

SKANSKA



Our D&I Commitment

A Skanska USA Building progress report | 2023



Our Stories Shape Our Journey

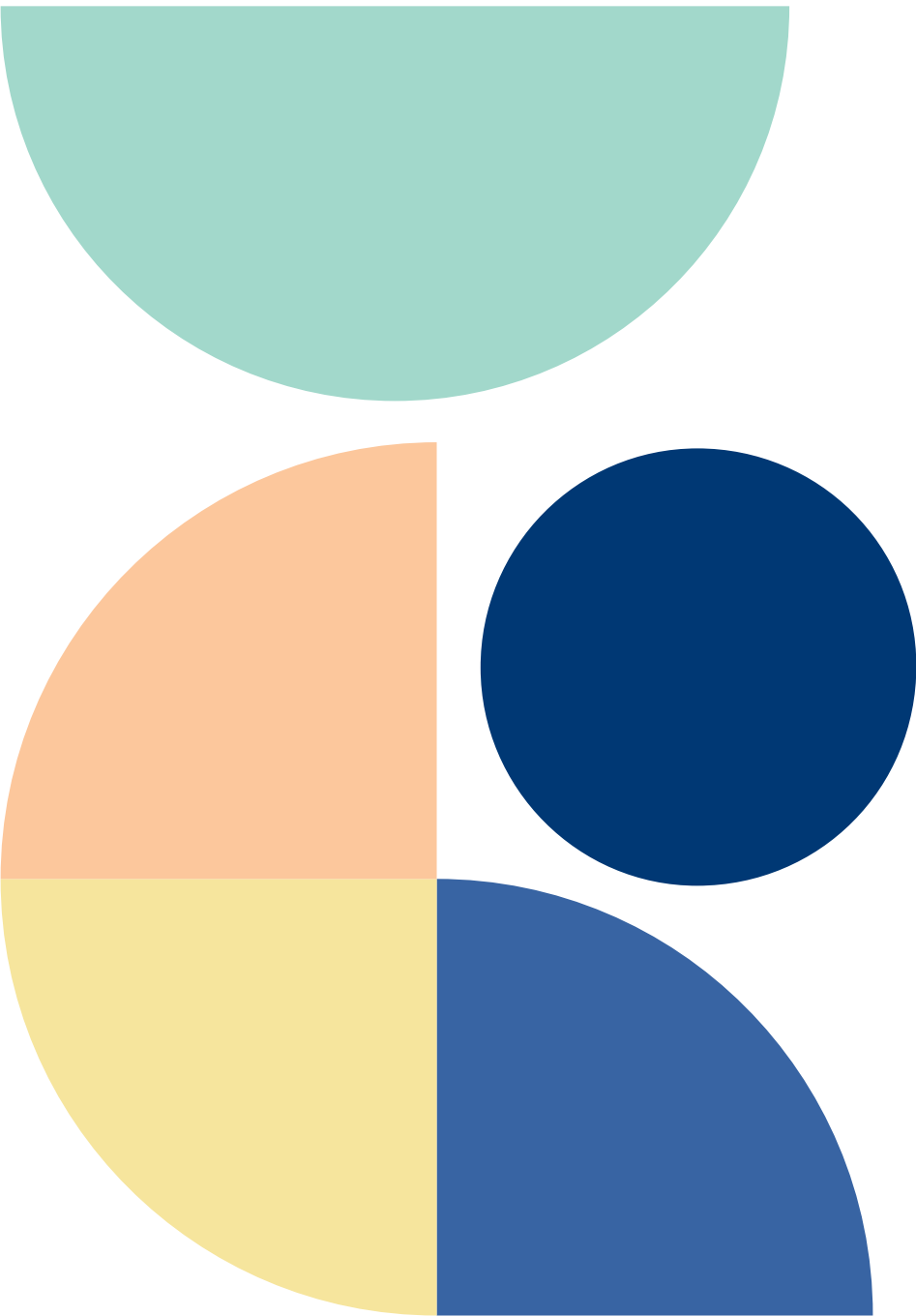
Our stories, both personal and cultural, play a significant role in shaping our journeys through life. They contribute to the formation of our identities; they influence our beliefs, values and behaviors; and they create a shared understanding that helps us feel a sense of belonging in our communities.

At Skanska USA Building, our people share a commitment to building for a better society, and we believe that stories provide a framework for understanding, interpreting and improving the world around us. The stories our people tell—about who they are, where they come from and the experiences they’ve had—make them who they are. It is the act of sharing those stories that connects them and forms the relationships that make Skanska who we are as a company.

This report is a reflection of the progress we made in 2023, and it’s an opportunity to elevate the stories that inspire, challenge and motivate us, ultimately shaping our journey moving forward.

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Our Commitment

Our organization is committed to an inclusive culture that respects our people, builds strong teams and enhances performance.



Our **people**
shape our
culture.



Our **culture**
drives
inclusion.



Our inclusion
positively
impacts
society.

At Skanska USA Building we build for a better society. We aim to uphold an inclusive culture where team members are recognized and respected, included and supported. The projects we deliver contribute to our communities and the environment around us, and we believe our business must do the same.

Highlights of our journey in 2023



Launched 15 local D&I Councils, which began leading action-oriented efforts to cultivate and maintain an inclusive culture in support of our people, customers and communities



Expanded and enhanced employee benefits with a whole health focus



Grew the D&I team with new National Director of Culture and Engagement role



Strengthened partnerships and alignment nationally and globally within Skanska to reinforce our foundation and expand our commitment



Expanded the D&I Team with new National Director of Inclusion and Partnerships role

Q1



Continued investing in our communities and contributing to the United Nations Sustainable Development Goals



Evolved our internship program, providing interns with more resources and stronger connections



Implemented new Equal Opportunity Employer training for managers and above

Q3



Established priority metrics in three key areas: **People, Culture and Community**


Q4



Launched the Excellence in Construction Leadership Program, an executive-level program designed to facilitate knowledge-sharing and mutually beneficial partnerships between Skanska and small, minority-owned and other historically underutilized businesses

2023 Spotlight: People, Culture, Community

People



It's the fact that I'm proud of the group of people,

What makes Skanska unique and our culture inclusive? **Our people.**

Hear from them to learn why.

[Watch Here](#)

Culture

Local D&I Councils15

D&I Council members representing all departments in our organization154

Annual Employee Survey Results:
Engagement and Enablement at Skanska USA Building

91%

Employee response rate

87%

Feel engaged with the business and each other

84%

Feel enabled to do their jobs well

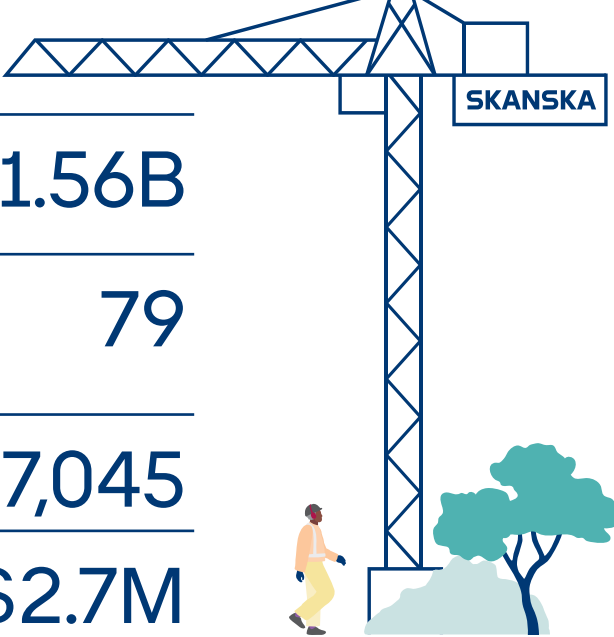
Community

Awarded to small, minority-owned and other historically underutilized businesses\$1.56B

Small, minority-owned and other historically underutilized businesses graduated from Construction Management Building Blocks™79

Employee volunteer hours donated7,045

Total financial contribution to our communities\$2.7M



D&I is a business imperative

A shrinking workforce requires new minds and inclusive practices.

According to the U.S. Federal Reserve, in 2023 total non-residential construction spending in the U.S. was \$1.2T. Yet with significant ramp up of investments in our country's infrastructure, the construction industry is experiencing a workforce shortage of nearly half a million people. In addition, **there are fewer young professionals entering construction and 41 percent of current construction workers are poised to retire by 2031.**

It's imperative we focus on attracting workers with diverse backgrounds, skillsets and experiences to our industry. We must retain our workforce by fostering an inclusive environment where everyone thrives. **No business can afford not to be inclusive.**

The world evolves rapidly, fresh ideas and approaches are necessary.

In construction, better productivity leads to better business outcomes, and with AI and technology rapidly advancing, the industry is on the cusp of disruption. We need fresh ideas and unique problem-solving approaches to propel us forward.



Diverse companies are 35 percent more likely to perform better and 70 percent more likely to capture and penetrate new markets, according to Forbes.

Why? Because diversity fuels creativity and diverse teams approach challenges from a wide variety of perspectives. Diverse and inclusive workplaces foster psychological safety and make people feel valued and safe; this leads to innovation and directly correlates to productivity.

D&I is part of our sustainable impact areas

As a responsible business, we have a comprehensive health and safety program that protects lives and wellbeing. We value fairness and ethical conduct and are guided by the UN Sustainable Development Goals and Global Compact principles. We are committed to continuous improvement and transparently share our performance in support of these goals.

As a business, we shape healthy, inclusive and resilient places by forming partnerships with communities to cultivate social value and address long-term needs.

- To sustain industry workforce needs, we must attract and retain diverse talent and uphold a culture where all are seen, heard and thrive.
- This requires:
-  An inclusive, psychologically safe work environment founded on fairness, trust, openness and respect.
 -  Working with our clients, partners and communities to come to the best solutions.

41%

Current construction workers are poised to retire by 2031.

35%

Diverse companies are 35 percent more likely to perform better

70%

Diverse companies are 70 percent more likely to capture and penetrate new markets

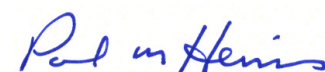
Skanska USA Building's second annual progress report, *Our D&I Commitment*, shows the breadth of our efforts and tangible outcomes through examples of what our people are doing, why they're committed to this journey and how their efforts connect to our business. Across the U.S., our teams are helping one another succeed and supporting our clients and communities with not only their expertise and skill, but their commitment to inclusion and care for what they build.

Many individuals come to Skanska because of the remarkable projects we build, our global reach, and our Values. They stay because of the people. Though this industry is driven by performance, time and money, our people recognize that those they work alongside are driven by more—they care about one another, they want to be engaged with their teams and communities, and they want to make a difference.

The onus is on leadership to foster this culture, provide our people opportunities to grow and thrive, and champion the diverse skillsets and perspectives our people bring. When we do that, when we draw our people in and listen, creativity flourishes. This is how we will evolve our business and succeed in the future.

Our D&I journey is moving us toward a vibrant, innovative culture grounded in openness, fairness, trust and respect.

There is more for us to learn, work toward and accomplish on this journey. I know that we will continue our forward momentum together, and I'm excited for the future our people are building.



Paul Hewins
Business Unit President,
CEO Skanska USA Building




Dr. Dina L. Clark
Senior Vice President
Diversity and Inclusion
Skanska USA Building

In 2023 what brought me so much pride was the movement and enthusiasm I've seen across Skanska USA Building. People are paying attention and they're aligning efforts with our D&I Journey—not because it's a corporate directive, but because they understand its importance and recognize the value of staying connected. It warms my heart to see individual colleagues showing up for each other and recognizing the value they bring to their team.

True inclusion involves everyone.

At the end of the day, it's always about people—the people we work with, the people we work on behalf of, and the people who are connected to the work we're doing.

I'm more encouraged than ever that we are moving in the right direction together, and we must continue evolving. We have many opportunities to build stronger teams by creating access for people to join our company, develop their skills, learn and engage with each other. We must continue looking out for one another, lifting each other up and constructing amazing projects **together**. I believe that if we do this, things will continue to evolve because the work we're doing is for everyone.

True progress on our D&I Journey is creating a culture where everyone is empowered to be part of the conversation. This is a culture where the people who are making things happen day in and day out are connected to one another, enabled by leadership, and supported by their team. They are respected and share ideas and concerns knowing they're heard and that their opinion is valued.

Skanska's progress on this journey has been steady and intentional. The formation of our local D&I Councils represents a huge step forward. Their collaborative effort within every office is focused on a developing a plan that addresses unique regional needs while maintaining alignment with our D&I strategy. I'm honored and humbled to be part of their conversations, where

people are recognized for their accomplishments, from achieving U.S. citizenship to holding panels on a variety of topics, like LGBTQIA+ inclusivity and allyship.

Some of these stories are in this report and exemplify our evolving culture. The people driving this progress come from all backgrounds but share something in common: **they care**. They care about constructing world-class buildings, they care about strengthening our communities and they care about one another.

The 2023 D&I Report represents who we are—as a company, as teams and as individuals. We are fully anchored in our commitment to D&I. I'm proud we are moving in the right direction.




Chris Toher
Chief Operating Officer
Skanska USA Building

Strategy





Strategy

The D&I Strategy for Skanska USA Building (referred to as “Skanska USA Building”, “USA Building” and “Skanska” throughout) provides the foundation and structure for our D&I approach. It supports our mission to create a collaborative culture grounded in openness, fairness, trust and respect. These efforts are driven by our people and a commitment to Skanska’s purpose—to build for a better society. We believe we must build with and for everyone.



Our people shape our culture.



Our culture drives inclusion.



Our inclusion positively impacts society.

Our Foundation

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



Our People

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



Our Culture

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



Our Community

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



Our Accountability

Identify and track metrics in four key areas:

- Compliance
- Culture
- Community
- Progress



Our Impact

Share and elevate the evolution of our efforts.

Foundation





Foundation

Our Foundation

Our People

✓ Our Culture

✓ Our Community

✓ Our Accountability

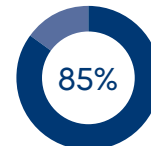
✓ Our Impact

Skanska's values, policies and structure sets the groundwork for our foundation, which anchors and evolves our "why."

Headquartered in Sweden, we're a multinational company with our U.S. operations organized into three business units. Our D&I engagement levels mirror this structure, creating a support system with councils and committees at global, national and local levels.

Our 2023 Foundation Results

85% of employees across the globe are proud to work at Skanska



Expanded USA Building's national D&I team

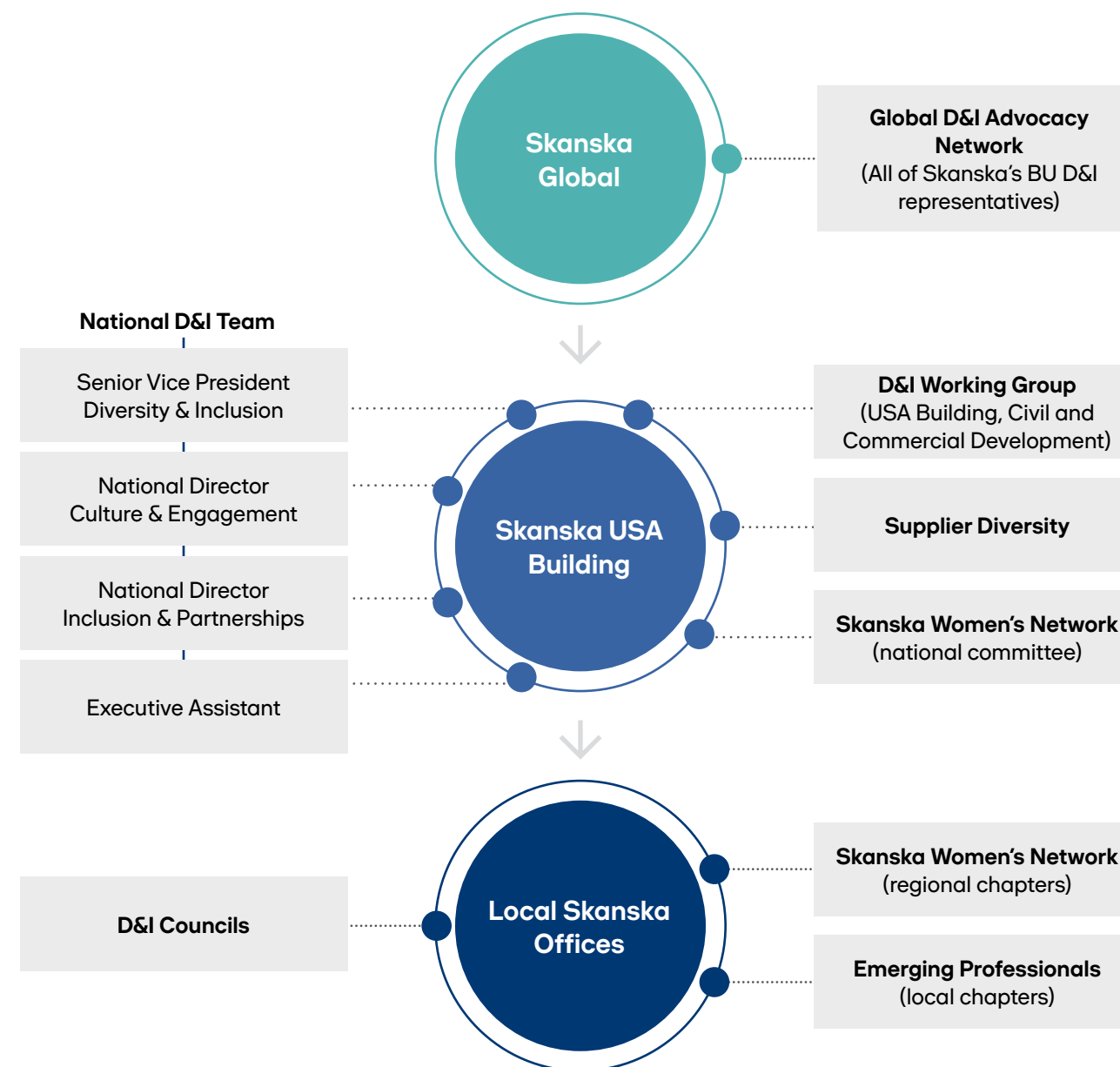


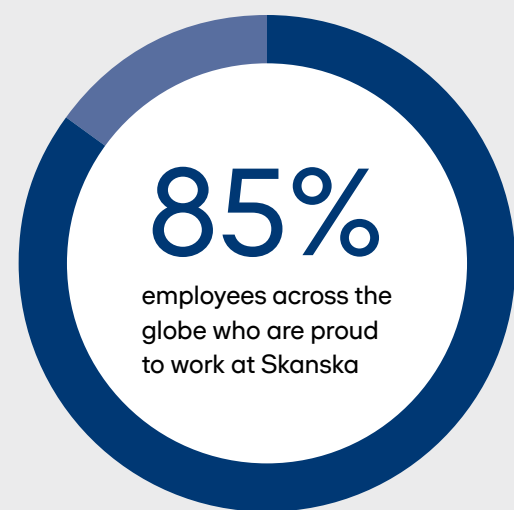
Launched 15 local D&I Councils that represent all our offices



D&I Structure

Our D&I infrastructure includes councils and committees at the global, national and local levels to implement strategic initiatives, enable connectivity across the business and ensure our local offices in the U.S. have what they need to succeed. All D&I efforts align with Skanska USA and Skanska Global's D&I strategy.





“The YVOS results show that around the world pride in working for Skanska is at an all-time high: 85 percent responded that they were proud to work here. As a global company with a diverse business, our people are a key strength, working in exceptional teams that deliver outstanding performance.”

Therese Tegner
Skanska Group
Executive Vice President (EVP) – HR



Around The World: Global Insights

Recognizing Our Results

In a survey of global industry peers, Forbes once again ranked Skanska as one of the world’s best employers. The exclusive “World’s Best Employers” list is based on surveys with more than 170,000 employees in over 50 countries who work for multinational companies and institutions.

“The Forbes recognition, comparing us to other leading companies from around the world, is a tribute to the great company our people have built,” says Therese Tegner, EVP for HR at Skanska Group.

Referring to the latest results from Skanska’s independently managed annual employee survey, Your Voice Our Success (YVOS), Therese acknowledged the crucial role our leaders play in demonstrating our values in action and in shaping our culture.

In 2023
Skanska
was ranked
by Forbes
as one of the
world’s best
employers.



Getting personal with



Christina Houlgrave
Skanska Group
Inclusion, Diversity and
Engagement Manager



How do you describe Skanska’s approach to D&I?

Skanska’s approach to D&I mirrors our approach to many aspects of the business, which is to set our strategic objectives at the global level and for the business units to implement locally. We know that what works in one country may not work the same way in another. We put in place global guidance, but the implementation of that guidance is entrusted to our local leadership teams. We have a Global Diversity & Inclusion Advocates Network that shares best practices and addresses common challenges, but in the U.S., for example, it is the local D&I Councils that provide local support and engagement and help drive change.

We have a deep commitment to D&I just like we do to safety. In each region, at every level, I see our people asking, “How does our diversity of people, opinions and perspectives better position us to solve challenges and make the most out of opportunities?” I feel proud of our momentum and hopeful for our future.

“We have a deep commitment to D&I just like we do to safety.”



In The United States: Evolving Our Efforts

Growing USA Building’s Dedicated National D&I Resources

Reflecting Skanska’s commitment to D&I, we have established a national D&I team to enable our D&I Strategy and better support our people, customers and communities. In 2023, three long-time Skanska employees joined the team, reporting to Dina Clark, our senior vice president (SVP) - diversity & inclusion. Each teammate comes to her position from a different place, both geographically and functionally, within Skanska.



Dina Clark
Senior Vice President – Diversity & Inclusion



Ayesha Adams
National Director of Culture & Engagement



Kelly Daige
National Director of Inclusion & Partnerships



Laura Flores
Executive Assistant – Diversity & Inclusion, EHS and Sustainability

National D&I Resource

Witnessing and empowering change

Growing up on the U.S./Mexico border in a family that has straddled both cultures across multiple generations, Laura Flores is all about wiping the slate clean of preconceived notions.

“You can’t truly find your D&I voice until you challenge or set aside personal biases and stereotypes,” said Laura, who is the executive assistant supporting our D&I team. **“As a minority and mom to two young women, my approach to D&I comes from my personal experiences as a third-generation Mexican American and the values that I instill in my family. I want to empower and uplift the people I interact with personally and professionally.** I also strive to be a better person by treating everyone with respect and dignity, regardless of what they look like or where they come from.”

Laura believes it’s important to create a world where her daughters and all young people from diverse backgrounds can thrive and reach their full potential. When she started with our company 16 years ago in Houston, she was one of a few minorities in her office.

“I take immense pride in my journey with Skanska,” Laura said. “I’ve witnessed a significant transformation in our D&I approach. We now have so many women in leadership roles. It’s truly exciting to witness women excel not only as field administrators but also, for a rising number of them, VPs, EHS managers, project managers, superintendents and many more pivotal positions.”

She adds, “I’m so proud of how our culture has evolved, how we actively embrace diversity and how we’re providing opportunities for all. It’s exciting to be here in this moment of change.”




L – R: Field Administrator Veronica Urquidi, Executive Assistant – D&I, EHS and Sustainability Services Laura Flores and Montserrat Urquidi.



L – R: Veronica and Laura outside a project site with National Director of Inclusion & Partnerships Kelly Daige and National Director of Culture & Engagement Ayesha Adams.





“You can’t truly find your D&I voice until you challenge or set aside personal biases and stereotypes.”

Skanska Voices

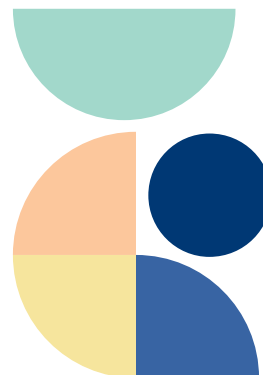
A Word From Our National D&I Liaison

The framework we've established for our D&I engagement reflects Skanska's decentralized structure. Established councils and committees at global, national and local levels, align our D&I focus with the company's U.S. and global goals—then, we let our people do what they do best: show up, share ideas and get to work.

I've seen our D&I Councils sharing ideas, encouraging each other, challenging each other, and coalescing around our purpose to build for a better society—one in which our approach to D&I is genuine, intentional and embedded in how we work together every day.



Dennis Yung
EVP – General Manager,
Houston/North Texas operations



In Your Community: A Strong Foundation for Sustainable Change

Skanska USA Building D&I Councils

In 2023, 15 D&I Councils formally launched across the U.S. The councils engage our people in efforts that embed inclusion into the daily activities of our offices and projects while supporting efforts to form strong and impactful relationships with our customers and communities. Their work will ensure our progress is sustainable and lasting. More about our councils can be found in the Culture section.

D&I Council Mission



Establish a strong foundation for D&I at the local level and lead action-oriented efforts within our business that cultivate and sustain an inclusive culture in support of our people, customers and communities.

People







What makes Skanska unique and our culture inclusive?
Our people.

Hear from them to learn why.

[Watch Here](#)

People

Our Foundation

+

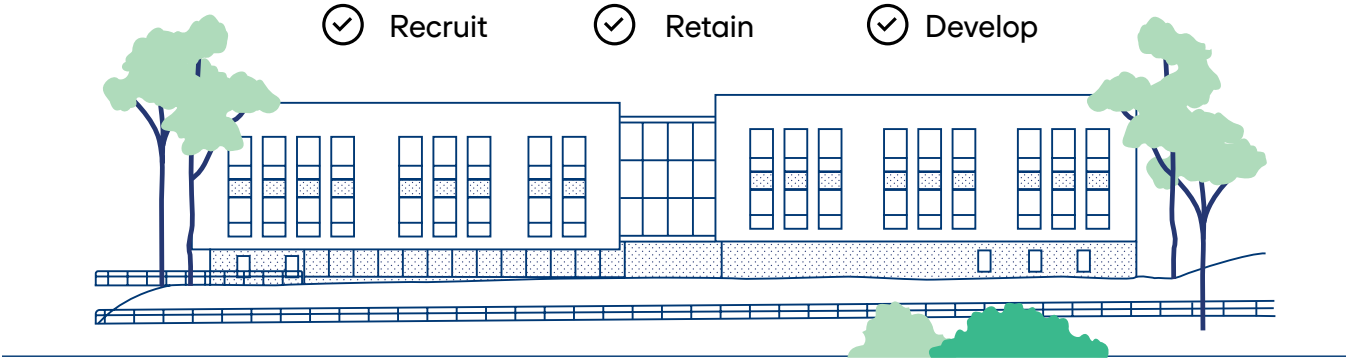
Our People

✓ Our Culture

✓ Our Community

✓ Our Accountability

✓ Our Impact



Recruiting Great Talent

We recruit from a diverse pool of candidates and select the most qualified individuals. Dedicated teams for each region find and hire candidates who share our vision and values. This decentralized structure empowers each team to connect with the local community. We offer internships and build strong bonds with local people and organizations—like K-12 school districts, universities, community colleges and trade schools—to shape the future of our industry.

To ensure an inclusive hiring process we:

- Welcome people from different backgrounds and careers with transferable skills to apply for roles
- Offer a rotational training program in some offices for new hires, helping them find their places at Skanska
- Post available positions internally, encouraging both vertical and horizontal career moves
- Review job descriptions in an effort to connect with individuals from a variety of backgrounds
- For selected roles, ensure a diverse group of team members interview candidates for a variety of perspectives and opinions

Cultivating a diverse group of future builders



College recruiting



Internships




Student mentorship

Our people are the very core of Skanska, and they drive our inclusive culture. To best support them, we are building an environment where openness, fairness, trust and respect thrive. 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.

Our 2023 People Results


Expanded internship program and worked with vocational schools and trade partners to find and develop the best talent



Enhanced employee benefits and continued providing development opportunities, including new EEO training for managers



90% of employees believe they have good opportunities for learning and development at Skanska USA Building



Recruit



Partnerships for talent recruitment

We partner with organizations at the national and local level to connect with individuals who are passionate about our industry and can contribute their talent to our work.

These partnerships include:

- National Society of Black Engineers (NSBE)
- Out in Science, Technology, Engineering and Mathematics (oSTEM)
- Society of Hispanic Professional Engineers (SHPE)
- Society of Women Engineers (SWE)

Understanding the HBCU experience

Before being assigned as senior project engineer on our Virginia State University Academic Commons Building project, Sam Villalobos knew little about historically Black colleges and universities (HBCUs). She wanted to change that for herself and her colleagues in our Durham office.

Sam's involvement with our new NC/VA D&I Council was a good place to start. She worked with fellow council member and Senior Preconstruction Engineer Shamar Drake to organize and sponsor a virtual HBCU panel discussion in October 2023. More than 60 people participated in the webcast to learn more about the HBCU experience.

The following is a small collection of the helpful insights shared by the panelists on their experience attending an HBCU and their transition into the workforce:

"As a first-generation college student, being at an HBCU was eye-opening for me. When I walked on campus, there was an immediate sense of belonging, and the professors genuinely cared about my wellbeing. What I took away from my HBCU experience into my career is to be unapologetically yourself, go where you're celebrated and not tolerated, advocate for yourself, and learn to get the work done through any means necessary."

Devon Henry
owner of Team Henry Enterprises and a Norfolk State University alum

"Moving into the workforce is a tough pill to swallow for some people of color because, more than likely, they're the only one who looks like them in the room. I think going to an HBCU builds the confidence, relationships and mindset that steady you and keep you from having 'I'm the only person of color' at the front of your mind."

Vance Cunningham,
architectural designer at HGA Architects and Engineers, professor at George Washington University and Howard University alum

"If your employees feel like they belong and have resources and knowledge made available to them, they are more likely to have a connection with your company. This can go a long way in retaining people of color, especially when they feel supported and see that you're investing in their development. Companies have to be more intentional with sharing resources, creating initiatives and making those initiatives more visible within the organization."

Emmanuel Yelverton,
Skanska EHS manager and North Carolina Agricultural and Technical State University alum

Getting personal with



Lew Guerrette
EVP – General Manager, Washington operations

What's inspired your D&I journey?

One of the most impactful experiences I had was when some of our younger employees asked what I'm doing to bring more diversity into our company's leadership. I realized I don't want to say in 10 or 15 years that I wished I'd done more. This is driving my commitment to do whatever I can to expand our recruitment efforts to include a more diverse population and provide employee support so that our leadership team and our whole workforce will be naturally more diverse as we move forward.

I'm also very inspired when I see members of my team making a difference. From serving on our office's D&I Council to seeking out partnerships with local organizations, these individuals are galvanizing everyone to action. In our Washington operations, we've recently engaged with two non-profit organizations that focus solely on introducing high school students to careers in both the trades and construction management.



"I don't want to say in 10 or 15 years that I wished I'd done more. This is driving my commitment to do whatever I can to expand our recruitment efforts to include a more diverse population."



Recruit

Internships

139

interns joined
our teams for
the summer

63

universities
represented

17

states
represented

5

departments
supported

Preparing the Next Generation to Join Skanska in Building for a Better Society

By investing in young people, we inspire students from all backgrounds to follow new and rewarding career paths in the construction industry—all while building a strong pipeline of talent for tomorrow. To attract interns and college grads who are collaborative and interested in Skanska’s global reach, we increased resources and national and international connectivity within our internship program.

In 2023 we enhanced national and global connections within our internship program through:

- Virtual “Welcome to Skanska” sessions with members of USA Building’s national Senior Leadership Team
- Manager swaps where interns can learn from another leader in a different region
- Virtual “Foresight Fikas” that include an overview of Skanska’s global impact, project highlights and networking
- Dedicated Microsoft Teams channel for interns to enhance cross-communication and knowledge sharing
- A panel discussion, with team members sharing career development advice and insights into their experience with programs like **Skanska Unlimited**, which places employees in another function or business unit, within the U.S. or internationally, for three to six months
- Virtual knowledge sharing between U.S. and U.K. operations called “Skanska United”
- A HR support system for graduating students who want to apply for full-time work or continuing students who would like to return for another internship



↑ A Summer Intern Digital Yearbook with intern photos, class stats and activity highlights




Intern Inclusion—Recognizing their Contributions to Our Projects



← Our Ohio office included their 2023 interns in Cincinnati Reds Day, an annual event where the team attends a Cincinnati Reds baseball game together. This year, the Ohio office expanded the number of schools from which interns were recruited and, with the support of the Skanska Women’s Network Midwest Chapter, took steps to ensure that female students were aware of internship opportunities. **The results exceeded expectations, with females comprising 33% of interns.**



← During National Intern Day, Portland interns toured five projects in one day at The Center for Deaf and Hard of Hearing Youth; University of Portland; Portland State University; DoveLewis Veterinary Emergency & Specialty Hospital; and Oregon Health & Science University.



Wyatt Murray
Project Engineer
(2023 Summer Intern)

“Several of my friends did internships where they were just thrown into a room and given a stack of work to do on their own. It was completely different at Skanska. You could tell the teams were excited about their work and happy to be there.

I had several people who took me under their wing—SIS Program Director Jim Dowd and Program Manager Vinny Vadeboncoeur in particular—and took the time to make sure I had ongoing, hands-on learning opportunities. Whether we were in the jobsite trailer, out in the field, or at a charity golf tournament, I always felt like I was a part of the team.”

Recruit

Investing in the Future with Student Mentorships

Skanska continues to partner with the ACE Mentor Program of America (ACE) to attract students to our industry and nurture the aspirations and capabilities of young professionals. Part of the program includes students working with Skanska mentors to simulate the design and construction of a fictional project, which allows students to learn skills and knowledge not always taught in their classrooms.

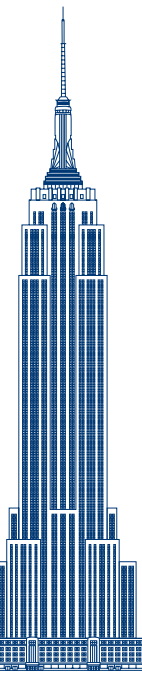
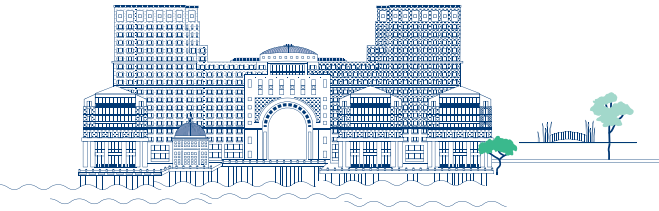


Christopher Cheu
Project Manager

Mentoring in Boston

ACE students coming from Greater Boston reflect their communities—75 percent of local participants are people of color and about half of them are girls.

Skanska Project Manager Christopher Cheu said his desire to mentor comes from a very personal place. “I’ve experienced firsthand the hurdles that those from minority cultures have to overcome to find opportunities in the industry despite deep personal interest.” He added the program, “offers a guiding light for all high school students, particularly those who otherwise lack a community of support.”



Skanska’s New York Metro ACE team leader

As a high school senior, Skanska Assistant VDC Manager Julie-Ann Evans tagged along with a friend to see what ACE was all about. She was assigned to Team 21, the Skanska ACE team she now leads. “I didn’t even know that construction management was a job before I attended ACE,” Julie-Ann recalled. In the six years she’s spent with Skanska, she has worked with ACE, mentoring students for three years before taking the role of team leader, which involves managing mentors and relationships with other firms.

Julie-Ann is also co-leading an initiative with Skanska USA Civil where students are designing their projects with architect and civil engineer mentors—such as Perkins&Will, Jaros Baum & Bolles (JB&B), Mueser Rutledge Consulting Engineers (MRCE) and Thornton Tomasetti—and then managing their construction with Skanska. The collaboration has been fruitful, according to Julie-Ann who shared: “We’re able to reach out to more people this way and spread our collective resources.”

The ultimate beneficiaries are the students, and hopefully they will bring their fresh new perspectives and collaborative spirits to Skanska one day, just as Julie-Ann has done.



Julie-Ann Evans
Assistant VDC Manager

School of rocks . . . and wood, cement and metal

If you were at one of our Seattle-area project sites in the summer of 2023, you may have seen some very young faces working alongside our seasoned Skanska professionals. For the first time, our Seattle team opened up its paid internship program to high school students to give them exposure to the construction industry at an earlier age.

“The initiative is a natural extension of our existing partnerships with the ACE Mentor Program and Seattle Public Schools’ Office of African American Male Achievement, both of which work to expand opportunities for high school students,” said Justin Lee, Skanska commercial manager and co-coordinator of the internship program.

“During my internship at Skanska, I had the opportunity to meet new people and learn more about construction and project management. My time there improved my understanding of the industry and also sharpened my problem-solving skills for real-world challenges.”

Yehaya Abdalla
High School Intern

“Before this internship, I knew nothing about construction. I thought it was just drawings and hammers. It was fun learning about all the different roles and jobs. I also got to learn about the different project sites—what they had in common and what was different about them. I’m very grateful for the opportunity that Skanska gave me. I enjoyed it very much.”

Jacob Montgomery
High School Intern

For the first part of the eight-week program, three high school interns spent two days a week at different project sites. They shadowed project engineers, project managers, superintendents and others while on site and also toured additional Skanska projects. They shifted into our Seattle office for the last few weeks, spending time with preconstruction, marketing, business development and HR. Each intern also took a CliftonStrengths (formerly StrengthsFinder) personality test, reviewed the results with the office’s general manager, and created a short video about their experience.

Learn more about Jacob’s experience in this *Seattle Times* article. [Read Here](#)



Shown here are two Seattle projects our high school interns spent their time on—Kaye residential tower and The Eight, a high-rise office development.

Recruit

Spotting and Nurturing Top-Notch Talent in the Trades

Beyond traditional four-year colleges or universities, we’ve broadened our search for talent to include trade and vocational schools. We’ve found some of our most valued team members from these schools as well as through relationships with our trade partners. These individuals offer not only their unique technical expertise, but their fresh, flexible and practical approach to problem-solving, which has been honed in the real world. Their presence adds a whole new dynamic to our teams.

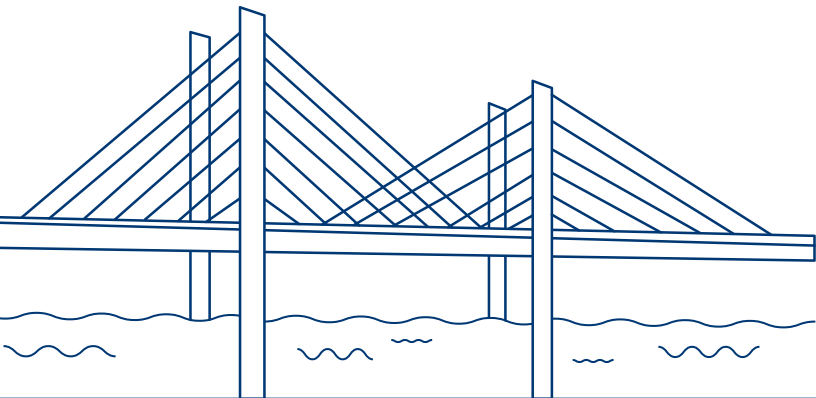
Building Bridges for Our Fellow Crew Members

From masonry tender to experienced superintendent

Ian Wilson grew up in Trinidad, migrating to the U.S. in the summer of 2000. He soon joined a union, and by January 2001, he was working as a laborer for a masonry company on one of Skanska’s MIT projects in Cambridge, Massachusetts. His work ethic was strong—he was always on time and present whenever the project needed overtime help. Skanska project leadership took notice and told him to let them know if he ever wanted a job. That day eventually came.

“I was laid off by the masonry company one day at 3:00 p.m. and hired by Skanska at 3:02 p.m.,” Ian said.

He was a labor foreman running a small crew in less than a year and became a general foreman while working on a Harvard Law School project in 2007. Ian said this was his career crossroads moment. He could not progress any further in the trades and didn’t want to stay where he was. The late Chris Kelley, a general superintendent with Skanska at the time, showed him a path by encouraging him to get his Construction Supervisor License (CSL), which is the gateway to becoming a superintendent.



Ian used Skanska’s tuition reimbursement program to earn a degree in project management from Wentworth Institute of Technology. At the time, tuition reimbursement was not provided for craft labor, but senior leadership saw his potential and had it approved. Since then, Skanska has approved company-wide tuition reimbursement for craft laborers. Though Ian was working full time and raising a family, he earned his degree in four years as well as his CSL.

Just as someone provided an upward path for him, Ian is now seeking to do the same for others.

“I’m working with leadership in Boston to start a mentoring program specifically for craft workers. We have an opportunity here to strengthen our teams while bringing others up with us. Many people in the trades don’t know there’s an opportunity for upward career mobility until someone reaches out and shows them the way. We can start with asking them questions—What do you want to do next? Is there a class we could offer or a connection we could make to help you get there?”

Ian Wilson
Superintendent



Ian Wilson
Superintendent

One-on-one encouragement launches a new career path

While working for a construction clean-up subcontractor, Roger Spurlock caught the interest of Skanska Senior Superintendent David Stanley. Roger stood out because of how committed he was to his work, his leadership skills, and his inclusive ability to build and maintain relationships with all types of people.

David encouraged Roger to get specific certifications that would open the door for him to take on more advanced tasks. In early 2020, Roger came to work as a craft laborer for Skanska and was supported by local leadership to earn his OSHA 30 certification—something he had dreamed of doing, but had never been given the opportunity. Roger was promoted to EHS coordinator in 2023.

"I've worked in construction since I was a young man, but before I came to work at Skanska, no one ever took an interest in helping me see where my career could go," said Roger. "I've grown beyond being a craft laborer because people at Skanska told me my talents and skills were valuable and could be used in other ways. They started me down the path I'm on now."



↑ L – R: EHS Manager Jake Magee and EHS Coordinator Roger Spurlock

Making professional connections within the LGBTQIA+ STEM community

In November, several Skanska team members participated in the 13th Annual Out in STEM (oSTEM) Conference in Anaheim, California, where more than 1,000 LGBTQIA+ students, professionals and recruiters in STEM fields gathered to share their experiences and learn from one another.

We also engaged attendees at the event’s Career and Graduate School Expo, which allowed professionals, academics and colleagues from STEM industries and universities to build meaningful connections.



↑ L – R: Senior Sustainability Engineer Thomas Fitzgerald, Assistant Project Manager Sikander Porter-Gill – Skanska SIS, Senior Preconstruction Engineer Emily Starkey, and DBE Compliance Officer Teresa Maxwell – Skanska USA Civil

Retain

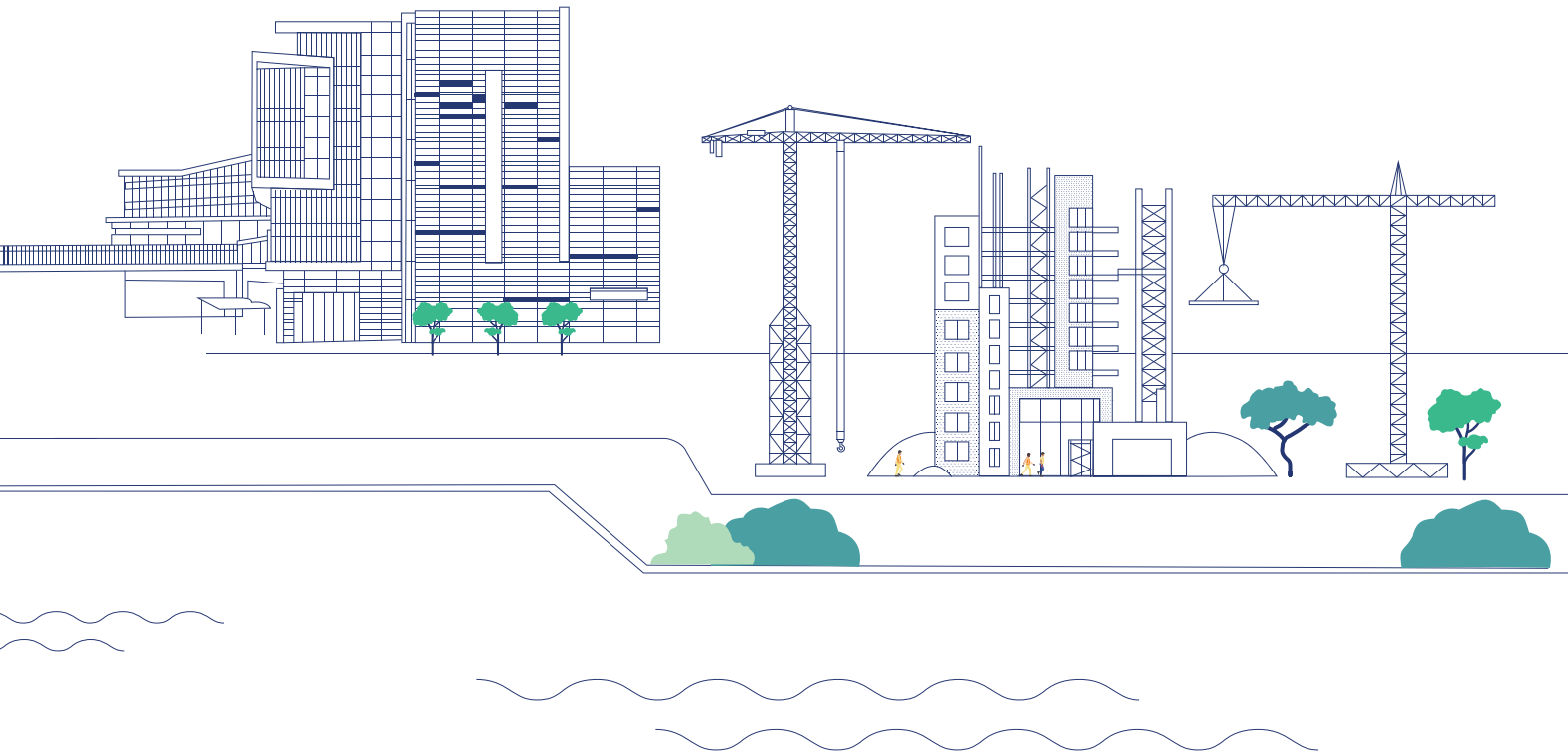
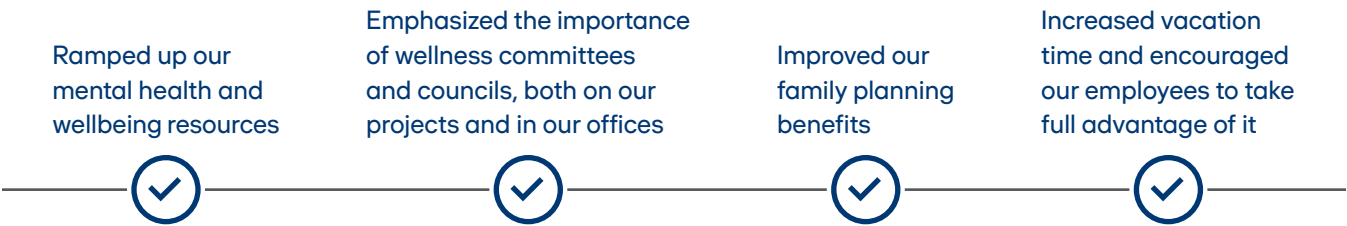
Preserving Our Dynamic Community of Talent

Our industry can be tough and balancing work and personal responsibilities isn't always easy. In recent years, we've made major strides to improve work-life balance for our employees. Our approach to health benefits is holistic because we want to meet each person where they are, no matter the stage of life they're in. Our benefit offerings cover many aspects—family care, financial health, work-life balance, and physical and mental wellbeing—so that our people can personalize their plans to fit their life and goals.

We also offer:

- An Employee Assistance Program to provide our employees and their families with access to financial and legal services, and several mental healthcare options
- Extensive health and life insurance options, including health savings accounts (HSA) and flexible spending account (FSA)

In 2023, we took further steps and:



Helping Our Team Members Care for Their Families, Their Way

Every family's journey is unique, so we offer financial assistance for fertility services, adoption, surrogacy costs and fertility preservation. We connect team members with a dedicated case manager to guide them through the journey of becoming a parent while working at Skanska. We also provide paid parental leave (PPL) for all new parents, whether they're birthing, non-birthing, adoptive or foster. Additionally, we've partnered with Helpr, an app-based service, to connect our employees with child and adult care providers.

80 hours of child and adult care subsidized by Skanska for every employee annually

Inclusive family benefits help strengthen families

Skanska Cost Manager Allan Kalisz found himself practically living at the hospital with his wife, Faith, after her 29th week of pregnancy. Faith had been diagnosed with pre-eclampsia, a life-threatening condition for which doctors say the only cure is delivery. Determined to persevere with the pregnancy as long as possible for the health of the baby, the couple worked together with their medical team to make it to their doctor's goal of 36 weeks gestation before delivering little Liam by cesarean section.

As soon as Allan knew he needed to spend as much time as possible at the hospital to support Faith, he reached out to his team at work. Through solid communication with his supervisor, the help of a Skanska case worker, and project team members eager to offer support, he was able to stay by Faith's side during the rest of the pregnancy and after Liam's birth.

With the four weeks Allan received through our PPL program as a non-birthing parent, plus a week of vacation time, he was able to cherish a series of memorable firsts with Liam and help his wife as she recovered. "We don't have family nearby, so having that time home to care for Liam and Faith was critical," Allan said.



"To find the best caregiver, Helpr performed interviews, completed background and social media checks, and verified credentials like first aid and CPR—all at no cost to us. What a resource they've been for us as new parents. We have peace of mind."

Allan Kalisz
Cost Manager

Develop

Supporting Professional Growth

No matter an individual's career stage, we are committed to their career growth and developing them in their role. No journey at Skanska is the same because everyone has unique needs. Expansive professional growth and development offerings are available that foster a culture of continuous learning as we shape our future together.

Personalized training and development

- **Role-specific training:** From day one, we equip our people to excel in their role and achieve their career objectives. Tools, resources and training, tailored to each role, optimize skillsets and prepare individuals for success.
- **Professional skills training:** Ongoing training opportunities enable our team members to embody a mindset of continuous improvement.
- **Tuition and education reimbursement:** Financial support for college coursework toward a degree, educational credits or professional licenses is available at time of hire.
- **Formal and informal mentoring:** We help employees expand their thinking and grow their industry knowledge through learning relationships with seasoned Skanska professionals.
- **Coaching:** We help connect our people with the right professional coaches to receive one-on-one support in achieving their goals.
- **Special projects:** Short-term special projects and assignments allow employees to cultivate their expertise in the U.S. or internationally.

Unlocking potential

Through our recently enhanced Skanska Learning Center, we offer in-person, virtual and self-paced classes designed to build professional skills as well as the skills needed to create and maintain an inclusive work environment. Many classes have been created internally, while others are provided in partnership with expert consultants in D&I and other critical aspects of our business.

"Working in corporate learning at Skanska is incredibly rewarding, because you get to partner with others in their own personal and professional growth. We want to foster an inclusive learning culture here, because we want our people to stay ahead in an environment of rapid change. This doesn't just benefit our individual team members. It benefits the whole company."

Mike Choquette,
VP – Corporate Education



Examples of development opportunities that incorporate aspects of D&I include:

- **Leading by Example:** This class covers subjects, such as "Leadership vs. Management," "Connecting with Others," "Delegation," "Time Mastery," and "Conversations in Conflict."
- **Conversational Capacity:** Held in-person, this class helps managers effectively lead by exploring their ability to listen and engage in open, balanced and non-defensive dialogue on difficult subjects and in challenging circumstances.
- **Health and Wellbeing:** This virtual course gives team members an overview of several mental health challenges to broaden their understanding and includes how to recognize if you or others around you are facing a mental health condition and how best to respond.

Focus on YVOS and employee feedback help improve employee satisfaction in Florida



Every year at Skanska, our employees are invited to respond to an employee survey called "Your Voice, Our Success" (YVOS). In response to results in 2021 that showed our Florida teams viewed career development as a growth area, HR Business Partner Fredrik Rönning quickly responded. "It was clear that our people wanted to get better in this space, so we tailored a training for our team members to address development topics, such as self-awareness and active listening skills," Fredrik said. "We wanted to promote more meaningful team member interactions in our Florida offices and projects."

"We wanted to promote more meaningful team member interactions in our Florida offices and projects."

Fredrik Rönning
HR Business Partner

The program was rolled out in 2022 with 100+ team members having completed the training. Since its launch, our unwanted turnover rate in Florida has been cut in half. The Florida offices have also improved their career development satisfaction scores on the YVOS survey.

Fredrik added, "This program demonstrates both the Florida leadership's commitment to employee development, and how we apply the feedback given to us from our teammates."

↓ 50%

Since its launch, our unwanted turnover rate in Florida has been cut in half.

Leadership development

Along with personalized training and development opportunities, we provide employees with a variety of programs and assignments that focus on building their skills as a leader.



- Enterprise leadership programs**
Nomination-based programs that are tailored for each leadership level to support growth and unleash leadership potential
- Global development programs**
Training-based programs culminating with the opportunity to live and work internationally for Skanska for a six- to twelve-month period to cultivate a culture of knowledge sharing and cross-enterprise collaboration
- Unlimited and international assignments**
Opportunities to work in a different business unit or function for three to six months, allowing individuals to gain new perspectives and experiences to grow, personally and professionally

Culture





The perspectives shared in this video are distinct, but they all have something in common: strengthening our culture of inclusion.

[Watch Here](#)

Culture

Our Foundation

+

Our People

✓ Our Culture

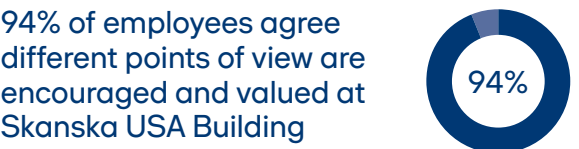
✓ Our Community

✓ Our Accountability

✓ Our Impact

Our people are leading the way, building an inclusive and psychologically safe culture at Skanska. Our culture is one of connection and collaboration where everyone is seen, supported and valued. Under our hard hats are big hearts that make sure all have a place at the table where we share and create the stories that shape our D&I journey.

Our 2023 Culture Results



Creating a safe, welcoming workplace

Whether it's working with our D&I Councils or partnering with various internal stakeholders, Ayesha Adams has a clear vision—when people walk through our doors, they feel safe and welcomed.

Ayesha serves as our national director of culture and engagement. Her primary responsibility is helping our D&I councils accomplish their local priorities in line with our D&I Strategy. To further drive an inclusive culture, Ayesha supports learning and development efforts, new hire onboarding, and implementing our annual employee engagement survey. She also provides support to Skanska Women's Network, national and local leadership, HR, supplier diversity and others to help ensure all are progressing successfully in their D&I journeys.

"I hope to create an environment where people from all walks of life can effortlessly be comfortable working here," said Ayesha. "I want them to feel included, to question things and to be fearless in this space. They're free to be who they are without judgment when they're within our walls."

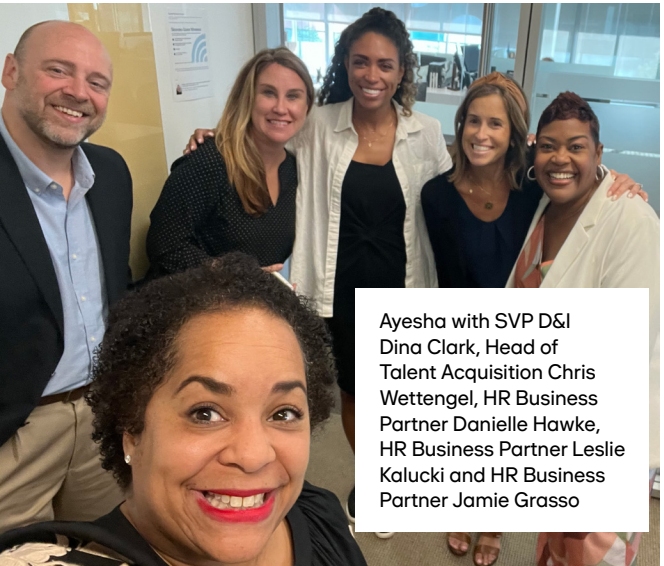
Ayesha is moving that ideal forward one conversation at a time, providing a safe space for any employee to talk with her about what they're experiencing from a culture or inclusion standpoint. Her colleagues across the country inspire her to help ensure people want to join Skanska and then stay and grow with us because they have a voice and see themselves represented throughout our organization.

"Every day I talk with employees who are excited about what we're doing as a company, and they want to see what more we can do to move forward," Ayesha said. "Having colleagues be so engaged and pushing me is very inspirational. I'm also very proud that I work for a company that continues to invest in D&I despite all the outside noise."

National D&I Resource



Ayesha Adams
National Director of Culture and Engagement



Ayesha with SVP D&I Dina Clark, Head of Talent Acquisition Chris Wettengel, HR Business Partner Danielle Hawke, HR Business Partner Leslie Kalucki and HR Business Partner Jamie Grasso

Getting personal with



Gordon Childress
EVP – General Manager,
California operations

How do you encourage D&I in your operations?

There are two approaches. One is that our business leaders need to really look at what opportunities there are internally and externally to be inclusive. Have we researched diverse firms to include in our partnerships? Are we recruiting from a wide range of schools representing all backgrounds? How might we continue to grow our commitment at Skanska beyond our people and performance categories in our business plan? Our evolving and unwavering commitment to D&I is setting clear expectations for what is necessary to make us better in the future.

The second approach is top-down leadership and bottom-up engagement. If we as leaders don't drive what our expectations are and hold our teams accountable to them, D&I will suffer. To keep that from happening, it's incumbent on all parts of our business—employees, suppliers and others—to embrace the differences. We need action and not just talk.



"It's incumbent on all parts of our business—employees, suppliers and others—to embrace the differences."



Being better together

To get employees together, build camaraderie and have fun, the Nashville office started hosting quarterly Be Better Together Days. Be Better Together, a Skanska core value, encourages fostering an inclusive culture.

In 2023, the office hosted a chili cook-off, happy hour trivia, pickleball, Thanksgiving lunch and a holiday giveback. The holiday giveback included wrapping and donating 150 gifts for the youth of Rockettown, a local non-profit that serves every social demographic of the greater Nashville community through its programs and services. Our team also volunteered to help decorate, serve food and assist with youth during Rockettown's Holiday Party.



Nashville team members joined local nonprofit Rockettown in their mission of offering hope to the next generation.

L – R: Marketing and Supplier Diversity Manager Alisha Wix, Digital Marketing Manager Lauren Foutch, Corporate SVP National Business Development Mendy Mazzo, VP Business Development Bryan Hay with Sarah Hay, EHS Director Tony Foster, VP Marketing Jenny Chandler and Director – Project Accounting Vic Whitlow

Highlighting Veteran Voices

"There are many similarities between the military and the construction industry—organization, following orders, clear direction, attention to detail, getting up early, working outside, hands-on work and working as a team to accomplish a mission. One thing that can aid the transition from military to civilian work life is mentorships, particularly Veteran-to-Veteran mentorships. Veterans tend to open up more easily to fellow Veterans who have walked in the same shoes and can help them see the similarities between the military and construction."

Reggie Archibald
Laborer General Foreman
Former United States Army – Sergeant





↑ L – R: 2022-2023 SMPS Philadelphia Chapter President Patti Gibson May, Skanska Marketing Coordinator Indira Santiago, and SMPS Philadelphia Director of Chapter Relations Steven Alvarez

Recognizing the drive to succeed

Soon after Indira Santiago, marketing coordinator, started at Skanska, her local business development colleague encouraged her to attend a networking event held by the Philadelphia chapter of the Society for Marketing Professional Services (SMPS), an industry association for AEC marketers and business developers. At the event, the chapter's president-elect immediately welcomed Indira and invited her to sit next to her at dinner. She then invited Indira to an upcoming SMPS program as her guest. At that second event, a chapter member took Indira under his wing and introduced her to other industry colleagues.

Soon enough, Indira was spearheading the chapter's first "Coordinators Club," a series of educational sessions that teach marketers fundamental skills to succeed in their role. Indira organized a series of educational programs that covered topics such as AEC jargon and proposal management. She also arranged for Skanska Marketing Director Jeanine Friedman to be a guest speaker at one of the Coordinators Club programs, discussing how to advocate for oneself in the workplace.

Another long-time chapter member recognized Indira's accomplishments and suggested she apply for the SMPS Philadelphia DEI Membership grant. Indira was awarded the grant in June 2023, which provides a one-year SMPS membership and placement on a chapter committee.

"My local SMPS chapter personally showed me their inclusive culture from the moment I walked in the door. I'm excited to be more involved with SMPS, where I can now be the one to welcome and connect new members."

Indira appreciates the inclusive culture at Skanska as well. "I can tell when an organization is simply paying lip service to D&I and when they're genuine; Skanska is definitely the latter. Colleagues make a conscious effort to listen, be inclusive and course-correct when needed. I've seen this in action with leaders like Anita Nelson, our chief strategy officer, who talks about creating safe spaces and respecting diverse viewpoints, and Account Manager Todd Lofgren, who seeks to include historically underutilized businesses in pursuits whether or not the owner has an inclusion goal. This environment is what keeps me at Skanska."



Indira Santiago
Marketing Coordinator

El aprendió a hablar español

"He learned to speak Spanish"

Tavarus Sample, EHS manager, often faced good-natured laughter and joking from the tradespeople whenever he practiced his Spanish while at a project site. Even more frequently, he saw their respect and appreciation for learning their native language.

"When I got into construction as a Skanska intern, I noticed the majority of tradespeople spoke only Spanish," said Tavarus. "I had to bounce around a project site to find someone who could translate for me. **As EHS manager, I wanted to communicate with everyone directly. I didn't want anyone to feel left out or less than because they didn't speak English.**"

Tavarus could speak some basic Spanish, but he made a commitment to become fluent during 2023. He turned to members of one crew for help, asking them to only speak Spanish to him. He also leaned on native Spanish speaker Samuel Otero, an employee of Virginia Cleanout and Punchout Inc., for help. A language app supplemented his real-world learning.

"It really meant a lot that Tavarus learned Spanish to help him communicate with people who only speak the language," said Samuel. "Others should consider doing this, because a lot of construction workers speak Spanish."

Tavarus now considers himself fluent in Spanish. He's comfortable holding conversations, presentations and



↑ Virginia Cleanout and Punchout Inc.'s Samuel Otero encouraged EHS Coordinator Tavarus Sample in his pursuit of learning Spanish as a second language.

briefings in his second language, and he's the one that others seek out for translation assistance.

"Learning Spanish has allowed me to really connect with people in a meaningful way who don't speak English," Tavarus said. "They feel more comfortable talking to me about any issues or questions they have, and they see a more welcoming and respectful culture."

Highlighting Veteran Voices

"After the military, many Veterans feel lost because they can't identify a field or industry where their military training and skills can easily translate. Skanska and the general construction industry could help in this area. Offering apprenticeships would allow Veterans to see how valuable and applicable their existing skills are to our industry. Additionally, they would recognize that the same sense of teamwork engrained in their military experience exists in the work culture of the construction industry."

Le Pan
Creative Designer
Former United States Army – Human Intelligence Collector



Creating an inclusive safety orientation

Skanska and diverse business partner WEBCO Construction are renovating Lehigh University's historic Clayton University Center, originally constructed in 1868. The complex work involves maintaining access on Lehigh's active campus and upholding the highest safety standards. The project team needed to ensure that their communication was clear and consistent to all workers onsite, including the mostly Spanish-speaking demolition crew. While Skanska uses both English and Spanish EHS orientation materials, neither provided crucial project-specific safety information, which could put Spanish-speaking workers at risk.

Senior Superintendent Jim Klein proposed creating a site-specific EHS orientation video in Spanish to relay critical information to the demolition crew and other Spanish-speaking workers. Skanska and WEBCO worked as one team to accomplish this, with Jim writing the orientation script and WEBCO's Superintendent Adam Piacitelli and Assistant Project Manager JP Obispo presenting, filming and editing the video.

The 12-minute video ensures that Spanish-speaking workers on the Clayton jobsite fully understand the safety protocols before commencing work. Additionally, it fosters a sense of inclusion and support for the Spanish-speaking workers, as well as within the Skanska and WEBCO team.



↑ WEBCO Superintendent Adam Piacitelli and Assistant Project Manager JP Obispo teamed up to create a site-specific EHS orientation video in Spanish.

Adam said, "JP and I used our combined background in construction, safety and Spanish to make Jim's script fill a need of the job. This video lays a solid foundation for working safely on site, and I continue to use it to improve my Spanish to communicate in the field. It's been a great experience working with my teammates to solve problems like this."

"This video is just one example of Skanska and WEBCO's 'one team' mentality, where everyone on the jobsite is accountable for our safety culture. Thanks to this collaborative effort, we overcame the language barrier and ensured the safety of all workers," said Jim.

Getting personal with



Dale Kopnitsky
EVP – General Manager,
MD/D.C. operations



What's something your team has accomplished that you're proud of?

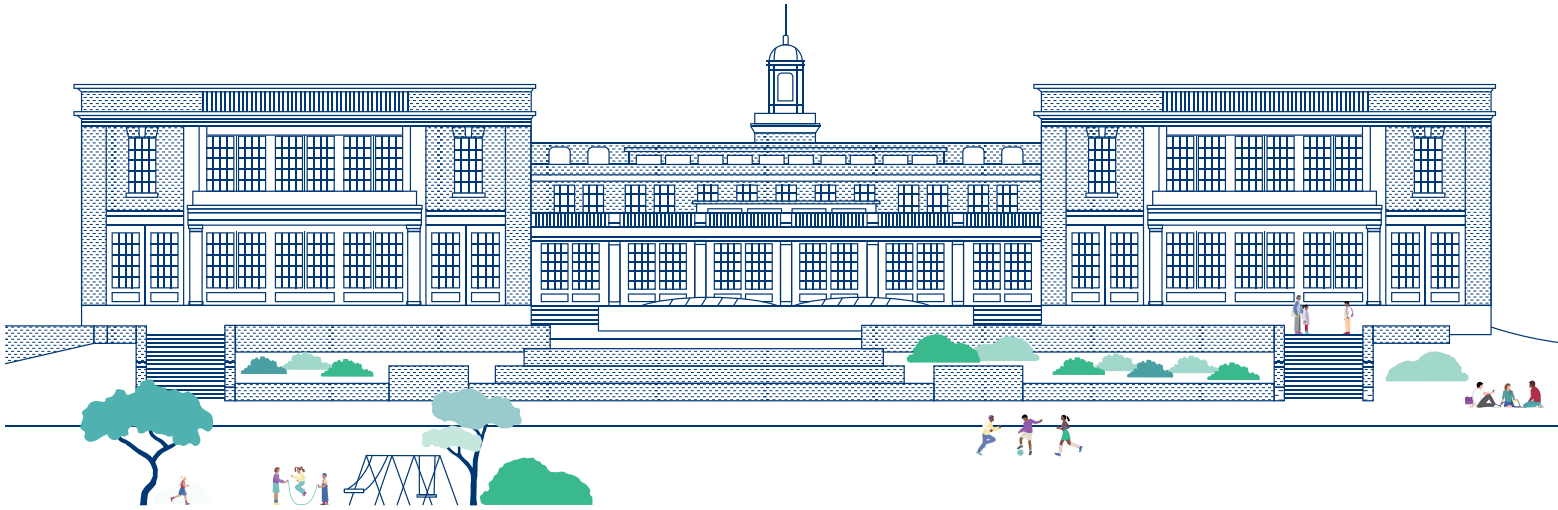
Our office is very diverse and reflective of our community, and we want everyone to feel supported, included and comfortable that their voice is being heard. Each month, every employee in our office has a one-on-one conversation with their supervisor that doesn't focus on daily work but instead on how we can help that individual with their career and life balance. We have a mentorship program that gives mentees someone to connect with besides their supervisor. Recent college graduates participate in our 15-month rotational program, where they work in every department and have the opportunity to form relationships with many people. All of these various touchpoints foster inclusion and give our people different avenues in which to raise their voices.

"All of these various touchpoints foster inclusion and give our people different avenues in which to raise their voices."

Highlighting Veteran Voices

Field Engineer Kenneth Shelton underwent rigorous training at Airborne School at Fort Benning to become a specialist in controlled aircraft and artillery during his four-and-a-half years of military service. After leaving the military, Kenneth worked for an electrical company where he was contracted on several Skanska projects. Impressed by his dedication, skills and potential, we invited him to join our team. Two years later, he is a field engineer on Radford University's \$80 million Center for Adaptive Innovation and Creativity project in Virginia.

He shared, "Both the military and construction are hands-on industries, where you have to work hard, be disciplined and pay attention to detail. I appreciate the strong sense of community and teamwork in the construction industry—it's similar to that of the military."



Being open in the field from three perspectives

The goal of a panel discussion on the importance of LGBTQIA+ inclusivity and allyship—held during 2023 Pride Month at our Portland office—was to have an open and honest conversation. Mission accomplished.

Attended virtually and in person by around 75 people, the panel featured three industry professionals from different construction backgrounds. They talked about what their experience of being open in the field has been like, how allyship has impacted them in their journey, and how we can make a difference by creating a more inclusive workspace.

Panelist Brooke McNally shared that she felt scared about how a superintendent she was close with would react when she told him that she had transitioned. He ended up being extremely curious and supportive, always showing up for her as an ally. Since that day, he has sent Brooke a text each year on the day that she came out to him. His initial and ongoing support has given her the confidence to always be who she is at work.

Molly Benitez had a different experience when working elsewhere in the industry. They described how they were hazed, harassed and bullied when working in the field as a welder. Although their crew sometimes backed them up, the lack of allyship and inclusivity led them to leave the trades and enter academia.



Skanska Project Executive Erika Pham moderated a panel discussion on LGBTQIA+ experiences in the field with (L – R) Absher VDC and Preconstruction Manager Brooke McNally, Portland State University Assistant Professor Molly Benitez and Glumac President Joseph Fong.

“I think hearing about experiences like these makes people more willing to step up and be an ally rather than float in the middle,” said Emily Starkey, Skanska senior preconstruction engineer and organizer of the panel discussion. “Like our panelist Joseph Fong shared, inclusion and allyship allow people to feel more comfortable at work and more willing to come out and open up to coworkers.”

Highlighting Veteran Voices

Senior Superintendent Jim Moon joined the Marines after high school, spending four years on active duty and two more years on inactive reserves duty. During his service, Jim held the role of a logistics specialist. He was recruited to Skanska 17 years ago because of his exceptional skills and experience.

Jim shared, “My military experience has definitely equipped me with the essential skills and mindset needed to thrive in construction.”



Connecting Emerging Professionals

Skanska Young Professionals (SYP) provides a network and community for emerging professionals and new team members so they feel welcomed and are instantly connected to a group of colleagues they can contact with questions or for advice. SYP events share insights into our projects, offices and business units, but more importantly, they create opportunities for the camaraderie that makes our work culture unique.

Making connections for emerging professionals

After the successful 2022 revival of SYP in New York and New Jersey, members of the group—Director of Business Planning and Strategy Sarah Vakili, Senior Project Engineer Tarah Driver and Senior Project Engineer Kevin Carrasco—teamed up with Skanska USA Civil SYP member Field Engineer Kara Fragola to host the Second Annual SYP Speed Networking event at The Frying Pan in New York City. The combined SYP group invited all office members to the event to network across both business units. As an icebreaker, attendees played a game of Bingo with questions on the card ranging from “find someone with over an hour commute” to “find someone with an engineering degree.” With more than 60 attendees, five lucky winners emerged for the coveted prize—a Skanska Hawaiian shirt.



The New York/New Jersey SYP event at The Frying Pan in New York City brought together more than 60 attendees.



Skanska USA Building and USA Civil team members took part in the second annual SYP Speed Networking Event. L – R: USA Building Superintendent Jessica Suplido, USA Civil Field Engineer II Anson Chen, USA Civil Project Engineer John Maher, USA Building Assistant Project Manager Patrick O'Hara and Project Manager Luisa Lago hold the coveted “Bingo Winner” certificates.

USA Building’s D&I Councils: A Source of Inspiration and Engagement

We kicked off 2023 with 15 formalized D&I Councils across the U.S. The focus of these councils is to engage our people in efforts that embed inclusion into the daily activities of our offices and projects and ultimately lead to meaningful, authentic relationships within our communities. All 15 councils connect monthly for an “All Hands” meeting to share ideas, spotlight events they are proud of and inspire inclusion through every facet of our business.

Florida

Teaming up with Tech Gurus to Inspire Youth

The Florida-based D&I Council hosted a Middle School Summer Camp Day for iBuild Central Florida where students gained STEM literacy and exposure to careers in construction.

iBuild is a nonprofit organization that aims to build the workforce development pipeline for the construction industry through education and employment initiatives. Students from the City of Orlando’s Parramore Kidz Zone program spent a week learning about the industry and dug into virtual reality, drones and 3D models with our team.



↑ Skanska team members with students from Parramore Kidz Zone program. This City of Orlando program improves the wellbeing of children in high poverty neighborhoods.

Drones and technology are inspiring the next generation of builders at Middle School Summer Camp Day.

▶ Watch Here

Texas

Answering the Call to Action

When there was a call to create a local D&I Council in the Houston/North Texas region, Senior Project Engineer Scheinderley “Eli” Dupuy was happy to help. Additional volunteers from local leadership, operations, business development, marketing, HR and the supplier diversity team joined. With the council established, the group aligned its initiatives with their 2023 business plan, which focused on recruitment and retention as well as community and supplier diversity outreach.

Eli shared, “The council has been really impactful. Internally, it’s created a space where local leadership can interact and brainstorm regularly with a variety of team members, creating a synergy of actionable goals that benefit our community.”



↑ Houston/North Texas D&I Council’s Co-Lead and Senior Project Engineer Eli Dupuy and Council Vice Co-Leads—Senior Project Engineer Suhas Sreekantaswamy and Assistant Project Manager Francy Gonzalez—teamed up to distribute food to those in need in their local community.



Local D&I Councils

15

D&I Council members representing all departments in our organization

154

Pennsylvania

Demonstrating Inclusion in Action

Blue Bell’s D&I Council creates dynamic action items for inclusion. With team members spread across many office locations and jobsites, the council routinely shares educational information to recognize significant cultural moments, such as Hispanic Heritage Month, Pride Month and Juneteenth. **For each of these, the council developed material explaining the event’s background and historical significance and why it is important.** Taking their initiative a step further, they included a list of local events and nearby businesses owned by Hispanic and Black individuals as well as members of the LGBTQIA+ community.



Washington

Focusing on People and Community

Seattle’s D&I Council focused on action-oriented efforts that cultivate and sustain colleagues, customers and communities. Their partnership with Seattle Public Schools’ Office of African American Male Achievement continues alongside our Youth in Construction Program, which introduces young people from minority groups to construction career paths.

Read more about this in the Community section.



↑ More than 80 students were treated like the Kings they are during our second annual Lined Up for Success event, which launched the school year for participants in the Kingmakers of Seattle program. This program supports the cultural, historical, social and emotional needs of boys and teens and is run by Seattle Public Schools’ Office of African American Male Achievement.

Skanska Veterans: A Culture of Honor

At Skanska, we are proud of the many Veterans and active duty military members on our teams. Their unique skills and contributions are essential to the success of our teams and projects. We recognize their sacrifice—and the sacrifices of their families and loved ones. We are honored to work alongside them every day. Their courage and selflessness are a source of invaluable inspiration to our work culture.



Realizing the power of Veteran mentorship

For Army Veteran Russ Marron, it was the hands-on, fast-paced, and challenging aspects of the construction industry that drew him in. He was aware, though, that military transitions take time and that he didn't need to brave it alone. Shortly after joining Skanska, Russ connected with Senior Safety Director Jarrett Milligan, a fellow Veteran.

Jarrett became a mentor for Russ, helping him learn the technical aspects of construction. The two also discussed team organization, leadership and problem-solving skills. **Russ explained, "Jarrett helped me bridge the gap between approaching challenges with a military mindset versus the perspective of our teammates and clients. With his mentorship, I had the courage to lead a project team using my transferable skills while committing to learning as much as possible."**



Supporting those who serve

In honor of Veterans Day on November 11, our New York-based Veterans, in partnership with HDS Marketing, made new veteran-themed merchandise available through our company store, with **15 percent of the proceeds going towards care packages for our military employees** who are on or pending active duty.

Highlighting Veteran Voices

"Transition support for Veterans should start early, ideally before the uniform gets hung up. Soldiers often underestimate their transferable skills in civilian industries. We can break that mold, engage with them early in transition and foster a community where they can be proud of their past experiences while learning new skills."

Russ Marron
Project Manager
United States Army – Engineer Officer, Major



Recognizing our military heroes

Senior Superintendent Doug Palmer of The Kaye project in Seattle, WA, had an idea for recognizing Veteran and active military members of the project team. He and Field Administrator Ceili Banasik encouraged all team members, including Skanska employees and subcontractors, to share their military stories and photos.

Now, a "Military Honor Board" hangs in a high-traffic area of the jobsite. The board has sections for each branch of service and a short bio accompanies each photo, detailing the team member's length of service, places stationed and rank. The board sparks conversations and gratitude for our military heroes.



Helping Veterans transition from the frontline to the jobsite

Nearly 200,000 service men and women transition yearly from active duty in the U.S. military to civilian careers. According to the Department of Defense, this results in approximately 550 Veterans re-entering the workforce each day—and that number is expected to rise. This presents new opportunities and challenges for Skanska recruiters.

One such challenge is helping Veterans think creatively about how their military experience translates to construction. But while some service members might have a learning curve when it comes to boots-on-the-ground activities, what they bring to the table is exceedingly valuable.

"Many Veterans come out of the military with a level of maturity and ability to lead that is unique," REO Greg Peele said. "They often possess an advanced ability to follow processes and procedures to the letter and respect the chain of command—or, as we call it, the authority matrix. These skills can be tough to teach a new hire coming right out of college."

There's much more we can do to advance recruitment efforts, as well. To HR Senior Director Heidi Burkett, recruitment can't just be career fairs and resume collecting.

"We are using the time and resources required to recruit intentionally and thoughtfully," said Heidi. **"Because of the amount of military personnel in the regions served by our North Carolina and Virginia offices, we've worked hard to develop a strategic plan for connecting with the Veteran workforce. They have unique goals, needs and challenges, and we must be ready to meet them where they are. I'm excited about where our plans will take us in 2024, 2025 and beyond."**

Skanska Women’s Network and a Decade of Growth

In 2023, our Employee Resource Group (ERG) Skanska Women’s Network (SWN) celebrated its 10th anniversary. With a national steering committee and nine regional chapters across the country, 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.

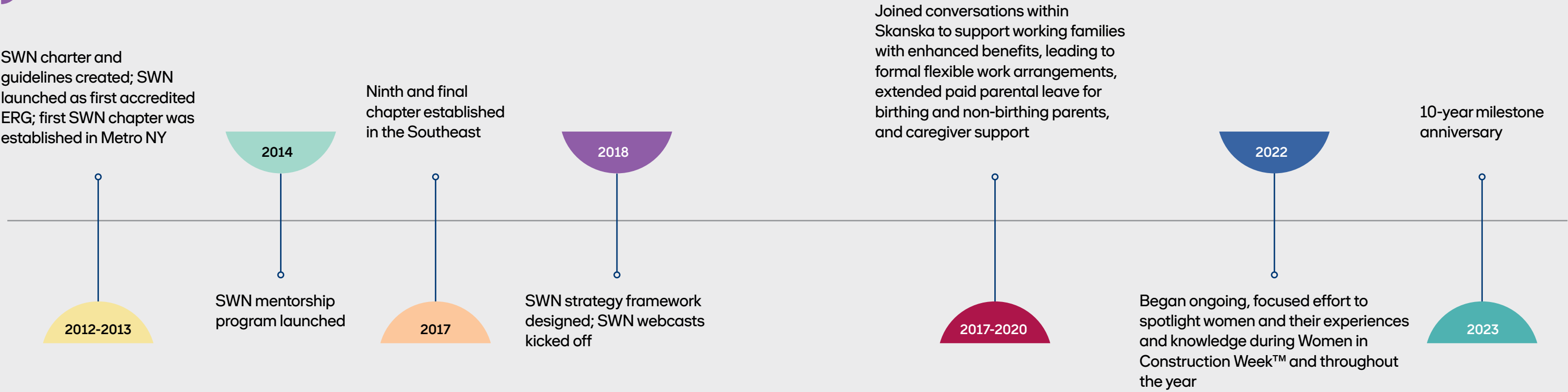


Jessica Miller
Project Executive –
USA Civil
SWN National
Chair

“Over the past ten years, SWN has built a strong network across the country and Skanska’s three business units, forming relationships between the national level of SWN, the local chapters and team members at our offices and jobsites. We’ve strengthened our connection to the business plan, purpose and company-wide D&I efforts. With a special focus on recruitment and retention, we’re amplifying women within the organization and encouraging their engagement with growth and development opportunities”



Milestones and Accomplishments



Paving the Way for a Rewarding Career

Throughout 2023, SWN's Midwest Chapter supported girls and women in their career journey by sharing knowledge and expertise.



Project Manager Sonny Wagner, Marketing Director Lisa Koressel, Superintendent James Bolander and Assistant Project Manager Melissa Sexton held an educational session at Butler Tech's Natural Science Center, which our project team had recently completed. They presented to a group of female high school students, sharing the exciting opportunities available to them in our industry.



Skanska employees volunteered at a week-long, construction-focused Girl Scout camp known as "She Builds," where they helped campers build a stage that can be used for years to come and led other hands-on activities to expose the girls to careers in AEC.



The chapter led a women's professional clothing, shoes and accessories drive for CityLink Center, a city-wide initiative started by a group of social service agencies who recognized the need for integrated services to reduce poverty.



At the annual Procore Groundbreak conference, the all-Skanska panel discussed the challenges of keeping women in the field and the beneficial perspectives women bring to the jobsite.

L – R: USA Civil Senior Project Engineer Sofia Sandoval, USA Building Superintendent Johana Godoy and EHS Director Maria Inlow, and Procore VP of Global Sales Development Rakhi Voria

Amplifying womens' contributions to our industry

In 2023, Procore selected three Skanska women as panelists for their annual Groundbreak conference. The conference brings together construction leaders and innovators from around the globe to share their vision for our industry's future.

The all-Skanska panel discussed the benefit of having women in the field, unique challenges they've faced, and best practices for overcoming those challenges. They also talked about the importance of mentorship, how men can advocate for their female colleagues and how having a support system like SWN helps women recognize their skills, talents and accomplishments.

During the panel discussion on "A Balancing Act: Overcoming the Challenges of Recruiting and Keeping Women in Construction," EHS Director Maria Inlow, Superintendent Johana Godoy and Skanska USA Civil Senior Project Engineer Sofia Sandoval shared their career journeys with Procore's VP of Global Sales Development and chair of their women's network Rakhi Voria.



Assistant Project Manager Amber Stiens was featured on WXIX Fox 19 in Cincinnati, highlighting women in construction.

Watch Here

During Women In Construction Week, our Indian Hill Capital Improvements project team hosted the Indian Hill Society of Women Engineers for a luncheon, career talk and project tour.

Appreciating women in construction

To recognize and promote women in the industry, Skanska approached Associated Builders and Contractors of Greater Tennessee about sponsoring an event for Women in Construction Week for the second year in a row. Women and men from the construction industry attended the event, which included an evening of bowling, networking and words of appreciation for women in construction from Skanska's Bryan Hay, VP of business development.



↑ Skanska partnered with Associated Builders and Contractors of Greater TN for fun WIC Week events. L – R: Office Manager Karen DeYager, Director of Data and Analytics Amy Jones, Digital Marketing Manager Lauren Foutch, MEP Preconstruction Engineer Chandeya Peace, VP Operations Rob Johnson, Corporate SVP National Business Development Mendy Mazzo, VP Business Development Bryan Hay, Marketing and Supplier Diversity Manager Alisha Wix

Reflecting back and moving forward

The annual SWN Meeting connects National Steering Committee members with representatives from each SWN chapter across the country to recognize successes, discuss challenges and share ideas for the upcoming year.



↑ This year's Annual SWN Meeting was held in Seattle, commemorating the 10th anniversary with idea sharing and project tours.

Kicking off an inclusive mentorship program

In Portland, SWN kicked off their 2023 SWN Mentorship Program. Marie Roza, senior emerging technology engineer, chairs the program that she developed alongside then co-chair Shari Chin, project engineer.

The goals of the six-month program are to:

- Retain and engage talent
- Develop personal and professional relationships
- Transfer knowledge
- Foster career growth and development

The program is open to anyone interested in being a mentor or mentee, and it includes pre-planned activities and resources shared with the mentor-mentee pairs including goal-setting framework, and a guidebook with meeting template and conversation topics.

"When I entered the workforce, it seemed that professional and mentoring relationships seemed to form naturally between two male colleagues," Shari said. "A unique thing about Portland and the Pacific

Northwest is that we have a great blend of professionals with more than 15 years of experience, and they are super enthusiastic about throwing their hat in the ring to be a mentor. For folks like me, it's nice to have a more structured way to find a mentor."

The program participants included both men and women. Inclusivity means no one within the company is excluded or feels unwelcome because of gender, title, job description or experience. Everyone is allowed to participate.

Marie summarized, "Everyone at Skanska is a member of SWN. If it's just women in the mentorship program or at the events, then you're missing a key perspective."



↑ Our Portland-based SWN chapter kicked off their SWN Mentorship Program.

Community





Community

Our Foundation	+	Our People	▶	✓ Our Culture	✓ Our Community	✓ Our Accountability	✓ Our Impact
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To build strong and resilient communities, we're forging enduring partnerships that are anchored in shared values and a commitment to uplift our teammates, customers, neighbors and communities. Every authentic connection we make builds on our foundation and every success is a catalyst for the next. We're always building something more than a hospital, school or lab. We're building lives, homes and legacies. We're building hope.

Our 2023 Community Results

Donated over \$1.5 million and 7,045 volunteer hours to our communities



Equipped people with what they needed to succeed, from school supplies to housing



Educated students about construction career options



Our Community Impact

The projects we deliver aren't just concrete and steel—they are spaces where people live, work, educate and heal. We do more than construct buildings. We build authentic connections across our communities to enhance our projects and shape a better future. Learn about two recent projects in the videos below.

Center for Deaf and Hard of Hearing Youth, Academic and PE Building – Vancouver, WA

The new, 35,000-SF academic and 15,000-SF physical education buildings are purpose-designed to support ASL/bilingual education. The project team collaborated with CDHY students and DeafSpace design consultants to incorporate elements that enhance accessibility, comfort and sensory experiences, helping create a sense of belonging for the students.



County of San Mateo, Cordilleras Mental Health Center – Redwood City, CA

To normalize psychiatric care, healthcare providers, designers and builders are transforming behavioral healthcare through secure, home-like treatment facilities such as Cordilleras. The 60,000-SF campus has four, single-story mental health recovery centers and a three-story co-housing building for 57 residents. The buildings are arrayed around outdoor seating, community gardens and recreation courts.



We build authentic connections across our communities to shape a better future. The results are impactful.

[Watch Here](#) ▶

Authentically Kelly

Sometimes we pursue a job because it aligns with our academic and professional training. Sometimes it's because of our experiences. When Kelly Daige applied for the new position of national director inclusion & partnerships, it was both.

Kelly values and exudes authenticity. She ultimately accepted her new role because she saw tangible evidence of Skanska's D&I investment. Because her own story has been shaped by access and opportunity, or the lack of it, Kelly wanted to play a part in anchoring D&I as a core value and business imperative.

"I think some people would be surprised that I have always felt like 'the other'. I grew up in a poor neighborhood as the only child of a single mom who worked three jobs. I worked full time to put myself through college. I've always struggled. It meant a lot when I saw that Skanska was committed to the work. It's the real deal."

In her previous role as manager, executive support services, Kelly played a central role in employee initiatives and facilitated cross-functional teams focused on key business issues. She also managed complex U.S. roadshows for international executive teams and board

members. With certificates in Change Leadership from New York University and Organization Change Management from Cornell University, Kelly is uniquely equipped to build on our momentum.

Kelly will focus primarily on building and integrating the company's relationships with key external organizations and networks in the D&I space, as well as developing national approaches and metrics around community and employee engagement. As part of Skanska's comprehensive strategy, Kelly will also partner with our business development and supplier diversity teams.

"With the growth of our D&I team, we can really dig deeper to build higher. I'm looking forward to strengthening internal partnerships with our account managers and our business development, market strategy and talent acquisitions teams. I'm also eager to listen to our customers, strengthen relationships with industry associates and build authentic relationships with our community partners. Together, we'll continue to experience real change and progress."

"I now have a real opportunity to use my voice and the position to stand up for others. To advocate for true inclusion. We always hear, 'Be the change you want to see'. In this role, I have a chance to actually do that."

National D&I Resource



Kelly Daige
National Director Inclusion
& Partnerships



L – R: Kelly with SVP D&I Dina Clark, Executive Assistant – D&I, EHS and Sustainability Support Services Laura Flores, and National Director of Culture & Engagement Ayesha Adams

Leading the D&I conversation

In this piece, Todd Lofgren, SVP – Account Manager, NJ/PA operations, explores his journey as a D&I leader.

I've taken on D&I as a strategic focus. I'm striving to lead by example, openly talking about D&I and helping others get more comfortable to do the same. People must be willing to listen, learn and share what they know and have experienced. It's these conversations that will help drive D&I in both our company and industry.

One way I'm helping keep the conversation flowing is by serving as the D&I chairperson for the Association of Medical Facility Professionals' Greater Philadelphia Chapter. I attended the committee's 2023 Turning the Table networking event for 33 historically underutilized businesses and major healthcare institutions. During the event, the participating firms that I worked with made connections with these institutions, hopefully leading to business down the road. This was great for our region and our industry.

I was also encouraged and inspired when I participated in a discussion between owners and construction

managers that was facilitated by the Philadelphia Anchors for Growth & Equity partnership. We had a thoughtful conversation about how to promote diversity in the region and take collective accountability and ownership. The event opened pathways to continue talking about opportunities and challenges, and ways to address them.

Internally, I'm working to ensure all of our team members feel included and respected, and that their voices are heard. I'm encouraging everyone to make connections and include subcontractors and industry partners. We have a lot of room to grow, but the conversations we're having and relationships we're forming will bring everyone together in a culture of D&I.



Todd Lofgren
SVP – Account Manager



Getting personal with



Mark Balling
EVP – general manager,
NC/VA operations

What's something your team has accomplished that you're proud of?

We established our NC/VA D&I Council in 2023, and I'm very proud of the commitment of everyone who volunteered to serve on it. I'm amazed at what they've already accomplished, including hosting a historically Black colleges and universities (HBCUs) event and efforts to recognize our employees who are military veterans. We all believe in the council's mission, and we want to keep expanding its work as much as possible. I've also seen my employee's commitment to serving our diverse subcontractor community; this year we assisted one of our subcontractors in getting their women-owned business certification.

Diversity is becoming increasingly important to our customers. A good example is a multi-building renovation project for a large private university that we won, in part, because of the diversity of our team. We didn't intentionally select a diverse team—this happened quite naturally because of the diverse makeup of our employees. The fact that our diversity was valued by this university made me so proud.

"In our workplace culture, we stand up for what is right and work together to help people."



Casting a vision for careers in construction at Orlando high schools

Every year, Orlando team members visit students at Oak Ridge and Osceola High Schools as part of a partnership we developed with Junior Achievement (JA) of Central Florida through their 3DE program, which focuses on providing real-world workplace experiences and ensuring economic opportunity. Our team coaches the teens on their entrepreneurial aspirations while testing their problem-solving skills with a case study challenge.

In February 2023, Assistant Project Manager Gustavo Iyda, Project Engineer Manuel Castillo and Preconstruction Manager Mark Lewis visited students at Oak Ridge High School to hear their proposed solutions to the challenge, "How can Skanska manage change to improve jobsite safety?" The students also prepared business plans for the team to critique.

"When I was younger, I had mentors who connected with and inspired me," Mark shared. "It gives me tremendous pride to do that for others. I come from a community similar to the one these students live in, and it's a joy to share my journey and some of the wisdom I've learned along the way."

At Osceola High School, Senior Project Manager Erin McAlear and Field Engineer Devin Sanders talked to students about working in our industry.

"We performed Stretch and Flex exercises before going over their business plans," Erin said. "Combining these two activities emphasized the importance of focusing on safety and wellbeing. I hope we helped remove some of the stigmas surrounding working in construction and created new interest in career opportunities."



Construction can be what's next

Latino students attending the Lo Que Sigue summer program in Washington were invited to one of our local project sites to learn about opportunities in the construction industry. When they saw someone who looked like them, talked like them and went through the same experiences as a first-generation American, they perked up.

The summer program, Lo Que Sigue (What's Next), is run by Washington's Educational Service District 112, which works to ensure equitable educational opportunities for all students. Lo Que Sigue is for first-generation and multilingual students to help them reduce barriers to finding careers after high school.

Alan Halleck, Skanska project executive, arranged for the students to tour our Center for Deaf and Hard of Hearing Youth project site in Vancouver, WA. He also asked Marco Olivera, senior project manager for subcontractor Anning Johnson, to talk with the students after learning that Marco had asked how he could help children of migrant farm workers during his firm's interview for another Skanska project.

"I'm passionate about giving back to these kids, because I was in the same position when I was their age," said Marco. "I feel a personal responsibility to show these students that there are avenues and opportunities for them to do other things in life. No one in my family had gone to school, so I didn't have anyone to look up to. College and continued education were uncharted territory."

The presentation began with Alan and Gabe Culbreath, Skanska project engineer, discussing how they started in construction through the trades. Marco then shared presenter duties with Salvador Contreras, a former migrant worker who now heads Hercon Rebar & Post-Tension. Both men spoke to the students in Spanish for 45 minutes.

At the end of the presentation, Marco passed out printed copies of an application for a federally funded College Assistance Migrant Program scholarship, which he had received when younger. He was encouraged to apply following a presentation about the scholarship that he had attended just to get out of class.

"I never saw myself going to school, but listening to 30 minutes of what someone else went through changed my mind and led to a different trajectory for my life," Marco said. "This experience was a reminder that you might not remember what someone said, but you remember how they made you feel. Maybe we didn't reach all the kids at the Lo Que Sigue presentation, but just one is enough to make a difference."



Photo credit: Teresa Scribner/Seattle Public Schools Communication



Kyle Dougherty, Seattle Seahawks community engagement manager and former Seahawk Ben Obomanu with students and volunteers

Fit for a king

More than 80 students participated in our second annual Lined Up for Success event to launch the school year for participants in the Kingmakers of Seattle program.

Kingmakers is an elective for Black male middle and high school students, who are referred to as Kings. The program supports the cultural, historical, social and emotional needs of these boys and teens as related to their identity. It is run by the Seattle Public Schools' Office of African American Male Achievement (AAMA), which is led by Dr. Mia Williams.

"At the Lined Up for Success event, the Kings received free haircuts, school supplies, great food, raffle prizes and, most importantly, mentorship and fellowship," said Josiah Mooi, Skanska project manager and event coordinator. "While the goal was to get them ready for the first week of school, the event was also about community."

Part of that community is the Seattle Seahawks, which sent staffers and former player Ben Obomanu to meet the Kings and their family members. Two high school interns who spent eight weeks supporting our Seattle team during 2023 were also on site to help promote our Youth in Construction Program, which introduces young people in minority communities to career opportunities in the construction industry.

"It was incredible to see the way the community showed up, from the barbers to the Seahawks," said Kelvin Dankwa, AAMA Mentoring Program coordinator. "There was so much joy, with these kids smiling from ear to ear. The event gave the Kings more confidence and an opportunity to be together with their peers and families in a fun and safe environment that honored their culture. It also allowed everyone to recognize Adam Haizlip, AAMA's former manager, for his contributions to the program."

Building up communities by supporting local schools

This past summer, our Florida teams came together to build for a better society—in this case, not a structure but the next generation of community members and leaders.

In preparation for back-to-school season, team members in Tampa, Orlando, Fort Lauderdale and Fort Myers partnered with educational foundations, local schools and healthcare facilities to equip students and teachers for the academic year. They collected and donated backpacks, pencils, markers and more, and then volunteered to sort the supplies for distribution. **These efforts resulted in 32,000 backpacks stuffed with supplies for schools across seven counties.** The team also organized back-to-school breakfasts and provided treats for teachers in several schools in Osceola, Hillsborough and Manatee Counties.

Education Foundation of Osceola
Superintendent Mike Mealor, VP Business Development Mandy Weitknecht, Assistant Superintendent Jeff Weretka, Senior Project Manager Erin McAlear



Manatee Education Foundation
L – R: Senior Project Manager Rickey Bevilacqua, Superintendent Steve Cowdery, Project Executive Keith Hendry, Assistant Project Manager Hayden Kupstas and Project Manager Emily Hayden



Lake County Schools
Assistant Superintendent Jeff Weretka with dozens of backpacks ready to be stuffed for students at Lake County Schools.



Lake County Schools Skanska 1st Place
L – R: Area Superintendent Jeffrey Short, VP Business Development Mandy Weitknecht, Procurement & Supplier Diversity Manager Mark Lewis



Lake County Schools
L – R: EHS Coordinator Tanishani Melendez, Project Engineer Shubhangi Purani, Field Engineer Kush Shah, Project Executive Chris Kreifels, Senior Project Manager Vincent Straub, Assistant Project Manager Michael McKentley, and Administrative Assistant / Project Coordinator Stephanie Davies

Habitat for Humanity

Habitat for Humanity International is a nonprofit focused on building and improving affordable housing. Skanska offices have been teaming up with Habitat for Humanity for nearly two decades. In 2023, multiple offices sponsored homes and volunteers, including Nashville and North Texas.

Skanska partners with HASTINGS Architecture for Habitat for Humanity of Greater Nashville

Skanska partnered with HASTINGS Architecture to sponsor and build a home. After framing the house in only one day, everyone left tired and woke up sore, but were grateful for the opportunity, and are eager to volunteer again in 2024.

Months after framing one house, the team accepted an invitation to the new home of Theodore Caldwell for a ribbon cutting ceremony. It wasn't the home the Skanska team had worked on, but they were glad to meet Theo and learn about the contribution he's been making as a mail clerk for the U.S. Army Corps of Engineers since 1989. Born with cerebral palsy, Theo uses a wheelchair for mobility; Habitat for Humanity of Greater Nashville arranged ADA modification to his home.



L – R: General Superintendent John Yunker, VP Business Development Bryan Hay, Marketing and Supplier Diversity Manager Alisha Wix with homeowner Theodore Caldwell (center)

Cowtown Brushup keeps it fresh in Fort Worth, Texas

Cowtown Brushup brings together volunteers to refresh home exteriors and help keep neighborhoods vital. Eligible community members are often elderly residents on fixed incomes, no longer able to do the work on their own.

Skanska's North Texas team sponsored and volunteered through Habitat for Humanity, and arrived at a house already primed, with paint cans ready. Before kicking off the day, they warmed up with Stretch and Flex followed by an overview of safety procedures.

Magda Linville, the office manager and contracts administrator for North Texas, confirmed **it was a big day for the whole community, with 40 teams totaling close to 1,000 volunteers refreshing homes, sometimes next door to each other.** The Ft. Worth community was a festive backdrop for work and conversation about school, construction and life—an event for coworkers and their families to connect and have fun helping others. They spent the morning painting before enjoying lunch together.



The North Texas team with friends and family

"Having fun is a key part of successful volunteer events," Magda said. "It keeps volunteers excited, recruitment easier and the children looking forward to the next event."

Accountability and Impact





Accountability and Impact

Our Foundation

+

Our People

▶

✓ Our Culture

✓ Our Community

✓ Our Accountability

✓ Our Impact

To best measure our efforts and impact, we have identified relevant metrics that are available or still needed, as well as data-collection systems already in place or required for accurate tracking. Currently, we are prioritizing key metrics for People, Culture and Community.

Our 2023 Impact Results

\$2.7M total financial contribution made to our communities through donations, volunteerism and gifts-in-kind

87% of USA Building employees feel that their manager views D&I as a business imperative

Ranked as one of the World's best employers by Forbes

People

Supporting our Talent

Our people are the very core of Skanska USA Building (Skanska), and they drive our inclusive culture. We aim to provide our people with compelling career opportunities and pay that is both competitive and fair.

We've expanded our benefits portfolio to bring a whole health focus for our employees with a wide range of options, including support for care sourcing (i.e., nanny, daycare and parent care) and expanded mental health and wellbeing resources. We also increased vacation time for all employees.

We have seen real results from these efforts in our annual employee survey, Your Voice Our Success (YVOS). For 2023, 91 percent of our employees agreed that Skanska's benefits package (health insurance, vacation/leave, 401K, etc.) supports their health and wellbeing.

91%

of Skanska employees agreed that our benefits supports their health and wellbeing

Community

Partnering to Grow Inclusive Communities

Through the work we do, we have an opportunity to help build up the communities where we live and work. Across the U.S., our teams work alongside our customers and partners to invest in our communities. While building long-term relationships with our neighbors and business partners is what drives us, we also need to confirm and quantify our impact. To do so, we track key Corporate Community Involvement numbers.

Skanska USA Building 2023 Community Impact

\$1.5M

Donated to our communities

7,045

Employee volunteer hours donated

\$572K

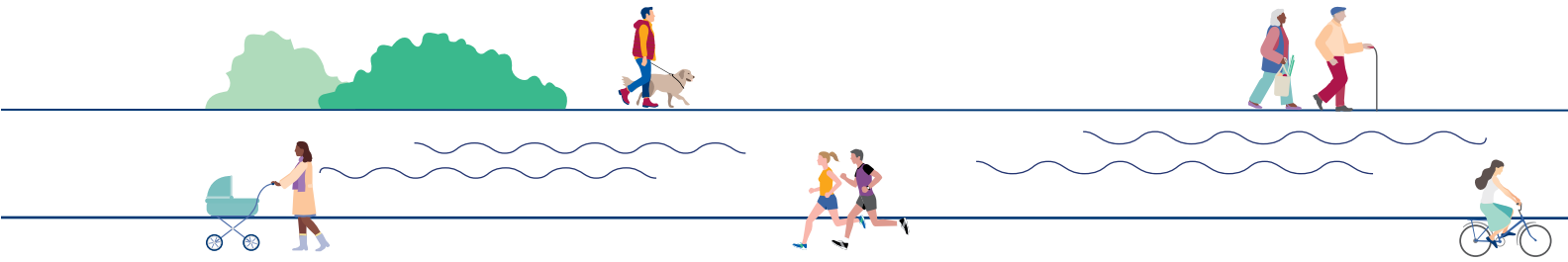
Gifts-in-Kind

\$604K

Value of hours donated

\$2.7M

Total financial contribution



Culture

Building an Inclusive Culture that Reflects Our Values

Our people are the best part of our business, and we are actively working to build a culture of inclusion that grows employee engagement.

The best opportunity to measure the success of our culture is through the results of our annual employee survey—Your Voice Our Success (YVOS). The survey responses are anonymous, and it’s conducted by a widely respected third-party company. It gives us tangible information to understand our strengths and identify opportunities to improve. We act on the results of YVOS to ensure we are living our values and delivering on our cultural goals.

Increasing Inclusion Through D&I Councils

There are 15 D&I Councils across the U.S. working to enhance workplace inclusion and encourage engagement within our offices and communities.

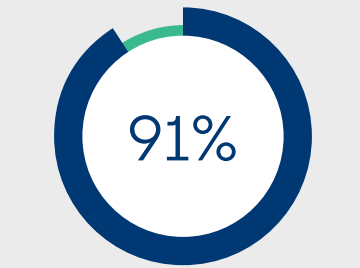


Ranked Among the Best

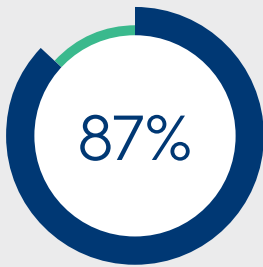
In 2023, we were ranked by Forbes as one of the world’s best employers. Market research company Statista used surveys from over 170,000 employees in 50 countries who work for multinational companies and institutions to determine the rankings.



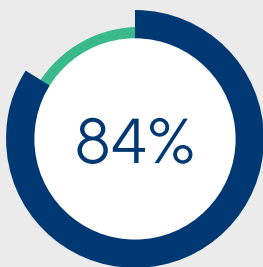
Skanska USA Building Annual Employee Survey Results: Engagement and Enablement



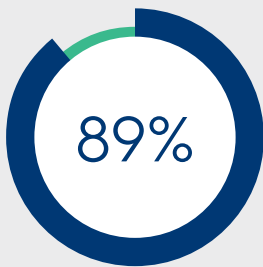
Employee response rate



Feel engaged with the business and each other



Feel enabled to do their jobs well



Excellent Leader Index

Skanska USA Building Employee Survey Shows Our Values in Action

Our outstanding 2023 YVOS results showed our efforts to create an inclusive and fair culture are felt by our employees, that our people act ethically and transparently, and we maintain a high commitment to health and safety. We will use the survey results to make more progress during 2024. For example, based on the feedback received, we will continue focusing on ways to help employees reduce stress and achieve better work-life balance.

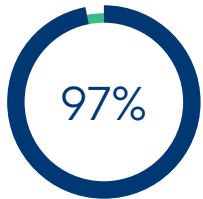
Worth Mentioning

The majority of responses ranked much higher on average than others collected by the third-party company, which include the construction industry and high-performing companies across the globe.

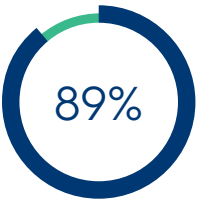
Act Ethically and Transparently



Understand Skanska's Code of Conduct

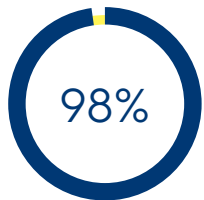


Never feel pressured to compromise the Code of Conduct

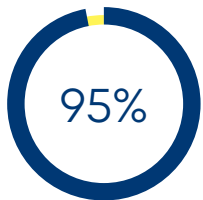


Confident reported unethical behavior will be handled effectively

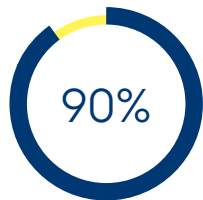
Care for Life



Understand health and safety rules and procedures



Feel their manager cares for their wellbeing and is respectful

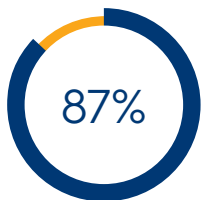


Have good opportunities for learning and development at Skanska

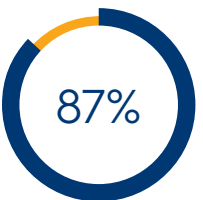
Be Better Together



Believe their manager demonstrates inclusive behaviors

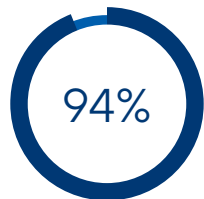


Feel their manager views D&I as a business imperative

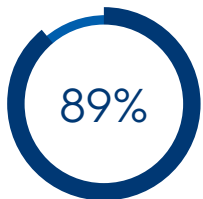


Agree different points of view are encouraged and valued

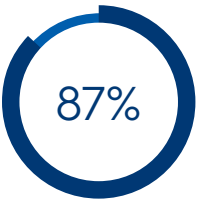
Commit to Customers



Understand how their job contributes to building for a better society



Agree Skanska provides sustainable solutions to customers and society



Use customer feedback to improve products and services



Making an impact with visions of a sustainable future

Daniela Arellano has a clear vision about the impact she wants to make on the planet; future generations will live in healthy, thriving and resilient communities.

“Climate change is one of the biggest challenges facing our generation,” said Daniela, our director of communications for the Western region who also supports USA Building teams nationally on sustainability, higher education and aviation. “One of the many reasons I joined Skanska is its strong focus on sustainability. When I work with our experts, I’m amazed and motivated by their brilliance, passion and commitment to the environment.”

She’s also motivated by her experiences as an immigrant, recognizing that low-income and underrepresented communities are often most impacted by climate change.

“Our country is a melting pot of many cultures and perspectives, so it’s important to incorporate different voices into what we do at Skanska,” Daniela said. “Because our projects include community-based facilities like schools, hospitals and airports, ensuring our projects represent our diverse perspectives only makes these projects and their surrounding communities richer.”

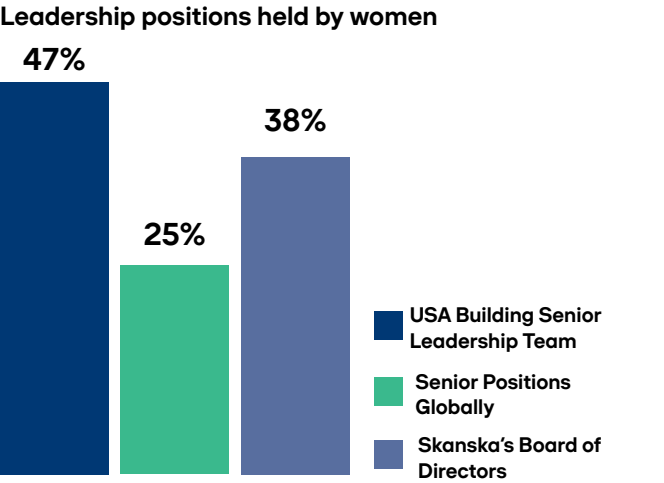
Daniela also believes it’s important to adhere to global sustainability goals that ensure the wellbeing of people from all backgrounds, such as the U.N. Sustainable Development Goals (UNSDGs), to establish solidarity in the way we tackle the climate crisis.

“The construction industry has a huge opportunity to take the lead in reducing emissions in the built environment to address climate change,” she said. “When future generations look back at this pivotal time in history, I hope they’ll talk about the construction industry’s actions to protect this planet and how Skanska led the way to create healthy and more sustainable communities.”



Building A Diverse Workforce

The diversity of our leadership and our talent pipeline continues to evolve in positive ways. Seven of the 16 members of USB’s Senior Leadership Team are women. Globally, women hold 25 percent of the senior positions, and 28 percent of Skanska’s Board of Directors are women. We expect those percentages to increase as women continue to engage with the opportunities that are available at Skanska.



Creating opportunities for women in construction

At jobsites early in her 30-year career, Katie Coulson, SVP – account manager, would see and hear the surprise of passersby when they realized it was a woman under the hardhat. Since those days, Katie has worked to change perceptions about women in the construction industry.

“Even in my college engineering classes, I typically was one of a few women,” said Katie. “I know what it’s like to be ‘the only,’ so helping women access opportunities in the construction industry and feel a sense of belonging has been extremely important to me. Another driver is that I don’t want my daughter to have the same struggles that I went through. I want a better society for her and others.”

Katie has acted upon her aspirations in too many ways to count. **She established a relationship with Oregon Tradeswomen to recruit more women for field engineer positions. She created the Career Relaunch & Returnship program, which helps women seeking to reenter the workforce after taking time away to handle family or personal matters gain access to internship opportunities.** She helped found the Northwest Chapter of the Skanska Women’s Network, and she’s been a mentor and sponsor to many individuals inside and outside of Skanska. She’s also active in the community through speaking engagements and board positions with various nonprofit organizations.

In 2020, Katie received the Skanska Great People Award, which honors one person globally for developing and coaching others to make the best of their talents, running winning teams, promoting diversity and inclusion, and encouraging mobility. Two years later, she was the recipient of the Construction Dive Top Woman Leader for Industry Veterans Award, which honors women who are stalwarts of construction, well known in their fields and respected by all who work with them.



“As a leader, I believe that I have to live D&I every day,” Katie said. “It’s about being genuine and empathic, doing the things that I say I will, really caring about people, and treating everyone how they want to be treated rather than how I want to be treated. I’ll always be the person who speaks up when I see or hear something that isn’t right, even if I’m the only person in the room who does. That’s how change happens.”

Partners to competitors

Greg Peele, REO, Southeast and Central regions, shares his passion for helping historically underutilized businesses (HUBs) grow from partner to competitor.

Many states require the use of HUBs in state and local construction projects to give everyone full access to these opportunities. As is the case with any change, there was grumbling in the industry when new requirements for forming joint ventures with HUB firms were introduced in North Carolina. My first thought was that this will allow us to form relationships with and get to know the smaller construction management firms, especially their needs and frustrations.

What I found when starting to partner with our local HUB firms was that mentoring would be beneficial in giving them the support they needed for a strong start. I saw their frustration of working all day and going home at night to do invoicing, estimating and billing. It was a vicious cycle of rinse and repeat. They never had time to learn, gain experience and grow, which are important to any business.

We started our Construction Management Building Blocks™ (CMBB) program in 2007 to support HUBs, with participants learning fundamental skills like estimating, contract review and marketing. Through this

program, we’ve seen the participants grow, engage and secure stronger business opportunities. **Where they may have performed a \$200,000 package previously, they’re now executing \$1 million projects or larger.** In some cases, our previous mentees are now competitors on smaller construction management projects.

Customers have met with us to learn more about our program and have used it to create or elevate their own programs and institute HUB requirements for all of their construction managers. I can’t help but smile when I hear that.

I’m very proud of who we are and the values we have at Skanska. To me, it’s not about having to be compliant. It’s about following our values and always looking to improve our communities in which we live and work.



Greg Peele
Regional Executive Officer,
Southeast and Central

Data, Dedication and Diversity: Tracking Supplier Diversity KPIs



Joycelyn Yue
National Director of
Supplier Diversity

Every quarter, National Director of Supplier Diversity Joycelyn Yue sits down with a panel of Skanska USA Building’s top executives to check on the health of our supplier diversity program. This group, known as the Supplier Diversity Executive Committee, looks carefully at active projects, as well as projects coming down the pipeline, to make sure our local teams have the resources they need to meet or exceed their supplier diversity commitments.

To facilitate these important conversations, Joycelyn shares the data collected in our Supplier Diversity Compliance dashboard—a comprehensive system that pulls supplier diversity data directly from our projects into one central location, enabling us to track the Key Performance Indicators (KPIs) we use to measure our commitments across all of our projects. In one quick snapshot, our Supplier Diversity Executive Committee can see which projects are meeting their goals, which projects are on track to exceed their goals, and which projects need more support.



Wake Technical Community College, Central Energy Plant
North Carolina

While the owner’s goal of 10 percent HUB participation may seem low, meeting even such a modest goal would be difficult given the specialty scopes required on a central energy plant. Our team did extensive outreach to prequalify a high number of subcontractors, including HUB firms. The bid day results were a true testament to the hard work of the team, and their efforts paid off; we achieved an average of 3.1 bids per bid package and awarded 22 percent of the \$54 million project to HUBs.

“Different types of buildings make it easier or harder to get small business participation. This was a complex building that did not lend itself to DBE participation. I am very proud of this team’s concerted effort to break down large MEP packages and reach out to trade partners.”

Joycelyn Yue
National Director of
Supplier Diversity



Confidential Client, FTY01 New Data Center
Georgia

When a confidential high-tech customer asked Skanska to increase diverse business participation on an upcoming data center project, we decided to bid in partnership with FS360 General Contractors, an African American Business Enterprise and a longstanding partner to Skanska in Georgia. We proposed FS360 staff for many of the project’s leadership roles, including safety director, superintendent and project engineer. This partnership proved to be mutually beneficial for all of the parties involved: the customer exceeded their participation goals; FS360 benefitted from Skanska’s ongoing mentorship, training and resource-sharing; and Skanska was able to engage FS360’s safety director to help us update our certifications.

“I have been working with FS360 and their CEO, Ernest Ellis, for seven years. His passion for his business, his care for his employees and his presence in the community have made FS360 a strategic partner for several of Skanska’s projects in Atlanta, including this one. They’ve also made Ernest a valuable friend to me.”

Matt Frey
VP – Account Manager

Supplier Diversity:
2023 By the Numbers

Our Supplier Diversity team is committed to building lasting relationships with underutilized businesses to expand diversity and inclusivity at the community level. This year, eight offices facilitated CMBB sessions to help participating firms work with Skanska on future projects. We work hand-in-hand and face-to-face with our business partners to help them achieve the highest levels of success on our projects.

Projects in construction or closeout with customer participation goals for small, minority-owned and other historically underutilized businesses	68
Projects in construction or closeout with 20% goals voluntarily established by Skanska	53
Awarded contracts	\$1.56B
Total contract value for all projects	17.56%
CMBB graduates prequalified in 2023	40
CMBB graduates since 2007	800+
In contract awards to CMBB graduates since 2023	\$740M

Getting personal with



Sean Szatkowski
EVP – general manager,
NY/NJ/PA operations

How has D&I helped Skanska build deeper relationships with customers and partners?

We believe in creating a culture that centers on positively impacting the communities where we work and live. Our commitment starts within our organization. We extend our efforts by engaging with customers and communities to create a foundation for sustainable change, where businesses of all backgrounds have access to opportunities.

Because of our proven track record of meeting and often exceeding requirements for historically underutilized businesses, our customers consider us a D&I leader. That opens up opportunities and deepens relationships; it also means our customers expect us to do even more than our competitors since we set the bar so high. Because D&I is part of our core cultural commitment, we’re confident we can meet those expectations.

Our subcontractors know we have inclusive and comprehensive programs in place to improve the diversity of our subcontractor base and to provide historically underutilized businesses an opportunity to participate in high-profile, complex projects. We do a good job of connecting the right trade partners to the right opportunities—their success follows.

“We do a good job of connecting the right trade partners to the right opportunities—their success follows.”

A new level of commitment

Like many of our offices across the country, Skanska’s Seattle office has been intentional about its supplier diversity efforts for decades, but in 2023, they took their commitment to the next level by **setting a voluntary 20 percent participation goal for historically underutilized businesses across all of their projects**—even (and especially) those without formal goals passed down from owners. In doing so, the aim is to ensure that all of the businesses in the local community who want to do business with Skanska have access to our opportunities.

Of course, setting a 20 percent goal is easy. Achieving that goal is much more difficult, but our Seattle team is ready for the hard work, intentional planning, ongoing dedication, and trial and error it will take to get there. Regional Supplier Diversity Manager Courtney Fraga understands how to achieve that goal better than anyone, which is why she created a Supplier Diversity Field Execution Plan full of resources, templates and action items that our local teams can use to implement supplier diversity initiatives across the project lifecycle.

In addition to developing the formal Supplier Diversity Field Execution Plan, Courtney has held three in-person training sessions with more than 40 local team members, including project engineers, project managers, project executives and all levels in between. Feedback has been overwhelmingly positive.

20%

Our Seattle office set a voluntary 20% participation goal for historically underutilized businesses

SKANSKA

Supplier Diversity Field Execution Plan

Skanska Seattle

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Seattle’s Supplier Diversity Field Execution Plan outlines step-by-step processes in four key areas—intentional procurement and subcontracting; community engagement and training/development; bidding processes that facilitate participation by historically underutilized businesses; and compliance, tracking and reporting diverse spend.

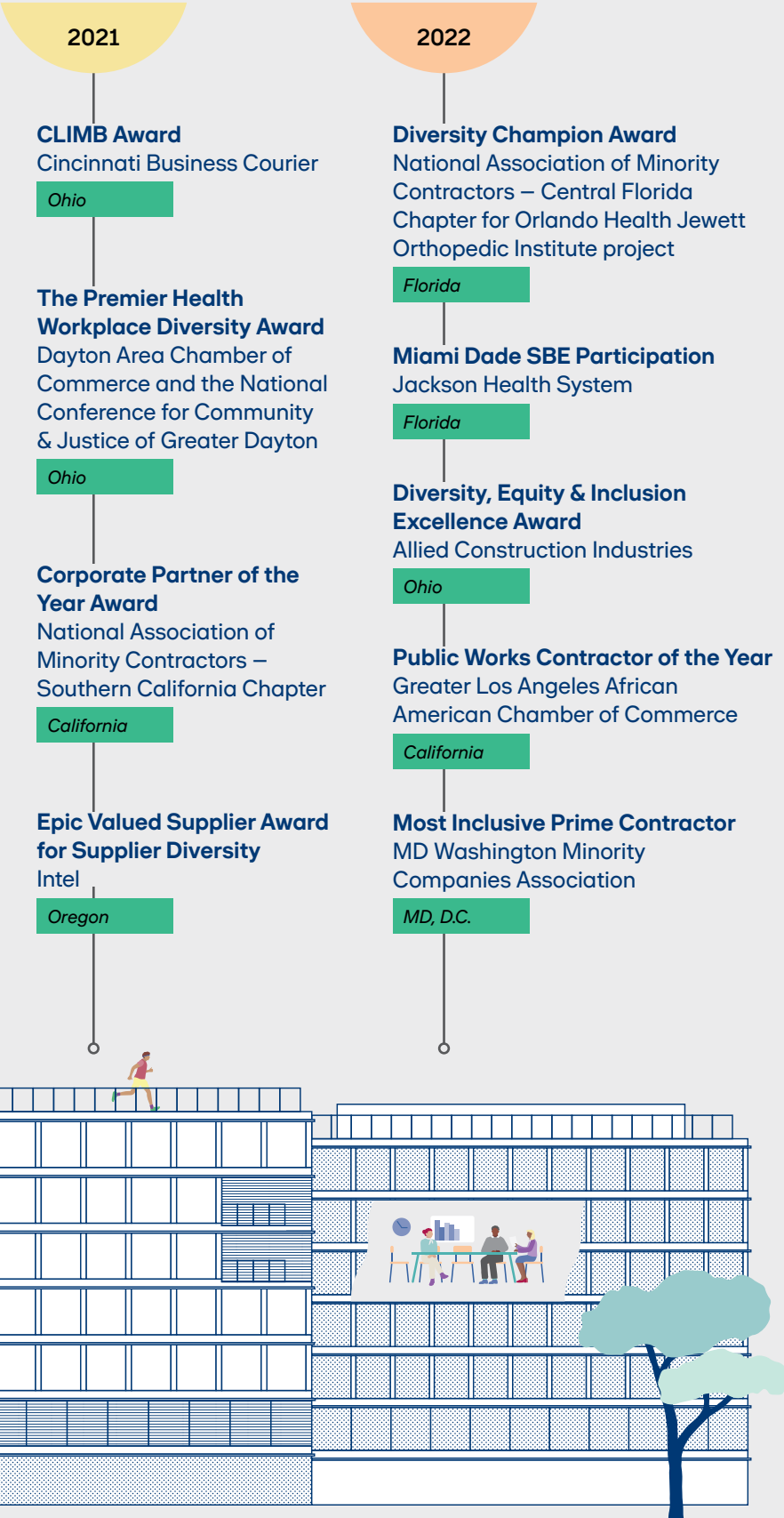
Skanska Voices

“We noticed that we were routinely awarding 12 to 15 percent of our contracts to historically underutilized businesses—but we believed that percentage could be higher. We asked ourselves: how can we provide these businesses better access to opportunities? We decided to set a voluntary 20 percent goal, knowing it would be difficult and require an intentional effort to open up more opportunities and drive better engagement. It hasn’t always been easy, but we’ve built valuable relationships with so many amazing small, local and historically underutilized businesses along the way.”

Rob Robinson
SVP – Account Manager



Awards and Recognition



Hospital project improves economic health of small businesses

While the expansion and renovation of the Emergency Department (ED) at Jackson Health System in Miami will improve the well-being of its community once completed in 2027, the project is already boosting the health of the local economy due to an ambitious effort by our Florida and Supplier Diversity teams to involve small and other historically underutilized businesses in its construction.

Jackson is the largest provider of healthcare in Miami-Dade County, and the 130,000-SF expansion and 45,000-SF renovation of its ED will increase the number of patients that can be treated at the healthcare facility.

"We engaged Miami-based IGWT Construction, which is one of the Southeast's most experienced African American-owned construction management firms, to provide construction management services for the project," said Vince Collins, senior project manager. "IGWT provides us with local knowledge of the trades and government requirements, and we're helping the firm expand its healthcare knowledge and footprint through a mentor-protégé arrangement."

Both companies are committed to meeting and exceeding the project's requirement of awarding a minimum of 33 percent of the work to small business enterprises (SBEs). This requires significant supplier outreach well beyond what is considered typical for the construction industry.

With the support of Jackson's procurement department, Skanska and IGWT hosted four in-person and three virtual supplier outreach events in 2023 that were attended by more than 100 local SBEs. Scheduled at various times during the day to accommodate busy small business owners, the events provided details on the project, an overview of Skanska and other ways the company could help support and grow the SBEs. The partners also conducted five roundtable discussions with around 10 owners at a time to better understand their concerns and needs and provide assurance that every business would be given a fair opportunity to bid on the project.

"One of the SBEs' biggest concerns was that they didn't have the resources to bid on large packages," Vince said. "With that insight, we began breaking out the packages. The 56 initial packages turned into 81 packages. For example, we split an \$11 million plumbing package into three smaller ones. Two SBEs won \$9.5 million of the work, which they could not have done if the original package were not split."



"I would describe Skanska's commitment to involving small and other historically underutilized businesses in the project as above and beyond the call of duty," said Robert Tyler, president of IGWT Construction. "Corporately and individually, the company is committed to an outcome of success and not merely meeting the requirements. The impact is a more productive and prosperous small business community that is capable of positively impacting our economy. At IGWT, we've gained experience in extremely large projects that we could not have attained independently. We're being equipped and placed in a position to mentor others."



Supplier Diversity





Supplier Diversity

Skanska’s Supplier Diversity team brings our D&I efforts out of the office and onto our project sites. This team develops strategies, engages in outreach and provides a framework for small, minority-owned and other historically underutilized businesses to bid, win and perform work on our projects. By integrating inclusive business practices throughout field operations, we enhance subcontractor opportunities before, during and after our projects.

Our 2023 Supplier Diversity Results

Subcontract awards **\$1.56B**

Businesses engaged in CMBB™ or equivalent training programs **79**

Initiated the nationwide rollout of our Excellence in Construction Leadership Program (ECLP)



Who We Are

Everyone at Skanska shares responsibility for creating and maintaining an environment where trade partners can thrive; however, it’s our Supplier Diversity team that lays the groundwork for these small, minority-owned and other historically underutilized businesses to bid, win and execute work on our projects.

\$1.8B

Commitments managed annually

13

Regional Supplier Diversity Roles

4

National Supplier Diversity Roles

23

Offices Supported

National Support



Joycelyn Yue
National Director of Supplier Diversity
Los Angeles, CA



Lucy Gonzalez
Administrative Assistant
Los Angeles, CA



Enzo Mungu *West Region*
Supplier Diversity Compliance Manager
Houston, TX



Lauri Davey *East Region*
Supplier Diversity Compliance Manager
Boston, MA

East Region



Lauri Davey
Interim Supplier Diversity Coordinator
Boston, MA



Ashley Hunter
Supplier Diversity Coordinator
Atlanta, GA



Mark Lewis
Supplier Diversity Manager
Tampa, FL



Donna Licciardi
Regional Supplier Diversity Director
New York, NY
Regional Support for: New England, DE, NJ, NY, PA



Bridget Tobias
Supplier Diversity Coordinator
Rockville, MD



Alisha Wix
Regional Supplier Diversity Manager
Nashville, TN
Regional Support for: OH, TN

West Region



Rosalyn Asher
Regional Supplier Diversity Manager
Dallas/Houston/San Antonio, TX



Courtney Goldstein
Supplier Diversity Manager
Seattle, WA



Lee Fleming
Supplier Diversity Manager
Portland, OR



Cassandra Manansala
Interim Supplier Diversity Manager
Los Angeles, CA
Support for: AZ, CA



Enzo Mungu
Supplier Diversity Compliance Manager
Houston, TX



Khelsey Wilder
Supplier Diversity Coordinator
Phoenix, AZ

Why We're Here

Skanska's Supplier Diversity team helps our project teams, trade partners, customers and communities think differently about the role that small, minority-owned and other historically underutilized businesses play in the construction industry—as well as the actions we can take to change those roles for the better. Our team members go out into the community, work hand-in-hand with project teams and meet face-to-face with the owners of those local businesses, ensuring they have access to opportunities that Skanska is creating in their communities.






What We Do

Skanska's Supplier Diversity team is fully integrated into our business from top to bottom. Much of the work we do begins long before our projects ever go out to bid, and, while we participate in the standard procurement, construction and closeout activities, that is only a small part of what we do.

We see Supplier Diversity as an ongoing effort, not a one-time event, and we are always working behind the scenes to create new outreach strategies, develop more inclusive policies and strengthen our relationships with the businesses in our communities.


From participating in proposals and interviews to organizing outreach events and arranging mentorship opportunities, our Supplier Diversity team is actively involved before, during and after our projects.

Our Purpose


-  Support our project teams by engaging early in project planning and procurement and creating regular touchpoints throughout the project's life.
-  Improve how we work by elevating, including and equipping different voices to share their thoughts and experiences with our project teams, as well as the industry at large.
-  Commit to our customers and meet them wherever they are on their supplier diversity journey, whether they have established goals and procedures or are building a program from scratch.
-  Help our business partners thrive by building and maintaining mutually beneficial relationships founded on shared values, behaviors and dialogue.
-  Engage with and invest in our communities through open houses, training, community forums and ongoing participation in local economic development organizations.

Virtual courses, real-life connections: Skanska's first regional Construction Management Building Blocks™ program

What is CMBB?

 **Construction Management Building Blocks®**

Launched in 2007, Construction Management Building Blocks™ (CMBB) is a free, 10-week course designed to equip small, minority-owned and other historically underutilized businesses with the knowledge and tools to thrive in the construction industry. Taught by Skanska and other industry professionals, the program covers topics ranging from preconstruction and HR to risk management and legal matters. Since its launch, the program has graduated more than 800 firms.



In spring 2023, for the first time ever, Skanska's offices in AZ, CA, OR and WA coordinated their CMBB programs into a single, region-wide event. During the program, Skanska professionals taught virtual sessions using online video conferencing and learning platforms, allowing participants thousands of miles apart to learn from our most qualified subject matter experts. Two sessions—a first-of-its-kind marketing and business development workshop and a local CMBB graduation ceremony—were held in person at local offices, where participants could meet Skanska team members, network with one another and have professional headshots taken free of charge.

This hybrid online/in-person CMBB was also a first for Supplier Diversity Coordinator Khelsey Wilder, who joined Skanska's AZ team in January 2023. Being new to the company and the industry, Khelsey offered a unique perspective when asked about the program, which she coordinated and helped facilitate: "I don't come from a construction background, so CMBB was a good learning experience for me as well. It helped me understand the lifecycle of a project from start to finish, and it showed me where supplier diversity coordinators like me can have a big impact on our projects."

While participants appreciated the flexibility afforded by the virtual sessions, we received overwhelming feedback that the in-person sessions were invaluable. **In some cases, those in-person network opportunities resulted in real-world partnerships between local businesses.**

Seattle Supplier Diversity Coordinator Courtney Fraga said, **"At our graduation in Seattle, we had two businesses—Anderson Specialties, which performs miscellaneous specialties, and Alliance Partitions, who does drywall installation. Anderson could provide corner guards, but they couldn't do the installation. When they began to learn how many bids asked for installation to be included, they connected with Alliance, who does installation. They are now looking to bid on future projects together. Facilitating those strategic partnerships is a big part of our goal with CMBB."**

2023 by the Numbers

 **79**
registrants

 **2**
in-person sessions and networking events

 **8**
virtual, instructor-led construction courses

 **50**
average participants per session

 **40**
CMBB graduates prequalified

 **42**
speakers from Skanska

Keeping Up With the Jones – A CMBB Success Story

When Joe Berrien founded Keeping Up With the Jones, LLC in 2015, he dreamed of growing his modest, residential landscaping operation into a successful business that he could pass down to his two daughters, Gali and Izzy. Six years later, he expanded the family business by hiring his niece, Alivia Thomas—a 22-year-old business student—to do just that.

When Alivia was brought onboard as chief operating officer, she knew that, in order to grow the business, she would need to look beyond residential landscaping and pursue larger, more lucrative commercial contracts. She was also well aware of the barriers that prevented Keeping Up With the Jones from breaking into the market.

Alivia said, “So many businesses choose not to explore the commercial end of things, and that’s mainly because there are so many barriers. Those barriers are for all small businesses—not just minority businesses, such as ourselves—but I do find that minority businesses have a very unique set of struggles.”

Alivia was confident that her uncle’s business could perform the scopes of work required on commercial construction projects, but after submitting around 35 commercial bids, Keeping Up With the Jones was awarded just one \$8,000 contract. Alivia remained steadfast—it wasn’t the type of work that kept her business out of the running, nor was it pricing; it was the fact that they didn’t know what general contractors were looking for in their bid packages.

While attending one of the Oregon Association of Minority Entrepreneur’s meetings, Alivia heard Supplier Diversity Manager Lee Fleming speak about Skanska’s CMBB program. Alivia said, “A lot of companies say that they care about diversity, but they don’t show up. They don’t come and do the work. They don’t speak face-to-face with us. **That’s a really important thing... [Skanska is] providing opportunities to people who are not in the space. Black women are not in the space, and we deserve to be.**”

Alivia signed up for a CMBB course and over the next 10 weeks she carved valuable time out of her busy schedule to attend virtual and in-person courses that helped her and her team better prepare for upcoming bids.



Alivia Thomas, COO of Keeping Up With The Jones, LLC



Alivia Thomas poses with Supplier Diversity Manager Lee Fleming (back row, center) and members of her 2023 CMBB cohort.

Since Alivia graduated from CMBB in May 2023, Keeping Up With the Jones has bid on an additional 15 commercial projects and won five contracts totaling more than \$500,000. As a result, Keeping Up With the Jones has increased their hit rate from 2.8 percent to 25 percent and grown their year-over-year revenue by 300 percent (from \$300,000 to just over \$1.2 million).

A new class of CMBB graduates

In 2023, eight Skanska USA Building offices facilitated CMBB programs for 79 participants. Our Supplier Diversity team would like to extend our gratitude and congratulations to the 2023 class of CMBB graduates.

79 CMBB Graduates in 2023



AZ

- DLI Construction Group
- Hoque & Associates
- Orchestrating Your Success, LLC
- Pro-Tech Services
- SanTrac Technologies
- Terrazzo USA

FL**

- AEC Development Partners, LLC
- Cut Ups Lawn Service
- Gulf Atlantic Engineers, PA
- Id Designs & Co.
- Innovative Homes & Remodeling, Inc
- J&B Construction Services USA, Inc.
- Promise Construction and Repair Solutions, LLC
- Marvis Enterprises Corp.
- Toro Construction Services, Inc. dba Toro CSI

OR

- Becmen, LLC
- Diverse Works, Inc.
- J.A. Mechanical, LLC
- Just Right Heating and Cooling
- Keeping Up With The Jones, LLC
- Pascal Welding & Design, LLC
- ProtoCAD Designs
- ZANA Construction Company

CA

- Acumen Transit
- Ambit Construction & Design, Inc.
- Aspire Painting, Inc.
- Coleman Construction, Inc.
- Construction Service Workers
- Mac5 Construction, LLC
- NET Electric, Inc.
- O2EPCM, Inc. dba O2 Engineering
- Parker Lighting, Inc.
- Q&A Consulting, LLC
- SafeTight Security
- Stoneridge Energy Partners
- TriCore Panels
- Tulum Systems
- Vergara Construction, Inc.

TN

- 5StarAmenity LLC
- A&J's Home Improvements LLC
- Beyond Cleaning and Service LLC
- Customized Landscaping & Specialty Consulting
- Gibson's Janitorial Services LLC
- Lump Dump Trucking
- OmniPresent
- The Cleaning Ladies

TX*

- A-1 Fence and Landscape LLC
- CCI Group
- Comet Signs
- Craig's Dirt Service
- ESBEE Sign Systems
- East Texas Awning
- His Handiworks Commercial Cleaning & Services
- GBC/MPC, INC.
- JL Technology Group, LLC
- Johnson Controls
- Landmark Roofing & Sheet Metal
- Larry's Interiors, Inc.
- Lorto Co. LLC
- Master Audio Visual
- Matrix Telecommunication Svcs
- Morris Drywall Systems, Inc.
- Petty's Irrigation & Landscape
- Rudd Fire Protection, Inc.
- Terrell Glass and Mirror
- Tyler Sign Masters, Inc.
- Universal Time Equipment Company
- Watson Commercial Painting

WA

- ABA Cleaning Services, LLC
- Alliance Partition Systems
- American Abatement & Demo
- Anderson Specialties, LLC
- Apex Electrical Group LLC
- Cole Cleaning LLC
- Jewel Mechanical Insulation, LLC
- Lumenal Lighting
- Northwest Steel Erectors
- Spiller Corporation dba FASTSIGNS Kent
- TJR Steel Construction, LLC

**Skanska co-facilitated University of Texas Systems' Subcontractor Training Program, earning graduates equivalency with CMBB.
**Our Florida team conducted courses in partnership with USF.*



Assistant VP– Supplier Diversity Terrie Daniel joined us from the University of South Florida to talk about our co-created Mentor Protégé program. Similar to CMBB, this program provides small, minority-owned and other historically underutilized businesses with insight into the industry and opportunities to grow their network through educational programming. Several recent CMBB graduates also sat down with us to share their experiences and the benefits of our free training program.

Watch Here

Next-level partnerships: Launching our new Excellence in Construction Leadership Program

In 2016, Skanska USA Building offered a new, graduate-level version of CMBB to a select group of participants in the Carolinas, Florida and Georgia. The successful relationships that sprang from that initial cohort inspired other Skanska offices to implement similar programs, and after several years of hard work and lessons learned, we are rolling out our formal Excellence in Construction Leadership Program (ECLP) nationwide.

ECLP is an executive-level, nomination-based program for small, minority-owned and other historically underutilized businesses with values and business strategies that align with Skanska’s. The open-ended program is designed to facilitate ongoing access, knowledge-sharing and mutually beneficial partnerships between Skanska executives and ECLP participants who are ready to take on larger roles—both on our projects and in the industry.

Many other construction companies have adopted regional programs similar to CMBB since it was initially launched in 2007; however, **Skanska’s ECLP program is the first of its kind to focus specifically on nationwide, executive-level development.**

The program kicked off in Q1 2024, and chosen candidates were invited to attend a two-day, in-person national development session with their peers and members of Skanska’s leadership team in Q2 2024.

A win for DBE subcontractors is a win for Skanska

Regional Supplier Diversity Manager Rosalyn Asher may be one of the newest additions to Skanska’s payroll, but she certainly isn’t new to Skanska. Previously with ACARI Management Group—an award-winning MWDBE and Historically Underutilized Business firm—Rosalyn spent four years as a supplier diversity and outreach consultant for Skanska’s North TX operations before joining the team full time in October 2023.

Rosalyn has developed a reputation—both inside and outside of Skanska—for creating meaningful opportunities for underutilized firms. Her success is due, in large part, to her consistent presence throughout the project lifecycle, from conception (long before we receive a request for proposal, or RFP) to compliance (after the job is complete).

“I’ve found that it’s beneficial for people to know you—not just your name and your face, but what you represent,” Rosalyn said. “I spend a lot of time sitting down with local chambers of commerce, contractor associations and certification agencies. Because I show up, everybody knows me—and those relationships have led to more strategic, more intentional partnerships.”

And show up, Rosalyn does. From coordinating annual sit-downs between Skanska leadership and

local advocacy partners to participating in RFPs and client interviews, Rosalyn plays an active role in helping Skanska win work that we can use as an opportunity to create opportunities for underutilized businesses.

“I spend a lot of time in the proposal stage working with preconstruction to identify potential subcontractors, develop bid packaging strategies and communicate those strategies to our customers through our written RFP responses,” Rosalyn said.

After those RFPs are submitted, Rosalyn can often be found sitting across from our prospective customers at the interview table, where she lends an invaluable voice to our broader supplier diversity efforts. Even after projects are awarded, Rosalyn knows that her work as supplier diversity manager has only just begun. She said, **“If we’ve been fortunate enough to be awarded, there’s still more work to do. A win for Skanska should also be a win for our subcontractors.”**



Rosalyn Asher
Regional Supplier Diversity Manager, Dallas/Houston/San Antonio, TX

Co-teaching HUB training with the University of Texas



Flyer advertising the UT System Subcontractor Training Program distributed by the UT System HUB Office

Projects within the University of TX (UT) System are subject to a variety of unique State requirements. For HUBs that have never worked on State-run projects before, these requirements can be confusing—even daunting. To help demystify these projects, the UT System HUB Office and the Office of Capital projects launched their own HUB Subcontractor Training Program.

Similar to Skanska’s CMBB training program for DBE businesses, the UT System’s program is designed to better prepare HUBs to bid and win work on projects within the UT System. Offered in conjunction with major capital projects, the 12- to 15-hour class provides project-specific training from subject matter experts in the field of safety, insurance requirements, accounting and other relevant topics.

Soon after the UT System selected Skanska as their general contractor on the UT Tyler Medical Education Building project in 2022, they asked our team to partner with them for that project’s training program, which blended elements of the UT curriculum with our traditional CMBB training.

Safety and Wellbeing





Prioritizing Our People

We champion a whole-person approach to safety that prioritizes physical, mental and emotional health. By integrating diverse perspectives into our safety processes and decision-making, we cultivate a more comprehensive approach to risk assessment, identify potential hazards more effectively and develop more robust safety strategies. More importantly, we create an environment where all individuals feel secure and included.

Our 2023 Safety Results

Reinforced our whole-person approach to jobsite safety



Identified new ways for our people to promote and prioritize physical and mental health



Advanced our Green Sticker Mental Health First Aid program across the country



A Whole-Person Approach to Jobsite Safety

Our whole-person approach to safety means that we actively work to create a jobsite culture that is safe—not just physically, but also mentally and emotionally. For us, the connection between emotional and psychological wellness and physical safety on the jobsite could not be clearer.

“It’s important to remember that we’re all human, and sometimes we face personal challenges that can affect our focus,” said Gordon Childress, EVP and GM in San Francisco, CA. “I make it a priority while I walk a jobsite to engage with teammates as human beings, not just people performing a function on a jobsite. We need to create a culture where it’s okay to say, ‘I’m distracted, and I need some time to recalibrate.’”

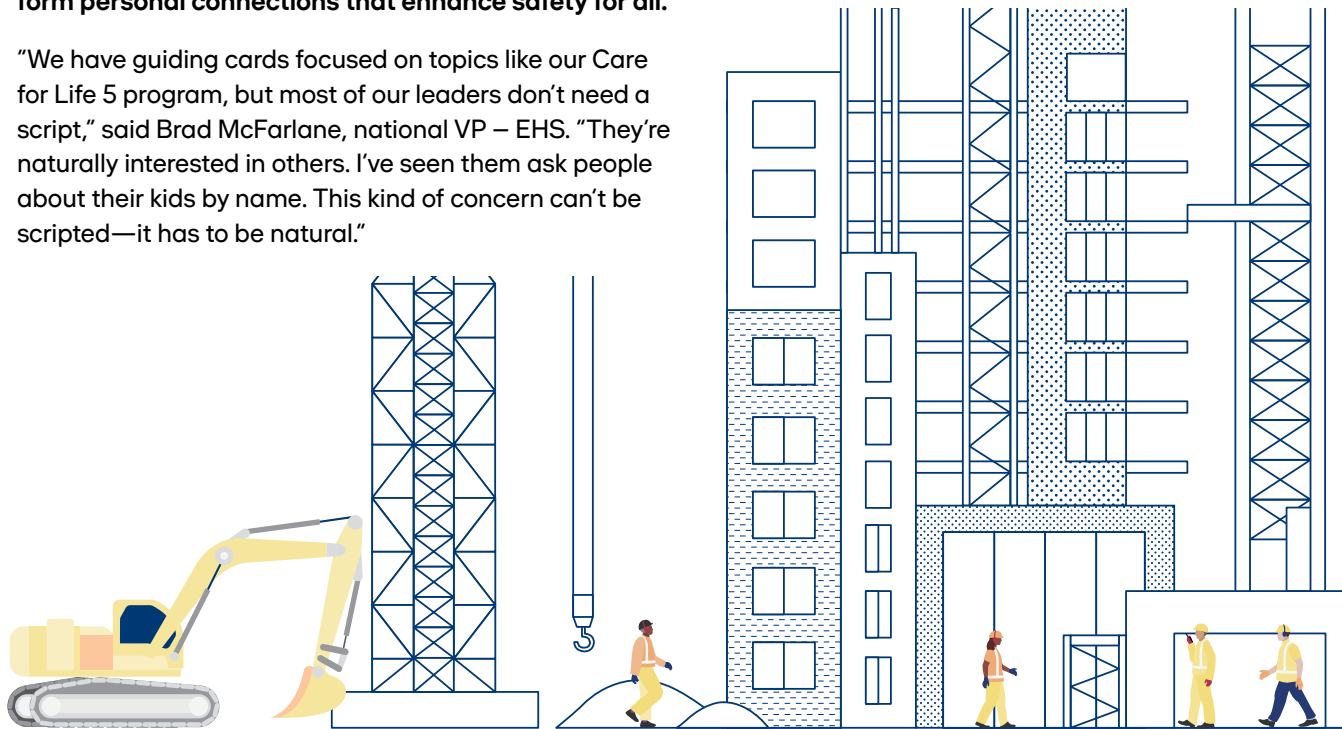
Forging one-on-one connections with colleagues is a critical step to helping each other stay safe. While these connections can happen naturally, we build in opportunities to encourage them on jobsites, such as through executive site safety visits (ESSVs).

Across the country, our leaders conduct more than 1,200 ESSVs every year to demonstrate our commitment to promoting the safest working environment possible. In recent years, these visits have greatly evolved, becoming a moment for leadership to form personal connections that enhance safety for all.

“We have guiding cards focused on topics like our Care for Life 5 program, but most of our leaders don’t need a script,” said Brad McFarlane, national VP – EHS. “They’re naturally interested in others. I’ve seen them ask people about their kids by name. This kind of concern can’t be scripted—it has to be natural.”

Sometimes, during ESSVs, Skanska leadership asks people to take a moment to refocus before returning to the task at hand. But we do it from a place of individual care and with a sense of responsibility.

“I remember an electrician on a project in Chico, California, who had to be reminded to put on his safety glasses constantly,” said Gordon. “After several warnings, we had to ask him to leave the project. I saw him three years later on another jobsite, and he was decked out from head to toe in PPE. I made sure to connect with him, and I could tell he now had a laser focus on safety. That moment had been a turning point in his life. His wife had been so upset with him for putting his life in danger by not wearing PPE that he knew he had to make a change. Not long after, he was working when some switchgear exploded in his face. His eyes and hands escaped permanent damage only because of his PPE. He thanked us for caring enough about him and his family to make that hard call and send him home.”



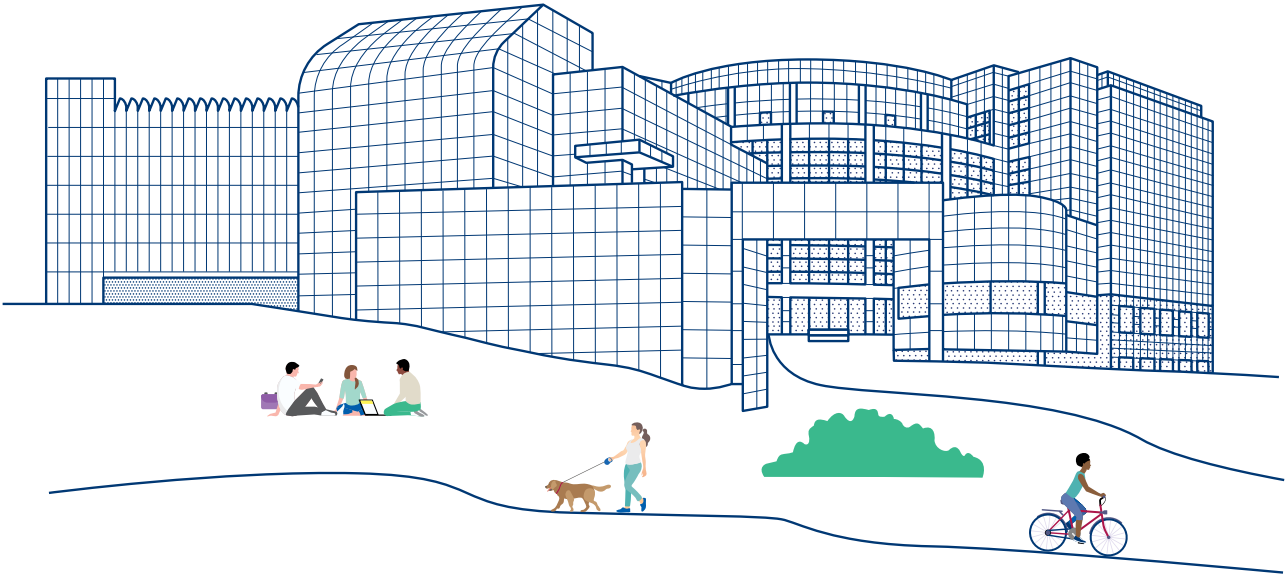
Skanska Voices

“Each ESSV is an opportunity to connect with our tradespeople on a human level. When you make that transition from focusing on the job to just having a conversation between people, it becomes clear that you see them as a person first.

I saw the power of this approach years back when I invited five tradespeople to join me for lunch. I shared a little about myself and encouraged them to do the same if they felt comfortable. It wasn’t long before they were talking about their lives as much as they were talking about the job.

Around three weeks later, one of them approached me to share that not long after our conversation, he’d stopped another tradesperson who was working dangerously close to an open shaft without proper fall protection. He acknowledged he never would have done that before but our discussion prompted him to view his fellow workers in a more personal light. Knowing that we possibly now had five more individuals looking out for their colleagues in a way that perhaps they didn’t the day before had a great impact on me and changed the way I saw the opportunities an ESSV affords us all.”

Kerim Evin
REO



Small gift, big message: we see you, and you matter

The Atlanta D&I Council teamed up with Assistant Project Manager Jordan Johnson to bring a special idea to fruition: reminding everyone on their local team that *they matter*.

Knowing that Scott Cannon, EVP – GM, has an open-door policy for everyone on the team, Jordan approached him during a jobsite visit to meet one-on-one about some ideas and insights she wanted to share. This included how crucial mental health and wellbeing are, especially in the schedule-driven and physically demanding construction industry.

“Someone close to me has struggled with their mental health, so I understand how important our wellbeing and mental health is. I go to therapy regularly to handle the stressors of life because it’s important to speak up when you’re facing challenging times. It’s also important to take the time to relax and de-stress,” shared Jordan.

One idea that Scott readily agreed to was giving everyone a reminder that they were thought of and valued. He tasked the Atlanta D&I Council to help Jordan with her project: a gift bag all about relaxing that held herbal tea, a scented candle and Lego-inspired stress relievers. It also included simple reminders that mental health matters and every person’s health and wellness is important to their team members and leadership.

“I’ve noticed in our industry that we get focused on the hustle and bustle of daily tasks and sometimes we forget that co-workers are dealing with life outside of work,” said Jordan. “They have to come to the jobsite and put on a strong or happy face—it’s too difficult to express what they’re going through. I shared this idea in the hopes of providing that little reminder to everyone in the Atlanta office that you matter. I hope this becomes a yearly effort.”



Assistant Project Manager Jordan Johnson worked on the Georgia World Congress Center Authority, Signia by Hilton Atlanta project throughout 2023.



With the help of Atlanta’s D&I Council, Jordan’s plan to remind everyone *they matter* became reality.

Let’s talk about mental health

“We need to get comfortable with talking about the uncomfortable.”

The “uncomfortable” that Portland EHS Director Joaquin Diaz is referring to is mental health. Working in an industry with such a high suicide rate, Joaquin is not only starting the conversation but actively working to change it.

“There are a number of factors behind the high rate of death by suicide and increased anxiety, depression, drug use and other mental health issues in our industry,” said Joaquin, who is pursuing a doctorate in public health. “Construction workers are predominantly men, who typically avoid talking about mental health. Other issues like chronic pain or the pressure of deadlines can enter into personal lives and impact someone’s safety and wellbeing at work.”

This correlation between mental health and safety is why Joaquin is a proponent of the whole-person health approach, which is an emerging viewpoint that looks at the physical and psychological impacts that employees experience at work and home. This holistic method

is grounded in providing employees with the resources they need to handle personal issues while striving for a safe and healthy work environment.

“Our Portland office is looking at how we can accommodate people’s personal needs through more flexible scheduling and work settings, when possible,” Joaquin said. “Additionally, our team members can access monthly training sessions on issues that can impact mental health, such as personal finances, with practical tools and tips to reduce stress. We want to increase our efforts in 2024 to identify preventative care measures to enhance mental health and improve our safety culture.”



Joaquin Diaz
EHS Director

Listen to the “Headspace for the Workplace” podcast to hear more.

[Listen Here](#)

The Green Sticker Program

Advancing Across the Country

Construction employees are nearly four times as likely to commit suicide and are at a greater general risk of mental health concerns when compared to the national average. At Skanska, we’re addressing this head-on.

Our efforts kicked into high gear with the “Start the Conversation” program in Ohio during the COVID-19 pandemic. Since then, we’ve expanded our efforts across the country and to 17 offices.

In 2021, Tony Foster, EHS director, brought Mental Health First Aid (MHFA) training from our U.K. offices to the U.S. With Amphibious Medics, which provides on-site and on-call first aid support, Tony and his team developed a curriculum for the construction industry called the Green Sticker Mental Health First Aid program. Those who finish this training are better equipped to recognize mental health challenges in the field and point people to professional services. On the jobsite, trainees wear a green sticker on their hard hat, letting peers know they are a safe place to turn to when dealing with a mental health issue. It’s a powerful symbol of support and solidarity.

With our focus on equipping people to make potentially lifesaving, peer-to-peer connections, we’re proud to be leading the way in the construction industry regarding mental health issues.



Since 2022

398

Skanska employees across 17 offices have earned their green sticker.

Saving a life in Tennessee

The Green Sticker program was kept front-and-center for Skanska team members and trades people at the Vanderbilt University, Kirkland Hall Renovation Project in Nashville, Tennessee. Every Monday during Stretch and Flex, workers were reminded to dial 988 or look for people wearing green stickers on their helmets if they were facing mental health challenges. One day, a brick mason approached one of our superintendents, explaining that he had struggled with mental health issues for years. The superintendent suggested they talk about it right away, but the brick mason said he didn’t have time.

Five days later, the superintendent approached him again, but he still couldn’t spare the time.

The following month, the brick mason’s supervisor expressed concern because the brick mason had not come to work that day, but he had called and said he needed to talk to someone with a green sticker on their helmet. Our superintendent met with the brick mason on the jobsite once he arrived, where he shared that he was thinking about ending his life and had a plan to do it. The superintendent took him to the local hospital, where the

brick mason admitted himself to receive the life-saving medical help he needed.

After this job ended, the same brick mason returned to the jobsite to collect his tools. He approached our superintendent and told him he had finally got the help he needed and was in continued care after leaving the hospital.

The Green Sticker program is making a difference in the lives of our team members and trade partners. As this program expands across the country, we hope to see its impact spread with it.

“I can feel the change in the culture as I speak to offices around the country—people are taking the time to check in on each other,” EHS Director Tony Foster said. “They’re willing to listen without judgment. I look forward to helping bring MHFA training to every one of our offices and jobsites. This program represents true inclusion because we will all have moments in our lives where we are facing something we can’t handle alone. In those moments, we know our employer cares about us, and so do our peers. In a crisis moment, that can save a life.”



2023 Green Sticker Mental Health First Aid training in Ohio.

D&I and Sustainability





D&I and Sustainability

We are a responsible business for people and planet. This means Skanska works with care for local environments and communities. We achieve our full potential by embracing diversity and creating inclusive environments. We're also guided by the United Nations Sustainable Development Goals (UNSDG) and Global Compact principles.

Our 2023 Sustainability Results

Participated in local initiatives from coast to coast as part of our commitment to the UNSDGs



Worked with suppliers and subcontractors on a shared commitment to the environment, human and labor rights, safety, ethics and D&I



Globally, continued preparing supply chain due-diligence processes in line with EU Directive on Corporate Sustainability Due Diligence



D&I is at the heart of sustainability, as working together and leveraging all ideas is the only hope we have for ensuring a safe and sustainable future for all. Resiliency is a topic of interest for many communities across the country, and our team provides guidance for long-term sustainability and equitable development, in addition to expert support for the variety of rating systems more traditionally associated with our projects and industry.

Our team is proud of the work we have done as individuals and collectively across the country to invest in our communities and the causes close to our hearts. The passion and purpose of our people inspires me every day.

Myrrh Caplan

Green experts for global goals

This team of experts helps advance D&I and sustainability initiatives on projects and in communities across the country.



Myrrh Caplan
SVP, Sustainability



Steve Clem
SVP, Sustainability and Project Planning Services



Elsa Mullin
Senior Sustainability Director



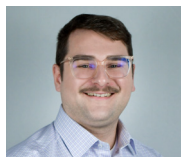
Tolga Tutar
Senior Sustainability Director



Mark Chen
National Carbon Manager



Jimmy Mitchell
Sustainability Manager



Thomas Fitzgerald
Senior Sustainability Engineer



Ladan Haji-Mohammed
Senior Sustainability Engineer



Bailey Zak
Senior Sustainability Engineer



Ladan Haji-Mohamed
Senior Sustainability Engineer

The path shaped by a hurricane

Ladan Haji-Mohamed was in college when Hurricane Sandy struck her hometown of New York City. “Seeing how devastated the city was by this one storm, I started imagining the vulnerable communities around the world and what they’re facing,” said Ladan. “I knew I wanted to pursue a career where I could help society do better to mitigate the impacts of climate change.” This passion led Ladan to a research position with the New York Resiliency Institute for Storms and Emergencies, and then to a master’s degree in urban sustainability.

Asked how she came to work at Skanska USA Building, Ladan recalled, “I was a member of the joint-venture team on the LaGuardia Airport, Terminal B Redevelopment project, working alongside teammates from Skanska. After five years of applying my knowledge to one project, I had the opportunity to join Skanska’s sustainability team and have since helped multiple projects achieve their sustainability goals.”

Today, Ladan draws on her hands-on project experience from the \$4 billion, LEED® Gold and Envision Platinum-certified project to support our customers and project teams to achieve their project certification goals.

“I encourage every project team to start making sustainability-focused decisions early, not just so we can achieve a specific certification, but so that we can truly make a difference in our communities. D&I is a pillar of sustainability, so the more we can include people with diverse backgrounds, the better we can innovate, which not only helps our projects but society as a whole.”



Being a responsible business, inside and out, means we safeguard the environment; embrace diversity and create inclusive environments; ensure health and safety for all; and maintain fair and ethical business operations. Learn more in our global 2023 Annual and Sustainability Report.

[Read More](#)

Getting personal with



Steve Clem
SVP, Sustainability and Project Planning Services

How are sustainability and D&I connected?

There are so many connections. We can’t limit our focus to just green building because there’s so much to be learned from the overlap between sustainability and D&I. One example is that the world has tended to outsource carbon impacts and pollution to disadvantaged communities that can’t afford to move, improve or build resilience, and we need to consider that. We also have constantly evolving building standards and frameworks that include D&I like The Living Building Challenge, which focuses on designing buildings that create an equitable and thriving society for everyone.

Working in a field that impacts everyone on the planet requires a team without any preconceived borders. Sustainability is a big-tent issue, and **everybody on our team has something to contribute because of their highly diverse backgrounds and skills. Our clients appreciate that we have the strength of having people with varied backgrounds, experiences and skills working on their projects because it leads to more innovative solutions for their projects.**



“Working in a field that impacts everyone on the planet requires a team without any preconceived borders.”

Our Commitment to a Sustainable Future

We have been a signatory to the United Nations Global Compact since 2001 and continue to support its 10 principles, relating to human rights, labor, the environment and anti-corruption.

We support the rights of all people as described in the Universal Declaration of Human Rights adopted by the United Nations and in the conventions of the International Labor Organization. We also follow the guiding policies of Transparency International and apply the precautionary principle. Globally, we are in the process of developing our supply chain due-diligence processes in line with the OECD Due Diligence Guidance for Responsible Business Conduct.

We actively support the UNSDGs and have identified seven goals that are of particular importance and where we can have the most impact.

5

GENDER EQUALITY

Achieve gender equality and empower all women and girls

8

DECENT WORK AND ECONOMIC GROWTH

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

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote sustainable industrialization and foster innovation

11

SUSTAINABLE CITIES AND COMMUNITIES

Make cities inclusive, safe, resilient and sustainable

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns

13

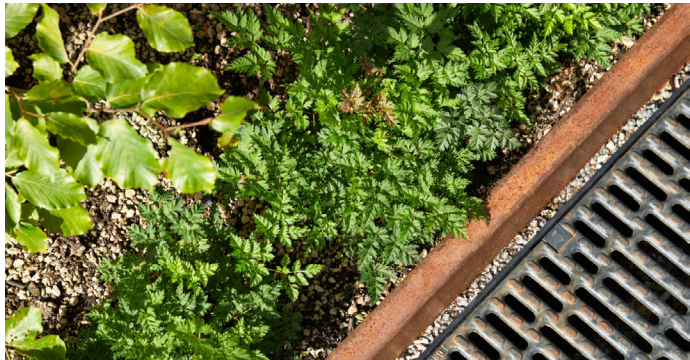
CLIMATE ACTION

Take urgent action to combat climate change and its impacts

16

PEACE, JUSTICE AND STRONG INSTITUTIONS

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



Skanska supports the United Nations Sustainable Development Goals. Learn more at group.skanska.com/sustainability and in our global 2023 Annual Sustainability Report.

[Read More](#)



Taking action: combatting climate change with Tampa Bay Watch

Strengthening Florida’s coastline is an important aspect of resiliency, and we are committed to doing our part. In April, a group of 20 Skanska volunteers joined Tampa Bay Watch and put their construction skills to the test in a new way. Together, they took apart 28 previously made oyster reef ball molds, cleaned them up and used them to build new oyster reef balls out of concrete. When these oyster reef balls are installed in shorelines around Tampa Bay, they will help stabilize shorelines, prevent erosion and mimic natural oyster habitats.

Tampa Bay Watch is dedicated to fostering a healthy Tampa Bay watershed through community-driven restoration projects, education programs and outreach initiatives. Skanska partnered with Tampa Bay Watch again in May, working alongside Keep Pinellas Beautiful for a Great American Cleanup event in Grandview Park in St. Petersburg.



UNSDG Goals Supported

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

11

SUSTAINABLE CITIES AND COMMUNITIES

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

13

CLIMATE ACTION



Girl Scouts explore construction at Skanska design challenge

Skanska partnered with Girl Scouts of Western WA to organize a Skanska Design Challenge on our Bryant Montessori project in Tacoma, inviting 30 Girl Scouts from local troops to visit the jobsite. After participating in Stretch and Flex and hearing from Skanska team members, the scouts explored the construction industry by participating in a design and construction competition that culminated in the girls presenting their own buildings.

Project Engineer Adele Grohovsky, who co-organized the event with Senior Project Engineer Megan Miller and Director of Real Estate Development Mary Fialko, said the young girls were full of ideas. Recalling how the scouts asked questions about feasibility, Adele said she felt “inspired to see 10-year old girls excited about where they want to put doors.”

The winner of the design challenge, “Westlake Wellness Center,” featured a rooftop garden, a stained glass yoga studio and a dog park. Its designers wanted their project to protect all life in the community. Adele observed another team discussing ways to care for all aspects of community health—including alternative resources for financial wellness and an entrepreneurial small business/Girl Scout cookie Sunday. “I’m listening to all this,” Adele said. “And I’m thinking, come on, you’re only ten! It was so inspiring.”

As hoped, the event was an opportunity for these Girl Scouts to explore construction, expand their horizons and discover a passion for construction.

UNSDG Goals Supported

5 GENDER EQUALITY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



TX teams inspires and empowers the next generation with Day of Discovery activities

Day of Discovery is an initiative designed to engage and inspire the next generation of women leaders while showcasing the many exciting opportunities available within the architecture, engineering and construction fields (AEC). Across TX, Skanska teammates and members of SWN collaborated with clients and industry partners to introduce young women to the AEC industry.

In Houston, the SWN Southwest chapter collaborated with Walter P. Moore, Kendall Associates, SHOP Companies, SWA Group, Indi Constructions, CBRE and Karsten Interiors to bring together more than 40 girls from Katy Independent School District for a day of interactive discussions, engaging activities and a dynamic women-led panel to provide an immersive introduction to the vast opportunities within the AEC industry. Additionally, the students were given the

chance to explore our 1550 on The Green project, a 375,000-SF office tower located in downtown Houston.

In North TX, we partnered with the Young Women’s Leadership Academy in Fort Worth, which focuses on STEM education. The event took place at our 445,000-SF Tarrant County College NW Campus project. Students received their own work boots and then accompanied our team members on a comprehensive site tour, including the opportunity to learn about the application of advanced technologies, such as augmented, virtual, and mixed-reality tech in construction. During lunch, a panel was held with women leaders in the AEC industry. The students had the unique opportunity to engage with these trailblazing professionals, seeking insights and inspiration to embark on their own journeys in the construction field.



UNSDG Goals Supported

5 GENDER EQUALITY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

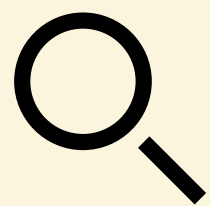
Opportunity



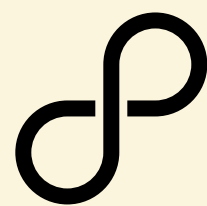


Opportunity

To build stronger, we will go deeper. We will develop deeper connections within our communities and with our Skanska teammates, partners and customers. As we build on the positive momentum of 2023, we will remain focused and flexible.



Focused on anchoring our commitment to D&I as a business imperative



Flexible as we evolve and face the twists and turns of our D&I journey

Currently, we're well-positioned to maximize several opportunities in the coming year:



Supporting our D&I Councils

At a national level, we're committed to supporting the local efforts of our councils—the heartbeat of our D&I efforts. Local leadership and our national D&I team will work with our councils to ensure their commitments align to our D&I Strategy while supporting local office goals.



Strengthening existing partnerships and forming new ones, both internally and externally

As on every construction project, fostering productive partnerships within our teams and throughout our communities will be critical to our ongoing success.

To this end, we will:

- Anchor our efforts to key market sectors like healthcare, science and technology and higher education.
- Reinforce our internal connections with SWN, EHS, Business Development and Supplier Diversity, as well as our relationships with Skanska USA Commercial Development and USA Civil.
- Develop resources to support our general managers as they set local D&I priorities.



Continuing our commitment to the United Nations Sustainable Development Goals

We will track all efforts that align with the UNSDGs and expand our commitment by incorporating new goals.



Evolving and strengthening global connections

Our organization will continue participating in global forums and contributing to Skanska's global D&I journey.

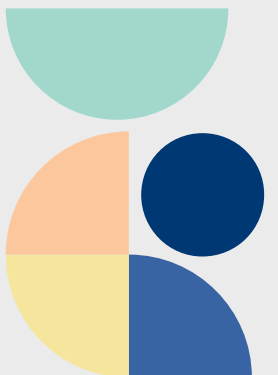
Skanska Voices

"When I joined Skanska 25 years ago, it was a disparate group of businesses built upon the vision of a strong culture created by talented, caring people. For me this wasn't just an idea, it was a reality I wanted to help build. Over time, we've become a connected company driven by our values and amazing people who are committed to one another and our purpose, to build for a better society. Our momentum is strong, and there's no stopping it."

We have an opportunity to go much further on our D&I journey. **To evolve our business, we must advance our people.** This means remaining intentional in our inclusivity efforts; moving our people more swiftly through their careers by providing better training, support and opportunities; and opening the doors further to welcome individuals with even more varied skillsets and backgrounds. If we do this, innovation, creativity and, most importantly, our people will thrive."



Paul Hewins
Skanska USA Building
Business Unit President and CEO





























Thank You

This progress 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

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 Project Lead	 Project Manager	 Editor	 Graphic Designer	 Lead Videographer	 Videographer	 Collaborator
Dina Clark SVP – D&I	Ashlee Sigmund Senior Director – Marketing	Jessica Vann Market Strategy Content Manager	Nikole Gennari Senior Visual Content Coordinator	Erick Wheeler Multimedia Creative Designer	James Mustico Multimedia Creative Designer	Ayesha Adams National Director of Culture & Engagement
 Collaborator	 Collaborator	 Collaborator	 Collaborator	 Collaborator	 Collaborator	 Collaborator
Christine Brown Senior Technical Writer	Larry Butz Technical Writer	Kelly Daige National Director of Inclusion & Partnerships	Laura Flores Executive Assistant, D&I, EHS & Sustainability	Doug Geyer Technical Writer	Grace Hosford Marketing Administrative Assistant	Lisa Koressel Senior Director – Marketing
 Collaborator	 Collaborator	 Collaborator	 Collaborator	 Collaborator	 Collaborator	 Collaborator
Barbara Motz Marketing Administrative Assistant	Chris McKniff Communications Director	Cindy O'Brien Marketing Director	Tammy Re Senior Content Writer	Naji Rjaile Senior Director, Creative Services	Andrew Tucker Technical Writing Manager	Danielle Veillette Senior Visual Designer
 Collaborator	 Collaborator	 Collaborator				
Kristin Wilhelm Marketing Director	Danielle Yates Technical Writing Director	Dennis Yung EVP – General Manager & D&I Liason				

Additional Contributors

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Our D&I Commitment

A Skanska USA Building progress report | 2023

Skanska USA Building

389 Interpace Parkway, 5th Floor
Parsippany, New Jersey 07054

