



2021 CSR REPORT

PROFILE AND PERFORMANCE | TALENT | COMMUNITY IMPACT | ENVIRONMENT



TABLE OF CONTENTS

INTRODUCTION

Letter from the CEO	04
Swinerton at a Glance	05
2021 Highlights	06

PROFILE AND PERFORMANCE

Financial Strength	08
2021 Innovations	09
Best-In-Class	10

TALENT

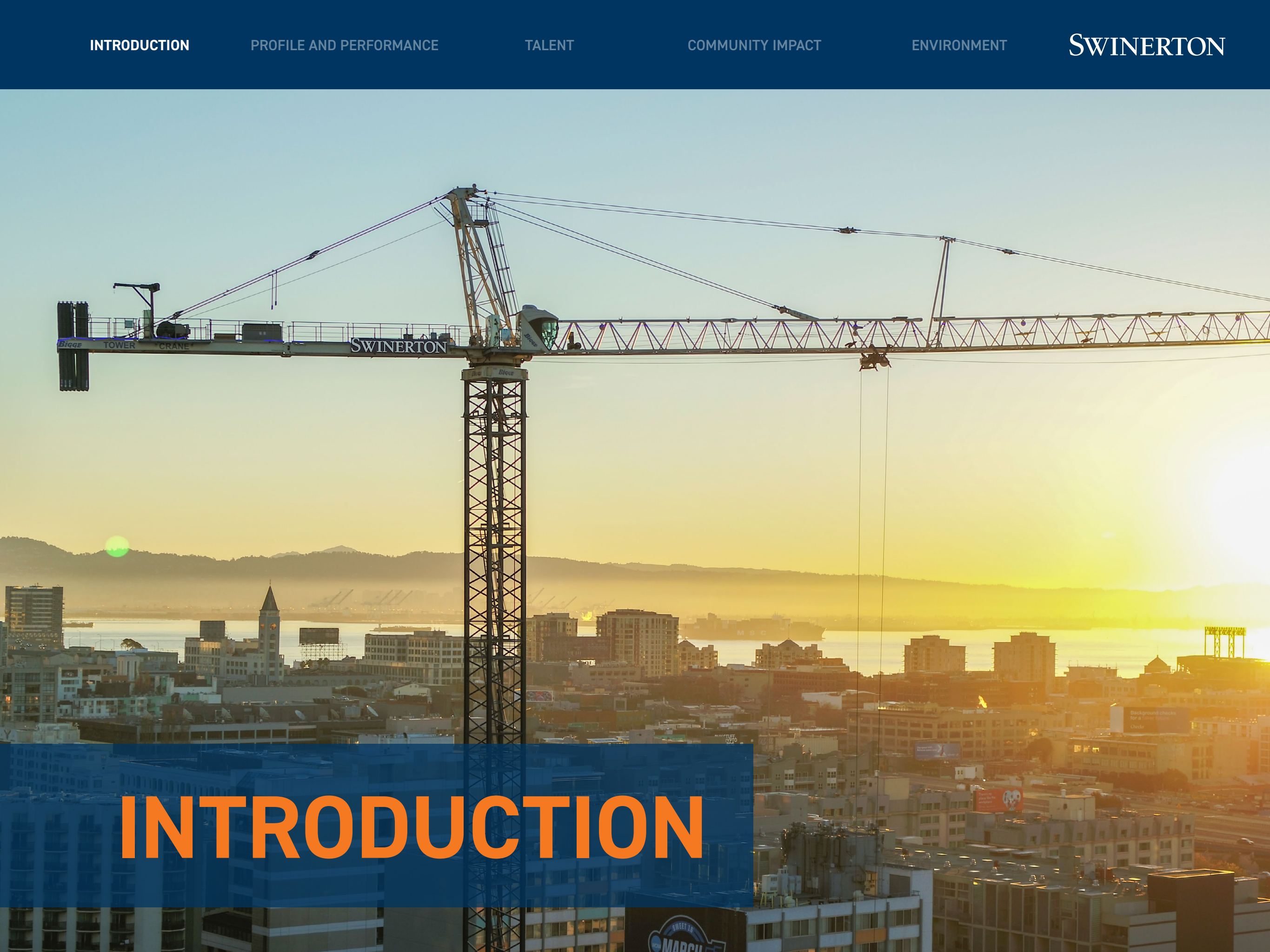
Career Development	12
Recruitment	13
Our Workforce	14
Health and Safety	15
Equity and Inclusion	16
Employee Engagement on Equity and Inclusion	17
Business Resource Groups	18

COMMUNITY IMPACT

UN Sustainable Development Goals	20
Swinerton Cares	21
Supplier Diversity & Outreach	22
2021 Accomplishments	22
Spotlight On ITFW	23

ENVIRONMENT

Building a Sustainable Future	25
Timberlab	26



INTRODUCTION

LETTER FROM THE CEO

Resiliency is the capacity to recover quickly from difficulties, exhibiting toughness and grit in the face of adversity. While 2021 provided plenty of challenges for our teams, the experience helped us band together around our common work and wellbeing. It also afforded us many great successes that carry us into 2022 and support our March to 2030.

The March to 2030 is our north star. It's the company we strive to be—100% employee-owned, diversified in our product line, recognized as having the best people and culture, a leader in corporate responsibility, and a national organization serving our clients in our communities.

Ten years ago, approximately 90% of our work was in California. Today, it is approximately 65%. By 2030, we would like it to be approximately 35%. Our quest to be a national builder is driven by two things—achieving a more recessionary proof business model and serving our clients wherever they are.

In 2021, we launched three new companies—Perq, Timberlab, and MD Builders—further diversifying our product line and expanding our service offerings to clients. We're excited to see where these ventures lead us and what new ventures come our way.

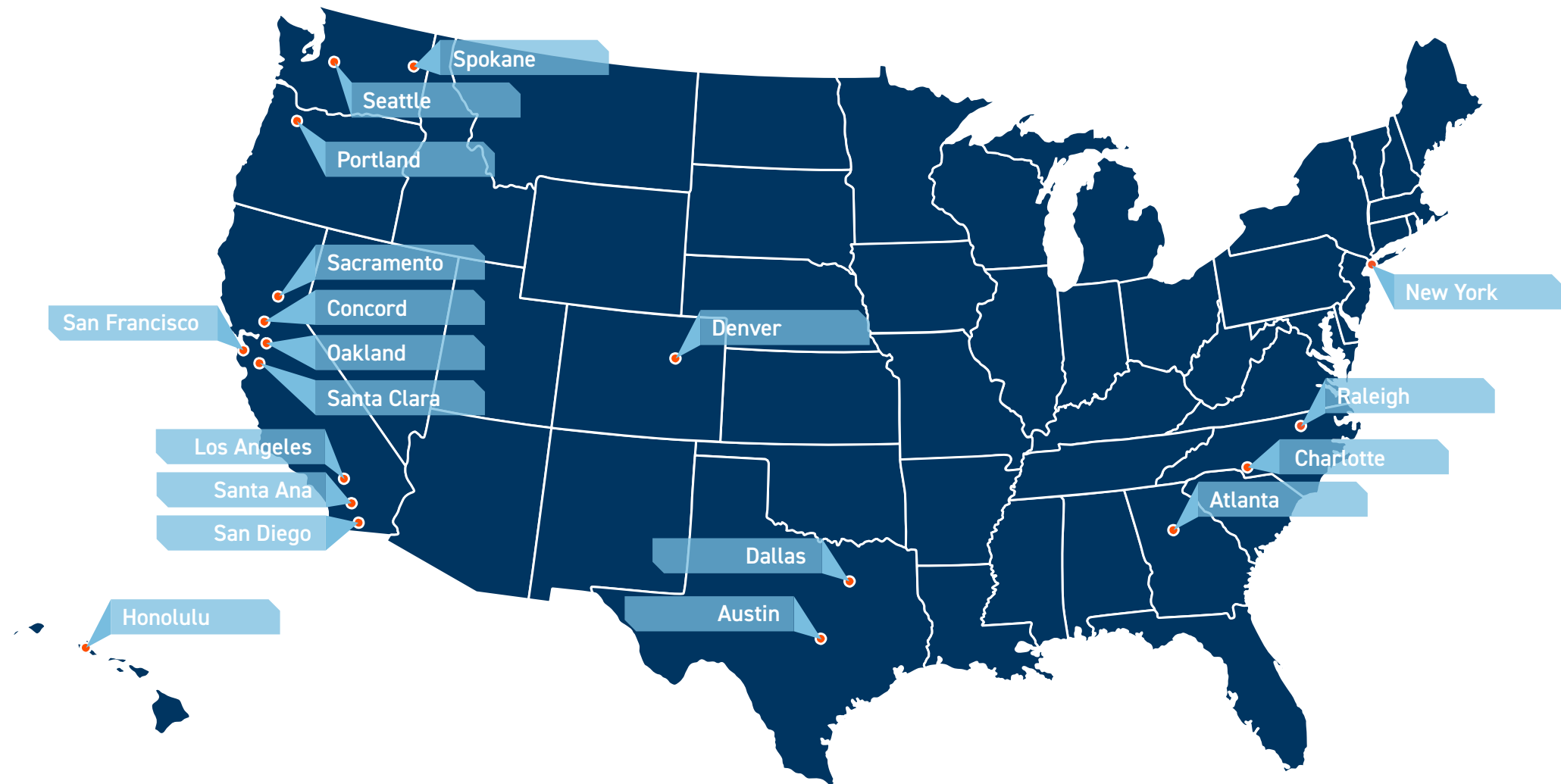
Above all, we remain committed to our employee-owners' health and prosperity. We continue to dedicate resources to building out our Talent First program to ensure the success of our people and our teams. We have started and will continue to build our Talent teams, having hired a National Talent Partner Director in 2021 to lead a team that is focused on retaining and developing our talent as we continue to grow geographically and expand our service offerings.



Eric Foster



SWINERTON AT A GLANCE



130+
Years
in Business

784
Projects
Completed

160
Communities
Impacted

277
Clients
Served Nationwide

3,663
Employees
Throughout the U.S.

19
Office
Locations

2021 HIGHLIGHTS



Moved headquarters
to Concord, CA.



Unveiled a new brand and
expanded offerings for SAK Builders.



Launched three new companies—
Timberlab, Perq, and MD Builders.



Promoted seven employees to
Division Manager roles and
two employees to Region Manager roles.



Welcomed a new member
of the Executive Committee.



Sold Swinerton Renewable Energy and
SOLV to American Securities LLC.

INTRODUCTION

PROFILE AND PERFORMANCE

TALENT

COMMUNITY IMPACT

ENVIRONMENT

SWINERTON



PROFILE AND PERFORMANCE

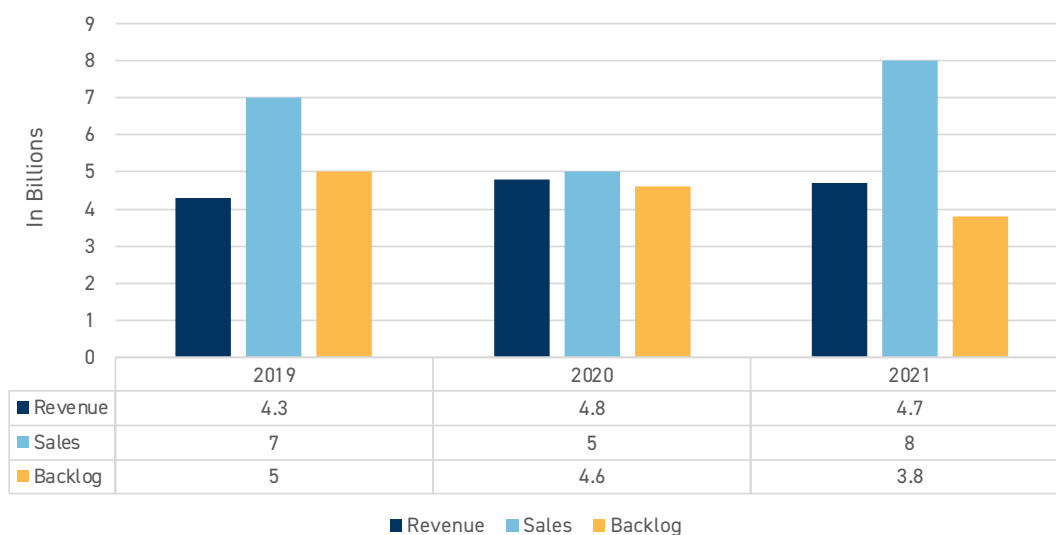
FINANCIAL STRENGTH

2021 was a record-breaking year for Swinerton. The hard work and grit of our employee-owners, along with the sale of Swinerton Renewable Energy and SOLV, enabled us to set record revenues, record fees, and record new sales, positioning Swinerton to have a current financial strength that is unprecedented.

Swinerton's overall revenues in 2021 were approximately \$4.7B with a projected record net profit of \$285M. Sales for the year topped \$8B, and we entered 2022 with a backlog of approximately \$3.8B.

American Securities LLC acquired Swinerton Renewable Energy and SOLV, combining Swinerton's existing EPC and O&M service groups together under one company name, SOLV Energy, LLC. Proceeds from the deal will provide a greater number of investments and further diversification of our portfolio, two key tenets in the March to 2030.

2019-2021 Financial Performance



2021 INNOVATIONS

For a company to survive over 130 years of business, it must be nimble and innovative with a clear strategic direction. Since our founding in 1888, Swinerton has continued to be on the forefront of innovation and expanding our service offerings to meet client needs.

With a mission to better control project delivery, our Self-Perform groups have grown in geography and scope, providing consistent net fees over 14%. By 2025, we will be performing over \$1B in combined self-perform revenue.

Swinerton's Innovation team hosted its first two rounds of an internal Innovation Challenge. The challenge is aimed at solving internal and external business challenges relevant to the work we perform, utilizing employee-owners in a shark tank style competition. The Hardy Lift Tipper-1000 won the Innovation Competition—a safer, more reliable method to debris buggy dumping. Partnering with manufacturer and distributor Hardy Lean Solutions, innovation and self-perform team members at Swinerton are now implementing this technology across the nation, beginning with 20 Swinerton-branded units that will evolve into a standard practice employed on every project.

Our Innovations experts also partnered with external robotics specialist Dusty Robotics on their robotic layout initiative, then worked with our internal Drywall HUB team in Southern California for testing and implementation. Swinerton was the first to take on Dusty Robotics with our own internal operators and moved beyond pilot use cases to operationalize the use of their Field Printer.

Additionally, we developed our own patented mass timber-fastening solution in conjunction with our Timberlab team of experts and external design and fabrication firms. This fastening tool aids in the placement of mass timber decks, which can require thousands of screws ranging in length from 3" to 24".



BEST-IN-CLASS

AGC National: Construction Safety Excellence 2nd Place

AGC California: Construction Safety Excellence

AGC of Washington Grand Award for Safety Excellence and Safety Excellence Award

Best Places to Work in Atlanta, Charlotte, Hawaii, OCLA, Oregon, San Francisco Bay Area, and Washington

Awarded by Atlanta Business Chronicle, Charlotte Business Journal, Hawaii Business Magazine, Best Companies Group (SoCal), Oregon Business, San Francisco Business Times, and Puget Sound Business Journal.

ENR Texas & Louisiana's Contractor of the Year

#17 ENR Top 400 Contractors

#3 ENR Top 100 Green Contractors

#1 ENR Top Contractor in California and #4 Top Contractor in Hawaii

Statewide Education Wrap Up Program (SEWUP) Safety award

ABC Central Texas: Safety Excellence Award



AGC
THE CONSTRUCTION
ASSOCIATION





TALENT

CAREER DEVELOPMENT

Swinerton has maintained a workforce over the last three years of an average of 4,000 administrative and craft professionals. To support the career development of this workforce, the Talent First team launched a Builder VI Program in 2019. The Builder VI Program includes:

Better Builder: A self-directed program for all entry-level Project Engineers focused on technical understanding of construction and all the different trades.

Foundation Builder: This program is a total of 32 hours and targeted towards new Project Engineers between six and eighteen months into their time at Swinerton. The focus of these 32 hours breaks down approximately to 30% focus on Swinerton culture, 30% focus on leadership competencies, and 40% on technical competencies. 148 employees completed the program in 2021.

Leader Builder: This program is a total of 40 hours and targeted to all employees who are individual contributors between 2 and 5 years into their careers. This program focuses on self-leadership principles and Leading from Within. In 2021, 110 employees completed the program.

Team Builder: This program is a total of 24 hours of instructor-led training with significant on-the-job work requirements between sessions. This program is specifically targeted at new managers of teams of people. 21 employees graduated from the program in 2021.

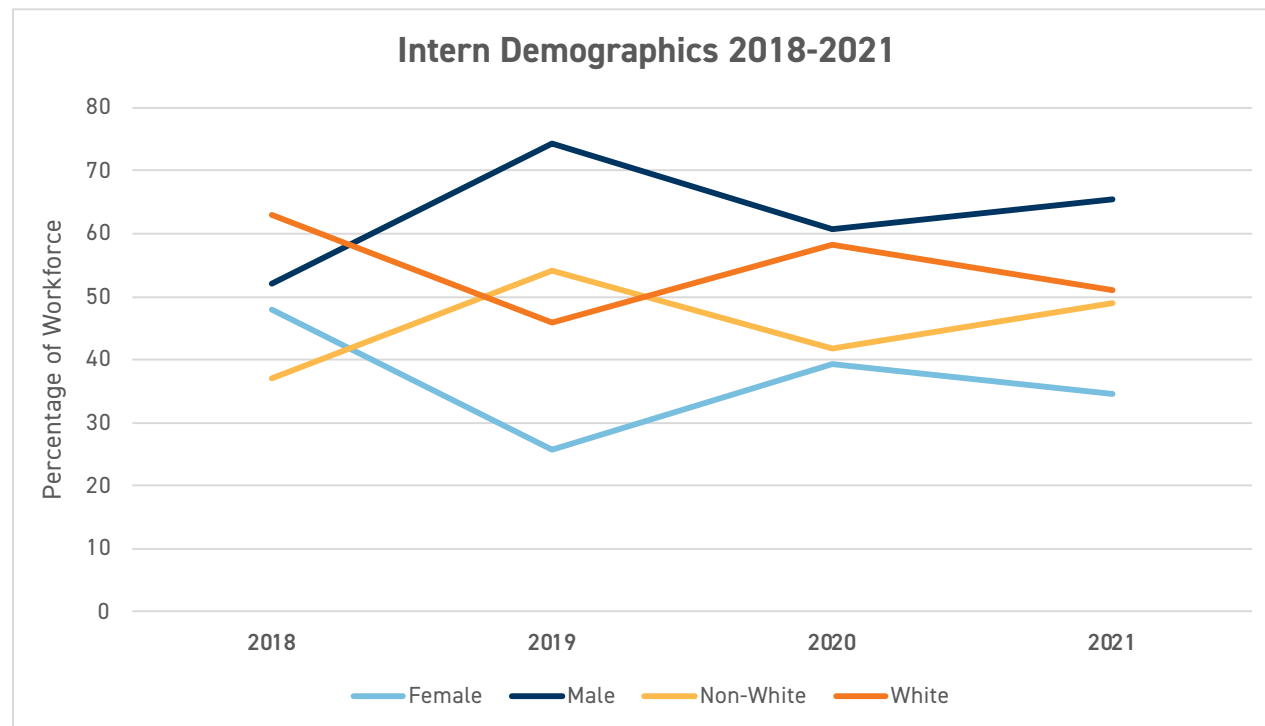
Business Builder: This program will be a year-long program for Project Executive/Director-level employees across the company who are 10-15 years into their careers. This program focuses on core elements and competencies for leading portfolios of projects, business units, and departments. Expected launch will be in 2022.

Legacy Builder: This program will be an ongoing program with a rolling cohort of high-performing employees who are within 3-5 years of a senior leadership role. This program serves to develop an enterprise mindset in participants, further enhance strategic thinking capabilities, ensure strong communication and influence skills, and provide participants critical tools for assessing and shaping company culture. Expected launch will be in 2023.



RECRUITMENT

Part of our national recruiting strategy has been to maintain the relationships we have with universities and academic programs, while adding Historically Black Colleges and Universities (HBCUs) to our recruiting list. This has led to a more diverse intern population throughout the company. However, as evidenced in the graph below, our female intern population has decreased over the last four years. Therefore, we have begun exploring other possible majors to recruit from which have an historically larger proportion of female students.



OUR WORKFORCE

	All Employees	Admin	Craft	VP Level	Board of Directors
Female	16.0% ↑ 587	28.1% ↑ 537	2.8% ↓ 50	19.1% ↑ 9	22.2% ↑ 2
Male	84.0% ↓ 3,076	71.9% ↓ 1,371	97.2% ↑ 1,705	80.9% ↓ 38	77.8% ↓ 9
Minority	56.3% ↑ 2,061	35.1% ↑ 669	79.3% ↓ 1,392	14.9% ↓ 7	11.1% = 1
Veteran	2.5% ↓ 92	3.2% ↓ 61	1.8% ↓ 31	2.1% NR 1	0.0% NR 0
Ages 61+	5.1% ↑ 185	7.6% ↑ 145	2.3% ↓ 40	19.1% NR 9	33.3% NR 3
Ages 41-60	38.3% ↑ 1,404	39.1% ↑ 746	37.5% ↑ 658	59.6% NR 28	66.7% NR 6
Ages 21-40	54.7% ↓ 2,004	53.0% ↓ 1,012	56.5% ↓ 992	21.3% NR 10	0.0% NR 0
Ages <20	1.9% ↑ 70	0.3% ↓ 5	3.7% ↑ 65	0.0% NR 0	0.0% NR 0

NR: Not previously reported

Symbols indicate an increase, decrease, or no change to the previous year.

HEALTH AND SAFETY

Over the past 35 years, the Swinerton safety program has been developed with great care, focusing on regulatory compliance and simple application, and the fact that Your Family Needs You (YFNY). Today, Swinerton leads the industry with that best-in-class safety program and with one of the most highly credentialed professional safety departments around. The Swinerton Health and Safety Department is made up of more than 60 credentialed safety professionals.

Over the past two years, the department has unveiled a new Corporate Safety Manual; streamlined many of our programs, forms, and documents; and improved the effectiveness of the overall program elements. One of these improvements included the switch from hardhats to helmets in 2019.

Additionally, we continued to update our health and safety programs and policies to follow CDC guidelines, as well as local requirements. Our COVID-19 task force published a new COVID-19 5.0 Plan, with updates to face covering guidelines, definitions for fully vaccinated and verified vaccination, and new Post-Vaccine Exceptions and Travel Guidance sections. To encourage employee vaccinations, our Executive Committee provided regular updates and incentives for our workforce.

SPOTLIGHT ON SECURITY

With more than 90% of global cyberattacks directed at organizational staff, Swinerton employees have played a critical role in our digital strategy to secure our digital assets and help defend others from cybersecurity threats. With increased participation in our cyber awareness training, more employees reported phishing attempts in 2021 and the percentage of employees falling for anti-phishing exercises has reduced dramatically.



SAFETY FIRST

0.60
EXPERIENCE
MODIFIER RATE

60
CREDENTIALLED
SAFETY
PROFESSIONALS
THROUGHOUT
THE U.S.

18,249
HOURS OF
HEALTH AND
SAFETY TRAINING
COMPLETED

EQUITY AND INCLUSION

Building high performing teams demands that we explore every avenue to draw the very best and brightest to our industry and develop their talents and leadership. Developing teams that are diverse in experience, background, and thought is what has kept us on the leading edge of innovation throughout our existence. 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. In 2021, we established three strategic goals to guide our diversity, equity, and inclusion (DEI) program:

- Increase the percentage of our workforce to better reflect our communities
- Ensure proportional promotions of our staff
- Ingrain inclusive leadership behaviors in all of our training

Equity & Inclusion Roadmap



January 2021

First Equity & Inclusion Strategic Goals Task Force meeting is held.



February 2021

Black Community Business Resource Group (BCBRG) creates first companywide campaign honoring Black History Month.

Swinerton joins Catalyst – a global nonprofit that works with companies to build workplaces that work for women.



March 2021

Women's Business Resource Group (WBRG) hosts first meeting and companywide webinar for Women in Construction Week.

71% of administrative employees participate in first-ever equity and inclusion survey.



April 2021

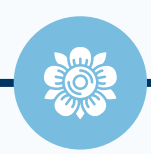
Working Parents Business Resource Group (WPBRG) hosts first meeting. 20% of Craft employees participate in first-ever equity and inclusion survey.

First diversity, equity, and inclusion (DEI) strategic goals established.



May 2021

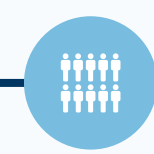
Swinerton becomes a member of the National Veteran Business Development Council (NVBDC).



September 2021

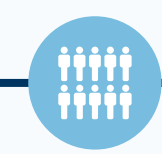
First BRG Leadership Meeting is held.

LatinX Business Resource Group (LXBRG) is established.



October 2021

Swinerton participates in Construction Inclusion Week.



December 2021

DEI Focus Groups facilitated by Catalyst.

EMPLOYEE ENGAGEMENT ON EQUITY AND INCLUSION

Swinerton has taken one more step to better understand our employees' experience. To ensure that we are streamlined, comprehensive, and consistent in our approach, we implemented a new surveying platform called Glint. This tool will help us to involve people at all levels, harness their ideas, provide feedback to management, and inform enterprise-wide programs to help them in their professional development.

In March of 2021, we completed our first diversity, equity, and inclusion survey powered by Glint. 71% of our admin employees participated.

Collectively, Swinerton's scores were very positive. We were rated an 85 on Glint's scale, which converts to an average of a 4.4 on a five-point scale. "I feel valued by my direct supervisor" and "I feel I am respected by my colleagues" are our biggest areas of strength for our overall employee population, both of which are considered significant drivers of employee engagement.

Our biggest areas of opportunity are "I have an influential advocate/sponsor for my career" and "I feel Swinerton values different leadership styles".

To gain further insight into the opportunities we identified from the survey, we partnered with [Catalyst](#) and hosted focus group sessions for employees across the company. The findings from those sessions prompted us to organize task forces focused on four key areas: sponsorship, terminations, inclusive leadership training, and hiring practices.



BUSINESS RESOURCE GROUPS

Business Resource Groups (BRGs) create community within Swinerton that enhance the experience of Swinerton personnel and advance Swinerton's overall equity and inclusion program.

Our Black Community Business Resource Group (BCBRG) organized its annual Black History Month awareness campaign, which included an Intro to Black History Month, Notable Black Leaders and Cultural Icons, Black History in the Making, and a Look Toward the Future webinar with video interviews of BCBRG members.

In March, our Women's Business Resource Group (WBRG) held its first meeting, followed by a Women in Construction Week companywide webinar on assertive communication and negotiation. In honor of Mental Health Awareness Month in May, the WBRG invited panelists and the Benefits team to present on resources available to Swinerton employees, including Concern – an Employee Assistance Center.

We also helped two new Business Resource Groups launch—one for Working Parents (WPBRG) and one for the LatinX community (LXBRG).





COMMUNITY IMPACT

UN SUSTAINABLE DEVELOPMENT GOALS

Equitable Education

Swinerton proudly partnered with Construction Sector Bridge (CSB), a program affiliated with Brightline Defense, to provide Oculus 2 virtual reality (VR) units to enhance construction skills training for San Francisco high school students. Last fall, CSB students convened at India Basin Shoreline Park for VR training. Oculus 2 units donated by Swinerton, along with software provided by [TransfrVR](#), allowed participants to experience a simulated construction environment and operate state-of-the-art technology.

Construction Bridge Program is supported by nonprofits Brightline Defense, Community Youth Center of San Francisco, Mission Hiring Hall, and A. Philip Randolph Institute of San Francisco. The program provides training for low-income youth in San Francisco interested in entering the construction industry; it is a pipeline for the CityBuild Academy, a workforce training program for San Francisco residents, which Swinerton actively supports. The positive VR experience by the CSB students provided proof for CityBuild to also invest in equipment for their apprentices.

Resilient Communities

Swinerton Texas partnered with Rebuilding Together Austin to help an Austin resident with some much-needed repairs to her home. Ms. H has lived in her home for the last 40 years and needed help with some painting, fence repairs, landscaping, and general cleanup.

In Silicon Valley, the Swinerton team worked on a project in Downtown San Jose for the Spring Rebuilding Day. Originally built in 1909, the 1,800-square-foot home is owned by a 68-year-old Asian immigrant who has been living there since the late 1960s. Due to limitations, the homeowner asked Rebuilding Together Silicon Valley to paint her home. 15 participants completed the work in one day.

In total, Swinerton teams completed 10 projects in communities across the United States.

Life on Land

For the first time, The Swinerton Foundation chose One Tree Planted as its beneficiary of a 2:1 employee gift-matching campaign to promote sustainability. One Tree Planted is a nonprofit organization focused on global reforestation. For two weeks, The Swinerton Foundation hosted the campaign and raised \$5,895, which helped the organization plant over 5,000 trees.



SWINERTON CARES

Swinerton Cares is a workplace giving program sponsored by [The Swinerton Foundation](#). In 2021, employee donations topped \$257,000. With gift matches and Dollars for Doers rewards, total giving was \$685,239. Employees also volunteered over 7,700 hours for over 600 organizations throughout the year.



Little Essentials – New York, NY



Portland Parks & Rec – Portland, OR



HÆRFEST – Charlotte, NC



Meals on Wheels – San Francisco, CA



The Pantry – Honolulu, HI



Coats for Kids – Austin, TX

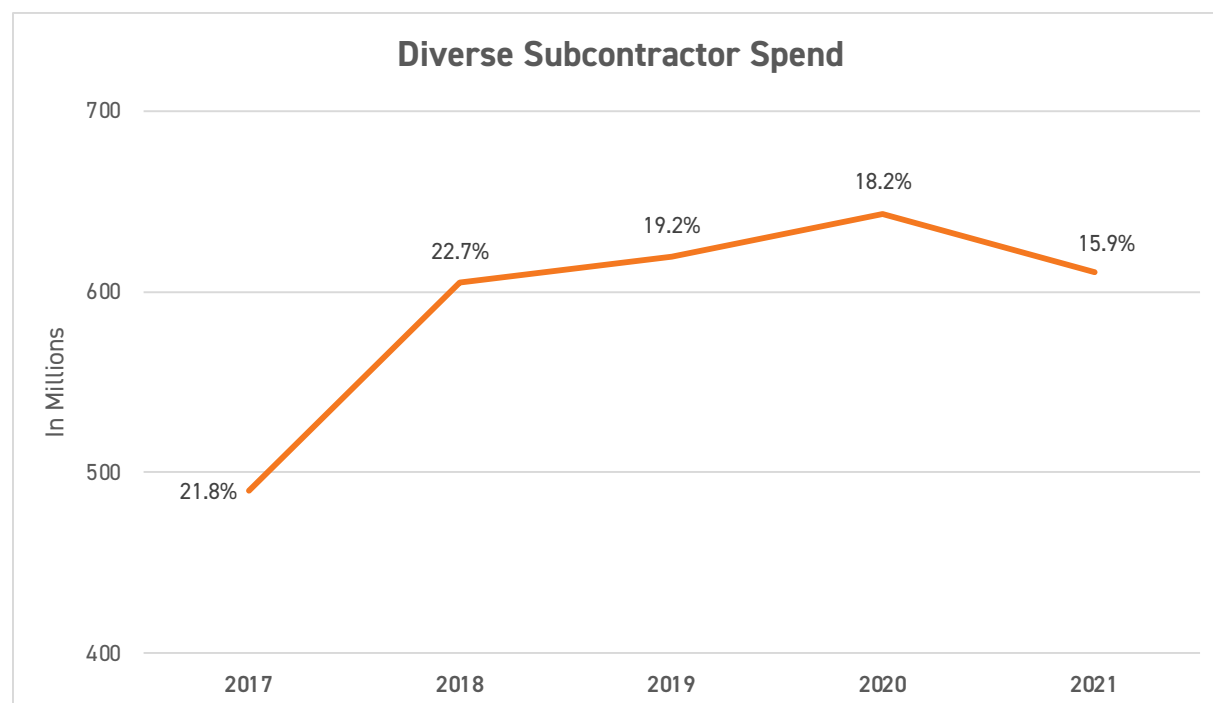
SUPPLIER DIVERSITY & OUTREACH

For over 30 years, Swinerton's Supplier Diversity Program has been a testament to our commitment to supplier diversity and is why we are a known industry leader.

Our program is part of our commitment to promote diverse and inclusive projects that cultivate and stimulate lasting relationships within our local communities. For this reason, we focus on increasing participation of small, minority, women, LGBTQ, veteran, and disabled veteran business enterprises in all our purchasing and contract business.

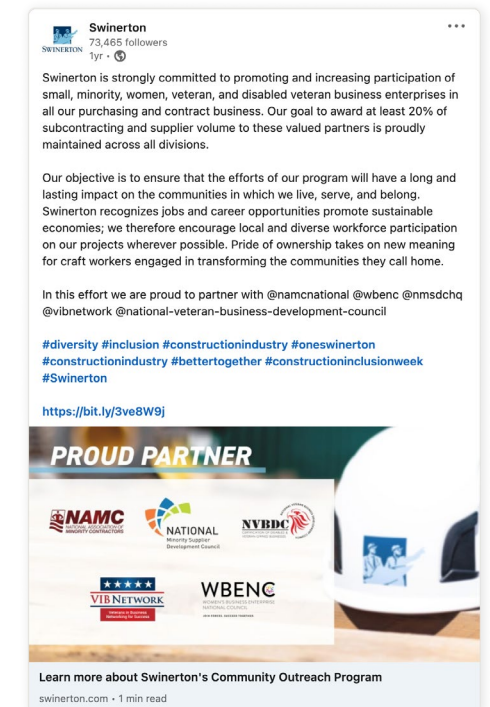
Swinerton has five key focus areas that provide the framework for our diversity program:

- **Community** – outreach meetings and events
- **Education and Resources** – for our subcontractors (technical assistance workshops and mentorships)
- **Opportunity** – reviewing bid packages to determine what is best suited for a diverse subcontractor and targeting those businesses accordingly
- **Commitment** – not a “check the box” activity, but a mentality adopted by everyone at Swinerton



2021 ACCOMPLISHMENTS

- Western Regional Minority Supplier Development Council (WRMSDC), an affiliate of NMSDC, awards Mick Penn the Supplier Diversity Leader of the Year award.
- 2021 AGC California Construction Education Friend Award recipient.
- Began developing the framework and content for the Prep for Success Program – a unique program that teaches diverse business enterprises how to do business with Swinerton.
- Rolled out a new Power BI Diverse Spend Reporting dashboard.
- Participated in the inaugural Construction Inclusion Week (social media post displayed to the right).
- Unveiled new internal and external Outreach sites.



NATIONAL MEMBERS OF



SPOTLIGHT ON ITFW

On October 15, 2021, the LAX Economy Parking Structure (formerly called ITFW), opened at Los Angeles International Airport (LAX). It is the largest parking structure Swinerton has built to date, featuring 4,300 stalls spread across four levels. Swinerton self-performed the entire concrete scope of work, framing and drywall, expansion joints, and specialties. These scopes comprised 18% of the nearly \$300-million total contract. Most impressive, was the impact the project had on the local communities.

The project at LAX required the use of diverse business enterprises and local worker participation. To find qualified businesses and workers, Swinerton interviewed candidates at the HireLAX Apprenticeship Readiness Program Open Houses, offered jobsite tours to HireLAX cohorts, and hosted Partnering and Informational Outreach Events. Numerous onboarding workshops were also hosted to ensure subcontractor success.

In total, 44% of the contracts issued on the project went to local small business enterprises, while 30% of the labor force was from the local areas. Thanks to the leadership of the Los Angeles World Airport (LAWA), the City of Los Angeles, Gensler, Watry Design, and Swinerton, the project remained active throughout the pandemic. In doing so, numerous job opportunities for these communities helped a great deal of families during a very difficult time. Since the start of the project in September of 2018, 1,136 local craft workers performed work on the project, totaling 848,500 hours. 123 certified contractors also worked on the project, with small businesses earning a combined total of \$130M.





ENVIRONMENT

BUILDING A SUSTAINABLE FUTURE

In 2021, an environmental sustainability task force was created to envision a sustainable roadmap to 2030. It was tasked with creating strategies that will demonstrate our commitment to communities, establish us as an industry leader in sustainability, and add value to our employee-shareholders.

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. It is both a decision of conscience and commitment to remaining relevant and leading our future business markets that we must establish strategies to inspire our path forward.

In April, the task force presented a proposal to Swinerton leadership and received a commitment from the Board of Directors to make long-term investments in sustainability.

2021 Accomplishments:

- Began a formal materiality assessment with Sustridge
- Began gathering energy utilization reports at all offices
- Began drafting Office and Field waste management guides

OUR SUSTAINABILITY SERVICES

Swinerton has been at the forefront of green building and remains a national leader in the sustainable movement, having completed more than \$10 billion of sustainable construction from coast-to-coast.

- 1.0M sq ft of Net Zero Impact
- 167 LEED, WELL, AND PARKSMART accredited professionals
- 2.5M sq ft of sustainable projects completed in 2021



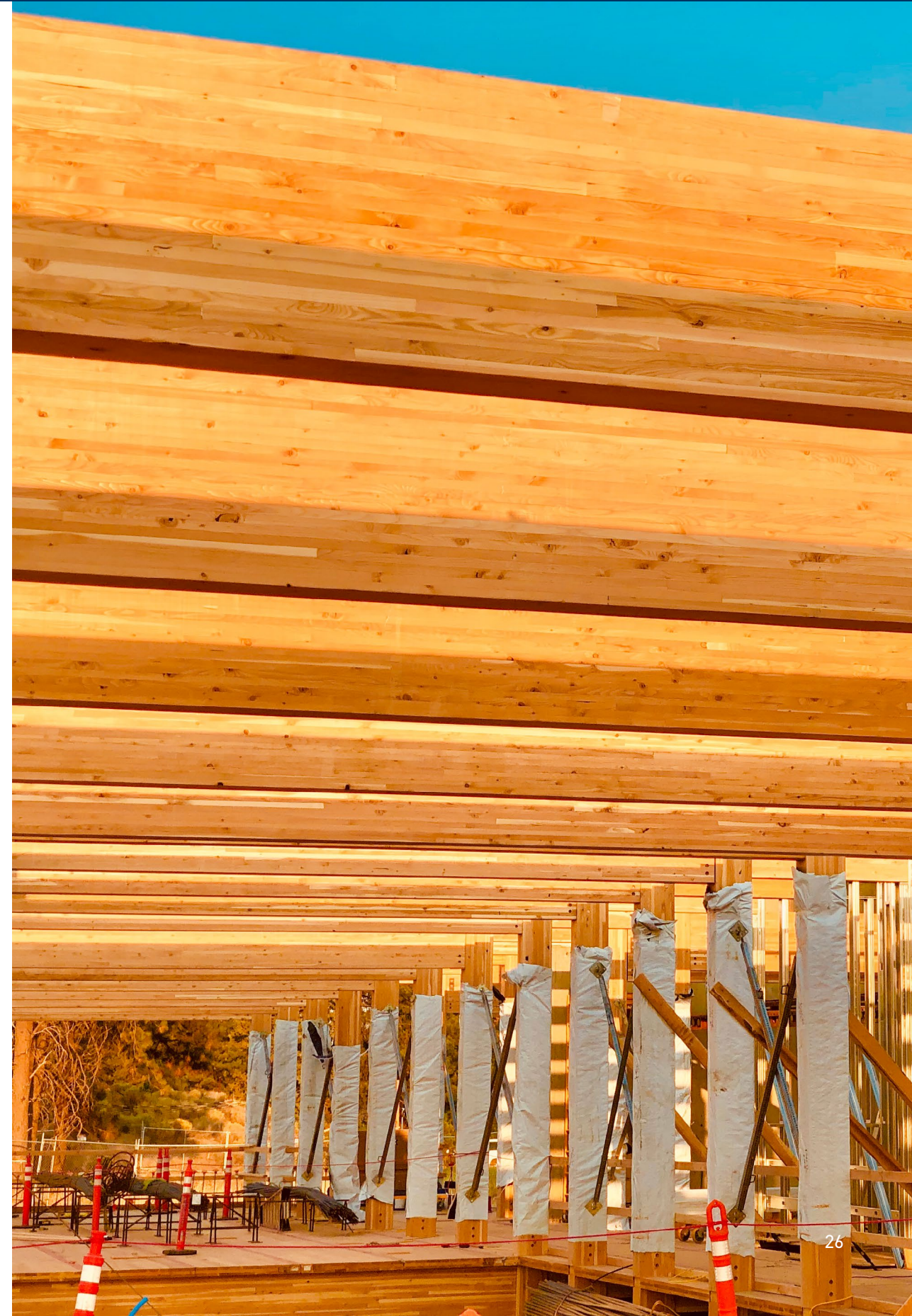
TIMBERLAB

In 2021, we launched Timberlab, Inc., an affiliate of Swinerton and an evolution of Swinerton Mass Timber. To meet the needs of a growing industry, Timberlab offers an expanded scope of services, including licensed timber engineering and mass timber product development.

Timberlab recognizes the need for sustainable best practices in the construction sector. Studies show that 80% of the embodied carbon is directly attributed to building materials. The use of mass timber as the structural system avoids the carbon emissions associated with the energy-intensive production of concrete and steel while sequestering additional biogenic carbon.

Timberlab is also committed to the preservation and sustainable use of forest resources. It's in our mission. We partner with regional timber suppliers that are certified by the most robust sustainable forest management programs, such as the Programme for the Endorsement of Forest Certification (PEFC), Sustainable Forestry Initiative (SFI), and the Forest Stewardship Council (FSC).

We work alongside owners and design teams throughout the course of a project to identify opportunities and strategies for reducing our carbon impact. As a 100% employee-owned, socially responsible, and nimble company, we are on this journey to meet the full potential of mass timber as a structural system.





2021 Corporate Social Responsibility Report

2001 Clayton Road, 7th Floor

Concord, CA 94520

925.602.6400

swinerton.com

