofit Embrace Boston and the Embrace project. Unveiled in January 2023, the memorial provides a living space for conversation, education and reflection on the racial and economic justice ideals of Martin Luther King Jr. and Coretta Scott King.

Witnessing the heightened narrative around racial injustice in the summer of 2020, I found myself compelled to do something. It dawned on me that Skanska could get involved in The Embrace project and contribute to something that initiates and advances a much-needed conversation. Soon after, I reached out to Embrace Boston to offer Skanska’s support in getting this memorial built.

The Embrace’s central artwork features arms in a loving embrace, inspired by a photograph of Martin Luther King Jr. hugging Coretta Scott King. It’s this simple gesture that Embrace Boston believes symbolizes the unity our country needs not just today, but for years to come.

The Embrace is the first step in Embrace Boston’s plans for advancing the conversation around racial injustice. A planned Center for Economic Justice will complement the memorial and the nonprofit’s other activities.

Skanska continues to support Embrace Boston as it makes its mark on Boston. I’m proud to be part of a company that is committed to engaging in issues that matter and affect people every day.



**Bryan Northrop**  
Executive Vice President  
General Manager



“Working on The Embrace was humbling, eye opening and rewarding. It was an honor to be a part of something that will foster growth and progress for the Boston community, which is also my community. This project allowed me to experience the value of being part of a diverse team collaborating on a common goal with our community partners. Honest conversations with people I wouldn’t typically connect with have turned into true friendships and provided me with a clearer understanding of the challenges and issues faced by others. These personal connections—exemplified by The Embrace—inspire changemakers to push society forward. Developing relationships like this should be part of everyday construction, business and life as we progress together.”

**Rob Ryan**  
Project Manager







## Three questions with Kerim Evin, regional executive officer

Q1

**Why is Skanska, as an organization, committed to D&I?**

From my point of view, there are two fairly simple reasons. One is that D&I is very closely aligned with our values, and the other is that it's a performance imperative. You'll often hear us say "be better together," but it's not enough to talk the talk; we also have to walk the walk. The way we do that is by building a diverse, inclusive organization. The more perspectives we bring to the table, the more successful we'll be.

Q2

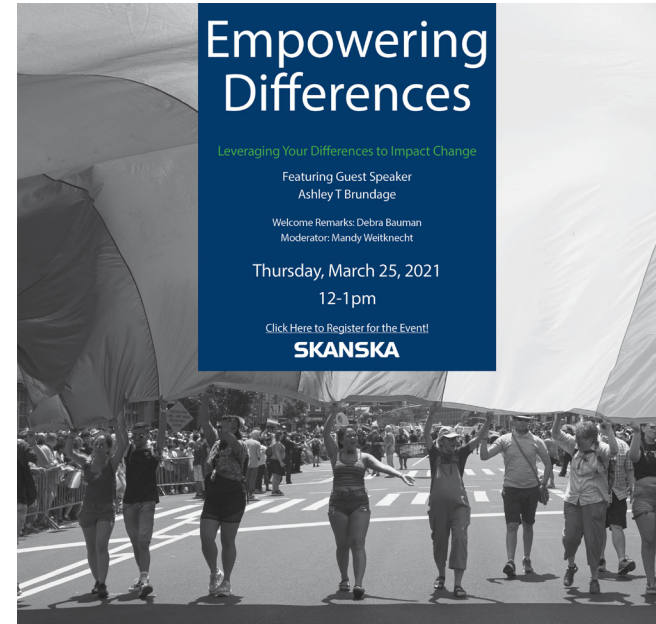
**How do diverse and inclusive teams lead to better performance?**

An inclusive environment is a common characteristic of high-performing teams. I very much believe that when you put a team together, you need to seek out people who meet certain criteria and who bring unique skills to the table. If a football team needs a running back, it drafts a running back. But if a team only has running backs, it's unlikely to be successful. It works the same way in business. Having a diverse team of people with different backgrounds, skills and abilities encourages people to challenge the status quo and leads to more successful outcomes.

Q3

**What changes have you noticed in the D&I space over the last three to five years?**

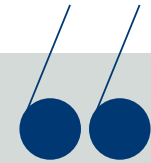
Not too long ago, D&I was seen as a check-the-box discussion. We've come a long way over the last few years, and we've taken tangible steps to get there. We're putting infrastructure in place, allocating financial resources to support D&I efforts and creating local D&I councils to drive a culture of inclusion into the roots of the business. We've seen a shift in our customers, too, with many having a greater sense of urgency around D&I. We're all moving forward together. In some cases, D&I has even become the foundation of our customer relationships. That's a good thing.



## Committed to building an inclusive work environment

In March 2021, Skanska's Florida offices invited author, educator and corporate diversity leader Ashley T. Brundage to conduct a workshop on "Empowering Differences." Ms. Brundage defines empowering differences as the intentional action of using your differences, what makes you unique, to empower yourself and others to move your career forward.

An award-winning community leader, Ms. Brundage speaks locally and nationally about her transition, workplace equality, leadership, change management and empowerment. Sharing her story with Skanska teammates in Florida and across the country, Ms. Brundage reinforced our value Be Better Together by encouraging us to embrace and share our differences and provide a welcoming and inclusive work environment for our LGBTQ+ colleagues.



"Since I started at Skanska 28 years ago, our D&I progress has been slow and steady. But when I look back, the difference in our culture is night and day, and our commitment to D&I has significantly strengthened our company. As CFO, it can be challenging to tangibly quantify the positive impact of our D&I efforts—the effect is not always as cut and dry as statistics on a PowerPoint slide. But we've seen significant innovations in processes, products and business markets.

Our problem-solving skills are stronger because we're willing to challenge each other and make sure everyone has an opportunity to speak. It's also about the stories—the opportunities created, the lives changed and that gut feeling you get when you see a high performing team firing on all cylinders, delivering unprecedented results.

So much of our D&I journey has been, to put it simply, hard, roll-up-your-sleeves work. We must continue these diligent efforts to support our people, see better profits, win more work and increase market share."

**Leo Sinicin**  
Chief Financial Officer



# History



Across 19 years of intentional effort, we've 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.



# How We Got Here

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—for both our people and company—we needed to dig deeper.

From internal D&I listening sessions held at our offices 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.

At the same time, 2020 marked a period of isolation due to the pandemic as well as social unrest across the U.S. and globally. The inclusive culture our values promote—particularly Be Better Together and Care for Life—became increasingly critical to our people; it was clear that accelerating our efforts was necessary. To create real change in our culture, our D&I efforts couldn’t just be top down. Everyone needed to be involved.

We engaged more than 150 volunteers from entry level to senior leadership across all geographies to join D&I Focus Groups to review our efforts and identify opportunities for improvement in the areas of people/ inclusive culture, education, and partnerships. Their work yielded innovative ideas and fresh perspectives while establishing a network of champions throughout our company that continues to drive our aspirations. With more than 40 concepts and initiatives identified as a roadmap to improve our D&I culture, work from the Focus Groups is helping inform our path forward.

Along with the D&I Focus Groups, we engaged 16 team members who were led by Steve Stouthamer, EVP – project planning, to evaluate our D&I structure and identify opportunities to better support an inclusive culture. Their work pinpointed a gap on the leadership team—to truly enact change, D&I needed a seat at the leadership table. This led us to hiring the first Senior Vice President of Diversity and Inclusion at Skanska USA Building.

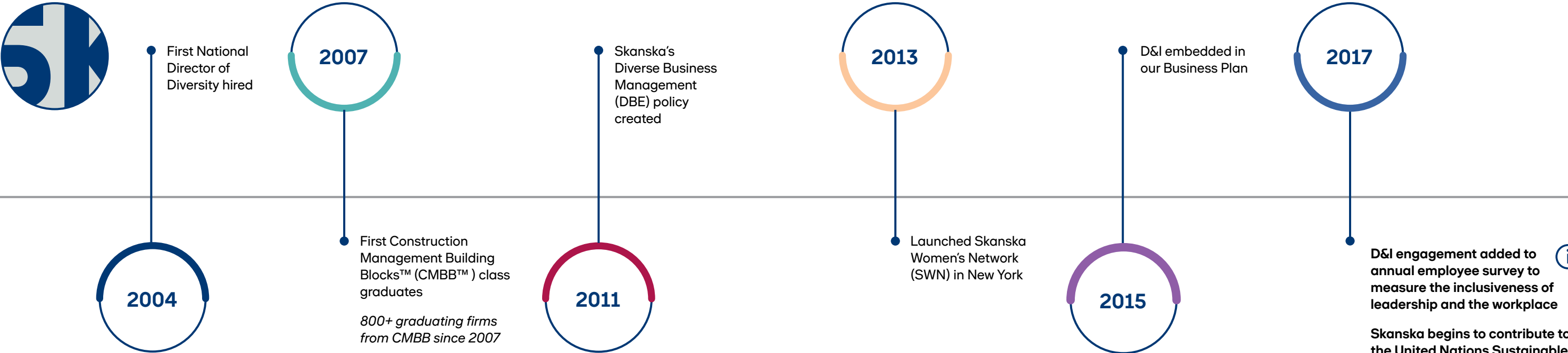
# Where We’re Going

Our history gave us a starting place, but the momentum of the work and our evolving culture will drive us forward. The time and dedication given to D&I needs to be as serious as everything we do in our business.

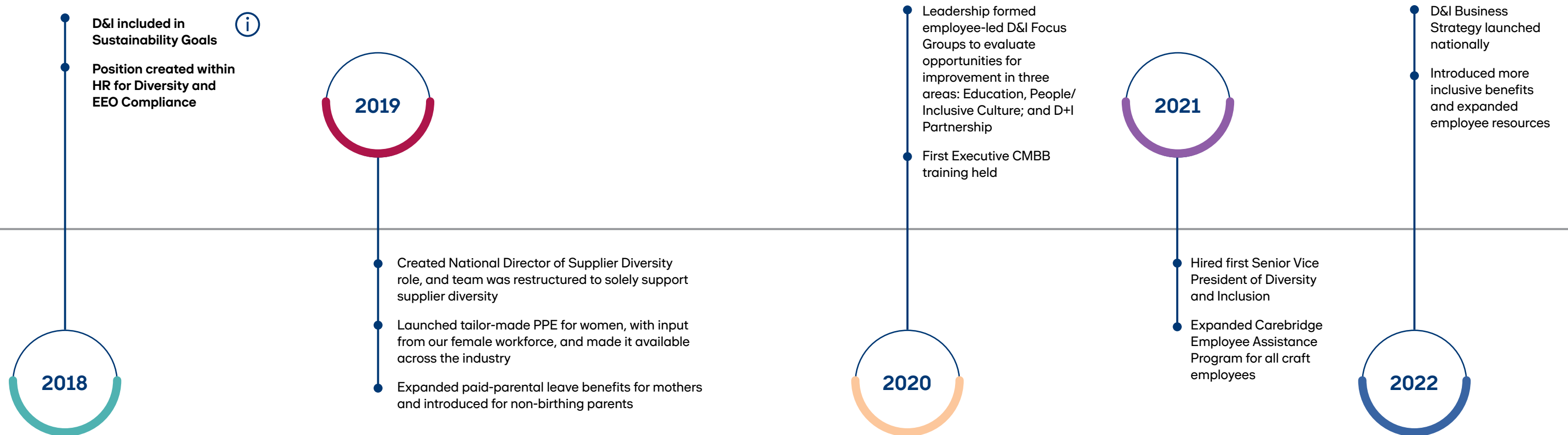
We’re a learning organization that focuses on continual improvement in everything that we do, including D&I. It’s not easy work, and we still have much to learn about this space as we try to bring everyone together. With specific recommendations identified by the focus group volunteers for our future journey, the road ahead is inspiring.

# Highlights of Our Ongoing Commitment

The timeline below and on the following page represents a high-level overview of Skanska’s D&I journey, featuring impactful efforts at Skanska USA Building and across the business. Our vision for D&I is always forward thinking, and it’s helpful to see our progress as we develop and improve.



Note: Items in with the information icon represent initiatives at the Skanska Group (global) level.



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## Members from our D&I Focus Groups reflect on their experiences

### Education

"I led the Education Focus Group to explore opportunities that would help us better support D&I as a company. Instead of talking about big subjects, we dug into our different perspectives about what diversity and inclusion means. The experience helped everyone stop and think about what we say, reflecting on how expressions and references we've heard our whole lives may be offensive. There were a lot of agreements and disagreements, but everyone listened to each other and used the experience as an opportunity to learn and grow."



**Mark Rapier**  
Senior Superintendent

### Diversity + Inclusion Partnership

"D&I is an outcome of behavior and performance, not processes. Co-leading the Diversity + Inclusion Partnership Focus Group with Steve Clem allowed me the opportunity to understand and value inclusive outcomes already achieved at Skanska and highlight potential enhancements. The group focused on how to better define industry partner strategies, establish goals on where to invest resources and facilitate energetic conversations with the group members."



**Kimberly Burke**  
VP – Business Development

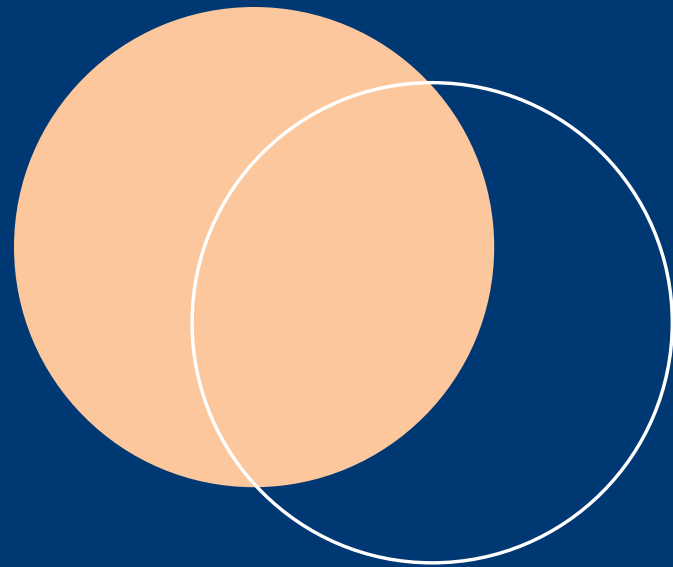
### People/Inclusive Culture

"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



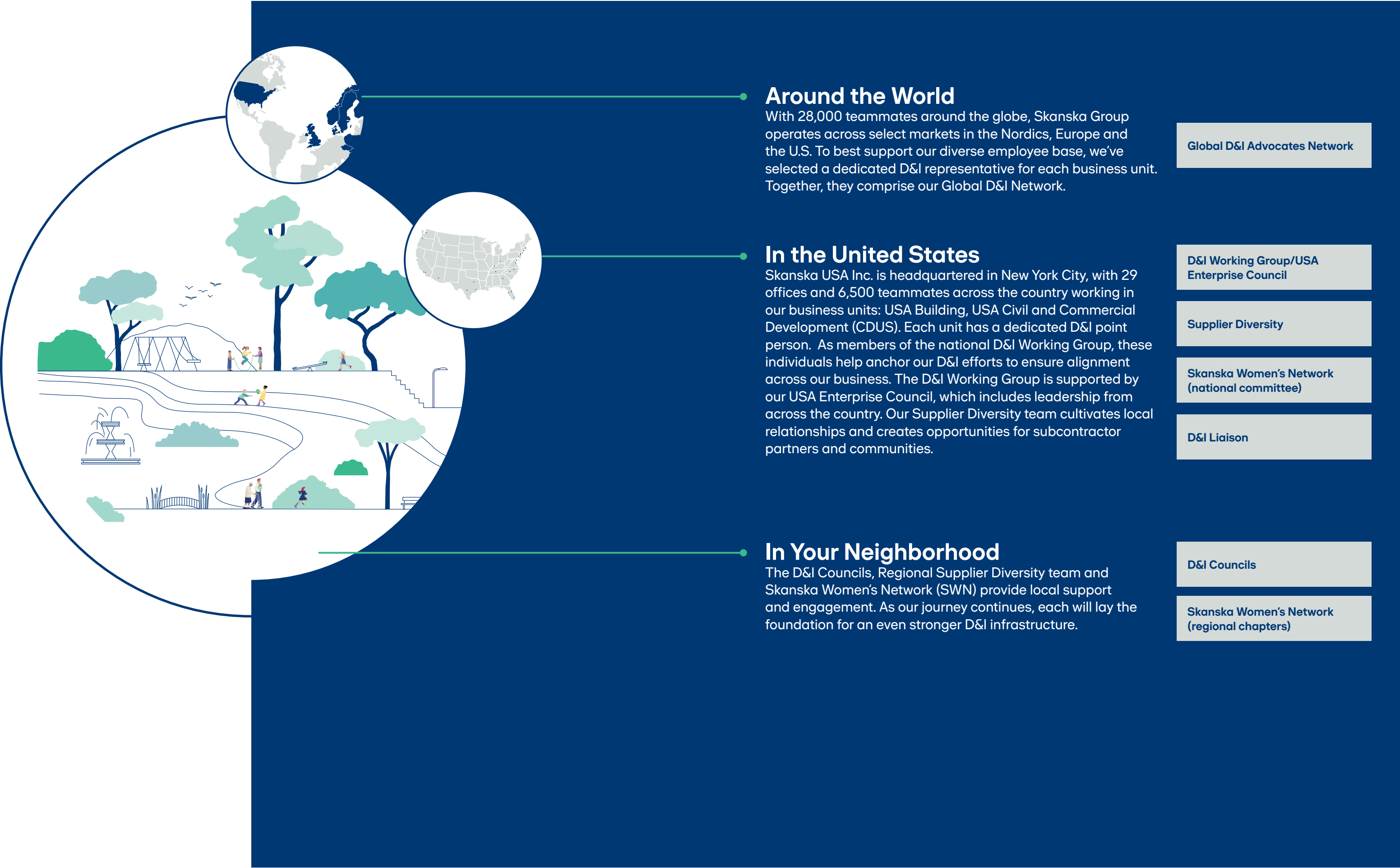


# Structure



Skanska is a global company headquartered in Stockholm, Sweden, with our U.S. operations organized into three business units. Our D&I engagement levels mirror this structure, with councils and committees at the global, national and local levels, implementing strategic initiatives, enabling connectivity across the business and ensuring our local offices have what they need to succeed. These groups also ensure Skanska's D&I efforts are aligned with the company's U.S. and Group goals.





## Global Insights

### Global D&I Advocates Network



**Therese Tegner**  
Skanska Group  
EVP – Human  
Resources

“When it comes to D&I, there’s strength in the way that Skanska is organized. Yes, we have a global vision and group strategy and governance in place to help direct our business units, but with our decentralized structure, we’re able to tailor our D&I approach to what works best for our local markets. This allows our people to bring their unique perspectives, experiences and understanding of their communities to the table, helping Skanska build and develop inclusive places for all.”



**Christina Houlgrave**  
Skanska Group  
Group Inclusion,  
Diversity and  
Engagement  
Manager

“We’re responsible for developing, building and shaping the environments we live in, so we have to build spaces that are inclusive to all of society. Each of our business units is at a different stage in its D&I journey, but it’s interesting to see how common the challenges are at a global level. I saw it firsthand at our inaugural Global Diversity & Inclusion Advocates Network meeting, and I walked away feeling inspired by all the best practices being developed and shared.”



Our newly established Global Diversity & Inclusion Advocates Network, which includes D&I representatives from across all Skanska business units, met in person for the first time in Warsaw, Poland, in October 2022. Joining them were our business unit HR directors. The network plays a key role in supporting our leaders and business by addressing common challenges across our markets, sharing best practices and helping guide us on our D&I journey. At this year’s meeting, discussions centered on the Skanska Group D&I Governance and included a deep dive into the data and metrics we need to better measure and monitor the impact of our D&I actions and initiatives.



**D&I Working Group**

Members of the D&I Working Group, from L — R: SVP – D&I Dina Clark, Skanska USA Skanska Commercial Development Manager – Diversity and Learning Diamond DuBose, Skanska USA Civil VP – HR Erin Willis



## Three questions with Dennis Yung, EVP – general manager, Houston/North Texas operations

### D&I Liaison

## Q1

**What do you do in your role as the national D&I liaison for our general managers?**

As a decentralized organization, we operate multiple offices around the country. Understandably, each of those offices is at a different level of maturity when it comes to D&I. As liaison, my job is to create connections, inspire conversations and ensure that all of our local leaders understand the cultural importance of D&I—no matter what their office’s maturity level is. Sometimes these conversations are difficult, but part of my role is to help people feel comfortable being uncomfortable. Throughout my career, I’ve tried to help others see the strength that comes from surrounding themselves with people who don’t think or act like they do. The liaison role gave me an opportunity to help others change and grow in the same ways I have.

## Q2

**As a leader, what qualities do you model to help your teams create a more diverse and inclusive environment?**

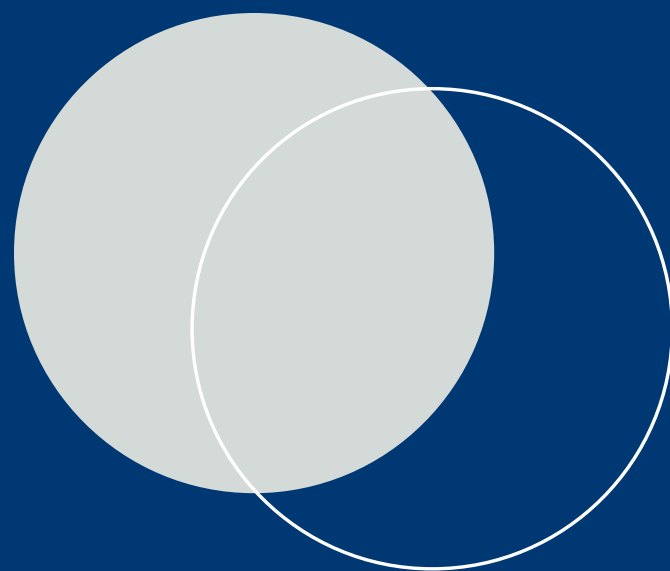
Vulnerability. Even at the leadership level, you have to be willing to open yourself up, be vulnerable and admit it when you don’t have an answer. There’s a lot going on in the world right now, and some of these big societal questions don’t have easy answers. Still, we have to find commonality—as a team, as a business, as human beings—and work through challenges the best way we know how. Even if you can’t always arrive at a solution, you can almost always get to a better place.

## Q3

**How do you see D&I reflected in your day-to-day work in Texas?**

When I walk into a room, whether that’s a meeting at our Houston office or at a jobsite trailer, or even for an interview with a prospective customer, I see much more diverse groups on both sides of the table. That’s intentional. Our commitment to D&I is reflected in the way our company is structured, the way we do business and the diversity of our teams. Our team in Houston is reflective of our community up and down the org chart, but around the country, everyone is in a slightly different place on their D&I journey. To be good leaders, we have to meet those people where they are.





# Strategy

Our 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

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.





# Foundation

As builders, we know the integrity of our D&I Strategy starts with a strong and sound foundation. Without the right planning and groundwork, an entire structure can collapse. This is why we're building a foundation that anchors and evolves our "why" for D&I and ensures our progress is sustainable and lasting.

## D&I Strategy





# Values-Based Commitment

Our foundation is reinforced by our values, which inform and guide our decisions. From prioritizing collaboration and wellbeing to working respectfully and with high ethical standards, each of our values supports D&I in its own unique way.

To build and maintain the strongest foundation, we:

- Commit to cultivating an inclusive culture that respects people, forms strong teams and enhances performance
- Comply with all laws and customer-driven D&I requirements while embracing both the letter and spirit of the law
- Embed our non-negotiable D&I policies into our daily activities
- Maintain healthy oversight to reduce risk and ensure all employees act within our overarching D&I guiding principles and the law
- Dedicate time, money and people to advancing D&I

From a risk-reduction standpoint, a robust D&I strategy is vital for our company, people and customers. We must invest in D&I to create strong teams, see better profits, win more work and gain larger market share.

## Reflecting on the journey

While our work in the D&I space has spanned decades, we’ve vigorously ramped up our efforts in recent years to strengthen our foundation. Our endeavors have become more effective, largely due to a workforce that is driving positive change. We also have a leadership team that listens and takes all viewpoints into account. Its intentionality has inspired other leaders within Skanska, further increasing our momentum.



**Clay Haden**  
Chief Administrative Officer and General Counsel

“Our D&I journey is extremely rewarding, but it isn’t without perils. For example, well-intended actions that aid one group could unwittingly disadvantage another. Think of our D&I journey in terms of driving a car. We want the flexibility to choose where we go, but we must be mindful of the curves and edges of the road, some of which need guardrails to protect us from hazards. At Skanska, our D&I Foundation provides those guardrails—policies and procedures that help keep each person with us on our D&I journey safe.”



**Jeff Cruz**  
Corporate Counsel and Ethics & Compliance Officer

“All of Skanska’s policies are values-driven, and our D&I efforts are a natural extension of those values. For instance, if we act ethically and transparently, care for life, be better together and commit to our customers, we will instinctively treat people in a respectful and inclusive way. And when we truly live our values, that drives us to act well beyond the basics of compliance.”

Upon our solid foundation, we’re building the framework of an inclusive culture. This framework provides a reliable structure that shelters and supports our teams. Within its four walls are guidelines to abide by as well as freedom to grow, create and innovate. Here, our people are heard and supported to be their best selves, deliver meaningful projects and help our communities thrive.



L — R: Senior Project Manager Anna Assarsson, Senior Project Engineer Megan Miller, Senior Project Engineer Caitlin Durston, Assistant Project Manager Molly Roe and EHS Manager Mindy Buxton

## Hitting a homerun

Our project team completing improvements to a baseball stadium in Seattle, WA is atypical—nearly everyone on the management team is a woman.

This powerhouse team is delivering incredibly high levels of performance and owner satisfaction. Much of its success is due to team members’ excellent working relationships and commitment to our customer, which is earning dividends; the owner continues to award us with additional work.

“When our office leadership was putting this core group together, we weren’t intentionally trying to assemble a mostly female team. These individuals were, quite simply, the best people for the job. The inclusive makeup of this project team is an organic result of our D&I culture,” said Lew Guerrette, EVP – general manager.



**Carrie Key**  
SVP – Operational Risk and Analysis

“I have seen our culture evolve so much in the past ten years, and our commitment to diversity has strengthened. Our leadership team truly believes that diverse, inclusive teams are stronger, and they understand that a strong D&I strategy benefits not only our company but society in general. This strength of leadership has naturally guided us to the place where we are now.”

Skanska’s Values

Care for Life

Act Ethically & Transparently

Be Better Together

Commit to Customers





# People

Our people are the very core of Skanska, and they 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.

## D&I Strategy





# Recruiting the best and brightest talent

We're committed to finding the best and brightest people with the right expertise at all levels of the organization. **While we'll always select the most qualified candidate, we are committed to ensuring our talent pool is diverse.**

Like our overall business, our talent acquisition structure is decentralized with a dedicated team for every region. This creates opportunity to build strong connections with the local workforce and across all community resources, such as career guidance, educational institutions, and local community organizations.

Our teams understand how important it is to have a strong connection to the people and organizations, particularly educational institutions, that are in the communities around our local offices. This provides us with an opportunity to offer internships, develop partnerships and better understand what's important to current students as well as seasoned community members.

Recruit

**We strive for an inclusive hiring process and have taken measures to achieve it. These include:**

- Ongoing review of our job descriptions to ensure they are free of biased language
- Opening up various roles to people with career experience outside construction but relevant to the position
- Creating rotational training programs that provide the opportunity to hire people without a construction background
- Proactively committing to include a diverse slate of reviewers to conduct interviews
- Posting positions internally so all of our employees have visibility and access to career growth regardless of their current position



Our goal is to attract the best candidates for all positions. A major step forward is our robust applicant tracking system that supports hiring efforts. As these efforts evolve, we'll have more opportunity to better understand our candidate pools and expand our hiring successes by showcasing recruitment best practices.



## Inclusive recruitment methods



College recruiting

Career fairs create opportunity to conduct direct recruiting at colleges and universities for full-time and internship positions as part of a robust, inclusive and broad-reaching strategy. We survey our reputation and brand with college students, so we know who we are attracting and why and where to conduct more outreach.



Internships

Internships are a major talent pipeline, with college interns often moving into full-time positions upon graduation. We also offer internships to high school students from all backgrounds, including underrepresented groups or students who might be attending a new school that we're building.



Student mentorships

We participate in the ACE Mentor Program of America, a free, after school program designed to encourage high school students to pursue careers in the architecture, construction and engineering industry.



Partnerships

We have partnerships with organizations, such as the National Society of Black Engineers, Society of Hispanic Engineers and Society of Women Engineers, at the national and college-chapter levels.



Events

We continue to build strong community-based relationships that include opportunities to participate in events like Women in Construction Week, when we invite Girl Scouts to meet some of our female team members and tour our projects.



Job boards

We're expanding our community partnerships to increase the visibility of our posts on job boards, such as with Recruit Military and ColorsCareers.com.





## Connecting emerging Baltic talent with opportunity

Miina Karafin is no stranger to forging new paths. Since serving as our first intern through our partnership with the Council on International Educational Exchange (CIEE), she’s been a driving force in advancing her country’s construction industry.

A native of Estonia, Miina is one of nearly 30 interns from Baltic countries that we’ve hosted since 2013 through CIEE, which promotes people-to-people exchange programs. These young and talented professionals bring high energy and different—and welcomed—perspectives into our workplace while learning about emerging construction technology and American culture.

**“Since building information modeling was beginning to be implemented in Estonia when I returned from my internship, I suddenly became an opinion leader in that field,” said Miina. “I also initiated BIMsummit Estonia, which is now the country’s largest conference focused on digital construction topics. I’m inspired to change the construction sector, and a lot of that motivation I received from working at Skanska.”**  
Miina is now chief technology officer of Nordecon, which is the largest general contracting company in Estonia.

Laura Lyons, CIEE’s director of exchange foundations, adds, “Skanska has not only enriched the professional and personal lives of the many Baltic interns the company’s team has hosted, but its network of alumni in the Baltics and the expertise the interns gained have demonstrably benefited the Baltic economy. We’re so pleased that this relationship has proven to be a win-win-win for all.”



## See it, be it

For Cristian Ocasio, being recruited by a project executive who looked like him and spoke like him was a major factor in his decision to accept a project engineer position with Skanska upon graduating from the University of Puerto Rico.

**“It was unusual to see someone high up in the construction industry that I could relate to,” said Cristian. “That was inspiring and showed that the door is open for me at Skanska, which has been my experience since joining the company.”**

Long lines of students waited to talk to Cristian when he returned to recruit at his alma mater with Juan Torres, the fellow alum and Skanska project executive who had recruited him.

“I got involved in recruiting because I wanted to showcase the impressive bilingual talent coming out of the University of Puerto Rico and also help increase Latino representation in my company’s management ranks,” said Juan. “In talking with the students, I’ve learned that they are passionate about contributing to the world. We need to encourage them to do that through a career in construction.”

## Building a posse of diverse college talent

Our MD/D.C. office partners with the Posse Foundation, which seeks to increase diversity in higher education by providing greater accessibility.

Matthew Caswell, college recruiting specialist, and Parker Wilson, field engineer, participated in Posse’s virtual 2022 STEM Winter Workshop, helping 30 students with interviewing skills, resume creation and use of social media for career growth.

Our team also has participated in Posse’s Dynamic Assessment Process, which is an evaluation method that identifies young leaders. We observed scholarship candidates participating in team activities designed to illuminate leadership abilities, with our scores helping the foundation award several of its highly competitive scholarships.

We first connected with the foundation after learning one of our star interns was a Posse scholarship recipient. Since then, our team has hosted other Posse scholars, including an intern who joined the project team at Lawrence E. Boone Elementary, which is in a highly underserved area of the city. It also happened to be where the intern had spent his elementary years. Seeing his skills in action to help build the project underscored the importance of our involvement with the Posse Foundation and the students it supports.







## Holding open the door to opportunity

Ever since she was a child drawing detailed house plans while her peers drew straight lines with a triangle on top, Monica Martinez knew she was destined for a career in construction. Today, the assistant project manager is introducing college students, many of whom are Latino or women, to the vast opportunities the industry has to offer.

“My father, who owns a residential construction company in Mexico, used to take my siblings and me to jobsites, and I was always very impressed to see how he managed construction and its daily challenges,” said Monica. “I wanted to be in that industry, and 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.”

Since graduating with a double degree in construction science and management and architecture, Monica has maintained strong ties to her alma mater. Certified in drone piloting and infrared technology, she’s invited to give presentations and technology demonstrations to the university’s students. She also coordinates student hardhat tours of Skanska jobsites, such as San Antonio’s Civic Park at Hemisfair, which will open in 2023.

“Many of the people I encounter are first-generation college students who have parents in the construction trades,” Monica said. “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, because many are unaware.”

“Being part of a minority group within a traditionally male industry is no excuse to stop doing what you love. Every career has its challenges, but if you’re working with a team that has mutual trust and respect, you’re able to resolve any issue.”

**Monica Martinez**  
Assistant Project Manager



Skanska team members gave students in a project management course at the University of Texas at San Antonio a hardhat tour of the Civic Park at Hemisfair project.

Monica knows firsthand the value a diverse team brings to a project. She is encouraged by the efforts undertaken by the industry and companies like Skanska to ensure that underrepresented groups have access to opportunities.



## Three questions with Michael C. Brown, EVP – general manager, Florida Operations

### Q1

**How has D&I evolved in the industry over the span of your career?**

When I got into construction in the early 1990s, it wasn’t a friendly, welcoming environment. People freely used words and shared images that were very inappropriate. Since then, and especially in the last few years, we’ve become less tolerant of inappropriate behavior and more inclusive. While the industry has been slow to embrace D&I, we’ve made tremendous strides. I’m proud to say that Skanska is one of the leaders in this evolution.

### Q2

**How do you encourage more inclusive jobsites?**

Each of our jobsites and departments in Florida has a plan to foster inclusiveness on three levels—who we hire, who we do business with, and how we give back. In the end, it’s our goal to reflect and engage with the communities where we live and work, which is how we define inclusivity. We hold every department and project team accountable for the plans that they develop. We’re striving to have inclusive jobsites even when there’s no external pressure or contractual obligation to do so.

### Q3

**What’s your hope for hiring and promotion in the industry and Skanska?**

On a scale of one to 10, with one being who you know and 10 being performance, my hope is that hiring and promotion are determined solely by our performance, or level 10. A person’s performance should be the only thing that matters in hiring and promotion decisions.

Skanska is on a challenging journey and has some amazing people doing great work in the D&I space. While we haven’t attained a 10 yet, we’re on the right path and have some positive winds in our sails.





## The real world – construction edition

Vittoria Tripi, intern and civil engineering student at Georgia Tech, is discovering how what she’s learning in college translates to the real world of construction. She’s also gaining new skills and lessons that can’t be taught in the classroom.

Since her sophomore year, Vittoria has been working on the Georgia World Congress Center Authority, Signia by Hilton Atlanta project.

“An internship can feel challenging at first because you have no clue what you’re doing, but it’s a great way to learn and thrive in new situations,” said Vittoria. “In addition to learning different things like construction software and on-site protocols, I’m seeing what an average day looks like in the field. I’m also learning how to adapt to and behave in a professional environment.”

Construction initially wasn’t on her career radar until she stumbled upon it while looking for internships. Skanska stood out for our sustainability focus and career-defining projects like the one she’s on. It’s exciting, fast paced and hard, and she’s loving it.

“I’ve never felt ‘less than,’ and no one has ever treated me with disrespect,” Vittoria said. “People listen to my ideas and respect what I have to say, which is really important for an intern. It’s been a transformative experience.”

“I see a lot of growth opportunities for women at Skanska, because it’s all about your work. It’s not about how strong you are, who you know or how people view you in the field.”

**Vittoria Tripi**  
Intern



## Be the change

Throughout her almost 30-year career in the construction industry, Lisa Mingoia, corporate counsel, has put diversity into action.

She’s the current president of Women in Construction (WIC), a founding member of Diversity and Inclusion in Construction and Engineering (DICE), past chair of the Skanska Women’s Network (SWN), and frequent speaker and moderator at many industry events.

“We need to empower the next generation of women and let them see leaders who look like them,” said Lisa. “They need to know it’s okay to come into what is now a much different industry from when I started, where risqué calendars outnumbered women on jobsites. There’s no reason there has to be so few women in construction.”

While serving as SWN chair, Lisa’s passion to “be the change” ignited. In researching what was happening externally for women in the field that could help with internal efforts, she attended her first WIC Conference. When it ended, she volunteered to get involved. Ten years later, she was named president.

“Most of the women involved in WIC are competitors, but it’s the most supportive, amazing organization,” Lisa said. “Young women can see what’s attainable, and they’re also given opportunities to lead, which they may not get in the workplace.”

“Construction customers want companies they hire to look like them, and that’s not going to happen without smart, savvy female executives.”

**Lisa Mingoia**  
Corporate Counsel



**Jim Link**  
Regional Executive  
Officer

“For teams large and small, everyone being the same is at best boring and at worst leads to ‘group think’ and atrophy. Teams operate best when they have members of all walks of life, many different backgrounds, various talents and a multitude of heritages. This is true in life, and it’s true in business. Business strategies are best formed and business problems are best solved when there are many views working the issue. Diversity in our business is an imperative that must be celebrated.”



# Retaining our talent

As we progress in attracting candidates, retention across all backgrounds and levels has been an ongoing challenge for our company and the construction industry.

In 2022, we launched our Engagement Guide for leaders to determine what inspires our employees to stay at Skanska and what we can do better as a company to meet their individual and professional needs.

Balancing personal and professional lives can be challenging in the construction industry. We’ve made it a priority to enable better work/life balance and be more understanding that there is life outside of work.



## Retain

We are improving work/life balance with the following actions:

- Offering flexible work where feasible
- Improving benefits and increasing mental health and wellbeing resources
- Elevating importance of wellness committees and councils on projects and in offices
- Improving family planning benefits
- Enhancing paid parental leave program
- Providing permanent care sourcing (i.e., nanny, daycare and parent care)
- Providing backup care for childcare, aging parents and self-care
- Increasing vacation time
- Encouraging and enabling employees to use all of their vacation time

# Inclusive benefits with a whole health focus

Retaining our people requires inclusive care and support, no matter their life stage, unique needs or family makeup. Our benefits incorporate a whole health focus—family care, financial health, work-life balance, and physical and mental wellbeing—and the opportunity for employees to have a personalized plan based on their needs and goals. **We’re committed to supporting the health and wellness of our employees and their families, which is why we continually evaluate and evolve the range and depth of benefits and resources.**

## Highlights of our family care benefits

- **A dedicated case manager** to guide employees through the process of becoming a parent while working at Skanska
- **Financial assistance** for fertility services, adoption, surrogacy costs and fertility preservation
- **Paid parental leave for birthing and non-birthing parents**, including adoptive and foster parents
- **Expansive options for other types of paid leave**, including vacation, sick or safe time, military, and short- and long-term disability
- **Helpr**, an app-based service that connects employees to child and adult care providers, plus 80 hours of low-cost care subsidized by Skanska
- **Employee Assistance Program** to provide employees and their families with access to financial and legal services as well as a variety of mental healthcare options
- **Diverse health and life insurance plans**, including a health savings account (HSA), flexible spending accounts (FSA) and other options



Nick Pemper  
Project Executive

“The Helpr program has been a great and unexpected benefit. My wife and I, and our childcare provider, find it easy to use. Benefits like this tell me Skanska truly cares about its employees and our wellbeing.”



Ashley Manton  
Head of Total Rewards

“Whole health care needs are very personal and unique to each of us, especially when we consider the diversity of Skanska employees and families. The enhancements we’ve made to our benefits portfolio include a wide and inclusive range of options, ensuring all employees can individually assess and choose what has most value to them, and know they and their families are supported throughout all stages of life and career.”



Kathleen Craven  
VP – Human Resources

“When we look at recruiting, retaining and developing our talent, we’re on a continuous learning journey that has no endpoint. The journey starts the very moment a person joins our company, and we’re always thinking of ways to improve that experience so our people do feel included and excited about working here. Skanska is a very values-based company, and I want those values to live through every employee experience.”





# Evolving policies, enhancing resources for our families



"My husband and I opened our home to four siblings in the foster care system right before the COVID-19 pandemic. Skanska's corporate policies and my core team provided me with flexibility, care and support at the height of the pandemic when I had all four kids at home—two in virtual school and two without childcare options—and a baby on the way. This experience showed me that while Skanska does care about results and productivity, it also cared about my family and me. I truly felt like my employer was in my corner as a working parent, and this has made me incredibly loyal to Skanska."

**Christine Brown**  
Senior Technical Writer

"When planning for my maternity leave, I felt a little lost in the process. There wasn't a structure in place to help me navigate all I needed to do. After my son was born, I also had to deal with a few leave-related headaches. It was additional stress that I didn't need while recovering from childbirth and trying to figure out how to be a new parent. When I came back to Skanska after maternity leave, I reached out to several key people to share feedback on how the company could make this a better process.

That initial contact led to several conversations and my inclusion in a limited-duration team addressing this topic. I learned several endeavors were already in motion to enhance our family-building benefits and resources. Still, I know it's always helpful to leadership when people step forward to share honest, practical and constructive feedback and potential solutions. I'm truly proud of the authentic, positive steps Skanska has taken to provide more inclusive family-building policies and resources and am honored to be a part of that work."

**Jenny Chandler Graham**  
VP – Market Strategy and Creative Services



## 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.

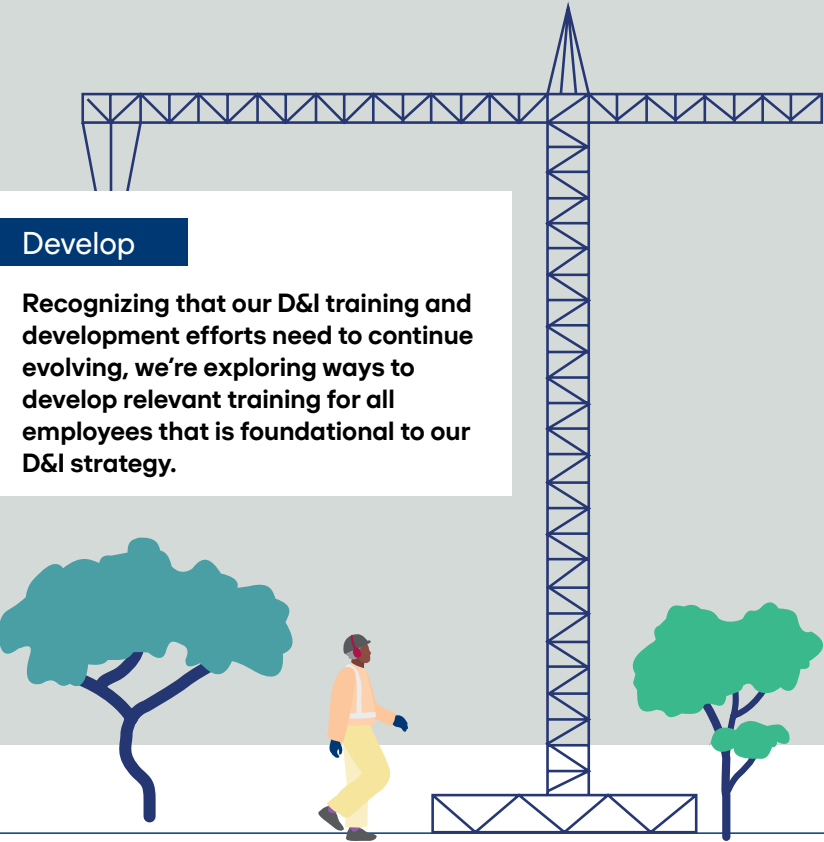
# Developing our talent

Hiring the best and brightest talent and striving for diverse teams to leverage their different skills and backgrounds requires careful review of the support our people need to gain experience and opportunity. As a company, we must review our training plan and offerings, explore mentoring programs and ensure we have a diverse pipeline into the company and within the company.

At the local level, leadership assessment meetings provide a forum for leaders and their HR partners to discuss the performance of every employee and identify strengths and development opportunities. All of our employees are expected to have an annual development plan.

Inclusive leadership is a component in each of our enterprise-wide leadership training programs for early career manager, mid-level leader and emerging executive.

Through the Skanska Learning Center, our learning management system, we offer classes to help build the skills necessary for creating and maintaining an inclusive work environment.



**Develop**

Recognizing that our D&I training and development efforts need to continue evolving, we're exploring ways to develop relevant training for all employees that is foundational to our D&I strategy.







# Culture

Our people are the best part of our business. They 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. Under our hard hats are big hearts that make sure everyone has a place at the table, where together we're sharing and creating the stories that shape our D&I journey.

## *D&I Strategy*







Senior Superintendent Kirk Butler (front row, second from right) and team display flags as inspiration for an inclusive atmosphere.

## Being proud of who we are

Creating an inclusive project site comes naturally to Senior Superintendent Kirk Butler.

“We need to know about each other, and the best way to do that is to stir up conversations,” Kirk said.

Inspired by football helmet stickers, Kirk led an effort to have all project team members display their home state or country flag as a sticker on their safety helmets. Stickers could be spotted from all over the world—from Ethiopia to Sri Lanka, India to Bulgaria and Maryland to Nebraska. The stickers gave everyone a sense of pride about their background and heritage and inspired an inclusive atmosphere on the job.

“It’s our culture and diversity that make us stronger,” said Kirk. “Everyone brings something different to the table, and we wanted to make sure everyone felt safe and included. With the flag stickers, you’d see people walking around and conversations happening. It blew up. People really loved it.”

As enthusiasm for the stickers grew, the team began ordering small flags to display on jobsite trailers. Kirk hopes that the success of this effort will motivate other project teams to create a comfortable and friendly atmosphere.

“It’s all about getting to know the people you work with,” he said. “Show yourself as a friend and be genuine about caring for people, regardless of where they’re from, what they believe or what they look like.”

To Kirk, it’s a simple formula: treat others as you would like to be treated, “with a smile and a handshake.”

“We’re people. We’re human beings. Men and women come here to work because they have a family to take care of and bills to pay. Despite what’s going on at times in this crazy world, we need to create a culture of inclusion, safety and wellness on our jobs.”

**Kirk Butler**  
Senior Superintendent



L — R: Intern Gian Torres and Field Engineer Paco Aguilar



## A culture of connection



**Steven Gobac**  
Senior Preconstruction Engineer

“When you come into our Pennsylvania office, one of the first things you’ll notice is a wall of framed photographs with ‘**It’s our people that make the difference**’ in big, bold letters above the images. This idea was inspired by a similar photo wall that our Durham, NC office has. We thought it was a great way to showcase the importance of each individual team member. Every new person who joins our team is asked to provide a personal photo that means a lot to them. Everyone has their own story, coming from diverse cultural backgrounds and unique family dynamics. It’s a terrific way to connect to people on a personal level. It immediately gives you a sense of inclusion and welcoming when you see it.”

## Celebrating mastery in New York City

Behind the scenes of our NYC project sites exists a team of professionals known as the Mastery Group. These respected project managers, superintendents and other field-level team members have proven themselves as subject matter experts (SMEs) in their roles.

“It’s the people on our jobsites who truly lead the company,” said Bryant Farland, regional executive officer. “These SMEs are people of all backgrounds who demonstrate a high degree of individual excellence. It’s not about the titles on their business cards. It’s about their day-to-day leadership.”

Throughout the year, Mastery Group members come together to share their feedback, experiences and opinions about the direction of the company. This is an opportunity for them to learn from one another and a forum for our leadership team to learn from a variety of perspectives.



**Mary Blihar**  
Manager Financial Reporting

“A great way to be inclusive in the accounting/finance space is simply by seeking and valuing different input, perspectives and opinions. I’m proud of my team for being open to new ideas and willing to hear different viewpoints. While we face some challenges, like building a more diverse team, we continue to improve and move forward on our D&I journey.”





Iryna proudly showcased the Ukrainian flag alongside Dr. Charles Steinberg, president of the Worcester Red Sox minor league, which is the Boston Red Sox Triple-A affiliate.



## Colleagues, customers, community stand in solidarity

On opening day of the new Polar Park in Worcester, Massachusetts, Ukrainian native Iryna Nos stood on the field—which she had helped build—wrapped in her country’s flag.

That Iryna’s colleagues, customers and adopted community supported her was clear. “I was invited to the opener by Dr. Charles Steinberg, who is president of the Worcester Red Sox minor league baseball club,” said Iryna, program engineer with Skanska Integrated Solutions. “Before the game began, the team raised the Ukrainian flag and introduced me as a member of the Skanska project team that managed the stadium’s construction. It was overwhelming to see the baseball team and community give me a standing ovation in solidarity with my country.”

Unlike the other fans that May night in 2022, Iryna returned home from the welcome distraction to again wait for her father to call from war-torn Lviv. It felt like every conversation was the last one she would have with him.

“My family members are very proud of my accomplishments, and they cried tears of happiness when they saw photos of me wearing the Ukrainian flag in the middle of the baseball field,” she said.

In the months following that magical night, Iryna brought her father and other family members to the U.S.

“I cannot emphasize how lucky I was to work for Skanska during this period,” she said. “I was given time off to take care of these personal issues, and I was encouraged to step back and focus on myself. Many of my colleagues and customers reached out to offer their support. They constantly showed that they care about my family and me and respect my views and values.”

Iryna is hopeful that the situation in her native country will improve.

“I’m confident that Ukraine will win the war, and I look forward to the opportunity to rebuild my home country,” she said.



## Three questions with Darick Edmond, SVP – operations, MD/D.C.

### Q1

#### Why does representation matter in the workplace?

During my 22-year tenure in the U.S. Army Corps of Engineers National Guard, I could usually count on being the only minority in the room. For the first 12 years of my construction career, I didn’t encounter another African American in a position higher than project manager. This taught me many valuable lessons about communication and hard work, but it wasn’t ideal. It’s an intensely small group of people who want to be, or are capable of being, “the first” or “the only.” Strength and vision naturally come from recognizing yourself in the people who hold the positions you hope to achieve. That is the kind of environment I want to create for all Skanska team members.

### Q2

#### What have your experiences taught you about how Skanska can retain minority recruits?

I help lead efforts in college recruitment for our MD/D.C. region. In that work, I’ve seen how vital communication and representation are for minority workforce retention. We must show minority recruits a clear path to achieving their career goals, and an integral part of this is ensuring they see Skanska team members who look like them in the positions they desire to attain. If we don’t provide these two experiences for underrepresented groups, another employer will.

### Q3


#### As we move forward on our D&I Journey, where should our focus be?

I’m often in awe of how things have changed since I began in this industry over three decades ago, but there is still so much work to be done. We especially need to focus on preparing women and people of color for operations leadership positions. I also feel that professionally and personally, every day we need to renew our commitment to making a positive change in our offices and jobsites so that we don’t lose momentum.




# Skanska’s inclusion ambassadors

Helping define and shape our culture are some outstanding inclusion ambassadors: our office managers. Every day, they create a caring and positive environment and anticipate the needs of many people, in and out of the office. Their efforts ensure everyone feels valued, seen, heard and taken care of. This is the very essence of D&I.




**Karen Holmes**  
Office Manager

“I’m proud that my team and I aim to always be inclusive and treat others like family, because we truly do care about them. A great way to be an inclusion ambassador is to treat others with respect; be kind, caring and compassionate; and be a good listener. Always lead by example.”



**Melissa Stewart**  
Strategy Executive Assistant

“The Oregon administrative team takes great care of our employees. The team’s responsibilities are vast, requiring that we be plugged in at all levels. So, we take the time to connect and always demonstrate kindness. Our people know we’re a resource for them and they can call any of us and ask any question.”



**Ruby Tril**  
Office Manager

“As an inclusion ambassador, it’s important to make new hires feel welcomed and comfortable. I welcome them to the Skanska family and show kindness and understanding by letting them know it’s okay if they forget anything because they’ll be learning a lot that day. I offer to be a point of contact for anything they may need.”

“Our office managers accomplish a lot behind the scenes to ensure we’re supported and can do our work. They’re collaborative, thoughtful and always nearby to help out.

While always a rockstar, Cathy Denny, Georgia’s office manager, was invaluable working alongside VP – Operations Manager Kevin Bell and Field Services Engineer Joshua Nwangwu when we moved into a new office during the height of COVID. Coordinating deliveries, equipment installation and safe employee access while demobilizing our old office took an incredible amount of work and commitment.

Our engine doesn’t run efficiently without our office managers. In fact, we might fall apart without them. They are the heartbeat and backbone of our business.”

**Scott Cannon**  
EVP – General Manager



Scott Cannon with Sr. Procurement Manager Lori Weitowitz, Office Managers Susan Matrone and Karen DeYager, Strategy Executive Assistant Melissa Stewart, and Office Managers Cathy Denny, Karen Holmes, Dori Wright.



In November 2022, our office managers spent time together in Atlanta, GA, and met with team members from across roles and offices.

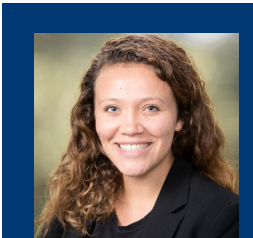
# Connecting our people

Our Charlotte, NC, office connects our people in special ways. Visitors receive NC-themed goody bags at their hotel, and at the office display screens reflect a welcome message. New hires receive personalized welcome announcements shared in the office. Special “kudos” moments are commemorated during monthly meetings. Every member of the office has their own time to shine with monthly best wishes for employee birthdays and Skanska anniversaries.

“To stimulate a culture of gratitude, employees should be shown they’re appreciated, respected and valued. Taking moments to recognize and honor each other—personally and professionally—fosters relationships where people work better together.”


**Daisy Campbell**  
Office Manager



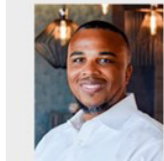


**Kayla Criscuolo**  
Administrative Assistant

“Coming from a very small office in Connecticut, I have an opportunity to really push for my team to create stronger bonds. I encourage everyone to come together regardless of what stands in the way, because this is what creates connections and a happy environment.”




Please join me in welcoming Timothy to the IT Team! As part of Data Visualization and Analytics, the Power Team, Timothy will serve as the Power BI champion for the analytics community. He will manage our environments and mentor anyone (inside and outside of IT) aspiring to build dashboards. He will establish and share best practices and ensure all developers follow them by performing code reviews.



**Timothy Vines**  
Business Intelligence Architect

Timothy has over 22 years of experience as a business IT professional and solutions developer. He has been in IT roles since 1999. His most recent role was as a senior enterprise business intelligence data architect for a financial institution.

**Kudos!**



“We greatly appreciated the support received from Casey Moran and Peter Karathanasis on our recent Regeneron Tarrytown Campus Expansion pursuit. Casey plugged in during a critical moment (after hours) the night before the interview and stayed the course with us as we worked through complex technical issues. Her efforts continued on into the next day, when she was joined by Peter Karathanasis who provided guidance in addition to off-site support that required him to travel beyond the office. With this all-hands-on-deck approach, we were able to troubleshoot ... which resulted in us pulling off the presentation in a seamless and polished manner. Special thanks also goes out to Val Tzvetkov for his contributions. For our team, this experience was a great reminder of “the power of Skanska” and that we are truly better when working together. THANK YOU, Mendy Mazzo, Melissa Faulkner, Casey, Peter, and Val!”

-Sara Francini, Vice President of Business Development + NY Team





## Three questions with Tim Johnson, EVP – general manager, Oregon Operations

Q1

How do you foster an inclusive culture?

It's a personal priority. I've been given the honor to sit in a position where I can make a difference, and I'm going to make a difference. Simple things like putting two people with different backgrounds in a room to work together can have a huge impact. At the same time, it's not all about me. For example, our project teams have begun reaching out to HR for advice on things that may not fit the traditional definition of HR. This type of inclusiveness is just one example of how our teams are building connections and fostering better relationships within the office.

Q2

Can you share an example of what's led to your team's success in the D&I space?

I hold my leadership team accountable. When leaders prioritize D&I, that inspires their teams to do so as well. I'm most proud that our hiring and retention rates have been a focus and, in turn, have shown we prioritize D&I and the effects are positive. Our efforts only work when we all are aligned, and that means our account managers follow through on their D&I goals.

Q3

When did your passion for D&I begin?

My passion for inclusion began when I was growing up. Seeing my mom's and sister's experiences in the workplace has driven me to be better. I think that's why my drive for diversity as a priority is so strong. I've spent many years as a mentor with ACE Mentor Program and am now on its board. I believe we can drive diversity within our company by mentoring young students interested in our industry and educating them on the possibilities in construction.

## Providing a network for emerging professionals and new team members

When HR asked for volunteers to revive the NY/NJ Skanska Young Professionals (SYP) group, Sharlett Williams, regional risk director, and Denver Parys, senior project manager, were happy to help.

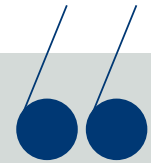
"We held three events in 2022, with the first being a speed networking event," shared Sharlett. "Our newest team members were able to meet Tom Webb, our EVP – general manager, and a few other leadership team members in a casual environment outside of the office. We had almost 50 attendees."

For the second event, the group visited New York University's Makerspace and Robotics Lab, which was built by Skanska.

"The students presented new construction technology," said Denver. "It was a great learning experience for all of us."

The final event was training on Bluebeam software. "Though it's a program we use every day, the training showed all of us capabilities that we didn't know existed," explained Denver.

Sharlett and Denver feel that groups like SYP are important because members get an immediate sense of inclusion.



"Our goal is to provide a network and community within Skanska so that everyone feels welcomed and has a group of colleagues to reach out to when they have an issue and need a quick answer. Particularly for emerging professionals, we want to make sure our arms spread out and multiply for them."



**Sharlett Williams**  
Regional Risk Director

Our emerging professionals and new team members visited New York University's Makerspace and Robotics Lab, which we built.





# A Culture of Caring and Safety

D&I is woven into all of Skanska’s values, and it plays a large part in keeping our people and partners safe.

Our Care for Life value strengthens a culture of inclusion and protects Skanska’s greatest asset: our people. On our jobsites and in our offices, people should feel cared for, seen and heard so they can be their best and go home at the end of the day—safe and unharmed. Safe and healthy workplaces lead to successful projects that our teams, customers and communities can be proud of.



**Boris Kiprovski**  
EHS Director

“One obstacle to having safe jobsites is poor communication, whether it’s due to language barriers, differences in cultures, or a lack of connection and engagement between our teams and craft workers. Across the business and jobsites, we ensure all safety communications, training and information are available in Spanish.

It’s necessary that we consider and respond to cultural and communication barriers. while fostering psychological safety. Among our workforce, for example, work is sometimes approached with a goal of getting the job done without complaint. This can put people at risk of injury or worse, and it also can mean they feel that they don’t matter to us. This isn’t the case, though, and I tell our craft workers that they’re protected and valued because we care about them. We’re a team, and we’re going to work together to make sure no one is injured. We use many opportunities to have this type of conversation, from our site walks to standard trainings and when we’re mentoring a trade partner.”



**Reggie Asare**  
EHS Director

“An inclusive jobsite is one where everyone is treated and supported equally by their peers and supervisors regardless of race, culture, background or role on the project. An inclusive jobsite is important to safety, because if everyone feels accepted, everyone will look out for one another and truly live our Care for Life value. When everybody feels accepted, their creative mindset can drive innovation and continually improve safety on our projects. We’re all in this together, working to achieve a common goal.”



**Brad McFarlane**  
National VP – EHS

“If the people who are in the field performing the work don’t feel comfortable speaking with us, then we don’t know if there are at-risk conditions or behaviors. Building that comfort, that psychological safety, is absolutely necessary. It means people can bring forward what’s on their minds, whether it’s safety issues, harassment, ideas for better ways of working or even personal challenges they’re facing that are impacting their focus at work.

Everyone needs to feel that they belong and can speak up, provide feedback and be creative. It’s our job—whether that’s EHS, operations or leadership—to listen, remove barriers and take action to build and foster a caring, psychologically safe culture on our jobsites and in our offices.”



Senior Superintendent Kevin Smiley (center) and team at our Bon Secours St. Francis Medical Center project in Midlothian, VA.

## The heart of it all

Kevin Smiley, senior superintendent, takes the time to get to know each and every worker on his projects. He knows their hobbies and their loved ones’ names, and this is just the start of how he creates an inclusive team culture.

Each morning, Kevin uses our Stretch and Flex program as an opportunity to draw attention to the human element of the project site.

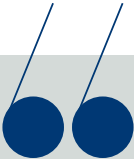
First, he makes sure everyone can communicate. With nearly 50 percent of his workforce from Spanish-speaking countries, he conveys messages in both English and Spanish.

Next, he finds a connection, something to which the whole team can relate. Sometimes, he plays upbeat songs. Other times, he tells jokes. On one occasion, he learned that it was the birthday of a craft worker’s young son. He Facetimed the son, and the entire project team sang “Happy Birthday.”

“It touched the hearts of every worker there, because everyone related to having a loved one that they want to make feel special on their birthday,” said Kevin.

Before the team parts ways, Kevin has each worker turn to those around them and say “I’m not going to let you get hurt today,” and then he leads everyone in a chant: “Nobody gets hurt!”

**Kevin’s extra efforts work. The inclusive team culture he fosters has led to a safer work environment on his projects, with zero lost time incidents across seven years and approximately three million hours worked.**



“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





We held our first mental health first aid training in the Tennessee office.

## Raising awareness and inclusiveness about mental health

In 2018, Chris Hopper, EVP – general manager, learned an alarming statistic about mental health in the construction industry. Workers die by suicide at five times the rate of jobsite fatalities. That same year at a healthcare event, a colleague gave a powerful speech about the mental health crisis and shared his father’s struggles with depression that ultimately led to his death by suicide.

“After hearing that speech and learning how prevalent suicide is in construction, I wanted to focus on mental health awareness in our industry,” said Chris. “Our Care for Life value illustrates our commitment to working safely. We’re good at protecting people from physical harm, but we also need to be aware of mental health and dispel the stigma.”

Chris sought resources from the Lindner Center of HOPE, a nonprofit mental health center affiliated with UC Health in Cincinnati. The center provided mental health awareness content that our EHS staff incorporated into jobsite safety orientations and jobsite signage that promoted awareness and a crisis phone number.

The Lindner Center, in partnership with TiER1 Performance, also offered “Start the Conversation,” a training program that reduces the stigma of talking about mental health with coworkers, friends and loved ones. Chris launched this program with his Ohio staff in 2020 and extended it to our Tennessee team in 2021. As a result, the Tennessee leadership team became inspired to support mental health efforts.

Tony Foster, Tennessee EHS director, read about mental health first aid (MHFA) training conducted by Skanska’s

United Kingdom unit and discovered a similar U.S.-based offering by Amphibious Medics. In July 2022, we held our first MHFA training in the U.S.

The course teaches participants to recognize signs that suggest a potential mental health or substance use challenge and the proper way to refer someone to appropriate support and services. Upon completion, participants receive certification similar to CPR/first aid and a green safety helmet sticker designating them as a safe and competent person to speak to about mental health issues.

Our Tennessee team has conducted two classes and our North Carolina office has also held MHFA training. With formal endorsement by senior leadership, we’ll be rolling out the training in other offices in 2023.



## Safety Week: A national platform to talk mental health and wellbeing

We’ve participated in Construction Industry Safety Week since 2005. In 2019, we began using the annual event as a national platform to talk with our employees and trade partners about mental health and wellbeing and its connection to safety at home and on the job.

Safety Week initiatives to inform, connect and better protect our people and partners

- Kicking off an ongoing, year-round effort with the American Foundation of Suicide Prevention to raise awareness of mental health, suicide and workplace safety.
- Promoting our EAP and other resources included in our employee benefits program.
- Developing an internal training called *Understanding Mental Health Conditions*.
- Creating a jobsite and office toolbox talk (TBT) called *Mental Health and Workplace Safety*, which covers mental health conditions, their connection to safety and ways to protect ourselves and each other.

- Providing an action-oriented *Building Resiliency at Work and Home* TBT.
- Launching a Care for Life in Action campaign to recognize safety ambassadors and encourage connections and care.
- Approaching TBTs in a new way with groups of four to five people—instead of everyone on site or in the office—discussing our *Mental Health and Wellbeing in the Industry* TBT in order to encourage conversation and the sharing of personal challenges.



Physical health correlates to mental health in many ways. During Safety Week and throughout the year, our project sites welcome local clinics and medical technicians to provide health screenings that can include blood pressure checks, cholesterol tests and flu shots.



During Safety Week, there are many opportunities to connect and recognize a project teams’ efforts. Luncheons, like this one at our PHX11 Data Center in Arizona, are a popular way for us to spend some time off the field with our trade partners and thank them for their commitment to safety.



# 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.



We recognized Veterans Day with a big thank you at our Bon Secours St. Francis Medical Center Expansion project in Midlothian, VA.

## Surf and fun for Warriors Weekend

Our NC/VA team volunteers annually for the Wave Warriors Surf Camp – Salt Water Treatment, a fun and therapeutic weekend getaway in Virginia Beach for injured service members and their families. Since 2014, our team has raised from \$2,000 to \$10,000 in donations each year and always joins in the weekend fun.



L — R: EHS Coordinator Jason Laskin, EHS Manager Dan Adamo, Senior Safety Director Jarrett Milligan, Marketing Manager Juniel Spruiel



## Hiring veterans: Benefits and opportunities

“Veterans prove to be successful in the construction industry and bring many strong character traits and attributes they gained while serving. Their attention to detail, ability to follow process and procedure, task discipline and dedication to duty are all critical to their success and are bigger than most realize.

We find more opportunities to help veterans every day. They’re used to a chain of command and may be hesitant to contact someone on levels outside of their day-to-day team. Skanska’s culture is different, though, and we want to hear their creative ideas. By helping them transition into our organization, we can help them better understand what life in our industry is like.”

**Jarrett Milligan**  
Senior Safety Director  
*Former Damage Controlman in the United States Navy*

## Parallels of Skanska and the military



“The biggest similarity between the military and Skanska is the sense of immediacy; important things must be done in an efficient and correct way. I worked with a diverse team in the Navy that I relied on for support, and now I receive the same type of support at Skanska.”

**Juniel Spruiel**  
Marketing Manager  
*Former United States Navy First Class Cryptologic Technician*



“The values of Skanska and the military align, and that alignment starts with caring for life. The Marines taught me the value of caring for the Marine in front of me, behind me and to my side. This same value carries forward at Skanska. We must care for our colleagues, treat everyone with respect and ensure they’re safe while completing the mission.”

**Joaquin Diaz**  
EHS Director  
*Former United States Marine*



“I love construction because it’s the industry that most closely resembles the military (leading teams to success in high-risk and dynamic field conditions). I chose Skanska because our values perfectly align with those of the United States military.”

**Mike Zeppieri**  
VP – Emerging Technology  
*Former United States Army Platoon Leader*



# A Culture of Empowerment



We're working to shift the underrepresentation of women in our industry by fostering a welcoming workplace that enables and empowers them to contribute their unique skills and perspectives to benefit our teams and projects.

Serving as a model for community, support and camaraderie, SWN is a strong network of women and men 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.

In addition to internal networking and connections, SWN supports women outside of our company. During Women in Construction (WIC) week, for example, SWN hosts activities to raise awareness of the significant opportunities for and accomplishments of women in the construction industry while sharing their stories.

Skanska Women's Network (SWN) was founded in 2013. The employee resource group (ERG) includes nine regional chapters that are overseen by the SWN National Steering Committee.

Throughout the year, SWN hosts Days of Discovery to introduce the younger generation to careers in our industry. With site tours and presentations, our teams talk about the meaningful parts of their roles and provide students with a better understanding of construction. By showing girls and other youth new career path options, SWN is inspiring the next generation.



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.

## Connecting colleagues during Women in Construction Week

When SWN launched in 2013, the NY/NJ chapter was the first one established. Susan Bazik, senior project engineer, has been a member of SWN NY/NJ since 2019.

**"SWN brings together Skanska employees in ways beyond our regular interactions and connects colleagues from different functional areas and business units in a welcoming space that really highlights what the Skanska culture is all about," said Susan.**

"I was happy to visit and learn about projects different from mine," Susan said. "I also was fortunate to showcase my project and team at LaGuardia's Central Hall. We had a great group of engaged participants, many of whom shared learnings from their projects that we could apply to our own. It was an enjoyable way to connect across departments and business units and to recognize the great work being done by all."

For Women in Construction Week 2022, Susan and other members of SWN NY/NJ wanted to spotlight the work being done across the region. They organized four project site tours led by female operations team members.

The projects were:

- New York City Economic Development Corporation, L10 Arts and Cultural Center
- Hunts Point Interstate Access Improvement Project—Contract 1 Design-Build
- LaGuardia Airport, Terminal B Redevelopment
- Penn Station LIRR Train Hall Renovation Phase 2—Concourse Improvements



**Melissa Sexton**  
Senior Estimator

## SWN Night Out

"Throughout my career in the construction industry, I've had the privilege of working with strong, focused, supportive women. I'm thankful for those who have been an inspiration to keep going when things get tough. Many of us manage more than just a career, and the pace and stress level of it all can be intense at times. **SWN has a focus to embolden women to thrive in Skanska.** The purpose of SWN Night Out is to expand that vision beyond Skanska and help recognize, connect and support the amazing women we work with in our industry."



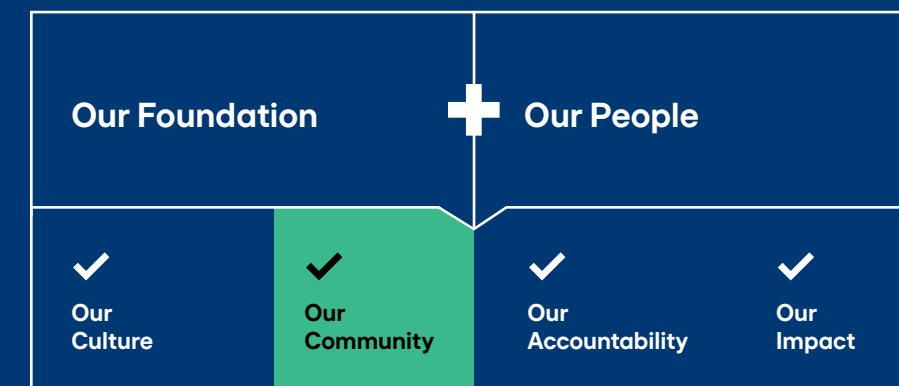




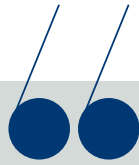
# Community

From hospitals to schools, airports to semiconductor facilities, the projects we build help heal, educate, transport, and energize communities. While we're in the business of building structures, we also understand there's a human element to every community in which we work. Across the U.S., our teams invest in our communities alongside our customers and partners.

## D&I Strategy







“To me, there’s a natural connection between business development and community engagement and involvement. The more we’re connected to the communities where we live, work and play, the more networks and relationships we can develop, allowing us to make a bigger impact.”

**Mendy Mazzo**  
SVP – National Business Development

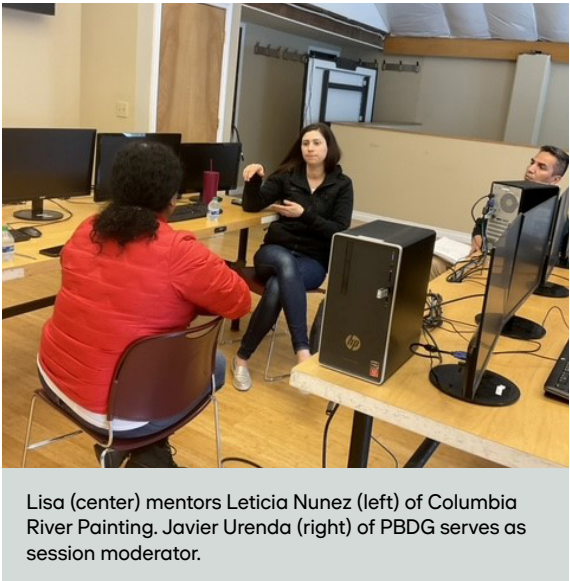


L — R: Deputy Superintendent – Pasco County Schools Ray Gadd, Bullard Family Foundation Founder and WWE Global Ambassador Thaddeus Bullard, Skanska VP – Account Manager Daniel Abou-Jaoude

## Innovation labs give students a safe space to learn and have fun

In 2021, we teamed up with the Bullard Family Foundation to donate innovation labs at two under-resourced schools in Pasco County, Florida—Pasco Middle School and Gulf Middle School. The labs provide students with opportunities to learn and play in safe environments during or after school.

We transformed existing classrooms into the labs with computers, tablets, gaming consoles, audio recording stations, ping-pong tables, board games and even a barber shop. Daniel Abou-Jaoude, VP – account manager, joined Thaddeus Bullard, philanthropist, WWE global ambassador and Bullard Family Foundation founder, in helping unveil the labs.



## Mentor protégé relationships yield mutual benefits

When Lisa Durham, preconstruction manager, was asked to be a mentor to a diverse business, she was hesitant at first. Eventually, she was matched with COBID-certified\* Oregon Door Consultants (ODC) through the construction trade association Professional Business Development Group (PBDG).

While mentoring sessions covered a wide range of subjects, ODC specifically wanted to know how it was doing on Skanska projects. Lisa was able to ask her colleagues for feedback to share with ODC. She also connected ODC with her colleagues through two lunch and learns, where our staff got to know ODC’s two owners and learn more about doors, frames and hardware. In turn, ODC was introduced to more people at Skanska.

Lisa’s relationship with ODC has continued beyond the program. She now has a go-to company to call when she has questions about Division 08 scopes, and ODC reaches out to her when it needs assistance on various issues.

In 2021 and 2022, Lisa mentored two new COBID-certified firms—Columbia River Painting and Summit Wood Creations—on Bluebeam construction software to make them more efficient in their estimating efforts.

“Working with these trade partners gives me perspective on the challenges they face,” Lisa said. “It helps me and our whole preconstruction team structure bids better to give small companies more opportunities. It also helps us communicate more clearly and make our documents easier to navigate.”

She added, “Since becoming a mentor, I feel like I’m more approachable to the trade partners I’ve interacted with. Knowing that they have a connection with someone at Skanska makes them more interested in pursuing work with us.”

*\*Certification Office for Business Inclusion and Diversity, a state of Oregon certification*





## Youth in Construction/African American Male Achievement

In 2022, we partnered with the Seattle Public Schools Office of African American Male Achievement (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.

During a tour of our Sound Transit light rail project in Lynnwood, 40 students heard from civil engineers, building information modeling technicians, estimators, project managers and other industry professionals. The students also participated in hands-on activities, from flying drones to working with steel pipes.

In addition to similar tours, such as one at our Highline High School project, the Youth in Construction group held the “Lined Up for School” event. Josiah Mooi, assistant project manager, Justin Lee, commercial manager, and other Skanska team members handed out backpacks and school supplies before joining students for a hot BBQ lunch. We even had barbers on-site so students could get fresh haircuts before starting the new school year.

The Youth in Construction program is an excellent example of how we can work with our like-minded customers to have a strong impact on D&I in our communities.



“I didn’t even know that the construction industry was an option until long after high school. The Youth in Construction program bridges that gap and helps kids learn about new opportunities much earlier. It’s a good way to bring more diversity into the industry.”

**Josiah Mooi**  
Assistant Project Manager

“Construction has, notoriously, not been very diverse, and it’s not always representative of the areas where we build. We want that to change. The work itself is pretty fascinating, and everybody should know about it when considering different career paths.”

**Justin Lee**  
Commercial Manager







## Giving back to beautify our communities

Fourteen Skanska volunteers attended the District of Columbia Building Industry Association’s Community Improvement Day at Oxon Run Park in northeast Washington D.C. The park is known for its natural resources, but years of deferred maintenance had taken its toll. Our team joined other volunteers to improve the landscaping and make general repairs where needed.

## Taking community investment to new heights

In Fort Myers, our team purchased and packed backpacks with school supplies for The Heights Foundation, a program that helps ensure low-income children living in the Harlem Heights neighborhood have the necessary supplies to succeed in school.

L – R: Operations Personnel Director Jan-Erik Hustrulid, The Heights Foundation President, CEO and Founder Kathryn Kelly, The Heights Foundation Director of Arts and Community Programs Melissa Barlow, Project Manager Andrew Kelly, Assistant Superintendent Danny Youngsman



## Building up our communities

Rebuilding Together has been serving the San Francisco community for 33 years. Members of our San Francisco team spent a day helping those in need by doing yard work and landscaping.



## Changing the construction industry—one life at a time

Through her engagement in the Architecture Construction Engineering (ACE) Mentor Program, Brittany Faircloth, healthcare market strategy manager, exemplifies how a business commitment to our communities and local organizations contributes directly to our company’s overall success.

The award-winning, national after-school program offers merit-based scholarships and industry job opportunities to high school students.

While participating in the program during her senior year of high school, Brittany was introduced to Skanska. She received an offer letter to join our Core Competency Training Program (CCTP) after graduating college with

degrees in interior design and Spanish. She initially was hesitant, unsure if her studies and passions would translate well into the construction industry. She then fell in love with the marketing aspect of our work and eventually joined our Tennessee team as a marketing coordinator.

“Often, when people think of jobs in construction, they picture a person in a hard hat running a jackhammer. I know I did,” Brittany admitted. “Programs like ACE help people from diverse backgrounds see beyond stereotypes.”

After graduation, Brittany gave back to both ACE and CCTP by becoming a mentor.

17

years we've supported ACE

69%

of students are minorities

40%

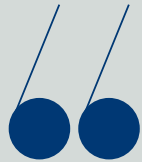
of students are female

With 75 chapters in 38 states and Canada, ACE reaches 10,000 students annually. Scan the QR code to learn more.

“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





“The new school continues to shine in the community and I feel proud to work for a company that has changed so many lives.”

**Rose Torres**  
Senior Director – Business Development

## Building for a better society on multiple levels

When our team completed the Lawrence E. Boone Elementary School project for the District of Columbia Department of General Services, we knew it contributed to our purpose of building for a better society. This project builds up the local community on multiple levels.

### Encouraging learning

The \$52.4 million school renovation—the first since 1974—created an 83,000-SF, LEED Platinum certified, 21<sup>st</sup> century learning environment in one of the most disadvantaged neighborhoods in Washington, D.C.

### Supporting local MWDBEs

More than 50 percent of the project’s workforce were D.C. residents, and 56 percent of the subcontract spend went to D.C.-based MWDBEs.

### Inspiring creativity

Our team installed artwork from the Percent for Art Program, which was launched in 2013 to bring art into the community and create legacies for artists.

### Empowering students

Since the school’s completion in 2019, we’ve continued to support its students. Rose Torres, senior director - business development, explains, “After having such a positive impact building the new Lawrence E. Boone Elementary School, it only felt right to continue to support the community after construction was complete. It’s heartwarming to deliver back-to-school supplies and hear how much the principal appreciates our continued support.”

50%

of the project workforce were D.C. residents

56%

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



After completion of the lab space, all those involved in the effort celebrated a \$60,000 scholarship from Microsoft to support EMCC’s IT department.

## Expanding opportunities for current and future students

In fall 2021, students at Estrella Mountain Community College (EMCC) in Avondale, Arizona, gained access to a new, state-of-the-art lab space that our Arizona team helped make a reality as part of the Microsoft Data Center Academy program.

A designated Hispanic-serving institution, EMCC aims to strengthen the talent pipeline by expanding educational opportunities and providing engaging learning environments in a region that has emerged as a leader in high tech, manufacturing, research and advanced business services.

We joined Microsoft in teaming up with several local subcontractors and design firm partners to donate resources and construct the lab space, which will help prepare students for a variety of careers that range from IT program managers to electrical/mechanical engineers and data facility operators.



L — R: Project Executive Michael Underwood, Superintendent Mike Mealar, VP – Business Development Mandy Weitknecht, Preconstruction Manager Mark Lewis, Mark’s wife, Wendy

## 2022 Special Olympics USA Games

In June 2022, Orlando hosted the Special Olympics USA Games, uniting more than 5,000 athletes and coaches from all 50 states and the Caribbean.

Our Florida team volunteered through Leadership Orlando, a program that increases community awareness. Arriving at 3:45 a.m., the team placed bags filled with snacks, sunscreen, lip balm and water bottles beneath each athlete’s seat before joining the 120,000 spectators to cheer and welcome the athletes during Opening Ceremony festivities.





## LinkedIn scrolling results in fruitful partnership

Todd Lofgren, EVP – general manager, was scrolling through LinkedIn one evening and stumbled upon Anthony Weber, president of WEBCO Construction, an SBE/MBE firm he founded in 2016.

Impressed with Anthony’s credentials, Todd sent him a request to connect, and Anthony immediately accepted. They met in person a week later, with both sensing a synergy between them and their respective companies.

**“Anthony has strong business acumen and an impressive resume,” said Todd. “In a short time, he’s grown his firm to around 15 employees. Like us, he has strong relationships with some university customers, so it’s not just Skanska bringing opportunities to WEBCO. The converse is absolutely true.”**

“Todd is completely genuine,” said Anthony, “and I can say that about each person I’ve interacted with at Skanska. Everyone is helpful, and WEBCO has benefited from our partnership in learning better processes, solving problems and sharing safety best practices.”

Skanska and WEBCO have been pursuing work in the higher education market, with WEBCO staff augmenting our team. This collaboration resulted in winning the Clayton University Center project at Lehigh University.

“We’ve laid a good foundation built on shared values, transparency and trust,” said Anthony. “Plus, there’s alignment with the types of customers we pursue, so our partnership is a natural fit.”

## Encouraging educational advancement and growth



**Steven Garza**  
Mechanical  
Preconstruction  
Director

Steven Garza, mechanical preconstruction director in our San Antonio office, is an active board member for the Hispanic Contractors Association (HCA). This association promotes and supports the educational advancement and growth of MWDBEs in the contracting community throughout South Texas.

For Steven, his participation is meaningful: “I started in the construction industry in 1994 with a small minority contractor. I didn’t know which doors to knock on to develop relationships and secure business for my company. Twenty-nine years later, I have the experience and means to support these same types of contractors who find themselves in the same predicament. I hope my involvement in HCA helps open doors and allows them to reach their full potential.”



L — R: Assistant Project Manager Patrick Gilmore, Assistant Project Manager Jack Coveney, Field Engineer Bridget Murphy, Assistant Project Manager Miles Jarvis, EHS Coordinator Paige Gumkowski, Field Engineer II Jose Varias, Field Engineer II Craig Sarro, Field Engineer I Zachary Caldwell, Senior Project Manager Will Grahek

## A window to our meaningful work

While working on Boston Children’s Hospital, Two Brookline Place project, Business Development Manager Amanda Copeland, along with Jack Coveney, assistant project manager and leader of Skanska Young Professionals Boston, assembled a team for the Boston Children’s annual Corporate Cup event. Little did they know their involvement in the event would give them a unique view of our team’s meaningful work at the hospital.

Ahead of the event, Team Skanska campaigned. Each dollar raised would fund breakthrough research, family support and critical services not covered by insurance. Their efforts quickly added up—they exceeded their \$2,000 goal by more than \$2,950. With 58 teams participating overall, the fundraiser brought in \$800,000 for the hospital.

Team Skanska chose to be paired with a patient partner—a child who is actively receiving care at Boston Children’s—leading up to the Corporate Cup. Ahead of the field day competition, Team Skanska created a video for their patient partner, sharing words of support. The patient’s family responded with a “Go Team Skanska!” video featuring the child’s gleeful smile. Team Skanska proudly carried around a flag that their patient partner designed to each competition, feeling the support of their patient partner all throughout the day.

On competition day, Team Skanska placed 22<sup>nd</sup> out of 58 teams after trying their hand at obstacle courses, tug of war and more. **During the event, a patient at Boston Children’s shared what the hospital meant to them. “The event and the hospital have influenced and saved their life,” said Jack. “Hearing their voice helped us remember that while we were having fun, what we’re doing is also really impactful to these kids.”**



## Walking for a purpose

The results of an internal community involvement survey showed that raising awareness around mental health/ mental illness is one initiative that our San Francisco team is passionate about. As part of its efforts, the team—along with friends and family—took part in the National Alliance on Mental Illness’ NAMIWalks Your Way event, which brings awareness to mental illness in an effort to break its surrounding stigma.

L — R: Office Manager Ruby Tril, Project Manager Judy Tejamo, Senior Project Manager Raki Chaitt



## Helping children explore

In 2022, our Arizona team took part in Phoenix Children’s Hospital’s Big Dig for Kids as one of the event’s founding committee members.

For the eighth year in a row, our employee volunteers helped fundraise and then joined hundreds of young patients and their families on the big day. The children explored and safely operated construction equipment and took part in crafts and activities in a kid’s zone that allowed for children of all abilities to play and experience the excitement.

**\$750k**  
raised for Phoenix  
Children’s

**1,200**  
kids at the Big Dig  
for Kids event



L — R: Designer Lisa Ferguson with CRTKL Arcadis, Project Executive Craig Hamilton, MEP Manager Hugh Biggin, President of Morgan Construction Angel Hackney, Project Manager Paul Guelich, Project Engineer Stephen Singer, Assistant Superintendent Dave VanLandingham

## A match made in a mentor protégé program

In 2020, through the City of Philadelphia Office of Economic Opportunity’s Mentor Protege Program, Skanska was matched with Morgan Construction, a MWBE. Todd Lofgren, EVP – general manager, and Angel Hackney, president of Morgan Construction, have a standing call every other week to share updates, events and opportunities.

The first two years of the three-year program have focused on education, with Angel attending training on procurement, risk analysis and preconstruction at our offices.

On one of their standing calls, Todd asked Angel what she needed, and a current issue came to mind regarding a third-party estimate she had received that she thought was out of line. Todd referred her to Jim Lane, VP – preconstruction, who reviewed the estimate and provided some detailed information that validated Angel’s concerns.

“Having Jim serve as a second set of eyes gave me confidence in my initial assessment,” said Angel. “I met with the estimator and designer and asked some probing questions that caused the estimator to go back, sharpen his pencil and revise the estimate.”

Todd and Angel’s calls are now focused on giving Angel and her team hands-on learning experiences. Angel will be attending a Skanska foreman meeting and a pull planning scheduling session, and she will be shadowing an Owner, Architect, and Contractor meeting on a science and technology project. She and Todd also have partnered on at least 10 science and technology pursuits.

“The Mentor Protégé Program and Todd especially have helped my business tremendously,” Angel said. “Todd has made himself accessible and connected me to the right people to help me learn and get practical questions answered. I can always call, and Todd will steer me in the right direction.”



## Walking for more than a cure

Our New England team joined a SWN-led effort for the Susan G. Komen More than PINK Walk, holding eight fundraisers that raised more than \$11,000. The funds benefited research focused on finding a cure for breast cancer as well as resources and support for individuals impacted by the disease.

L — R: Assistant EHS Coordinator Alma Mendoza, Lead Estimator Alison Bulman, EHS Director David Watts, Development Associate Kara Chiccarelli



## Outreach efforts in Houston, Texas

We hosted participants from SERJobs at our 1550 on the Green jobsite in Houston. SERJobs provides coaching, training, employment and financial empowerment for members of low-income communities. Participating team members included Business Development Manager Janelle Johnson, Project Executive Mark Elpers and Senior Superintendent Tommy Schelski.

## Creating a cleaner Jersey

Clean Green Jersey formed in 2020 to build a healthier and stronger Jersey City community by reducing litter. Trash-littered streets not only lead to air and sea pollution but negatively impact mental health. Members of our NY/NJ team coordinated a clean-up day to support the effort.



Thaddaeus Gregory, 2015 Graduate and Rainier Scholar from Seattle's Cohort 3, is now an attorney working at Van Ness Feldman.

## Supporting Rainier Scholars for a decade

In the past decade, **we’ve raised more than \$2 million through the annual Bricks + Books fundraising event to further expand the programs of community partner Rainier Scholars.**

The organization cultivates the academic potential and leadership skills of underrepresented students and creates access to transformative educational and career opportunities. It provides comprehensive support, including academic enrichment, leadership and career development, counseling, and parent workshops to the scholars and their families. Students are also supported by more than 300 Rainier Scholars alumni, who bring their diverse talents and perspectives on professional careers and post-graduate endeavors.

Rainier Scholars has impacted more than 900 students, adding 100 students to the program each year. It recently opened a second site in Tacoma where they welcomed their first cohort last summer.

“We were excited to host the 10<sup>th</sup> annual Bricks + Books event in 2022, raising more than \$255,000,” said Dana Kimble, senior director – business development. “The organization’s students possess an incredible work ethic, resilience and an unwavering commitment to education that make it possible for most to become the first in their family to earn a college degree. By increasing access to education and opportunity, we’re helping ensure that underrepresented students in our community reach their full potential so that all may thrive.”



Photo courtesy of Bricks + Books photographer Jeremy Mauricio Garcia

Part of our Washington team enjoyed the 10th annual Rainier Scholars Bricks + Books event, where we raised more than \$255,000.

L — R: Marketing Director Ashlee Sigmund, Marketing Manager Haeli Hagen, Senior Director – Business Development Dana Kimble, Project Controls and Analytics Manager Ryan Kline





# Accountability and Impact

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

## *D&I Strategy*





# Holding Ourselves Accountable

We're in the initial stages of measuring our D&I impact. We need to identify the relevant metrics and centralize and enhance our data-collection systems to report comprehensively across the business. This will take time and effort, and we will share our progress.

In addition to quantitative data, we'll use storytelling to share the qualitative impact of our D&I efforts. Capturing the human experience will enrich our reporting and expand the understanding of our stakeholders.

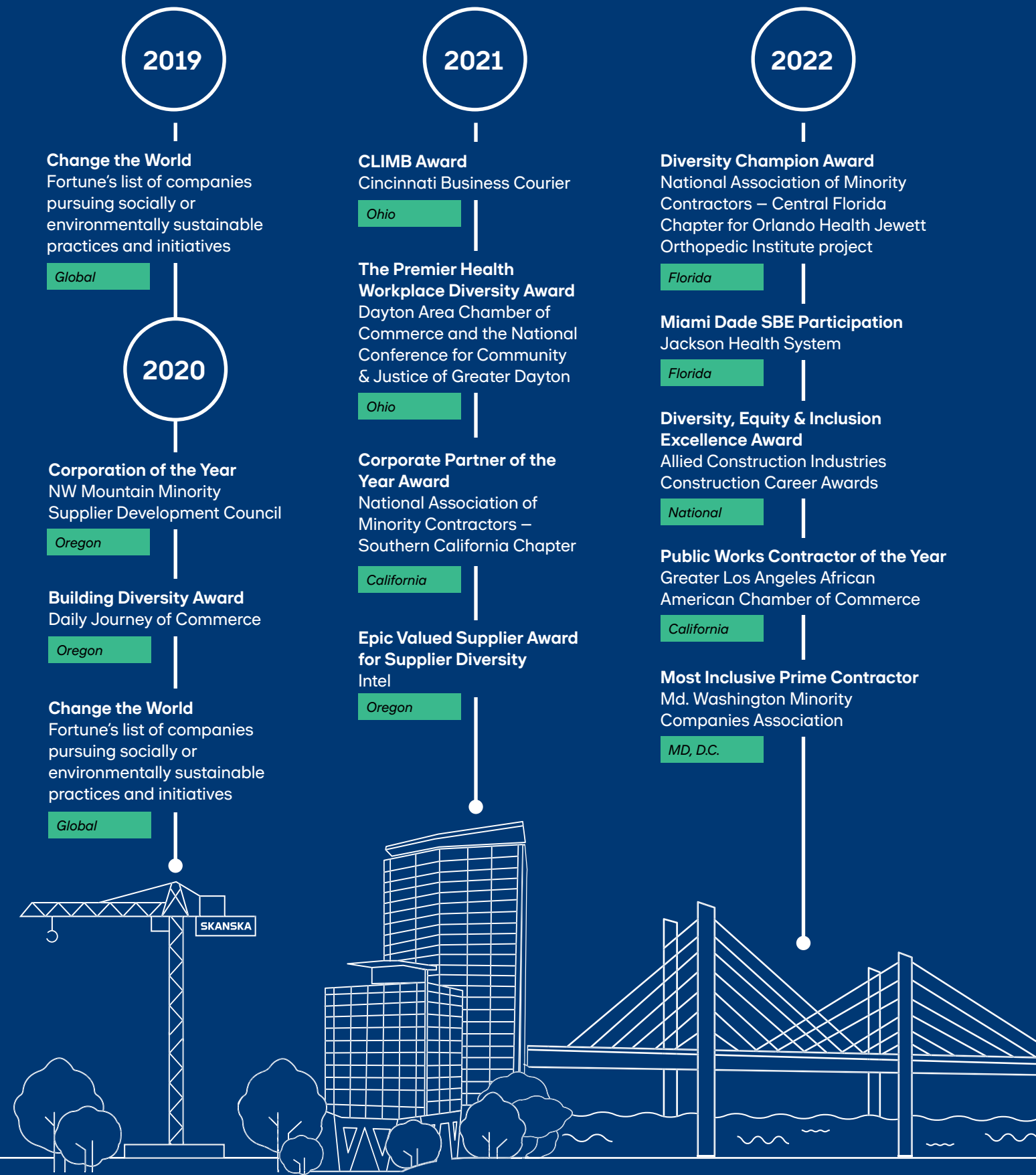


**Melissa L. Faulkner**  
Head of Information Technology

"We are committed to leveraging data and insights to better inform our D&I efforts. Data will help unlock opportunities that inspire real change through action, bringing accountability and transparency to our journey."

# Recognizing Our Impact

Recognition that we have received and given is another way we will measure our D&I impact. Here are some honors over the past few years.







Skanska FS360 at ATL, along with quad venture partners New South Construction and Synergy Development Partners

## A mutual loss leads to multiple wins

We met minority-owned construction firm FS360 in an unusual way. In 2015, Skanska and FS360 partnered with other firms in pursuit of the same project, and both lost. During that selection process, our account manager met Ernest Ellis, FS360 CEO, and his team. As the leaders got to know one another, they saw our cultures and values aligned.

Soon after, Ernest approached us about joint venturing on a small project at Hartsfield-Jackson Atlanta International Airport (ATL). Scott Cannon, EVP – general manager, and Matt Frey, VP – account manager, saw the mutual benefit of joining forces. The alliance worked—Skanska FS360 was awarded the \$26 million Central Passenger Terminal Complex Modernization Airside project, successfully completing the upgrade in 2018.

During this time, we engaged FS360 in the Executive Boost Training Program.

**“The program connected me with industry leaders, some of whom actually came to our office and educated my staff,” said Ernest. “It also helped me build relationships with other small businesses in the Southeast and beyond. Executive Boost provided information and connections I wouldn’t have typically received as a smaller contractor.”**

The success of Skanska FS360’s initial project at ATL led to a much larger job—the \$260 million Central Passenger Terminal Complex Concourse T North Extension. For this size project, Skanska FS360 added two partners—New South Construction and Synergy Development Partners. The quad venture completed the highly successful project in 2022.

Building on our shared success, we continue to strategically partner with FS360 on winning more work together. This means a lot to Ernest.

“I’m not a date; I want to be a partner,” he said.

Ernest, Scott and Matt continue to communicate openly with one another, which they agree is a hallmark of their strong relationship and trust.

“Ernest is like family,” said Matt. “Scott has a saying that goes something like ‘When you’re part of the team, you’re part of a family. In this family, we treat our interactions just like the family dinner table. We speak openly with respect and admiration for one another. We speak to hold one another accountable and help each other grow. That mindset has allowed us to have real conversations about the needs of both companies. I’m very proud of our past successes, but I know there is still more to be gained. The family mindset will prove the difference as our two companies grow together in Atlanta.”



## A seat at the table

In her seven years as manager of executive support services, Kelly Daige has seen our leadership team become more inclusive as it expanded to 17 members. She’s one of eight women now seated at the table and is encouraged by the top-down commitment to D&I.

“I went from serving as administrative support to being considered a valuable member of the team,” said Kelly. “Paul Hewins, our CEO, built upon the foundation laid by his predecessor by further engaging, encouraging and listening to me. He not only opened the door for me, he also gave me a platform to bring my unique perspective to the team.”

Kelly’s unconventional path to a career in the construction industry started with a degree from The Fashion Institute of Technology followed by real estate investment. A desire for a different work/life balance following the birth of her first child led her to us.

“At first, I struggled to find my footing in the company because my background was in different industries,” Kelly said. “In discussions with Paul, I could see that I have a great set of transferable skills. He encouraged me to pursue things outside of my day-to-day role. Through leveraging my skills and Paul’s advocacy, I now see ways to advance my career at Skanska.”

“When I look around a room, I see diversity not just in gender or race but in background, education and industries. For employees early in their careers, they can see a future for people like them.”

**Kelly Daige**  
Manager – Executive Support Services



Manager – Executive Support Services Kelly Daige (right) with Chief Strategy Officer Anita Nelson.





L — R: Senior Project Manager Erin McAlear, Safety Engineer Tanishani Melendez, Project Manager Emily Hayden, Project Engineer Shubhangi Purani, Project Manager Tori Lynn, Field Engineer Stephanie Noriega at Orlando Health Jewett Orthopedic Institute project site.

## Building and bonding

When our Florida team delivers Orlando Health Jewett Orthopedic Institute in the summer of 2023, physicians will conduct research to study and develop treatments for conditions of the bones, muscles, ligaments, tendons and joints. Throughout the institute’s design and construction, a dynamic team of women—from Skanska, the architect and Orlando Health—helped build the connections that hold us together.

“Working with strong females in the industry has encouraged me to continue to grow my career without looking back. I’ve been lucky to have worked with amazing owners and architects who have inspired and mentored me over the years. My favorite part of construction is positively impacting so many different communities while taking a step into those different communities.”

**Tori Lynn**  
Project Manager

“I got into construction due to my grandpa, who was a civil engineer. I want to break barriers, and I like creating things that last. I look forward to going back to a place I built 20 years later, knowing I was part of it and people are still using it.

The Florida team has monthly Third Thursday meetings to talk about what’s happening around the state. Since August 15 is India’s Independence Day, we had a themed celebration with Indian food and mocktails. Everyone put so much effort into understanding my culture. They even asked me to teach them some steps to my dance—so we did some dancing around the table! I feel like those efforts say a lot about Skanska.”

**Shubhangi Purani**  
Project Engineer

## Women at work

9000 Wilshire is a sustainable and innovative project that stands out for many reasons, including its **56 percent female project and development team**.

The four-story, 96,000-SF office building is our first development project in the greater Los Angeles area. Sustainably designed and constructed, 9000 Wilshire is WiredScore® Platinum certified and designed to meet LEED® Platinum and Fitwel® certifications. We also partnered with local artist Heather Day to create a public immersive art experience at the building to highlight the iconic history of Wilshire Boulevard and Beverly Hills.



L — R: Assistant Project Manager Megan Byrne, EHS Manager LaTanya Jones and VP — Development Megan Moloughney stand in front of the 9000 Wilshire building.

“We had a wonderful team dynamic that was based on inclusiveness and open communication. There was a willingness to hear all voices to come to a resolution, and it was understood that we had to work collectively. Whatever was needed for the job to progress, we did it. It wasn’t uncommon to see one of us on the jobsite moving materials or doing other manual work alongside the crews.”

**Megan Byrne**  
Assistant Project Manager

“I’ve been in this field for a long time. On this project, I was heard, I didn’t feel dismissed and my words had weight. It brought me to a place where I now feel comfortable speaking up and sharing my thoughts and opinions on how things can be done better. I didn’t have that confidence before, and I will be carrying it forward on future projects.”

**LaTanya Jones**  
EHS Manager

“Women have a different perspective, and this allowed for some alternative approaches to specific aspects of this job. In marketing and leasing, for example, the women brought a very creative touch that helped the building stand out from others in the market. It’s always beneficial to look at something from different angles and perspectives to maximize the potential outcome. This project reinforced for me that women in construction are a key component to success, and I can’t wait to see more!”

**Megan Moloughney**  
Vice President — Development  
Skanska USA Commercial Development





## Mentor protégé relationships continue beyond official programs

For the past few years, our Oregon office has been an official partner of the Professional Business Development Group (PBDG), which is a construction trade association for disadvantaged business enterprises.

As part of PBDG's mentor protégé program, Steve Clem, SVP – preconstruction, was matched with Seyon Belai, owner of MWBE general contractor ZANA Construction. After the year-long program ended, Seyon asked Steve if they could continue to meet, as her business was benefiting from the mentorship. Steve happily agreed.

Steve and Seyon meet every couple of months and discuss a range of topics. ZANA Construction is competing on some Skanska work, most recently a large package for the PDX Airport Terminal Core Redevelopment project. Steve and Seyon also have found common ground on a personal level, talking about their families and sharing stories.

Both have greatly benefited from their partnership. Seyon said of Steve and Joel Bennett, project manager for the PDX project, "Steve and Joel inherently see potential in others, which reminds me of my East African culture. They are humble, genuine and take time to connect and educate. I'm treated as a fellow professional and come away feeling supported and empowered."

Steve added, "Seyon's compassion and commitment to her employees is inspiring. She feels tremendous responsibility for her employees and considers their welfare as she makes business decisions. It gives me new energy and motivation to provide tools and support

for small companies that may not have the resources to grow and succeed."

**"When someone asks you for help, you inevitably end up learning as well," said Steve. "If you think you may not have much to offer, or don't know enough to be a mentor, don't let that be a barrier. Think of the connections you'll make and the relationships you'll forge. The benefits can be unexpected."**



## Three questions with Bryant Farland, regional executive officer

### Q1

**How does building diverse project teams positively impact society?**

Society expects businesses like ours to uphold a level of civic responsibility, especially when it comes to diversity and inclusion. Sometimes those expectations are communicated in the form of MWDBE participation goals—but our expectations for ourselves neither start nor end with percentages. It's not enough to hire diverse people and sign contracts with underrepresented firms; we need to protect, cultivate and participate in the advancement of those individuals and businesses. When we do that, every team we build becomes an investment in the future of our company, their companies and our community.

### Q2

**How has D&I driven success in your region?**

Diversity and inclusion isn't just 'the right thing to do.' It's not a 'nice-to-have.' It is a business imperative. In the absence of thinking about it that way, Skanska wouldn't be successful in my region (or anywhere else, for that matter). The northeast market has been built upon the diversity of its character—a part of the country that really celebrates its people and draws on their differences as a strength. We have to function the same way in order to be successful here.

### Q3

**How does D&I make your teams stronger?**

In our industry, we encounter new kinds of challenges every day, and many of those challenges demand creative solutions. With a diverse team comes a diversity of viewpoints and the ability to develop smarter, more reliable answers to those questions. When you invite various perspectives, you can draw on other people's knowledge, experiences, opinions—all sorts of different characteristics that lead to more holistic, well-rounded solutions. Being inclusive means you can develop ideas that you otherwise would not.





# Supplier Diversity

Transforming lives and communities through the projects we deliver and the relationships we build fuels our passion and supports our purpose to build for a better society. Central to these efforts is our national Supplier Diversity team, which works with our project teams, customers and partners to create a more inclusive and vibrant construction industry.



# A Brief History

Skanska USA Building (Skanska) has invested in supplier diversity initiatives for over 16 years. In 2007, we launched our Construction Management Building Blocks (CMBB) program to better support our diverse business partners. We’ve continued to expand our supplier diversity efforts, always evaluating and refining our efforts in a spirit of continuous improvement.

Today, our Supplier Diversity team includes 11 professionals supporting 23 offices. These leaders partner with our regional GMs/EVPs, Business Development, Project Planning and other key internal stakeholders to elevate and evolve our Supplier Diversity Compliance program. More importantly, they cultivate local relationships and create opportunities for our partners and communities.

We use our knowledge and foresight to shape a more inclusive industry through advocacy, accountability and partnership with diverse businesses, project teams and all project stakeholders in the communities where we live, work and play.



**Joycelyn Yue**  
National Director –  
Supplier Diversity

**Q: How do you describe our approach to Supplier Diversity?**

A: “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.”



**Donna Licciardi**  
Regional Director –  
Supplier Diversity

**Q: What inspires you to succeed in your role?**

A: “For me, supplier diversity is a labor of love. Working closely with diverse businesses, I can guide them on how to prequalify with us, develop a comprehensive bid or navigate insurance requirements. These business skills enable them to win work, put food on the table and send their kids to college. When we support the growth of a diverse business, we’re touching lives. It’s really something special.”



**Rita Ohaya**  
Regional Director –  
Supplier Diversity

**Q: What drew you to Skanska?**

A: “I joined Skanska because there is real opportunity to make a difference. We’re already an industry leader in so many areas, and our commitment to D&I is strong. Building a robust supplier diversity program is not only the right thing to do from a compliance perspective, but it’s also the right thing to do to create opportunity in our communities, provide high quality to our customers and build a better society.”



**Johnny Ortiz**  
Regional Director –  
Supplier Diversity

**Q: How did you get started working in Supplier Diversity?**

A: “I dropped out of high school and went to trade school. I worked for 10 years in the field doing HVAC. When I was hired into this role, it was part time, and I barely knew how to use a computer. Because I came from the field, it would be natural for me to be a superintendent or involved with site safety. But Skanska saw a different way to use my skills and gave me an opportunity to join a team that asks, ‘How can we think outside the box and provide opportunities to people who wouldn’t typically get them?’ We then work to create those opportunities.”



**Marcus Thompson**  
Regional Director –  
Supplier Diversity

**Q: How do you describe Skanska’s Supplier Diversity journey?**

A: “Well, it goes back to my favorite core value: Be Better Together. Our journey with Supplier Diversity is about being better together through leveraging our internal subject matter experts, sharing best practices from our project teams, working closely with our trade and community partners, and engaging in dialogue with our clients. It’s like our Care for Life journey. We emphasize and focus on safety until it’s second nature and core to our corporate ethos. We are on the same journey with Supplier Diversity, and we need everyone’s ideas. When we include all ideas, all voices, we truly are better together.”



**Jeffrey Cruz**  
Corporate Counsel, Ethics &  
Compliance Officer

**Q: What is your role on the Supplier Diversity Team?**

A: “We’ve always been a values-based organization, and we take this approach to supplier diversity. We want a broad and diverse supplier base because it’s good for our customers and our communities. There are also many instances when it’s a contractual requirement. My role as corporate counsel is to support the compliance aspects of supplier diversity, making sure we provide our teams with education and training on processes and best practices to meet all regulations and requirements.”





# Purpose and Focus Areas








## 1 | Purpose and Focus Areas: Supporting Our Project Teams

Our Supplier Diversity team plays a key role in preparing, advising, guiding, educating and mentoring our employees, project teams, customers and industry partners to maximize the positive impact of our construction projects on our communities. Through early engagement in project planning and procurement, as well as regular touchpoints throughout the life of a project, the team’s professionals are a resource to help our project teams succeed with diverse business outreach, purchasing and contracting efforts.



“I spent 20 years on the jobsite in project administration, so I understand the perspectives and needs of our project stakeholders and draw on my experience in the field to help all parties succeed. Working with the project teams to ensure they connect with qualified businesses and helping small and diverse businesses navigate our contracts is rewarding. Achieving our contractual goals and helping strengthen our community—that’s a win-win to me.”

**Lauri Davey**  
Regional Supplier Diversity Coordinator



## 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.

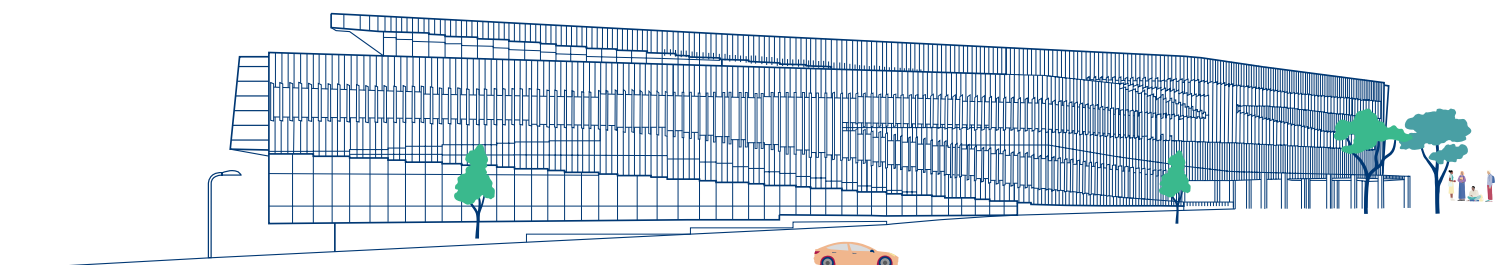
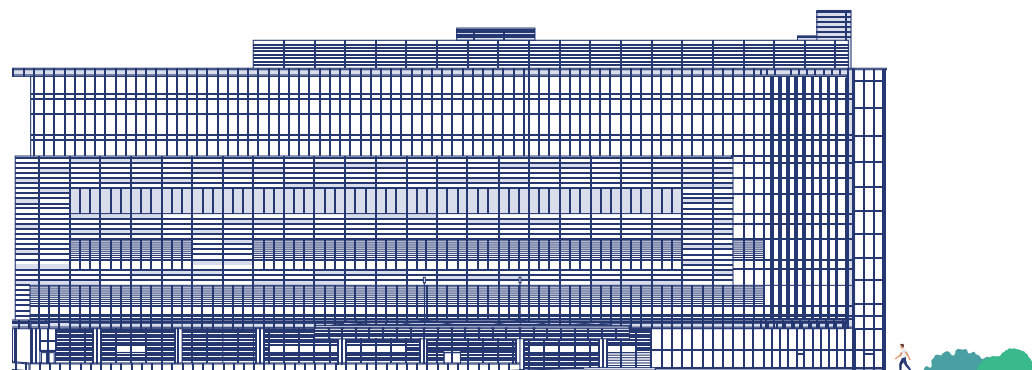
A native Spanish speaker, Johnny approached our customer and partner Wake Technical Community College about developing a course for adults learning Spanish as a second language that specifically focuses on terminology common to the construction industry. The pilot “Spanish for Construction” program launched 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.”

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



**Johnny Ortiz**  
Regional Director – Supplier Diversity







## 2 | Purpose and Focus Areas: Improving How We Work

Compliance is a part of our D&I foundation, but our supplier diversity team does much more than check the boxes. They look for ways to elevate, include, inspire and equip different voices, because diverse thoughts and experiences bring new ideas and thoughtful solutions to our projects and the industry at large.

### Leveling the playing field to keep people safe

Safety is everyone’s responsibility, but not every subcontractor with whom we do business has the same resources to develop a comprehensive safety program. Alisha Wix, marketing and supplier diversity manager, set out to develop a program that would level the safety playing field for MWDBEs.

Working with our EHS team, Alisha and the Tennessee team developed the Safety Leadership Workshop, a five-part series to help contractors learn how to integrate safety into all aspects of their business. The course addresses fundamental areas of construction safety, including OSHA regulations, work planning, training, incident investigation and root cause analysis. Upon graduation, workshop participants are able to develop a safety culture and join us in changing our industry. **Twenty-four firms have graduated from the program since 2016.**



Participants in the 2018 Safety Leadership Workshop toured a Skanska jobsite with our leadership to put into practice what they’d learned in the classroom.



### Equipping MWDBEs for success

Launched in 2007, Skanska’s CMBB program equips MWDBE participants with the knowledge and tools to thrive in the construction industry. Taught by Skanska and other industry professionals, the program covers topics ranging from project planning and HR to risk management and legal matters. **Since its launch, the free multi-week program has graduated over 800 firms.** Graduates are designated as “CMBB Grads” in Skanska’s trade partner database, increasing visibility and potential opportunities for their businesses.



Construction Management Building Blocks®

800+ MWDBE firms have graduated from our CMBB program.





### 3 | Purpose and Focus Areas: Committing to our customers

Living our Commit to Customers value means we embrace our customers’ missions as our own and meet our customers wherever they are on their supplier diversity journey. For those organizations with established goals and procedures, we aim to exceed expectations. For customers who are earlier in their supplier diversity journey, we provide education and support around setting subcontracting targets. While many think first of a percentage target, that is not always the most effective approach. In some geographies or for some projects, the number of contracts may be a more meaningful metric than percentage of construction spend. There are many ways to achieve the ultimate goal of creating opportunity.



**Lee Fleming**  
Regional Manager –  
Supplier Diversity

“Lean on us. Our Supplier Diversity team comprises individuals with broad expertise and a shared passion. I worked on the owner’s side for years, so I understand the challenges that one can face when trying to establish a supplier diversity program. My colleagues across the country and I can help our project teams shape effective purchasing plans, and we can help our customers and partners craft the language and requirements that truly make a difference. Success in supplier diversity is a result of strong relationships built on trust and living our values. Our Supplier Diversity team is able to help administer a program, but more importantly, is able to help build relationships that identify strategic partnerships to balance stakeholder goals and enable our collective success.”

### Skanska co-founds workforce development program in South Florida

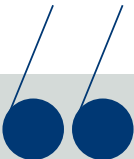
When officials from the City of Fort Myers approached VP – Account Manager Bob Kramer in 2017 about Skanska helping them start a workforce development program, he readily agreed.

Like most of the country, South Florida’s construction labor shortages were impacting cost and schedule on hundreds of projects. Bob collaborated with the director of the City’s Southwest Florida Enterprise Center to set up and structure the Construction Readiness Program in its business incubation facility.

The program was initially open to anyone in the community, with classes held on evenings and weekends. Lee County School District entered the partnership after the first year to expand learning opportunities for non-college-bound students. The program became known as Train to Gain and is now geared toward high school seniors, with sessions held after school from February to May.

Our employees and other business partners teach classes on safety, construction math, blueprint reading, power and hand tools, equipment operation, roofing, drywall, plumbing, HVAC, how to complete a job application and more. One of the City’s buildings serves as a learning lab, where students gain hands-on experience with skilled trade work and equipment operation.

Train to Gain holds a career fair during one of its final sessions. Students finish not only with a certificate of completion, but often with a full-time construction job upon graduating high school. The program typically has a 100 percent completion rate.

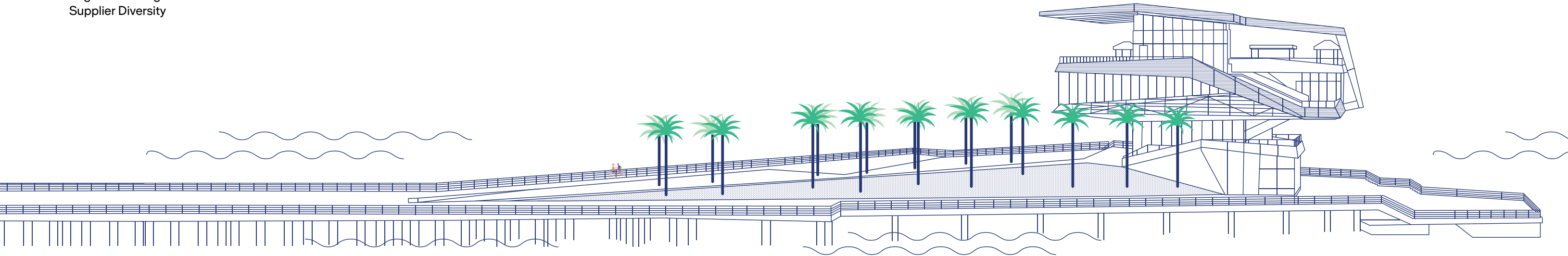


“It’s been rewarding to partner with the City of Fort Myers and Lee County School District to develop the Train to Gain program. The transformation in our participants is incredible as they learn about our industry and begin to see a career path emerge.

This program instills confidence, optimism and a sense of responsibility for one’s future while providing exposure to the trades. Programs like this help us improve the workforce and shape our communities.”



**Bob Kramer**  
VP – Account Manager







## 4 | Purpose and Focus Areas: Helping our partners thrive

Led by our Supplier Diversity team, we strive to achieve mutually beneficial supplier relationships built on shared values, behaviors and constructive dialogue. We pride ourselves on our long-standing relationships with small and diverse business owners, many of which extend decades. Serving as a partner to bolster the economic capacity of small and diverse businesses is core to who we are.



L – R: Marketing and Supplier Diversity Manager Alisha Wix, Senior Marketing Coordinator Hannah Mann, Marketing Director Lisa Koressel and Senior Project Manager Russ Brown at The Community Foundation of Middle Tennessee project.

"I serve in a dual role within Skanska. My time is shared between supplier diversity and proposal management with marketing. I love the blend of these roles because I work with my colleagues and our customers and partners to make a difference through the projects we win and the intentional way we deliver them. We're highly invested in healthy partnerships, and we love to see everyone in our communities—especially our small and diverse businesses—grow and thrive. We are passionate advocates, connectors and educators who are trying to lead by example."

**Alisha Wix**  
Marketing and Supplier Diversity Manager

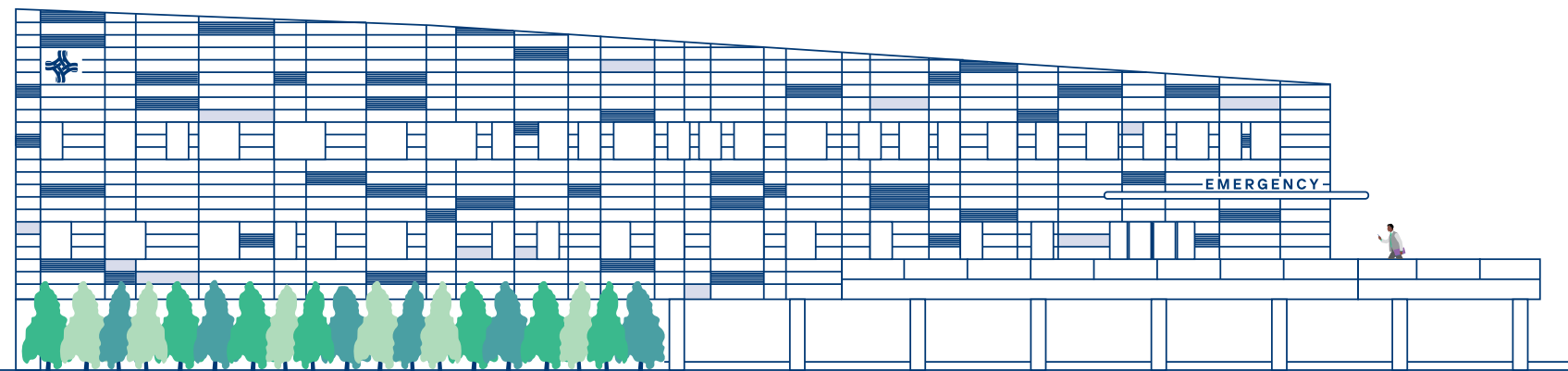


L – R: VP – Business Development Kimberly Burke, Project Manager Abhishek Jha, ACARI MWBE Program Manager Rosalyn Asher

## Supporting our partners' professional interests and growth

Our North Texas team originally hired ACARI Management Group, Inc. (ACARI), an award-winning MWDDBE HUB firm, to handle supplier diversity and outreach for us on a local project. Based on this experience and our processes, ACARI developed a quality control/quality assurance division, which has since been joined by another division performing general trades and competing for construction subcontracts.

In recognition of Juneteenth, Skanska team members Kimberly Burke and Abhishek Jha joined ACARI's MWBE Program Manager Rosalyn Asher to honor freedom, resilience and perseverance at an event hosted by the Arlington Black Chamber of Commerce. For 12 years, this organization has provided assistance and support for the African American business community in every major city in North Texas.





“The Skanska Megen JV has been a true partnership. Many minority-owned firms feel overshadowed by larger firm partners. With Skanska, this is never the case, and we always have a seat at the table. Megen’s input is sought out and valued in every aspect of the construction process. Our JV is a true collaboration of Skanska’s and Megen’s capabilities and expertise, which greatly benefits the customers we serve. It has been a joy to work in an environment where mutual respect of each other’s capabilities and professionalism exists.”

**Evans Nwankwo**  
President and CEO, Megen Construction Company, Inc.

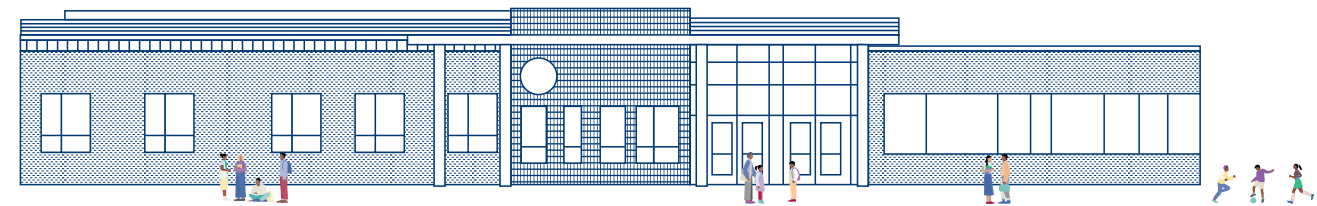
## Sharing our seat at the table

Evans Nwankwo founded Megen Construction Company 30 years ago. After coming from Nigeria to attend Texas A&M University, he spent 12 successful years with one of the largest construction firms in the country but dreamed of owning his own business. He started Megen in 1993 in the basement of his home. From that start and the company’s first \$350,000 project, Megen has grown to more than 30 construction professionals headquartered in Cincinnati, Ohio, who manage projects valued at more than \$65 million.

The partnership between Skanska and Megen began with a shared desire to serve the Cincinnati community. Combining Megen’s experience with several K-12 school districts and Skanska’s resources enabled both firms to win a large project with a local school district. The partnership was so successful that the Skanska Megen JV went on to deliver eight projects worth more than \$500 million, along with seven other projects where Megen provided estimating and program management services.



L — R: Account Manager Pete Becker, Megen President and CEO Evans Nwankwo, EVP – General Manager Chris Hopper.



## University of South Florida partners with Skanska on Construction Management Building Blocks

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

“This initiative not only continues our ongoing work and partnership with USF, but it also lives up to our purpose of building for a better society. The program provides these firms with fundamental skills to operate successfully and seek opportunities in Tampa’s growing construction industry.”

**Tracy Hunt**  
SVP – Tampa Operations

“It’s tremendous that Skanska and USF recognize that there’s a need to look out for small, minority organizations such as mine. There can be some challenges in achieving what we call the American dream, and I’m very thankful that they’ve taken the time to reach back and help others.”

**Keith Ware**  
Founder, Secure2ware Inc.

“The program has completely exceeded my expectations. To hear the stories of the businesses, how they’ve been prepared and the contracting opportunities they’re receiving is a testament to how impactful the partnership really is. For example, one of our participant firms is now doing work at the Morsani College of Medicine Heart Institute. Seeing this company’s success and growth achieves the overall mission of the program. That’s what this work is all about.”

**Terrie Daniel**  
Assistant VP, USF Office of Supplier Diversity

“I was ecstatic to be chosen for the 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









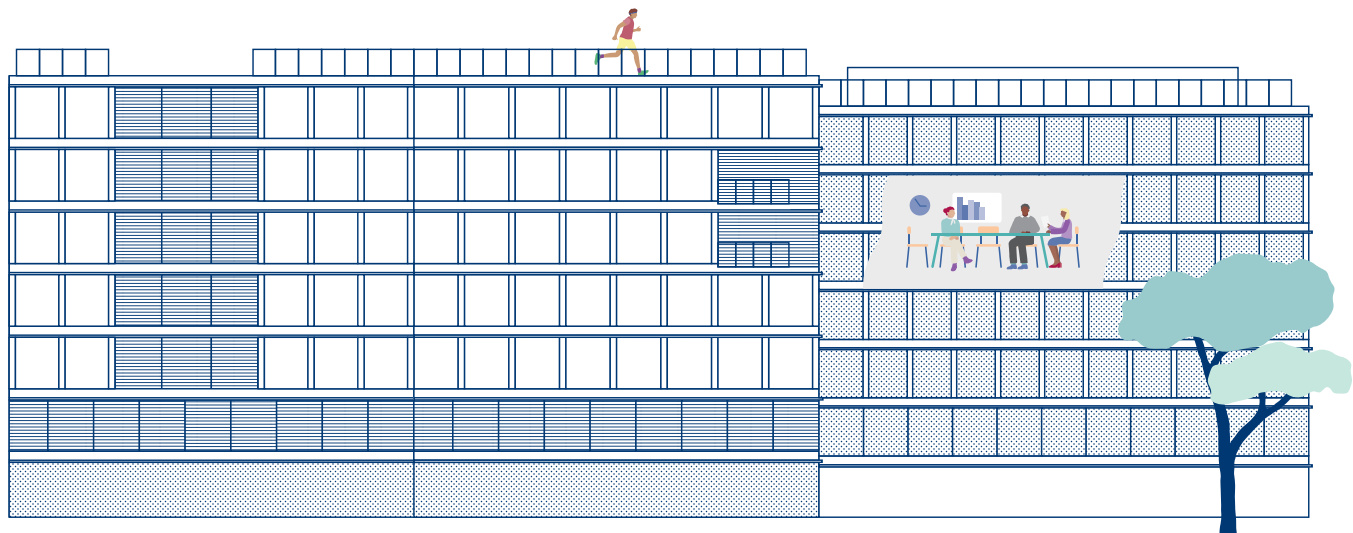
## 5 | Purpose and Focus Areas: Engaging with and investing in our communities

Construction goes hand-in-hand with community engagement and investment. We involve community members and support local businesses through open houses and community forums, as well as through participation in local economic development organizations. We participate in a wide variety of industry and community organizations, such as the Black Chamber of Commerce and Non-Traditional Employment for Women. Through these forums, we engage with a myriad of stakeholders and better customize the support we offer small and diverse businesses.



"I participate in meetings with organizations like the Northwest Minority Builders Alliance and the Association of Women and Minority Businesses because I want to be at the table alongside these business owners, listening to their concerns and challenges. By getting to know them, I make connections that I take back to our project teams. This helps further improve our processes and ability to make a difference through our diverse spend. In this industry, we have the extreme privilege of spending a lot of money through our purchasing and contracting, so we also have the responsibility of ensuring we are intentional with our spending."

**Courtney Fraga Goldstein**  
Regional Manager – Supplier Diversity



## Supporting the businesses that help our communities thrive

Throughout 2022, our Arizona team participated in multiple events to meet with and support local MWDBEs.



Both Skanska USA Building and Civil sponsored the Supplier Diversity Expo, meeting diverse businesses interested in training, business growth and project opportunities. Our team also hosted two workshops: "Doing Business with Skanska" and "Demystifying Subcontract Agreements."

L — R: Skanska USA Civil's DBE Compliance Officer Teresa Maxwell, EEO Compliance Manager Michael Richardson, Project DBE Compliance Coordinator Wendy Bracamontes join Regional Director – Supplier Diversity Rita Ohaya (center right) at the Supplier Diversity Expo.



"We work with forward-thinking customers that are ahead of the curve in respect to building and supporting a D&I culture. It's very important for us to keep a pulse on our communities and give all subcontractors and vendors that meet our prequalification requirements a chance to bid on our work. Sponsoring and attending industry networking events is essential to this effort and in our quest to get to know more MWDBE firms."

**Brent Larson**  
Superintendent



The American Subcontractors Association of Arizona (ASA), Arizona Builders Alliance (ABA), and Associated Minority Contractors of Arizona (AMCA) presented the sixth annual General Contractors Expo in August. The collaborative industry event was an excellent opportunity to develop new business relationships—our team met over 70 businesses at this event.





**Enzo Mungu**  
Supplier Diversity  
Compliance Manager

“Local businesses are the backbones of our communities, and their success is essential to a strong economy. Our Supplier Diversity team helps connect our project teams to the diverse business community and provides support with compliance—but it’s our project teams out on the jobsites who truly help these small businesses grow. By involving my team early in the procurement process, we can help shape procurement strategy and participation goals and create ownership and accountability. Skanska, through the development of the Supplier Diversity team, is helping to make diverse contracting as intentional and second nature as our focus on safety.”

Skanska held an Aviation Subcontractor Outreach Event in our San Francisco office. Assistant Project Manager Cassandra Manansala led a session explaining how to prequalify with us and facilitated conversations with Bay Area airports to help small business partners understand how to win work with the airports.



Preconstruction Engineer Eric Mendez and Project Manager Jorge Huerta from our Houston team helped MWDBE contractors learn about opportunities with our company at the 2022 NAMC Houston Construction Business Expo.



## Networking in Los Angeles

During Small Business Week 2022, our Los Angeles team partnered with Skanska USA Civil to host a mixer for more than 50 local MWDBEs at 1010 Wine and Events, the first black- and women-owned wine bar in Inglewood, California.



L — R: General Superintendent Evan Ward, Servexo President and CEO John Palmer, Skanska USA Civil EEO Compliance Manager Michael Richardson



Regional Director – Supplier Diversity Donna Licciardi with Robert Frank, EVP – NY (left), and Andy Lynch, EVP of Business & Project Development (right)—both with Academy Energy Group.

## Turning the tables

Donna Licciardi, regional director – supplier diversity, co-chaired an event with the Association of Medical Facility Planners (AMFP) NYC. The organization “turned the tables,” welcoming more than 150 registrants—from healthcare owners and end users to architects, engineers and contractors—to meet 60-plus MWDBE/SDVOB exhibitors.

“When you’re a small business owner, you wear many hats,” said Donna. “You may not have a legal department, a marketing department—you’re it. In advance of this event, I assisted several firms by proofreading their marketing collateral and helping them hone their elevator pitches. It’s so gratifying to see hard-working individuals grow their business and earn opportunity. **We don’t hire diverse firms because they’re certified. We hire them because they’re qualified to do the work. We treat them as equal partners.**”



L — R: Kiwi Vision CEO and Founder Channon Kennedy, Director – Business Development and Community Relations Peggy Cooper with Petteway Management Group (Petteway), Marvella Steel Placers President Jacqueline Pruitt President, Petteway CEO Roxanne Petteway.



# Learning From Our Success

“Learn from your mistakes” is common enough advice, but we also aim to learn from our successes and elevate their positive impact. Highlighting supplier diversity achievements that strengthen our communities keeps the momentum going—at Skanska and across our industry.

## Thinking differently to strengthen our communities

Supplier diversity is not just about awarding construction contracts to small and diverse trade partners. It’s also about thinking differently all along the supply chain and in every aspect of the business.

Thinking differently about procurement and purchasing, our Administration Team joined forces with our Supplier Diversity team to establish a baseline understanding of non-subcontractor spend across our offices. Tracking non-subcontractor spend is a values-based initiative that helps us understand our overall impact for supporting small and diverse businesses. In 2021, we established 14 categories of such businesses and updated our accounting software to categorize vendors. This transparency into our overall and regional spend put the onus on each office to take action and manage spending with a more inclusive mindset.

## A spotlight on our vendors

Our Vendor Spotlight campaign features small and diverse businesses across the country with whom we work on our website and social media to inspire others to think differently about their purchasing practices.

### Fossa Apparel: A family, women, and Asian-American owned fashion-driven apparel company

Started in 2007 by Michelle Chen and her mother, Fossa Apparel has a diverse crew that contributes unique perspectives and skills to deliver creative branding solutions, custom designs and high-quality apparel to the company’s customers. A values-based work ethic and the fostering of strong customer partnerships have been part of Fossa’s mission since its founding.



“I value Skanska’s diversity program, that it embraces people from different backgrounds and really makes that a core value. We’re excited to be a part of it and have Skanska’s support promoting diverse companies like Fossa.”

**Michelle Chen**  
Owner, Fossa Apparel

Find more stories about our amazing vendors.



## Making history in New York

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 partner 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.

With a project of such magnitude, achieving the 30 percent MWDBE participation goal would be a challenge. Adding to that challenge were other large projects in the region being procured simultaneously, with their participation goals already exceeding the capacity of MWDBE subcontractors in the area.

Through targeted procurement and a robust outreach and contracting effort, the Skanska-led joint venture team surpassed the project goals.




### \$984M

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

### \$664M

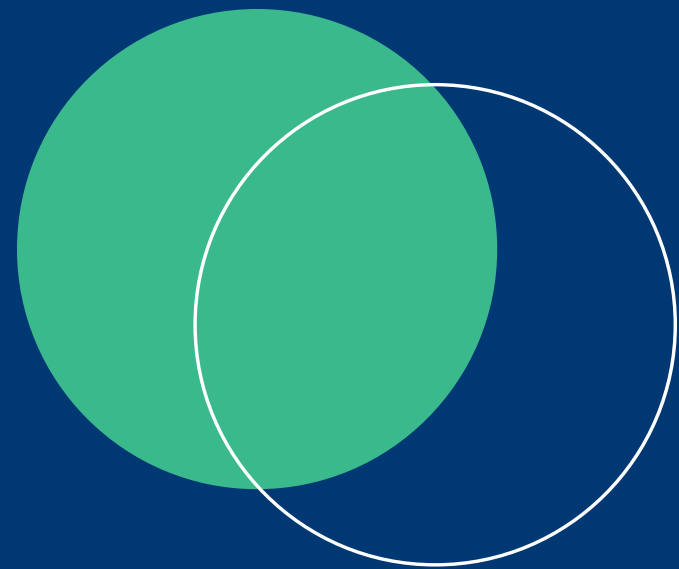
in contracts awarded to 147 Locally Based Enterprise (LBE) firms



In partnership with the MWDBE and LBE community and the many others involved in this memorable project, our joint venture team (some members shown here) helped transform LaGuardia into a unified, 21<sup>st</sup>-century airport.

- To achieve this success, our team focused on proactive engagement and collaboration, including:**
- Communicating opportunities to develop relationships at all levels between the first-tier and lower-tier contractors and suppliers
  - Breaking down large bid packages to attract MWDBE firms
  - Providing first-tier MWDBE trade partners the opportunity to contract directly with our team, which strengthened and formed bonds for new projects on the horizon
  - Hosting matchmaking sessions, where we strategically aligned and introduced non-MWDBE subcontractors to MWDBE subcontractors, allowing for new partnerships and future opportunities





# D&I and Sustainability

Building healthy, more resilient spaces—for people and the planet—is at the heart of both D&I and sustainability. A future that we shape together will take determination, bold thinking and finding opportunities within the challenges that we face. Through true collaboration within our teams and alongside our customers, partners and communities, we will create sustainable, transformative and inclusive places that allow people to thrive.





“Sustainability, at its core, is about looking into the future and making decisions with longer horizons. It’s an investment mindset that we apply to our buildings, people, and partners. Diverse and inclusive teams make our teams stronger and more resilient for whatever the future holds.”

**Steve Clem**  
Senior Vice President  
Project Planning Services  
Head of Function – Green

## The Connection Between D&I and Sustainability

At the center of the 2030 Agenda for Sustainable Development that was adopted by all United Nations members in 2015 are 17 Sustainable Development Goals (SDGs). These calls to action “recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth—all while tackling climate change and working to preserve our oceans and forests.” While we aim to contribute to the SDGs and their sub-targets, we’ve identified seven where our business will have the most impact.



**Achieve gender equality and empower all women and girls.**



**Promote inclusive and sustainable economic growth, employment and decent work for all.**



**Build resilient infrastructure, promote sustainable industrialization and foster innovation.**



**Make cities inclusive, safe, resilient and sustainable.**



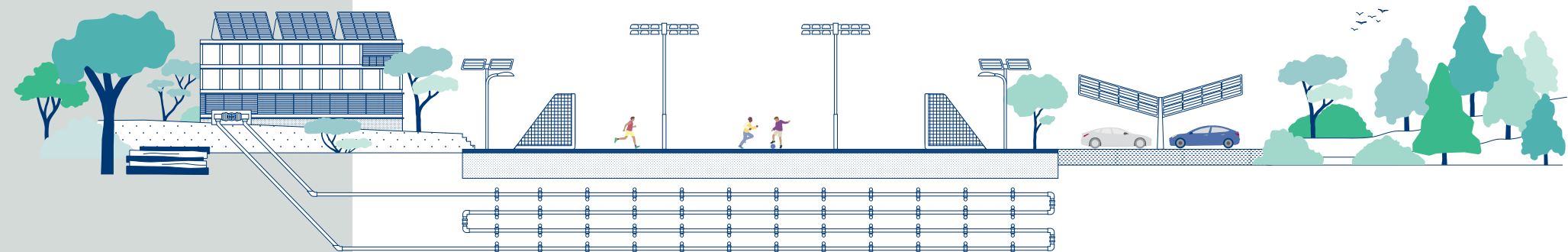
**Ensure sustainable consumption and production patterns.**



**Take urgent action to combat climate change and its impacts.**



**Promote peaceful and inclusive societies, provide access to justice for all, and build effective and accountable institutions.**



## When UNSDGs are personal

Since joining Skanska USA Building in 2004, Myrrh Caplan, vice president of sustainability, has played a critical role in driving conversations deeper and pushing goals higher for our company and the industry. She started our first national Green Construction program and chaired our first National Green Building Council. Recently, Myrrh was named a 2022 LEED Fellow by the U.S. Green Building Council (USGBC)—one of 20 professionals recognized for their mastery of LEED and work on advancing green practices. She is also a tireless advocate and mentor for women and received the USGBC 2020 Shero Award for Mentorship. Her ever-increasing sphere of influence and impact and boundless energy serve as inspiration for us all.

### Myrrh’s why

“I grew up with a dad who advanced into an executive role with the U.S. Forest Service and was very involved with resource efficiency. Throughout my childhood, we were always hiking and fishing, so I had a real love for the environment. On the other hand, I also experienced some dynamics with other parts of my family that were very challenging. As a kid, I aspired to be a lawyer who protected the environment and children because that was my existence. I grew up with the feeling that everyone deserves a voice, to be safe and to have justice. That really became my ‘why’ for sustainability—to protect people and the planet.”



“Women find ourselves working full time jobs, running households, raising children, volunteering, etc.—this endless list means that we don’t have time to nurture ourselves. An empowering program like Women in Green gives us opportunities to learn, connect, and grow.”

**Myrrh Caplan**  
VP – Sustainability

Myrrh, speaking at a USGBC Women in Green (WIG) event. For over a decade, Myrrh has been actively involved in the WIG leadership platform. By 2019, she had grown the D.C. Chapter mentorship program to over 300 participants. She is now co-chair of the WIG national committee.



# Green experts for global goals

Myrrh Caplan leads Skanska’s national Green Project Solutions (GPS) team. GPS helps our project and pursuit teams leverage opportunities that directly support D&I, including delivering LEED and Living Building Challenge certified projects.



“Sustainability is one big puzzle with many pieces. It requires various skills, mindsets and experiences to address complex problems and solve the puzzle thoroughly. Working with people from different educational backgrounds, professions, cultures, ethnicities and nationalities inspires me to learn more, explore out-of-the-box ideas and act. Diversity promotes innovative ways and unique perspectives for approaching and addressing complex environmental issues.”

**Tolga Tutar**  
Sustainability Director



“Our work spans everything from carbon emissions to air quality, waste, water, healthy materials and everything in between. We can make our business more inclusive from a sustainability perspective when we consider how nearby neighborhoods and marginalized communities are impacted by our construction projects. For example, as we educate ourselves and our neighbors about the impact of diesel-powered vehicles or landfill waste, we can make better choices as we consider our global and local responsibilities.”

**Mark Chen**  
Sustainability Manager



“Every moment I spend in nature reminds me of why I do the work I do. There is nothing more amazing or beautiful to me than all of the natural wonders we have here on Earth. The impacts of climate change can destroy it all in a blink of an eye.”

**Elaine Lai**  
Sustainability Engineer



“My passion for civil and environmental engineering and the desire to combat climate change led me to where I am today. My inspiration is drawn from the global threat the human population faces and (hopefully) working toward a more equitable society and economy and a more equitably-built environment.”

**Thomas Fitzgerald**  
Sustainability Engineer



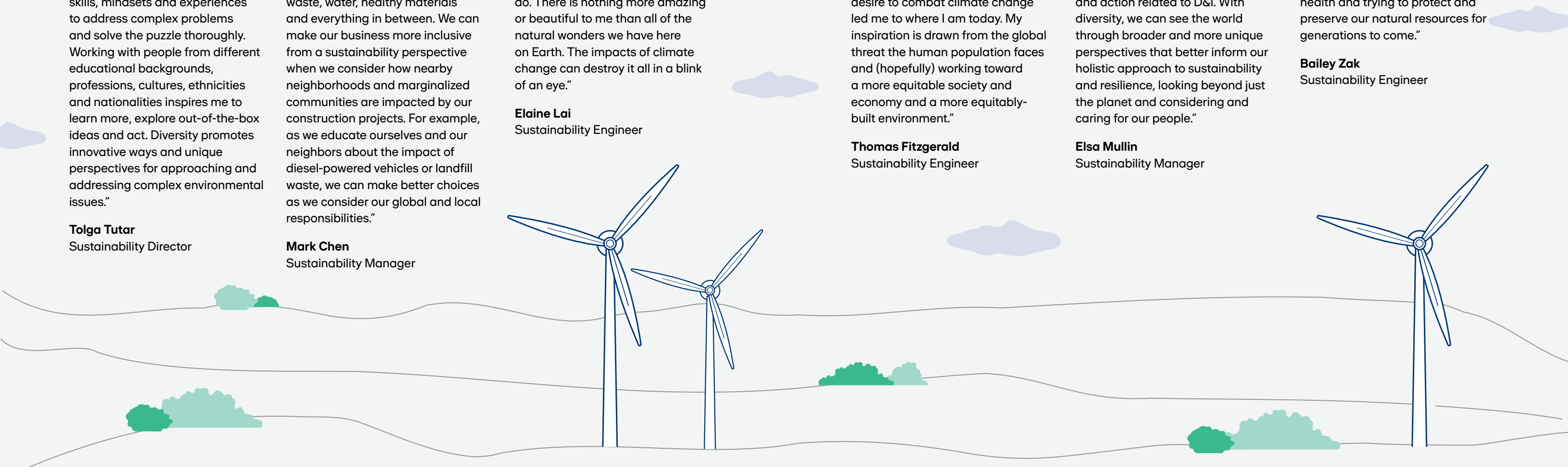
“Being a sustainable and enduring organization requires advocacy and action related to D&I. With diversity, we can see the world through broader and more unique perspectives that better inform our holistic approach to sustainability and resilience, looking beyond just the planet and considering and caring for our people.”

**Elsa Mullin**  
Sustainability Manager



“In my role, I’m working to positively impact human and environmental health and trying to protect and preserve our natural resources for generations to come.”

**Bailey Zak**  
Sustainability Engineer





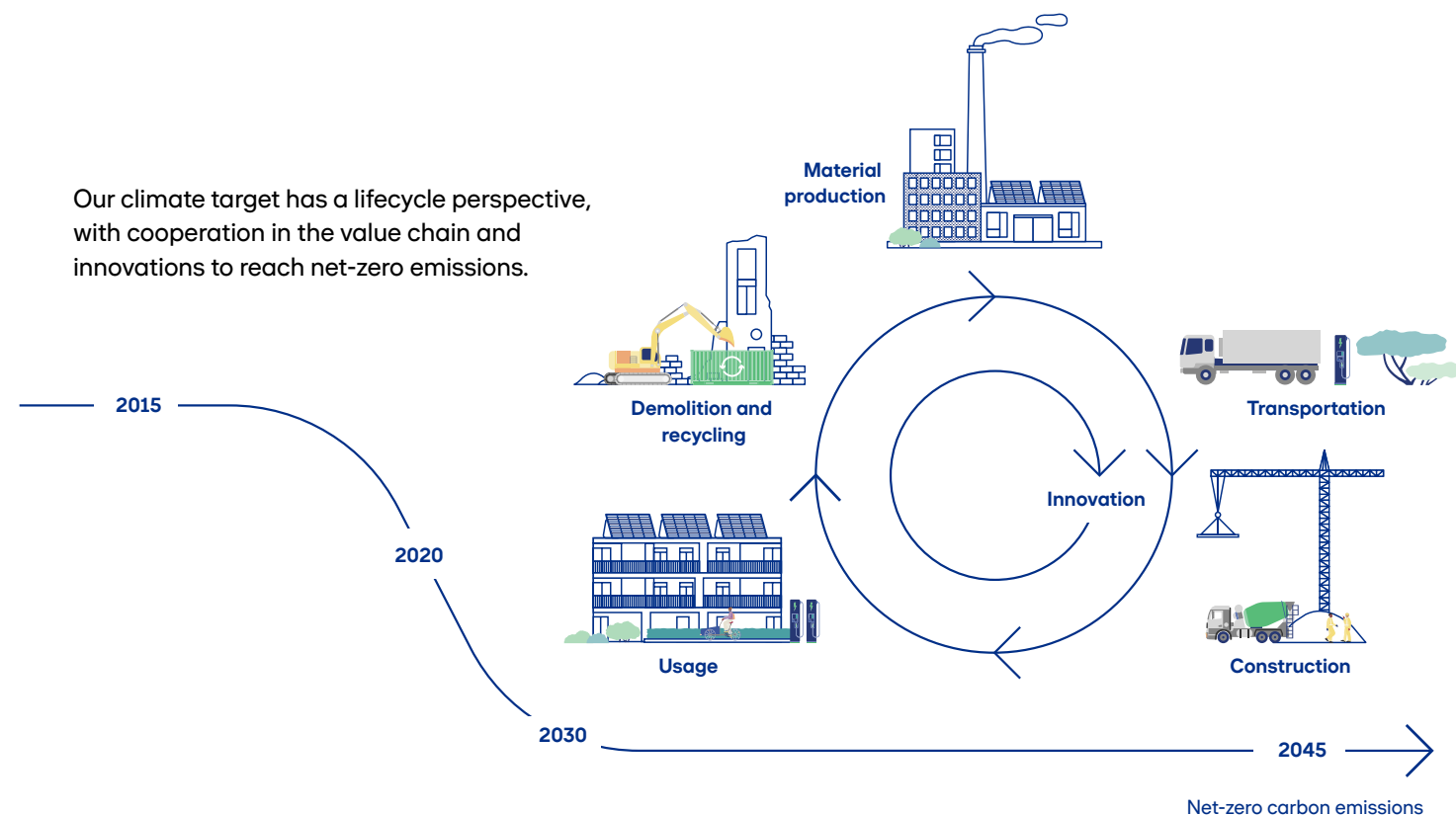
# Sobering Challenges Demand Transformative Solutions

To tackle the significant social and environmental issues that we face, we must foster real and relevant conversations with a variety of individuals and groups. Only when we listen to many different voices can we make real progress with local neighborhood needs and international goals like the UNSDGs.



“Project planning plays a big role beyond Skanska’s carbon neutrality goals by helping owners with their carbon-reduction targets. We provide construction insights and highlight alternative products early in the design process to reduce the project’s carbon footprint. Our expertise and experience will make a huge difference across the broader industry. When we achieve our goal of carbon neutrality by 2045, I’m certain that we’ll be able to attribute much of that success to having included all colleagues and industry partners, their diverse thoughts and their personal commitments to our climate.”

**Steve Stouthamer**  
Executive Vice President – Project Planning



## UNSDG Goals Met



## California team meets short- and long-term community needs

Our San Francisco team hosted a school supply drive to nurture bright learning environments for students at two underprivileged elementary schools in the Bay Area.

Members of our Los Angeles Commercial Development team and our Building team packed more than 200 bagged lunches with messages of love, encouragement and hope for #HashtagLunchbag, a non-profit group that helps communities combat hunger and homelessness.





## 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.

“Georgia Tech Community Relations did a study with the Partnership for Southern Equity and found underrepresentation of employment from the area of town southwest of campus,” said Jimmy Mitchell, senior director – business development. “I researched the neighborhood and found Georgia Works, an organization that helps chronically homeless and incarcerated men get back to work by giving them on-the-job training. We saw this as an opportunity to positively impact the community and encourage more people to join the construction industry.”

Through Georgia Works, we provided on-the-job training to six formerly homeless men. They worked side-by-side with our crew to construct the floor decking from salvaged wood. With this valuable experience, we helped further the primary goal of Georgia Works—for each participant to find permanent, long-term employment and break the cycle of homelessness, incarceration and addiction.

We continue to partner with Georgia Works, even hiring a program participant for another project.

“The experience with Georgia Works has been so great that we’ve also been involved with two other workforce development programs since the Kendeda building project,” Jimmy said.

UNSDG Goals Met

8  
DECENT WORK AND ECONOMIC GROWTH

9  
INDUSTRY, INNOVATION AND INFRASTRUCTURE

11  
SUSTAINABLE CITIES AND COMMUNITIES

12  
RESPONSIBLE CONSUMPTION AND PRODUCTION

13  
CLIMATE ACTION

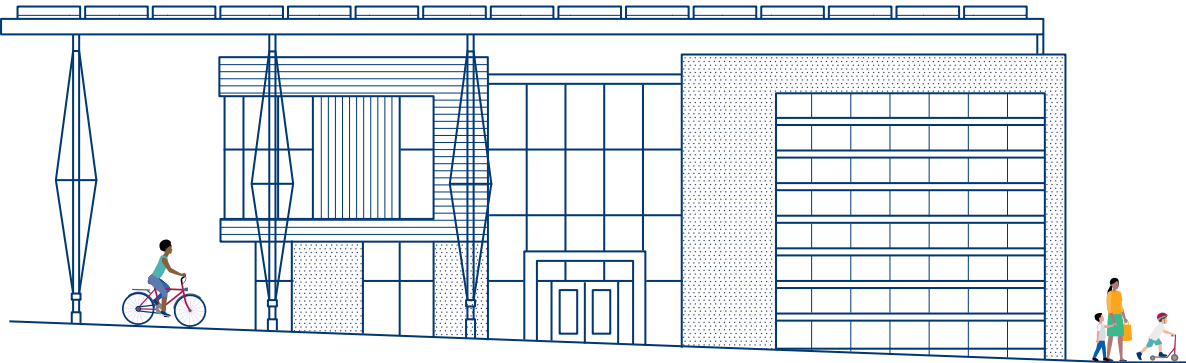


Photo courtesy of Jonathan Hillyer



Photo courtesy of Jonathan Hillyer



Alongside our team members, Georgia Works employees constructed nail-laminated timber panels out of 25,000 linear feet of wood that was salvaged from dismantled movie sets. The recovered wood came from the Life Cycle Building Center, a local non-profit material and salvage reuse center that formed in 2011 with Jimmy Mitchell as its founding board chair.



## Where UNSDGs and future industry leaders converge

UNSDG Goals Met

5 GENDER EQUALITY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



### Dallas, Texas – Young Women’s Leadership Academy

Edwin Bailey, senior preconstruction technology engineer, and Kimberly Burke, VP – business development, used advanced technologies to inspire the next generation of female construction professionals. They showcased augmented, virtual and mixed reality tech to give students an enhanced perspective of both a building and their lives. Several students had the opportunity to try on virtual reality headsets, with their experience projected for everyone else to see.

### Houston, Texas – #SheBuilds

Our colleagues from multiple aspects of the business participated in #SheBuilds, a construction camp-style career fair for middle and high school girls. The event was organized by Construction Career Collaborative (C3) in partnership with the National Association of Women in Construction’s Houston, TX, chapter. Our team shared how we use drone technology on our projects and the many ways to work in the construction industry.

### Blue Bell, Pennsylvania – Girls Inc. Event

The nonprofit Girls Inc. focuses on supporting, mentoring and guiding girls ages 5 to 18 in an affirming, pro-girl environment. Our Pennsylvania team set up an opportunity for these young girls to meet some of our teammates and learn about construction. The day started with our Stretch and Flex program and a PPE relay to show them the proper way to wear personal protective equipment and stay safe on the jobsite. The girls then put their estimating skills to the test, quantifying light fixtures for a real Skanska project.

### Nashville, Tennessee – Play Like a Girl Field Day

Donning personal protective equipment, middle school girls gathered at Fairgrounds Nashville Expo Center to tour a multi-purpose building project and get inspired to think about a career in construction during Play Like a Girl Field Day. Our Tennessee team provided a project overview and described the roles and responsibilities of the team and other workers on-site. The girls also participated in creative thinking and problem-solving activities—key skills for success in our industry.

### Dayton, Ohio – BIM High School Workshops

For more than a decade, we’ve invested in the future of Dayton, Ohio. Chris Hopper, EVP – general manager, and Dan Balow, VP – account manager, have engaged students at Thurgood Marshall STEM High School and Ponitz Career Technology Center to encourage them to consider a career in construction. Sam Jadhav, senior preconstruction/BIM engineer, has volunteered for the last five years, teaching classes on how we’re implementing technology throughout the different phases of our projects.





**Sam Jadhav**  
Senior Preconstruction/  
BIM Engineer

“Sharing my passion around construction technology with these amazingly talented students has been humbling. Through the years, their level of inquisitiveness around technology has increased tremendously. And with the accessibility around virtual reality and gaming, students are eager to use their passions to determine their career choices.”



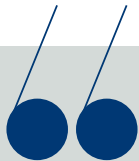
## Los Angeles women inspire the next generation of leaders

More than 30 women from our L.A. Building, Civil and Commercial Development offices helped 50 Girl Scouts explore career opportunities in real estate and construction during the third annual event. The day kicked off with our Stretch and Flex program followed by a tour of our Sixth Street Viaduct Replacement project, a points-driven group challenge based on our 1811 Sacramento Street development, and a panel discussion with women from each of our business units.

“Anything we can do to foster growth in these young ladies and show them all the opportunities that exist for them in these fields is really critical,” said Clare De Briere, EVP – development.

In addition to opening a world of possibilities for these young women, the event gave our team members a platform to act on our commitment to diversity and gender equality by empowering all women and girls. Of the 32,000 girls that Girl Scouts of Greater Los Angeles serves, one-third are from low-income communities.

“The girls were able to see successful women of color who look like them sitting on these panels in critically important positions,” Clare said.



“We are so grateful for our ongoing partnership with Skanska. This thoughtful program is a highlight of the year for our girls and an opportunity to get hands-on experience and mentorship by the Skanska team. The sponsorship provided has impact far beyond providing the day’s curriculum and workshop—every dollar invested in GSGLA ensures all girls across Greater Los Angeles have access to the Girl Scout Leadership Experience. We appreciate Skanska’s passion for education and building a legacy with Girl Scouts of Greater Los Angeles.”

**Joslynn Skelton**  
Senior Manager  
Institutional Giving for Girl Scouts of Greater LA



### UNSDG Goals Met

5

GENDER  
EQUALITY

9

INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

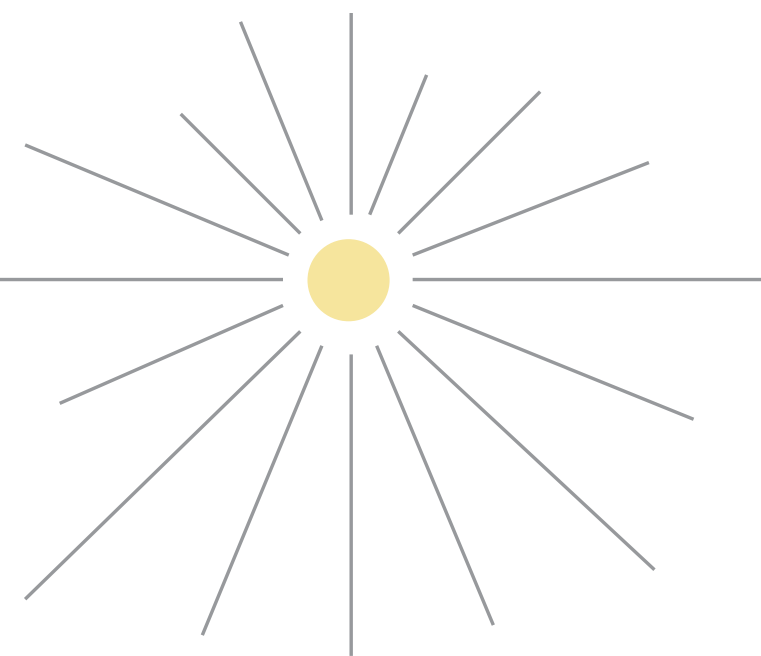
11

SUSTAINABLE CITIES  
AND COMMUNITIES

12

RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION





## Shining bright in the Sunshine State

When our Florida teammates serve their neighbors and coworkers, they strengthen their local communities while helping us fulfill our commitment to the United Nation’s SDGs. In addition to strengthening communities in and around Orlando, Tampa, Fort Myers and Fort Lauderdale by delivering impactful projects, our team is busy building up and taking care of the communities where they live and work.

**UNSDG Goals Met**

**11** SUSTAINABLE CITIES AND COMMUNITIES

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION



Supporting Habitat for Humanity’s Women Build initiative, team members across Florida—along with their friends and family—raised \$5,200 to help a single mother in Hillsborough County provide a safe and stable home for her son. They also performed work on-site, helping hang doors and install blocking for kitchen cabinets and frame windows.



Our Orlando team helped four local families during National Rebuilding Day 2022.



Our team participated in the Brandon Park Beautification event in Hillsborough County.

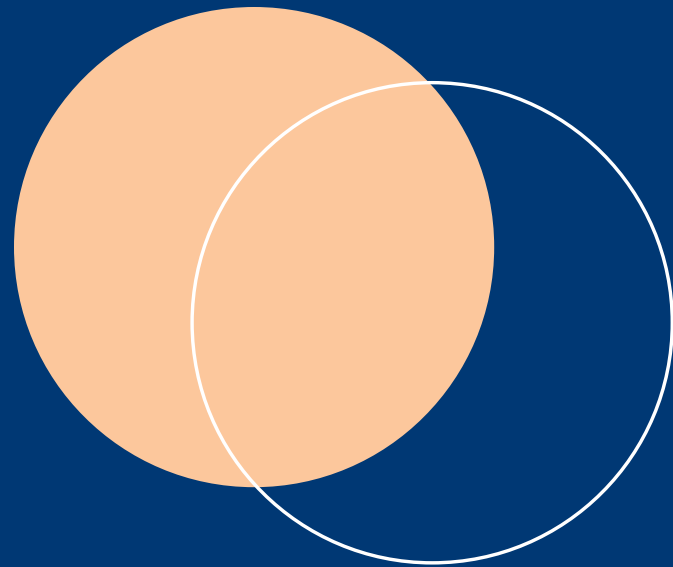


To provide habitat for native and migratory birds, volunteers from our South Florida team helped plant 80 trees at the City of Sunrise Fire Station #92 in partnership with NatureScape Broward.



Our Orlando team took part in the SoDo Station Cleanup effort.





# Opportunity



The goal 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. While the cultural and environmental challenges we face are urgent and serious, so are we. We are a community of problem solvers. We're capable of turning challenges into opportunities and telling new stories that shape a brighter and better future.



# Honor, Elevate, Inspire

## Continuing the 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
- 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
- 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



## Staying focused and flexible

Our stories—past, present and future—will continue to shape the journey we’re on. Through these stories we will learn, grow and remain curious. We are committed to continual improvement and building a more diverse and inclusive culture at Skanska that will leave a lasting, positive legacy for our people and the communities in which we live and work.



“We’ve had important conversations and collected stories to capture where we are on our D&I journey, so this report is part reflection and part vision. It’s looking back with perspective so we can move forward with expectation. It’s been encouraging to build on the positive momentum that’s been growing through the years, and it’s exciting to envision just how far we can go. I’m looking forward to traveling this road together!”

**Dina L. Clark**  
Senior Vice President  
Diversity and Inclusion



**Richard Kennedy**  
Skanska USA President  
and CEO

“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.

We must continue to gain ground in becoming an organization that is both diverse and inclusive. For me, inclusion means being open to differences, staying curious, working at getting to mutual understanding with each other, and finding our way to common ground. Only then can we get to real collaboration. This is critical for growth, innovation, and success, and it will propel us forward as a business.

A huge thank you to all our colleagues across the company, who are leading us in taking our next steps in our journey.”



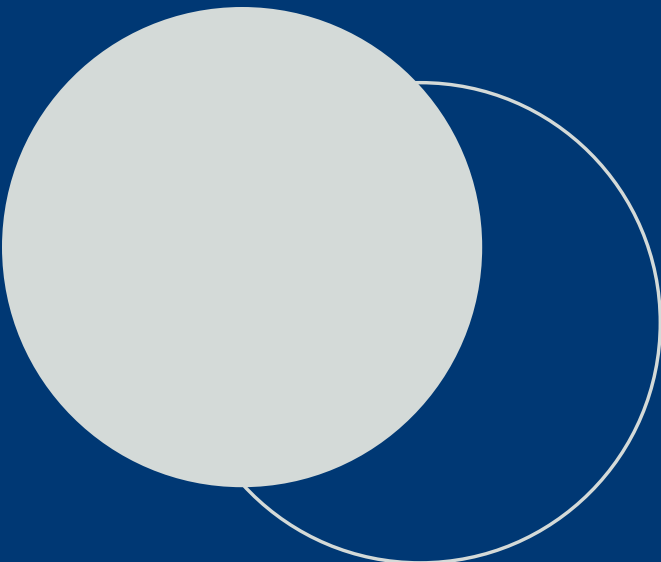
**Paul Hewins**  
Business Unit President,  
CEO Skanska USA Building

“I was raised by good parents who looked at people’s character first and foremost, not what they owned, where they lived or what they did. From them, I learned to be curious and get to know others with an open mind. Throughout school, playing on sports teams, and across my career, it’s been clear that teams with members who are respectful of one another, inclusive and play to everyone’s strengths perform better and, frankly, have more fun.

The talent and potential of our teams is there, but there’s a significant difference between just a diverse team and a diverse team that’s inclusive. Leaders must take intentional action to foster respect and trust within their teams; this will help our people bring out their creativity and their best.

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.”


















# 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.

## Report Working Group

We would like to specifically acknowledge the following individuals for their hard work on the creation of this report:

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## Additional Contributors

A special thanks to those who shared their stories, knowledge and experiences; our customers, partners and vendors featured throughout the report; and our local D&I Report Committees who helped gather the stories and photos.

Additional thanks to those who embraced, endorsed and supported our efforts, bringing this report to fruition: our General Managers; the Communications, Business Development and Strategy and Marketing teams; the Skanska USA Building Leadership Team; our D&I Councils; and team members from Skanska Group, USA Inc., USA Civil, and Commercial Development.

*In some instances within this report, Skanska has used digital masking on photos in order to protect the identity of individuals, including minors.*



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