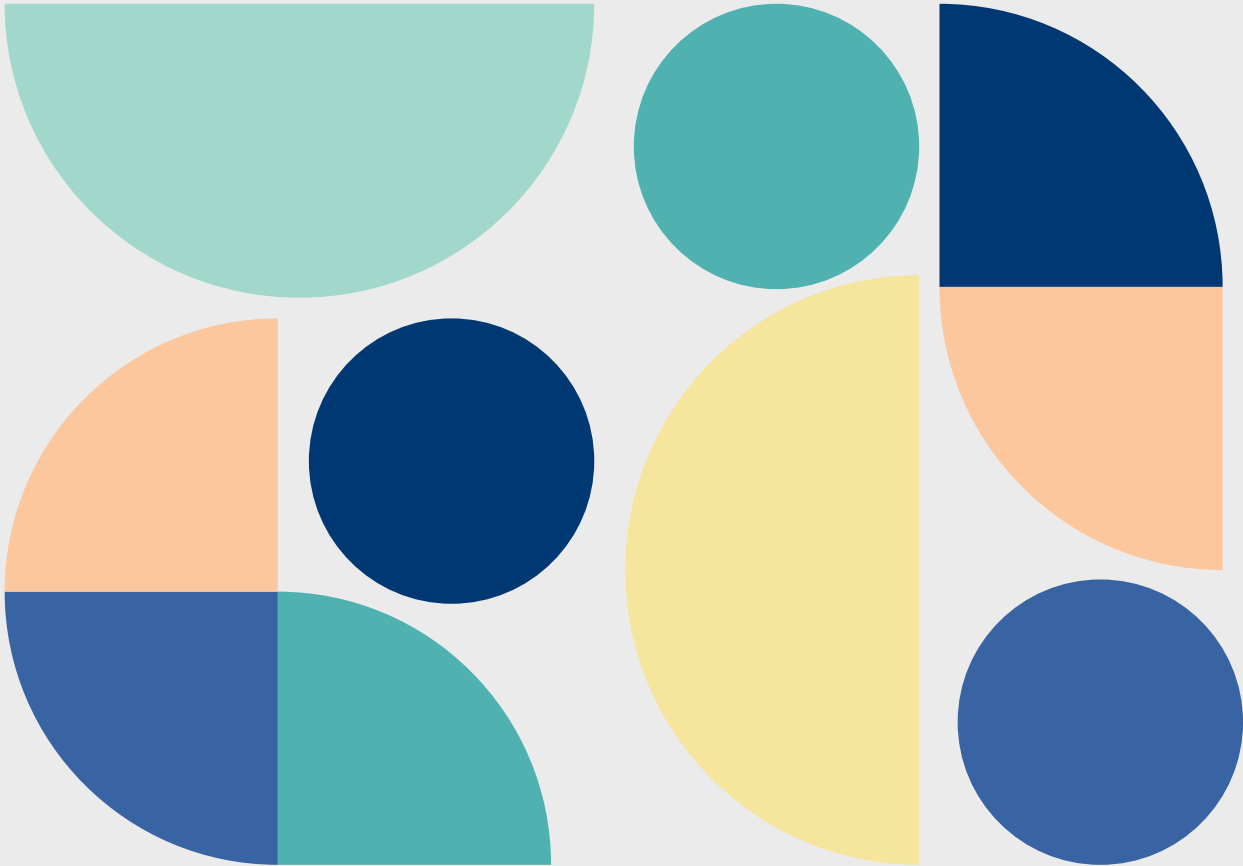


Our Inclusion Commitment

A Skanska USA
Building progress
report | 2024

SKANSKA



OUR INCLUSION COMMITMENT

Table of Contents

4	Commitment
14	People
34	Culture
52	Community
64	Subcontractor Engagement
76	Opportunity

SKANSKA



The following information in this report is in relation to Skanska USA Building, which is referred to as "Skanska USA Building", "USA Building" and "Skanska" throughout this document.

Our Commitment

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

We build for a better society. The projects we deliver contribute to our communities and the environment around us, and we believe our business must do the same.

Our Values and I&D

Skanska's values are a key part of our foundation, which is what guides our Inclusion and Diversity (I&D) Strategy and efforts. I&D is integrated into each of our values in a unique and impactful way.



Care for Life

We champion a whole-person approach to safety that prioritizes physical, mental and emotional health. By including diverse perspectives into our safety processes, we create a more comprehensive approach to risk assessment, identify potential hazards more effectively, and develop more robust safety strategies. Our people are empowered to speak up if they see something unsafe. We care for the health and wellbeing of our people and provide holistic and inclusive benefits to support them and their families.



Be Better Together

Our teams are committed to an inclusive culture where collaboration and working respectfully together is instinctive. Each team member enriches our culture by leveraging their unique skills and perspectives to deliver outstanding performance and shape a better future. We deliver on our purpose—to build for a better society—by engaging with our communities and trade partners so that they thrive.



Act Ethically and Transparently

Our teams prioritize openness, fairness, trust and respect when working together and with our customers, suppliers and partners. We operate in a way that honors our ethical responsibility to ensure our culture is inclusive and there are fair working conditions wherever we operate. By living our values and cultivating an inclusive culture, we aspire to be better together every day.



Commit to Customers

We work with our customers to better understand and identify authentic connections between us, including listening to their needs, addressing their challenges, and working alongside them to advance I&D and deliver outstanding projects.

Introducing Our Inclusion Commitment

A Skanska USA Building Progress Report



Watch here.



Fundamentally, we're a people business. That's why we're staying the course with inclusion as a driving principle of our company. Real, tangible things are happening across Skanska because our teams are bringing fresh ideas and getting one another energized and involved—and just some of their impact is highlighted here, in Skanska USA Building's annual progress report, Our Inclusion Commitment.

Clay Haden
Business Unit President, CEO
Skanska USA Building



Highlights of Our Journey in 2024

Q1



Established goals set by local I&D Councils implemented in support of our people, culture and communities



Held two-day, in-person development session to kick off Excellence in Construction Leadership Program with 14 executives from diverse businesses and Skanska leadership

Q2



Participated in global launch of Skanska Scale, a leadership development program for early career leaders that includes international assignments



Joined industry leaders as a founding member of a CEO Advisory Council, guiding an industry-wide effort to target and bring down the high rate of suicide among construction workers

Q3



Incorporated inclusive leadership and mental health and wellbeing goals into our 2027 Business Plan



Committed to CHIPS Women in Construction Framework and support for the Million Women in Construction initiative

Q4



Identified I&D as a key focus area of Skanska Group's People Strategy alongside health and wellbeing and people development—this global strategy is designed to enable outstanding performance from our people and assure a resilient business



Formed an internal national ACE Mentor Program group to facilitate sharing best practices across offices and provide an avenue for networking between ACE mentors across Skanska

2024 SPOTLIGHT

People, Culture, Community



People

Together, Our Teams
Shape the Future



Watch here.



Learn more in our [People](#) section.



Culture

One way we measure our success and improve upon our culture is through the results of our annual employee survey, Your Voice Our Success (YVOS). This anonymous survey is conducted by a widely respected third-party company. In 2024, 91 percent of employees responded to YVOS.

88% Feel engaged with the business and each other

94% Believe their manager demonstrates inclusive behaviors

86% Agree different points of view are encouraged and valued

95% Feel their manager cares for their wellbeing and treats them with respect



The majority of responses ranked much higher on average than others collected by the third-party firm,

including the construction industry and high-performing companies across the globe.



Learn more in our [Culture](#) section.



Community

\$3.7 million

total financial contribution to our communities through donations, gifts in kind and volunteer hours

15,336

employee volunteer hours

\$2 billion

in contracts awarded to small, minority-owned and other historically underutilized businesses

70+

businesses graduated from Skanska's Construction Management Building Blocks™ program



Learn more in our [Community](#) and [Subcontractor Engagement](#) sections.



Strategy

The I&D Strategy for Skanska USA Building provides a framework for our I&D 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.



Our **people**
shape our culture



Our **culture**
drives inclusion

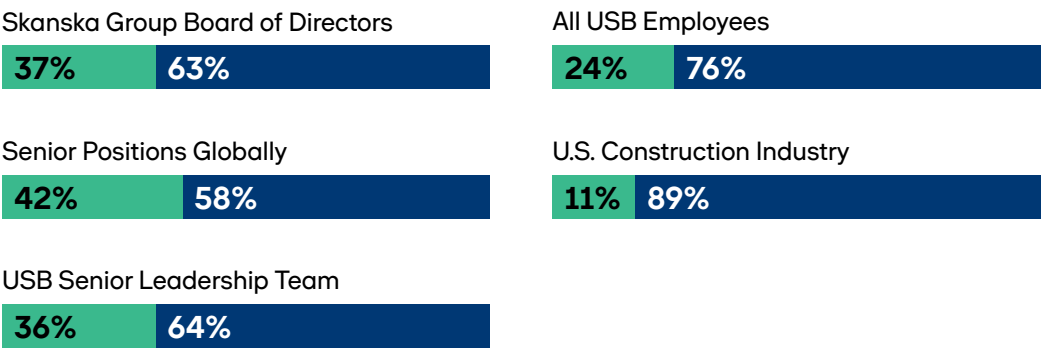


Our inclusion positively
impacts **society**

Committed to Building a Diverse Workforce

At Skanska, our inclusive culture affords women an equal opportunity to participate in leadership positions across every level of the organization.

Leadership positions held by women ■ Women ■ Men



 Learn more in our Global 2024 Annual
and Sustainability Report.

Our Pledge

Help bring one million women into the construction community

Skanska was one of the initial signatories that pledged support of the CHIPS Women in Construction Framework and Million Women in Construction Community initiative.

“The CHIPS Women in Construction Framework will help get more women into our construction workforce by bringing together companies, communities, unions and other workforce training partners to both develop the talent pipeline and ensure workplaces have the support systems needed.”

— Gina Raimondo, former U.S. Secretary of Defense





People

Our people are the foundation of our entire organization, and they drive our vibrant and inclusive culture.

We are dedicated to creating an environment where openness, fairness, trust and respect flourish. By nurturing these traits, we empower our team to reach their fullest potential. Our unwavering commitment to recruiting, retaining and developing our people is the cornerstone of our inclusive and diverse workplace.

Our 2024 People Results

49%

of new hires were referred
by Skanska employees

23

interns were hired full time
in 2024

90%

of employees agree they have good
opportunities for learning and development

**Annual Employee Survey data*



Recruit

Inclusive teams that have a variety of experiences and skill sets drive innovation and excellence. Our organizational structure empowers dedicated teams for each region to recruit from a diverse pool of candidates, selecting the most qualified individuals who share our vision and values.

We aim to forge meaningful connections within our local communities. Through internships and engagement with K-12 schools, universities, community colleges and trade schools, we are not just hiring a workforce—we are shaping the future of our industry.



Our I&D Councils have their own part to play in recruitment. Council members attend recruiting events in their respective regions. They also gather virtually to learn about national recruiting opportunities and initiatives. With their local managers' support, they can travel to a national conference to recruit for their teams' needs. Locally, Council members support their HR team by attending career fairs.



Expanding access to the talent pool:

- 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)

Building a Future-Ready Team by Turning Early Talent into Tenure

By developing the next generation of talent, we aim to open the door wide to those who want a career in construction, while ensuring we have the right people on our team in the future. Our enhanced internship program—rolled out in 2023—thrived in 2024. With increased resources and national and international connectivity, interns from around the country got an inside look at the difference we're making on a global scale.

In 2024, we welcomed 23 full-time hires from our 2023 intern class, filling roles such as:

- Assistant project engineer
- EHS coordinator
- Field engineer
- Marketing coordinator
- Preconstruction engineer
- Project engineer



IN THEIR OWN WORDS

Quotes from our 2024 intern class



"I met with many people from all backgrounds within construction, which really opened my eyes to the possibilities that come with it!"

Kiana LaBella – Seattle, WA



"The national and global connections I made this summer were invaluable. They provided me with diverse perspectives, enhanced my understanding of the construction industry across different regions and opened opportunities for future collaboration and learning."

Alhaji Jawara – Rockville, MD

Q&A

Jasmine Hur Florida Intern

What were your expectations of working in the construction industry versus your actual experience?

Before this internship, I never considered construction as a career path. Construction seemed to be a rugged and physical industry. And while all these qualities are true to an extent, interning at Skanska introduced me to the strategic coordination that happens behind the scenes. I learned the importance of communication and storytelling to promote projects and uphold our reputation internally and externally.

When you spoke to Skanska leadership or other team members about their career and educational backgrounds, were you surprised by anything?

I share a background in journalism with my supervisor, Communications Manager Ashley Jeffrey, and I was curious how she pivoted to an industry that seemed almost random. She said that all industries need storytellers—someone to weave a compelling narrative describing our projects, many of which are important in the community.

As I met with other members of the communications team, I realized many of them also came from outside of the construction industry. Their unfamiliarity with construction gave them a unique perspective on how to translate technical, industry-specific jargon into simpler language that is more digestible to the public. It was encouraging to see how people with a similar background to me used their skills in ways I never considered.



What were some of the ways you forged connections while at Skanska?

Ashley established early in my internship that she wanted to set me up for success and encouraged me to connect with people from whom I could learn. For example, I expressed interest in Skanska's brand identity and strategy, so she connected me with Alison Bonner, vice president of brand and marketing for Skanska globally.

Being an intern can feel like you are dropped into an ongoing story with no context, but the Skanska team embraced my work and humor. I felt supported in my endeavors, and I'm confident I built strong relationships with the Skanska team. Based on my internship, I can attest that Skanska's Be Better Together value lives up to its promise.



It's Never Too Early to Be Inspired

In the summer of 2024, Skanska expanded our paid internship program for high school students beyond the Seattle pilot program.

Our Tampa office welcomed 17-year-old Jordan from Middleton High School for an internship that gave him a deep dive into the intricacies of construction management. The hands-on exposure to operations gave him a perspective on the industry that few students experience. Joining Jordan in a summer of learning was Landon, a graduating senior from Blake High School, also in Tampa. For Landon, being immersed in the construction industry solidified his decision to pursue a career in construction management and ignited a passion for working in the field.

Participation in Seattle's program doubled in 2024, and the team added several program enhancements, including:

- A renewed focus on activity-based learning. Our preconstruction team held a competition where interns developed a cost estimate for the fit-out of a conference room—the very room the interns were in that day.
- Engaging with local youth organizations, like the Sawhorse Revolution, that pair high school youth with professional carpenters and architects to execute needed community projects.

Join us in shaping our world

careers.usa.skanska.com

USA Building
Specializes in safe and sustainable building construction across a variety of sectors, including life sciences, healthcare, education, commercial/corporate office, aviation, government, retail, hospitality and more.

USA Civil
Delivers critical infrastructure including bridges, power and energy, rail, roadways, airports, water/water treatment as well as power, rail and road tunnels in a safe and environmentally sensitive manner.

USA Commercial Development
Purchases, plans, develops, manages, leases and divests sustainable office, institutional and governmental projects in primarily five U.S. markets: Boston, Houston, Seattle, Washington DC, and Los Angeles.

World's Best Employers
Forbes 2023 list

Best Employers for Diversity
Forbes 2021 list

World's Top Female Friendly Companies
Ranked #4 on Forbes 2021 list

Fortune's "Change the World" list
Ranked #17 on 2020 list

An overhead photograph of four construction workers standing in a circle on a wet, reflective concrete floor. They are all wearing high-visibility yellow safety vests over dark clothing, white hard hats, and brown safety boots. One worker on the left is looking down, while the others are looking towards the center or each other. The wet floor creates clear reflections of the workers and their gear.

RETAIN AND DEVELOP

Strengthening Our Onboarding Program

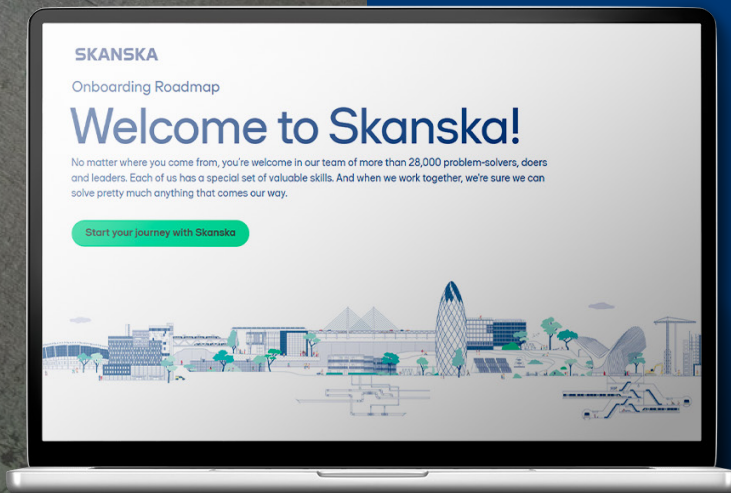
Skanska's onboarding program is more robust than ever, as we aim to provide an inclusive, consistent experience for all incoming team members. While revamping our onboarding experience, one of our top priorities was making sure managers understood their pivotal role in the process.



Onboarding Enhancements

The cross-functional specialized team dedicated to this revitalization effort surveyed managers and new hires to identify and shore up the weakest points in the old program. Some of the enhancements include:

- Standardizing a set of onboarding tasks to create a similar experience for every person starting at Skanska
- Creating checklists, templates and guides for managers, employees and HR, so they have clarity on their roles and responsibilities and can track their progress
- Providing an interactive, digital roadmap for the onboarding process so participants know what to expect from the experience and where they can turn for resources and help along the way



Supporting Professional Growth

No matter an individual's career stage, we are committed to their career growth and development. Each person's journey with us is unique and reflects their own needs and aspirations. Skanska's professional development offerings provide national and global opportunities to cultivate a culture of continuous learning.

Leadership Development Programs in the U.S.

Our professional growth and development offerings help each individual grow in their career and thrive.

Outperforming Leader is an intensive four-day workshop that covers multiple leadership competencies like coaching and mentoring employees and resolving conflict. This is a great environment to learn and test how to become a better communicator, decision maker and leader as participants must set goals for themselves and their teams, collaborate with one another, communicate effectively, resolve conflict and lead others to accomplish their goals.

Skanska Leadership Academy takes top talent from our U.S. business units plus our international operations and helps them further develop into leaders of change, industry and talent. This five-week learning journey includes two weeks of in-person sessions during which Skanska U.S. executives join participants to discuss business strategy, cross-business unit collaboration and living Skanska's values. The program includes, but is not limited to:

- Guiding decision-making in environments of complexity and uncertainty
- Leveraging I&D to generate ideas for transformative innovation
- Applying strategies for change management and overcoming resistance to change

Global Leadership Development Programs

Each of our international development opportunities is highly competitive, with just a few employees selected each year. The impact is long-lasting for participants and their team members, who also benefit from the new ideas and experiences. We've expanded our international programs with the launch of Skanska Scale.

I've connected with colleagues from Sweden, Finland, Prague, Washington and beyond who were so willing to share best practices. We're building projects across the world, but we're all doing it a little bit differently. This proves there's more than one way to be successful at a task or project, and we should never stop learning from each other.

On a personal level, being in a new country and meeting so many great people who share my goals and passion has given me a rebalance of energy and reaffirmed that I'm in this work for the right reasons.

Blake Boswell, Project Manager and 2023–2024 Skanska Scale participant
Home office: Fort Lauderdale
Current assignment: Norway





Skanska Scale is focused on innovation and was created with the guidance of Skanska Global Vice President of Innovation Gustaf Werner. The program includes:

- Leadership training developed in partnership with the Stockholm School of Economics
- An international and/or cross-business unit assignment for each participant that focuses on solving a local issue with creative thought and innovative tools.



Skanska Unlimited provides participants an opportunity to work in another business unit or role—either in their home country or internationally. This collaboration meets the needs of local offices, supports knowledge sharing, and provides professional and personal growth opportunities for our people.



STEP (Skanska Top Executive Program) was developed in cooperation with the IMD Business School in Switzerland and engages senior managers in key roles through a series of learning modules on leadership topics. Between modules, participants work on strategically chosen projects that test and build upon the concepts they're learning.



Rising Together

In 2013, Project Manager Kelly Aust attended her first local National Association of Women in Construction (NAWIC) meeting. **Now as NAWIC's national president, she champions the theme "Together We Rise," a call to embrace the power of diversity to elevate the construction industry.**

"For construction to thrive, diversity must extend beyond outward differences," said Kelly. "Each person brings unique experiences and expertise. When we unite these perspectives, we can transform our industry's culture— attracting and retaining talent while ensuring mental and physical safety for everyone."



NAWIC has given me a platform and the tools to actively support women in construction. Whether through mentorship, creating opportunities for professional development, or advocating for policies that support inclusion, I strive to bring that same level of commitment to my work at Skanska. I also encourage others to seek out organizations like NAWIC to build their networks and grow their careers. By sharing what I've learned and experienced, I hope to empower other women to step into leadership and take ownership of their career paths.

**Kelly Aust, Project Manager and
NAWIC President**





Call Me Cuauhtemoc

When he started in the construction industry in 1999 as a day laborer and carpenter's helper, Cuauhtemoc Solorzano was called by a nickname because his boss and coworkers would not learn how to pronounce his first name. Today, he's known as Cuauhtemoc (pronounced Kwah-TAY-mo) but also answers to superintendent, a role that he grew into by learning from every person he has met along the way.

From the people who swept the floors to the owners of the sites he worked on, Cuauhtemoc absorbed as much as he could about construction. When he saw drawings on a table early in his career, he'd review them during his lunchtime to understand how to build what was on them. He also worked hard on improving his English.

"If I see a door that's closed, I'll do whatever I can to open that door, find another door or make a door," Cuauhtemoc said. "A door opened for me when I joined the Special Projects group in Skanska's Atlanta office. These people saw what I could do, they taught and mentored me, and they allowed me to keep learning and growing. They also call me Cuauhtemoc."

Kevin Bell, vice president of operations in our Atlanta office, saw Cuauhtemoc's potential early on and continues to be a strong advocate and mentor.

"I'm very proud of Cuauhtemoc. I've put him in difficult situations so he could grow, and I never had to worry if he would succeed," said Kevin. "Everybody on our jobsites, including the architects and owners, know he is someone you can depend on. His experience and success reinforce how important it is to never judge someone by how they look or talk—everyone deserves to be respected and have access to opportunity."



Together Our Teams Shape the Future



The way I see it, we're all different and all together we make a big, beautiful pattern. And I know that Skanska and I share the same idea.

Julie-Ann Evans Shipp,
Assistant VDC Manager



Watch here.

Engaging LGBTQ+ Students in STEM

Out in Science, Technology, Engineering, and Mathematics (oSTEM) is a national organization dedicated to educating and fostering leadership for LGBTQ+ students in STEM fields.

Our attendance at the 14th annual oSTEM Conference in Portland, Oregon, gave us the opportunity to engage with more than 1,100 LGBTQ+ students, professionals and recruiters in STEM fields from around the world.



L – R:
Sikandar Porter-Gill, Assistant Program Manager SIS
Tyra Beeson, Talent Acquisition Partner
Ayesha Adams, Director of Culture and Engagement
Maddi Johnson, HR Service Specialist
Lena Ulvi, Head of Human Resources for Skanska USA
Matthew Caswell, Employer Branding and University Recruiting



Mentoring Future AEC Leaders

As a civil engineering student, Scheduling Manager Aahron Daniel had never heard of construction management. He was introduced to this career path and the opportunities it afforded by Jeanie Hunter, CEO of Synergy Construction, when Aahron was working full-time there as a laborer while juggling his heavy courseload. He has since been paying it forward through his involvement in the ACE Mentor Program. **Aahron became an ACE lead mentor in 2017 and is now a founding member of the new Skanska National ACE Mentor Group.**

"I wouldn't be here if not for the people who aided in my development. Being involved in ACE is important to me because I want to be a resource to the future workforce." Aahron now serves on the board of the organization's Atlanta affiliate, focusing on outreach activities to cast a wider net for students and industry professionals to join the program.

"A lot of the construction industry's workforce is going to be retiring in the near future," said Aahron. "It's important to start sowing the seeds of construction management as a career path as soon as possible, especially among students who may not know what it is. Even if they choose not to go into the field, the mentorship teaches important skills like problem-solving and thinking in a different way."

Aahron's passion to reach students is echoed by others within Skanska who also serve as ACE mentors or board members. In late 2024, these like-minded individuals located around the country launched the Skanska National ACE Mentor Group to share resources and experiences.

"If I need a specific type of drawing to use with students, for example, I can tap into this network to find it," Aahron said. "This interconnectivity will allow each of us to serve ACE and our students better."

Aahron helped raise public awareness and more than

\$35,000

for the ACE Mentor Program's Atlanta affiliate at a 2024 golf tournament.



Welding a New Future

In 2014, Jessica Duncan joined the Trades Related Apprenticeship Coaching (TRAC) program offered at a correctional facility to prepare individuals for entry into a union apprenticeship.

The nonprofit Apprenticeship & Non-Traditional Employment for Women (ANEW) bought her a pair of work boots, paid her union initiation fee and provided a gift card to buy the clothes and hard hat that she needed to become an ironworker. Ten years later, ANEW gave her something else—their 2024 Women in Leadership award to honor her achievements as a Skanska ironworker safety supervisor.

“Ironworking made the most money at that time, and it fit my skillset,” said Jessica. “I could cut with a torch really well, and I was interested in what we were learning in the classroom. When I was released from the facility, I was one of 20 people who got an apprenticeship with the Pacific Northwest Ironworkers Union from the 80 that applied.”





In the years that followed, Jessica honed her skills and became deeply involved with her union. She currently chairs its Women's Committee to welcome and mentor women new to the union. As someone who has navigated recovery from addiction, she also teaches the union's drug and alcohol class for apprentices.

Jessica brings that same caring for others to the jobsite, ensuring all ironworking safety measures are in place and followed so her crew and others go home safely. Some former apprentices have shared that they continue to use the skills they learned from Jessica, including the importance of caring for oneself and others, in their daily lives.

"My hope for the industry is increased representation and leadership for women," Jessica said. "I want to see future generations of women thrive."



Culture

As we empower each team member to be and bring their best, our company and customers benefit from a dynamic collection of perspectives and voices.

Creating a culture of inclusion doesn't just happen. Through intentional and consistent conversations, guided by data-informed insights, the intangible nature of culture becomes a tangible benefit for Skanska and society.

Our 2024 Culture Results

88%

feel engaged with the
business and each other

94%

believe their manager
demonstrates inclusive
behaviors

86%

agree different points of view are
encouraged and valued

**Annual Employee Survey data*





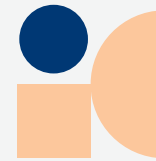
Culture

Our culture is one of connection and collaboration where everyone is seen, supported and valued. **We see inclusion as building trust and respect into all our plans and projects—an essential element of team success.**

One way we measure our success and improve upon 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. The employee survey gives us tangible information about where our strengths lie and areas we can improve, which we take action on.

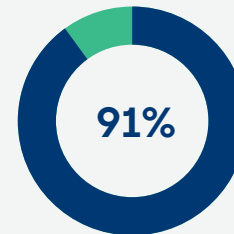
A key part of Skanska's culture are our I&D Councils. They're enhancing workplace inclusion by providing a safe space for members to share their unique experiences. Over the past year, I've seen them grow and evolve their programming to align with our People, Culture and Community goals, driving impactful change and fostering a sense of belonging in our local offices.

**Ayesha Adams, National Director
of Culture and Engagement**

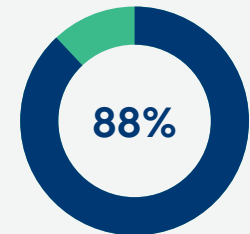


Your Voice Our Success

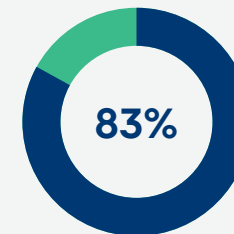
**An Employee Survey Aligned to Our
Values, Focused on Engagement and
Enablement**



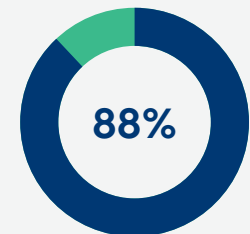
Employee
response rate



Feel engaged with
the business and
each other



Feel enabled to
do their job well



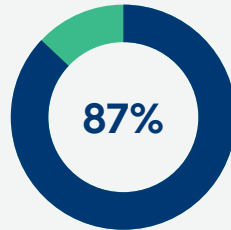
Excellent
Leader Index

Act Ethically and Transparently

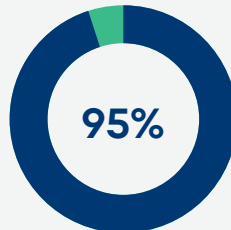
- 99%** Understand Skanska's code of conduct
- 97%** Never feel pressured to compromise the Code of Conduct

Care for Life

- 98%** Understand health and safety rules and procedures
- 90%** Have good opportunities for learning and development at Skanska
- 90%** Feel their manager cares for their wellbeing and is respectful



Are confident that reported unethical behavior will be handled effectively



Understand how their work contributes to building a better society

Be Better Together

- 88%** Feel engaged with the business and each other
- 94%** Believe their manager demonstrates inclusive behaviors
- 86%** Agree different points of view are encouraged and valued

Commit to Customers

- 90%** Agree Skanska provides sustainable solutions to customers and society
- 85%** Use customer feedback to improve products and services

8 Years

Ranked Among the Best

In 2024 Skanska was ranked by Forbes as one of the world's best employers for the eighth time since 2015. 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.





Amplifying Voices

For 11 years, Skanska Women's Network (SWN) has worked to bring more women into our industry. This network brings together employees committed to providing professional development and mentorship as well as advocating for inclusive policies and practices that champion growth in the workplace.

Each year, SWN plays a key role during Women in Construction Week (WIC), with each chapter taking a unique and fun approach to recognizing women in AEC and the role they play in building incredible spaces that shape our communities. SWN chapters also partner with their local teams to give back to their communities, lead inspiring discussions around topics like mentorship and wellbeing, and host events that encourage camaraderie.



Reflecting on Women in Construction Week 2024



For WIC Week, SWN hosted a project tour at our MetLife Stadium project in New Jersey.



Nashville team members celebrated WIC Week at the Associated Builders and Contractors Greater Tennessee Women in Construction Bowling Night, which Skanska was proud to sponsor.



Women Shaping the Industry

We're proud of the many women within Skanska, including those profiled here, who are helping advance the construction industry through their words and actions.



Tarah Driver

Assistant Project Manager,
New York City

Years in industry: 4

2024 recognition:
Next Generation Woman,
Women Builders Council

"I&D work, when executed successfully, eliminates misconceptions that it takes 'a certain type of person' to be successful in construction. In this current workforce shortage, it's never been more critical for us to remove barriers to entry to create opportunities for all people to be successful."



Jodie Scholz

Senior Project Manager,
Portland

Years in industry: 6

2024 recognition:
Woman of Vision, *Daily Journal of Commerce Oregon*

"Women bring a fresh perspective to the construction industry with alternative approaches to finding solutions. My hope is that women will be empowered to be a voice for industry change and advancement rather than an echo."



Lalita Ramachandran

Project Manager,
Philadelphia

Years in industry: 10

2024 recognition: *Philadelphia Business Journal* "People on the Move" and Co-chair of the Philadelphia Chapter of Professional Women in Construction

"I envision a future where women are at the forefront of leading projects, shaping policies and driving innovation across every level. We've made progress, and we will continue removing any obstacles to women fully engaging in this field."



Danielle O'Connell

Senior Director, Emerging
Technology, Boston

Years in industry: 17

2024 recognition: 40 under 40, *Building Design+Construction*

"We need diverse leaders to explore new ways of working to ultimately deliver better projects for our customers so they can better serve *their* customers."



Victoria Wieslander

Senior Project Manager, New York

Years in industry: 25

2024 recognition: Outstanding Woman,
Women's Building Congress



I actively seek out opportunities to support the next generation of smarter, quicker and more savvy engineers, both male and female. They are our leaders of the near future. Supporting them is my contribution to shaping a future of sensitive and conscientious construction leaders.



Mindy Uber

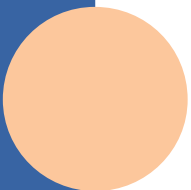
Regional Vice President of EHS, Seattle

Years in industry: 18

2024 recognition: Woman Leader of the
Year, Center for Women and Democracy



The only way for the construction industry to evolve is to try new approaches, and I believe women have a vital role to play in that advancement. I look forward to more of us sharing our ideas so we can build smarter, safer and more efficiently.



Closing the Gap

As a young woman working on construction sites some 30 years ago, Senior Preconstruction Director Shannan Plogsted had no female leaders to turn to for advice whenever she faced a challenging situation in the field. She's been closing that gap for others in the industry ever since.

Last year, Shannan and members of the Midwest chapter of the Skanska Women's Network set up a mentoring program with University of Cincinnati's (UC) Construction Students Association. Students were paired with a Skanska mentor throughout the spring semester. Each pair decided what to focus on, from resume building and networking to navigating difficult situations as a female. During Women in Construction Week, mentors and their proteges attended a presentation and tour of our UC Chemistry Building project, where they heard from Julie Cromwell, founder and CEO of structural engineering firm Julie Cromwell & Associates.

For Shannan, this was around the fifteenth mentee she's had in her career. Beyond mentoring, she co-chairs Allied Construction Industries' (ACI) Workforce Solutions Committee and is actively involved in their She Builds and Construction Career Days programs. Shannan was recognized for her significant contributions with ACI's She Builds Excellence Award in 2022.



I think we're closing the gap now that there are more women in construction, but there's still a need. Being a mentor is an opportunity to show these young women that they're not alone and we all go through challenges. You're in the trenches with them and understand what they're facing.

Shannan Plogsted,
Senior Director - Preconstruction



Shannan (left) speaks with her protege Brooke Sunderhaus, a University of Cincinnati (UC) civil engineering student, during a tour of our UC Chemistry Building project. Brooke accepted a spring 2025 internship in our project planning department, where she continues to be mentored by Shannan.

Developing Future Industry Leaders

From the very beginning, Vinay Balasubramaniam's Skanska journey has been characterized by a commitment to professional development. Vinay began his career at Skanska as an intern while finishing his studies at the University of Cincinnati. After joining the company full time as a project engineer, he leveraged every opportunity he could to learn new skills and deepen his industry knowledge. With support from Skanska mentors, Vinay earned certifications for LEED AP, Safety Trained Supervisor Construction and a Healthcare Construction Certificate, among others.

Now, Vinay is using his experience to provide those same development opportunities to Skanska employees. He co-leads the Cincinnati office's Emerging Professionals Group, where he helps organize community outreach and educational events. The initiative he's most proud of, however, is his ongoing work at the University of Cincinnati, engaging students through career fairs to identify and develop Skanska's future talent.

"I manage the University of Cincinnati's career fairs, and that opportunity allows me to connect with upcoming talent. I enjoy it, as it keeps me on my toes regarding the projects we are working on and the opportunities we have for interns."



Skanska and my managers have been fully supportive of my development by connecting me to professionals, resources and training for any certification I wish to achieve.

Vinay Balasubramaniam,
Assistant Project Manager



Vinay volunteers in the classroom for the Design LAB (Learn + Build) program to teach K-12 students about the built environment. He's pictured here leading students on a project tour.



Honoring Veterans
SKANSKA

Heroes in Hard Hats

The War Memorial Building in Nashville, Tennessee, honors Tennesseans who served in World War I. The adjacent Legislative Plaza features the Civil War Women's Memorial and a monument to those who served in the Korean War. Our team is proudly leading the renovation of both landmarks.

Hear from our War Memorial team's Assistant Superintendent John Feathers—a veteran himself—working to restore this historic project.



Watch here.

Supporting Veterans in New York Metro and Pennsylvania



In 2024, the New York Metro I&D Council formed a Veterans Working Group to focus on recognizing and supporting Skanska Veterans across the country.

An annual initiative the working group led is providing veteran-themed merchandise available through Skanska's company store, with 15 percent of proceeds going towards care packages for our military employees who are on or pending active duty. **In 2024, this effort raised \$4,369.**

First Sergeant Joe Dressel, an Assistant Program Manager with Skanska Integrated Services (SIS) and soldier in the New Jersey Army National Guard, was called to active duty in 2024 to support Operation Inherent Resolve in Syria. During his deployment, he received care packages from his colleagues in Pennsylvania and the New York Metro.

Joe said, "In such an austere environment, where comforts from home are few and far between, receiving such a thoughtful and generous surprise was nothing short of incredible. It was a real morale booster, not just for me, but for all those I was able to share the care packages with."



Giving Cancer “The Boot” to Support a Customer’s Mission and Honor a Fallen Colleague

The Houston/North Texas I&D Council partnered with their local Skanska Women's Network (SWN) chapter to once again support MD Anderson Cancer Center's annual Boot Walk. Their aim this year was to deepen Skanska's commitment to MD Anderson's mission by increasing our participation as well as sponsoring the walk.



One of Matt's favorite quotes as he was fighting leukemia was, 'You have to find purpose beyond the pain.'

Council Chair and Senior Project Engineer Eli Dupuy announced the event on a national I&D Council All Hands call. John Novak, New York's director of field operations, heard this and was touched because his former colleague Matt Lanteigne had received exemplary care at MD Anderson for leukemia, but ultimately lost his battle in 2023. John worked with leadership from Houston/North Texas, their Council and SWN to brainstorm how his New York colleagues who knew Matt could honor his memory by supporting the Boot Walk from afar.

One of those colleagues was HR Business Partner Leslie Kalucki, Matt's fiancée. John asked Leslie if she would be willing to talk about Matt's experience at MD Anderson on a Houston/North Texas All Hands call. Leslie agreed; everyone on the call was inspired to support the Boot Walk.

Leslie said, "One of Matt's favorite quotes as he was fighting leukemia was, 'You have to find purpose beyond the pain.' The Boot Walk was a perfect example of this, and I was happy to share our story."

John and Leslie then communicated the initiative to New York colleagues who knew Matt; they eagerly stepped up to the challenge. In addition to Skanska's \$5,000 corporate sponsorship, the two offices blew past their \$1,000 fundraising goal, raising over \$2,500 for the cause. On the day of the event, Texas employees and their families, aka "Team Steel Toe Striders," wore their Skanska PPE with orange ribbons symbolizing leukemia to walk in Matt's memory and support their customer's mission.



The Houston office had embraced both Matt and Leslie during their difficult time while they were in town for Matt's treatments at MD Anderson, providing support in many ways. When I heard Eli present on the Boot Walk during the national I&D Council call, I sensed a 'Better Together' opportunity. New York could support Houston in their effort, and at the same time recognize both Matt and Leslie. We were happy to partner with them to make it a success.

John Novak, New York's director of field operations

Small Acts of Kindness Matter

Project Accountant Leah Power in Portland, Oregon lost her 21-year-old son Fox to substance abuse in 2018. What began as a personal act of giving back in memory of Fox grew into something larger. Leah and her family had been putting together “hygiene kits” for West Coast Sober Housing, a company that manages sober living homes. One of the homes, “The Fox Power House,” is named after her son. Her family also made kits for Cielo Treatment Center, a nonprofit that works with people with substance abuse disorder.

Word of Leah’s acts of kindness spread to her fellow Community Involvement Committee members and then to the I&D Council, who were exploring ways to support at-risk LGBTQ+ youth. These youth, as well as individuals with substance abuse disorder, may be experiencing homelessness, lack necessities and feel isolated. The two Skanska groups decided they too wanted to contribute hygiene kits and partnered with Cielo Treatment Center, as well as Central City Concerns and New Avenues for Youth, nonprofits that serve individuals experiencing homelessness and the LGBTQ+ community.

The groups invited Portland colleagues to assemble the hygiene kits, which included basic toiletries like soap, a toothbrush and paste and nail clippers. Participants also hand-wrote encouragement cards for each kit. The groups delivered a total of 342 kits to the three nonprofit organizations and soon after received thank you cards in return.



Thank you for the ♥ + Compassion xoxo
 people like you in the world. you make a difference + I
 appreciate you.

Thank you so much it is
 very highly appreciated.
 -Sonni.

THANK YOU FOR
 ALL THAT YOU DO!
 IT IS MUCH APPRECIATED.
 😊 BEST REGARDS,
 MARY

THANK YOU SO
 MUCH! I still have
 the note that came
 in my bag & read
 it daily!

THANK YOU
 FOR EVERYTHING
 YOU DO!
 -MARTIN



THIS BAG SAVED ME
 DURING MY FIRST
 DAYS/WEEKS IN SOBRIETY,
 ESPECIALLY THE RAZORS
 & SHAMPOO, AND YOUR
 NOTE. THANK YOU FOR
 YOUR HELP! ... CHRIS

Thank you so much for all
 of your support. It's the little
 things that make the biggest
 differences! -Cheyenne

WE TRULY APPRECIATE
 WHAT YOU ALL ARE DOING
 FOR THE PEOPLE WE HELP.
 THESE BAGS MAKE A BIG
 IMPACT. THANK YOU! LOVE, I-SANE

”

People in the LGBTQ+ community, as well as those dealing with substance abuse, may be experiencing homelessness, feel extremely alone and can have low self-worth. Receiving a hygiene kit helps them feel like they can have a fresh start and that someone cares. We've heard that the encouragement card is the most important item in the kit and some recipients read their card daily. The fact that Skanska supports and encourages us to take care of our community, and my colleagues also want to help, are some of my favorite things about working at Skanska.

Leah Powers, Project Accountant



Safety and Wellbeing

Inclusive Safety Planning and Education Leads to a Safer Workplace for All

We strive to advance Environmental, Health and Safety (EHS) education and integrate different perspectives, such as those of our trade partners, into our EHS processes and decision-making. This way, we cultivate a more comprehensive approach to risk assessment, identify potential hazards more effectively and develop more robust safety strategies. Importantly, we create an environment where all individuals feel secure and included.

Our 2024 Safety Results

2,936

Executive site safety visits

515

515 Skanska USA employees
certified in Mental Health
First Aid to date

Committed

to a construction CEO Advisory Council to help improve mental
health across our industry



The Green Sticker: Spotted on Over 500 Hard Hats

Skanska's Green Sticker Program is part of our Mental Health First Aid (MHFA) initiative. This program aims to de-stigmatize mental health issues and create safe spaces for employees to discuss their mental health concerns. With our focus on education and raising awareness of help and resources, together we can keep one another safe.

Skanska and our Green Sticker Program were awarded the Advancing Change Award at Advancing Women in Nashville's Advancing Innovation Awards, which recognizes organizations changing the workplace and community for the better. Through our Green Sticker Program, employees across the U.S. are creating safe spaces for their peers who might need support, embodying our Care for Life value when it matters most.



Inclusive Efforts to Maximize Participation and Impact

Not all trade partners have the resources to offer formal safety training, so Skanska regularly offers it to our trade partners and through partnerships with community colleges and trade schools. On site, we offer Care for Life training, hazard awareness training and project orientations in both English and Spanish to ensure maximum participation and impact.

At our Virginia State University Academic Commons Building project in Petersburg, Virginia, Senior EHS Manager Julio Delgadillo and Assistant Project Manager Sam Villalobos saw Hispanic Heritage Month as an opportunity to offer a free, elective OSHA 10-hour Safety Training course in Spanish, which Julio had done twice previously.

“When workers are instructed in their native language, it greatly improves their comprehension and retention of the material. This understanding is key in preventing safety incidents. It also improves worker morale when they know that, not only their employer, but also their employer’s construction manager, is accommodating their needs and investing in their professional development so they can advance in our industry,”

The two, five-hour sessions were held at the jobsite trailer, with both Julio and Sam teaching the course in Spanish. All handouts, presentations and videos were also in Spanish. Attendees were very engaged and asked so many questions that Julio and Sam had to make sure the agenda stayed on track. Each participant received a Spanish OSHA 1926 Construction Industry January 2024 book and certification card upon completion.

Participant Viviana Vazquez Ortiz said, “My experience in the OSHA 10 class was incredible and the best part is that it was in Spanish. The instructor Julio explained everything well and taught us the rules, workers’ rights and how to look out for our own safety as well as others.”



Vendor Collaboration to Offer Inclusive PPE

Through advocacy efforts by EHS leaders like Mindy Uber, Project Controls + Analytics Manager Ashley Lane and National Director of Inclusion and Partnerships Kelly Daige, Xena Workwear became part of Skanska's preferred partner program, offering discounts to Skanska colleagues, helping make jobsites safer by improving access to PPE specifically designed for women.



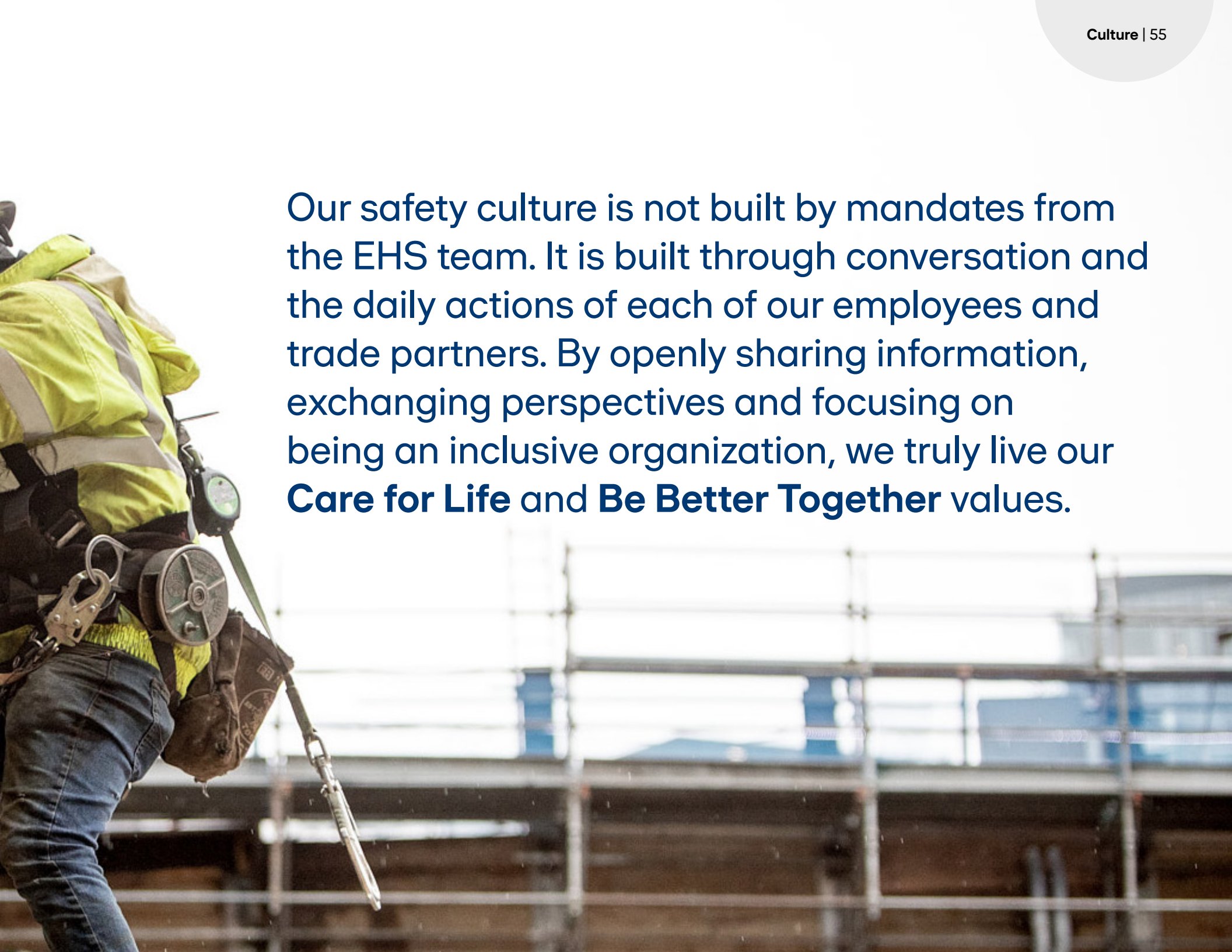
Joining Forces to Help Combat Construction Worker Suicides

Since 2019, we've partnered with the American Foundation for Suicide Prevention to create construction-specific resources for our employees and subcontractors as well as enhance awareness and understanding around suicide, attitudes and beliefs about mental health, and available support. **Today, we are one of several founding members to join the CEO Advisory Council to guide an industry-wide effort to lower construction's high rate of suicide among workers through industry-specific programs and resources.**

Resources to Support our Whole-Person Approach to Safety

Mental and physical health are equally important to overall health and wellbeing. Many factors affect our wellbeing and ability to show up ready for work each day, from parenting to work life balance and financial health. As part of our commitment to Care for Life, Skanska has adopted a whole-person approach to safety that recognizes health and wellbeing as critical aspects of jobsite safety. In addition to Skanska's comprehensive benefits program available to employees, we also provide access to qualified medics on many of our project sites. These medics are a resource for the entire jobsite and provide support in a variety of ways. They regularly conduct jobsite walks, getting to know the trade partners and opening a dialogue so that everyone is aware there is someone they can speak with who can help connect them with the appropriate support and resources.





Our safety culture is not built by mandates from the EHS team. It is built through conversation and the daily actions of each of our employees and trade partners. By openly sharing information, exchanging perspectives and focusing on being an inclusive organization, we truly live our **Care for Life** and **Be Better Together** values.



Community

Skanska invests in the communities where we live and work because it's the right thing to do—for society and our business.

Guided by our values, we strive to listen first to better align our strengths with opportunities that support long-term relationships and resiliency. We see authentic and longstanding partnerships as the key to supporting both the needs of our local communities and United Nations' Sustainable Development goals. By engaging authentically with our neighbors and customers, we honor the “why” of what we’re building.

Our 2024 Community Results

Skanska’s dedication to collaborating with customers and partners to strengthen the communities where we live and work is foundational to who we are. These personal and financial investments empower tangible and lasting impacts.

\$2.2M

Donated to our communities

\$135K

Gifts in kind

15,336

Employee volunteer hours

\$3.7M

Total financial contribution to our communities



The Community Foundation of Middle Tennessee

Our Teams Build for Inclusive Education

Portland State University Vernier Science Center – Portland, OR

The 90,000-SF renovation of Portland State's science center is an inclusive hub for science, technology, engineering and mathematics (STEM) with contemporary labs, classrooms and learning spaces that support exploratory and authentic research experiences. The design, based on input from students, faculty and staff, features culturally affirming spaces that make science programs accessible to all.



This project is a great testament of what building for a better society really is.

Troy Boardman, Senior Superintendent



Watch here.

Inspiring Girls To Dream About Engineering

In February 2019, Mike Zeppieri, vice president of emerging technology, helped plant some seeds. These seeds grew into a love of science and math and empowered his children to grow in confidence and curiosity. On that day, Mike brought his daughters to the office on Introduce a Girl to Engineering Day. As an emerging technology leader and a dad, the initiative is close to his heart. Also known as Girl Day, the annual event is part of Engineers Week to show girls how engineers change our world. The National Society of Professional Engineers and Discover Engineering cosponsor the event to inspire girls to pursue STEM careers and build their confidence in their problem-solving skills.

"One of my favorite memories from that day was when Albert Zulp, director of emerging technology, showed them a VR demo that blew their minds," shared Mike. "They still talk about it to this day. Not only did that experience shape their minds on what they can grow up to be, it confirmed the kind of impact we can have."

Nearly six years later, Mike's daughters are still exploring STEM.

Sophia, a 14-year-old freshman, takes Advanced Placement math and science classes, and aspires to work in medical science or become a surgeon. She was recently nominated to serve as one of the presidents of her high school's Medical Sciences Club and competes on their Science Olympiad STEM team.

Christina, an 11-year-old seventh grader, is fascinated with industrial design—the engineering and aesthetics of things we use every day. She loves inventing, flying drones, building things in Minecraft or with Legos and lighting them with LED kits. She thoroughly enjoyed attending a Skanska-sponsored MassRobotics event in Boston in September of 2024. She was most inspired by the high school STEM clubs competing with their robots in the arena and wants to do the same when she gets to high school.

As Mike's daughters grow, the memories of a fun day with dad at the office have grown into a passion for science and math. Here's to every day being Girl Day.



Christina with Director of Emerging Technology Albert Zulp



Sophia on that magical day in 2019



Christina at the Boston Science Museum



Sophia building a STEM kit in the early days of the COVID quarantine

Partnering Inside and Out

Kelly Daige listened and learned a lot during her first year as national director of inclusion and partnerships. With intention and focus, she translated her job description into business-directed, actionable plans by leaning on relationships formed during her decade serving in other areas with Skanska while fostering new ones. She built a foundation.

"My role is focused on partnering with the communities where we live and work. I spent some of my first year trying to put my arms around that. A job description is words on paper, but how could I make that real for our business?"

Kelly engaged with teammates in various roles and asked probing questions to find real answers.

"What do our communities actually need? What do our teams need to effectively engage those communities?"

During these strategic conversations, Kelly reinforced that she's eager and able to support our teams on several fronts. **After researching over 60 current and potential partnerships, she developed a dashboard to facilitate more cohesive and unified efforts across our many offices. Kelly also partnered with team members to attend 12 national events, including industry career fairs and conferences.**

"I wanted us to show up and engage in the right way. Going beyond sponsoring events to really investing in our people—I see the events as a learning and development opportunity for Skanska employees who normally wouldn't get the chance to attend."

Another 2024 highlight for Kelly was working closely with our business development teams and account managers on 11 key pursuits where she played a pivotal role in several project wins.

"It was productive to work together during the early stages of project pursuits to research communities and stakeholders, finding different paths of connectivity that are out-of-the-box thinking. It's clear that this work takes a team. Our progress is a result of Skanska being open to applying a new way of thinking about our work and community partnerships. All our team members and leadership play a crucial role in driving inclusion and I'm looking forward to working together to win new business and strengthen our communities. I'm eager to continue to push boundaries and drive impactful change together—in 2025 and beyond."



I wanted us to show up and engage in the right way—going beyond sponsoring events to really investing in our people.

Our Teams Build to Revitalize Communities

Harris County
Riverside Hospital Renovation
Houston, TX

The 20,772-SF historical renovation project in Houston's Third Ward neighborhood includes a 100-year-old hospital building as well as a nursing school and utility building, all of which are on the National Register of Historic Places. This facility was the area's first black-serving hospital and nursing school and holds a significant place in the history of Houston's black community and its medical community.



Watch here.



This project is more than a renovation. It's a revival of history and a commitment to the future of public health in Harris County.

Commissioner Rodney Ellis, Precinct One – Houston, Texas

Impact Beyond Subcontractor Engagement Spend

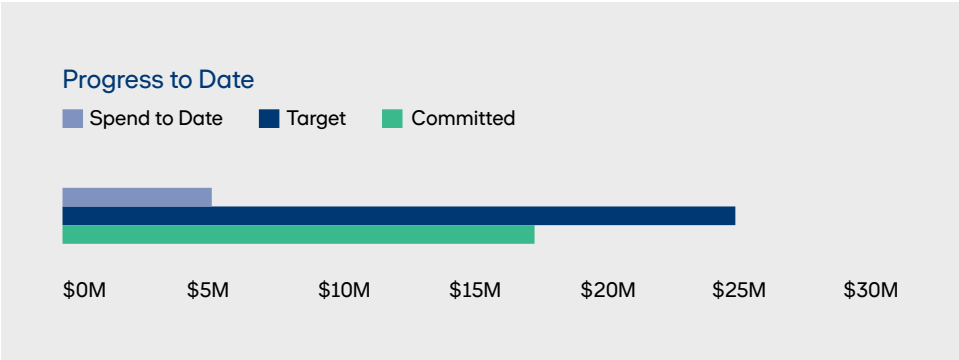
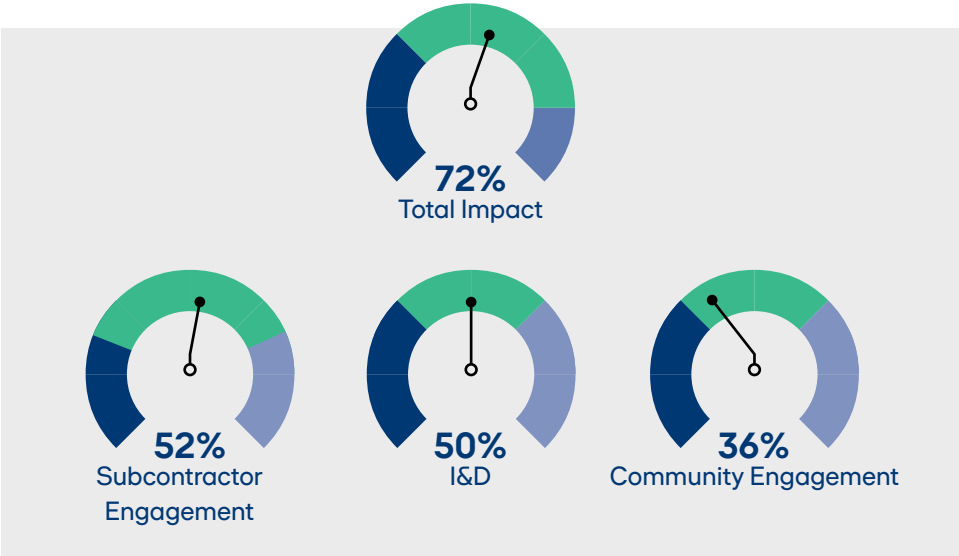
It's the construction version of a tree falling in the woods: are we making an impact on I&D even if the results don't show up in a construction project's tracked data? According to our team on a manufacturing facility project near Boston, the answer is a resounding "yes."

"The typical way of measuring a project's I&D impact is through spend metrics like subcontractor engagement," said Daniel Lanneville, SVP, account manager. "When our client challenged us to look beyond spend, a lightbulb went off. There were many things that could be hugely impactful to local businesses and the community. Just because we didn't have metrics in place to measure them didn't mean we wouldn't be making an impact."

The project team created a strategy to prioritize impact in three areas—subcontractor engagement, I&D and community engagement. For each of the three pillars, teams composed of our employees and trade partners identified impactful actions and a point scale to quantify each based on impact level. High-impact actions, for example, include supplier open houses and internships for students. The teams established total point targets for each pillar, with progress continuously tracked through their **Three Pillars Dashboard** (example shown at right).

"If we helped a supplier get certified with the Massachusetts Supplier Diversity Office but that supplier didn't get a contract for this specific project, there's still an impact that wouldn't show up in our spend metrics," Daniel said. "This company is now in the state's database, which could greatly impact the company and community."

Three Pillars Dashboard



Subcontractor Engagement Commitments and Spend				
Committed	Overall %	Target %	Spend to Date	Target
\$16,993,065	6.94%	10.00%	\$5,727,214	\$24,494,560

Women Building for Women

In honor of Women in Construction week in March 2024, 10 female employees from our Philadelphia, Pennsylvania, office donned hard hats and work gloves to help build homes for single mothers and their children as part of Habitat for Humanity's Women Build event.

Their involvement was a collaboration between the Philadelphia office's Community Action Committee, I&D Council and SWN, with the volunteers spending one day working on two of the four houses being built during the event. EHS Coordinator Bonnie Hill put in additional time to help the project meet its deadline.

"Growing up in West Philadelphia, I was accustomed to seeing both the economically disadvantaged and individuals experiencing homelessness on a regular basis," said Bonnie. "While any efforts I could take are only temporary and not a real solution to the problem, volunteering for Habitat for Humanity gives me the satisfaction of knowing I extended myself to do a good deed."

She adds, "There were many benefits to getting involved in this project. The standouts would be on-the-job training in craftwork like insulation and carpentry; the bonding between the experienced craftspeople and the volunteers; and the knowledge that four hardworking, deserving families in need would be getting beautiful new homes and a fresh start."



Skanska supports Women Build in other markets:

In Tampa, a 15-member team raised more than \$15,000 for Habitat Hillsborough Women Build.

Standing L – R: Preconstruction Manager Mary Judge, Director of Project Accounting Erica Williams, Senior Project Accountant Elizabeth Thompson, HR Business Partner Jamie Grasso, VP of Operations Rebecca Pizzi and EHS Coordinator Bonnie Hill.

Kneeling L – R: Marketing Coordinator Indira Santiago, Director of Preconstruction – Electrical Colleen Demark and Senior Program Engineer – SIS Nicole DiGangi.

Not pictured: Cost Engineer Kat Wersits.

Career Revolution Starts with a Sawhorse

Not all learning happens at a desk. For many of us, the most effective learning happens by doing—this was the case for 10 Seattle Public School students who studied under four Skanska carpenter foremen. Together, they built two outdoor canopy structures at a city park.

The project was a collaboration between Skanska and Sawhorse Revolution, a Seattle nonprofit that fosters confident, community-oriented youth through the power of carpentry and craft. Working from a design created by the youth with professional architect mentors, the team met every Wednesday after school for 12 weeks. The students learned construction basics under our foremen's guidance while building both a teaching space and plant hardening structure at Rainier Beach Urban Farm and Wetlands.

Members of our Seattle office staff brought the crew food each week and spoke to the students about the construction industry, the varying types of careers in the office and field, and the many benefits and opportunities that come with each career path. **We also worked with our suppliers to secure donated tools and other equipment when a Sawhorse Revolution storage facility was robbed.**

"This collaboration was unique in its depth," said Erin Ingle, development director, Sawhorse Revolution. "While we've had builders guide students and teach processes throughout the build phase of our design-build projects, the buy-in from Skanska was much deeper and more holistic."



Staff from Sawhorse Revolution and Skanska join some of the students who built the outdoor classroom.



The outdoor classroom and plant hardening structure will help Rainier Beach Urban Farm and Wetlands fulfill its mission of growing food, fostering community and restoring the wetlands.



The carpenters they sent our way were beloved, very skilled and student-oriented. The students stayed busy, worked hard and told us they were learning a lot and enjoying their time. A few of them were interested in careers in architecture, engineering and construction, and this gave them a larger perspective of those fields.

**Erin Ingle, development director,
Sawhorse Revolution**



Sustainability

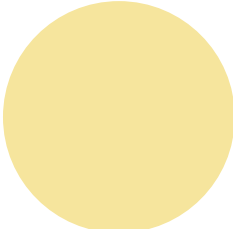
Guided by our Care for Life core value, we strive to be a responsible business that protects both people and planet. A built environment that supports healthy living beyond our lifetime depends on inclusion and collaboration as we work in concert with municipalities, customers, partners, competitors and neighbors to build sustainable cities, economies and communities.

Working Together to Build a Healthy Future for All

An online Supply Chain Sustainability School platform that covers compliance, subcontractor engagement, sustainable procurement and more is live. Skanska is a proud founding partner of this global effort to provide contractors and manufacturers free educational resources for a more resilient future.

While many sustainability efforts target the environmental impact of carbon emissions, public health is also an essential consideration in any carbon reduction strategy. The effects of climate change—including the heat island effect, air pollution and acute climate disasters, like wildfires and hurricanes—pose a substantial risk to human wellbeing. Marginalized communities are often the most affected by these climate impacts, creating large disparities in health outcomes.

To ensure that future sustainability efforts include considerations for public health, we joined the Centering Health Equity in Climate Action initiative, facilitated by Businesses for Social Responsibility. This year, we will engage in cross-sector collaboration to develop solutions and provide resources to communities most in need. By partnering with leading organizations in healthcare, technology and climate research, we can center our sustainability strategy around the human impact of climate change and work together to build a healthy future for all.



The Supply Chain Sustainability School has established a solid reputation in the UK, Ireland and Australia having trained more than 137,000 individuals since its inception in 2012. The same dedicated team aims to replicate this success in the U.S., facilitating collaboration and knowledge sharing among industry professionals.



The school will offer access to hundreds of accredited online training sessions and valuable e-learning resources. Contractors and manufacturers alike will benefit from having a level playing field in terms of access to education, case studies and other resources that guide the whole supply chain toward greater resilience.



As a Founding Partner of the Supply Chain Sustainability School, we are thrilled to support its launch in the United States. This initiative will equip our industry's supply chain with invaluable tools and resources to drive sustainability forward. By collaborating with other industry leaders, we are committed to enhancing the skills and knowledge of our workforce to address the sustainability issues of today and the future.

Myrrh Caplan, SVP – Sustainability

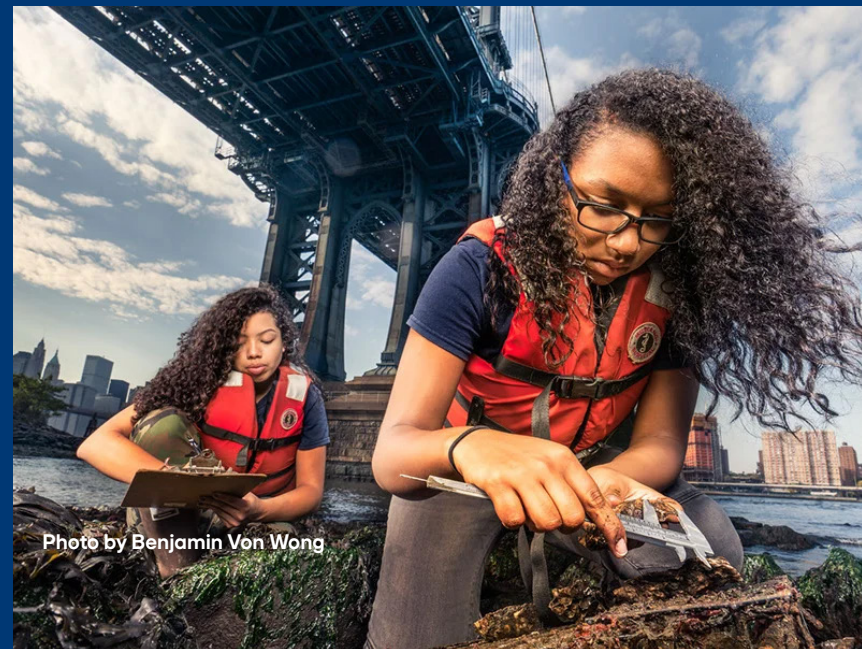
Partnering with NYC's Harbor School To Empower Young Innovators

In addition to building numerous industry-leading, city-shaping projects in NYC, Skanska is building relationships with local schools and students. One of these partnerships is with the Urban Assembly New York Harbor School.

The public high school, located on Governors Island, works to connect its curriculum to the water and prepare its students for maritime careers. With nearly 540 miles of waterfront, there are many opportunities to learn and innovate. **Billion Oyster Project, a Skanska-supported initiative, is one of these opportunities where students can put their education into action to help restore oyster reefs in New York Harbor.** Students have also worked on underwater remotely operated vehicles (ROV) that they've entered in competitions. When Skanska was researching which ROV to purchase for our projects, we consulted with the students for their thoughts and recommendations.

To support the school's mission and workforce development, Skanska provided targeted educational opportunities by offering two internships across three local projects during the summer. One intern was placed on our Equinor South Brooklyn Marine Terminal project, while the other was on NYCEDC's East Midtown Greenway and Tompkinsville Esplanade projects. During their time with Skanska, the interns have toured the projects and received sustainability and emerging technology training as well as hands-on learning opportunities.

Director of VDC and Emerging Technology Valeri Tzvetkov was part of the team that selected and mentored the interns. He also volunteers with the Harbor School's Robotics Club. **"Collaborating with the Harbor School and their students has been inspiring. Their creativity, technical skills and passion for innovation embody the next generation of problem-solvers and it's exciting to see how they approach challenges with fresh perspectives and boundless energy."**



Bringing Healthcare, Education to Communities Needing it Most

In historically economically disadvantaged communities in North Carolina's eastern Wake County, two of our projects are boosting access to quality education and healthcare while providing economic opportunity to diverse businesses.

At the new Wake Technical Community College's Wake Tech East location, our team designed and built the site's infrastructure as well as an award-winning central energy plant that combines sustainable function with a form that engages both students and visitors. Color-coded mechanical systems, a glass-enclosed control room and a classroom with clear sightlines turn the plant into a teaching tool for studying integrated systems.

Students and the public also can learn about sustainable energy production, as the plant's geothermal system uses a third less energy and emits 50 percent less carbon than traditional boilers and chillers.

"Beyond technical expertise, we chose Skanska for our first design-build project because of the company's understanding of the local market and its strong partnerships with diverse businesses," said John Majernik, director of energy, sustainability and transportation for the college. "We had a target of 10 percent participation for historically underutilized businesses, and Skanska came in at 22 percent."

About 10 miles away, we've already almost doubled the customer's 10 percent goal for small, diverse and other historically underutilized business participation on a facility that we're constructing on the new Wake County Health and Human Services Campus. The new campus is closer to communities most in need of services as well as closer to public transportation. The building we're constructing will house a children's clinic, women's health clinic, childcare center, dental clinic and other high-quality healthcare and social services.



Above: The new Wake County Health and Human Services Campus will increase accessibility to social, health and economic assistance. The project has won 11 awards to date.

Left: Among its many honors, the Wake Technical Community College project earned the prestigious 2023 Green Globes Project of the Year Award from the Green Building Initiative®. It was also the first project in North Carolina to be four Green Globes® certified.



Subcontractor Engagement

Skanska's Subcontractor Engagement team promotes inclusive procurement policies and conducts extensive outreach to provide small, minority-owned and historically underutilized businesses with access to subcontracting opportunities on our projects.

Once projects are underway, these dedicated team members implement transparent tracking and reporting, so they can measure impact, drive accountability and ensure compliance with our customers' subcontracting goals.

Our 2024 Subcontractor Engagement Results

22

Offices supported

15

Dedicated subcontractor
engagement roles

100+

Projects with owner-
imposed participation goals

\$2B

in contracts awarded to small, minority-owned and
other historically underutilized businesses



A Year of Progress and Impact

Throughout 2024, Skanska's Subcontractor Engagement team continued to make significant strides on our journey to integrate inclusive business practices up and down our supply chain. Led by National Director of Subcontractor Engagement Joycelyn Yue, this 15-member team works with regional leadership, business development and other internal stakeholders to expand opportunities for small, minority-owned and historically underutilized businesses in all 22 of the geographic areas where we build.

This year, our Subcontractor Engagement team focused on two key objectives: equipping our project teams with comprehensive, formalized strategies for outreach and inclusion, and continuing to engage directly with diverse subcontractors and suppliers. Together, these actions have ensured that everyone from our subcontractors to our Senior Leadership Team has the tools they need to create more inclusive and diverse jobsites.





Our Subcontractor Engagement Team's Objectives

Three key focus areas guide our behaviors and form the foundation of our Subcontractor Engagement team's approach.



Inclusion

Expanding the diversity of the businesses on our jobsites and in our internal procurement efforts.



Development

Supporting subcontractor development and education through structured training programs



Outreach

Forming partnerships with local, regional and national business advocacy organizations

Against All Odds: Overcoming Barriers in NYC

In the specialized world of marine construction, few diverse businesses have the capacity, capabilities and equipment to complete in-water work. So, when the New York City Economic Development Corporation (NYCEDC) set a high target for awarding a substantial portion of the East Midtown Greenway (EMG) project's total contract value to minority and women-owned business enterprises (MWBEs), Project Executive Joe Cepiel, Project Director Rob Reid, and the project team knew they had a challenge ahead of them.

The Challenge

Part of the total contract value on the EMG project was dedicated to the fabrication and installation of large-scale, highly unique precast concrete elements. However, even after extensive outreach, Joe and Rob and the project team could not find a single MWBE firm capable of fabricating and installing these pieces.

The Solution

The project team and the Subcontractor Engagement team understood that securing the same level of commitment from the owner and the region's leading marine contractors would be key to finding a solution. Ultimately, through close collaboration, all parties came together to engage as many certified and qualified MWBE sub tiers as possible. The following strategies were utilized:

- NYCEDC recognized the value of awarding work to diverse businesses and encouraged us to award subcontracts based on bidders' lower-tier MWBE plans in addition to their cost proposals.
- One of the region's largest marine contractors who was ultimately selected for this work, Trevcon Construction, was aware of our MWBE goal and engaged with sub tiers. To help meet our goal, they engaged an MWBE firm to engineer, procure, deliver and install the precast concrete elements.

"The newly unveiled East Midtown Greenway and second phase of Andrew Haswell Green Park stand as a testament to the power of community and interagency collaboration for urban development. From the innovative pedestrian walkway to the revitalized landscaping with an artistic touch at Andrew Haswell Green Park, these transformative projects continue to further the city's efforts toward completing the Manhattan Waterfront Greenway."

—Sue Donoghue, Parks Commissioner





Year One: Skanska's Inaugural Excellence in Construction Leadership Program (ECLP)

In last year's report, we introduced plans for the company-wide rollout of Skanska's Excellence in Construction Leadership Program (ECLP), a nomination-based initiative that offers executives from small, minority-owned and historically underutilized businesses the opportunity to form mutually beneficial partnerships with their peers and executive-level counterparts at Skanska.

While the ECLP was launched in Q4 of 2023, the program began in earnest in Q1 of 2024. Our inaugural cohort features 14 participants representing firms from 13 states and a variety of industries like general contracting, architecture and HVAC. In October 2024, we invited executives from the cohort to formally kick off the program with a two-day, in person development session in Atlanta, Georgia.

Skanska executives—including USA Building President Clay Haden—joined the cohort in Atlanta, where they engaged in a variety of presentations, conversations and team-building activities. This face-to-face, executive-to-executive engagement was extremely important to participants like CEO of Waste Water Industrial Solutions LLC Virginia Murphy, who was grateful "to have the presidents and the leaders of the organization sit down and say, 'Hey, we're here to support you. What do you need? What do you need from us to help develop your business?'"

 **[Click to learn about our ECLP program.](#)**

The newly formed relationships between Skanska's executives and ECLP participants are only just beginning to blossom. These connections are meant to be ongoing, and we are committed to nurturing and developing these relationships over time.



 **[Hear from ECLP participants about the impact of our program so far.](#)**



ECLP Cohort Workshops

A Warm Welcome from Clay Haden

USA Building President Clay Hayden was the first one through the office door because he felt it was important to personally greet each participant as they stepped off the elevator. This warm welcome set the tone for the event and demonstrated Clay's commitment to our ECLP partners.



Collaborating with GMs

During this dynamic roundtable session, participants were intentionally matched with Skanska general managers (GMs) to solve fictionalized construction scenarios based on real-world challenges and present their findings to the group. Participants and GMs gained valuable insight from one another, highlighting the mutual benefits of executive-level collaboration.



Breaking Bread with Skanska's Top Leadership

Clay joined members of the cohort during breakfast and lunch, answering participants' questions such as, "What kind of leader do you want to be?" These candid and engaging conversations brought everyone closer together, and participants remarked that this was their first time ever "breaking bread" with a company president.

Setting a New Standard for Executive-Level Engagement

Representatives from a leading Fortune 500 company attended the ECLP Reception, giving up-and-coming executives a unique opportunity to gain firsthand insight about what such a company looks for in their construction partners. These representatives took notice of the thoughtful and impactful way that Skanska's leadership engaged with our ECLP partners, and they invited Joycelyn Yue to speak about the importance of exposure and leadership involvement at their annual General Contractor Forum.



ECLP Connections Lead to Real-World Results

Reggie and Tanora Polk founded Polk & Associates Construction in Nashville, Tennessee in 2011, and as a first-generation construction company, they have taken advantage of every opportunity to ensure the long-term growth of their business. One of those opportunities was Skanska's Construction Management Building Blocks™ (CMBB) program, which Reggie Polk graduated from in 2015. Polk & Associates was one of a few firms selected to participate in ECLP, and Reggie joined the in-person kick-off event.

"Skanska has provided tremendous resources for our company as we continue to advance our focus on growth, scalability and sustainability," Reggie said in a recent *Nashville Post* article. He added, "Having the opportunity to come together with similar organizations across the country to discuss best practices in leadership, we are building lasting networks that aid one another in our journey as small businesses. I look forward to continuing to learn from my peers and work with Skanska on the abundance of opportunity Nashville has to offer."

Reggie didn't have to wait long for one such opportunity to arise. Shortly after being selected for the ECLP, Reggie connected with Mendy Mazzo, Skanska's corporate senior vice president of national business development, and expressed his interest in an open position on the Nashville State Community College Foundation Board of Trustees. Mendy facilitated the required introductions, and Reggie is now an active board member. Her availability, follow-through and willingness to share her contacts demonstrate the true value that the ECLP provides to its participants. Additionally, Reggie Polk is mentored by Cincinnati office's Executive Vice President and General Manager, Chris Hopper, and Polk & Associates are currently engaged with the Nashville office on a significant pursuit.



Skanska has provided tremendous resources for our company as we continue to advance our focus on growth, scalability and sustainability.

Reggie Polk, Owner, Polk & Associates Construction



Continued Success: Construction Management Building Blocks™

Since the first Construction Management Building Blocks course was offered in 2007, this free, 10-week training program has become a staple of Skanska's approach to Subcontractor Engagement. While the course content has evolved significantly over the last 18 years, the goal of CMBB has remained the same: to equip small, minority-owned and other historically underutilized businesses with the knowledge and tools to thrive in the construction industry.

96

CMBB Graduates

98

Attendees

87

Businesses

2024 Subcontractor Engagement Recap

2024 CMBB Metrics

Oregon

28 Attendees
20 Graduates
24 Businesses
19 Graduated Businesses
23 Skanska Speakers

Washington

18 Attendees
14 Graduates
14 Businesses
12 Graduated Businesses
23 Skanska Speakers

New York

18 Attendees
18 Graduates
18 Businesses
18 Graduated Businesses
16 Skanska Speakers

Florida

USF Mentor Protégé Program
18 Graduates

California

25 Attendees
17 Graduates
24 Businesses
17 Graduated Businesses
23 Skanska Speakers

Arizona

9 Attendees
9 Graduates
7 Businesses
7 Graduated Businesses
23 Skanska Speakers

Opportunity

Our commitment remains strong. We will expand our focused, thoughtful efforts to evolve our business, attract and retain top talent, and support our people, partners and communities.

One of our focus areas for 2025 will be inclusive leadership—making sure our leaders know how to engage people the right way and can also see an individual's potential, provide them opportunities for development, and make them the best they can be within the context of our teams.



Local Development

Supported by our National Director of Culture and Engagement Ayesha Adams, our I&D Councils will develop and implement goals that align with their local needs and priorities:

- Enhancing workplace inclusion
- Engaging with their communities
- Collaborating with internal groups like Skanska Women's Network, local Community Investment Committees and the Veterans Working Group



Workforce Development

With efforts led by our National Director of Inclusion and Partnerships Kelly Daige, we will continue working with industry-aligned organizations, locally and nationally. A top priority—workforce development:

- Changing perceptions about construction
- Upskilling and retaining the existing workforce
- Expanding engagement efforts at industry-aligned conferences and recruiting events
- Working closely with trade schools and connecting with community organizations to strengthen relationships



Resource Allocation

Through these internal and external efforts and partnerships, we will:

- Provide more and better resources and support to our people
- Continue participating in global forums and initiatives
- Strengthen the connection between our business units in the U.S. and globally to share knowledge and best practices along our I&D journey



Inclusion takes everyone. It means that every team member is participating, and their creativity and talent are recognized and brought to bear. This is why a focus area for our business is inclusive leadership.

Our leaders must be able to support their team members by recognizing and cultivating their unique skills; removing barriers to their success; and ensuring they are included and heard. This type of leadership encourages individuals to lean on one another and work collaboratively, which leads to high-performing teams.



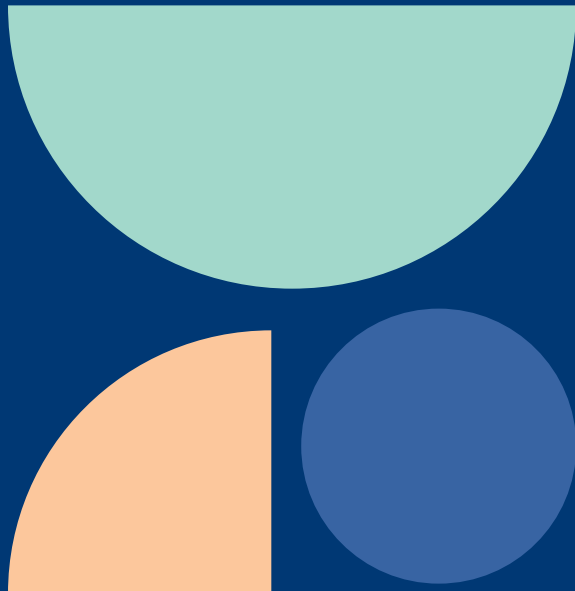
I truly believe we're **better together** and that this is how we will deliver on our purpose, to build for a better society.

– Clay Haden, Business President, CEO
Skanska USA Building

ACKNOWLEDGEMENTS

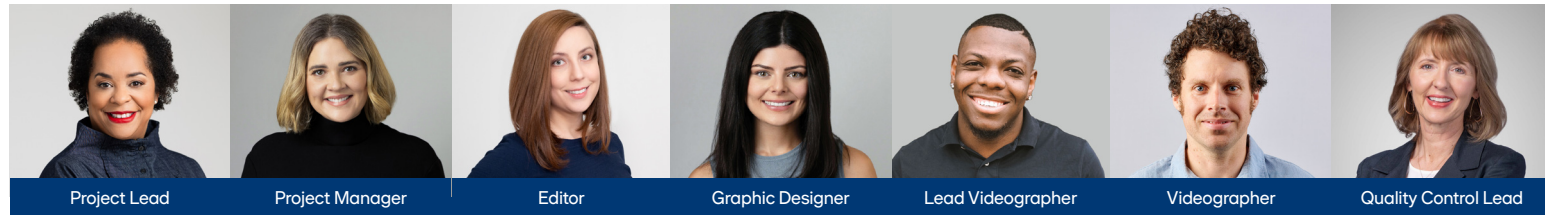
Thank You

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.



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



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Our Inclusion Commitment

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