



SWINERTON 

2020 CSR REPORT

PROFILE AND PERFORMANCE | RESPONSIBILITY | INCLUSION | DEVELOPMENT | ENVIRONMENT

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INTRODUCTION



LETTER FROM THE CEO

Each of our employee-owners has a hand in building Swinerton's future. As we emerge out of a global pandemic and a year that was anything but predictable, the possibilities are promising, exciting, and limitless. What continues to give me the most peace of mind as we march ahead is the resilience, perseverance, determination, and integrity of our Swinerton team.

It takes grit and determination to be in our industry and since our earliest days as a builder, Swinerton has survived and even thrived through two world wars, the Great Depression and Recession, dynamic cultural movements, and natural disasters. Despite the challenges that 2020 put in our path, Swinerton was able to achieve major milestones across our lines of business.

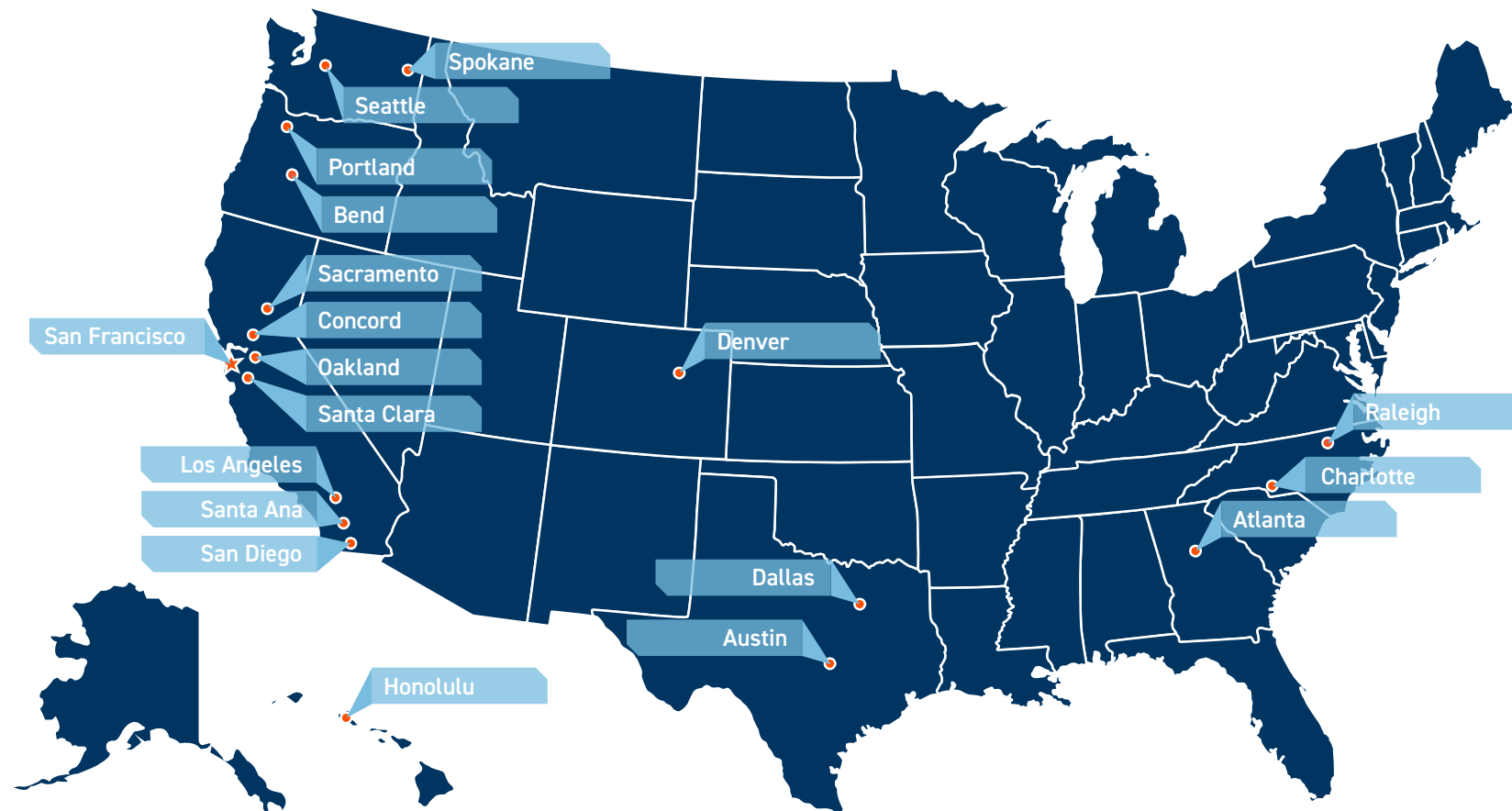
Why? Because what didn't change was the foundation of who we are. The "why" we show up to work each day remained: our vision, our core values, our 100% employee ownership. We remained a united family that's committed to building strong, resilient communities, and to building the careers of our people.

So I am very pleased to share with you today, Swinerton's 2020 CSR Report, which provides a deeper look at our profile and performance, responsibility, inclusion, development, and environment priorities. Part of our responsibility as builders is to work toward improving both the physical and psychological safety of our communities. We know that we have lots of learning and work ahead of us. Thank you for being a part of our family and on this journey with us.

YFNY—Your Family Needs You. All of our Families Need Us.

Eric Foster

SWINERTON AT A GLANCE

**130+**

Years of Being the Preferred Builder and
Trusted Partner in Every Market We Serve

534

Projects Completed in

240

Different Communities

200+

Clients Served Nationwide

4,000+

Employees Throughout the U.S.

19

Office Locations

KEY INITIATIVES



EQUITY
AND INCLUSION



COMMUNITY
INVOLVEMENT



ENVIRONMENTAL
STEWARDSHIP



PROFILE AND PERFORMANCE

COMPANY OVERVIEW

Swinerton traces its roots back to 1888, when a young Swedish immigrant formed a brick masonry and contracting business in Los Angeles to serve the growing city in its post-Gold Rush building boom. Since our earliest days building along the Western frontier, we've survived and thrived through two world wars, the Great Depression and Recession, dynamic cultural movements, natural disasters, and two pandemics. Our exceptional craftsmanship has helped us create celebrated landmark projects throughout the West and beyond.

Today, Swinerton is comprised of Swinerton Incorporated and its affiliates, including Swinerton Builders, SAK Builders, and SOLV. Swinerton Builders, our largest affiliated company, is made up of thirteen divisions, including Swinerton Renewable Energy—a leading EPC provider in the United States—and Swinerton Management & Consulting—a consulting firm that provides a wide-range of capital improvement program, project, and construction expertise. The company still operates under California contractor's license number 92—the one it obtained in 1927 when the state first began issuing licenses.

Swinerton has over 4,000 employees from coast to coast, building communities from the Space Needle in Seattle to the Hawaiian Islands, and from the peaks of the Rocky Mountains to the shores of the North Carolina coast.

PRIDE OF OWNERSHIP. PEACE OF MIND.

We know what tomorrow can bring because we've seen thousands of tomorrows. Founded in 1888 and built on a foundation of integrity, trust, and collaboration, we continue to capitalize on new opportunities.

We are, and will remain, a 100% employee-owned company. This personal investment drives our commitment to provide peace of mind in everything we do and to those we serve. Regardless of the scale of work or the challenges that come our way, excellence is always our standard. We are prepared to shape what comes next.



FINANCIAL STRENGTH

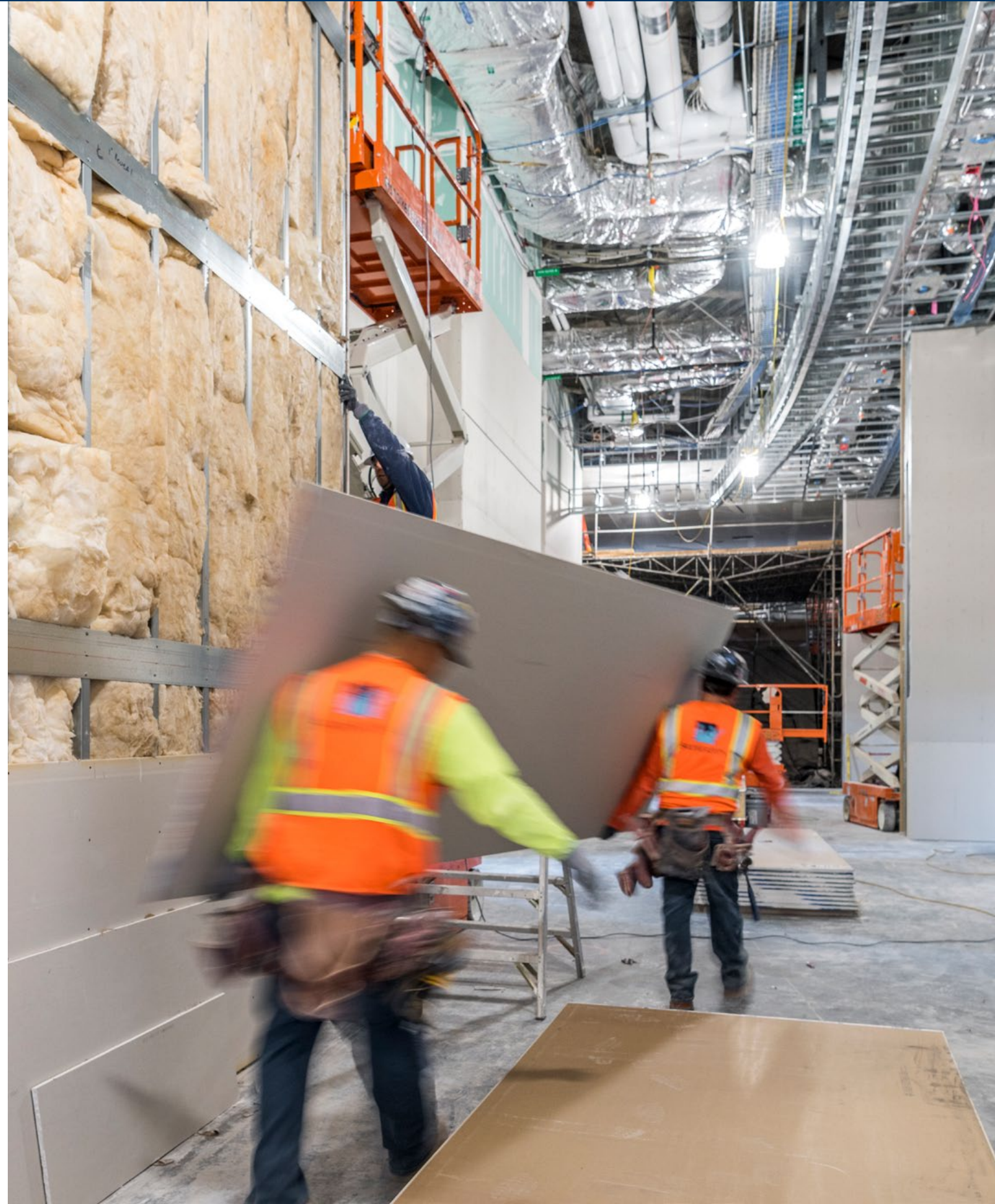
The immediate horizon and future of Swinerton looks bright following a year that was anything but predictable.

In 2020, overall revenues were approximately \$4.8 billion. Sales for the year topped \$5 billion and we entered 2021 with a backlog of approximately \$4.6 billion. 2020 was a very strong financial year and provided a solid return to our employee shareholders.

Additionally, our employees eligible to participate in the Swinerton 401(k) & Savings Plan benefited from a Discretionary Retirement Plan contribution of \$13 million, or an estimated 4.75% of each participant's qualified earnings. This contribution was paid in company stock to employees' retirement accounts. The contribution made to the Swinerton Retirement Plan, including the employer match, totaled \$24 million.

Our Growth

- Announced a new Division office to be opened in New York City in 2021
- Completed a new San Diego office for Swinerton Renewable Energy and SOLV
- Performed multiple trades in every operating group
- Expanded Swinerton Renewable Energy into three states—Illinois, Michigan, and Ohio—and hit 8 GW built or under construction in 26 states total
- Promoted seven employees into Division Manager roles
- Broke ground in Charlotte, NC for our first Lindgren Development project



MARCH TO 2030

Five years ago, we established a broad and ambitious 2030 vision for Swinerton. The goal is simple—to become a national builder by expanding geographically. Our March to 2030 tenets are:

- Remain 100% employee-owned.
- Be diversified in our product line.
- Be recognized for having the best people and culture.
- Be a national organization serving our clients in our communities.
- Control project delivery.
- Have advanced data analytics capabilities.
- Have a diverse portfolio of strategic investments.
- Be the industry leader in corporate social responsibility.



2030

We will secure our own destiny and provide enduring opportunities for our employee owners in an industry cyclical in nature. By 2030 we will:

Remain 100% employee owned	Be diversified in our product line	Be recognized for having the best people and culture	Be a national organization serving clients in our communities
Control project delivery (self-perform, supply chain, design services, etc.)	Have advanced data analytics capabilities	Have a diverse portfolio of strategic investments (development services, corporate finance, technology, etc.)	Be the industry leader in corporate social responsibility

SWINERTON 

CULTURE

Since our founding in 1888, Swinerton's success has been built on a foundation of shared values. With a culture of collaboration, we work toward a common purpose: to be the preferred builder and trusted partner in every market we serve, proudly leading with integrity, passion, and excellence.

As a 100% employee-owned company, our people have a personal interest and stake in the success of every project. This ownership is the cornerstone of our unique culture.

Integrity

We say what we mean and mean what we say. If we make a promise, we keep it. It's that simple.

Leadership

We are committed to best in class, innovative and proactive solutions for our clients. We are proud to lead the way for our clients, industry, and communities.

Passion

100% employee-owned, we are relentlessly driven, accountable, and enthusiastic in the pursuit of perfection. Building is not just what we do; it is who we are.

Excellence

If we do something, we do it right. We are our own toughest critic. We use our intelligence and ingenuity to exceed expectations.



BEST-IN-CLASS

#18 General Contractor on ENR Top 400 National Contractors

#15 on ENR Top 600 Specialty Contractors List

#1 Utility Scale Solar EPC Contractor on Wiki-Solar Global Ranking

#2 Solar Contractor & #1 California Contractor on
Solar Power World Top Solar Contractors

Preferred EPC Contractor in the U.S. on IHS
Market Global EPC Providers Ranking

#1 Affiliated O&M Services Provider in North America on Wood
Mackenzie Global Solar PV Operations & Maintenance

#9 Bay Area Company for Supplier Diversity by San Francisco Business Times

American Concrete Institute's Concrete Construction Award recipient

Cleanie Award recipient for Swinerton Renewable Energy's PowerUp!
Empowered Education Program in the Navajo Nation

Champions of Change Award recipient from Weingart Center

Moss Adams/AGC Community-Service Award recipient

Ranked one of the Best Places to Work in Hawaii, Oregon, San
Francisco, Denver, Charlotte, Orange County, and San Diego





RESPONSIBILITY

ETHICS AND INTEGRITY

At Swinerton, we believe that making long-term trusted business partnerships is the foundation from which we enhance performance in the delivery of our professional services. At the heart of these partnerships is our commitment to integrity. Simply put, we say what we mean and do what we say. In every encounter we establish trust with candor and fairness.

Our Ethics and Corporate Responsibility Committee reviews and recommends to the Board and senior management objective policies and procedures that best serve the Company's interest in maintaining a business environment committed to high standards of ethics and integrity, corporate responsibility, and legal compliance.

We are committed to fostering an inclusive and respectful workplace for all and we encourage anyone to speak up if they have experienced or have witnessed any form of racism, harassment, or bullying. All employees and business partners have free, unlimited access to our third-party anonymous and confidential incident reporting system, *MySafeWorkplace*.

Our current Code of Business Ethics and other policies address the following topics:

- Forced or involuntary labor
- Child labor
- Wages, benefits, and working hours
- Nondiscrimination
- Laws, rules, and regulations
- Freedom of association and collective bargaining
- Protection of the environment
- Health and safety
- Anti-harassment
- Anti-corruption

In 2020, the Ethics and Corporate Responsibility Committee chose to partner with Ethisphere—a global leader in defining and advancing the standards of ethical business practices—to begin developing a new employee Code of Conduct in 2021.



HUMAN RIGHTS

We believe that to feel safe, respected, valued, and heard are basic rights for all our employees. We require that every employee complete mandatory training so that they can be a positive influence in the workplace. The training takes a close look at issues like harassment, discrimination, and retaliation.

In 2020, Swinerton signed the Associated General Contractors (AGC)'s Culture of Care pledge, which affirms our commitment to hire and pay based on skill and experience, regardless of ethnicity, gender identity, nationality, race, religion, sex, or sexual orientation. We retain high-performing employees by identifying and removing barriers to advancement. And we empower every individual to promote a culture of diversity and inclusion.

Additionally, Swinerton Renewable Energy joined the Solar Energy Industries Association (SEIA)'s Diversity, Equity, Inclusion, and Justice Leadership Council in 2020 to move the industry forward in creating a more just and equitable energy future.

We also support the principles in the UN Universal Declaration of Human Rights and commit to:

- A workplace that is free of abuse, bullying, harassment, and discrimination.
- Employment that is voluntary and only offered to persons over the age of 16.
- Working hours that are not deemed excessive by definition of the law.
- Compensating our employees in a timely manner.

It is our belief that employers can play a part in ensuring the health and happiness of its employees by offering competitive quality of life benefits, including healthcare, paid time off, access to counseling and support resources, life and disability insurance, flexible spending and health savings accounts, and a 401(k) & Savings Plan that includes an employer match. Employees at Swinerton also have a unique opportunity to participate in the company's Employee Stock Ownership Plan (ESOP).



HEALTH AND SAFETY

At Swinerton, safety is our number one priority. Safe construction practices are essential to on-time project delivery, and Swinerton is committed to eliminating worker injury and illness across our operations.

Our dedication to safe jobsite practices starts with a site-specific plan which anticipates ways to engineer safe methods for work-related hazards. Every person on a Swinerton project has the authority and responsibility to stop any unsafe act, work, or condition on the jobsite. By everyone actively participating in a safety program on the jobsite and engaging in the stop work process, we can reach our “Zero Injury” goal on every project.

Our Policy

Swinerton and its Partners are required to adhere to specific requirements to ensure a working environment free of recognized hazards, including:

- Develop and maintain safety programs and procedures that meet or exceed federal, state, and local laws, regulations, and standards.
- Ensure employees are properly trained and provided with the proper equipment to perform safe work.
- Encourage employees to stop any unsafe work, act, or condition.

Y.F.N.Y.

From stretch and flex breaks to team members reflecting on notable safety moments, we make safety a daily habit to ensure that everyone goes home to their families every day. Your Family Needs You (Y.F.N.Y.) is more than just a motto—it’s a way of life.



SAFETY FIRST

0.56

EXPERIENCE
MODIFIER RATE

54

CREDENTIALLED SAFETY
PROFESSIONALS
THROUGHOUT THE U.S.

5,000

HOURS OF HEALTH
AND SAFETY TRAINING
COMPLETED

FEATURE STORY: RESILIENCY AND SAFETY DURING A GLOBAL PANDEMIC

The COVID-19 crisis disrupted the industry, the markets, and the economy. While construction was deemed essential in most of the locations where we do business, we were required to adhere to strict guidelines to maintain a safe jobsite. Therefore, it was imperative that we stay abreast of the ever-evolving local and federal requirements and recommendations.

The primary drivers of our planning and decisions were always first, the health and safety of our employees and communities, and second, sustaining operations which support the livelihoods of our teams. With this in mind, we took specific internal steps to address the COVID-19 impact on our employees, clients, and partners. They included:

- Created a COVID-19 Task Force made up of executive leadership team and key department leads (e.g. legal, safety, marketing/communications).
- Created and regularly updated a robust, industry-leading COVID-19 Plan, shared internally and externally to employees, clients, and partners. The Plan was published in English and Spanish.
- Sent a twice weekly COVID-19 update email to all employees on business processes and feel good community efforts.
- Hosted weekly webinars led by the CEO and COVID-19 Task Force.
- Intranet site dedicated to updated internal processes and resources for employees.
- Swinerton.com page dedicated to informing clients, partners, community, and media.
- Community giving through The Swinerton Foundation.



UN SUSTAINABLE DEVELOPMENT GOALS

The United Nations (UN)'s Sustainable Development Goals (SDGs) are part of a multi-year strategy of the UN Global Compact to drive business awareness and action by 2030. As one of 23 U.S.-based companies in the construction and materials sector to sign the UN Global Compact, Swinerton is proud to advance the SDGs in pursuit of a more sustainable future.

4 QUALITY
EDUCATION



Goal #4 Quality Education

Swinerton believes that as an industry, it is a shared responsibility to introduce young people to the art and science of construction,

develop their leadership talents, and inspire their ingenuity. In 2020, The Swinerton Foundation funded 29 organizations which support Equitable Education. One of our most successful programs was a partnership between the Swinerton Renewable Energy (SRE) division, the Heart of America Foundation, Real Salt Lake (RSL) Foundation, and activist Mylo Fowler, called PowerUp! Empowered Education.

As one of the top three hot spots for per-capita COVID-19 cases in the country, the Navajo Nation has been faced with myriad challenges during the pandemic. An estimated 60,000 residents do not have access to power and with school closures pushing 46,000 children to remote learning, it was inevitable this group would fall behind if no one stepped in.

Together with our partners, SRE provided free resources to support critical needs in water, energy, and learning resources for Navajo Nation families. The Education Resource Packs distributed provided a lifeline to thousands of students and their families during a multi-phase response.

Through the first three phases of the PowerUp program, 1,425 students at eight schools in the San Juan School District in the Navajo Nation, Utah; 1,673 students at six schools in the Tuba City Unified School District in Navajo Nation, Arizona and First Mesa Elementary School in the Hopi Indian Reservation, Arizona; and 1,262 students at eight schools in New Mexico received education kits and supplies.

8 DECENT WORK AND
ECONOMIC GROWTH



#8 Decent Work and Economic Growth

Swinerton believes in providing economic opportunity to all, including non-traditional workers,

underrepresented minorities, and underserved populations. The Company maximizes any opportunity to obtain minority, women owned, veteran owned, and disabled veteran business enterprise (MBE/WBE/VBE/DVBE) participation in all purchasing and contract business. In 2020, Swinerton spent 16.8% of its contracting dollars with diverse business enterprises, for a total of \$592,491,153.



PowerUp! donated resources

11 SUSTAINABLE CITIES
AND COMMUNITIES**#11 Sustainable Cities
and Communities**

Swinerton's construction expertise and drive for excellence is a valuable asset to its operations and to its neighborhoods. By utilizing employee skills, experience, and talent through volunteerism with local non-profit partners, Swinerton helps build better communities that will be resilient through economic hardship, natural disasters, and the pandemic.

Although many volunteer events were cancelled because of the COVID-19 pandemic, Swinerton and The Swinerton Foundation continued to support their signature partners, including Rebuilding Together, Habitat for Humanity, and the American Red Cross. Total funding topped \$180,000 to these organizations.

The economic uncertainty that the pandemic caused put a great strain on community food banks as families struggled to keep food on the table. In support of the food banks' mission, The Swinerton Foundation donated over \$160,000 to food banks across the U.S.

15 LIFE
ON LAND**#15 Life on Land**

Swinerton supports and encourages all efforts to reduce the environmental impact of its projects. The Company has established green building practices and continually educates its clients, subcontractors, and consultants about methods that can mitigate the impact its work has on the environment.



Little Bit Building Day – Seattle



Five Keys Home Free – Rebuilding Together
San Francisco, SheBuilds, and CityBuild

Sweep the Hooch,
Chattahoochee River Keep
Organization – Atlanta



SUPPLY CHAIN

Swinerton's supply chain consists of suppliers, manufacturers, distributors, dealers, and subcontractors. All our subcontractors are required to sign a Master Services Agreement to do business with us. Swinerton's Code of Conduct, which defines standards for fair, safe, and healthy workplaces, is part of the Master Services Agreement. The Code of Conduct binds all business partners to minimum standards in the areas of ethics, human rights, labor, safety, environment, and community. The Code of Conduct is based on the Ten Principles of the UN Global Compact and the UN Sustainable Development Goals. The full Contractor's Code of Conduct can be found on our [website](#).





INCLUSION

EQUITY AND INCLUSION

In order to continue our efforts to educate our employees and encourage a more culturally inclusive environment, we established an Equity and Inclusion Council, which reports directly to the Executive Committee.

Our vision is a workplace that mirrors the diversity of the communities in which we work, at all levels of the organization, and an environment where all feel safe, respected, and able to thrive, and Swinerton leverages the strengths everyone has to offer.

Our mission is:

- Set clear diversity, equity, and inclusion goals and strategic actions.
- Recommend modifications to policies and practices.
- Accomplish organizational objectives and remove barriers in recruiting, retaining, and developing the best talent.
- Provide oversight, strategic guidance, and direction for Business Resource Groups and other internal efforts.
- Ensure internal learning and teaching opportunities.
- Act as change agents and disrupt the status quo.
- Hold our organization accountable.

In support of our internal efforts, many of our Divisions committed to and engaged with local organizations to advance equity and inclusion in the industry. Swinerton Renewable Energy worked with Solar Energy International (SEI) to establish a Women in Solar Scholarship Fund. Our Swinerton Builders team in Northern California joined the Associated General Contractors (AGC) of California's Diversity and Inclusion Task Force to help advance AGC's commitment to increase diversity, equity, and inclusion across the industry, membership, and leadership. In Oregon, we chose to partner with Urban League of Portland and in Colorado we reconfirmed our support for the Colorado Association of Black Professional Engineers and Scientists (CAPBES) to expand our recruiting efforts.



OUR WORKFORCE

	All Employees	Admin	Craft	VP Level	Board of Directors
Female	15.2% 657	26.0% 589	3.3% 68	15.9% 7	9.1% 1
Male	84.8% 3,679	74.0% 1,675	96.7% 2,004	84.1% 37	90.9% 10
Minority	56.2% 2,437	33.8% 765	80.7% 1,672	15.9% 8	9.1% 1
Veteran	3.1% 134	3.8% 87	2.3% 47	NR	NR
Ages 61+	4.8% 209	6.8% 155	2.6% 54	NR	NR
Ages 41-60	36.6% 1,589	37.9% 859	35.2% 730	NR	NR
Ages 21-40	56.8% 2,465	54.9% 1,242	59.0% 1,223	NR	NR
Ages <20	1.7% 73	0.4% 8	3.1% 65	NR	NR

NR: Not Reported

BUSINESS RESOURCE GROUPS

Business Resource Groups (BRGs) bring together employees and their allies from all Swinerton companies and locations who have a common interest or characteristic. BRG members have unique knowledge and perspectives, making them an asset to Swinerton in recruitment, retention, and development of talent.

Black Community Business Resource Group

The Black Community Business Resource Group (BCBRG) was formed in the summer of 2020. The BCBRG's vision is to change the narrative by giving an identity and voice to Black employees while promoting diversity, inclusion, and equity at Swinerton.

Currently, there are two committees within the BCBRG—the Recruitment and Retention Committee and the Awareness Committee. The Recruitment and Retention Committee works with Swinerton Talent and Executive Leadership to support efforts that increase representation of individuals of the Black community at all levels of employment within the organization; and provides advice and assistance regarding strategies to promote, learn, retain, and develop Black employees within Swinerton for leadership roles. The Awareness Committee works with the Equity and Inclusion Council to contribute to a more diverse understanding of the unique, multi-faceted aspects of the Black community by integrating history, cultural experiences, and values into Swinerton events and Cultural Conversations correspondence.

The BCBRG's first companywide webinar was held in December to educate employees about Kwanzaa. Over 100 employees attended the virtual event where BCBRG members explained the seven principles of Kwanzaa and aligned them to Swinerton's own core values.

Women's Business Resource Group

The Women's Business Resource Group (WBRG) is a grassroots group which formed from Swinerton's Women's Summit—an annual networking and development event held for women and male executives. In 2020, a WBRG Lead and Executive Sponsor were identified to provide leadership and guidance for the group. The Women's Business Resource Group is scheduled to officially launch in Quarter 1 of 2021.



FEATURE STORY: OUR E&I JOURNEY

At Swinerton, we take great pride in being community builders. Part of our business is building institutions and homes where people make memories. Part of our culture has always been to ensure the communities where we build are better for it.

For over 20 years, Swinerton has had a subcontractor/supplier diversity program to promote the use of small and diverse businesses on our projects and in our

purchasing agreements. We have dedicated employees who participate in community outreach and assist our project teams in meeting our goals. We also support community-based organizations and non-profits, and consistently donate 1% of our net income.

While the country was reckoning with the inequities and injustices that the murder of George Floyd brought to light, we took a moment to look inward. If our goal

is to have the best people and culture, we needed to make it clear that we stand up for others and we stand down to hate. Our statement against racism was a first step on what is to become a long journey of exploration, reflection, and action.

In June of 2020, we established our Equity and Inclusion Council (EIC) and developed its mission and vision. That same month, the EIC started our Cultural

Conversations series—monthly emails to bring awareness to diverse holidays, cultural days, and celebrations. Our first Cultural Conversation was for Juneteenth.

Following the establishment of the EIC, we launched a formal Business Resource Group (BRG) program and announced our first BRG for the Black Community (BCBRG).

For the remainder of 2020, we focused on raising awareness,

ensuring accountability, and developing programs and policies that support our vision. In the next year, employees will participate in our first-ever equity and inclusion survey; we will establish more business resource groups to promote employee engagement; and we will begin to set strategic equity and inclusion goals.



June 2020

Executive Committee releases statement against racism.

Equity & Inclusion Council (EIC) is established.

EIC starts Cultural Conversations monthly emails to bring awareness to diverse holidays, cultural days, and celebrations.



July 2020

First Business Resource Group (BRG) is established for the Black Community (BCBRG).

Talent Department adds Historically Black Colleges and Universities (HBCUs) to recruiting list.

Swinerton Renewable Energy (SRE) signs the Energy Industry Pledge for racial justice and equality.



August 2020

First BCBRG meeting is held; Subcommittees are formed at second meeting.

Swinerton signs AGC's Culture of Care pledge.

SRE joins Solar Energy Industries Association's (SEIA) Diversity, Equity, Inclusion, and Justice (DEIJ) Leadership Council.



October 2020

Swinerton invests a portion of its equity in a Black-owned bank.

Swinerton Renewable Energy Women in Solar Scholarship Fund with Solar Energy International (SEI) is established.



November 2020

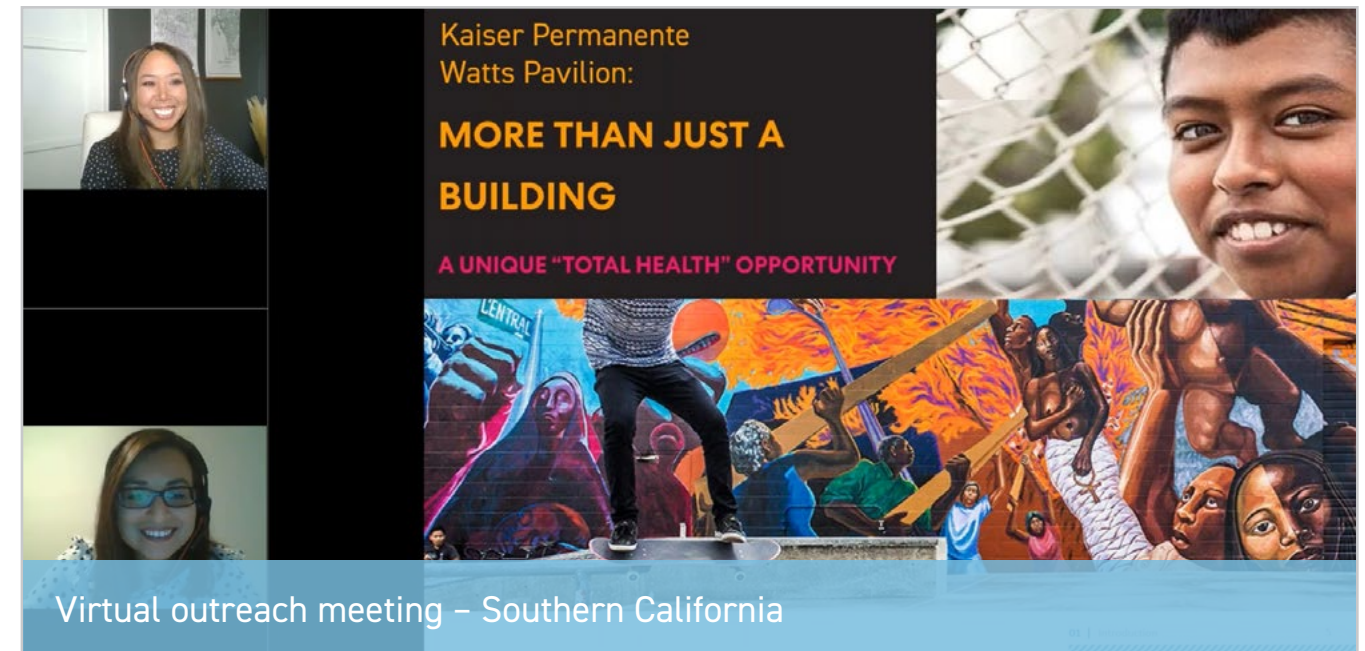
Division and Department Managers are asked to include diversity plan in annual business plan based on ethnic/gender diversity of their metro area.

SUBCONTRACTOR AND SUPPLIER DIVERSITY

Swinerton recognizes the importance of small, minority, women, veteran, and disabled veteran business enterprises to the economics of the construction industry, the communities they serve, and to our own success as a builder. We are a proud national member and sponsor of the National Minority Supplier Development Council (NMSDC), the National Association of Minority Contractors (NAMC), the Women's Business Enterprise National Council (WBENC), and the Veterans in Business Network (VIB). As a member, we are able to leverage these organizations to expand our outreach and connect with qualified subcontractors and suppliers to further diversify our pool of business partners.

Locally, our teams engage with chapters of the national organizations of which we are members, as well as other community-based organizations and associations. In Southern California, our team was forced to rethink their outreach strategies when COVID struck and find new ways to connect. They quickly pivoted from large, in-person gatherings to online webinars and successfully hosted virtual outreach events for a number of projects. The leap into virtual events was extremely well received, with over 200 participants logging in at each session.

Swinerton's annual companywide goal is to award at least 20% of subcontracting and supplier volume to small and diverse businesses. In 2020, Swinerton Incorporated and its Affiliate companies spent a total of **\$3.5B** on subcontractors and suppliers and **\$592M** of that total was spent on small and diverse firms. Companywide spending on diverse subcontractors resulted in a total of **16.8%** participation.



COMMUNITY OUTREACH HOURS

Swinerton's Community Relations Liaisons are responsible for assisting our project teams with community outreach, including coordination of outreach meetings and events, developing diverse business relationships, and partnering with community-based organizations. In 2020, our Liaisons dedicated over 11,551 hours to community outreach.



DEVELOPMENT

TRAINING AND DEVELOPMENT

Swinerton has a strong commitment to and culture of promoting from within, particularly for positions of elevated responsibility and leadership. This culture is evidenced through the average years-of-service for leaders across Swinerton, as well as our annual promotion rates and the percentage of our core operations positional needs we fill each year with internal promotions versus external hires. While strategically bringing in external talent is important for diversity, business expansion, and innovation, we are extremely committed to providing internal opportunities to our long-term, high-performing employees. We believe this culture of promoting from within not just leads to a competitive advantage for our company, but also delivers considerable value to our clients and business partners over time.

The Builder VI Program

In 2020, we began the process of designing and implementing our full Builder VI Leadership Development Construct. This construct was designed to follow an employee over the course of their career and develop them into a strong leader no matter where they land within the organization. Further, it ensures strong leadership competencies throughout the organization from our individual contributors to our senior leaders.

Career Development and Advancement for Craft Professionals

As a leader in the construction industry, Swinerton is keenly aware of the shortage of a skilled workforce and the need for workforce development. In light of this need, Swinerton developed its own workforce development program with the National Center for Construction Education and Research (NCCER), dedicated to training, evaluation, and development of our craft workforce. NCCER is a nationally accredited program, recognized by the Department of Labor. In 2020, over 40 craft professionals completed training at our Colorado and Texas facilities



INNOVATION

Innovation is not new at Swinerton, it's one of the reasons our 132-year-old business has spanned across three different centuries. At Swinerton, we have always strived to identify business operations ripe for disruption and identify external disruptors to our business.

The Swinerton Construction Innovation program is a Research & Development initiative to ensure Swinerton continues to thrive for the next 130 years. For the first time in Swinerton's history, the company has two patents pending: a direct result of our Innovations program.

Mass Timber Fastening

Fastening Mass Timber decks is labor intensive, hard on the workers, and time consuming. A single project can consume 30,000 screws ranging from 3" to 18" long. Swinerton teams worked together to create a portable fastening machine to increase productivity and ergonomics. By using the machine, physical impacts on our workers were reduced. It also allows multiple screws to be installed at once, so a single operator can drive screws 50-75% faster. The bearing screw fastening machine and the Spline screw fastening machine both have patent applications pending.

Sunscreen

Years ago, Swinerton Renewable Energy realized that to build the most efficient, highest quality projects, they needed a tool that didn't yet exist. So, they built it.

Sunscreen is a proprietary iPad app and integrated desktop tool that enables progress tracking, issue logging, and reporting. It gives clients the ability to track each step of the Quality Assurance/Quality Control process and access real-time data so teams can make fast, informed decisions.

You can check out a video about Sunscreen [online](#).



EMPLOYEE ENGAGEMENT

Social distancing prevented many of our employees from socializing in person, but it did not prevent our employees from engaging with their coworkers and communities in creative ways. In many of our offices, teams rallied to bring employees and their families together with virtual events including scavenger hunts, yoga, trivia, and happy hours. In Southern California, they connected employees working from home to teams on-site with virtual project tours, where employees were empowered to showcase their hard work and project success stories. And in an emotional tribute to our own essential workers, employees from across the company said “Thank You” in a video, which you can view on [Facebook](#).

Fall Giving

2020 marked the 8th anniversary of The Swinerton Foundation's Fall Giving Challenge—an annual giving competition among all Swinerton Divisions and Departments. In an unpredictable year, Swinerton teams rose up to the Challenge as expected and gave in incredible ways. Their kindness and generosity made an extraordinary impact in their local communities.

Together, monetary donations topped \$150,000; volunteer hours equated to over \$55,000 in rewards; and goods donated were worth more than \$175,000. In total, Swinerton and The Swinerton Foundation gave \$384,365 to nonprofit partners across the U.S.

The Winning Teams

Most Overall Giving and \$10,000 Award: Hawaii with an average giving of \$474 per employee

Most Admin Participation and \$10,000 Award: Texas with 86% participation

Most Craft Participation and \$15,000 Award: Texas with 51% participation

Most Improved and \$15,000 Award: Southern California groups with a 9% increase in participation



FEATURE STORY: SUPPORTING OUR NEIGHBORS AND COMMUNITIES

Acts of Kindness

In April, The Swinerton Foundation launched its first Acts of Kindness campaign, which encouraged Swinerton employees to commit to doing at least one good deed for families, friends, and neighbors. Across the nation, over 1,000 good deeds were completed—ranging from meal preparation to gifts for essential workers to sewing face masks.

In Spokane, the team sent thank you notes and made face coverings to stay connected with the community when it wasn't possible to be face-to-face. Overall, employees made over 750 face coverings and donated them to hospitals around the country, the local Spokane community, and some stores the team frequents for office needs. Each jobsite was gifted masks, as well as the Spokane Tribe and their child development center.

You can watch a video to see a few highlights of Swinerton employees' deeds on our [YouTube channel](#).

Giving Tuesday Now

The economic uncertainty that COVID-19 caused put tremendous strain on communities and nonprofits to figure out how to assist the influx of families who needed support. Although the pandemic dramatically altered all our lives, it didn't alter our employees' giving spirit.

On May 5, The Swinerton Foundation offered to match all Swinerton employee charitable donations 2:1 to increase the impact of our giving. The Giving Tuesday Now campaign was so popular that The Swinerton Foundation offered to extend it another day so more employees could participate.

The results of the campaign were impressive. Employees donated \$52,610, The Swinerton Foundation contributed \$98,835 in matching, and \$6,545 of Dollars for Doers rewards were donated, bringing the total raised to \$157,990.





ENVIRONMENT

ENERGY

Swinerton Renewable Energy (SRE) was formed in 2008 to bring better energy solutions to our partners and greater opportunities to our communities. Since then, we've worked across the United States and abroad, building over 6.5 GW of renewable energy projects, offering Operations & Maintenance (O&M) service, and providing better local, long-term jobs.

In 2020, SRE completed nine projects in three states totaling 1,708 megawatts—enough to power 324,529 homes. One of those projects supported a Global 500 company and its environmental sustainability goals.

Taygete 1

Nestlé is a 135-year-old company that began in Switzerland after Henri Nestlé developed a breakthrough infant formula and merged with the Anglo-Swiss Condensed Milk Company. Its roots were grounded in solving a social issue—high infant mortality rates—and their values are expressed today through 36 commitments. One of Nestlé's commitments is to provide climate change leadership. To demonstrate this commitment, they set a goal to transition to 100% renewable energy by 2025. Taygete 1 gets them one step closer to realizing this goal.

Taygete 1 covers approximately 2,000 acres in Pecos County, Texas. It is the company's largest direct investment in a renewable energy project to date. The site is estimated to produce 750,000 MWh per year for 15 years and will help the company reduce its carbon emissions.

Jim Wells, chief supply chain officer for Nestlé USA is quoted in Solar Power World, saying, "We are proud that our investment will expand the availability of renewable energy, adding enough solar electricity to the U.S. grid to power 90,000 homes each year."



EMISSIONS AND WASTE

Emissions

As a contractor partner, it's important to understand environmental, social, and governance (ESG) standards so we can help our clients achieve their sustainability goals.

In April 2020, Swinerton broke ground on Oregon State University (OSU)-Cascades new campus. Located in Bend, Oregon it will be Oregon's first net-zero-energy university campus.

The mass timber Academic Building 2 will provide 50,000-square-feet over four stories. The building structure will be glulam beams and columns with cross-laminated-timber floor panels aiding in reducing the building's carbon footprint. With a total carbon benefit of 3,590 metric tons of carbon stored and avoided (an equivalence to removing 759 cars from the road or the energy to operate 379 homes for a year), it would only take North American Forests three minutes to regrow the wood used to build the structural frame.

In addition to the construction of the building, the project team will develop extensive site infrastructure to support the growth of the campus including a Geo Exchange and Campus Energy Transfer Station (CETS) in support of the campus net zero strategy.

Waste

One of the most pragmatic ways to enhance productivity and efficiency while helping reduce the environmental impact of a project is to reduce waste.

According to the World Green Building Council, the building and construction industry accounts for 39% of global carbon emissions—much of that due to waste. One of the reasons for this is a gap in BIM modeling and execution. Contractors are notorious for ordering a surplus of materials in case they're needed, but if those materials go unused they amount to a significant waste. Swinerton's Innovations team often works with Swinerton self-perform trade experts, ideating and testing methods to save time, energy, and waste. For a healthcare client, for example, Swinerton helped them achieve their waste goals for the project by implementing a multiple dumpster and cost incurred system and policy with subcontractors to reduce construction and demolition debris. As a result of this innovative thinking, Swinerton diverted 65% of the waste generated on the project.



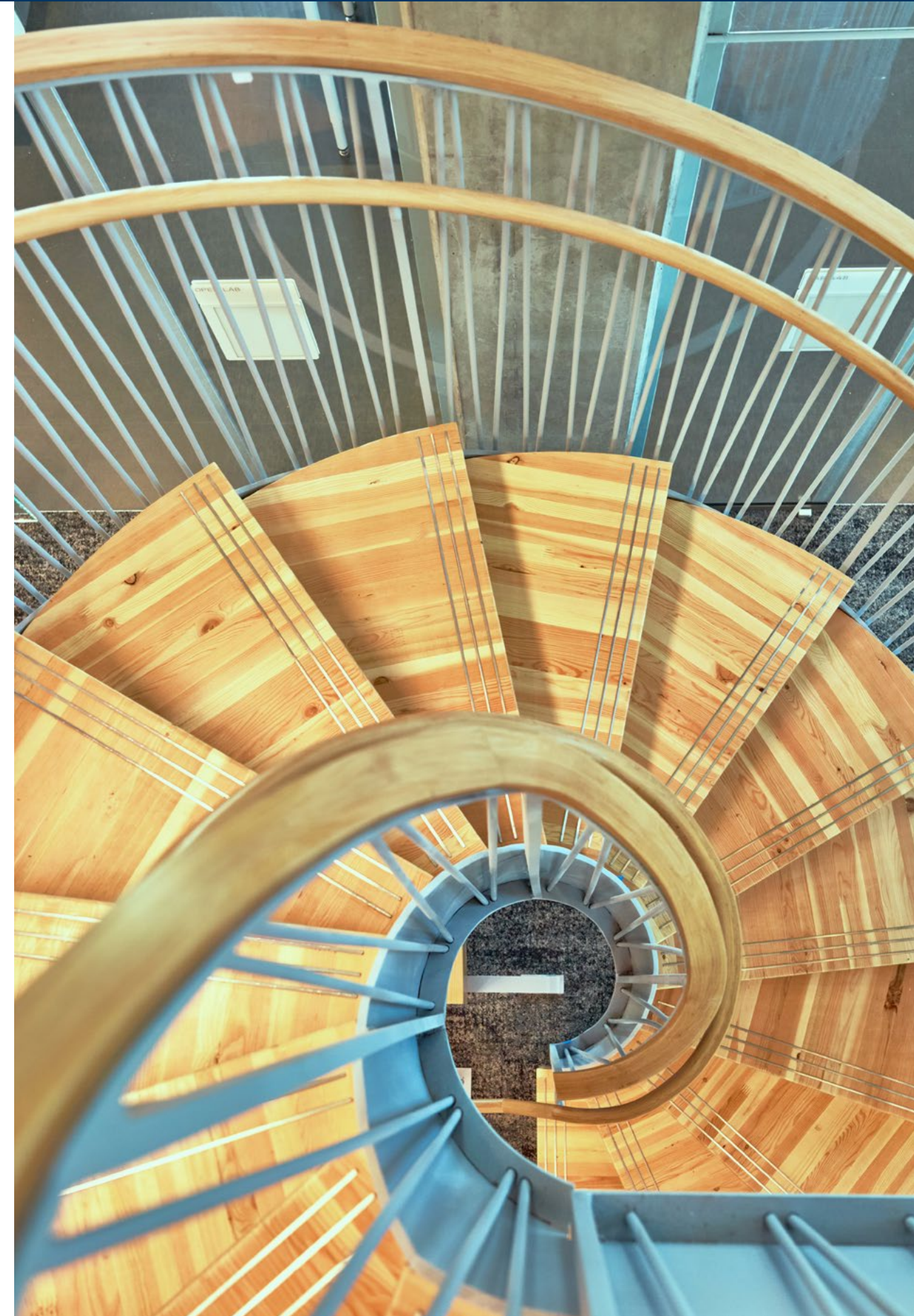
MATERIALS

In the last few years, sustainability advocates have been buzzing about the environmental benefits of using wood in place of steel and concrete. Using wood, they say, greatly reduces greenhouse gas (GHG) emissions; cuts down waste, pollution, and costs; and creates a healthier built environment. Mass timber buildings, combined with sustainable forestry practices, help create carbon neutral buildings.

Swinerton Mass Timber is a bridge between the mass timber manufacturing community and the general contracting community. To date, the Swinerton Mass Timber team has completed eight projects, resulting in 4.5M-square-feet of mass timber. Swinerton's mass timber projects include one of the largest cross-laminated timber (CLT) projects in the country—the 156,000-square-foot First Tech Credit Union in Beaverton, Oregon.

University of Oregon Knight Campus for Accelerating Scientific Impact (KCASI)

The Swinerton Mass Timber (SMT) team wrapped up the KCASI project in 2020. As part of the project, SMT was responsible for installing a variety of mass timber stairs, 12 in total, each coming with their own set of obstacles: project delays, different wood/steel tolerances, as-built conditions, and coordinating with on-site subcontractors. The most challenging set was the spiral stairs—the first of this kind in the world.



OUR 2030 COMMITMENT

Swinerton remains committed to environmental sustainability in our aim to be a leader in corporate social responsibility. As part of this commitment, we created an Environmental Sustainability Task Force who was challenged to envision a sustainable roadmap to 2030. The team was tasked with creating strategies that will demonstrate our commitment to communities, establish us as an industry leader in environmental sustainability, and add value for our employee-owners.

The Task Force's first meeting was held in October of 2020 where the team was asked to provide an analysis of Swinerton's current state of environmental sustainability and identify core elements of what a future state could look like. Members of the Task Force included our Chief Technology Officer, Corporate Marketing Director, Corporate Social Responsibility Manager, Senior Director of Innovation, an Estimator, two Project Executives, a Project Manager, a Business Development Representative from our Mass Timber group, and a Business Applications Manager for SOLV.

The commitment to a sustainable future is of vast importance to our employees, clients, families, and communities. It is with this perspective that we recognize that decisions we make today will affect and be judged by coming generations. In 2021, the Task Force is expected to present their roadmap to the Executive Committee which will inspire our path forward.



PROJECTS AND PROFESSIONALS

167

LEED, WELL,
and Parksmart
Accredited
Professionals

9

Renewable
Energy Projects
Completed

16

Green Building
Projects
Completed

2.3 M

Square Feet
of Sustainable
Projects
Completed



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